

AGILE PROJECT MANAGEMENT



Student Guide

Charles G. Cobb, PMP, ACP, PSM, CSPO, MBA

The Project Management Profession is beginning to go through rapid and profound changes due to the widespread adoption of agile methodologies. Those changes are likely to dramatically change the role of project managers as we have known them in many environments and raise the bar for the entire project management profession.

It is not a simple matter of making a binary choice between a totally plan-driven approach and totally adaptive or Agile approach. There are many alternatives between those extremes and it can require a lot of skill to adapt an approach to fit a given situation. These courses are designed to help project managers with a traditional, plan-driven project management background understand these challenges and to develop a more adaptive, high impact project management approach for blending traditional project management and Agile principles and practices in the right proportions to fit a given project and business environment.

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Overall Course Summary

This document provides an overall summary of the courses offered by the Agile Project Management Academy.

Proven Courses:	Over 55,000 students have enrolled in these courses
Excellent Reviews:	The courses have received excellent reviews with over 3,000 5-star reviews
Earn PDU's:	All courses are eligible for PMI PDU's and instructions for claiming PDU's are provided with the last lesson in the course
Ongoing Course Updates:	All courses are regularly updated with new and expanded information and anyone who has enrolled in the course has access to any new information at no additional cost
Money-back Guaranty:	If you are not satisfied with the value you received from any of our courses, we will give you a 100% refund within 30 days

Instructor Biography

Chuck Cobb is the author of five books and numerous professional articles on Project Management and Business Excellence. He is an expert-level Project Manager with over 30 years of program and project management experience as well as a broad background in business analysis and software development and he has extensive hands-on experience with a broad range of industries and application areas. He has been a guest speaker at numerous PMI, Agile, and executive-level events and has worked with many companies on developing and improving project management and software development processes for more than 15 years.

He has a very pragmatic, "real world" approach to Agile that is based on over 20 years of hands-on program/project management experience in a broad range of industries and application areas and he is passionate about helping project managers understand the convergence of Agile and traditional project management principles and practices.

Relationship to PMI-ACP® Certification

Do These Courses Help Me Prepare for PMI-ACP® Certification?

Yes, these courses definitely help you prepare for PMI-ACP® Certification, but simply passing the PMI-ACP® exam is not the primary goal. PMI-ACP® is a good certification and it is a step in the right direction but it doesn't go far enough, in my opinion. There are a couple of significant limitations:

- PMI-ACP® is just a test of general Agile and Lean knowledge and it isn't really designed around preparing someone to take on a specific real-world role. In fact, the role that an Agile Project Manager might play in the real world isn't well-defined at all and it is even controversial in some circles that there even is a role for a project manager in an Agile environment.
- The PMI-ACP® exam also doesn't address one of the primary challenges that Agile Project Managers need to face of how to blend Agile and traditional, plan-driven project management principles and practices in the right proportions to fit a given situation. Unfortunately, these two disciplines are still treated as separate and independent domains of knowledge with little or no integration between the two and it is left up to the individual project managers to figure out how to put the two together.

These courses are not typical PMI-ACP® “exam prep” courses that are designed to prepare you to simply pass the PMI-ACP® exam:

- These courses provide a depth of understanding to prepare you for a real-world Agile Project Management role.
- Many PMI-ACP® exam prep courses are designed around rote memorization to learn some facts to simply pass the exam which has limited usefulness for a real-world Agile Project Management role.

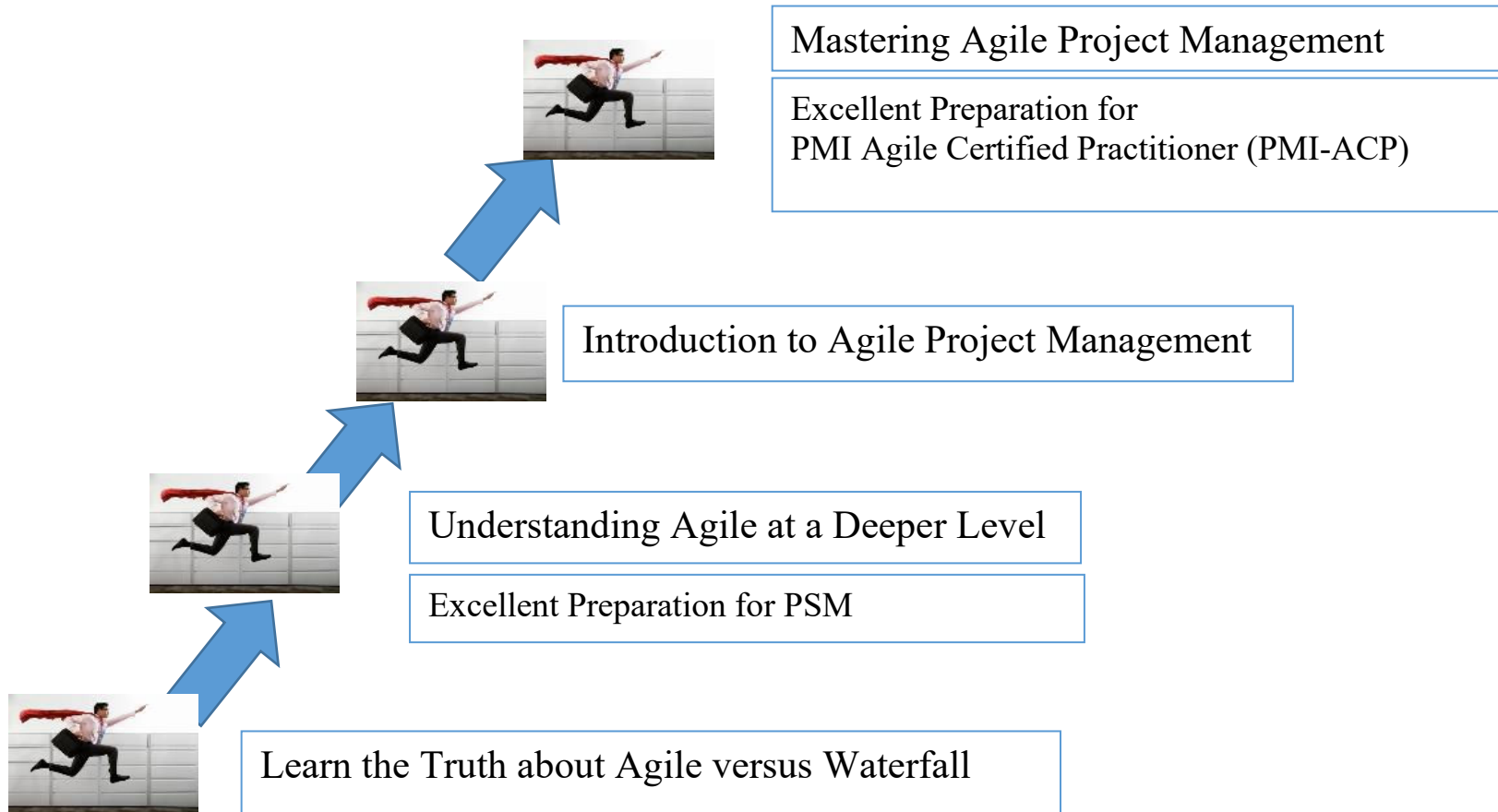
How Do These Courses Go Beyond PMI-ACP® Certification?

