

# AGILE PROJECT MANAGEMENT

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# INTRODUCTION

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fig. 1

#	CHAPTER CONTENTS
1	Presents an overview of the concept of project management and illustrates principles that are germane to the entire subject
2	Explains the origins, history, and founding principles of Agile
3	Examines Agile's core structure
4-8	Introduces and explores the basic phases of Agile Project Management (APM) framework
9	Surveys the multiple popular methodologies of APM, including Scrum and Lean
10	Introduces the software tools used to implement Agile
11-14	Discusses practical applications of Agile Project Management illustrated by case studies
15	Discusses possible issues arising from such application
16	Looks at the key industry players in Agile training and consulting, along with a list for further reading

# CHAPTER 1

## History of Agile Project Management

---

fig. 2



fig. 3

- 1** Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- 2** Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- 3** Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- 4** Business people and developers must work together daily throughout the project.
- 5** Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- 6** The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- 7** Working software is the primary measure of progress.
- 8** Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- 9** Continuous attention to technical excellence and good design enhances agility.
- 10** Simplicity, the art of maximizing the amount of work not done, is essential.
- 11** The best architectures, requirements, and designs emerge from self-organizing teams.
- 12** At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.  
(<http://www.agilemanifesto.org>)

## CHAPTER 2

### Basic Strategy

---

fig. 4

<b>Waterfall</b>	<b>Agile</b>
Initiating	Envisioning
Planning	Speculating
Executing	Exploring
Controlling	Adapting
Closing	Closing

