



**Preparation Guide**

Edition 202102

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# 1. Overview

EXIN Agile Business Professional (ABP.EN)

## Scope

EXIN Agile Business Professional is a certification that validates a professional's knowledge about:

- Agile Mindset
- Facilitating Agile Culture
- Optimizing Business Value
- Expanding and Sustaining Agile in an Organization

## Summary

The EXIN Agile Business Professional certification covers the knowledge and skills needed for applying the Agile principles and mindset across the business. EXIN Agile Business Professional certified staff members promote Agile ways of thinking and working across all areas of the organization, including production, operation and supporting processes.

The EXIN Agile Business Professional certification is typically aimed at professionals working in tactical level roles, with a practical understanding of the business. From this position, they provide hands-on support to achieve optimal value from enterprise agility, and connect teams as required. The Agile Business Professional supports the transparency necessary for an Agile culture, by using appropriate means of measurement, visualization and communication.

EXIN Agile Business Professional certified staff members can analyze processes, products and services to optimize business value, speed to market and quality. They have a deep understanding of the principles in the Agile Manifesto and truly have an Agile mindset. They can apply relevant Agile practices, that are helpful in specific situations. They help to remove impediments to a successful Agile transition, and to achieve sustained enterprise agility.

## Context

The EXIN Agile Business Professional certification is part of the EXIN Agile Scrum qualification program.



### AGILE LAYER



### AGILE SCRUM LAYER



### BUSINESS AGILITY LAYER



## Target Group

The EXIN Agile Business Professional certification is tailored to professionals working in an Agile enterprise or an organization undergoing an Agile transition, as well as professionals wishing to update their expertise to reflect the market trend towards business agility.

This includes, but is not limited to:

- Professionals from different business areas, such as marketing, production, and operation
- HR Professionals
- Business development staff or business analysts
- Product managers
- Consultants
- (Business) line managers or team leaders
- (IT) Service Managers, Process or Service Owners
- Professionals working in Agile or DevOps teams, e.g. Scrum Masters, Product Owners, DevOps Engineers, Tribe leaders or Squad Leaders

## Requirements for Certification

- Successful completion of the EXIN Agile Business Professional exam.
- Completion of the Practical Assignments.

Accredited training is strongly recommended.

## Examination Details

Examination type:	Multiple-choice questions
Number of questions:	30
Pass mark:	67% (20/30 questions)
Open book:	No
Notes:	No
Electronic equipment/aides permitted:	No
Exam duration:	90 minutes

The Rules and Regulations for EXIN's examinations apply to this exam.

## Bloom Level

The EXIN Agile Business Professional certification tests candidates at Bloom Level 2, 3 and 4 according to Bloom's Revised Taxonomy:

- Bloom Level 2: Understanding – a step beyond remembering. Understanding shows that candidates comprehend what is presented and can evaluate how the learning material may be applied in their own environment. This type of questions aims to demonstrate that the candidate is able to organize, compare, interpret and choose the correct description of facts and ideas.
- Bloom Level 3: Application – shows that candidates have the ability to make use of information in a context different from the one in which it was learned. This type of questions aims to demonstrate that the candidate is able to solve problems in new situations by applying acquired knowledge, facts, techniques and rules in a different, or new way. These questions usually contains a short scenario.
- Bloom Level 4: Analysis – shows that candidates have the ability to break learned information into its parts to understand it. This Bloom level is mainly tested in the Practical Assignments. The Practical Assignments aim to demonstrate that the candidate is able to examine and break information into parts by identifying motives or causes, make inferences and find evidence to support generalizations.

## Training

### Contact Hours

The recommended number of contact hours for this training course is 14. This includes practical assignments, exam preparation and short breaks. This number of hours does not include lunch breaks, homework and the exam.

Training providers may choose to offer only the practical assignments or a simulation that meets the [requirements for practical assignments](#).

### Indication Study Effort

112 hours (4 ECTS), depending on existing knowledge.

