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## General Questions about Agile

### What is agile?

Agile is a philosophy that uses organizational models based on people, collaboration, and shared values. The *Agile Manifesto* outlines tenets of agile philosophy. Agile uses rolling wave planning; iterative and incremental delivery; rapid and flexible response to change; and open communication between teams, stakeholders, and customers. There are many agile methodologies that adhere to these tenets, such as Scrum, XP, Lean and Test-driven Development (TDD).

Here are definitions for some common terms associated with agile principles and practices:

Term	Definition
<b>Agile Manifesto</b>	A public declaration of the philosophy and principles of agile software development, created in February 2001 in Snowbird, Utah, USA. Visit the <a href="#">Agile Manifesto</a> to learn more.
<b>Agile Methodologies</b>	Frameworks and processes whose practices support the <i>Agile Manifesto</i> principles. Examples include: Scrum, Extreme Programming (XP), Crystal, Dynamic Systems Development Method (DSDM Atern), Feature Driven Development (FDD).
<b>Agile Practices</b>	Activities that are the application of agile principles.
<b>Agile Principles</b>	Fundamental truths and shared values that drive behavior in agile methodologies.
<b>Incremental and Iterative</b>	The approach of implementing a work product in successive pieces (increments), while also gradually refining the work product through targeted improvements (iterations).

### What are some examples of agile principles and practices?

- Agile principles and practices include:
  - Early, measurable return on investment through defined, iterative delivery of product increments.
  - High visibility of project progress allows early identification and resolution or monitoring of problems.

- Continuous involvement of the customer throughout the product development cycle.
- Empowerment of the business owner to make decisions needed to meet goals.
- Adaptation to changing business needs, giving more influence over requirement changes.
- Reduced product and process waste.

### **What value do agile principles and practices bring to an organization?**

- Organizations who use agile principles and practices have documented the value they see from these techniques:
  - Adaptive to changing business needs, giving the organization more influence over adding, changing, or removing requirements.
  - Early and continuous customer feedback improves communication and empowers business owners who can receive and review critical information necessary to make decisions to steer the project throughout the development process.
  - Early measurable return on investment.
  - High visibility and influence over the project progress leading to early indications of problems.
  - Incremental delivery rather than a single complete delivery at the end of the project. Reduces product and process waste.

### **How is the PMI-ACP different from the Project Management Professional (PMP)<sup>®</sup> credential?**

- The PMI-ACP certification specifically validates a practitioner's ability to understand and apply agile principles and practices. The PMP<sup>®</sup> credential recognizes demonstrated competence leading and directing project teams.

## **Why PMI developed an Agile Certification**

### **Why did PMI develop the PMI-ACP certification?**

- Agile is a topic of growing importance in project management. PMI market research shows that project management practitioners are embracing agile principles and practices for successfully managing projects. Additionally, the following points show the increasing demand for an agile certification:
  - PMI members, credential holders, and individuals who embrace agile principles and practices are looking to PMI for certification, recognition, and educational opportunities.
  - Many project professionals experienced in traditional techniques are seeing the demand for agile principles and practices in many industries and organizations. These practitioners are eager to add agile principles and practices to their project management skillset.

- Organizations that use project management to serve both internal and external clients are seeing value in agile principles and practices to deliver projects more quickly, with less waste and cost due to misunderstood or poorly defined requirements.

## Education Eligibility Requirements

### **Do Scrum Alliance® Certified ScrumMaster (CSM) courses qualify for the education eligibility requirement?**

- Yes, Scrum Alliance courses qualify for the education eligibility requirements. Only hours of training in agile practices will meet the certification eligibility requirements. One hour of education equals one contact hour of education eligibility.

### **I teach agile methodologies and/or develop coursework for agile education. How can I find out if the courses are applicable for the PMI-ACP® eligibility requirements?**

- Review the [PMI-ACP Examination Content Outline](#) to ensure that the course content is relevant.