



FORMATION ET CERTIFICATION AGILE PM FOUNDATION V3

SANOGO Souleymane



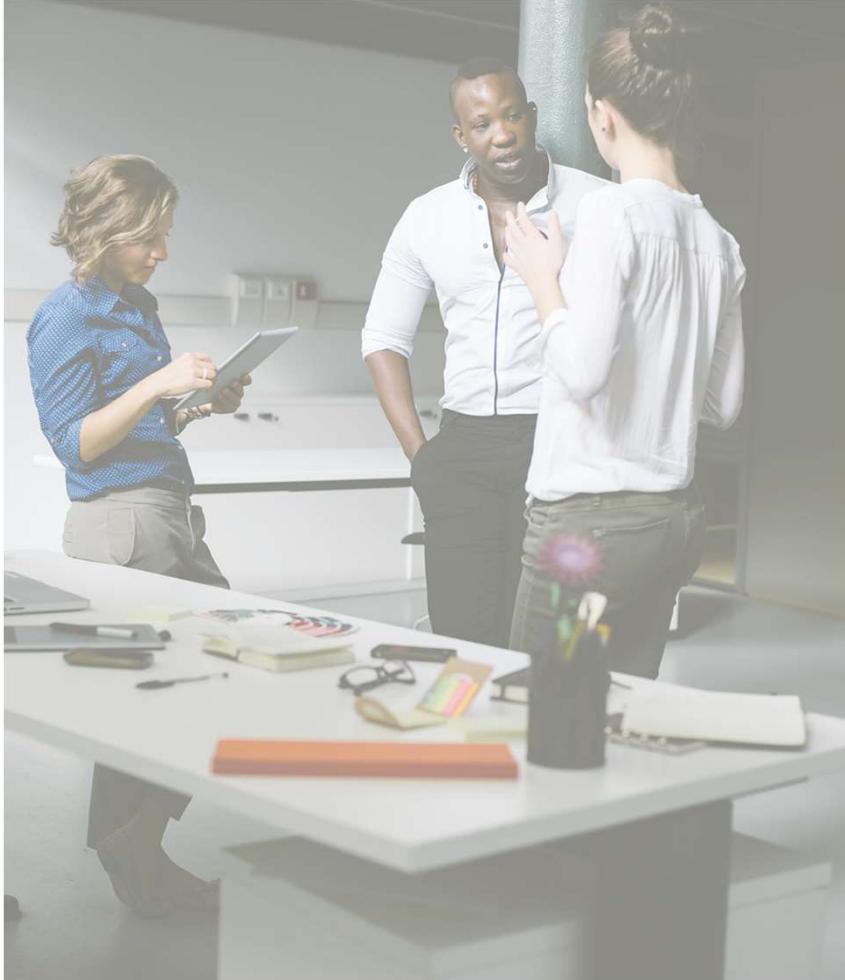
BIENVENUE



LE FORMATEUR:

SANOGO Souleymane (20 ans Exp)

- Formateur Agile Scrum, Kaban, XP, Lean Startup, AgilePM, Gestion de Projet Agile
- Formateur JAVA, Python
- Formateur Techniques d’Innovation
- Formateur Architecte SI



BIENVENUE

LA PRESENTATION DU PARTICIPANT:

- **Noms et Prénoms;**
- **Niveau d'études**
- **Fonction actuelle**
- **Expériences**
- **Attentes à l'issu de la formation**

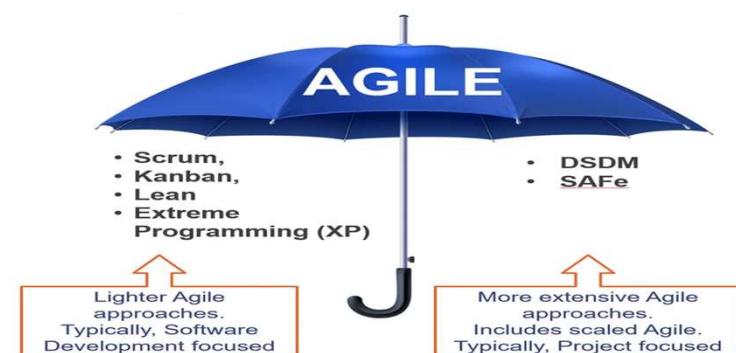
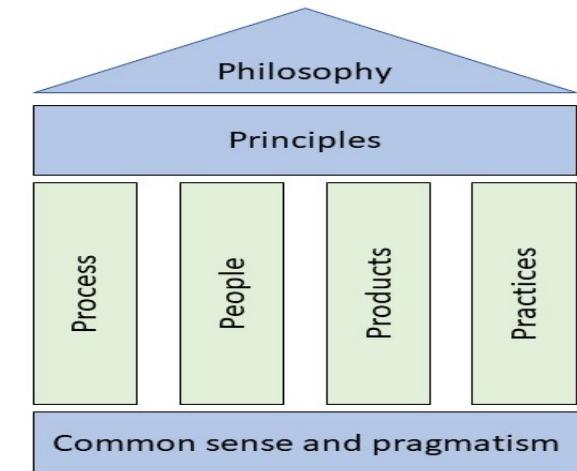
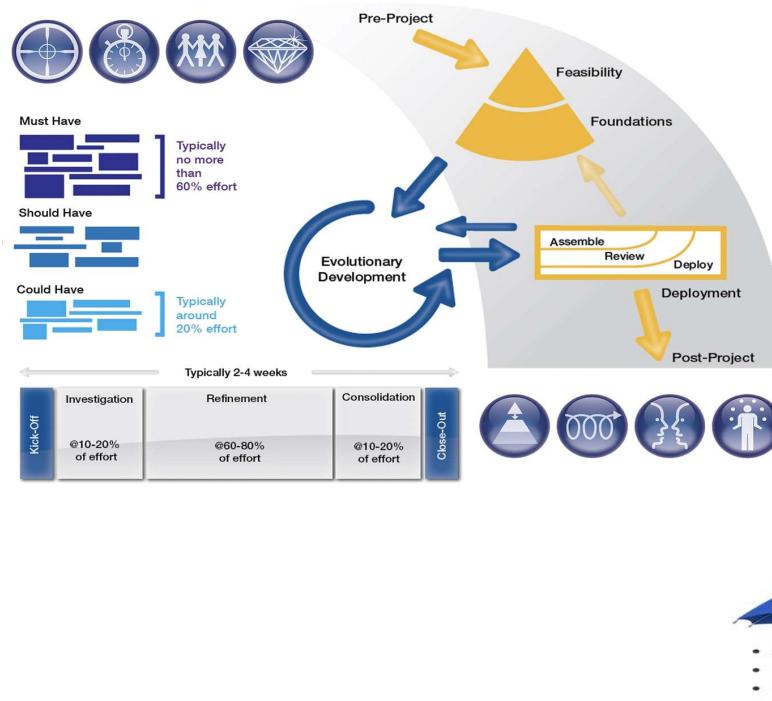
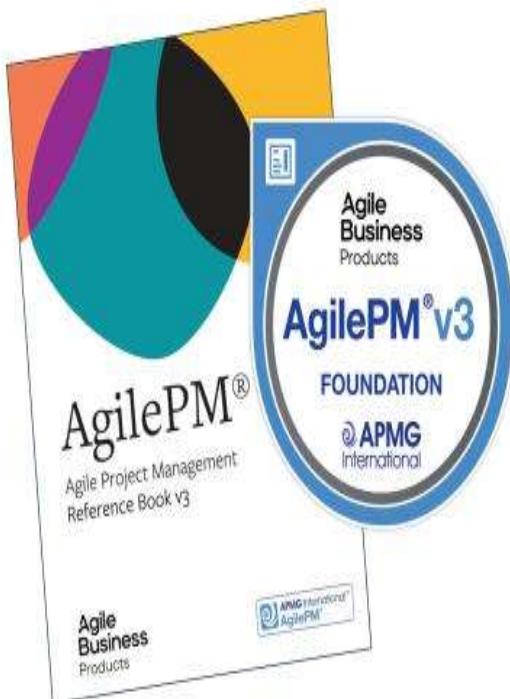


Introduction



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Ce support de formation est fourni dans le cadre d'un cours de APM.

AgilePM Fondation V3

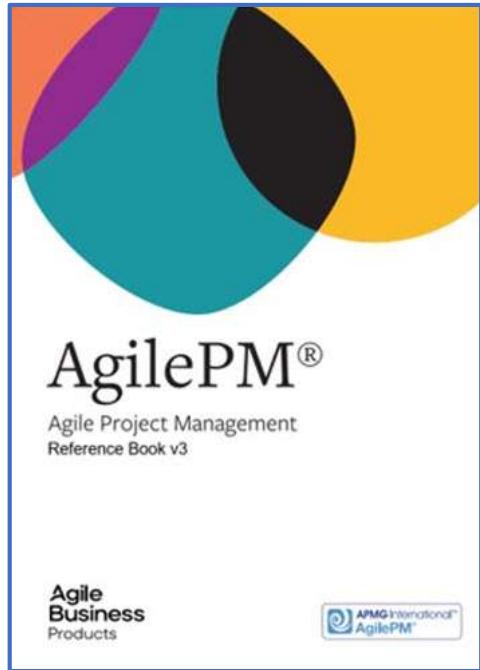


SOULEYMANE SANOGO



 APMG International

AgilePM guidance, training and certification



The world's leading guidance and certification program for agile project management. Achieves an ideal balance between the standards, rigour and visibility required for good project management, and the fast-pace, change and empowerment provided by agile.

Approved training courses available globally via APMG's network of accredited training organizations (ATOs).

Foundation and Practitioner level certification available.

Why AgilePM?

1

A TRIED AND TESTED CORPORATE APPROACH:

- A project manager's subset of the Agile Business Consortium's wider Agile Project Framework, established for over 20 years and regularly refreshed to reflect current practices and business requirements.
- Provides governance and rigor along with the agility and flexibility demanded by organizations today.

2

ADDRESSES THE FULL PROJECT LIFECYCLE (BEYOND PRODUCT DEVELOPMENT):

- For organizations delivering projects and programmes, and where existing formal project management processes already exist, the informality of many of the agile approaches is daunting and sometimes perceived as too risky.
- AgilePM offers a mature approach that, whilst offering agility and flexibility, retains the concepts of a project, project delivery and project management.

3

OUTCOME-FOCUSED, NOT JUST TASK-DRIVEN:

- Unlike traditional frameworks that emphasise task completion, AgilePM3 focuses on delivering real value and outcomes that matter.
- This results-oriented approach ensures that projects drive meaningful business value.

Why AgilePM?

4

BUILT FOR FLEXIBILITY AND CHANGE MANAGEMENT:

- Whether managing large, multi-team projects or leading smaller initiatives, AgilePM adapts to any industry or project size.
- Designed to help project professionals stay agile, making change management simple and seamless.
- Effortlessly manage change and complex requirements.

5

QUALITY AND GOVERNANCE CONTROLS FOR PREDICTABLE SUCCESS:

- AgilePM ensures that quality is never compromised, ensuring consistent quality throughout the project lifecycle.
- Set clear objectives and quality criteria, making sure everyone understands what success looks like before work begins.

6

STRONG FOCUS ON COLLABORATION AND CLEAR ROLES:

- AgilePM recognizes the importance of strong teamwork, collaboration and communication.
- Promotes clear roles and responsibilities for all team members.
- Focused on breaking down communication barriers for better project outcomes.

Why AgilePM?

7

SCRUM AT THE HEART OF TEAM-LEVEL DEVELOPMENT:

- Scrum is a hugely popular framework for developing and sustaining complex products.
- Helps teams structure and manage their work through a set of values, principles, and practices.
- For the latest version of AgilePM, Scrum is fully integrated at the team and solution development level.

8

INTEGRATES WITH EXISTING PROCESSES:

- Designed to work alongside existing methodologies and quality standards.
- Enhance your current processes with agile practices.
- Implement agile without disrupting operations.

