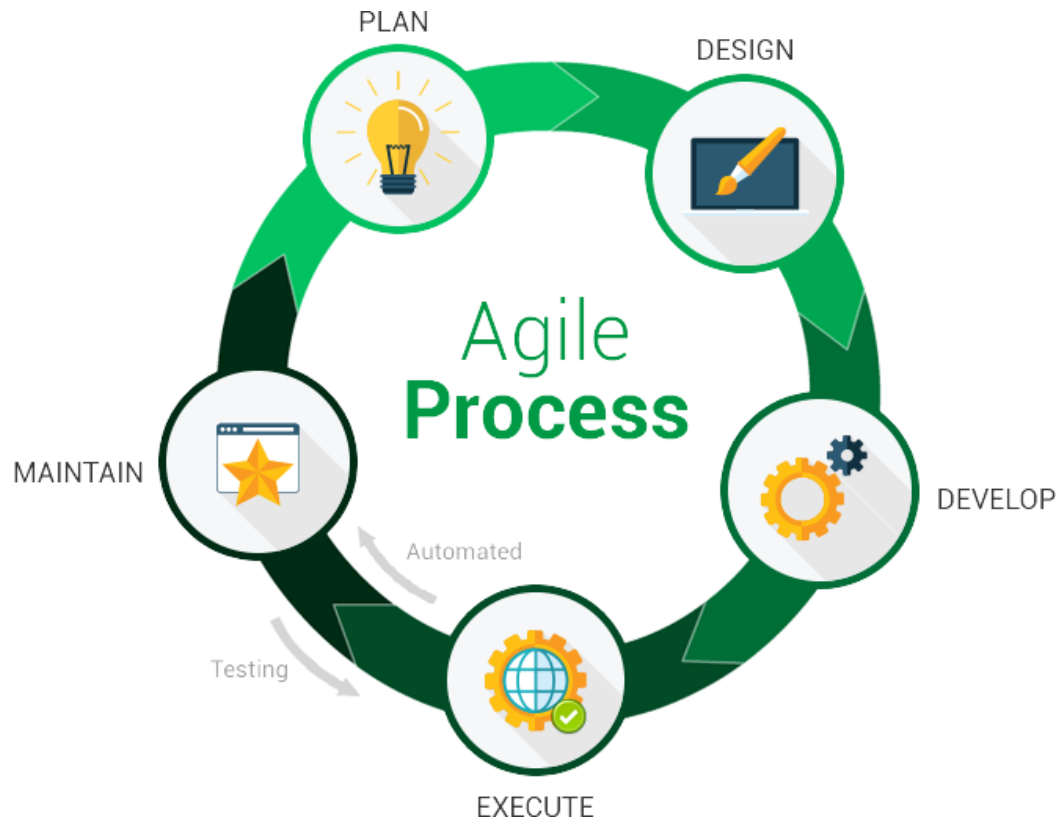# What is Agile Project Management?

Asana defines Agile methodology as an iterative approach to software development that emphasizes flexibility, collaboration, and continuous improvement.

It breaks projects into small, manageable cycles called *sprints*, allowing teams to quickly adapt to changes and deliver incremental value.

Agile Project Management?

Agile project management is an iterative approach to delivering a project throughout its life cycle.
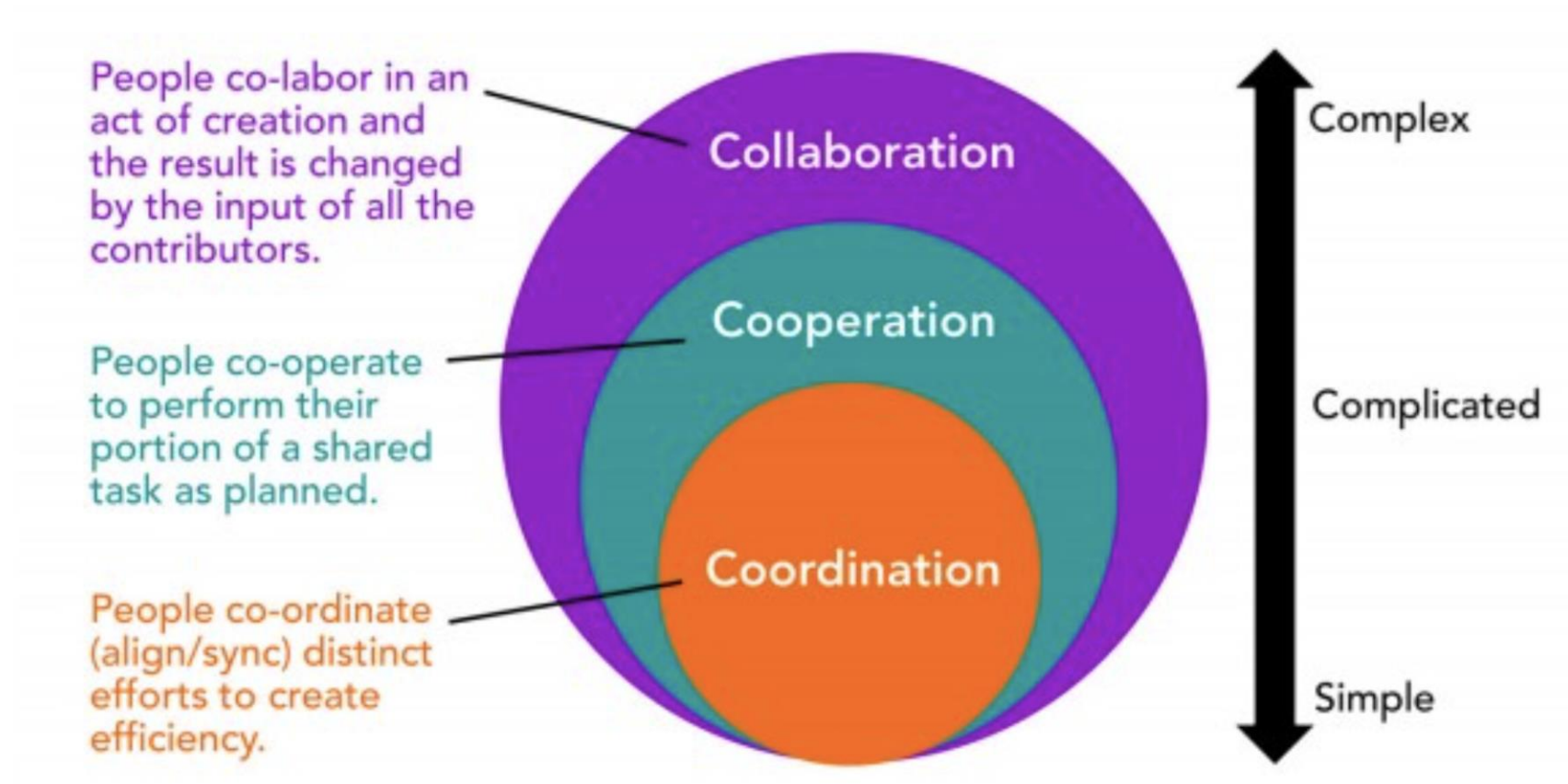

