AGILE PROJECT MANAGEMENT

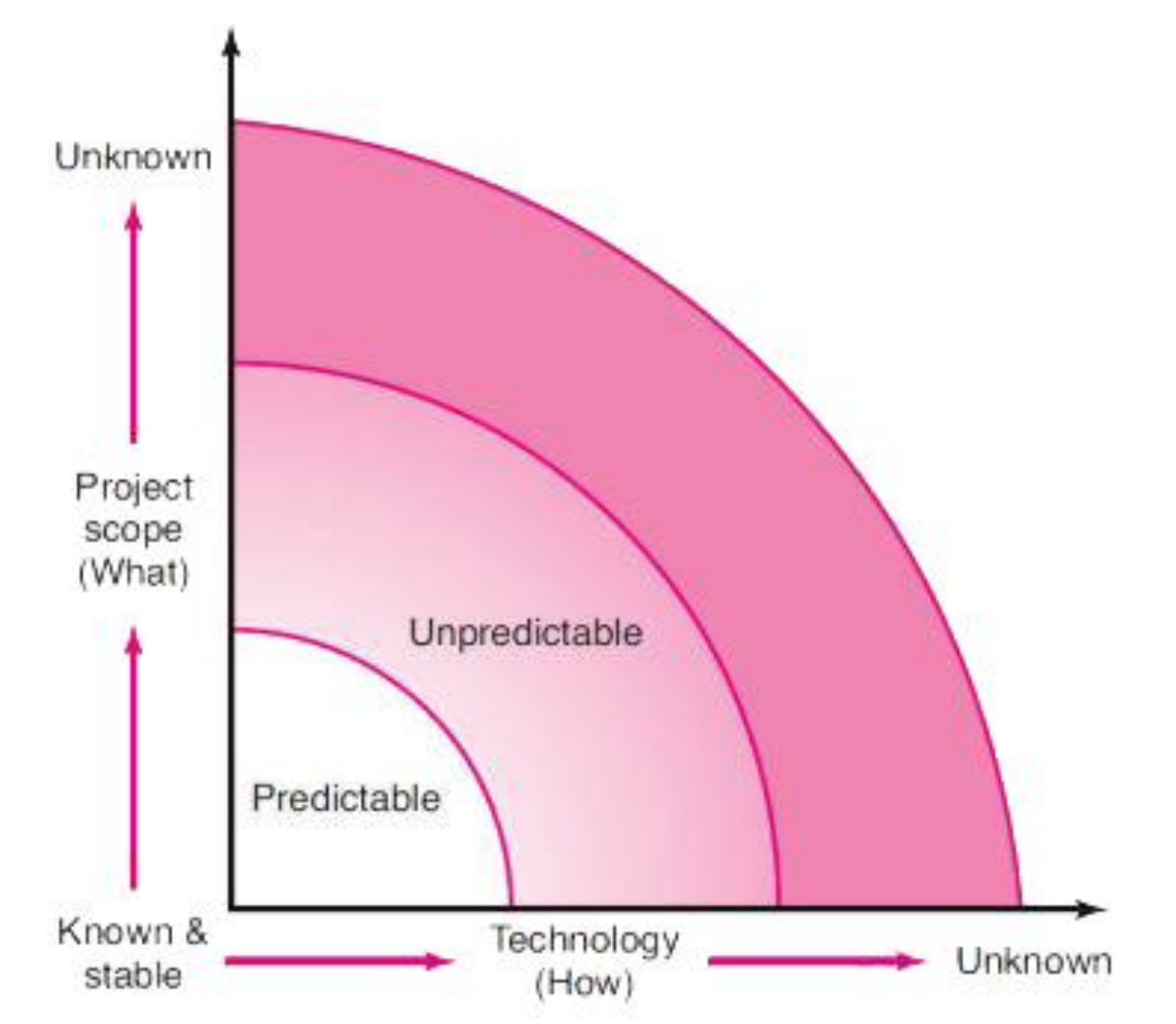
TRADITIONAL PM VERSUS AGILE METHODS

- **Traditional PM Approach:**
  - – Concentrates on thorough,
  - – upfront planning of the entire project.
  - – Requires a high degree of predictability to be effective.
- **Agile Project Management (Agile PM):**
  - –Relies on incremental, iterative development cycles to complete less-predictable projects.
  - –Is ideal for exploratory projects in which requirements need to be discovered and new technology tested.
  - –Focuses on active collaboration between the project team and customer representatives.

