# COURSE OVERVIEW PM0016
# Agile Certified Practitioner (PMI-ACP)
*PMI Exam Preparation Training*

**Course Title**
Agile Certified Practitioner (PMI-ACP) *PMI Exam Preparation Training*


**Course Date/Venue**
April 13-17, 2025/TBA Meeting Room, DoubleTree by Hilton Doha - Al Sadd, Doha, Qatar



**Course Reference**
PM0016

**Course Duration/Credits**
Five days/3.5 CEUs/35 PDHs

**Course Description**

***This practical and highly-interactive course includes various practical sessions and exercises. Theory learnt will be applied using our state-of-the-art simulators.***

This course is designed to provide participants with an up-to-date knowledge in PMI Agile Certified Practitioner and to prepare the participants to pass the PMI-ACP examination in order for them to achieve the PMI-ACP title.

The course will cover the 7 domains comprising the PMI-ACP certification examination. These domains include Agile Principles and Mindset, Value-driven Delivery, Stake Holder Engagement, Team Performance, Adaptive Planning, Problem Detection and Resolution and Continuous Improvement (Product, Process, People).

The course is carefully developed to reflect the best practices that match the training requirements of the Project Management Institute (**PMI**). The Professional Development Units/Hours (**PDUs**) or Continuing Education Units (**CEUs**) awarded to the participants are recognized by the Project Management Institute (**PMI**) and by the International Association for Continuing Education & Training (**IACET-USA**).

The course includes a comprehensive e-book entitled *"PMI Agile Certified Practitioner (PMI-ACP)"*, published by PMI, which will be given to the participants to help them appreciate the principles presented in the course.

## Course Objectives

Upon the successful completion of this course, each participant will be able to:-

- Get prepared for the next PMI-ACP exam and discuss the requirements and domain areas of such exam
- Develop knowledge and skills in agile principles and mindset
- Develop knowledge and skills in value-driven delivery
- Develop knowledge and skills in stakeholder engagement
- Develop knowledge and skills in team performance
- Develop knowledge and skills in adaptive planning
- Develop knowledge and skills in problem detection and resolution
- Develop knowledge and skills in continuous improvement for product, process and people

## PMI Recognition of Haward Courses

The Project Management Institute (**PMI**) recognizes Haward's Certificates and Continuing Education Units (CEUs).

The recognition and acceptance of our PDUs/CEUs fall under Categories E, F and G of PMI's "Professional Education" section at the PMP Application. Hence, what the delegates simply need to do is to complete this section as part of the PMP Application and submit it to PMI upon the receipt of Haward's certificates and ANSI/IACET's CEUs. PMI will automatically accept the delegates with 35 Contract Hours as a fulfillment of the required Professional Education.

**Haward Technology**, being the first **Authorized Provider** of the International Association for Continuing Education & Training (**IACET-USA**) in the Middle East, is authorized to award ANSI/IACET **CEUs** that are automatically accepted and recognized by the Project Management Institute (**PMI**).

## Exclusive Smart Training Kit - H-STK®


*Participants of this course will receive the exclusive "Haward Smart Training Kit" (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

## Who Should Attend

The course provides an overview of all significant aspects and considerations of agile project management for project managers, project team members, project support, PMO member and those who are looking to pass the PMI-ACP examination.

## Exam Eligibility & Structure

Exam candidates shall have the following minimum pre-requisites:-

| Educational Background | + | General Project Experience | + | Agile Project Experience | + | Training in Agile Practices |
|---|---|---|---|---|---|---|
| Secondary degree (high school diploma, associate's degree or global equivalent) | | 2,000 hours (12 months) general project experience within the last 5 years. A current PMP® or PgMP® will satisfy this requirement but is not required to apply for the PMI-ACP | | 1,500 hours (8 months) of agile project experience within the last 3 years | | 21 contact hours of training in agile practices |

*Note: for those who hold a PMP and/or PgMP certifications, PMI has already verified you have exceeded the project experience requirements. In other words, PMP and/or PgMP certification holders will be accepted as fulfilling the general project experience requirements.

## Training Fee

**US$ 6,000** per Delegate. The rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

In addition to the Course Manual, participants will receive an e-book *"PMI Agile Certified Practitioner (PMI-ACP)"*, published by PMI.

## Exam Fee

**US$ 660** per Delegate + **VAT.**

## Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

## Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

30% Lectures
20% Practical Workshops & Work Presentations
30% Hands-on Practical Exercises & Case Studies
20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

## Course Certificate(s)

Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours.

