Masters in Digital Business

Agile Project Management

IU3: Agile Project Management

Learning Objective

By the end of this unit, learners will gain knowledge about how to use Agile methodologies to manage simple projects as well as complex enterprise-wide initiatives.

Learners will get an understanding of the fundamentals of project management, from establishing project goals and objectives and building a project plan to managing resources and work, meeting deadlines, and closing the project.

Topics Covered

#	Topics
1	Introduction to Agile Project Management
2	Agile Project Management Lifecycle
3	Agile Project Charters, Wireframes, and User Stories

What is agile project management?

Agile project management is an iterative method of completing a project that emphasises regular releases that take client feedback into account. Acceleration and adaptability are encouraged by the capacity to change during each iteration.

This method differs from a linear, waterfall project management strategy, which generally follows a predetermined course.

Agile offers the freedom to modify and iterate throughout the development process, which is necessary given that today's customers and organizations demand quick reactions and modifications.

Agile project management is a cornerstone of DevOps methodologies, which bring together development and operations teams.

Advantages and Disadvantages of Agile

When to select Agile Methodology for Project Management

The advantages of agile project management

- Faster feedback cycles
- Identifies problems early
- Higher potential for customer satisfaction
- Time to market is dramatically improved
- Better visibility/accountability
- Dedicated teams drive better productivity over time
- Flexible prioritization focused on value delivery

The disadvantages of agile project management

- Critical path and inter-project dependencies may not be clearly defined as in waterfall
- There is an organizational learning curve cost
- True agile execution with a continuous deployment pipeline has many technical dependencies and engineering costs to establish

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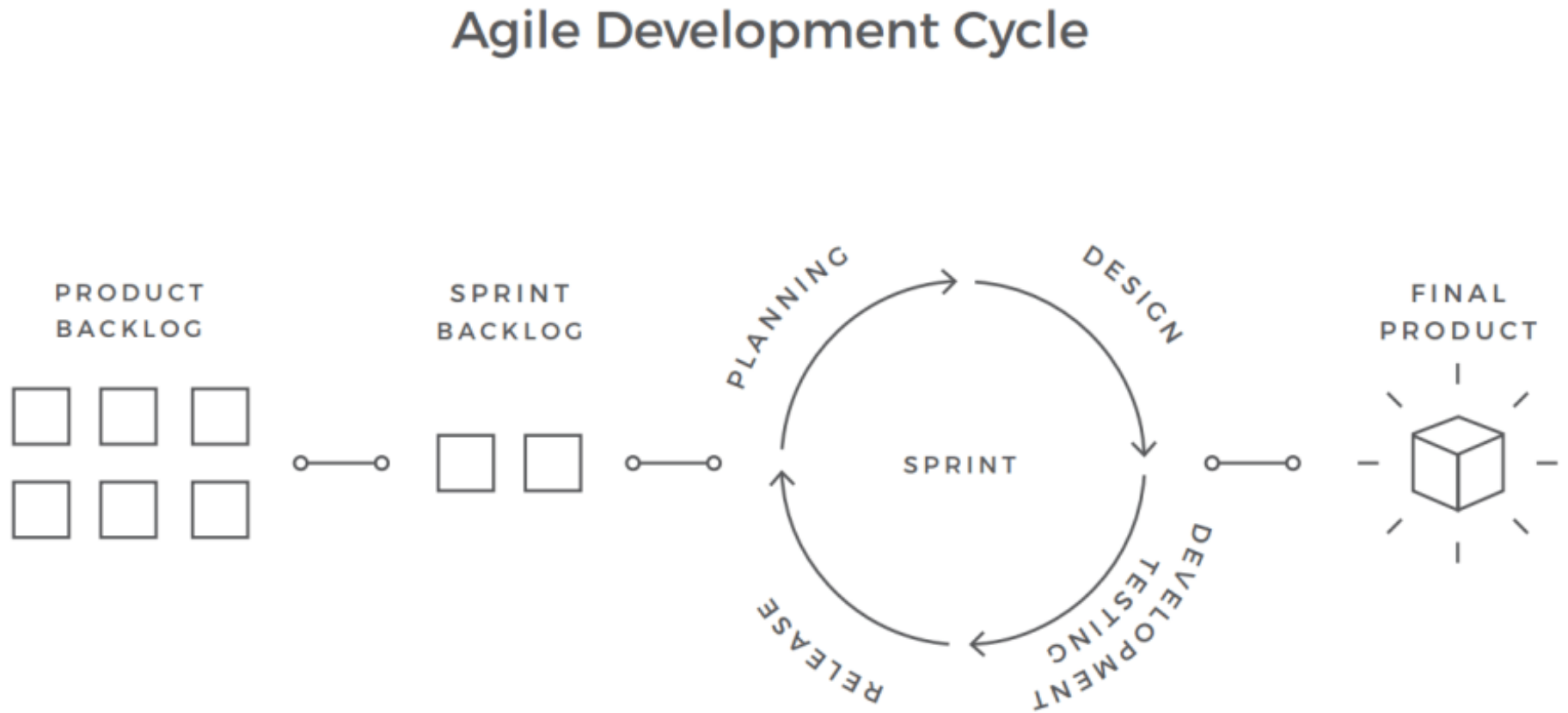
Introduction to agile workflows