A BERIFE COMPARISION

Traditional	Agile
Design up front	Continuous design
Fixed scope	Flexible
Deliverables	Features/requirements
Freeze design as early as possible	Freeze design as late as possible
Low uncertainty	High uncertainty
Avoid change	Embrace change
Low customer interaction	High customer interaction
Conventional project teams	Self-organized project teams

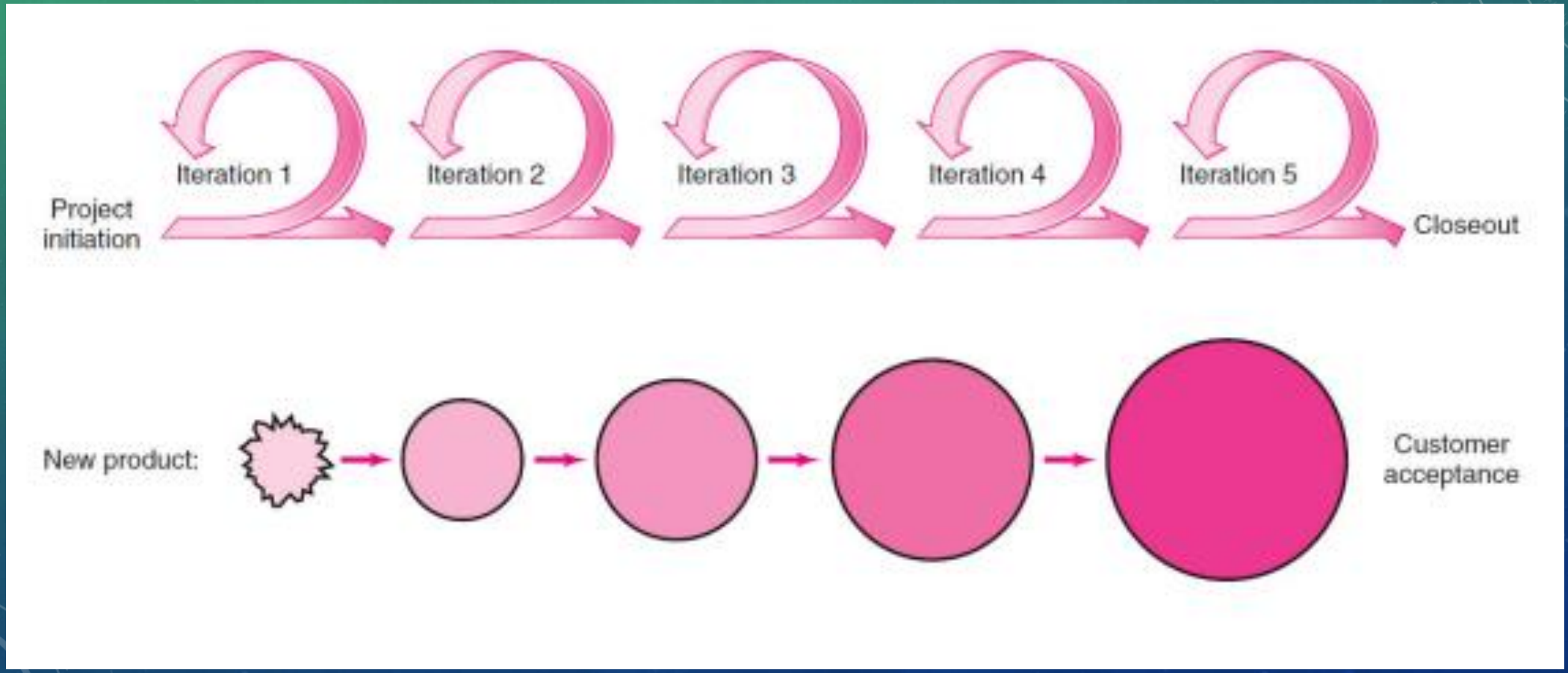
PROJECT UNCERTAINTY



AGILE PROJECT MANAGEMENT

- Agile PM –
- Is related to the rolling wave planning and scheduling project methodology.
- Uses iterations (“time boxes”) to develop a workable product that satisfies the customer and other key stakeholders.
- Stakeholders and customers review progress and re-evaluate priorities to ensure alignment with customer needs and company goals.
- Adjustments are made and a different iterative cycle begins that subsumes the work of the previous iterations and adds new capabilities to the evolving product