The world of Agile Project Management is evolving rapidly and Agile changes the very definition of what we think of as “project management”. It's up to the project management profession to take a leadership role to define a new vision for what “project management” is that embraces Agile as well as traditional, plan-driven project management and provides a much more integrated view of how these two seemingly disparate disciplines fit together. That's the goal I have taken on in my courses and it is a very ambitious goal. Specifically, these courses:

- More clearly define the potential roles that an Agile Project Manager might play in the real-world and design training courses around preparing someone to play one of those roles
- Are also heavily designed around helping people develop a fresh new mindset to see Agile and traditional, plan-driven project management as complementary to each other rather than competitive and to learn how to blend the two approaches as necessary to fit any given situation

Course Road Map

Standard Courses



Advanced Courses

These courses are designed to prepare project managers and business managers for developing well-integrated enterprise-level Agile implementations that are well-aligned with the business objectives of the company.



Notes on Advanced Courses

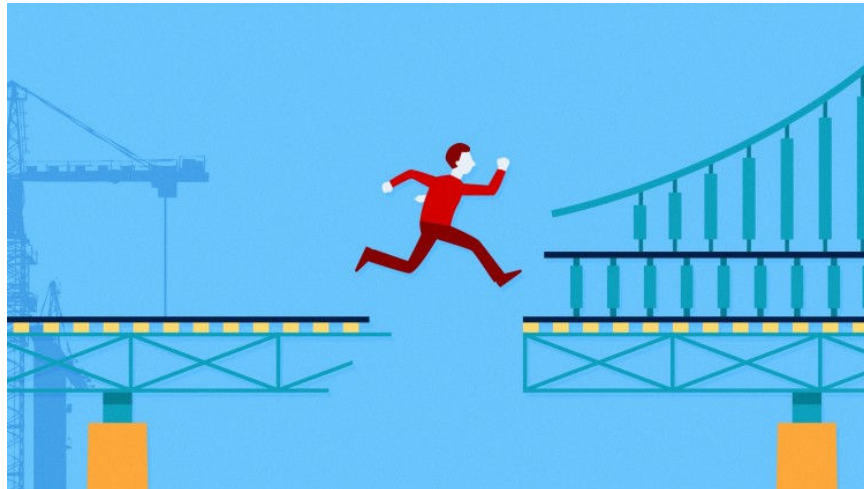
- The advanced courses focus on enterprise-level topics that go beyond a project-level Agile Project Management role
- The topics are designed to cover material related to scaling large, complex Agile projects to an enterprise level and integrating an Agile Project Management strategy with the company's business
- Designing an enterprise-level Agile Project Management strategy that is well integrated with the company's business will typically require a collaborative effort and mutual understanding between an Agile Project Manager and the appropriate business sponsor. For that reason, there are two parallel courses:
 - Agile PM 401 Advanced Agile Project Management is intended for Agile Project Managers, and
 - Agile Project Management for Executives is intended for Business Managers

The intent is for multiple people to take each of these courses as part of a cross-functional collaborative effort to integrate an Agile Project Management approach with the company's business. It is not necessary for anyone to take both of these courses because the two courses both contain some amount of similar material.

Individual Course Summaries

Agile PM 101 - Learn the Truth about Agile versus Waterfall

Learn to See Agile and Waterfall in a new perspective
as complementary rather than competitive approaches



Summary

Learn to see Agile and traditional plan-driven project management principles and practices in a fresh new perspective as complementary to each other rather than competitive in order to get the best of these two worlds!

Many businesses and project managers are faced with a choice of choosing a traditional plan-driven approach (or what is sometimes called "Waterfall") or a more Agile approach for critical projects which can be a very important decision with significant business impact but there are many stereotypes and misconceptions that exist about both "Agile" and "Waterfall" that can be very confusing and misleading. Many people see this as a binary and mutually-exclusive choice between two extremes and attempt to force-fit projects to one of these two approaches when the right solution is to go in the other direction and fit the approach to the project.

Since this is such a critical decision that has such a big impact, it's very important to get past these stereotypes and misconceptions, develop a clear objective understanding of what it means (or doesn't mean) when people talk about "Agile versus Waterfall".