### Training Organization

You can find a list of our Accredited Training Organizations at [www.exin.com](http://www.exin.com).

## 2. Exam Requirements

The exam requirements are specified in the exam specifications. The following table lists the topics of the module (exam requirements) and the subtopics (exam specifications).

Exam Requirements	Exam Specifications	Weight
<b>1. Agile Mindset</b>		<b>20%</b>
	1.1 Recognizing Agile	10%
	1.2 Agile Mindset	6.7%
	1.3 Agile Outside of IT	3.3%
<b>2. Facilitating Agile Culture</b>		<b>17%</b>
	2.1 Basing the Approach on Organizational Values	3.3%
	2.2 Visualization and Communication	3.3%
	2.3 Measurement	6.7%
	2.4 Continuous Improvement	3.3%
<b>3. Optimizing Business Value</b>		<b>20%</b>
	3.1 Business Value	10%
	3.2 Removing Impediments	3.3%
	3.3 Reducing Time to Market and Enhancing Quality	6.7%
<b>4. Expanding and Sustaining Agile in an Organization</b>		<b>43%</b>
	4.1 Starting an Agile Transition	6.7%
	4.2 Designing an Initial Way of Working	16.7%
	4.3 Expanding Agile Throughout the Organization	10%
	4.4 Sustaining the Agile Culture	3.5%
	4.5 Sustaining Successful Transition	6.7%
	<b>Total</b>	<b>100%</b>

## Exam Specifications

### 1 Agile Mindset

- 1.1 Recognizing Agile  
The candidate can...
  - 1.1.1 recognize what is Agile in an organization.
  - 1.1.2 identify how Agile can go wrong.
  - 1.1.3 identify how Agile differs from the current way of working.
- 1.2 Agile Mindset  
The candidate can...
  - 1.2.1 explain the Agile mindset.
  - 1.2.2 recognize an Agile mindset.
- 1.3 Agile Outside of IT
  - 1.3.1 explain how Agile is useful in non-IT teams.

### 2 Facilitating Agile Culture

- 2.1 Basing the Approach on Organizational Values  
The candidate can...
  - 2.1.1 explain how tactics and choices are based on the organization's values, strategy and purpose.
  - 2.1.2 explain why tactics and choices should be based on the organization's values, strategy and purpose.
- 2.2 Visualization and Communication  
The candidate can...
  - 2.2.1 explain the purpose of visualizing work.
- 2.3 Measurement  
The candidate can...
  - 2.3.1 determine the most relevant metrics and measurements for a team.
  - 2.3.2 determine Objectives and Key Results (OKR).
- 2.4 Continuous Improvement  
The candidate can...
  - 2.4.1 explain how Agile practices contribute to continuous improvement.

### 3 Optimizing Business Value

- 3.1 Business Value  
The candidate can...
  - 3.1.1 explain how to organize a team around value creation.
  - 3.1.2 explain how to focus on a single outcome of value.
  - 3.1.3 explain how to prioritize work based on business value.
- 3.2 Removing Impediments  
The candidate can...
  - 3.2.1 explain how to remove impediments for a team.
- 3.3 Reducing Time to Market and Enhancing Quality  
The candidate can...
  - 3.3.1 explain how stabilizing the system reduces time to market and enhances quality.
  - 3.3.2 explain how limiting work-in-progress (WiP) reduces time to market and enhances quality.



## 4 Expanding and Sustaining Agile in an Organization

### 4.1 Starting an Agile Transition

The candidate can...

- 4.1.1 determine the readiness to transition to Agile.
- 4.1.2 explain how to prepare managers for a transition to Agile.
- 4.1.3 explain how to prepare the team for a transition to Agile.
- 4.1.4 explain how to prepare those not directly involved for a transition to Agile.

### 4.2 Designing an Initial Way of Working

The candidate can...

- 4.2.1 determine relevant operating principles.
- 4.2.2 design a workflow.
- 4.2.3 recommend a structure for the team.
- 4.2.4 identify relevant practices for a specific team.