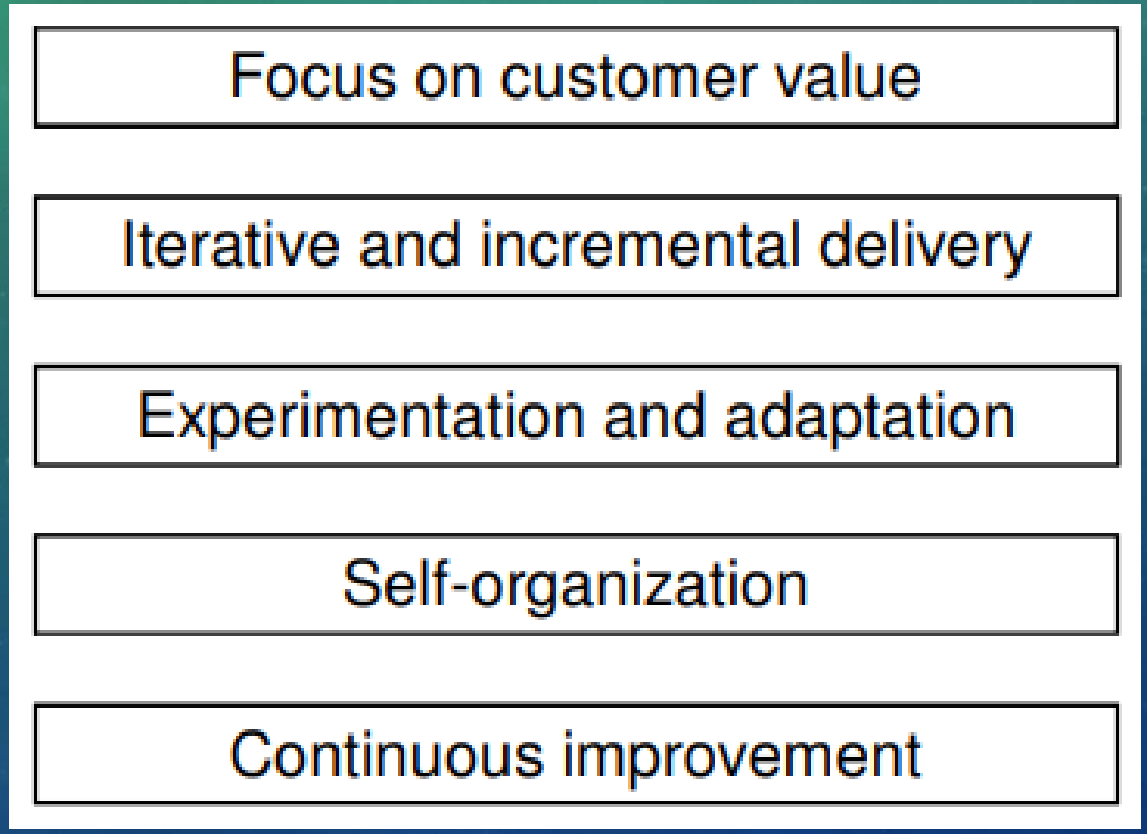
ITERATIVE, INCREMENTAL PRODUCT DEVELOPMENT



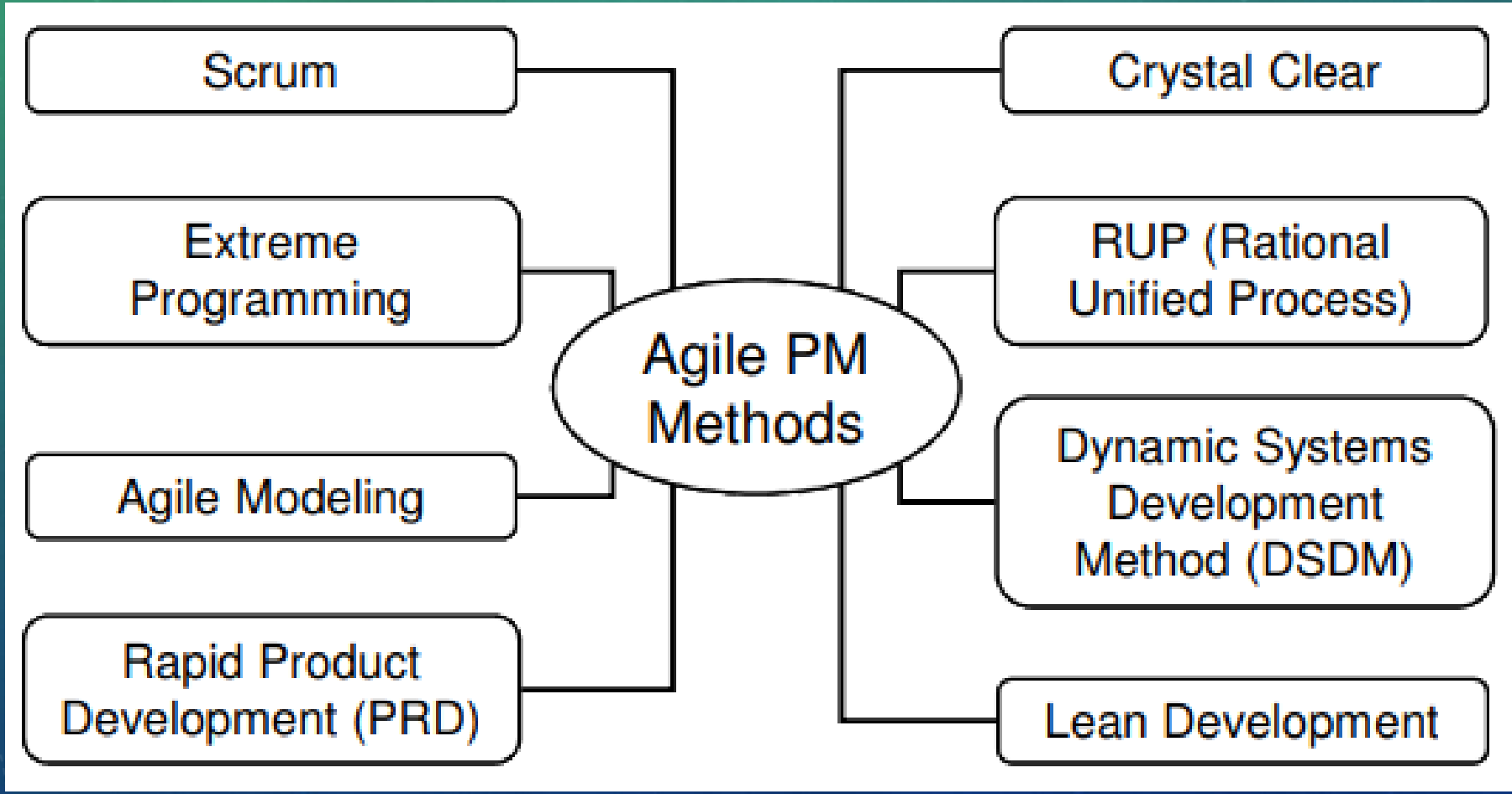
• ADVANTAGES OF AGILE PM:

- Useful in developing critical breakthrough technology or defining essential features
- Continuous integration, verification, and validation of the evolving product.
- Frequent demonstration of progress to increase the likelihood that the end product will satisfy customer needs.
- Early detection of defects and problems.