AgilePM: benefits for organizations

- **Rapid response to change:** Agile methodologies prioritize the input of individuals and teams, empowering them to respond swiftly to changes in the market, customer needs, or technology.
- **Proven practice:** Offers a structured and scalable corporate Agile framework based on proven practice; underlying framework established and regularly refined for over 20 years.
- **Ideal balance:** between the standards, rigour and visibility required for good project management, and the fast-pace, change and empowerment provided by Agile.
- **Addresses full project lifecycle:** Unlike other Agile frameworks, AgilePM is project-based, addressing the full project lifecycle, from initiation and foundations through to project closure.
- **Effective governance:** Built-in quality, governance and risk management controls to ensure ongoing viability of the project at various stages throughout the lifecycle.
- **Reduce risk of project failure:** By embracing a team-oriented, iterative approach, organizations can identify and resolve potential issues early, significantly reducing the likelihood of project failures.
- **Enhanced collaboration:** Agile fosters collaboration among team members and stakeholders, ensuring that the final product truly reflects customer expectations and needs.
- **Faster delivery of value:** Agile practices enable teams to consistently deliver functional increments of products, allowing organizations to provide value to customers sooner and enhance satisfaction.

AgilePM: benefits for organizations

- **Continuous improvement:** A focus on people encourages continuous feedback and improvement, resulting in higher-quality products and services that meet evolving customer needs.
- **Best practice:** Incorporates and encourages a range of popular agile practices to support effective product and solution development.
- **Reduced defects:** Regular testing and open communication help teams spot and address defects early in the development process, fostering a culture of quality.
- **Focused development:** Agile teams, driven by an understanding of customer value, focus on delivering the most important features first, ensuring efficient use of resources.
- **Improved team morale:** Empowering individuals through Agile promotes a positive work culture, which leads to increased productivity and job satisfaction.
- **Early identification of risks:** Engaged teams can identify and address risks early in the project lifecycle, allowing for proactive mitigation strategies.
- **Reduced costs:** A focus on resolving issues promptly helps organizations avoid expensive rework and delays.
- **Fostering accountability:** The collaborative and iterative nature of Agile encourages a sense of ownership and accountability among team members, enhancing team cohesion and responsibility.

2024 candidate survey

- Over 96% of respondents either agreed or strongly agreed that AgilePM offers organizations and individuals an **effective framework for managing (Agile) projects**.
- 95% of respondents either agreed or strongly agreed that AgilePM provides effective guidance and features to **ensure projects deliver the intended outcomes and benefits**.
- Almost 95% of respondents either agreed or strongly agreed that AgilePM helps to **ensure projects are delivered on time and to budget**.
- 96% of respondents either agreed or strongly agreed that AgilePM supports **effective project team collaboration and communication**.
- 96% of respondents either agreed or strongly agreed that AgilePM helps project teams and professionals to **respond effectively to changes in project requirements**.
- 95% of respondents either agreed or strongly agreed that AgilePM helps to facilitate **effective stakeholder communication and engagement**.
- 96% of respondents either agreed or strongly agreed that AgilePM is effective at **improving project team productivity and performance**.
- Over 96% of respondents would recommend the AgilePM framework to other organizations and project professionals that run projects in an Agile way.

*APMG International 2024 AgilePM candidate survey. 381 responses.

Target Audience



**Practicing and aspiring
project managers
(junior / regular / senior)**

**Project Support
(e.g. team members,
developers)**

**Suitable for a wide
range of sectors
and industries**

**Particularly well suited to volatile
and innovative projects, where
scope is more likely to change (i.e.
software development)**

Benefits of training and certification

- **Deliver change faster and more effectively** by implementing a tried and tested approach to agile project management.
- **Gain a deep understanding** of agile project management principles, concepts and processes, and how to apply them to deliver maximum value for successful projects.
- **Enhance your ability** to facilitate better interaction between stakeholders, developers, and project teams, ensuring clear understanding and alignment.
- **Position yourself as a key player** in agile projects, capable of driving project success through insightful management and leadership.
- **Boost your career, confidence, and credibility** with digital recognition on your CV and social profiles, showcasing your alignment with a professional body.
- **Stand out** with a certification that sets the global standard for agile project management, making you a sought-after professional in any industry.
- **Use agile principles** to enhance collaboration, innovation, and efficiency, ensuring your projects meet and exceed stakeholder expectations.
- **Deepen your understanding** of advanced agile frameworks, improving your ability to adapt and succeed in rapidly changing project environments.
- **Position yourself** as a crucial link between strategic goals and operational execution, mastering the art of value-driven project leadership.
- **Enhance your CV** and boost future employment prospects.
- Successful candidates can claim an additional **Business Agility Professional Level 1 digital badge** from the Agile Business Consortium, offering candidates additional recognition of their achievements.

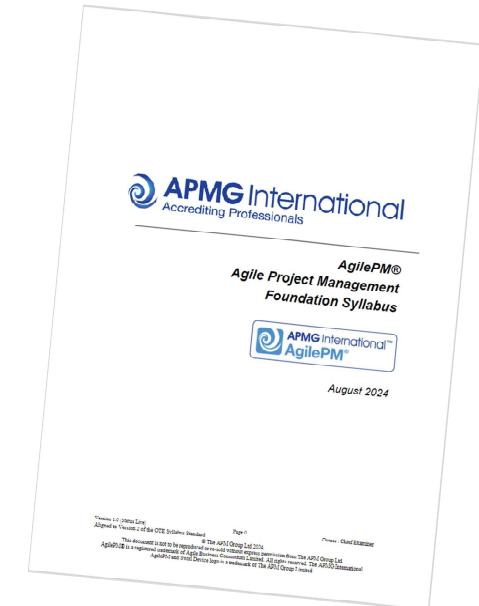
AgilePM syllabus

FOUNDATION syllabus topics:

- Key Concepts
- Scrum Overview
- AgilePM Fundamentals
- Individuals and Interactions
- Collaboration and Communication
- Project Lifecycle Framework
- Requirements, Estimating and Prioritisation
- Planning and Control
- Risk Management and the Project Approach
- Governance, Compliance and the AgilePM Products

PRACTITIONER syllabus topics:

- AgilePM Fundamentals
- Individuals and Interactions
- Collaboration and Communication
- Risk Management and the Project Approach
- Defining and Estimating the Work of the Project
- Planning and Control the Work of the Project
- Governance, Compliance and the AgilePM Products



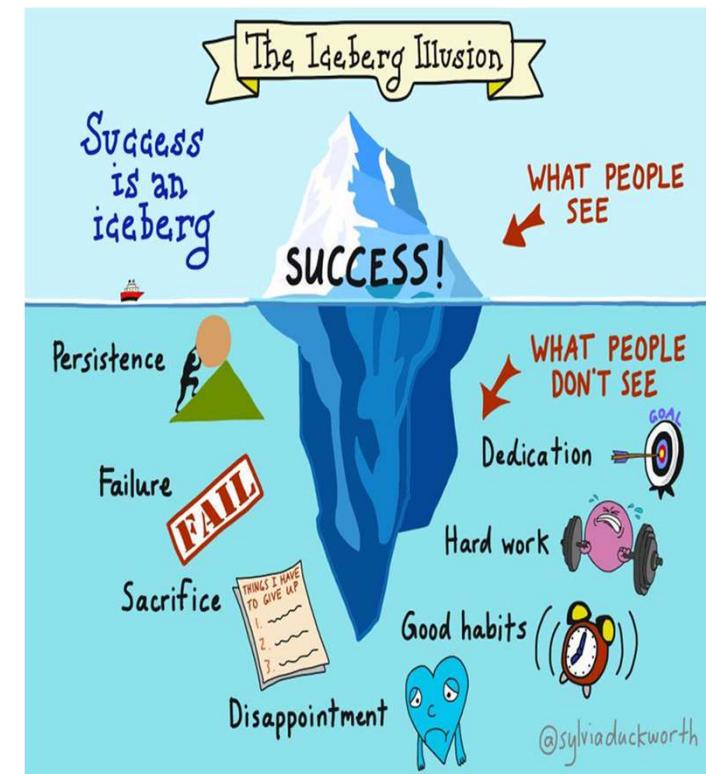
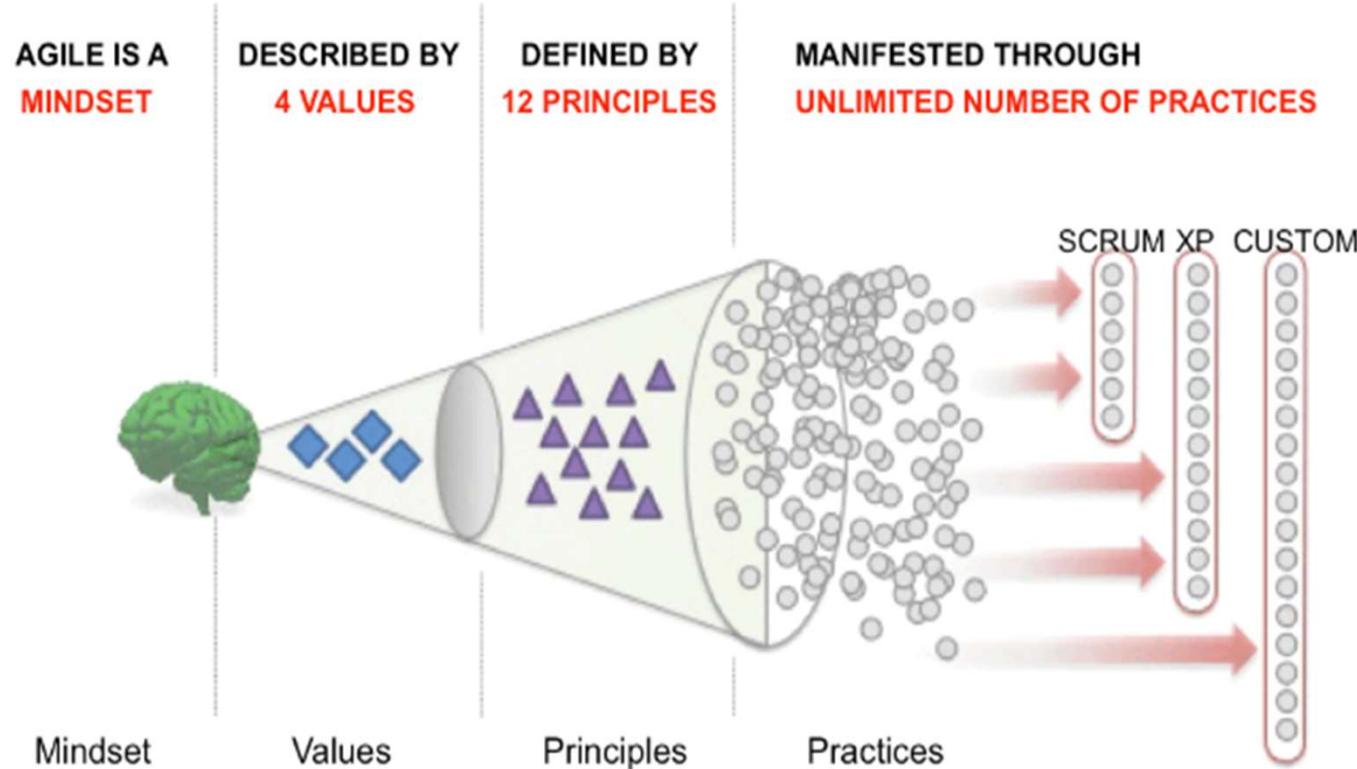


AgilePM Exams



FOUNDATION	PRACTITIONER
Multiple-choice format	Objective-testing format
50 questions	Scenario-based
60% pass mark (30/50)	60 questions
40 minutes	50% pass mark (30/60)
Closed-book	2 hours
No pre-requisites	Open-book (Reference Book permitted)
	Foundation pass pre-requisite

AGILE MINDSET ?