Student Reviews

Here's what students who have taken the course are saying:

- "Great content and concepts are adequately explained, setting a solid foundation to understand the topics further"
- "I think this is a great course! It gives you a big panorama about the differences between waterfall and agile, and how both can be combined to be used in complex projects. I learned a lot with this course. Totally recommended"

- "This course is well-organized and provides the basics for understanding the difference between Agile and Waterfall. You will receive valuable information!"
- "Good primer to waterfall/agile/hybrid. Well-spoken and just enough examples to get the ideas across. Thanks."
- "This is an excellent course to understand there is a way to blend both methodologies. It is definitely a gift from the Instructor, I would pay regular price for such a good content. Thanks"
- "Very informative and clear, gave me deep understanding of agile methodology and want to learn more."

Prerequisites

No specific prerequisites. This course is a primer for all the other courses.

Course Details – Learn the Truth About Agile versus Waterfall

Students who complete the course are eligible to claim 0.75 PDU's in continuing education credits from PMI

Lecture #	Title	Slides	Duration	Quiz
1. Introduction and Course Overview				
1	Course Introduction	12	0:06:51	
122. Definition of Terms				
2	What is Waterfall?	8	0:03:51	Quiz #1
3	What is Agile?	7	0:04:58	
4	Agile History	11	0:05:51	Quiz #2
5	Choosing the Right Approach	7	0:03:34	Quiz #3
3. Background Information				
6	What is Scrum?	10	0:04:33	Quiz #4
7	How Does Scrum Work?	12	0:05:36	Quiz #5
8	How Does a Hybrid Process Work?	6	0:02:44	Quiz #6
9	Examples	8	0:04:39	
4. Putting it All Together				
10	Overall Summary	13	0:03:17	Quiz #7
10	Totals:	94	0:45:54	

How to Prepare for PMI-ACP® Certification

Go Beyond Simply Passing the PMI-ACP Exam and Transform Yourself Into a High Impact Agile Project Manager

Summary

Learn how to prepare for PMI-ACP® certification in a way that will go beyond simply passing the certification exam and prepare you to take on a high-impact, real-world Agile Project Management role!

This course is not a PMI-ACP® "exam prep" course. This course is designed to help you develop a plan to go beyond simply passing the PMI-ACP® exam, develop a clear understanding of the potential career paths for an Agile Project Manager, and prepare yourself for a high-impact Agile Project Management role in addition to achieving PMI-ACP® certification. Understanding this real-world perspective will not only help to prepare you for a real world role, it will also make the information required for the PMI-ACP® exam much more meaningful and easier to retain and it will also make you a much stronger project manager!

Student Reviews

Here's what students who have taken the course are saying:

- "This course does an excellent job of breaking down the PMI-ACP® Certification requirements and exam. The content is for the latest version (2015), so it is very relevant... Overall, another excellent Agile Project Management course by Chuck Cobb."
- "High level motivational!"
- "Certification comparison was great help"
- "You get everything required to know about ACP"
- "Very well explained about PMI-ACP® and its essence"
- Great course, very instructive but easy to follow... Thanks Chuck!!!!"

Prerequisites

It is recommended that students take the Learn the Truth about Agile versus Waterfall course before taking this course.

Course Details – How to Prepare for PMI-ACP® Certification

Students who complete the course are eligible to claim 3.25 PDU's in continuing education credits from PMI.

Lecture #	Title	Slides	Duration	Quiz
1. Introduction and Course Overview				
1	Course Introduction	9	0:13:00	
2. PMI-ACP Certification Requirements and Exam Overview				
2	PMI-ACP Certification Overview	8	0:08:05	
3	Requirements for PMI-ACP Certification	11	0:07:33	
4	PMI-ACP Exam Overview	10	0:04:01	Quiz #1
5	Exercise: Complete PMI-ACP Readiness Assessment			
3. PMI-ACP Agile Project Management Domains of Knowledge				
6	Agile Principles and Mindset	9	0:08:52	
7	Value-driven Delivery	8	0:09:50	
8	Stakeholder Engagement	6	0:06:51	
9	Team Performance	6	0:05:06	
10	Adaptive Planning	6	0:06:18	
11	Problem Detection and Resolution	5	0:02:59	
12	Continuous Improvement	6	0:04:26	Quiz #3
3. PMI-ACP Tools and Techniques				
13	Agile Analysis and Design	14	0:11:33	
14	Agile Estimation	6	0:04:20	
15	Communications	7	0:05:38	
16	Interpersonal Skills	7	0:07:06	
17	Metrics	8	0:05:28	
18	Planning, Monitoring, and Adapting	13	0:09:35	
19	Process Improvement	6	0:04:04	
20	Product Quality	6	0:04:04	
21	Risk Management	6	0:04:17	
22	Value-based Prioritization	9	0:07:29	
4. PMI-ACP Knowledge and Skill Areas				
23	PMI-ACP Knowledge and Skill Area Overview	4	0:01:35	
24	Agile Fundamentals	5	0:02:51	
25	Agile Project Management	8	0:06:01	
26	Communications and Leadership	5	0:02:32	
27	Team Building	7	0:04:04	
28	Agile Requirements and Planning	5	0:02:44	
29	Agile Metrics and Process Improvement	5	0:03:09	
30	Other PMI-ACP Knowledge and Skill Areas	6	0:05:00	
5. Final Tips for PMI-ACP Exam Preparation				
31	General Tips for Exam Preparation	9	0:05:37	
32	How to Use These Courses	10	0:04:26	
33	Tips for Taking and Passing the PMI-ACP Exam - Part 1	10	0:05:15	
34	Tips for Taking and Passing the PMI-ACP Exam - Part 2	11	0:06:42	
35	Overall Summary, Next Steps, and Resources to Help	11	0:07:54	
35	Totals:	211	3:18:25	

Agile PM 201 - Understanding Agile at a Deeper Level

Develop an Adaptive, High-Performance Agile Approach Based on a Deeper Understanding of Agile Principles and Values



Summary

Develop a very high-impact and adaptive approach to implementing Agile and Scrum projects based on a deeper understanding of Agile/Scrum principles and values that can be adapted to any project and business environment!

