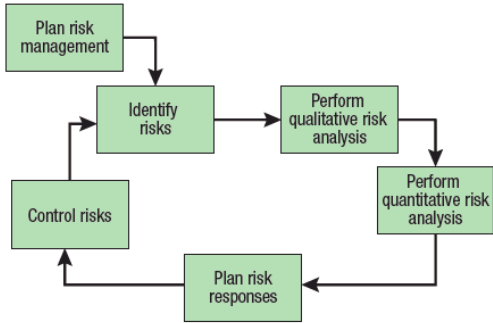
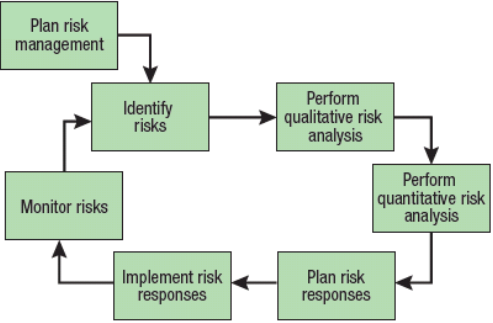


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 Errata corrected in 3rd printing

Location	Type of Change	Original Text	Update or Change
<p>page 99 Figure 2.11 and related discussion</p>	<p>Update</p>	<p>Figure Figure 2.11: <i>PMBOK® Guide</i> Risk Management Process</p>  <p>Text One step that appears to be absent from this process is a “risk response doing” step in which the actions identified in the risk response plan are completed. This step isn’t actually missing from the process; those activities are simply scheduled into the project’s regular work activities. However, the apparent lack of a “doing” step does reflect a problem that is found on many projects—namely, that risk management is undertaken as a separate (sometimes a one-time-only) passive activity that doesn’t drive enough action to prevent the risks from happening. As a result, when a risk event occurs, we can point to where it was identified on our list of threats and issues, yet no action was taken to prevent it.</p>	<p>Figure Figure 2.11: <i>PMBOK® Guide</i> Risk Management Process</p>  <p>Text As depicted here, the sixth edition of the <i>PMBOK® Guide</i> introduced a new step in the risk management process called Implement Risk Responses. Previously, implementing risk responses was only implied by the Plan Risk Responses step that created actions for the project plan—so it is good to see it now called out explicitly. Implement Risk Responses is where we act on the risks identified. For an agile project, this will entail creating new tasks for the product backlog.</p> <p>[A footnote was added for the above reference to the <i>PMBOK® Guide</i>, and as a result the other footnotes for this chapter were renumbered.]</p>
<p>Empowered Teams pages 206–207</p>	<p>Typos (header changed, text below it corrected to match)</p>	<p>Self-Directing Teams</p>	<p>Self-Organizing Teams</p>

Location	Type of Change	Original Text	Update or Change
Empowered Teams page 207	Typos (header changed, text below it corrected to match)	Self-Organizing Teams	Self-Directing Teams

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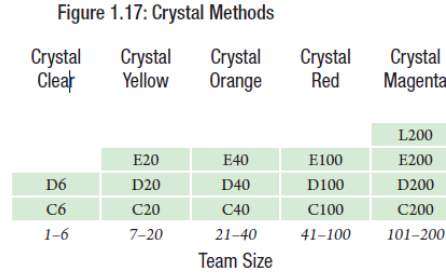
Location	Type of Change	Original Text	Update or Change
Page 25 First sentence below "Think" header	Typo	First we need <i>think</i>	First we need to <i>think</i>
Page 27 First sentence below "The Agile Manifesto" header	Typo	Agile Mindset and Principles	Agile Principles and Mindset
Page 34 Third sentence below "Principle 5" header, end of third line	Typo	fend for itseslf	fend for itself

Location	Type of Change	Original Text	Update or Change
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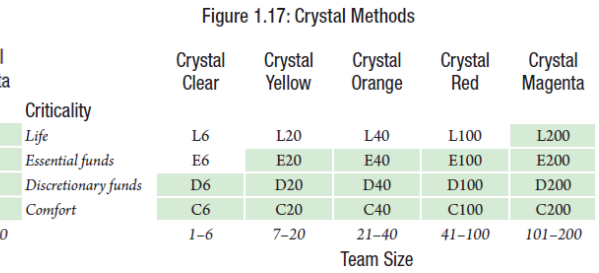
Page 65
Figure 1.17, note and text below it

Clarification

Figure



Figure



Note

* “Criticality” refers to the potential impact of a product defect—whether it could cause loss of comfort, discretionary funds, essential funds, or life.

Note

Note: This matrix shows all the potential versions of Crystal—however, the unshaded options aren’t recommended because of the project criticality.

Text

In this diagram, team size is shown on the horizontal axis and project criticality is shown on the vertical axis.

Text

In this diagram, team size is shown on the horizontal axis and project criticality is shown on the vertical axis. A project’s “criticality” is based on the potential impact of a product defect—whether it could cause loss of comfort, discretionary funds, essential funds, or life.

Page 369

Typo (remove duplicated sentence)

Another consideration is that all the techniques and practices in an agile methodology are designed to work in balance with each other. Removing or augmenting some of these elements without understanding the relationship between them can lead to problems. The balance and interrelationships of agile practices can be complicated, as illustrated by Kent Beck’s view of XP practices shown below.

Page 393
Figure 7.21 caption

Clarification

Figure 7.21: Retrospectives and Iterations Feed into Each Other

Figure 7.21: Retrospectives and Other Iteration Activities Feed into Each Other