## Certificate Accreditations

Certificates are accredited by the following international accreditation organizations:

- The International Accreditors for Continuing Education and Training (IACET - USA)

  Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

  Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

  Haward Technology Middle East will award **3.5 CEUs** (Continuing Education Units) or **35 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

- British Accreditation Council (BAC)

  Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

**Course Instructor(s)**

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:

**Mr. Mario Gabrael**, MBA, BSc, PMP, CAPM, CSM is a **Senior Project Management Consultant** with **25** years of extensive experience within the **Oil**, **Gas**, **Petrochemical**, **Refinery** & **Power** industries. His expertise widely covers in the areas of **Project & Construction** Management, **Project** Planning, Scheduling & Control, **Project** Management, Project Delivery & Governance Framework, **Project** Management Practices, **Project** Management Disciplines, **Project Risk** Management, **Risk** Identification Tools & Techniques, **Project** Life Cycle, **Project Stakeholder** & Governance, **Project Management** Processes, **Project Integration** Management, **Project** Management Plan, **Project Work** Monitoring & Control, **Project Scope** Management, **Project Time** Management, **Project Cost** Management, **Project Quality** Management, **Quality** Assurance, **Program Management**, **Human Resource** Management, **Communications** Management and **Contract** Management. Further, he is also well-versed in **Basic Database Concepts & Data Formats**, **Advanced Analytics Tools in Auditing**, **Data Mining** Techniques for Auditors, **Audit Planning** with Data Analytics, Ethics & Compliance in **Data Analytics,** Complexity in **Decision-Making**, Adaptive **Leadership**, **Communication Mastery**, **Emotional Intelligence**, **Mindfulness & Resilience** Training, **Innovative Thinking**, **Capstone Project Presentations**, **Strategic Planning** in VUCA, **Petrochemical**, **Refinery** & **Power** industries, **Machine Learning** for Instrumentation and Control, **Artificial Intelligence** for IoT Sensors, **AI & Automation** in **Process Control Systems**, **AI** in **Healthcare Instrumentation**, Predictive Maintenance with **Artificial Intelligence** and **AI & Data Analytics**.

During Mr. Gabrael's career life, he has gained his practical experience through several significant positions and dedication as the **Senior Project Manager**, **Project Manager**, **Data Manager**, **Program Manager**, **Senior Instructor/Trainer** and **Agile Scrum Trainer** from various companies, colleges and institutes like the LAUNCHMETRICS, Higher Colleges of Technology, Bahrain Polytechnic, CCH Wolters Kluwer, Sydney's Bridge Business College, News Digital Media Ltd, Ge Finance and Sydney University

Mr. Gabrael has a **Master's** of **Business Administration** in **Human Resources & Finance** and a **Bachelor's Degree** in **Marketing & Economics** from the **University** of **Sydney**, **Australia**. Further, he is a **Certified Instructor/Trainer**, a Certified Scrum Master - AGILE (**CSM**) from the Scrum Alliance, a Certified Project Management Professional (**PMI-PMP**), a Certified Associate in Project Management (**PMI-CAPM**), a Member of the Artificial Intelligence for Human Resources (**AIHR**) and delivered numerous trainings, courses, workshops, seminars and conferences internationally.

## Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

| *Agile Principles and Mindset* | |
|---|---|
| ***Task 1*** | *Advocate for Agile Principles by Modeling those Principles and Discussing Agile Values in Order to Develop a Shared Mindset Across the Team as well as Between the Customer and the Team.* |
| ***Task 2*** | *Help Ensure that Everyone has a Common Understanding of the Values and Principles of Agile and a Common Knowledge Around the Agile Practices and Terminology Being Used in Order to Work Effectively.* |
| ***Task 3*** | *Support Change at the System or Organization Level by Educating the Organization and Influencing Processes, Behaviors and People in Order to Make the Organization More Effective and Efficient.* |
| ***Task 4*** | *Practice Visualization by Maintaining Highly Visible Information Radiators Showing Real Progress and Real Team Performance in Order to Enhance Transparency and Trust.* |
| ***Task 5*** | *Contribute to a Safe and Trustful Team Environment by Allowing Everyone to Experiment and Make Mistakes so that each can Learn and Continuously Improve the Way he or she Works.* |
| ***Task 6*** | *Enhance Creativity by Experimenting with New Techniques and Process Ideas in Order to Discover More Efficient and Effective Ways of Working.* |
| ***Task 7*** | *Encourage Team Members to Share Knowledge by Collaborating and Working Together in Order to Lower Risks Around Knowledge Silos and Reduce Bottlenecks.* |
| ***Task 8*** | *Encourage Emergent Leadership within the Team by Establishing a Safe and Respectful Environment in which New Approaches can be Tried in Order to Make Improvements and Foster Self-Organization and Empowerment.* |
| ***Task 9*** | *Practice Servant Leadership by Supporting and Encouraging others in their Endeavors so that they can Perform at their Highest Level and Continue to Improve.* |

