**UCSB Professional and Continuing Education (PaCE)**

TMP X454.003 - Project Management Cert Series Elective: Agile Approaches to Project Management

**Instructor:** Jason A. Gonzalez – PMP, CSM, CPSM

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**Location of Class:** UCSB Zoom Invite (link: TBD)

**Meeting Time & Dates:** Tuesdays from 6:00-9:15 PM March 29th – June 7th, 2022 (11 Meetings)

**Prerequisites:** No prior experience is necessary to take the class, but a basic understanding of the PM discipline and its related terminology will be most helpful. Please contact the instructor if you have questions in this regard.

**Course Overview**

The course will present the methods, processes, definitions and activities required to manage, direct and complete a project using Agile methodology. The course will also survey common Agile types, provide a solid understanding of these practices and how to apply them appropriately in “real world” settings.

**Learner Outcomes**

Upon successful completion of this course, students will be able to: Direct and manage Agile planning efforts for their project, including envisioning, release/sprint planning, execution, adaptation, and project closing. In addition, they will attain a thorough grounding in the origins and philosophy behind Agile practice and attain functional knowledge of all common Agile terms, processes, rituals and expected outcomes.

**Course Format**

Weekly lectures and accompanying reading in texts, along with real-world case study analysis and discussion. Students will also work in small groups to formulate and present a project plan and the associated procurement outputs, which will be presented in the final weeks of class.

**Course Texts**

1. “Agile Project Management: Creating Innovative Products” by Jim Highsmith (2nd Edition, 2010) ISBN-13: 978-0-321-65839-5
2. “Becoming Agile in An Imperfect World”, by Greg Smith and Ahmed Sidky (2nd Edition, 2009) ISBN 978-1-933988-25-2

**Homework Policy:**

All assigned reading should be completed before the start of the next class, as we will discuss the concepts, terms and case studies during our lecture session. Also, any work assigned to your project group will be due by 5 PM the day **before** the next class – this will allow the instructor time to review and comment on the work submitted in advance.

**Course Subjects by Week**

**Week 1**: Introduction to Agile Project Management - High level Overview of Agile method, Precursors for Implementation, and Applications in modern PM practice

Assigned Readings/Homework: Agile PM, Chaps. 1-2, Becoming Agile, Chaps. 1-2

**Week 2:** The Agile Manifesto Explained: 4 Key Values and 12 Guiding Principles, Survey/Demonstration of Agile Software

Assigned Readings/Homework: Agile PM, Chaps. 3-4, Becoming Agile, Chaps. 3-4

**Week 3:** Obtaining Executive Support, Scrum Basics, Building a Self-Organizing Team and Agile Roles/Responsibilities

Assigned Readings/Homework: Agile PM, Chaps. 5-6, Becoming Agile, Chaps. 5-8

**Week 4:** Establishing your Project Vision (Envision Phase), Defining Objectives and Constraints, Building a Product Backlog

Assigned Readings/Homework: Agile PM, Chap. 7, Becoming Agile, Chaps. 10-13

**Week 5:** The Speculate Phase – Obtaining Requirements, determining workload, Estimating Costs and Supporting Documents

Assigned Readings/Homework: Agile PM, Chap. 8, Becoming Agile, Chaps.14-15

**Week 6:** Explore Phase, Part 1: Delivery of Working Product, Supporting Agile Principles during Development and Testing

Assigned Readings/Homework: Agile PM, Chap. 9, Becoming Agile, Chaps. 16-17

**Week 7:** Explore Phase, Part 2: Agile Practice in Action - Preparing, Conducting and Managing prescribed Agile Meetings, Communicating with Team, Sponsor(s), Stakeholders in an Agile environment.

Assigned Readings/Homework: Agile PM, Chaps. 10-11, Becoming Agile, Chaps. 18-19

**Week 8:** Adapt Phase: Implementing an Agile Practice at Your Workplace - Enhancing Environmental and Cultural Factors for Success

Assigned Readings/Homework: Agile PM, Chaps. 12-13, Becoming Agile, Chaps. 20-22

**Week 9:** Closing an Agile Project. Scaling Agile - Large Projects and Agile Portfolio Management. Review of Agile Methodology: Types, Terms, Practices and Rituals

Assigned Readings/Homework: Agile PM, Chap. 14

, Becoming Agile, Chap. 23

**Week 10:** Final Exam, Project Presentations

**Grading Policy**

Grading: 100-90 = **A**, 89-80 = **B**, 79-70 = **C, etc.**

**Point/Percentage Breakdown:**

In Class Participation/Attendance 40%

Group Assignments, inc. timeliness 30%

Project Documentation/Presentation 15%

Final Exam 15%

**Note:** To pass this class will require a commitment to attend **all** scheduled lectures. Exceptions to the attendance requirement will be made only if the instructor is notified well in advance (no less than 48 hours)