AGILE PM PRINCIPLES



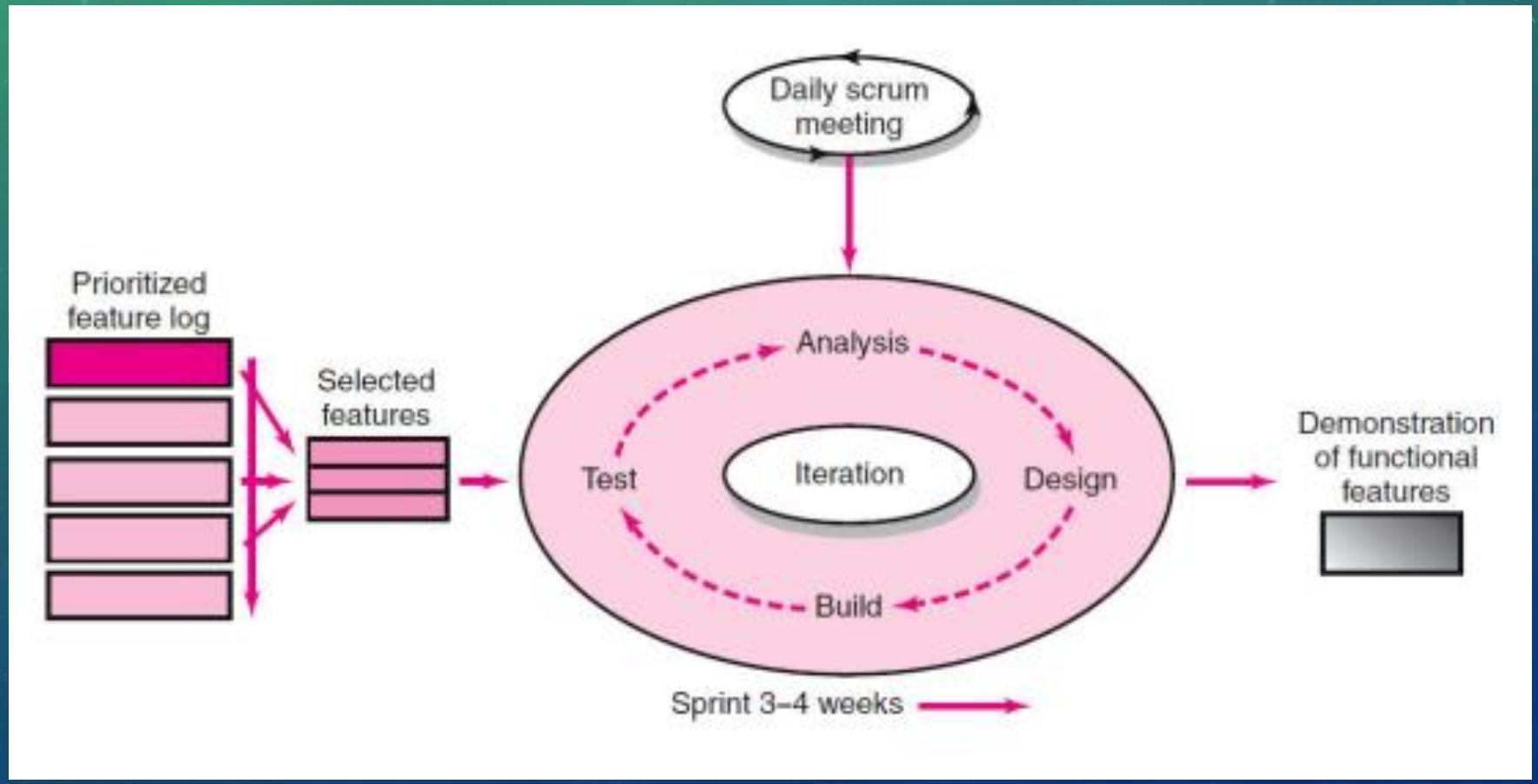
POPULAR AGILE PM METHODS



AGILE PM IN ACTION: SCRUM

- –Is a holistic approach for use by a cross-functional team collaborating to develop a new product.
- –Defines product features as deliverables and prioritizes them by their perceived highest value to the customer.
- –Re-evaluates priorities after each iteration (sprint) to produce fully functional features.
- –Has four phases: analysis, design, build, test