Agile training is often limited to the "mechanics" of how to implement Agile and Scrum and that can often lead to weak and ineffective implementation. An adaptive approach that is based on fitting the approach to the nature of the project and to the business environment requires a deeper understanding of the principles behind Agile and Scrum.

This course is designed to provide Project Managers, Product Owners, Scrum Masters, and Agile Teams with a deeper understanding of principles and values behind Agile and Scrum and how they can be applied in real-world project situations to develop a high performance Agile approach that is adaptive to any project and business environment.

Student Reviews

Here's what students who have taken the course are saying:

- "Really pleased I took this course as there are clear explanations and Agile / SCRUM are being used in most major corporations to date. Also each quiz really helps with reminding me what I've just been taught :-)"
- "I enjoyed this very informative course at motivating pace. Looking forward for more as I enroll in the follow-up stages."
- "The material is clear, no circling around!"

- “The instructor is engaging, articulate and explain very well. The content is smart, profound, philosophical but yet practical as well. The example Scrum project given in the course is also very interesting. This course helps to understand the real meaning of Agile and its principles. I'd recommend it without hesitation.”

Prerequisites

All students should take the Agile PM 101 - Learn the Truth about Agile versus Waterfall course before taking this course.

Course Details – Agile PM 201 - Understanding Agile at a Deeper Level

Students who complete the course are eligible to claim 4.25 PDU's in continuing education credits from PMI.

Lecture #	Title	Slides	Duration	Quiz
1. Introduction and Course Overview				
1	Course Introduction	12	0:10:09	
2. Agile Fundamentals				
2	Agile History	11	0:05:10	
3	Agile Manifesto Values	17	0:13:12	Quiz #1
4	Agile Manifesto Principles Part 1	10	0:04:06	
5	Agile Manifesto Principles Part 2	10	0:04:14	
6	Agile Manifesto Principles Part 3	10	0:04:07	
7	Agile Manifesto Principles Part 4	10	0:03:28	Quiz #2
3. Scrum				
8	Scrum Overview	11	0:07:29	
9	Scrum Roles	9	0:08:55	Quiz #3
10	Scrum Methodology	20	0:08:49	Quiz #4
11	Scrum Values	12	0:05:23	Quiz #5
4. Comparison of Agile and Traditional Plan-driven Methodologies				
12	Empirical versus Defined Processes	10	0:04:50	
13	Management of Uncertainty	12	0:08:59	
14	Iron Triangle and Agile Triangle	15	0:07:34	Quiz #6
5. Learning to See the Big Picture				
15	Systems Thinking	11	0:09:05	Quiz #6
16	Complex Adaptive Systems	24	0:15:00	Quiz #7
6. The Roots of Agile - The Influence of TQM and Lean Manufacturing				
17	Total Quality Management (TQM) Overview	9	0:03:32	
18	Dr Deming's Original Fourteen Points	7	0:03:29	
19	The Influence of Total Quality Management (TQM) Part 1	12	0:07:00	
20	The Influence of Total Quality Management (TQM) Part 2	12	0:05:04	
21	The Influence of Total Quality Management (TQM) Part 3	12	0:07:11	Quiz #8
22	The Influence of Lean Manufacturing	14	0:08:44	
23	Lean Systems Engineering	17	0:09:37	Quiz #9
8. Advanced Agile/Scrum Principles				
24	Advanced Agile/Scrum Principles Part 1	15	0:06:25	
25	Advanced Agile/Scrum Principles Part 2	14	0:05:02	
26	Advanced Agile/Scrum Principles Part 3	10	0:03:33	
27	Advanced Agile/Scrum Principles Part 4	12	0:04:34	
28	Advanced Agile/Scrum Principles Part 5	10	0:03:38	
29	Advanced Agile/Scrum Principles Part 6	10	0:03:49	Quiz #10
9. Example Scrum Project				
30	Example Scrum Project Part 1	21	0:11:24	
31	Example Scrum Project Part 2	20	0:11:51	
10. Other Agile Methodologies				
32	Extreme Programming (XP)	11	0:10:42	
33	Dynamic Systems Development Method (DSDM)	12	0:10:11	
34	Older Agile Methodologies	16	0:08:52	Quiz #11
11. Overall Summary				
35	Overall Summary	11	0:05:52	
35	Overall Total	449	4:11:00	

Agile PM 202 - Introduction to Agile Project Management

Learn How to Apply Project Management Practices in an Agile Environment



Summary

Learn how to apply project management practices in an Agile environment!

The concept of Agile Project Management is very rapidly evolving and will have a significant impact on the project management profession; however, we are in the early stages of that transformation and there is a lot of confusion about what impact it has on project managers. This course will help you unravel a lot of the confusion that exists; develop a totally new perspective to see both Agile and traditional project management principles and practices in a new light as complementary to each other rather than competitive; and learn to develop an adaptive approach to project management to blend those principles and practices together in the right proportions to fit any situation.

This course is part of a sequence of courses that are designed to cover most of the knowledge required for PMI-ACP® certification but the courses present that knowledge in a very practical, real-world context to provide a much deeper understanding of the principles behind it.

Student Reviews

Here's what students who have taken the course are saying:

- "Clear, thorough introduction to Agile. Although I've used Agile for ten years, I'm still learning a lot through these lectures"
- "An excellent training which explains Agile Project management and what to expect in the future"
- "Chuck is a modern day pioneer in the field of Agile Project Management"

- “I really enjoyed this course, it has been very helpful for my work. We are going through an agile transformation... Thanks!”