Characteristics	Agile v/s	Traditional
Approach	Rapid Iteration	Linear
Project's Scale	Small & Medium mostly	Large
Customer Involvement	High	Low
Development Model	Evolutionary Delivery	Life Cycle
Escalation Management	Prompt	Time-consuming
Project Schedule Risk	Low	High
Ability to Respond to Change	Quick & Straightforward	Time-consuming & Difficult

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Agile Project Management?

The 3 C's in agile?

People co-labor in an act of creation and the result is changed by the input of all the contributors.

Collaboration

People co-operate to perform their portion of a shared task as planned.

Cooperation

People co-ordinate (align/sync) distinct efforts to create efficiency.

Coordination

Complex

Complicated
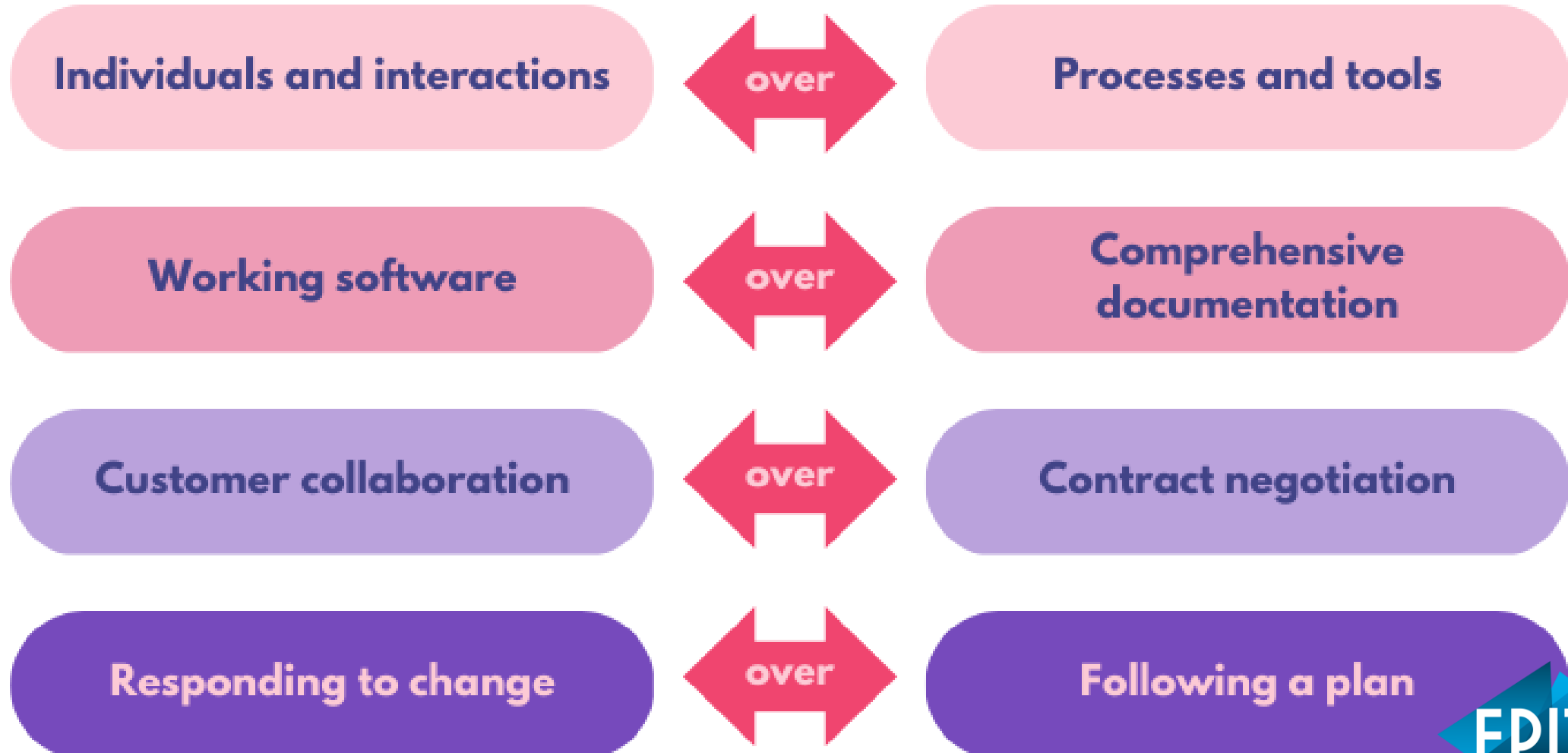
Simple

By focusing on the 3C's, Agile methodology can help teams to deliver high-quality products that meet customer needs while adapting to changing requirements.
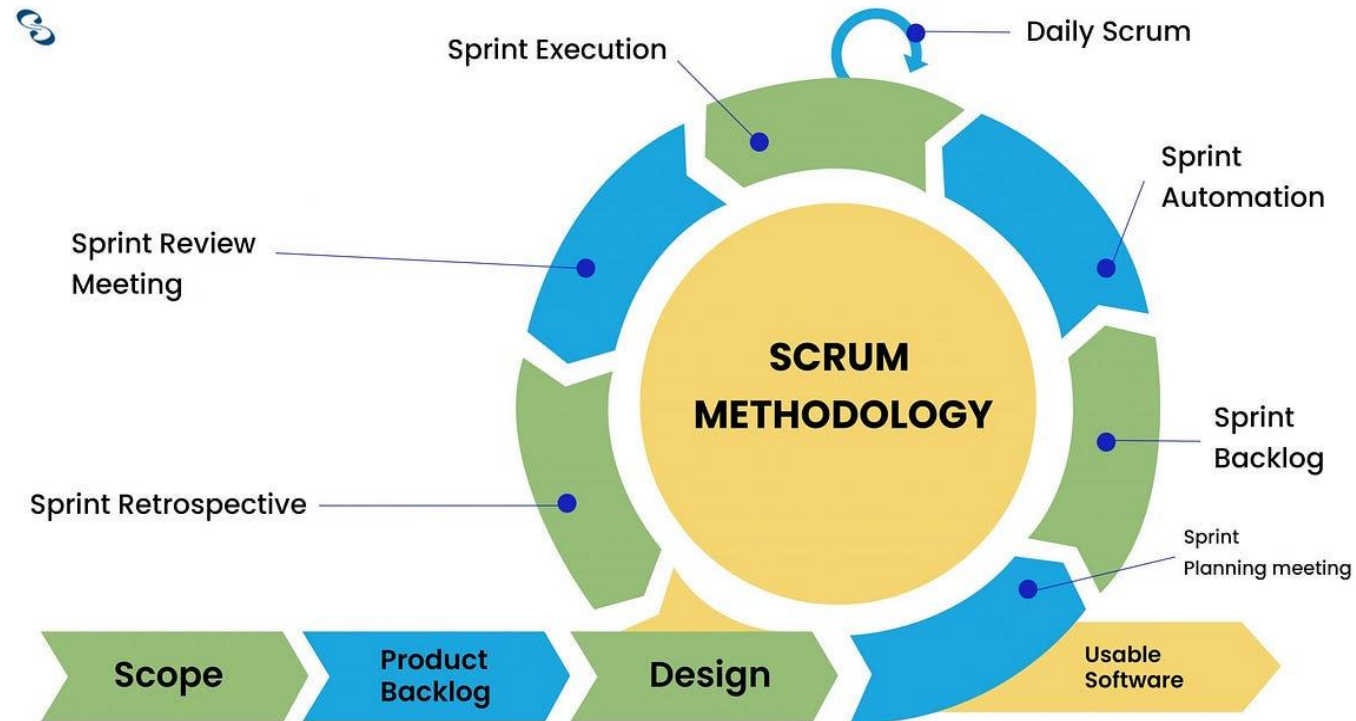
Agile Manifesto

Individuals and interactions	over	Processes and tools
Working software	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan

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Agile Methodology

THE DIFFERENT TYPES OF AGILE METHODOLOGIES

1 Scrum

2 Kanban

3 Crystal

4 Lean Software Development

5 eXtreme Programming

Scrum Methodology

A lightweight Agile framework that delivers value in fixed-length sprints through defined roles, events, and artifacts.

Scrum (most widely used)

Key Features

- Iteration-based (sprints, 2–4 weeks)
- **Roles**:
  - **Product Owner**: Owns the product vision and prioritizes the backlog to maximize value.
  - **Scrum Master**: Facilitates the Scrum process and removes impediments to support the team.
  - **Development Team**: Delivers potentially shippable increments of product each sprint.
- **Artifacts**:
  - **Product Backlog**: An ordered list of everything needed to improve or build the product.
  - **Sprint Backlog:** The selected backlog items and tasks the team commits to delivering in the current sprint.
  - **Increment:** The sum of all completed work in a sprint that meets the Definition of Done and is usable.
- **Events**: Sprint Planning, Daily Scrum, Sprint Review, Retrospective

Kanban

A visual Agile method focused on continuous flow, limiting work in progress, and improving efficiency through incremental change.