fig. 5



# CHAPTER 3

## The Envision Phase

---

fig. 6

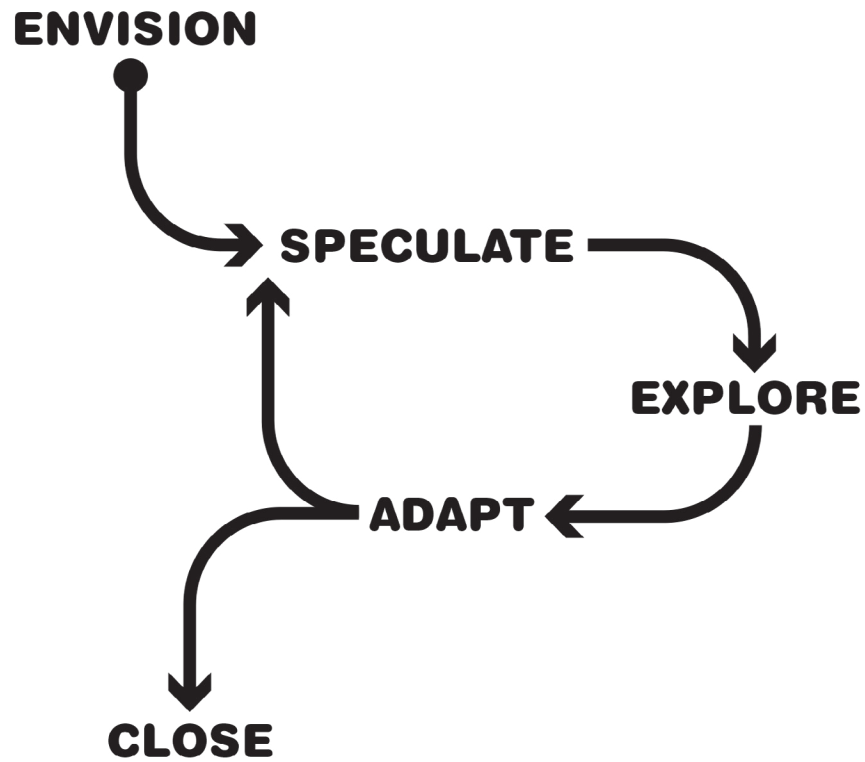


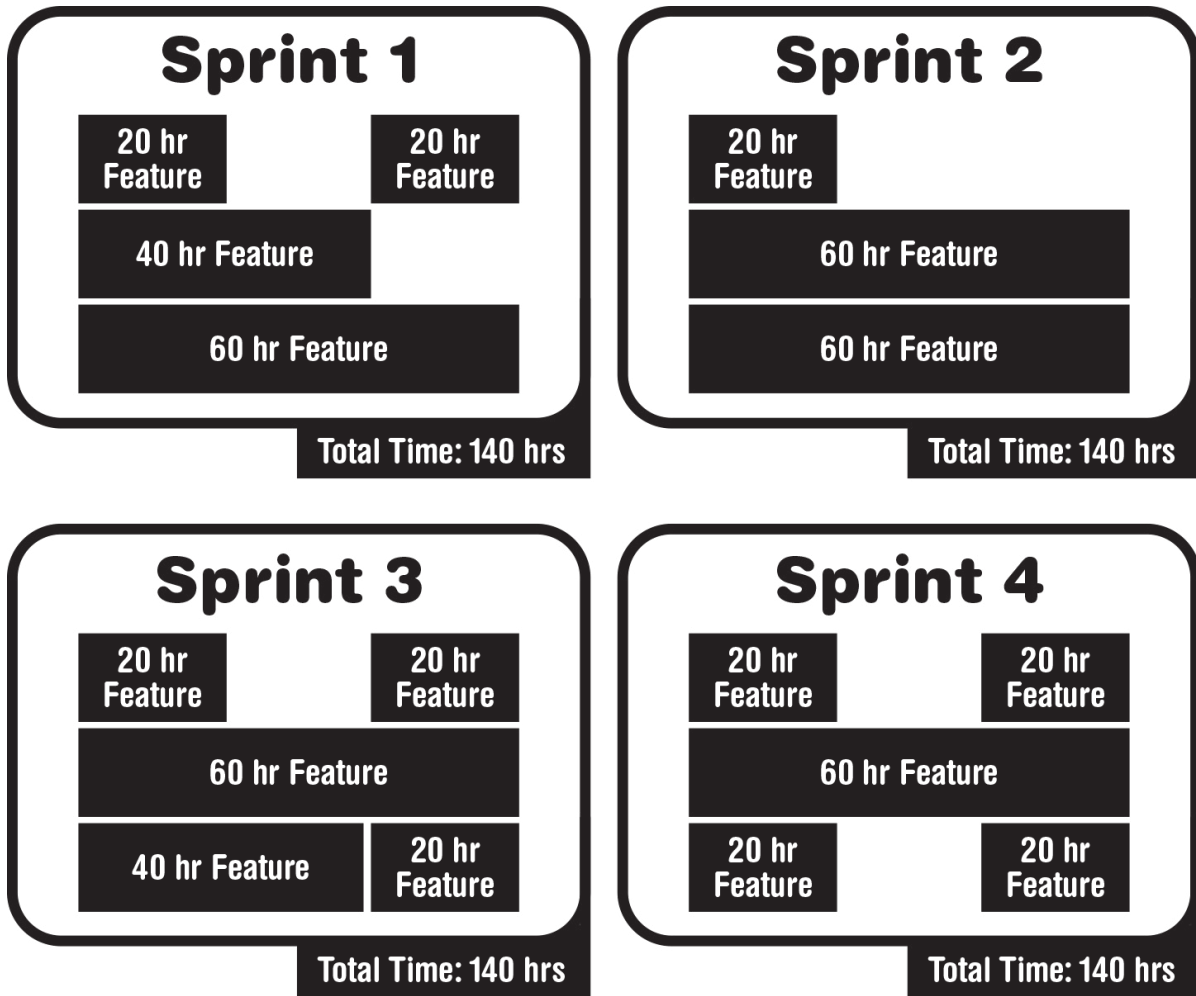
fig. 7

# FEATURES

- Online Store
- Scaling Experience Points  
*(game payoff)* TEO
- User Avatars  
*(graphic design)* TF
- Title Graphics  
*(graphic design)* TF