| *Value-Driven Delivery* | |
|---|---|
| ***Define Positive Value*** | |
| ***Task 1*** | *Define Deliverables by Identifying Units that can be Produced Incrementally in Order to Maximize their Value to Stakeholders while Minimizing Non-Value Added Work.* |
| ***Task 2*** | *Refine Requirements by Gaining Consensus on the Acceptance Criteria for Features on a Just-In-Time Basis in Order to Deliver Value.* |
| ***Task 3*** | *Select and Tailor the Team's Process Based on Project and Organizational Characteristics as well as Team Experience in Order to Optimize Value Delivery.* |

| | |
|---|---|
| ***Avoid Potential Downsides*** | |
| ***Task 4*** | *Plan for Small Releasable Increments by Organizing Requirements into Minimally Marketable Features/Minimally Viable Products in Order to Allow for the Early Recognition and Delivery of Value.* |
| ***Task 5*** | *Limit Increment Size and Increase Review Frequency with Appropriate Stakeholders in Order to Identify and Respond to Risks Early on and at Minimal Cost.* |
| ***Task 6*** | *Solicit Customer and User Feedback by Reviewing Increments Often in order to Confirm and Enhance Business Value.* |
| ***Prioritization*** | |
| ***Task 7*** | *Prioritize the Units of Work Through Collaboration with Stakeholders in Order to Optimize the Value of the Deliverables.* |
| ***Task 8*** | *Perform Frequent Review and Maintenance of the Work Results by Prioritizing and Maintaining Internal Quality in Order to Reduce the Overall Cost of Incremental Development.* |
| ***Task 9*** | *Continuously Identify and Prioritize the Environmental, Operational, and Infrastructure Factors in Order to Improve the Quality and Value of the Deliverables.* |
| ***Incremental Development*** | |
| ***Task 10*** | *Conduct Operational Reviews and/or Periodic Checkpoints with Stakeholders in Order to Obtain Feedback and Corrections to the Work in Progress and Planned Work.* |
| ***Task 11*** | *Balance Development of Deliverable Units and Risk Reduction Efforts by Incorporating Both Value Producing and Risk Reducing Work into the Backlog in Order to Maximize the Total Value Proposition Over Time.* |
| ***Task 12*** | *Re-prioritize Requirements Periodically in order to Reflect Changes in the Environment and Stakeholder Needs or Preferences in Order to Maximize the Value.* |
| ***Task 13*** | *Elicit and Prioritize Relevant Non-Functional Requirements (such as Operations and Security) by Considering the Environment in which the Solution will be Used in Order to Minimize the Probability of Failure.* |
| ***Task 14*** | *Conduct Frequent Reviews of Work Products by Performing Inspections, Reviews, and/or Testing in Order to Identify and Incorporate Improvements into the Overall Process and Products/Service.* |

| *Stakeholder Engagement* | |
|---|---|
| ***Understand Stakeholder Needs*** | |
| ***Task 1*** | *Identify and Engage Effective and Empowered Business Stakeholder(s) Through Periodic Reviews in Order to Ensure that the Team is Knowledgeable about Stakeholders', Interests, Needs, and Expectations.* |
| ***Task 2*** | *Identify and Engage All Stakeholders (Current and Future) by Promoting Knowledge Sharing Early and Throughout the Project to Ensure the Unimpeded Flow of Information and Value Throughout the Lifespan of the Project.* |
| ***Ensure Stakeholder Involvement*** | |
| ***Task 3*** | *Establish Stakeholder Relationships by Forming a Working Agreement Among Key Stakeholders in Order to Promote Participation and Effective Collaboration.* |
| ***Task 4*** | *Maintain Proper Stakeholder Involvement by Continually Assessing Changes in the Project and Organization in Order to Ensure that New Stakeholders are Appropriately Engaged.* |
| ***Task 5*** | *Establish Collaborative Behaviors Among the Members of the Organization by Fostering Group Decision Making and Conflict Resolution in Order to Improve Decision Quality and Reduce the Time Required to Make Decisions.* |
| ***Manage Stakeholder Expectations*** | |
| ***Task 6*** | *Establish a Shared Vision of the Various Project Increments (Products, Deliverables, Releases, Iterations) by Developing a High Level Vision and Supporting Objectives in Order to Align Stakeholders' Expectations and Build Trust.* |
| ***Task 7*** | *Establish and Maintain a Shared Understanding of Success Criteria, Deliverables, and Acceptable Trade-Offs by Facilitating Awareness Among Stakeholders in Order to Align Expectations and Build Trust.* |
| ***Task 8*** | *Provide Transparency Regarding Work Status by Communicating Team Progress, Work Quality, Impediments, and Risks in Order to Help the Primary Stakeholders Make Informed Decisions.* |
| ***Task 9*** | *Provide Forecasts at a Level of Detail that Balances the Need for Certainty and the Benefits of Adaptability in Order to Allow Stakeholders to Plan Effectively* |

