

Agile Project Management

New!

Learn how to:

- Select which projects are suitable for an agile environment
- Determine the readiness of an organization, team, customer and project manager
- Plan for risks
- Define user stories and how to elaborate and define test cases to assure the customer's requirement
- Plan releases, estimate iterations by providing story point estimates for each feature and determine the team's velocity
- Provide status reports to management through burndown charts, iteration tables, agile earned value management and so on
- Adapt changes based on the customer's request and effectively enhance the process to manage those changes
- Determine when a project should be terminated

PMBOK® Guide knowledge areas:

Project Scope Management
Project Quality Management
Project Time Management
Project Cost Management
Project Risk Management
Project Human Resource Management
Project Procurement Management
Project Communications Management

ACE CREDIT recommendation:

Undergraduate: 2 credit hours

PDU: 15.0 **CEUs:** 1.5

This course has been updated to reflect the *PMBOK® Guide—Fourth Edition*.



This course can be applied toward the Master's Certificate in Project Management with a Concentration in IT Project Management.

Today, global businesses want and need to be able to deliver products to the market faster. As new projects are selected by the organization or management, it is important to determine whether a traditional or agile project management approach is appropriate. For a project to succeed, the organization needs to support the process, customers need to be involved daily, teams need to be creative and self-disciplined, and project managers need to be able to facilitate and lead the team. Working in an agile environment means being able to quickly deliver the customers' features on time and be able to respond to their needs by balancing flexibility and stability in this ever-changing world.

Agile Project Management will help you:

- Decide if your organization is ready to accept estimates and status reports that are different from previous projects
- Determine whether your customer will be an active participant on a daily basis
- Identify any shortcomings your global team may have
- Determine if your project managers have the skills and characteristics needed to lead an agile project

Through an integrated case-study, participants will have the opportunity to select a project for agile development and work through the life cycle of an agile project.

Reminder: Prior to taking this course, you should have acquired the background as taught in *Managing Projects* or *Managing IT Projects*.

Course Topics

- 1. Introduction to Agile Project Management**
 - a. History of agile movement
 - b. Agile manifesto
 - c. Common myths about agile project management
 - d. Characteristics of an agile project
 - e. When not to use agile development
 - f. Strengths and challenges of agile development
 - g. Variants of agile methods
- 2. Traditional Approach vs. Agile Approach**
- 3. Developing the Agile Environment**
 - a. Agile culture
 - b. Management challenges to agile adoption
 - c. Team challenges to agile adoption
 - d. Stakeholder/customer challenges to agile adoption
 - e. Agile approach to hybrid environments
 - f. The agile project manager
- 4. Envisioning the Agile Project**
 - a. Agile approach to the requirement process
 - b. User story development
 - c. Release planning
 - d. Prioritizing feature for a release
 - e. Iterations in releases
- 5. Building an Iteration**
 - a. Iteration planning
 - b. Estimating for an iteration
 - Rough order of magnitude
 - Velocity
 - Story points
 - Time box
 - Delivery schedule
 - Planning poker
 - c. Managing risks
 - d. Tracking iteration progress
 - Daily standup meeting
 - Iteration delta tables
 - Burndown charts
 - Progress reports
 - Running test procedures
 - Agile EVM
- 6. Managing Iteration Changes**
 - a. Introducing change to an iterative process
 - b. Integrating change into the product
 - c. Balancing change
 - d. Closing out an agile project
 - e. Early termination of an agile project
 - f. Project closeout retrospective