

# Agile Project Management

WCP

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## What our clients say about this course...

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*"It was a great course. I really enjoyed it. At last, I can understand what everybody [is] talking about. As I wrote on the evaluation, [...] this course was my favourite (and I took four!)"*

– S. Rojas

*"It was the best workshop ever attended before because I learnt so many new concepts pertaining to the Agile methodology process. The content of the course was very practical supported by many case studies to understand the concepts. I'm sure I'll be using the learned methodology in some of my current projects and convince my team to use its concepts."*

– El Bachir Boukherouaa, IT Project Manager, Statistics Canada

*"The course was top notch, punctuated by memorable stories, the explanations clear and to the point, and the instructor's enthusiasm was contagious."*

– V. Koutsoubidis, Sr. Developer

*"I've looked in to other courses to learn to be a Scrum Master but found them too narrow. This course covers all of the material the others were missing, information that will help me be successful in my agile efforts."*

– Tak Keung Sin, PMP

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Agile Project Management is a hot topic these days, appearing on the front covers of magazines and being presented to packed rooms at conferences. Agile methods promise to speed up project delivery, improve stakeholder satisfaction, improve quality, and reduce overall project risk. Recent studies have backed these claims, showing that for some types of projects, agile project management will reduce the risk of late delivery or cost overruns.

The roots of agile management techniques start in the 1930s and evolved through large aerospace projects from the 1950s to the 1980s. "Modern" agile methods emerged from these existing practices in the 1990s, gathering together the best practices from these earlier efforts into methods designed to deal with projects with high levels of change or complexity. Agile project management methods are the answer to questions such as:

- "How do I control change when contract scope was poorly worded?"
- "How can I plan a project when all of the requirements are not yet known or are not fully specified?"
- "How can I reduce the risk of misunderstanding requirements?"
- "How can we safely begin a building a solution while we are still figuring out design details?"
- "How can we prepare a fixed-price estimate and have a firm delivery deadline for a project with scope that is still unstable?"

While agile project management is not the answer to all project issues, it does solve some critical problems that we commonly face on complex, high-change projects. The latest research shows that the adoption of agile methods is rapidly spreading, with over 2/3 of large organizations already using some agile techniques, while most of the remaining have plans in place to pilot agile management methods within the next 12 months.

This course will give you a solid understanding of agile project management techniques and when to apply them. Participants in this course are eligible to write the PMAC Certified Agile Project Manger exam after course completion.

Please see the following pages for the full course description.

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In this three-day intensive workshop, participants will learn the basic techniques of Agile Project Management including how these techniques differ from traditional methods, what value each technique can bring to a project, and how to introduce the techniques to project teams.

## Who Should Attend

This course is ideally suited to: Project managers, Business analysts, and Senior technical leads with basic knowledge of project management. While this course will focus on the application of agile techniques to IT projects, the learned techniques also apply to non-IT projects as well, and in-class examples will be modified to suit the needs of the audience.

## Materials

- Workbook containing copies of the presentation materials, case studies, sample project materials, and much more.
- CD containing a copy of the presentation slides
- CD containing the *Agile Estimating & Planning Resource Kit*, which contains sample templates in MSWord and MS Excel formats
- A copy of the best-selling book *Managing Agile Projects*, edited by Kevin Aguanno
- Framed certificate of completion

## Learning Objectives

Participants of this course will learn...

- Where Agile PM fits into the spectrum of management methodologies
- The history and evolution of Agile PM
- An introduction to the Scrum methodology
- Agile requirements management techniques
- Agile estimating and planning techniques
- Agile documentation practices
- Agile quality management techniques
- Agile metrics and control
- What types of projects are suited to Agile PM
- When not to use Agile PM

## Prerequisites

[Project Management Essentials](#) or its equivalent

## Course Outline

### DAY 1

#### Introduction

- The Systems Development Landscape
- Development Models: Linear to Extreme

#### The Linear (Waterfall) Approach

#### The Incremental Approach

#### Metrics & Tracking (Linear & Incremental)

#### The Iterative Approach

#### The Extreme (Agile) Approach

- An Introduction to Scrum
- An Overview of FDD, DSDM, Lean Development, and Extreme Programming (XP)

#### Balancing Agility and Discipline

- Wrap Up

### DAY 2

#### Introduction

- Recap of day 1

#### Agile Requirements Management

#### Agile Modeling

#### Agile Model-Driven Development

#### Agile Documentation

#### Concurrent Design

#### Agile Estimating & Planning

- Why Traditional Planning Fails
- Agile Planning
- Release Planning
- Iteration Planning
- Why Agile Planning Works
- Wrap Up

### DAY 3

#### Introduction

- Recap of Day 2

#### Change Happens

- Responding to Change
- Negotiating Trade Offs
- Change Management/Control

#### The Importance of Communications

#### Agile Metrics & Status

- The Problems with How We Measure Today
- Metrics and Status Reports
- Agile Schedule Tracking
- Agile Financial Tracking
- Agile Quality Tracking
- Other Agile Tracking Techniques

#### Test-Driven Development

- Wrap-up and course evaluation

## Additional information

- Can be customized — e.g., to incorporate client project management templates.
- Participants qualify for 24 Professional Development Units (PDUs).
- This course is offered in-house
- This course is accredited by the Project Management Association of Canada, and meets the prerequisites to write the PMAC Certificate in Agile project Management exam.

## For more information contact

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