| *Team Performance* | |
|---|---|
| ***Team Formation*** | |
| ***Task 1*** | *Cooperate with the Other Team Members to Devise Ground Rules and Internal Processes in Order to Foster Team Coherence and Strengthen Team Members' Commitment to Shared Outcomes.* |

| | |
|---|---|
| ***Task 2*** | *Help Create a Team that has the Interpersonal and Technical Skills Needed to Achieve All Known Project Objectives in Order to Create Business Value with Minimal Delay.* |
| ***Team Empowerment*** | |
| ***Task 3*** | *Encourage Team Members to Become Generalizing Specialists in Order to Reduce Team Size and Bottlenecks, and to Create a High-Performing Cross-Functional Team.* |
| ***Task 4*** | *Contribute to Self-Organizing the Work by Empowering Others and Encouraging Emerging Leadership in Order to Produce Effective Solutions and Manage Complexity.* |
| ***Task 5*** | *Continuously Discover Team and Personal Motivators and Demotivators in Order to Ensure that Team Morale is High and Team Members are Motivated and Productive Throughout the Project.* |
| ***Team Collaboration and Commitment*** | |
| ***Task 6*** | *Facilitate Close Communication within the Team and with Appropriate External Stakeholders Through Co-Location or the Use of Collaboration Tools in Order to Reduce Miscommunication and Rework.* |
| ***Task 7*** | *Reduce Distractions in Order to Establish a Predictable Outcome and Optimize the Value Delivered.* |
| ***Task 8*** | *Participate in Aligning Project and Team Goals by Sharing Project Vision in Order to Ensure the Team Understands How their Objectives Fit into the Overall Goals of the Project.* |
| ***Task 9*** | *Encourage the Team to Measure its Velocity by Tracking and Measuring Actual Performance in Previous Iterations or Releases in Order for Members to Gain a Better Understanding of their Capacity and Create More Accurate Forecasts.* |
| ***Adaptive Planning*** | |
| ***Levels of Planning*** | |
| ***Task 1*** | *Plan at Multiple Levels (Strategic, Release, Iteration, Daily) Creating Appropriate Detail by Using Rolling Wave Planning and Progressive Elaboration to Balance Predictability of Outcomes With Ability to Exploit Opportunities.* |
| ***Task 2*** | *Make Planning Activities Visible and Transparent By Encouraging Participation of Key Stakeholders and Publishing Planning Results in Order to Increase Commitment Level And Reduce Uncertainty.* |
| ***Task 3*** | *As the Project Unfolds, Set And Manage Stakeholder Expectations by Making Increasingly Specific Levels of Commitments in Order to Ensure Common Understanding of the Expected Deliverables.* |