Prerequisites

All students should take the Agile PM 101 - Learn the Truth about Agile versus Waterfall and Agile PM 201 - Understanding Agile at a Deeper Level courses before taking this course.

Course Details – Agile PM 202 - Introduction to Agile Project Management

Students who complete the course are eligible to claim 5.5 PDU's in continuing education credits from PMI.

Lecture #	Title	Slides	Duration	Quiz
1. Introduction and Course Overview				
1	Course Introduction	10	0:04:56	
2. Background Material				
2	Agile versus Waterfall Recap	13	0:06:34	Quiz #1
3	Choosing the Right Approach	18	0:13:56	Quiz #2
3. Important Shifts in Thinking				
4	Popular Project Management Stereotypes	11	0:04:51	
5	Popular Agile Stereotypes	9	0:04:18	Quiz #3
6	What is "Project Management"?	7	0:02:30	
7	What's Really Different About Agile Project Management?	8	0:07:11	Quiz #4
8	Agile Project Management Self-evaluation	Text		
4. Managing Flow in Agile Projects				
9	Kanban Overview and Examples	19	0:10:43	Quiz #5
10	Kanban Boards	9	0:03:05	
11	Principles of Product Development Flow	11	0:07:08	
12	The Theory of Constraints	8	0:05:43	Quiz #6
13	Cumulative Flow Diagrams	12	0:08:28	
5. Lean Software Development and Value Stream Analysis				
14	Lean Software Development Methodology	7	0:02:00	
15	Lean Software Development Principles	18	0:11:13	
16	Value Stream Analysis	14	0:06:22	Quiz #7
6. Value-driven Delivery				
17	Value-driven Delivery Overview	14	0:06:58	
18	Principles of Value-driven Delivery	17	0:08:13	
19	Customer-value Prioritization Part 1 (Overview)	9	0:06:13	
20	Customer-value Prioritization Part 2 (Pareto, Moscow)	12	0:07:29	
21	Customer-value Prioritization Part 3 (Kano)	15	0:06:15	
22	Customer-value Prioritization Part 4 (Relative Weighting)	9	0:03:24	
23	Business Case Development	11	0:05:25	Quiz #8

(Continued)

Agile PM 202 - Introduction to Agile Project Management (cont.)

7. Adaptive Planning				
24	Rolling Wave Planning	16	0:09:42	
25	Agile Planning Practices and Tools Part 1 (Product/Project Vision)	18	0:11:00	
26	Agile Planning Practices and Tools Part 2 (Product Road Map)	21	0:08:45	
27	Agile Planning Practices and Tools Part 3 (Exploratory 360 Assessment)	9	0:04:14	
28	Agile Planning Practices and Tools Part 4 (Functional Decomposition)	17	0:08:55	
29	Agile Planning Practices and Tools Part 5 (Agile Project Charter)	9	0:03:32	
30	Progressive Elaboration and Multi-level Planning	15	0:09:04	Quiz #9
8. Agile Requirements Definition Practices				
31	Agile Requirements Best Practices	18	0:12:42	
32	The Role of a Business Analyst in an Agile Project	12	0:08:22	
33	User Personas	6	0:05:15	
34	User Stories and User Story Examples	14	0:08:13	
35	Requirements Hierarchy, Epics, and Themes	15	0:06:18	
36	Product Backlog and Product Backlog Grooming	17	0:12:19	
37	Story Mapping	15	0:08:45	Quiz #10
9. Agile Stakeholder Management and Agile Contracts				
38	Why is Stakeholder Management Important?	16	0:10:05	
39	What is Stakeholder Management?	8	0:04:39	
40	Stakeholder Management Process	8	0:05:00	
41	What's Different About Agile Stakeholder Management?	9	0:06:32	
42	Agile Contracts	17	0:09:52	
10. Distributed Project Management in an Agile Environment				
43	Distributed Project Management	16	0:10:17	
44	The Role of a Developer in an Agile Environment	11	0:05:22	
45	The Role of the Product Owner in an Agile Environment	7	0:04:56	
46	The Role of the Scrum Master in an Agile Environment	7	0:03:04	
11. Overall Summary and Resources to Help				
47	Example Case Study	13	0:06:30	
48	Overall Summary and Resources to Help	10	0:07:58	
48	Total Time:	585	5:34:16	

Agile PM 301 - Mastering Agile Project Management

Learn to how to blend Agile and traditional project management to create an adaptive approach to project management



Summary

The concept of Agile Project Management is very rapidly evolving and is likely to have a significant impact on the project management profession that will cause us to rethink many things we've taken for granted about what "project management" is for a long time; however, we are in the early stages of this transformation at this time and there is a lot of confusion that exists:

- There are many stereotypes and misconceptions that exist in this area about both Agile and traditional plan-driven project management that have caused a lot of confusion,
- Agile and traditional plan-driven project management are often treated as separate and independent domains of knowledge with little or no integration between the two, and
- Agile and "Waterfall" are often thought of as two binary, mutually-exclusive choices and companies sometimes try to force-fit their business and projects to one of those extremes when the right solution is to fit the approach (or combination of approaches) to the project

This course will help you unravel a lot of the confusion that exists; develop a totally new perspective to see both Agile and traditional project management in a new light as complementary to each other rather than competitive; and learn to develop an adaptive approach to project management to blend those principles and practices together in the right proportions to fit any situation.

Student Reviews

Here's what students who have taken the course are saying:

- "I have been a Waterfall guy for many years and found it difficult to make the transition to Agile. Never occurred to me that I could start with a hybrid approach. This course got me

started and already applying some of the principles outlined in it. It is an excellent way to jump into agile bandwagon and get your clients to the same.”