An agile workflow is a series of stages agile teams use to develop an application, from ideation to completion. Establishing the project management stages as a workflow makes it structured and repeatable, which, in turn, makes it scalable.



Project management life cycle

Linear (waterfall) life cycles

- A set of distinct phases, from the development of the initial concept to the deployment of an ultimate outcome, output, or benefits. This approach aims to be highly structured, predictable, and stable.

Iterative (agile) life cycles

- A set of several iterations, which repeat one or more of the phases before proceeding to the next one. Iterative approaches can only proceed when user feedback is available to be used as the basis for initiating new cycles of development, refinement, and improvement.

There is no one best method. Project managers choose the best arrangement for their context, frequently integrating characteristics from any of the waterfall or agile life cycles into a hybrid one. Typically, hybrid life cycles combine several components to develop a fresh model or strategy.

For example, you can use incremental or sequential approaches to formalize deployment after using iterative or agile methods to capture early requirements when there is the most uncertainty in the initial stages of the project.

Agile Project Charters, Wireframes, and User Stories

Agile Project Charter

- Chartering is a process that authorizes the team to start working on the project. A Project Charter is a key reference document listing the stakeholders actively involved in the project.

- An Agile Charter is typically documented on a whiteboard. A chartering session helps a team:
  - understand the parameters of teamwork and its context within the project;
  - make well-informed decisions. This is important as Agile teams are self-organized.
  - identify the value the project will deliver to the business.
  - develops the trust and confidence needed in the project.

Agile Project Charters, Wireframes, and User Stories

Agile Project Charter

What	What is the project about?
Why	Why build this product? Is it a business decision, mandated by law, or a team initiative?
Who	Who is the project community? This includes the team, customers, end users and other stakeholders.
What	What are the expected start and end dates of the project?
Where	Where is the project being executed? This refers to the location: onshore, offshore or delivery centre.
How	How will we know if it is successful? At the outset, the team has to define the success criteria for the project.

Agile Project Charters, Wireframes, and User Stories

Agile Project Charter

Agile methods acknowledge the semantic gaps that always exist between the development team, which converts customer requirements into IT solutions, and the needs of the end customer. Therefore, many methods are used to address such gaps. It can be done by facilitating discussion, identifying the best possible solution, and ensuring constant collaboration.

- The methods used to ensure knowledge sharing at the early stages are:

Wireframes

User Stories

Personas

Models

Agile Project Charters, Wireframes, and User Stories

Wireframes

- A wireframe:
  - is a low-fidelity, non-graphical prototype
  - should be simple with no colors, graphics, or other layout features
  - shows the skeleton of a screen, representing its structure, and basic layout
  - contains and localizes contents, features, navigation tools, and interactions available to the user.

- Agile wireframes are:
  - black and white and are accompanied by some annotations to describe the behavior of the elements, their relationships, and their importance.
  - often put in context within a storyboard and are frequently refined.
  - used as a communication tool that serves as an element of conversation and confirmation of 'Agile' user stories.

Agile Project Charters, Wireframes, and User Stories

User Stories

- A user story is a lightweight mechanism to quickly capture requirements. As the name suggests, it describes how a user will interact with the system to complete a particular task.
- It is the lowest level of detail that the team will work on to address a requirement and acts as an agreement between customers and team members on the work that will be done in an iteration.
- A user story provides a medium to:
  - gather basic information about stories
  - record high-level requirements
  - develop work estimates
  - define acceptance test.