| | |
|---|---|
| ***Adaptation*** | |
| ***Task 4*** | *Adapt the Cadence and the Planning Process Based on Results of Periodic Retrospectives about Characteristics and/or The Size/Complexity/Criticality of the Project Deliverables in Order to Maximize The Value.* |
| ***Task 5*** | *Inspect and Adapt the Project Plan to Reflect Changes in Requirements, Schedule, Budget and Shifting Priorities Based on Team Learning, Delivery Experience, Stakeholder Feedback, and Defects in Order to Maximize Business Value Delivered.* |
| ***Agile Sizing and Estimation*** | |
| ***Task 6*** | *Size Items by Using Progressive Elaboration Techniques in Order to Determine Likely Project Size Independent of Team Velocity and External Variables.* |
| ***Task 7*** | *Adjust Capacity by Incorporating Maintenance and Operations Demands and Other Factors in Order to Create or Update The Range Estimate.* |
| ***Task 8*** | *Create Initial Scope, Schedule, and Cost Range Estimates that Reflect Current High Level Understanding of the Effort Necessary to Deliver the Project in Order to Develop a Starting Point for Managing the Project.* |
| ***Task 9*** | *Refine Scope, Schedule, and Cost Range Estimates that Reflect the Latest Understanding of the Effort Necessary to Deliver the Project in Order to Manage the Project.* |
| ***Task 10*** | *Continuously use Data from Changes in Resource Capacity, Project Size and Velocity Metrics in Order to Evaluate the Estimate to Complete.* |

| ***Problem Detection and Resolution*** | |
|---|---|
| ***Task 1*** | *Create an Open and Safe Environment by Encouraging Conversation and Experimentation, in Order to Surface Problems and Impediments that are Slowing the Team Down or Preventing its Ability to Deliver Value.* |
| ***Task 2*** | *Identify Threats and Issues by Educating and Engaging the Team at Various Points in the Project in Order to Resolve them at the Appropriate Time and Improve Processes that Caused Issues.* |
| ***Task 3*** | *Ensure Issues are Resolved by Appropriate Team Members and/or Reset Expectations in Light of Issues that Cannot Be Resolved in Order to Maximize the Value Delivered.* |
| ***Task 4*** | *Maintain a Visible, Monitored, and Prioritized List of Threats and Issues in Order to Elevate Accountability, Encourage Action, and Track Ownership and Resolution Status.* |
| ***Task 5*** | *Communicate Status of Threats and Issues by Maintaining Threat List and Incorporating Activities into Backlog of Work in Order to Provide Transparency.* |

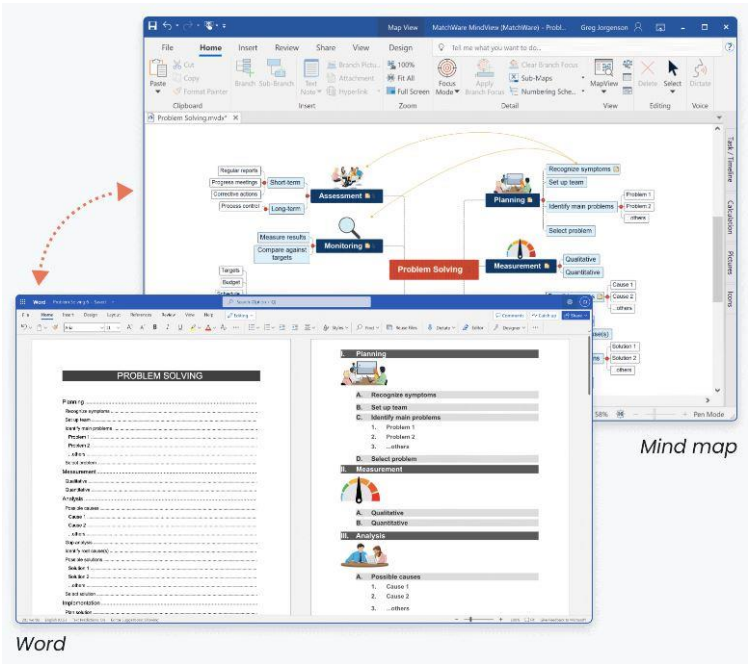
| *Continuous Improvement (Product, Process, People)* | |
|---|---|
| ***Task 1*** | *Tailor and Adapt the Project Process by Periodically Reviewing and Integrating Team Practices, Organizational Culture, and Delivery Goals in Order to Ensure Team Effectiveness Within Established Organizational Guidelines and Norms.* |
| ***Task 2*** | *Improve Team Processes by Conducting Frequent Retrospectives and Improvement Experiments in Order to Continually Enhance the Effectiveness of The Team, Project and Organization.* |
| ***Task 3*** | *Seek Feedback on the Product by Incremental Delivery and Frequent Demonstrations in Order to Improve the Value of the Product.* |
| ***Task 4*** | *Create an Environment of Continued Learning by Providing Opportunities for People to Develop their Skills in Order to Develop a More Productive Team of Generalizing Specialists.* |
| ***Task 5*** | *Challenge Existing Process Elements by Performing a Value Stream Analysis and Removing Waste in Order to Increase Individual Efficiency and Team Effectiveness.* |
| ***Task 6*** | *Create Systematic Improvements by Disseminating Knowledge and Practices Across Projects and Organizational Boundaries in Order to Avoid Re-Occurrence of Identified Problems and Improve the Effectiveness of the Organization as a Whole.* |