- “I am an Agile Coach and I was pleasantly surprised by the information in this course. It is at the right level for Project Managers and explains very accurately what agile is and also what it isn't. I will definitely recommend this to Project Managers who want to learn about agile.”
- “The course will be of profound significance for project managers stuck with traditional project management processes but are open to ideas as to how to merge/ transition to manage large complex projects benefiting from the agile project management as well.”

Prerequisites

All students should take the Agile PM 202 - Introduction to Agile Project Management course before taking this course.

Course Details

Students who complete the course are eligible to claim 7.0 PDU's in continuing education credits from PMI.

Lecture #	Title	Slides	Duration	Quiz
1. Introduction and Course Overview				
1	Course Introduction	8	0:05:43	
2. Agile Estimation and Time Boxing				
2	Review of Traditional Project Management Estimation Practices	11	0:05:35	
3	Project Estimation Best Practices	9	0:11:50	
4	Time-boxing and Time-boxing Advantages	9	0:04:48	Quiz #1
5	General Agile Estimation Approach	10	0:07:45	
6	Story Points and Velocity	7	0:05:06	
7	Definition of Done and Definition of Ready	11	0:05:43	
8	Wideband Delphi and Planning Poker	8	0:04:48	
9	Estimation by Analogy and Relative Sizing	14	0:09:14	
10	Agile Estimation Example	10	0:04:59	Quiz #2
3. Agile Risk Management				
11	Overview of Project Risk Management	15	0:10:53	
12	Project Risk Identification Part 1	12	0:08:20	
13	Project Risk Identification Part 2	12	0:08:21	
14	Project Risk Analysis	14	0:07:56	
15	Project Risk Response	11	0:06:45	
16	Monitoring and Controlling Risks	11	0:05:20	
17	Agile Risk Management Summary	6	0:03:41	Quiz #3
4. Agile Metrics				
18	Overview of Project Management Metrics	13	0:08:28	
19	How Are Agile Metrics Different?	12	0:07:11	
20	Project Progress Metrics	8	0:06:27	
21	Baseline Metrics and Project Scope	5	0:02:11	
22	Risk Management Metrics	5	0:01:49	
23	Project Profitability Metrics	19	0:11:23	
24	Earned Value Metrics Part 1	9	0:06:38	
25	Earned Value Metrics Part 2	13	0:11:00	
26	Team Productivity Metrics	11	0:10:33	
27	Quality and Customer Satisfaction Metrics	15	0:05:56	
28	Agile Metrics Summary and Best Practices	10	0:06:05	Quiz #4

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Agile PM 301 - Mastering Agile Project Management (cont.)

5. Agile Communications Practices				
29	Overview of Agile Communications	18	0:09:47	
30	Effective Communications Traits and Skills	14	0:06:23	
31	Information Radiators	8	0:04:57	
32	Agile Team Space	9	0:04:41	
33	Face-to-Face Communications	12	0:03:50	
34	Collocated and Distributed Teams and Daily Standups	9	0:05:25	Quiz #5
6. Agile Communications and Collaboration Tools				
35	The Importance of Collaboration	13	0:04:30	
36	Types of Communication and Collaboration Tools	13	0:05:01	
37	Wiki's and Document Sharing Tools	14	0:07:50	
38	The Influence of Social Media	9	0:05:34	
39	An Example of a Communication and Collaboration Tool	9	0:05:27	
40	How to Use Communication and Collaboration Tools	12	0:04:03	
7. Agile Project Management Tools				
41	Overview of Agile Project Management Tools	19	0:11:32	
42	Capabilities of Team-level Agile Project Management Tools	8	0:03:33	
43	Team-level Tool Demo	14	0:11:19	
44	Enterprise-level Tool Planning Capabilities	13	0:08:50	
45	Enterprise-level Tool Tracking and Reporting Capabilities	12	0:06:37	
46	Enterprise-level Tool Higher-level Management Capabilities	10	0:07:33	
8. Agile Development Practices				
47	Overview of Agile Development Practices	13	0:04:46	
48	Agile Architecture	15	0:09:25	
49	Code Refactoring	11	0:06:48	
50	Continuous Integration	9	0:05:17	
51	Pair Programming	12	0:03:39	
52	Test-driven Development	6	0:02:19	
53	Prototyping Methods and Techniques for Product Feedback	16	0:08:00	Quiz #7
9. Agile Quality and Testing Practices				
54	Overview of Agile Quality and Testing Practices	11	0:05:10	
55	Definition of "Done" and Definition of "Ready"	12	0:07:28	
56	The Role of QA Testing in an Agile Project	7	0:04:51	
57	Types of Testing	15	0:08:25	
58	Acceptance-test-driven Development	9	0:04:07	
59	Repeatable Tests and Automated Regression Testing	6	0:03:27	
60	Value-based and Risk-based Testing	6	0:02:56	Quiz #8
10. Agile and PMBOK				
61	Agile and PMBOK Part 1	23	0:10:10	
62	Agile and PMBOK Part 2	25	0:13:26	Quiz #9
11. Overall Summary and Resources to Help				
63	Student Case Study	Text		
64	Overall Summary and Resources to Help	10	0:06:42	
64	Total Time:	720	6:58:16	

Agile PM 401 -Advanced Agile Project Management

Learn how to develop and lead high-performance Agile Teams



Summary

Learn how to develop and lead high-performance Agile teams. This course is designed to help you develop very strong Agile leadership skills, develop an understanding of Agile team dynamics and performance, and learn how to put those skills into practice in a real-world Agile environment. It includes content relating to:

- Agile Leadership
- Agile Team Dynamics and Performance
- Agile Team Coaching and Development
- Agile Continuous Improvement and Sprint Retrospectives

Student Reviews

Here's what students who have taken the course are saying:

- "I've completed all of Chuck's Agile Project Management courses. I was very pleased with the quality and content of the series. He shares many real world applications which are most often a hybrid approach of traditional Project Management and Agile."
- "Very well structured and explained clearly. Overall; the topics make sense...to think about it and to discuss it with the stakeholders"
- ""Great advanced course on agile project management. The content is comprehensive and informative, and the instructor delivery is interesting and engaging. I highly recommend it."

