COURSE OUTLINE: PMC302 - AGILE MANAGEMENT

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Course Code: Title	PMC302: AGILE MANAGEMENT
Program Number: Name	2179: ADVANCE PRO MGT-STRA
Department:	BUSINESS/ACCOUNTING PROGRAMS
Academic Year:	2024-2025
Course Description:	This course allows students to explore the history, approach, and philosophy of Agile project management. You will learn how to differentiate and blend Agile and other project management approaches. This course is designed for students to learn adaptive approaches to projects, gaining improved results. Students learn the agile project management framework with an emphasis on the product owner`s role. With organizational strategy as the foundation, students learn how to develop the project vision and the product roadmap, identify user roles, and write user stories. Additional topics include stakeholder identification, chartering, team development, release planning, value assignment, communication, quality, risk, and change management. Students learn by doing, using their own project for most activities.
Total Credits:	3
Hours/Week:	3
Total Hours:	42
Prerequisites:	PMC101, PMC104, PMC201
Corequisites:	There are no co-requisites for this course.
This course is a pre-requisite for:	PMC400, PMC410
Vocational Learning Outcomes (VLO's) addressed in this course: **Please refer to program web page for a complete listing of program outcomes where applicable.**	**2179 - ADVANCE PRO MGT-STRA** VLO 1 Manage the scope, cost, timing, and quality of the project at all times focused on project success as defined by project stakeholders VLO 2 Align the project to the organization's strategic plan, quality assurance processes and business justification throughout its lifecycle VLO 3 Implement project management knowledge processes, lifecycle and concepts, tools and techniques in order to achieve project success as defined by the stakeholder(s) VLO 4 Adapt projects in response to issues that arise internally and externally providing creative and flexible solutions VLO 5 Interact with team and stakeholders in a professional manner, respecting differences to ensure a collaborative project environment VLO 6 Manage communications to ensure timely and appropriate generation, collection, dissemination, storage and disposition of project information to aid in the achievement of project objectives VLO 7 Implement general business concepts, practices, and tools to facilitate project

		success
	VLO 8	Adapt project management and leadership style to meet the needs of stakeholders from multiple sectors of the economy (i.e., consulting, government, arts, media)
	VLO 9	Apply project management practices to the launch of new programs, initiatives, products, services, and events relative to the needs of stakeholders
	VLO 10	Develop a comprehensive project plan that includes planning and control procedures, resource management, and risk management plans
Essential Employability Skills (EES) addressed in this course:	EES 1	Communicate clearly, concisely and correctly in the written, spoken, and visual form that fulfills the purpose and meets the needs of the audience.
	EES 2	Respond to written, spoken, or visual messages in a manner that ensures effective communication.
	EES 4	Apply a systematic approach to solve problems.
	EES 5	Use a variety of thinking skills to anticipate and solve problems.
	EES 7	Analyze, evaluate, and apply relevant information from a variety of sources.
	EES 8	Show respect for the diverse opinions, values, belief systems, and contributions of others.
	EES 9	Interact with others in groups or teams that contribute to effective working relationships and the achievement of goals.
	EES 10	Manage the use of time and other resources to complete projects.
	EES 11	Take responsibility for ones own actions, decisions, and consequences.
Course Evaluation:	Passing Grade: 50%, A minimum program GPA of 2.0 or higher where program specific standards exist is required for graduation.	
Other Course Evaluation & Assessment Requirements:	Students are expected to be present to write all exams and tests in class. If a student is unable to write a test due to illness or legitimate emergency, that student must contact the professor prior to class and provide reasoning, which is acceptable to the professor. Should the student fail to contact the professor, the student shall receive a grade of zero on the test.	
Books and Required Resources:	Agile Practice Guide by Koning, Peter Publisher: Project Management Institute ISBN: 9781628251999 Agile Leadership Toolkit: Learning to thrive with self-managing teams by Koning, Peter Publisher: Addison Wesley Professional ISBN: 9780135224960	

Course Outcomes and Learning Objectives:	(see table below)

Course Outcome 1	Learning Objectives for Course Outcome 1
Manage the scope, cost, timing, and quality of the project at all times focused on project success as defined by project stakeholders.	1.1 Discuss the scope, cost, timing, and quality of the project using agile methodology in relation to stakeholder needs. 1.2 Discuss and identify what constitutes project success in the agile environment. 1.3 Describe the various types of project life cycles in the agile environment.