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AgilePM® v3

Project Management for Agile Delivery

Delivering Fast, Often, with Rigorous Control



AGENDA: THE ROAD TO CERTIFICATION

- 1. Philosophy & Fundamentals
- 2. The 8 Principles (Deep Dive)
- 3. The Process (Lifecycle)
- 4. Roles & Responsibilities
- 5. Products (Deliverables)
- 6. Key Practices (MoSCoW, Timeboxing)
- 7. Planning & Control
- 8. Exam / AgilePM v3

Goal: This deck covers the full syllabus for the Foundation and Practitioner exams based on the AgilePM v3 Handbook (DSDM).

MODULE 1

Philosophy & Fundamentals



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WHAT IS AGILEPM? (CONTEXT)

AgilePM is based on the **DSDM (Dynamic Systems Development Method)** Agile Project Framework.

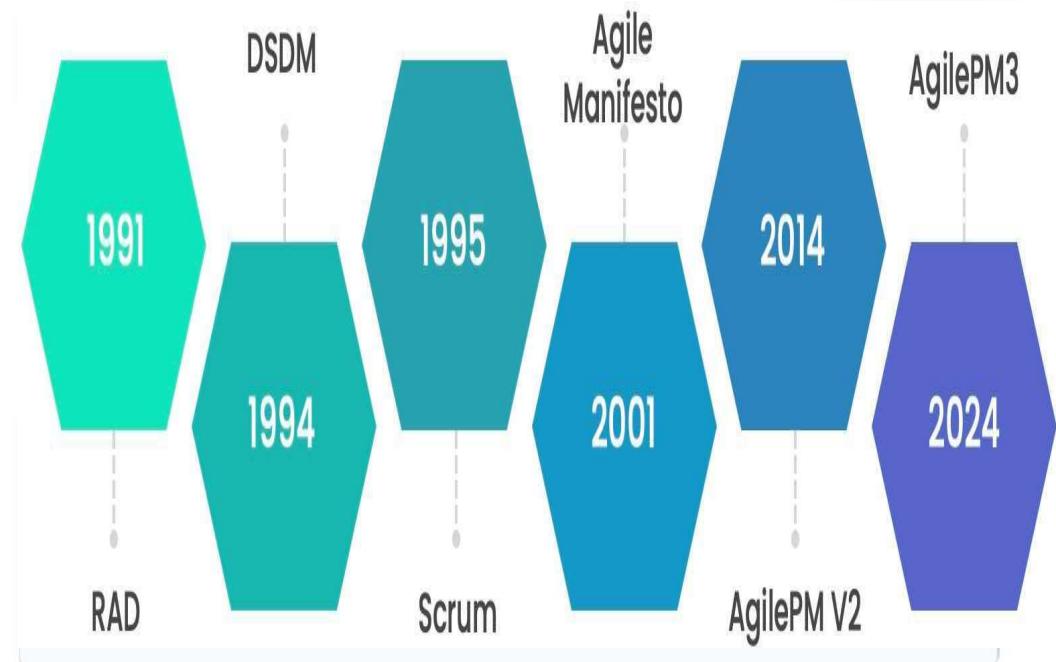
It addresses the needs of the corporate environment:

- Governance & Rigour
- Agility & Flexibility
- Focus on Business Value

DSDM stands for "Dynamic Systems Development Method", originally launched in 1994, now maintained by the Agile Business Consortium.



Agile Project Management V3 (AgilePM[®]) is the world's leading guidance and certification for agile project management. AgilePM Achieves an ideal balance between the standards, rigour and visibility required for good project management, and the fast-pace, change and empowerment provided by agile.



💡 Exam Tip: Remember AgilePM IS DSDM.

The Agile Manifesto : Les 4 Valeurs

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and interactions over processes and tools**
- Working software over comprehensive documentation**
- Customer collaboration over contract negotiation**
- Responding to change over following a plan**

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
	Brian Marick	

Individual and interactions

over

Process and tools

Working software

over

Comprehensive documentation

Customer collaboration

over

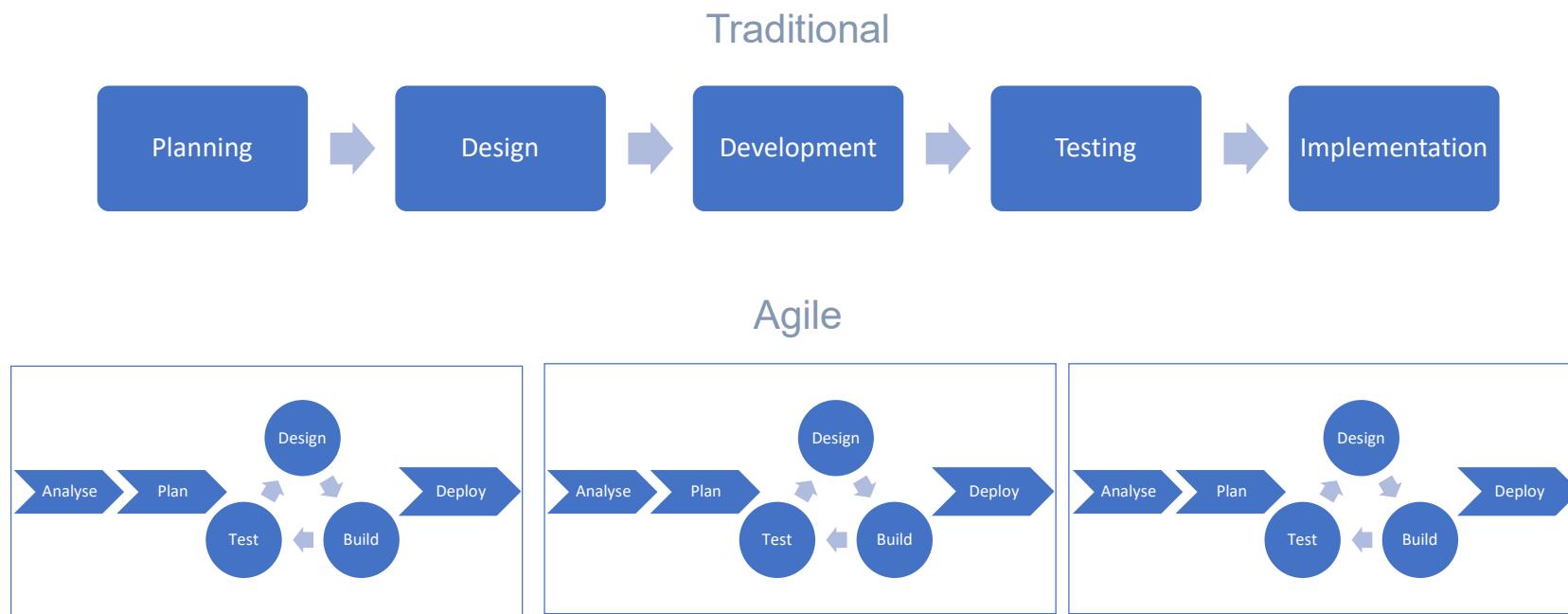
Contract negotiation

Responding to change

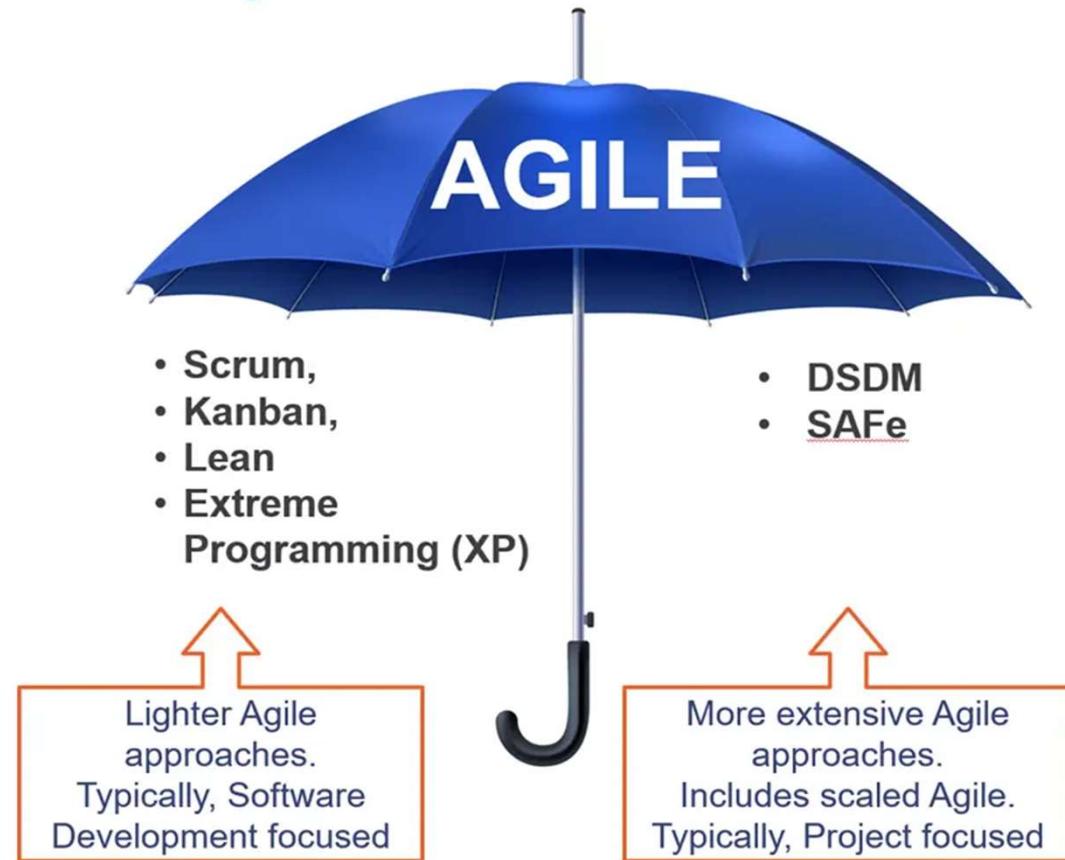
over

Following a plan

Agile vs Traditional



The Agile



Agile vs Traditional *Project Delivery*

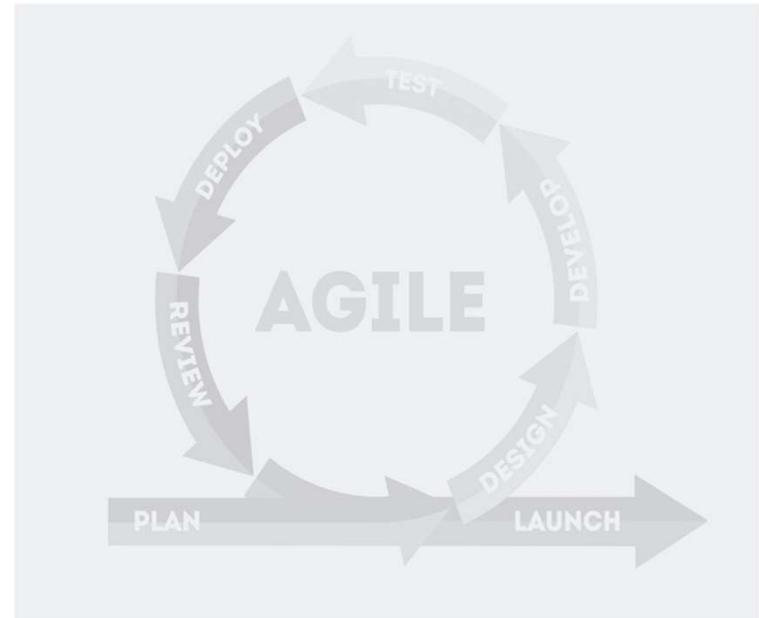
Traditional	Agile
Fixed	Solution
Late	Delivery
Single	Output
Promised	Features
	Flexible
	Early
	Multiple
	Prioritised

Agile vs Traditional *Project Environment*

Traditional	Agile
Project resources	Team
Directs the team	Project Manager
Command & control	Approach
Documents	Information
	Business + project resources
	Team is self-reliant
	Collaborative
	Discussions