Prerequisites

All students should take the Agile PM 301 - Mastering Agile Project Management course before taking this course.

Course Details

Students who complete the course are eligible to claim 4.25 PDU's in continuing education credits from PMI.

Lecture #	Title	Slides	Duration	Quiz
1. Introduction and Course Overview				
1	Introduction and Course Overview	4	0:01:54	
2. Agile Leadership				
2	What's Different About Agile Leadership?	11	0:04:26	
3	Leadership Grid	11	0:03:58	
4	Alignment and Value Disciplines	10	0:06:46	
5	Situational Leadership	12	0:06:10	
6	Adaptive Leadership	17	0:06:03	
7	Servant Leadership	13	0:06:57	
8	Emotional Intelligence	20	0:11:20	
9	Soft Skills Negotiation	10	0:06:10	
3. Agile Team Dynamics and Performance				
10	Self-organizing Teams	14	0:08:27	
11	Team Motivation - Maslow's Theory	9	0:04:16	
12	Team Motivation - Herzberg's Theory	11	0:05:04	
13	Team Motivation - McClelland's Theory	11	0:06:00	
14	Conflict Resolution	10	0:04:12	
15	Understanding Team Performance	15	0:14:01	
16	Distributed Teams	14	0:07:54	
4. Agile Team Coaching and Development				
17	Overview of Development Mastery Models	11	0:02:57	
18	Individual Mastery Models	15	0:06:21	
19	Team Mastery Models	16	0:06:28	
20	Agile Team Training	14	0:07:25	
21	Agile Certifications	12	0:08:29	
22	Agile Coaching	16	0:10:08	
23	Team Performance Improvement	11	0:07:24	
24	Knowledge-sharing	16	0:10:12	
5. Continuous Improvement				
25	Continuous Improvement Overview	14	0:10:43	
26	Kaizen	12	0:05:34	
27	Total Quality Management (TQM)	9	0:04:42	
28	Six Sigma	9	0:03:32	
29	Business Process Reengineering (BPR)	12	0:06:01	
6. Process Improvement Tools				
30	Brainstorming	13	0:04:57	
31	Affinity Diagrams	11	0:05:48	
32	Cause and Effect Diagrams	10	0:03:42	
33	Control Charts	8	0:03:24	
34	Histograms and Pareto Charts	12	0:04:53	
7. Problem Detection and Resolution and Sprint Retrospectives				
35	Overview of Problem Detection and Resolution	16	0:07:41	
36	Sprint Retrospective Overview	12	0:05:40	
37	Sprint Retrospective Techniques	11	0:10:02	
38	Sprint Retrospective Activities	11	0:09:27	
8. Overall Summary				
39	Overall Summary	10	0:08:46	
39	Overall Total	473	4:17:54	

Agile PM 402 – Enterprise-level Agile Project Management

Make Agile Work at an Enterprise Level



Summary

Learn to lead large, complex enterprise-level projects and to lead enterprise-level Agile transformations that are well-aligned with a company's business!

This course is designed to provide senior-level project and program managers with a deeper understanding of advanced topics related to enterprise-level Agile Project Management principles and practices in order to put in place the right people, process, and tools to lead high-performance, enterprise-level projects and programs for a business or to play a leadership role in an enterprise-level Agile transformation.

Student Reviews

Here's what students who have taken the course are saying:

- " This was exactly what I was looking for. I work in an Enterprise environment, so this course was very helpful."
- "Another home run. Stays true to form and doesn't digress. Worthy of an entire semester and definitely should be part of your Agile resource references"
- "This course is aimed at those managing projects in an agile enterprise environment, and also at senior business people contemplating incorporating an agile framework in their business, It emphasizes that there is not a binary choice between waterfall and agile - a hybrid solution (3 of which are described) may be a better fit, or both frameworks may be used situationally. Chuck clearly knows his stuff, and I found the course easy to follow whilst encouraging me to really think."

Prerequisites

All students should take the Agile PM 401 - Advanced Agile Project Management course before taking this course.

Course Details

Students who complete the course are eligible to claim 3.25 PDU's in continuing education credits from PMI.

Lecture #	Title	Slides	Duration	Quiz
1. Introduction and Course Overview				
1	Introduction and Course Overview	11	0:05:41	
2. Enterprise-level Agile Project Implementation				
2	Differences in Enterprise-level Agile Practices	11	0:07:57	
3	Reinterpreting Agile Manifesto Values and Principles	11	0:04:53	Quiz #1
4	Project Governance	11	0:08:13	
5	Project Governance Example	8	0:04:52	
6	The Role of a Project Management Office (PMO)	18	0:06:43	
3. Scaling Agile for Multiple Team Projects				
7	Scaling Scrum Challenges	7	0:02:13	
8	Business Integration Challenges	8	0:05:17	
9	Development Integration Challenges	7	0:03:27	
10	Scrum-of-Scrums	7	0:07:59	
11	Large Scale Scrum (LeSS)	12	0:02:26	
12	LeSS Huge	7	0:02:32	
13	Example Case Study	13	0:07:56	
4. Enterprise-level Agile Frameworks				
14	Enterprise-level Agile Framework Overview	7	0:03:25	
15	Scaled Agile Framework (SAFe) Overview	7	0:02:50	
16	Scaled Agile Framework (SAFe) Team Level	9	0:05:36	
17	Scaled Agile Framework (SAFe) Program Level	11	0:04:37	
18	Scaled Agile Framework (SAFe) Portfolio Level	11	0:06:15	
19	Disciplined Agile Delivery (DAD) Overview	9	0:03:56	
20	Disciplined Agile Delivery (DAD) Variations	13	0:07:33	
21	Example Case Study	9	0:03:39	
5. Enterprise-level Agile Transformations				
22	Alignment and Value Disciplines	11	0:10:00	
23	Making Agile Work With Different Businesses	9	0:05:04	
24	Alignment and Value Disciplines Self-Assessment	Text		
25	Benefits of an Agile Project Management Approach	14	0:09:48	
26	Agile Project Management Benefits Self-Assessment	Text		
27	Organizational Culture	16	0:12:44	
28	Change Management	16	0:12:07	
29	Case Studies	11	0:08:58	
6. Developing an Implementation Plan				
30	Enterprise-level Functions and Roles Overview	7	0:03:43	
31	Project Portfolio Planning and Management	8	0:04:45	
32	Project Implementation Management	15	0:09:04	
33	Developing an Implementation Plan	14	0:09:57	
34	Overall Summary	11	0:05:57	
34	Overall Total	339	3:20:07	