	1.4 Discuss the Project Management Institute and the ACP-PMP.
Course Outcome 2	**Learning Objectives for Course Outcome 2**
Align the project to the organization`s strategic plan, quality assurance processes and business justification throughout its lifecycle.	2.1 Examine the intricacies of the relationship between various stakeholders and the organization`s strategic plan, quality assurance processes and business justification throughout the lifecycle of the project. 2.2 Examine the intricacies of the relationship between customers, sponsors, and project managers. 2.3 Discuss the different lifecycles of the agile project environment, and the effect an organization`s strategic plan and quality assurances processes have on implementation plans. 2.4 Discuss various formats of quality assurance processes in the agile project environment. 2.5 Examine the importance of the agile manifesto and mindset.
Course Outcome 3	**Learning Objectives for Course Outcome 3**
Implement project management knowledge processes, lifecycle and concepts, tools and techniques in order to achieve project success as defined by the stakeholder(s).	3.1 Define project management knowledge processes in the agile project environment. 3.2 Establish clear project objectives. 3.3 Discuss agile project lifecycle selection and concepts. 3.4 Discuss agile project tools and techniques used to achieve project success. 3.5 Prepare an agile project plan using project management knowledge processes. 3.6 Examine project factors that influence tailoring.
Course Outcome 4	**Learning Objectives for Course Outcome 4**
Adapt projects in response to issues that arise internally and externally providing creative and flexible solutions.	4.1 Discuss mixing agile approaches. 4.2 Discuss definable work versus high-uncertainty work. 4.3 Identify techniques and processes to adapt agile projects internally and externally to an organization.
Course Outcome 5	**Learning Objectives for Course Outcome 5**
Interact with team and stakeholders in a professional manner, respecting differences to ensure a collaborative project environment.	5.1 Discuss the co-creation of agile goals. 5.2 Discuss key value indicators. 5.3 Explain team growth and how the project manager facilitates ownership.
Course Outcome 6	**Learning Objectives for Course Outcome 6**
Manage communications to ensure timely and appropriate generation, collection, dissemination, storage and disposition of project information to aid in the achievement of project	6.1 Discuss what is involved in managing agile timelines and schedules. 6.2 Examine the importance of daily stand-up meetings. 6.3 Discuss the importance of limiting documentation. 6.4 Explain agile project communication techniques.

	objectives.	
	Course Outcome 7	**Learning Objectives for Course Outcome 7**
	Implement general business concepts, practices, and tools to facilitate project success.	7.1 Estimate the resources required for activities. 7.2 Estimate duration for an activity. 7.3 Prepare an agile-focused project schedule. 7.4 Estimate resource needs. 7.5 Discuss the project charter, retrospectives, backlog preparation and refinement, daily standups, demonstrations, planning for iterations, and troubleshooting.
	Course Outcome 8	**Learning Objectives for Course Outcome 8**
	Adapt project management and leadership style to meet the needs of stakeholders from multiple sectors of the economy (i.e., consulting, government, arts, media).	8.1 Identify techniques to facilitate project ownership for team members. 8.2 Discuss leadership formats and application in the agile project environment. 8.3 Identify team maturity including the stages of team maturity and project influence. 8.4 Explain how teams learn faster in the agile project environment. 8.5 Discuss how the agile culture can increase team output to meet the needs of stakeholders.
	Course Outcome 9	**Learning Objectives for Course Outcome 9**
	Apply project management practices to the launch of new programs, initiatives, products, services, and events relative to the needs of stakeholders.	9.1 Identify actions that should be taken during the process of launching programs, initiatives, products, services, and events relative to the needs of stakeholders. 9.2 Discuss leadership concepts, principles, and practices used in the agile project environment. 9.3 Examine agile project management concepts used to launch new programs, initiatives, products, services, and events.
	Course Outcome 10	**Learning Objectives for Course Outcome 10**
	Develop a comprehensive project plan that includes planning and control procedures, resource management, and risk management plans.	10.1 Discuss what is involved in managing risks in an agile project environment. 10.2 Identify and categorize risks. 10.3 Assess and prioritize risks. 10.4 Identify actions that should be taken during the risk management process. 10.5 Identify planning and control procedures used in the agile project environment. 10.6 Estimate the resources required for the activities in the project plan. 10.7 Discuss leadership attributes and qualities that help navigate the uncertain agile environemnt.

Evaluation Process and Grading System:

Evaluation Type	Evaluation Weight
Case studies	20%
Exams	40%

	Group assignment and presentation	20%
	Individual assignment	20%
Date:	June 28, 2024	
Addendum:	Please refer to the course outline addendum on the Learning Management System for further information.	