



Course code: 2923  
Classroom Learning:  
3 days

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# PROJECT MANAGEMENT

## Agile Project Management

Course presented in conjunction with Global Knowledge Ltd.

### Course description

**Learn to lead Agile projects and deliver what your customers want faster and better than ever before.**

In this course, you will learn to improve your professional skills—a key ingredient to Agile success. Today's teams require vastly different leadership and management skills from Project Managers to truly achieve success. You can't simply tell everyone what to do. Instead, you need to be a strong coach, a change agent, and a very effective communicator. Agile is no longer a grassroots movement to change software development. PMI is embracing Agile, recognizing the significant positive impact it has had on delivering better results for customers.

This class is a stimulating combination of class interaction, active learning exercises, and group collaboration. Each is designed to allow you to learn through practice so you can readily apply what you have learned in your own workplace right away. Every instructor has been in the trenches as a project manager with Agile teams and will bring that experience to class.

### What You'll Learn

- Embrace a model of continuous planning over simply following a plan
- Transform your project management style from "command and control" to "empower and inspire"
- Create a cadence for the team and eliminate process distractions for a dramatic boost in efficiency
- Establish credible and achievable estimates using agile estimating techniques
- Communicate more transparently and reduce interruptions to your team
- Rapidly build trust with your customers through frequent and effective collaboration

### Who Needs to Attend

- Project managers
- Analysts, developers, programmers, testers
- IT managers/directors
- Software engineers, architects, and managers
- Testing managers and leaders



## Course outline

### 1 The Agile Life Cycle

Why Agile?  
Project Problems  
Agile Answers  
The Agile Project Life Cycle  
Key Agile Features  
Agile Roles Worksheet  
Agile Roles Worksheet Example

### 2 Agile Concepts

About Agility  
The Agile Manifesto  
The 12 Agile Principles  
Key Agile Concepts  
Agile Concepts vs. Our Methodology Worksheet

### 3 Initiating an Agile Project: Envisioning

Envision the Agile Project Scope and Constraints  
Project Vision Template  
Envision the Project Team  
The Agile Project Team  
Team Formation

### 4 Initiating an Agile Project: Documenting High-Level Requirements

Identify the System Users  
Personalize the System Users  
Create the Product Vision Statement  
Create the Product Backlog: Write User Stories  
INVEST in Good Stories  
Thin-Slicing Stories  
Epic

### 5 Initiating an Agile Project: Estimating Effort

Make Rough Effort Estimates  
Story Points  
Ideal Days  
Play Planning Poker

### 6 Initiating an Agile Project: Prioritizing Requirements

Prioritize Stories  
Business Value  
Technical Risk  
Minimum Feature Set  
Story Dependencies

### 7 Initiating an Agile Project: Creating an Overall Project Plan

Establish Project Timeboxes  
Project Timebox  
Iteration Timebox  
Estimate Project Velocity  
Estimating Velocity: Story Points  
Estimating Velocity: Ideal Days  
Plan Iterations and Releases  
Plan Iterations and Releases (cont.)  
Iteration Zero  
Embrace the Overall Project Plan

### 8 Planning an Iteration

Elaborate Iteration Requirements  
Iteration Goal  
Iteration Stories  
More Requirements Detail  
Use Case Description Worksheet  
Identify Iteration Tasks  
Estimate Iteration Tasks  
Finalize the Iteration Plan

### 9 Building a Product Increment

Coach the Agile Team  
The Agile Project Life Cycle  
Self-Directed Teams  
Coach the Agile Team (cont.)  
Agile Coaching  
Agile Coaching Scenarios Introduction  
Immerse the Team in Status  
Daily Stand-up Meetings  
Information Radiators  
Communicate with Others

### 10 Holding an Iteration Review

Hold an Iteration Review  
The Iteration Review Meeting  
Meeting Agenda  
Worksheet Agenda  
Obtain Product Acceptance  
Hold an Iteration Retrospective

### 11 Adapting to Changes

Update the Product Backlog and High-Level Plan  
The Agile Project Life Cycle  
The Nature of Change  
Adapting the High-Level Plan  
Continue with the Next Iteration

### Student Case Study 1

Student Case Study: Texas-T  
Company Description  
The Problem  
Assignment

### Instructor Case Study 1

Topics  
Instructor Case Study: Glow-Bell Knoll Edge  
Company Description  
The Problem  
Assignment

### Appendix A: Bonus Exercises

### Appendix B: Section Review Answers

### Appendix C: Glossary

### Appendix D: References