



PMP® EXAM PREP AGILE CONSIDERATIONS

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PMP® Exam Prep

This course will assist learners in preparing
for PMI's PMP Exam (2021 Update)

Agile Considerations - Integration

- Delegate planning and control responsibilities
- Focus on building and encouraging collaborative environment
- role of the project manager doesn't change
- responsibilities for ongoing detailed activities may be delegated to team members
- delegating work and creating a collaborative environment is encouraged
- atmosphere of team collaboration, and supporting the team in adapting changes



Agile Considerations - Scope

- Scope defined throughout project vs. at onset
- less time is purposely spent on trying to define project scope at the beginning
- more time is spent on refining the project scope as project work progresses
- helpful for projects with high risk, significant uncertainty, or where specific project requirements are unknown at the beginning



Agile Considerations - Schedule

- Shorter cycles may impact how you plan schedule
- Potential for on-demand, pull-based scheduling
- work is planned and performed in shorter cycles
- specific deliverables can be completed, reviewed, and modified as necessary based on the results.
- changes are implemented in the schedule as project work progresses
- may include on-demand, pull-based scheduling, driven by “in the moment” schedule needs
- more fluidity as the shorter work cycles are conducted
- maintain the “big picture” view of the overall project schedule while keeping flexibility from day to day



Agile Considerations - Cost

- Frequent changes
- Use high-level cost forecasts and refine as required
 - as the work is re-planned and refined cost projections change
 - generate high-level forecasts of costs, which are refined and detailed as project work continues
 - costs are controlled through changes to the baseline or corrective actions to ensure that actual costs align to the budget



Agile Considerations - Quality

- Quality checks - earlier vs at end of deliverable
- Shorter, more frequent checks
- Savings on project costs and rework
- quality checks can be performed earlier in the delivery cycle
- changes or adjustments can happen sooner, resulting in cost savings and less rework



Agile Considerations - Resources

- High variability
- Fast supply and lean methods
- Balance collaboration requirements with changing human resources
- very difficult to plan resources in advance due to the changes to scope
- alternative resource acquisition options should be explored
 - agreements with vendors for fast supply
 - lean methods of delivery
- balance the fast-paced environment with the importance of ongoing collaboration among team members



Agile Considerations - Communication

- Environment requires quicker and more frequent communication
- Collocation for better communications
- tailor project communications to communicate relevant information more frequently and quickly
- collocating the team encourages collaboration
 - increases the likelihood that the team communicates effectively
 - ensures the team receives communications they need



Agile Considerations - Risk

- Frequent reviews
 - Cross-functional teams
 - Requirements open to change
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- introduce frequent reviews at incremental stages of the product development to catch issues early
 - make use of cross-functional teams for increased knowledge-sharing and risk understanding
 - approach requirements with the frame of mind that they are open to change
 - updated regularly
 - can be reprioritized anytime based on needs



Agile Considerations - Procurement

- Blurred roles of buyer and seller
- Use MSAs
- sellers may be used as an extension of the project team
- the lines between buyer and seller may be blurred
- buyer and seller role may be shared, along with the procurement risks and rewards
- use a master services agreement (MSA) to guide the overall relationship
 - outlines the contractual relationship and expectations of all parties
 - allows for the flexibility and change to individual roles and contributions



Agile Considerations - Stakeholders

- Prioritize information sharing
 - Promote full transparency
 - Promote engagement at direct level
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- stakeholder engagement must be constant, productive, and adaptive
 - information sharing must be a high priority
 - transparency with and amongst stakeholders is critical
 - consider regular interactions directly with all of your stakeholders