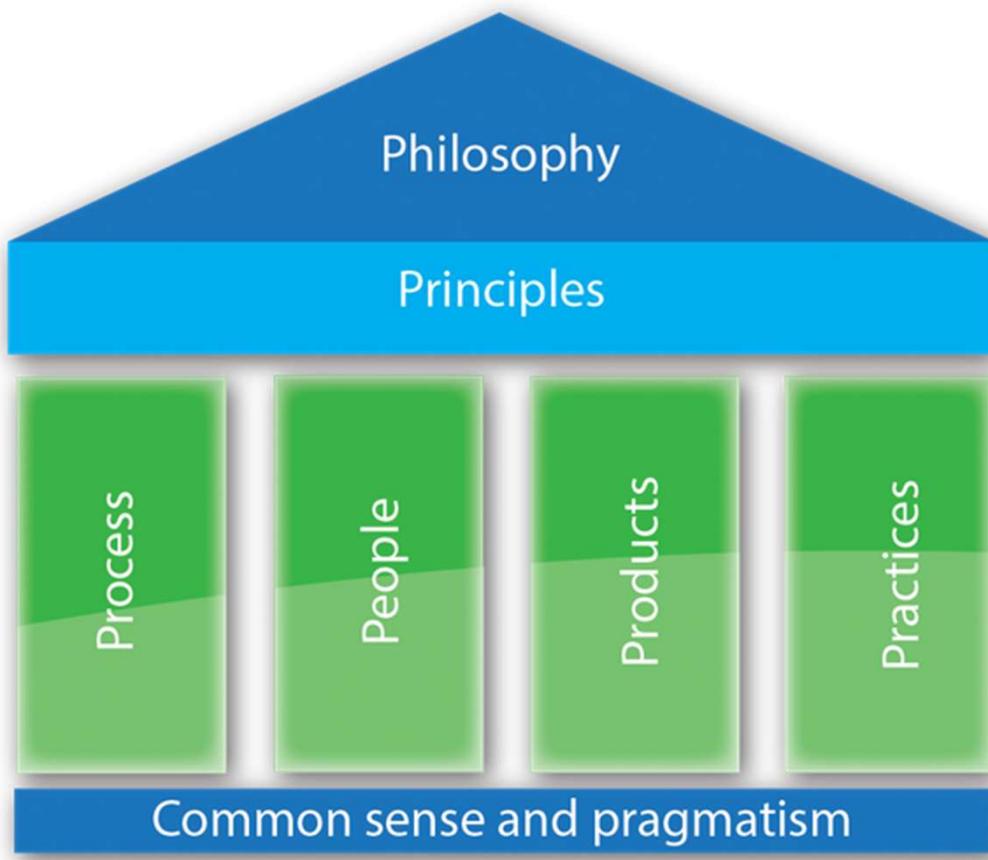
The benefits of Agile

- **Improved revenue and speed to market:** the Agile philosophy supports the notion of early and regular releases, enabling benefits to be realised early as the solution continues to develop.
- **Increased collaboration and customer satisfaction:** the continuous involvement of a user representative and/or product owner, high visibility of the solution and progress, and the flexibility to change when change is needed, create much better business engagement and customer satisfaction.
- **The right product/solution:** traditional approaches typically require detailed specifications during the start-up phase. As all deliverables are based upon documented requirements, the client may not see the final solution until it's almost finished. At this stage, changes can be difficult (and costly) to implement.



Agile, in contrast, advocates a high-level plan at the start of the project whilst encouraging change and flexibility through incremental development cycles, helping to ensure that what's delivered at the end of the project is current, fit for purpose and satisfies the client/business.

The Agile Project Management Philosophy



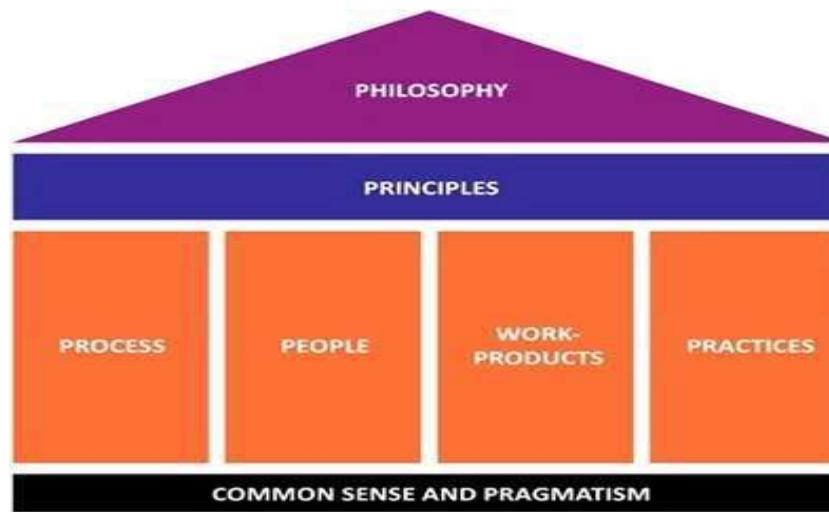
The DSDM philosophy is that:

“best business value emerges when projects are aligned to clear business goals, deliver frequently and involve the collaboration of motivated and empowered people.”

THE DSDM PHILOSOPHY

"Best business value emerges when projects are aligned to clear business goals, deliver frequently and involve the collaboration of motivated and empowered people."

This philosophy is the "Common Sense" that underpins the entire method. If a decision contradicts this philosophy, it is likely wrong in AgilePM context.



THE TRIANGLE: FIXING TIME & COST

Traditional Projects

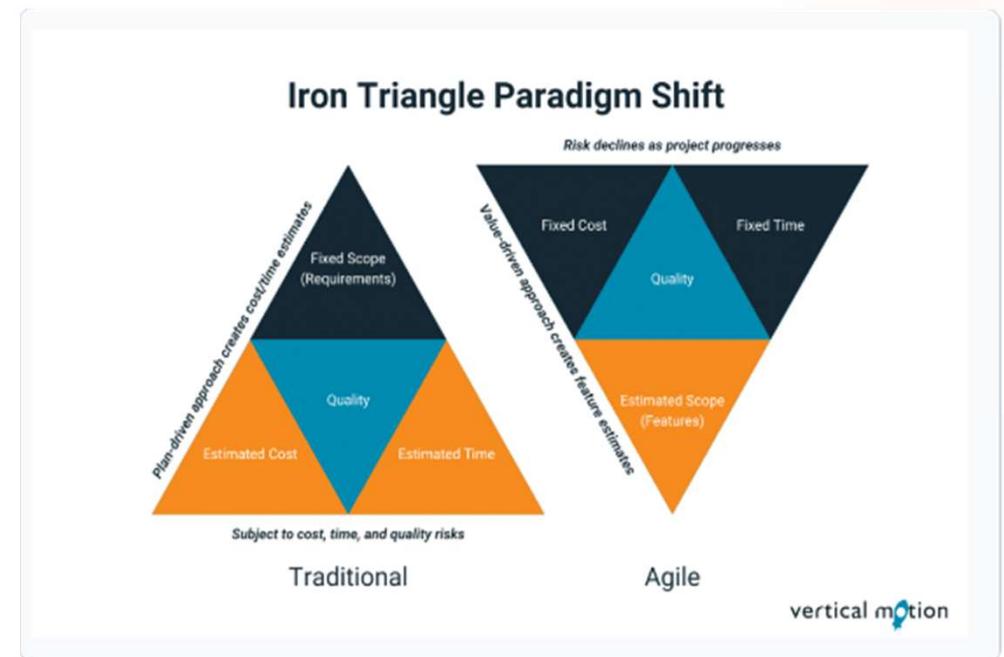
Scope is Fixed. Time and Cost are variable (and often slip).

AgilePM (DSDM)

Time, Cost, and Quality are Fixed.

Scope (Features) is Variable.

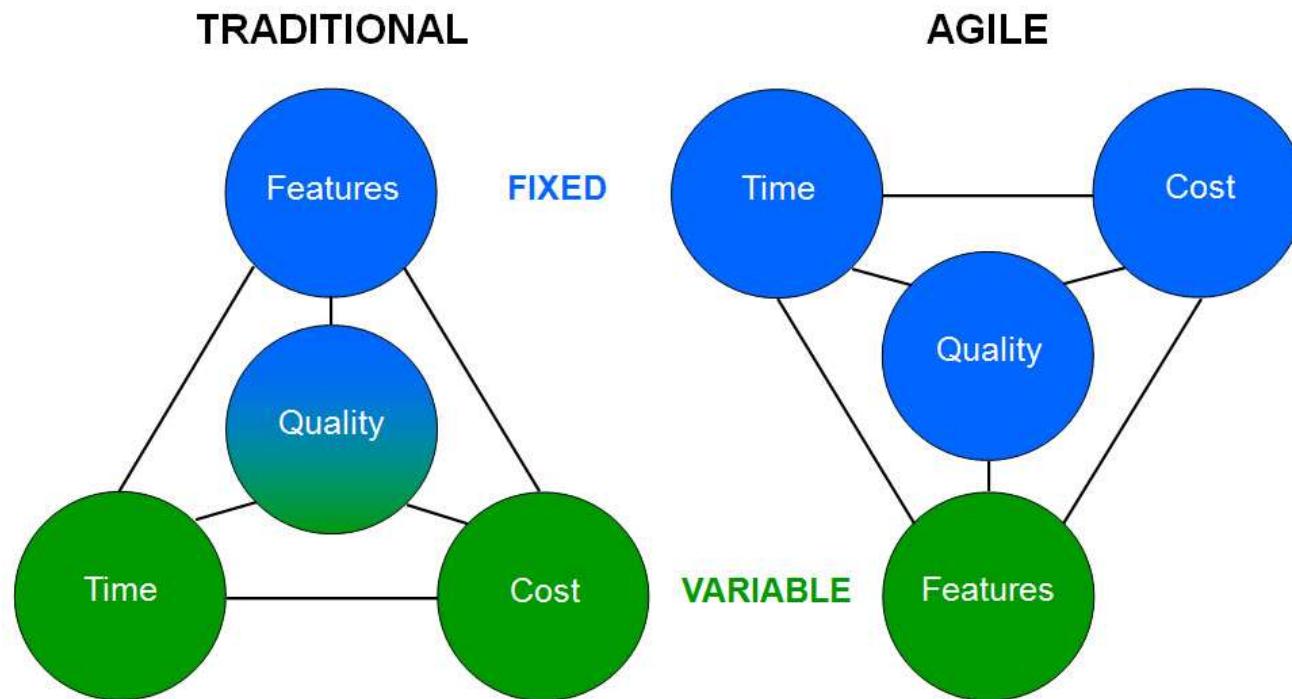
We vary the scope to ensure we deliver *something* of value on the agreed date.



💡 Exam Tip: Quality is NEVER variable in DSDM. Only Scope varies.