Key Features
- Continuous flow (no sprints)
- Uses visual boards (To Do → Doing → Done)
- Work-in-progress (WIP) limits
- Focus on cycle time and throughput

Benefits
- Works well in operations, support teams, manufacturing, DevOps
- PMI highlights Kanban as a *method for improving flow systems*
- Highly compatible with hybrid approaches

Kanban

Wikipedia

Extreme Programming (XP)

An Agile software development methodology emphasizing technical excellence through practices like TDD, pair programming, and continuous integration.
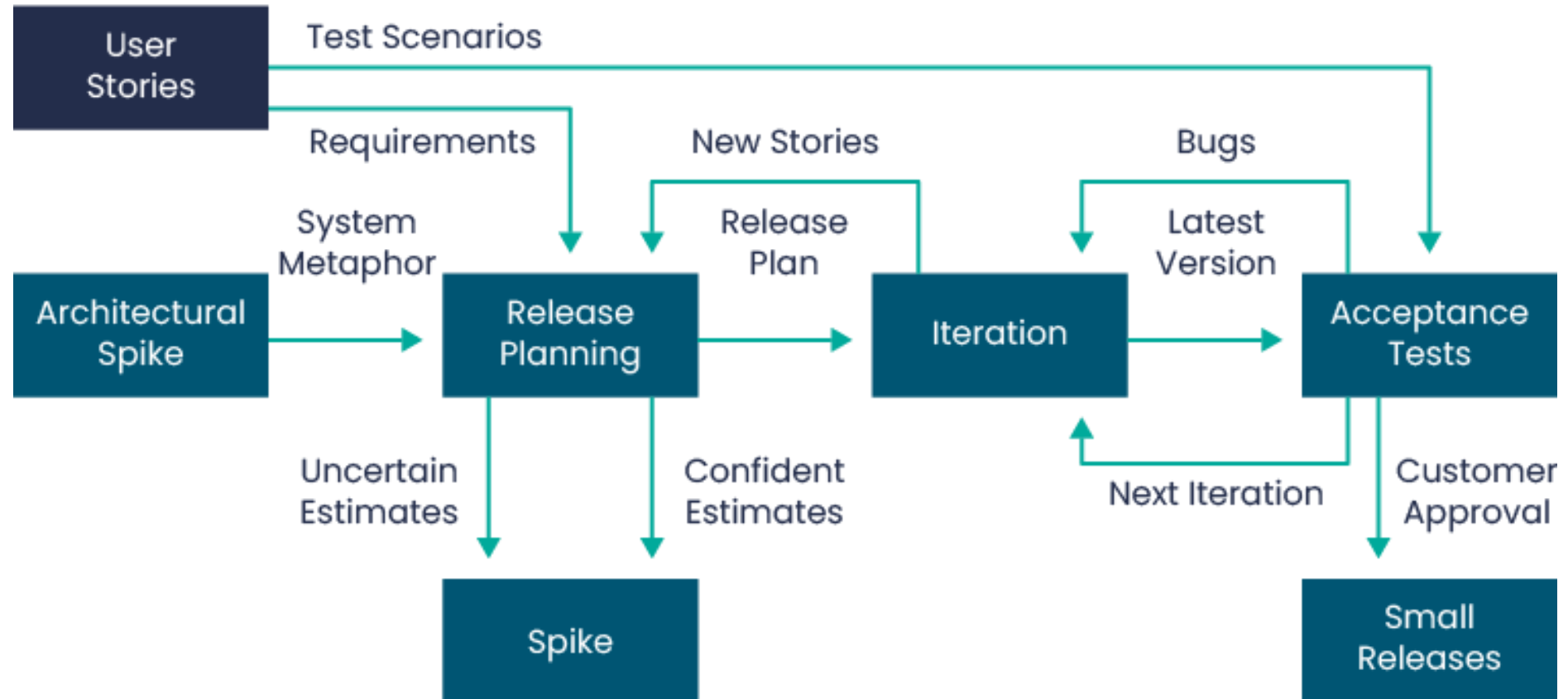
Key Features
- Strong engineering discipline
- Practices:
  - Test-driven development (TDD)
  - Pair programming
  - Continuous integration
  - Refactoring
  - Coding standards

Benefits
- Demonstrates how Agile extends beyond management into software engineering
- Often combined with Scrum in real-world environments

Extreme Programming (XP)

Extreme Programming (XP) Methodology

Nearshore

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Other Agile Frameworks

Lean Software Development
- Originates from Toyota Production System
- Eliminate waste, fast delivery, respect for people

Crystal Methodology
- Human-centric, flexible, color-coded by project size

Dynamic Systems Development Method (DSDM)
- Thorough governance and project lifecycle
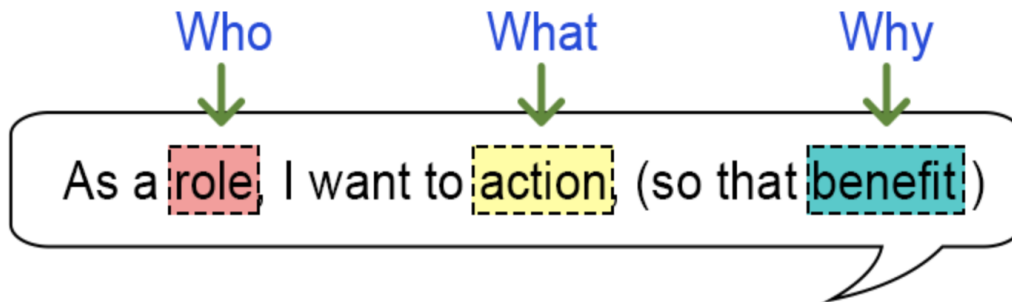- Strong on timeboxing and stakeholder engagement

Feature-Driven Development (FDD)
- Model-driven, focuses on building features systematically