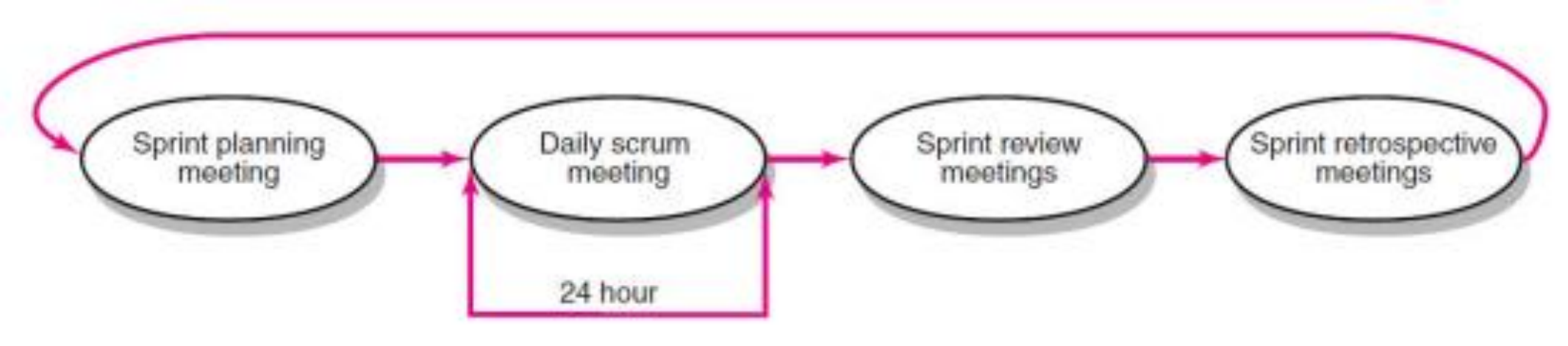
SCRUM DEVELOPMENT PROCESS



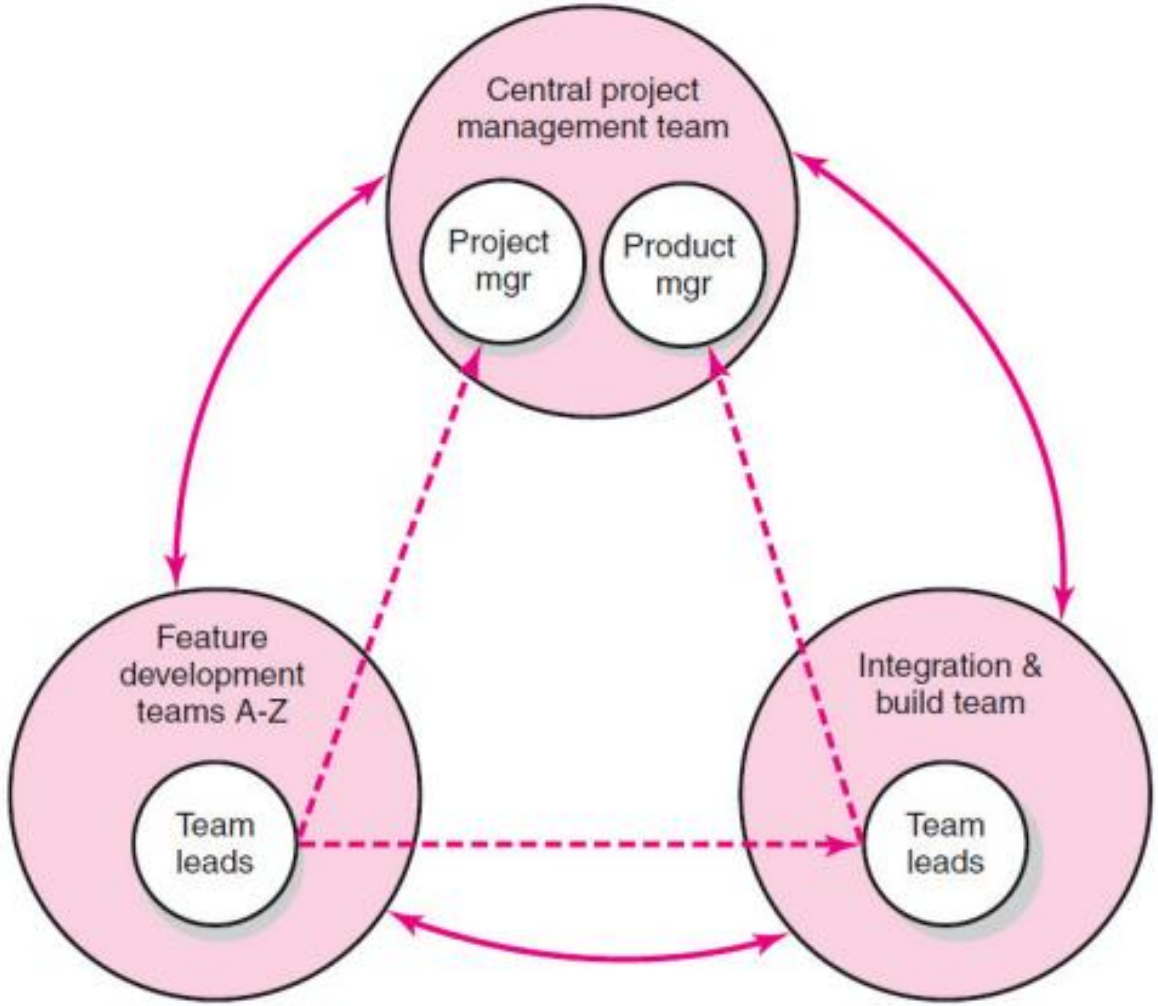
KEY ROLES AND RESPONSIBILITIES IN THE SCRUM PROCESS

- • Product Owner –Acts on behalf of customers to represent their interests.
- • Development Team –Is a team of five-nine people with cross-functional skill sets is responsible for delivering the product.
- • Scrum Master (aka Project Manager) –Facilitates scrum process and resolves impediments at the team and organization level by acting as a buffer between the team and outside interference.

SCRUM MEETINGS



Hub Project Management Structure



LIMITATIONS AND CONCERNS OF AGILE PM

- It does not satisfy top management's need for budget, scope, and schedule control.
- Its principles of self-organization and close collaboration can be incompatible with corporate cultures.
- Its methods appear to work best on small projects that require only five-nine dedicated team members to complete the work.
- It requires active customer involvement and cooperation.