Understanding Project Variables

Agile vs Traditional (waterfall)



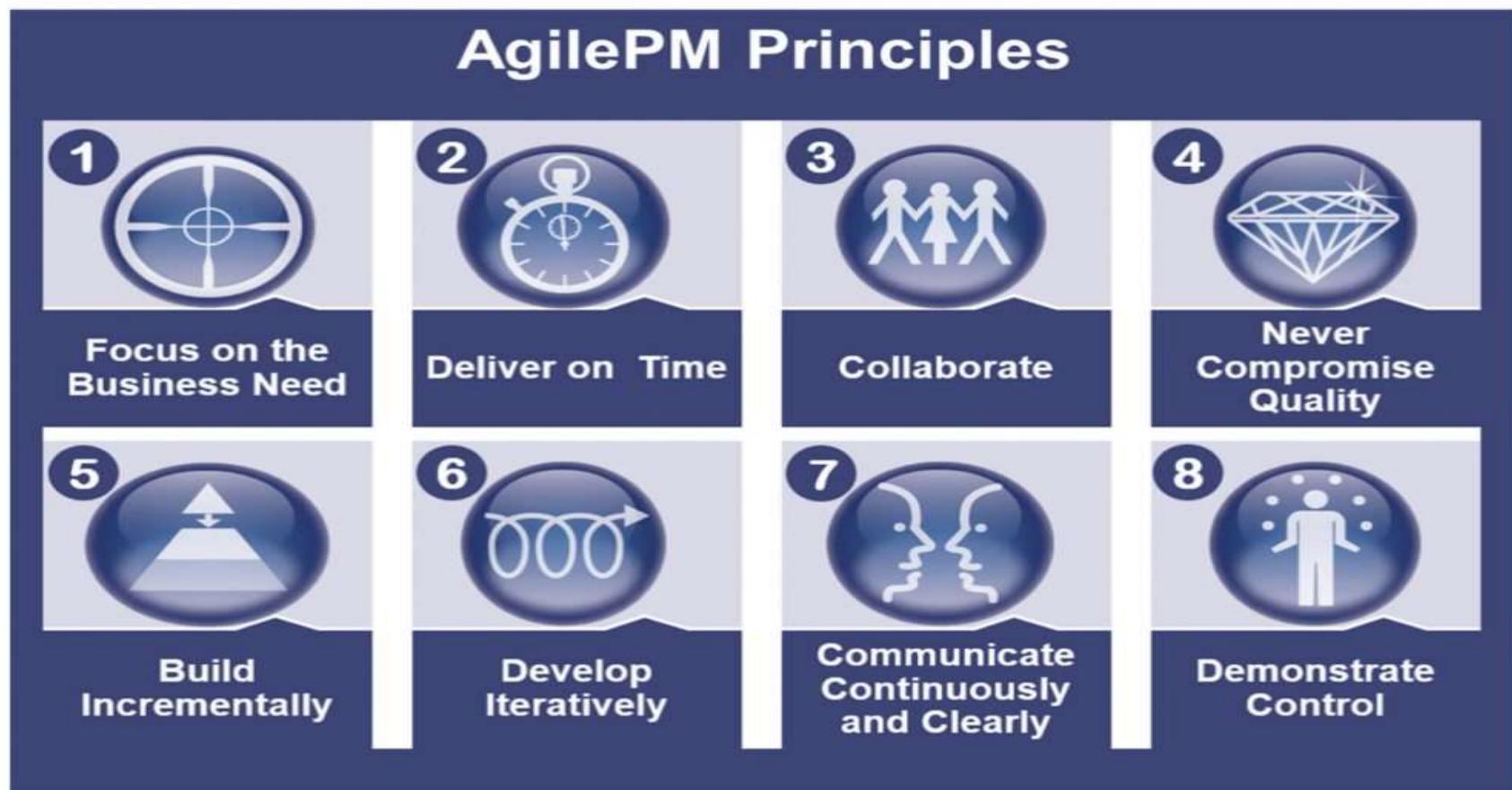
MODULE 2

The 8 Principles (Deep Dive)



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OVERVIEW OF THE 8 PRINCIPLES



Underpinned by the Agile Business Consortium's 8 PRINCIPLES for effective agile project delivery



Focus on the business need



Collaborate



Build incrementally from
firm foundations



Communicate continuously
and clearly



Deliver on time



Never compromise quality

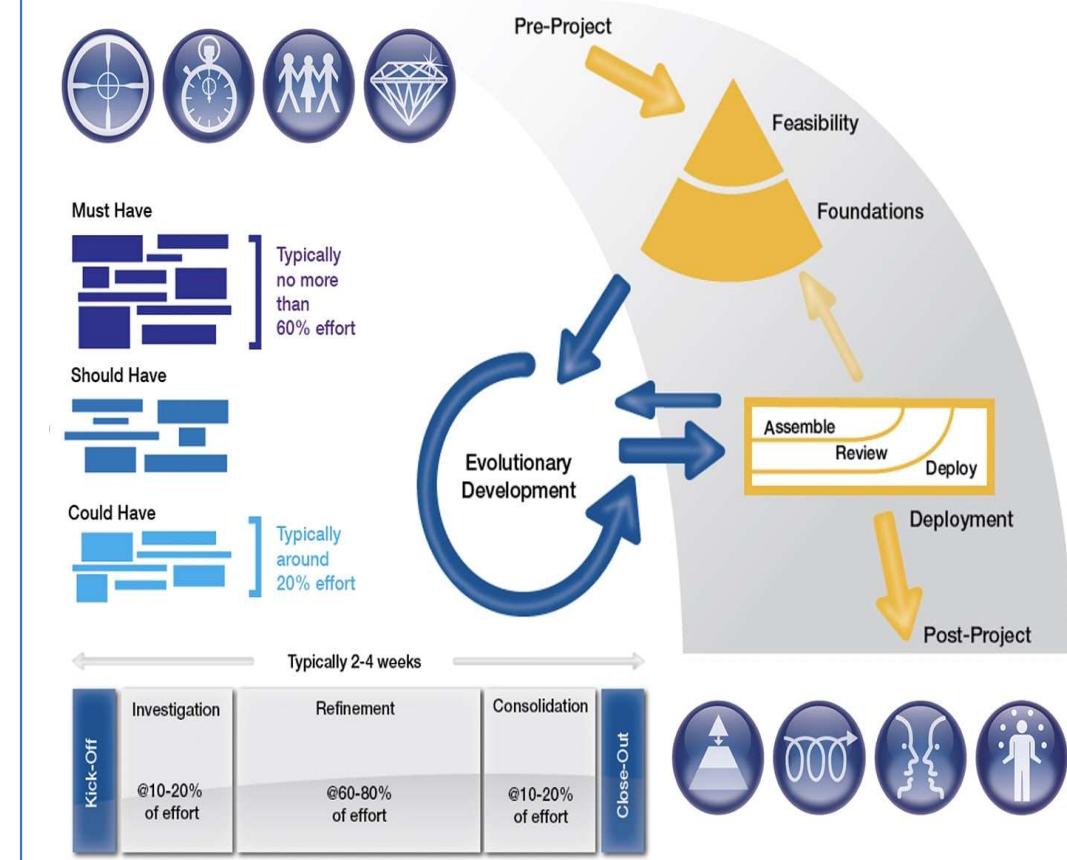
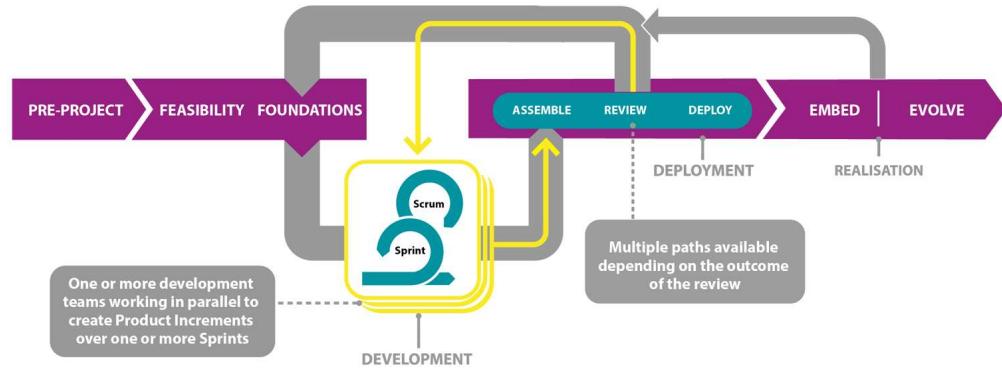


Develop iteratively

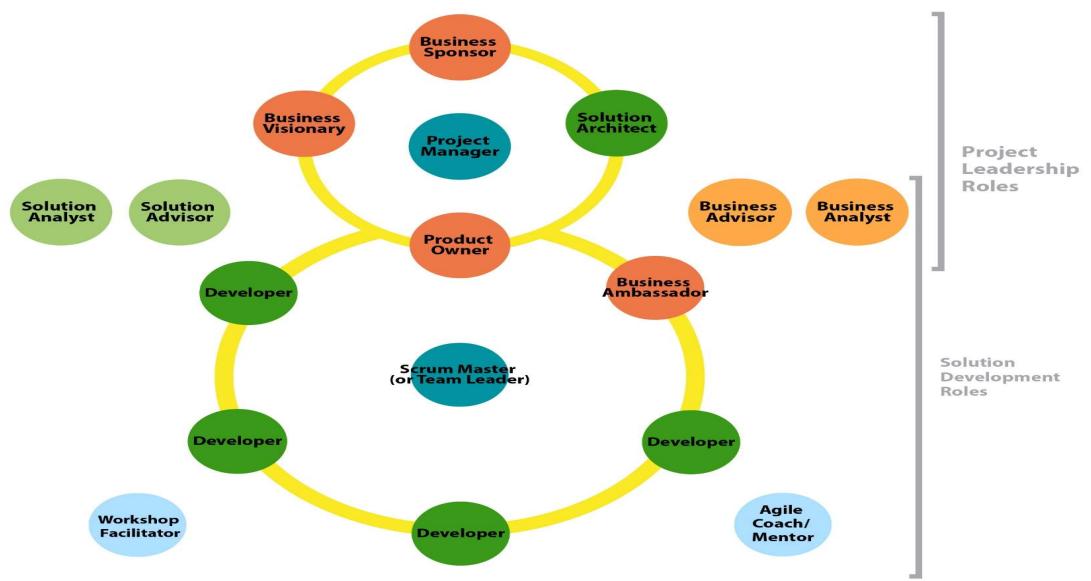


Demonstrate control

The AgilePM Process

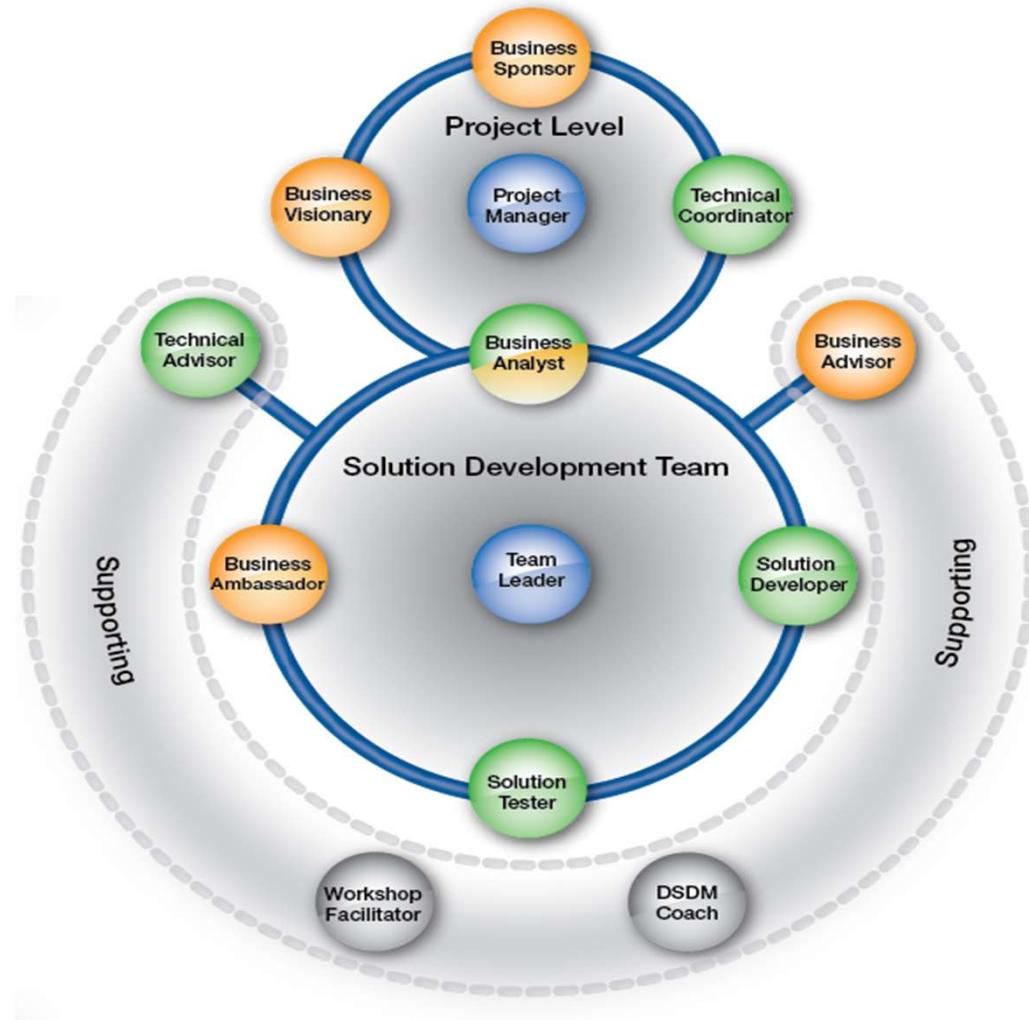


Roles and responsibilities



Roles associated with:
The Business Domain
The Solution Domain
The Project / Process domain

Roles and responsibilities



1. FOCUS ON THE BUSINESS NEED

Goal: Deliver what the business actually needs, when it needs it.