User Stories

A User Story is a short, simple, value-focused description of a requirement from the perspective of the end-user.
It captures who wants something, what they want, and why they want it.
PMI defines user stories as small, independent increments of value that help teams understand customer needs and deliver features iteratively.
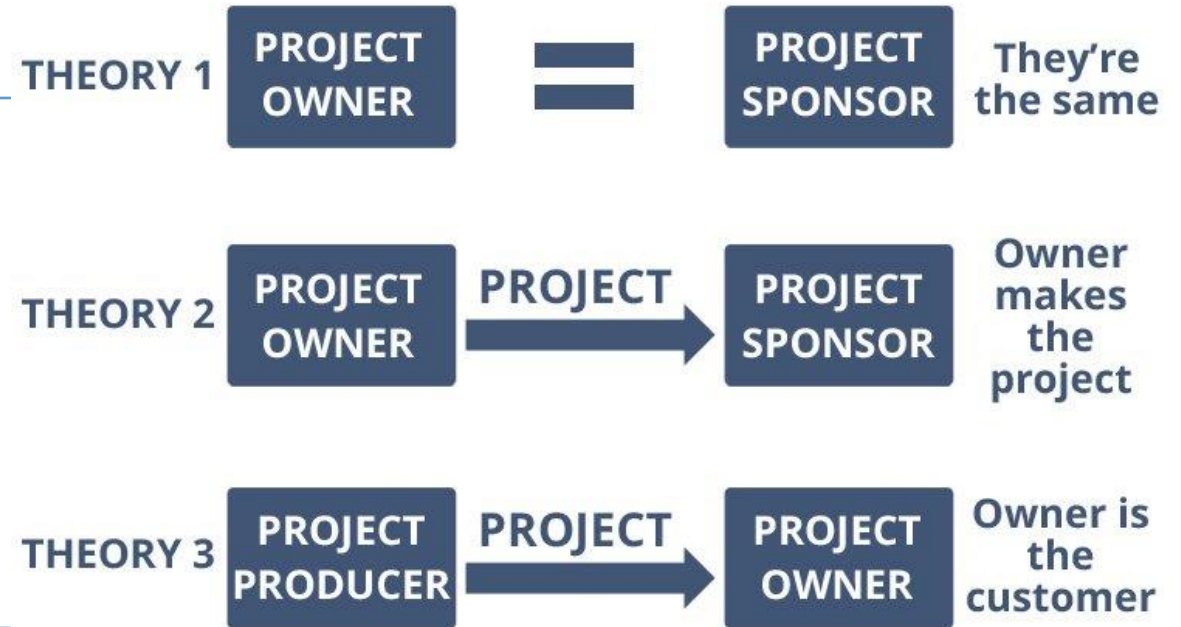

Examples:

• As a [customer], I want [shopping cart feature] so that [I can easily purchase items online].

- • Keep the description of user story short.
- • Think from end user's point of view when writing a user story.

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What is a project sponsor? What is a project owner?

Essentially a project sponsor and project owner are the same thing. The term refers to an individual or group of people at senior management level who are responsible for ensuring a project is delivered successfully and remains aligned with business objectives.

THEORY 1	PROJECT OWNER	=	PROJECT SPONSOR	They're the same
THEORY 2	PROJECT OWNER	PROJECT →	PROJECT SPONSOR	Owner makes the project
THEORY 3	PROJECT PRODUCER	PROJECT →	PROJECT OWNER	Owner is the customer

Types of Hybrid Models

Agile-Predicitive Hybrid

Predictive for:
- Regulatory requirements
- Fixed deliverables
- Hard deadlines

Agile for:
- Iterative development
- Design uncertainty
- Customer-driven changes

Example:

A software project with predictive upfront design + Agile development sprints.