fig. 8



# CHAPTER 4

## The Speculate Phase

---

fig. 9

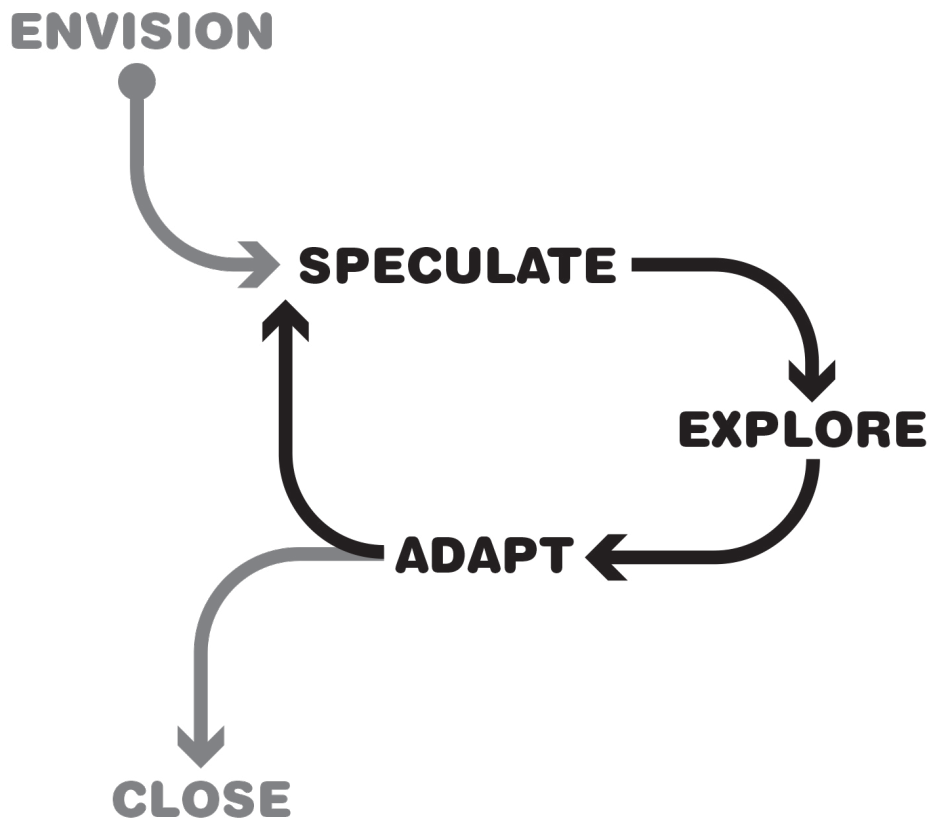


fig. 10

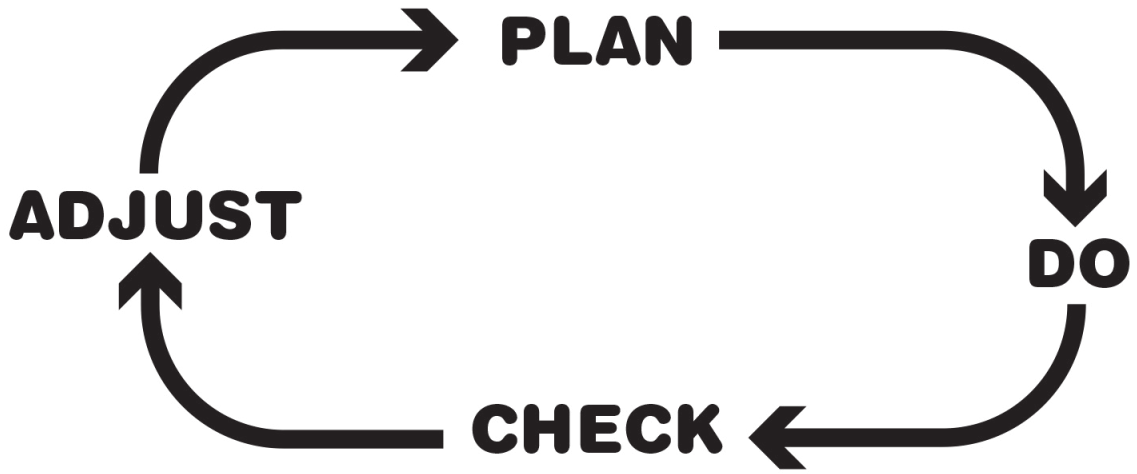
<b>Performance Requirement Card</b>	
<b>Requirement number:</b>	17
<b>Requirement name:</b>	GPS update frequency
<b>Performance criteria:</b>	New GPS data must be incorporated into gameplay every 5 seconds
<b>Complexity factor: (low, medium, high)</b>	High
<b>Acceptability point of measurement:</b>	GPS update timelog and testing team report detail
<b>Verified by:</b>	Development lead