Key Actions:

- Understand the true business priorities (MoSCoW).
- Establish a valid **Business Case**.
- Ensure continuous business commitment.
- Guarantee the Minimum Usable Subset (Must Haves).

Every decision must be traced back to: "Does this help the business goal?"

2. DELIVER ON TIME

Goal: Delivering a solution on time is often the single most important success factor.

Key Actions:

- **Timeboxing:** Treat deadlines as fixed.
- **Focus on business priorities:** Drop lower priority features if necessary.
- Predictability builds confidence.

 Exam Tip: Late delivery undermines trust. We flex scope to hit the deadline.

3. COLLABORATE

Goal: Teams that work together outperform those who work in silos.

Key Actions:

- Involve the right stakeholders at the right time.
- Encourage pro-active business involvement (Ambassador).
- Empower the team to make decisions.
- Build a "One Team" culture (Business + Technical).

4. NEVER COMPROMISE QUALITY

Goal: Ideally, the quality of the solution should be "good enough" (fit for purpose), but never less.

Key Actions:

- Agree on the level of quality at the start (Foundations).
- Ensure quality does not become a variable.
- Test early and continuously.
- **Review** and **Test** throughout the lifecycle.

 Exam Tip: "Quick and Dirty" is NOT DSDM. We deliver fast, but with quality.



5. BUILD INCREMENTALLY FROM FIRM FOUNDATIONS

Goal: Don't build a castle on sand. Understand the scope before coding.

Key Actions:

- Do just enough design upfront (Foundations phase).
- Re-assess priorities after each increment.
- Deliver value in chunks (Increments) rather than a "Big Bang".
- Ensure the solution is scalable and maintainable (EDF: Enough Design Up Front).

6. DEVELOP ITERATIVELY

Goal: We rarely get it right the first time. Iterate to evolve.

Concept:

Thought -> Action -> Conversation

Key Actions:

- Embrace change (within the bounds of the Foundations).
- Use prototypes and feedback loops.
- "Be wrong early" (Fail fast).



7. COMMUNICATE CONTINUOUSLY AND CLEARLY

Goal: Poor communication is the biggest cause of project failure.

Key Actions:

- Use rich communication: Face-to-face, Workshops, Modeling.
- Avoid relying solely on documents.
- Use daily stand-ups to keep everyone aligned.
- Keep documentation lean and timely.

8. DEMONSTRATE CONTROL

Goal: Being Agile does not mean being chaotic. We need proof of progress.

Key Actions:

- Make plans and progress visible (Information Radiators).
- Measure progress by **completed deliverables** (not timesheets).
- Manage expectations proactively.
- Use the Project Manager for high-level control, Team Leader for detail.



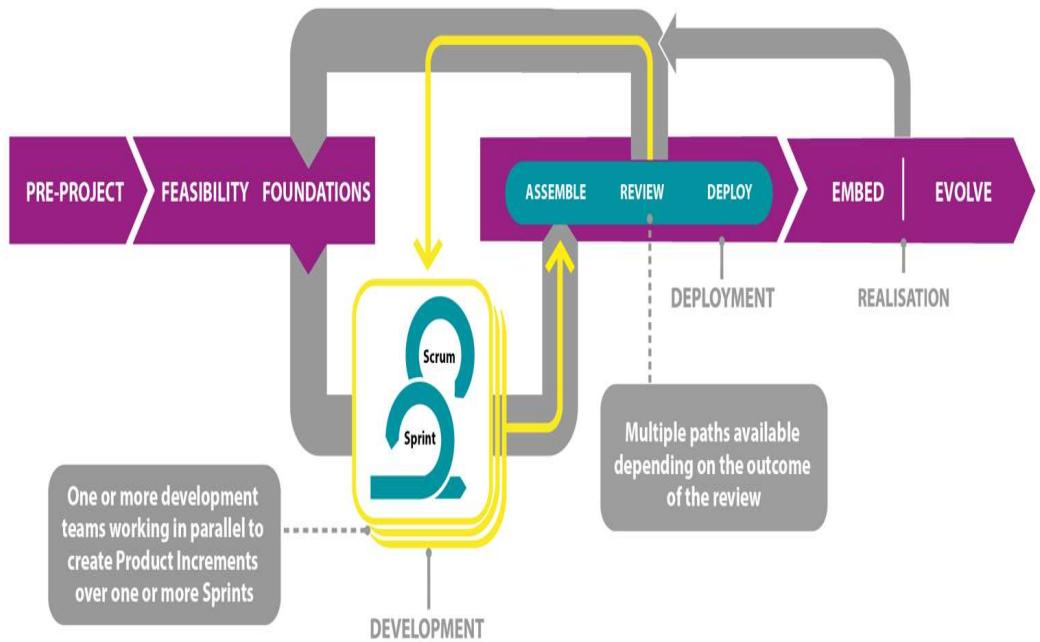
MODULE 3

The Process (Lifecycle)



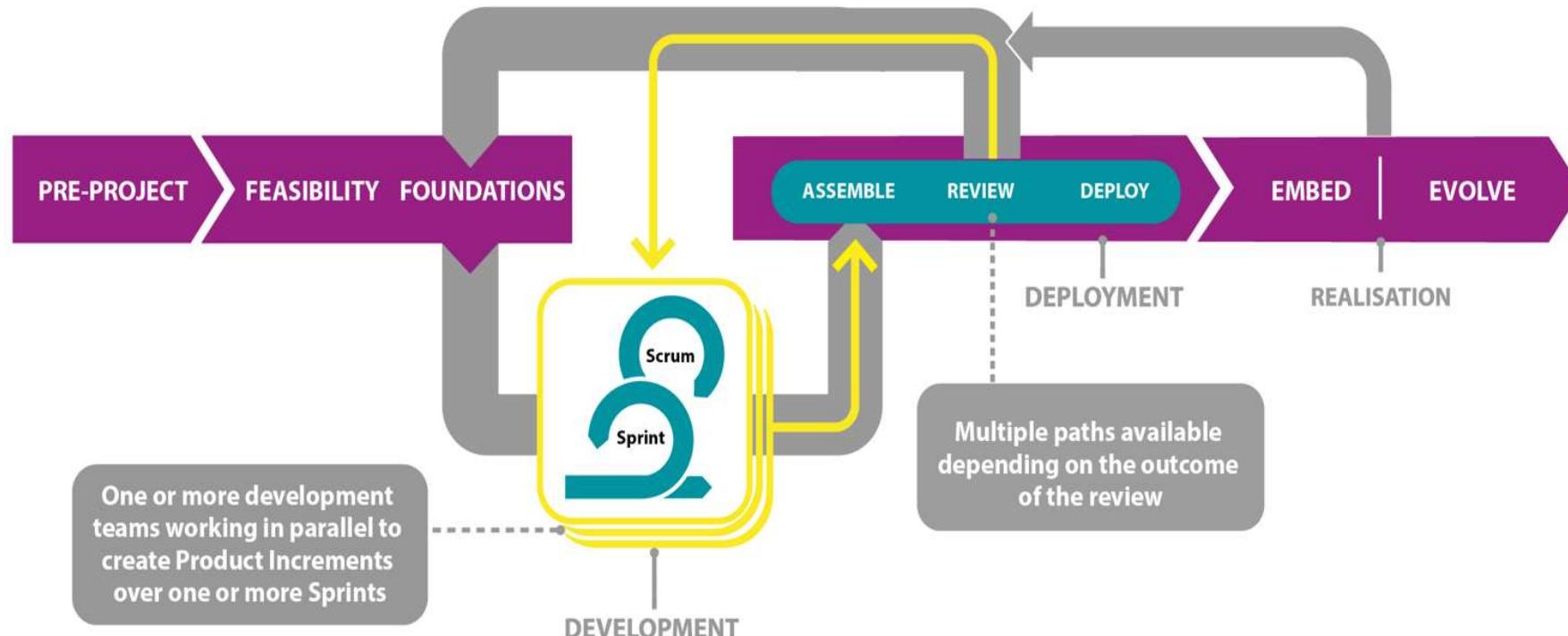
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LIFECYCLE OVERVIEW



1. **Pre-Project:** The Idea.
2. **Feasibility:** Is it viable?
3. **Foundations:** Setting the scene.
4. **Evolutionary Development:** Building it.
5. **Deployment:** Using it.
6. **Post-Project / Realisation :** Checking the value.

The AgilePM Process



PHASE 1: PRE-PROJECT

Objective: To ensure that only the right projects are started.

Key Activities:

- Identify a business need/idea.
- Define the project scope at a very high level.
- Identify a **Business Sponsor** (someone with budget).

Output:

- **Terms of Reference (ToR):** A simple "Project Charter".

PHASE 2: FEASIBILITY

Objective: To determine if the project is technically feasible and cost-effective (Business Value).

Key Activities:

- High-level investigation of costs and benefits.
- Assess risks (Project Assessment Questionnaire - PAQ).
- **Gateway:** Go / No-Go decision.

Outputs:

- Feasibility Assessment.
- Outline Business Case.

PHASE 3: FOUNDATIONS

Objective: To establish a firm footing for the project. "Enough Design Up Front" (EDUF).

Key Activities:

- Baseline the Requirements (PRL).
- Define the Solution Architecture (SAD).
- Create the Delivery Plan (Schedule of Timeboxes).
- Establish Ways of Working (MAD).

 Exam Tip: Foundations is NOT "Big Design Up Front". It's just enough to be safe.

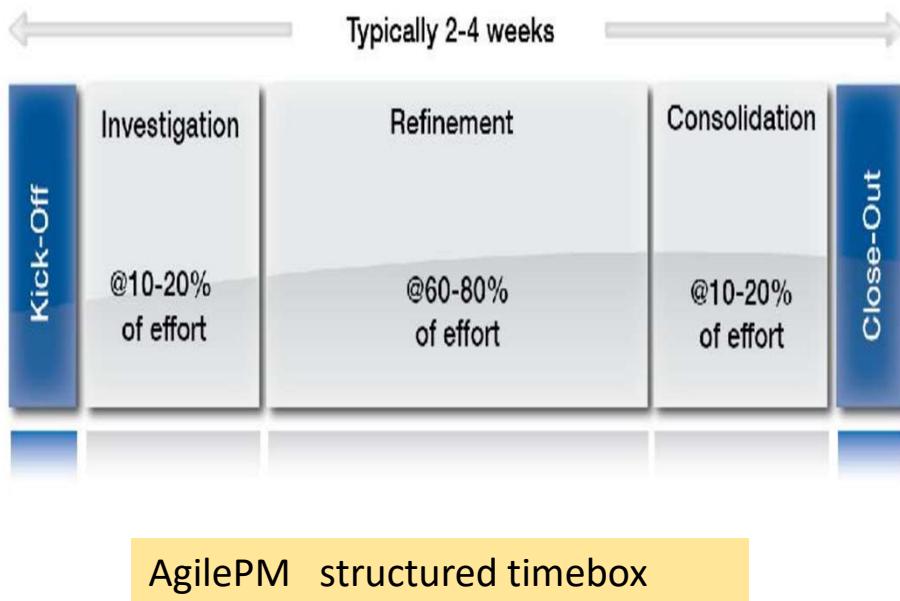
PHASE 4: EVOLUTIONARY DEVELOPMENT

Objective: To evolve the solution into something deployable.