Types of Hybrid Models

2. Predictive-Agile Hybrid
Agile is used first to explore options, then predictive is applied after uncertainty reduces.
Example:
Prototype with Agile iterations → final solution delivered predictively.
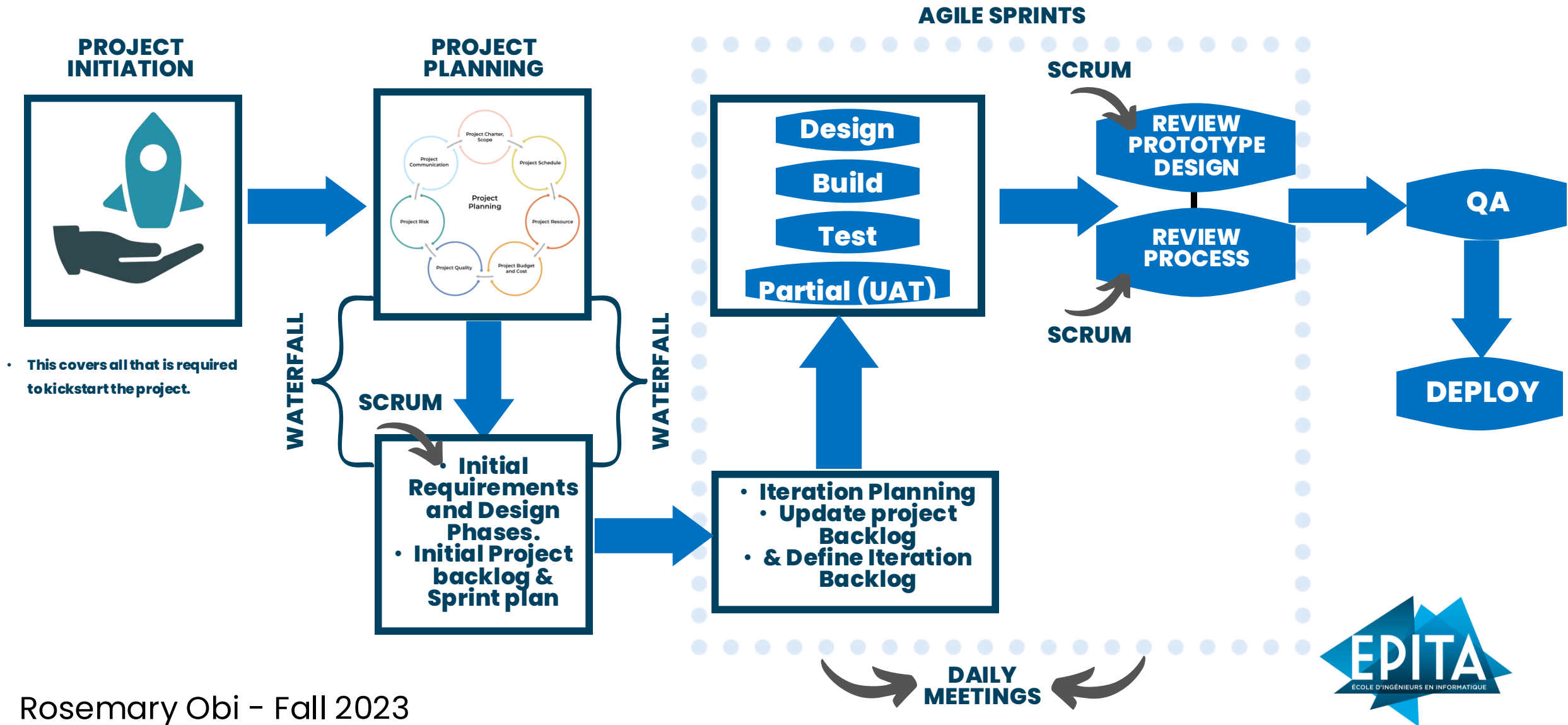
3. Blended Hybrid
Agile and predictive processes run **in parallel**.
Example:
- o Hardware (waterfall)
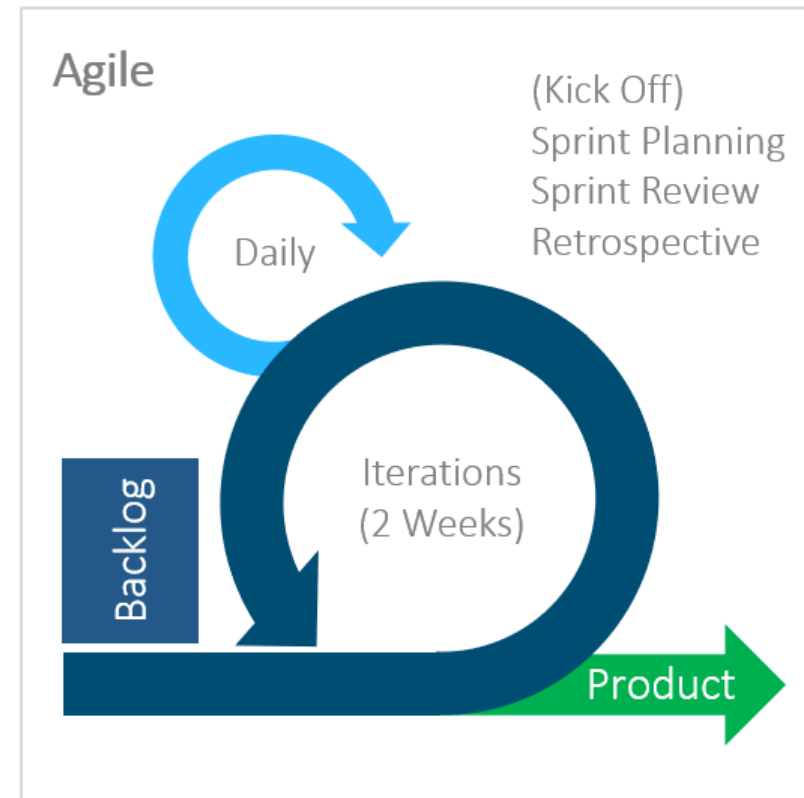- o Software (scrum)
- o Integrated release

Hybrid Framework

A MERGE OF WATERFALL AND AGILE METHODOLOGIES

AGILE SPRINTS

PROJECT INITIATION

PROJECT PLANNING

SCRUM

- This covers all that is required to kickstart the project.

WATERFALL

SCRUM

WATERFALL

- Initial Requirements and Design Phases.
- Initial Project backlog & Sprint plan

Design

Build

Test

Partial (UAT)

REVIEW PROTOTYPE DESIGN

REVIEW PROCESS

SCRUM

SCRUM

QA

DEPLOY

- Iteration Planning
- Update project Backlog
- & Define Iteration Backlog

DAILY MEETINGS

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Choosing the right methodology as Project Managers.