Agile Project Charters, Wireframes, and User Stories

User Stories: Attributes

I	"I" stands for Independent, that is, the stories must be independent of each other and deliverable as an individual unit.
N	"N" stands for Negotiable, that is, the story must be negotiable in terms of implementation.
V	"V" stands for Valuable, that is, the user story must create some value for the customer.
E	"E" stands for Estimable, that is, the story should be clear enough for the team to estimate the amount of work involved with reasonable accuracy.
S	"S" stands for Small, that is, it must be possible to complete the story within a single iteration.
T	"T" stands for testable, that is, the story should be testable for correctness based on the description and success criteria.

Agile Project Charters, Wireframes, and User Stories

Agile Personas

- The Agile Persona is a central element of Agile interaction design. A requirement or user story is expressed in terms of the needs of an imaginary user referred to as a persona.
- **By the end of this process, the team can gain more clarity on who the ideal customers are, and how to communicate with them and build solutions for their needs and challenges.**
- The Agile persona can be regarded as a fictitious user playing a role in the customer organization.
- While the role is real, the persona is not.
- It is advisable to avoid matching personas with actual people to prevent real-user needs and preferences from introducing biases in understanding the requirement.
- Additional personality details help the team to better understand the requirement and visualize the user for whom they are designing a solution.

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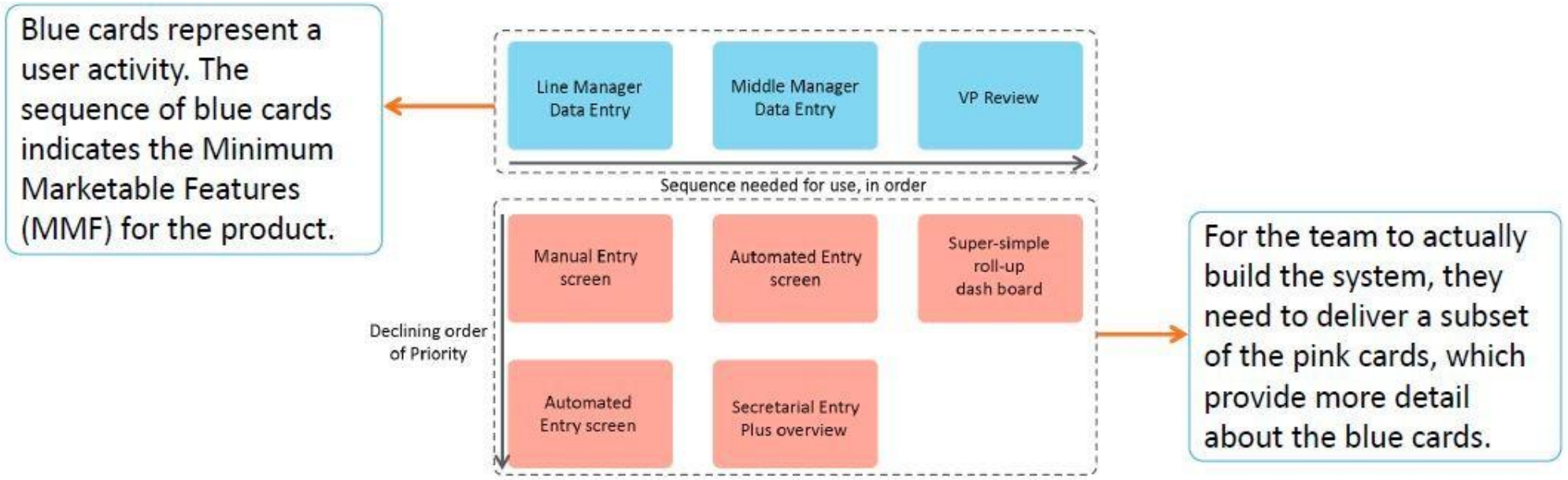
Read More:
https://xd.adobe.com/ideas/process/user-research/putting-personas-to-work-in-ux-design/
https://www.mightybytes.com/blog/user-personas/

Agile Project Charters, Wireframes, and User Stories

Agile Story Maps

- Story mapping is an important technique used to visualize the positioning of each user story in the actual use case.
- In this arrangement, place the story cards or stories horizontally in the sequence the users will need them. Arrange the items vertically and in a sequence based on priority. In the illustration, the stories are in descending order of priority down the vertical axis.



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