Key Activities:

- This is the "Engine Room" of AgilePM.
- Work is broken down into **Timeboxes** (Sprints).
- The team applies **Iterative Development**.
- Testing is continuous.
- Collaboration with the Business Ambassador is daily.

Phase 4: Evolutionary Development



This is where the solution is built using **Timeboxes**.

The Cycle (IRDR)

- ✓ **Investigate:** Detail requirements.
- ✓ **Refine:** Design and code.
- ✓ **Develop:** Finish coding and testing.
- ✓ **Review:** Demonstrate to the Business.

PHASE 5: DEPLOYMENT & POST-PROJECT

Deployment

- **Objective:** Move the latest Solution Increment into live use.
- **Activities:** Training, technical handover, final approval.
- Note: Deployment can happen multiple times (after subsets of Timeboxes).

Post-Project

- **Objective:** Assess whether the business value was achieved.
- **Timing:** Happens months after the project closes (Benefits Realisation).

MODULE 4

Roles & Responsibilities



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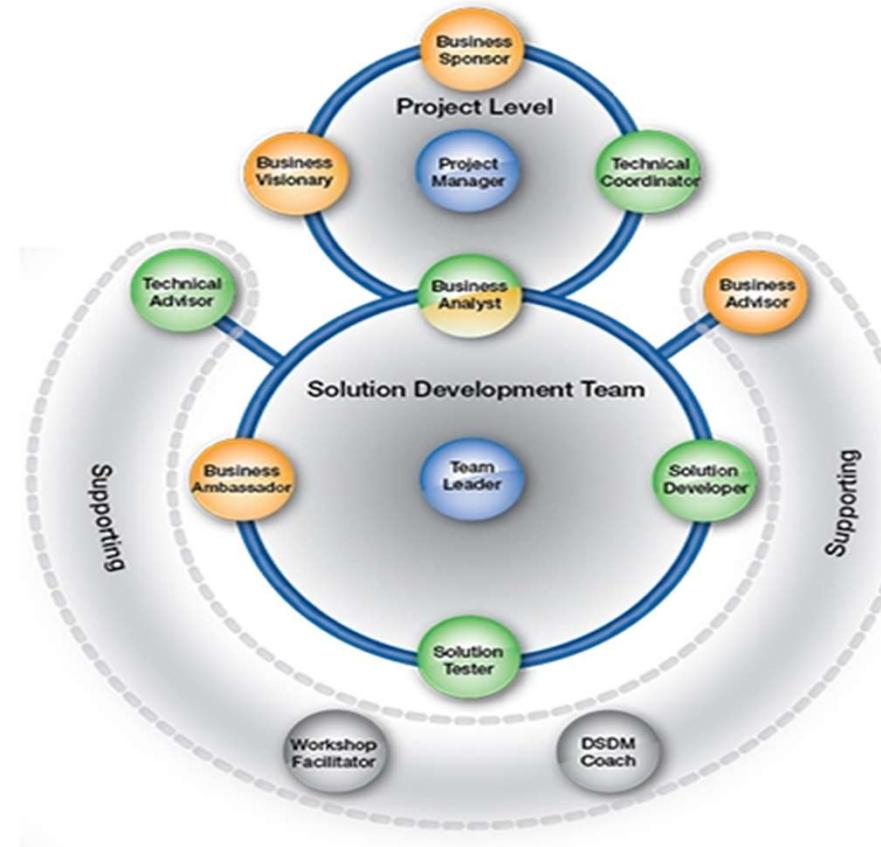
THE ROLE COLOR SCHEME



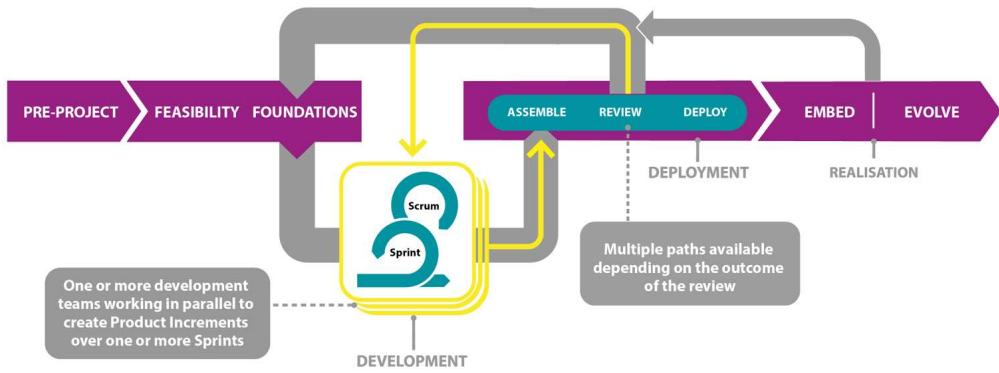
- **Orange (Business):** Represent the needs of the organization.
- **Green (Solution/Technical):** Build the product.
- **Blue (Management):** Facilitate the process.
- **Grey (Process):** Advisors/Coaches.

One person can hold multiple roles, but be careful of conflicts of interest.

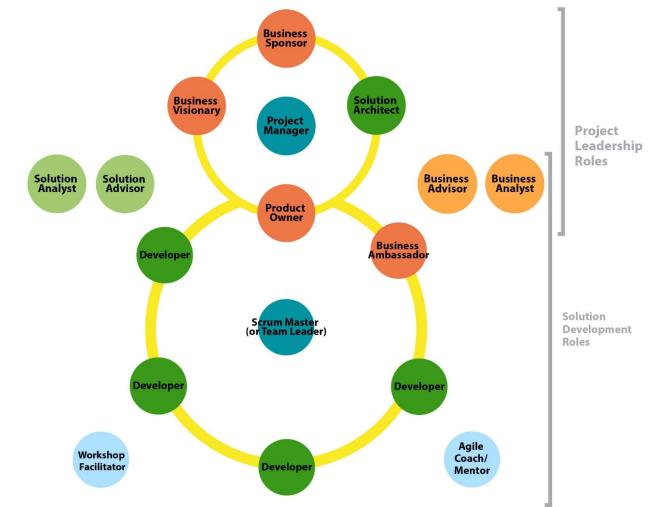
Roles



The AgilePM Process



Roles and responsibilities



Roles associated with:
● The Business Domain
● The Solution Domain
● The Project / Process domain

BUSINESS SPONSOR (STRATEGIC)

- **Who:** A senior executive.
- **Responsibility:** Owns the **Business Case** and the **Budget**.
- **Duty:** Resolves high-level conflicts. Must be able to say "Go" or "Stop".

Involvement: High in Pre-Project/Post-Project. Low during Development (Management by Exception).

💡 Exam Tip: The Sponsor is the ultimate decision maker for the project.

BUSINESS VISIONARY (STRATEGIC)

- **Who:** A senior manager with a clear vision of the future.
- **Responsibility:** Interprets the needs of the Sponsor into a clear **Vision**.
- **Duty:** Ensures the solution will deliver the business benefit.
- **Key Task:** Arbitrates requirements conflicts between different business areas.

BUSINESS AMBASSADOR (PROJECT LEVEL)

****CRITICAL ROLE:**** This is the key link between the Business and the Technical Team.

- **Who:** A respected user from the business area.
- **Responsibility:** Provides day-to-day answers and decisions to the developers.
- **Duty:** Validates the solution (Acceptance).
- **Requirement:** Must be empowered to make immediate decisions within the scope of the Timebox.

MANAGEMENT ROLES

Project Manager (PM)

- High-level management.
-
- Coordinate external stakeholders.
- **Does NOT** micro-manage the team.

Team Leader (TL)

- Servant-Leader (like Scrum Master).
- Manages the Timebox activities.
- Removes blocks.
- Facilitates Daily Stand-ups.

TECHNICAL ROLES

Technical Coordinator

- Strategic Technical Role.
- Defines Architecture (SAD).
- Ensures technical consistency.
- The "Glue" holding the tech together.

Solution Developer

- Builds the increment.
- Self-organizing.

Solution Tester

- Integrated into the team.
- Tests continuously throughout the Timebox.

PROCESS ROLES

- **Workshop Facilitator:** Independent person who manages the process of a workshop (not the content). Ensures
 - the objective is met.
- **DSDM Coach:** Expert in DSDM helping the team adopt the framework (especially new teams).

Business Advisor: A subject matter expert (e.g., Legal, Compliance) called in ad-hoc.

MODULE 5

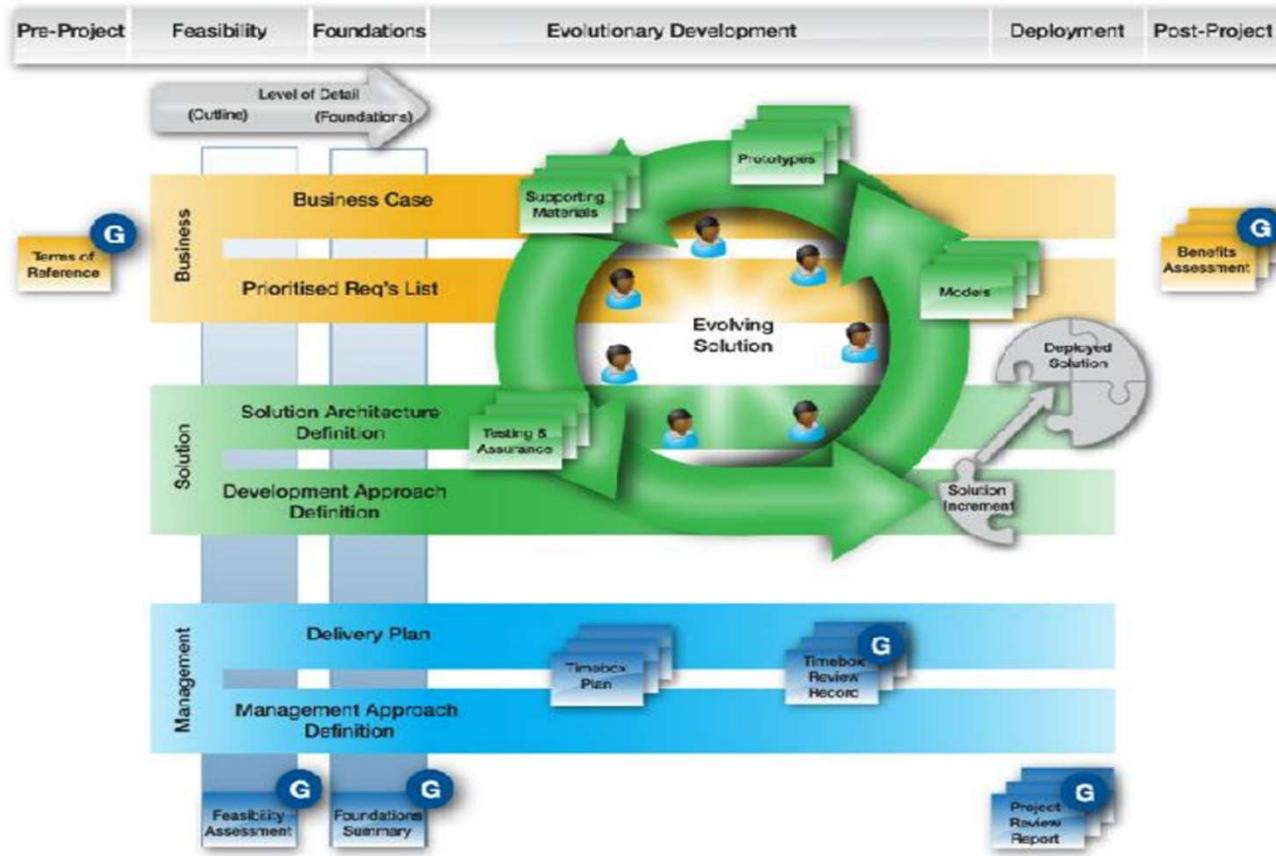
Products (Deliverables)



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EVOLUTIONARY PRODUCTS

DSDM products are not produced once and forgotten. They evolve.