Selecting the right project management methodology can mean the difference between the success of your company and the disappointment of missed opportunities.
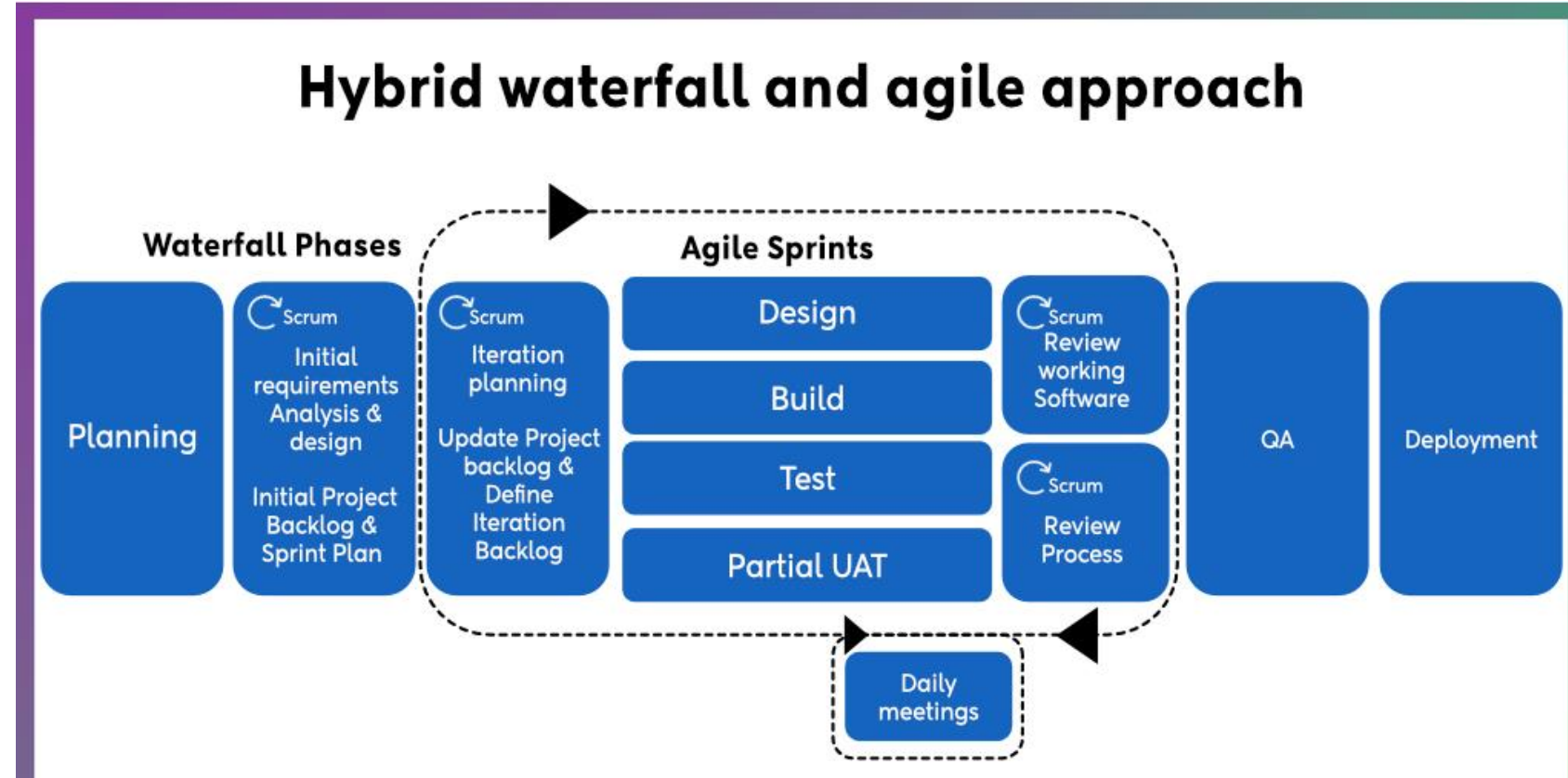*It depends on the project's requirements and phases.*

This hybrid approach is popular among project managers who feel limited by a single methodology.
A hybrid project management methodology can be used when:

- Stakeholder requirements demand a mix of flexibility and predictability across different phases of a project.
- Different project phases have different needs—such as a structured approach for planning and a more flexible approach for execution and delivery.
- Complexity and uncertainty exist in some parts of the project, requiring agile methods, while other parts need a more structured, detailed approach.

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Structure

1. Introduction to Project Management
2. Integration Management
3. Perimeter management
4. Time management
5. Cost management
6. Quality and Human Resources Management
7. Communication and risk management
8. Purchasing and Stakeholder Management
9. Agile Methodology or approach (SCRUM)
10. Ethics and professional conduct

Objectives of this course

- Understand the issues and dilemmas that a project manager may encounter every day
- Present solutions to these issues
- Understand the code of ethics that a project manager must subscribe

Ethical issues and dilemmas

- Favoritism between subordinates
- The company asks the project manager and his team to do something unethical
- Use his position to do the least possible, to blame his subordinates, to acquire confidential and sensitive information
- Difficult choices regarding contracts between the parties
- Doing business in a different country is ambiguous and may contradict the practices performed at home
- Other people try to influence the behavior of the project manager

Response to ethical issues

- The project manager must ensure that team members are all equally supported
- He must hear their opinions. He must set an example
- There is no "I" on the team. If the project fails, it's a common failure
- Know how to distinguish between what is acceptable and unacceptable when doing business abroad by noting the various laws and customs of different countries
- The project manager must not be influenced. He must make conscious decisions
- He must be reliable, fair, honest and virtuous

Ethics and Code of Conduct

As practitioners in the global project management community:

- **We make decisions and act in the best interests of society, public safety and the environment.**

- **We only accept tasks that are compatible with our knowledge, experience, skills and qualifications.**

- **We keep the commitments we make - we do what we are committed to doing.**

Ethics and Code of Conduct
As practitioners in the global project management community:

- When we make mistakes or omissions, we recognize it and we make the necessary corrections without delay. When we discover errors or omissions made by others, we immediately inform the appropriate authorities. We accept responsibility for any problem arising from our errors or omissions and any resulting consequences.

- We protect the proprietary or confidential information entrusted to us.

- We endorse this code and consider that each of us is subject to it.

Code of professional conduct

- <u>Responsibility</u> is our duty to take the decisions we make or fail to make, the actions we undertake or fail to take, and the consequences that result.

- <u>Respect</u> is our duty to show a high regard for ourselves, others and the resources entrusted to us. Resources entrusted to us may include human resources, monetary means, reputation, the safety of others, and natural or environmental resources.

- <u>Fairness</u> is our duty to make decisions and act impartially and objectively. Our conduct must be free from the competition of personal interests, prejudice and favoritism.