### 4.3 Expanding Agile Throughout the Organization

The candidate can...

- 4.3.1 recognize opportunities to introduce Agile in non-Agile teams.
- 4.3.2 determine a good approach to introducing the idea of working Agile to a team.
- 4.3.3 explain how to expand Agile in an organization.

### 4.4 Sustaining the Agile Culture

The candidate can...

- 4.4.1 explain how to support a team during the first few months.

### 4.5 Sustaining Successful Transition

The candidate can...

- 4.5.1 explain how to facilitate self-organization and collaboration in a team.
- 4.5.2 explain servant-leadership.

### 3. List of Basic Concepts

This chapter contains the terms and abbreviations with which candidates should be familiar.

Please note that knowledge of these terms alone does not suffice for the exam; the candidate must understand the concepts and be able to provide examples.

affinity mapping	Key Results (KRs)
Agile	Kickoff
Agile adoption/transition/transformation	measurements
Agile culture	metrics
Agile Manifesto	Objectives
Agile mindset	Objectives and Key Results (OKRs)
all-hands-on-deck strategy	operating principles
artifacts	plan board/Kanban board
awareness	planned work/unplanned work
backlog	principles
beliefs	priorities/prioritizing
business agility	processes
business value	purpose
change	self-organization
collaboration	servant leader/servant-leadership
collocated teams	single outcome of value
commitment	single-piece-flow
communication	specialist
compliance	speed to market
constraints	stakeholders
continuous improvement	swimlane
cost of change	tactics
cross-functional teams	team
Customer	team autonomy
daily stand-up/daily meeting	test-driven development
definition of Done	time to market
Deliverables	time-box
Done	tools
enterprise agility	value
expanding Agile	value creation
feedback	value stream
feedback loop	values
flow	velocity
generalist	visualization
hand-off	Waterfall
holistic view	work item
impediments	workflow
intake of work	work-in-progress (WiP)
iteration	

## 4. Literature

### Exam Literature

The knowledge required for the exam is covered in the following literature:

- A. Gil Broza  
**Agile for Non-Software Teams: A Practical Guide for Your Journey**  
 3P Vantage Media (December 23, 2019)  
 ISBN-10: 0988001659  
 ISBN-13: 978-0988001657
  
- B. Christina Wodtke  
**Introduction to OKRs**  
 O'Reilly Media, Inc. (June, 2016)  
 Free download at [https://bit.ly/ABP\\_literature\\_OKRs](https://bit.ly/ABP_literature_OKRs)

### Literature Matrix

Exam Requirements	Exam Specifications	Reference
<b>1. Agile Mindset</b>		
	1.1 Recognizing Agile	A: Chapters 1, 2, 5 and 10
	1.2 Agile Mindset	A: Foreword A: Introduction A: Chapters 2 and 3
	1.3 Agile Outside of IT	A: Throughout the book A: Chapter 1
<b>2. Facilitating Agile Culture</b>		
	2.1 Basing the Approach on Organizational Values	A: Chapter 2
	2.2 Visualization and Communication	A: Chapter 7
	2.3 Measurement	A: Chapter 9, 10 B
	2.4 Continuous Improvement	A: Chapters 7, 8, 9, 10
<b>3. Optimizing Business Value</b>		
	3.1 Business Value	A: Chapter 7
	3.2 Removing Impediments	A: Chapters 2, 7, 8 and 9
	3.3 Reducing Time to Market and Enhancing Quality	A: Chapters 7, 8, 9 and 10
<b>4. Expanding and Sustaining Agile in an Organization</b>		
	4.1 Starting an Agile Transition	A: Chapters 3, 4, 6 and 8
	4.2 Designing an Initial Way of Working	A: Chapters 4, 8 and 9
	4.3 Expanding Agile Throughout the Organization	A: Chapters 2, 5 and 10
	4.4 Sustaining the Agile Culture	A: Chapter 9
	4.5 Sustaining Successful Transition	A: Chapters 7, 8 and 9



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