TERMS OF REFERENCE (TOR)

- **Phase:** Pre-Project.
- **Purpose:** To justify a Feasibility investigation.
- **Content:** High-level definition of what the project is about.
- **Created by:** Business Sponsor / Visionary.

BUSINESS PRODUCTS

Business Case

Justification of the project. ROI.

Prioritised Requirements List (PRL)

The backlog. A list of requirements prioritised using MoSCoW.

- Must
- Should
- Could
- Won't

Evolution: ToR -> Outline BC -> Business Case.

MANAGEMENT PRODUCTS

Management Approach Definition (MAD)

How are we going to run this project? (People, Process, Tools).

Delivery Plan

The schedule. High-level schedule of Timeboxes.

Note: We do not plan task-level detail for the whole project upfront.

SOLUTION PRODUCTS

Solution Architecture Definition (SAD)

The technical framework (Technology stack, Standards).

Solution Increment

The working software (or product). The ultimate measure of progress.

FEASIBILITY ASSESSMENT

A key milestone document at the end of the Feasibility Phase.

It answers 3 questions:

- 1 Is this project feasible technically?
- 2 Is it cost-effective (Business Case)?
- 3 Is it suitable for Agile/DSDM (PAQ)?

If the answer is "No", stop the project here.

MOSCOW DEFINITIONS

- **M - Must Have:** Critical. Without this, the solution is unworkable or illegal.
- **S - Should Have:** Important but not vital. Workarounds exist.
- **C - Could Have:** Wanted or Desirable. Low impact if left out.
- **W - Won't Have this time:** Agreed to be out of scope for this timeframe.

MUST HAVE: THE DEEP DIVE

A "Must Have" provides the **Minimum Usable SubseT (MUST)**.

Criteria:

- We cannot deliver a viable solution without it.
- It is illegal not to have it.
- Unsafe without it.
- Pointless to deliver the solution without it.

 Exam Tip: "Must Haves" are NOT negotiable during the Timebox.

MODULE 6

Key Practices (MoSCoW, Timeboxing)



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SHOULD VS. COULD

Should Have

- Painful to leave out.
- Requires a difficult workaround.
- First items to be dropped if "Must Haves" are at risk? **No** (Could Haves go first).

The Rules of the Game

Could Have

- Nice to have.
- Cheap/Easy to implement.
- **Primary contingency:** These are the first things we drop to save time.

The DSDM Lifecycle

The DSDM Team Model

Governance & Documentation

THE 60% RULE (CRITICAL)

The Rules of the Game

To guarantee delivery, we apply the 60% rule to the **Effort** (not number of requirements).

Must Have Effort <= 60% Total Effort

- Should Have: ~20%
- Could Have: ~20% (This is the safety margin/contingency).

The DSDM Lifecycle

If Must Haves > 60%, the project is risky and has no buffer for issues.

The DSDM Team Model

Governance & Documentation

WHAT IS A TIMEBOX?

A fixed period of time, at the end of which an objective has been met.

- **Duration:** Typically 2-4 weeks.
- **Goal:** To deliver a Solution Increment.
- **Rule:** The end date NEVER changes. If we run out of time, we remove requirements (Could Haves).

STRUCTURE OF A DSDM TIMEBOX

Step	~% Time	Goal
Kick-off	Short	Agree goals & MoSCoW for this Timebox.
Investigation	10-20%	Understand details, plan the work.
Refinement	60-80%	Build and Test (Iterative).
Consolidation	10-20%	Final integration, regression testing, clean up.
Close-out	Short	Formal acceptance.

FREE FORMAT TIMEBOX

Sometimes the structured format doesn't fit (e.g., research spikes).

Free Format:

- Still has a Kick-off and Close-out.
- The middle is not structured into Investigate/Refine/Consolidate.
- Used when the work is not strictly construction-based.

THE DAILY STAND-UP

- **Timing:** Same time, same place, every day (usually 15 mins max).
- **Attendees:** All Timebox members (Developers, Testers, Business Ambassador, Team Leader).
- **Facilitator:** Team Leader.
- **Questions:**
 1. What have I done since last time?
 - . . .
 2. What will I do today?
 3. Are there any blocks?

The DSDM Lifecycle

CHANGE CONTROL IN TIMEBOXES

Principle: We embrace change, but we control it.

- **Width (Scope):** Formal change control. Changing high-level requirements requires approval.
- **Depth (Detail):** Informal change control. The Business Ambassador decides the *detail* of how a requirement functions during the Timebox.

The Business Ambassador is **empowered** to make detailed decisions without asking the Sponsor.

FACILITATED WORKSHOPS

A structured meeting to achieve a specific objective in a compressed timeframe.

- **Role:** Run by a neutral **Workshop Facilitator**.
- **Benefits:** Speed, consensus, buy-in, clarification.
- **Key deliverables:** Requirements lists, models, decisions.

 Exam Tip: The Facilitator manages the *process* and keeps the group focused, they do not contribute to the *content*.

ITERATIVE DEVELOPMENT

We don't do "Big Design Up Front". We evolve.

The Cycle:

- 1 **Thought:** Plan what to do.
2. **Action:** Build/Do it.
3. **Conversation:** Review it with the Ambassador.

This cycle repeats continuously inside the Refinement phase.

MODELING & PROTOTYPING

"A picture is worth 1000 words."

- Models simplify complexity.
- Models can be temporary or permanent.
- **Prototypes:**
 - Throw-away (Proof of Concept).
 - Evolutionary (becomes the final solution).

TESTING

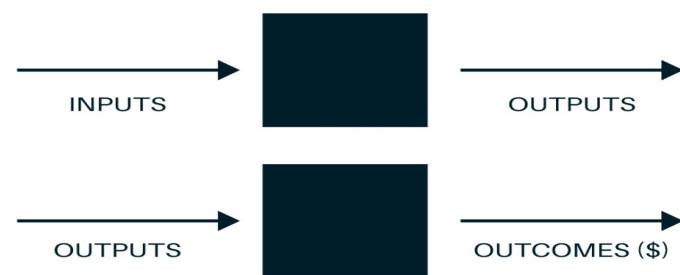
Testing is integrated, not a separate phase at the end.

- **Positive Testing:** Does it do what it should?
- **Negative Testing:** Does it handle errors correctly?
- **Independent Testing:** Technical Coordinator validates technical standards.
- **User Acceptance:** Business Ambassador validates functionality.

OUTCOME VS. OUTPUT

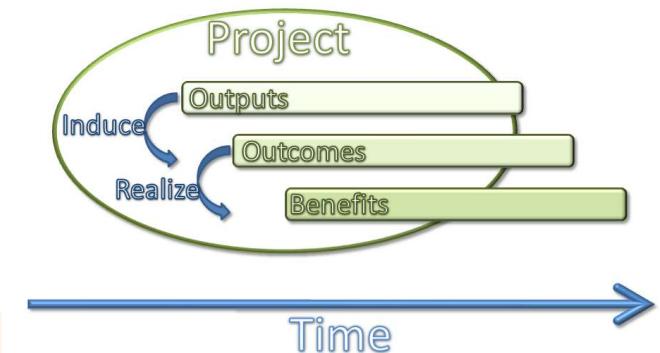
Output

The Deliverable (The Software, The Document).



Outcome

The Business Value (Increased Sales, Reduced Risk).



AgilePM v3 focuses on **Outcome**. We plan to deliver value, not just features.

MODULE 7

Planning & Control



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PLANNING HORIZONS

- **Horizon 1: The Project (Delivery Plan).** High level. Looks at the whole project.
- **Horizon 2: The Increment.** Medium level. Looks at a group of Timeboxes.
- **Horizon 3: The Timebox.** Low level. Detailed plan for the next 2-4 weeks.

We only plan in detail for the immediate future (Horizon 3).

MANAGEMENT BY EXCEPTION

Empowerment requires trust.

- The Business Sponsor empowers the PM.
- The PM empowers the Team.

Control: As long as the Timebox objectives (Must Haves) are on track, senior management does not interfere. If tolerances are breached, the team escalates an "Exception".

MODULE 8

Exam / AgilePM v3



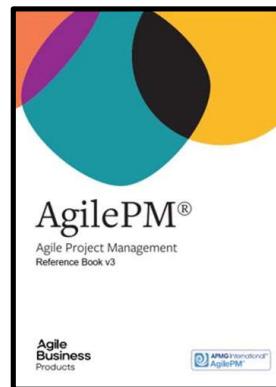
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EXAM TOP TIPS

- **Read carefully:** Is the question asking about the *Project Manager* or the *Team Leader*?
- **Timeboxing:** If a question asks about "running out of time", the answer usually involves removing
- "Could Haves". Never extending the deadline.
- **Roles:** Remember:
 - Visionary = Future/Arbitration
 - Sponsor = Budget/Strategy
 - Ambassador = Day-to-Day Detail
- **Phases:** Feasibility = "Is it possible?". Foundations = "How will we do it?".

Handbook Content

CHAPTERS		APPENDICES	
1	Introduction	A	The AgilePM Work-Products
2	Key Concepts	B	The Project Approach Questionnaire
3	Scrum	C	Estimating Using Planning Poker and Velocity
4	AgilePM Fundamentals	D	Glossary
5	Individuals and Interactions	E	Ecolodge Panthera Resorts – a Case Study
6	Collaboration and Communication		
7	AgilePM Process Framework and the Project Lifecycle		
8	Defining and Estimating the Work of the Project		
9	MoSCoW Prioritization		
10	Planning and Controlling the Work of the Project		
11	Risk Management and the Project Approach		
12	Governance, Compliance, and the AgilePM Products		



Conclusion



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CONCLUSION

AgilePM (DSDM) is a powerful framework that blends corporate governance with agile delivery.

Key Takeaway:

Fix Time, Cost, and Quality.
Flex Scope.
Collaborate Daily.

Next Steps:

- Review the Appendices.
- Take practice exams.
- Focus on definitions.

APPENDIX



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THE PAQ (PROJECT ASSESSMENT QUESTIONNAIRE)

Used in Feasibility Phase.

It assesses the **Instrumental Success Factors (ISFs)**:

- Acceptance of the Philosophy.
- Appropriate Empowerment.
- Business Engagement.
- Team Skills.

If PAQ scores are low, risks must be managed before proceeding.

APPENDIX A: ROLES SUMMARY

Role	Focus	Key Responsibility
Business Sponsor	Strategy	Budget, Business Case, High-level Issues
Business Visionary	Strategy	Vision, Future State, Arbitrating User Needs
Business Ambassador	Tactical	Day-to-day Decisions, User Acceptance
Project Manager	Project	High-level Plan, Risk, Stakeholders
Team Leader	Team	Facilitation, Removal of Blockers
Tech Coordinator	Architecture	Technical Standards, Consistency

APPENDIX B: PRODUCTS SUMMARY

Product	Owner	Purpose
Terms of Reference	Sponsor	Scoping the Feasibility Phase
Business Case	Sponsor	Financial Justification
PRL	Business	Requirements Backlog (MoSCoW)
SAD	Tech Coord	Technical Architecture
Delivery Plan	Proj Manager	Schedule of Timeboxes
Solution Increment	Developer	Working Solution

APPENDIX C: MOSCOW RULES

Priority	Definition	% Effort
Must Have	Critical. Legal. No Workaround.	Max 60%
Should Have	Important. Painful to omit. Workaround exists.	~20%
Could Have	Desirable. Contingency. Drop first.	~20%
Won't Have	Out of scope for now.	0%

APPENDIX D: STRUCTURED TIMEBOX

Step	Activity
Kick-off	Short meeting to agree goals.
Investigation	Analyze requirements in detail.
Refinement	Build and Test. Iterate.
Consolidation	Finalize. Regression Test.
Close-out	Formal Acceptance (Ambassador).



A large blue starburst graphic is positioned behind the word 'Merci'. It consists of numerous thin blue lines radiating from a central bright blue light source.

Merci

Abidjan, Cocody Cité FEDERM

info@apm.ci || sales@apm.ci

+225 27 22 44 32 78 || +225 07 99 14 14 99

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