- <u>Honesty</u> is our duty to understand the truth and act honestly both in our communications and through our conduct.

Project Management

Class work

- **You are about to present to your management the situation on your project and you realize that the financial information does not seem correct and seems to present an optimistic view of your project, what do you do?**

- **Continue the meeting by showing the errors**

- **Tell your management that you cannot continue the meeting you are postponing until you are sure you have the correct numbers and information**

- **Continue the meeting hoping that no one will notice the mistake**

- **Cancel the meeting without explanation**

Class work

- You are about to present to your management the situation on your project and you realize that the financial information does not seem correct and seems to present an optimistic view of your project, what do you do?

- Continue the meeting by showing the errors

- **Tell your management that you cannot continue the meeting you are postponing until you are sure you have the correct numbers and information**

- Continue the meeting hoping that no one will notice the mistake

- Cancel the meeting without explanation

A small gesture

- **CLAIRE:** It feels like we're almost there, but we *need* to make sure that we close the deal on this contract. By the end of the week, if possible.
- **JOAN:** Well, I hate to be the one to tell you, but I've been talking to the client, and I don't think it's going to happen this week.
- **JOAN:** Maybe not next week either. And then he's on holiday the week after that.
- **CLAIRE:** We can't afford to lose that much time or the entire deal is going to fall through. (sighs) What's the delay? Are they still unhappy with the pricing?
- **JOAN:** No, I don't think so. I think the client is still reviewing the qualifications of the other bidders.
- **CLAIRE:** Well, is there something else we can do to help move things along?
- **JOAN:** Perhaps. Maybe we could send something over that could convince the client he doesn't even need to look at anyone else.

A small gesture

- **JOAN:** Just a small courtesy—something that could help make him lean our way.
- **CLAIRE:** Well, I can't let you give him an envelope full of cash, if that's what you mean.
- **JOAN:** (laughs) No, please. I don't mean anything like that. Just something thoughtful. For example, I know the client helps to run a children's charity in his free time, just outside London.
- **JOAN:** We could make a donation to the charity, in the spirit of partnership.
- **CLAIRE:** I don't know... I'm not sure how that would look.
- **JOAN:** It would look exactly like the way everyone else around here does business. It's all politics and relationship-building. And who could fault us for making a charitable donation that benefits the community?
- **JOAN:** I'm guessing that sort of gesture might be just enough to help swing the deal in our favor. So, what do you say?

Class work

- **What do you think ? Which of the following statement(s) about this scenario are correct ?**

- This gift is appropriate because it will not directly benefit the potential client's company

- This donation could be considered a bribe

- Claire can give the donation but cannot explicitly ask for a contract agreement in return

- If she agrees to make this donation, Claire could be violating the law or company's standards.

Class work

- What do you think ? Which of the following statement(s) about this scenario are correct ?

- This gift is appropriate because it will not directly benefit the potential client's company

- This donation could be considered a bribe

- Claire can give the donation but cannot explicitly ask for a contract agreement in return

- If she agrees to make this donation, Claire could be violating the law or company's standards.

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In Summary

Project Charter
* Define Goals
* Define Benefits
* Authorize Project
* Authorize PM
* Identify Stakeholders

Project Management Plan
* Scope
* Schedule
* Cost
* Quality
* Resources
* Communications
* Risk
* Procurement
* Stakeholder

Deliverables
* Carry out project work
* Execute the plan
* Create deliverables
* Audit work processes
* Award vendor contracts
* Communicate
* Lessons learned
* Rework as needed

Reports & Changes
* Control changes
* Review change requests
* Monitor progress
* Generate reports
* Manage vendor contracts
* Check deliverables
* Customer acceptance

Final Report & Closure
* Deliverable transitioned
* Final report created
* Examine drivers
* Lessons learned archived
* Release resources
* Release team
* Follow closure protocol

INITIATING
PLANNING
EXECUTING
MONITORING & CONTROLLING
CLOSING

INITIATING
A needs assessment should precede the business case.
The project charter should be developed.

PLANNING
Detailed planning spans across many iterations on some projects.
The 5 Ws are addressed in each area.

EXECUTING
Leadership is at the heart of project management. Keep systems and process organized but don't forget people.

MONITORING AND CONTROLLING
Check and act as needed to get every project aspect back on track.

CLOSING
Close out each phase and the project.
Ensure all documentation is properly archived.

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Project Management

Knowledge Area	Initiating	Planning	Executing	Controlling	Close
Project Integration Management	Develop Project Charter Develop Preliminary Project Scope Statement	Develop Project Management Plan	Direct and Manage Project Execution	Monitor and Control Work Integrated Change Control	Close Project
Project Scope Management		Scope Planning Scope Definition Create WBS		Scope Verification Scope Control	
Project Time Management		Activity Definition Activity Sequencing Activity Resource Estimating Activity Duration Estimating Schedule Development		Schedule Control	
Project Cost Management		Cost Estimating Cost Budgeting		Cost Control	
Project Quality Management		Quality Planning	Perform Quality Assurance	Perform Quality Control	
Project HR Management		Human Resource Planning	Acquire Project Team Develop Project Team	Manage Project Team	
Project Communications Management		Communications Planning	Information Distribution	Performance Reporting Manage Stakeholders	
Project Risk Management		Risk Management Planning Risk Identification Qualitative Risk Analysis Quantitative Risk Analysis Risk Response Planning		Risk Monitoring and Control	
Project Procurement Management		Plan Purchases and Acquisitions Plan Contracting	Request Seller Responses Select Seller	Contract Administration	Contract Closure

End of the PMP course. Bon Courage