**MOCK Exam**

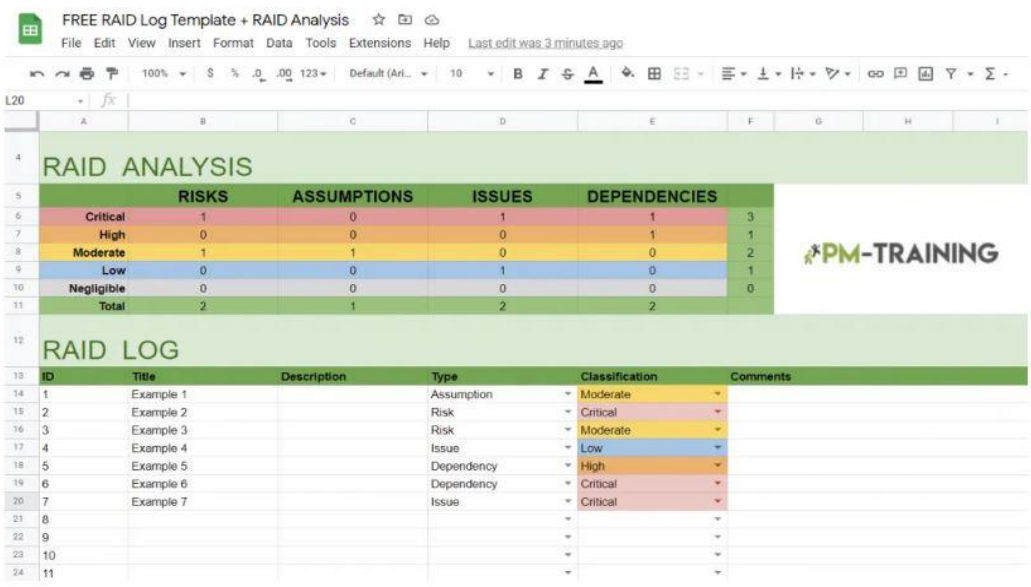
Upon the completion of the course, participants have to sit for a MOCK Examination similar to the exam of the Certification Body through Haward's Portal. Each participant will be given a username and password to log in Haward's Portal for the MOCK Exam during the 30 days following the course completion. Each participant has only one trial for the MOCK exam within this 30-day examination window. Hence, you have to prepare yourself very well before starting your MOCK exam as this exam is a simulation to the one of the Certification Body.

## Simulator (Hands-on Practical Sessions)

Practical sessions will be organized during the course for delegates to practice the theory learnt. Delegates will be provided with an opportunity to carryout various exercises using the “Mindview Software” and “Raidlog Simulator”.



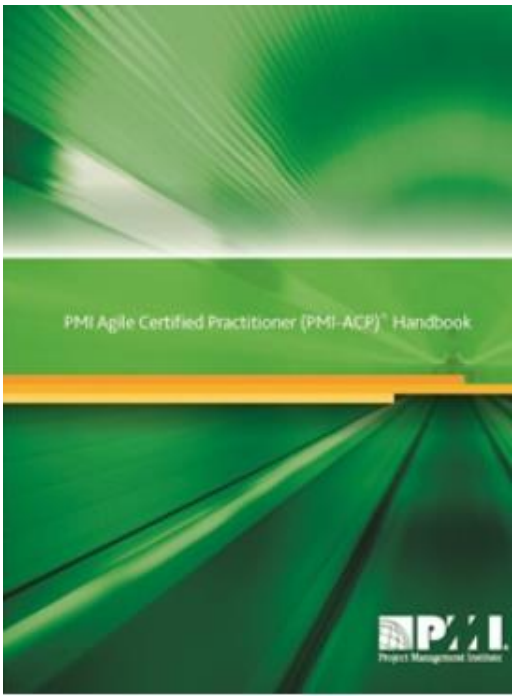

**Mindview Software**




**Raidlog Simulator**

**Book(s)**

As part of the course kit, the following e-books will be given to all participants:




**Title** : PMI Agile Certified Practitioner (PMI-ACP) Handbook
**Author** : PMI
**Publisher** : PMI

**Course Coordinator**

Reem Dergham, Tel: +974 4423 1327, Email: reem@haward.org