Agile Project Management for Executives

Learn How to Develop a High-performance, Well-integrated Agile Project Management Approach for Your Business



Summary

Learn how to develop a high-impact Agile Project Management approach that is well-integrated with your business environment!

In many areas, "Agile" is becoming a hot new buzz word and everyone wants to jump on the "Agile bandwagon" without necessarily fully understanding why they're getting into it and exactly what they expect to get out of it. Many companies also make the mistake of assuming that whatever is good for the development process is good for the business as a whole and that is not necessarily the case.

While Agile has huge potential benefits for a business, it's important to not get carried away with some of the hype that exists about Agile and develop an objective understanding of its benefits and limitations to know how and when to apply it successfully. The right approach is to not necessarily to just implement Agile for the sake of becoming Agile; but figure out how it's going to help your business and what problems it will solve. The typical questions and challenges this poses for business managers and executives are:

- How do I reconcile an Agile development approach with my existing business management and project management processes?
- Do I need to unravel all of my existing management processes in order to adopt an Agile development approach?

This course will help you answer those questions and includes assessment tools and planning tools to help you develop a very effective Agile Project Management approach that is very well-aligned with your business.

Student Reviews

Here's what students who have taken the course are saying:

- "Chuck provides a solid understanding of the potential relationship between diametrically opposed project management/development methodologies, and seeks to convince people that a binary choice of methodology is not necessary."
- "Introducing or integrating Agile within an established enterprise can be challenging on many fronts. This course provides a clear, well organized and engaging discussion of some alternative approaches to integrating Agile, including case studies on what does and does not work!"
- "Chuck Cobb's presentation Agile Project Management Overview for Executives was informative. I found the course helped reveal misconceptions and stereotypes regarding Agile Project Management. In his instructional course, he helps break down key differences between agile and waterfall project management. He outlines the benefits of agile project management. He once again clearly and concisely communicates in a way that is easy to follow. I look forward to following additional courses in the future."
- "As a senior project manager that deals with executives and their project management "likes and dislikes" on a daily basis I found this overview spot-on. From lecture 1 through 7 Chuck addresses most of the issues that I quite often experience in getting executive to understand the "symbiotic" relationship between Agile and Plan-driven project management. This course is for project managers and executives alike, and after completion you'll have a clear understanding of how Agile and traditional plan-driven approaches can be complementary rather than competitive."

Prerequisites

All students should take the Agile PM 101 – Learn the Truth about Agile versus Waterfall course before taking this course.

Course Details

Students who complete the course are eligible to claim 3.25 PDU's in continuing education credits from PMI.

Lecture #	Title	Slides	Duration	Quiz
1. Introduction and Course Overview				
1	Course Introduction	13	0:08:59	None
2. Background Material				
2	Agile versus Waterfall	7	0:05:05	Quiz # 1
3	Popular Stereotypes and Misconceptions	1	0:08:31	Quiz #2
4	What's Really Different About Agile Project Mgt?	7	0:05:44	Quiz #3
3. Stakeholder Management and Agile Contracts				
5	Why is Stakeholder Management Important?	17	0:11:35	
6	What is Stakeholder Management?	8	0:04:38	
7	Stakeholder Management Process	8	0:05:01	
8	What's Different About Agile Stakeholder Management?	9	0:06:30	
9	Agile Contracts	17	0:10:03	
3. Enterprise-level Agile Project Management Topics				
10	Scaling Agile to an Enterprise Level Part 1	13	0:08:40	
11	Scaling Agile to an Enterprise Level Part 2	11	0:04:58	Quiz #4
12	Project Governance	11	0:08:12	
13	Project Governance Example	7	0:04:39	Quiz #5
14	Enterprise-level Agile Frameworks Part 1	18	0:09:49	
15	Enterprise-level Agile Frameworks Part 2	12	0:07:42	Quiz #6
4. Enterprise-level Agile Transformations				
16	Alignment and Value Disciplines	16	0:10:00	
17	Making Agile Work With Different Businesses	9	0:05:04	
18	Alignment and Value Disciplines Self Assessment	Text		
19	Benefits of an Agile Project Management Approach	14	0:09:47	
20	Agile Project Management Benefits Self-Assessment	Text		
21	Organizational Culture	16	0:12:43	
22	Change Management	16	0:12:06	
23	Case Studies	11	0:08:57	
5. Developing an Implementation Plan				
24	Enterprise-level Functions and Roles Overview	7	0:03:42	
25	Project Portfolio Planning and Management	8	0:04:44	
26	Project Implementation Management	15	0:09:03	
27	Developing an Implementation Plan	14	0:09:56	
6. Overall Summary				
28	Overall Summary	11	0:05:57	
28	Overall Total	296	3:22:05	