# CHAPTER 5

## The Explore Phase

---

fig. 11



# CHAPTER 8

## The Canon of Agile Methodologies

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fig. 12

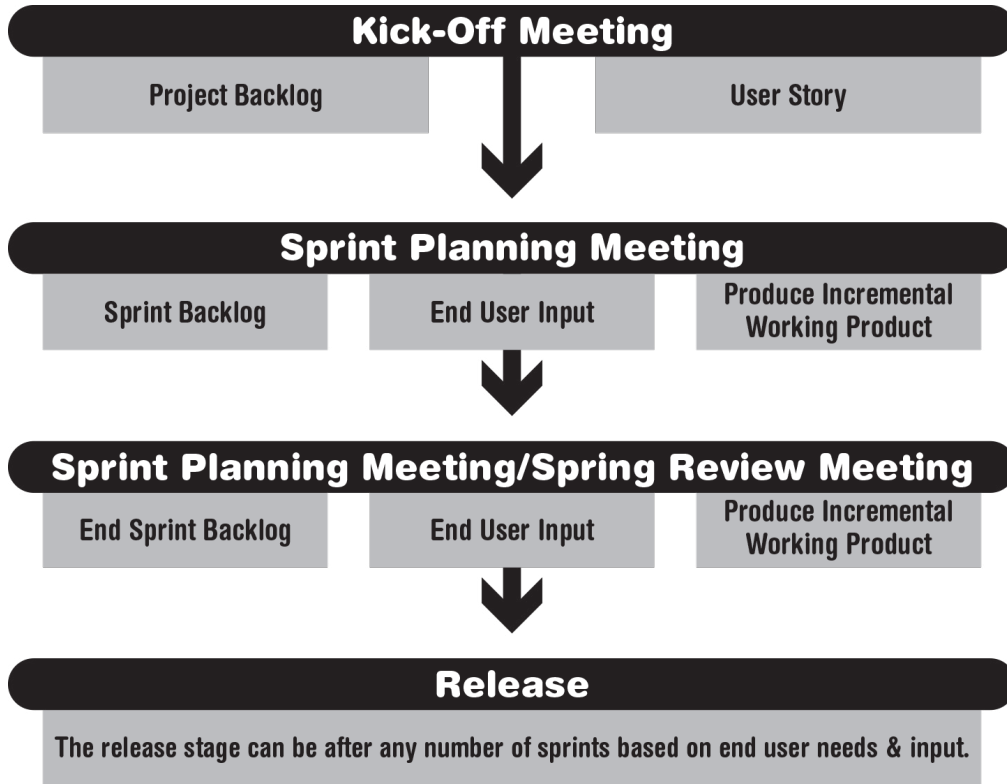


fig. 13

### Sample Burndown Chart

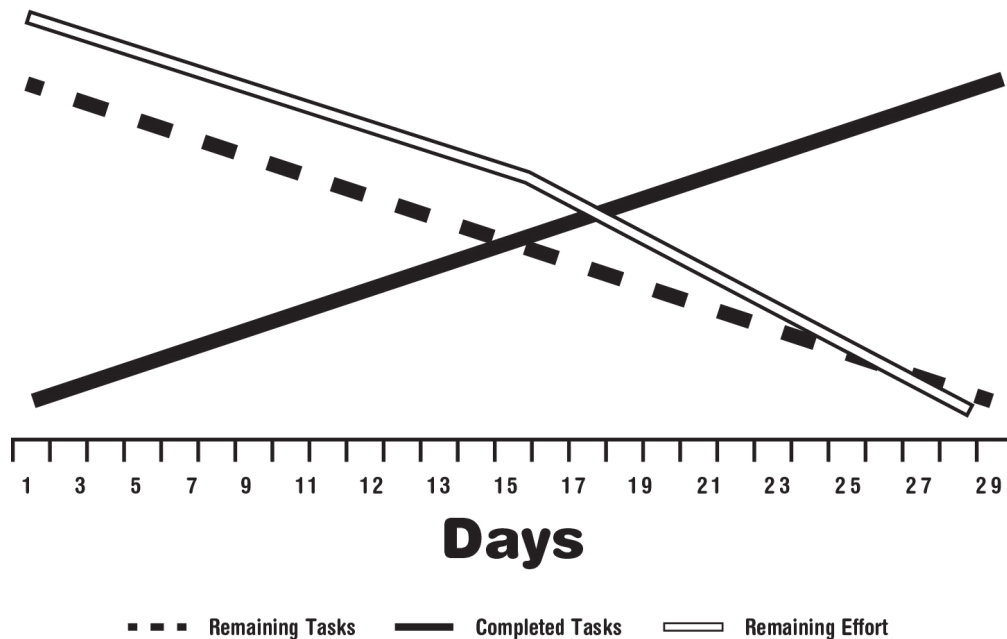


fig. 14

## SAMPLE TASK BOARD

STORY	NOT STARTED	STARTED	IN PROGRESS	DONE
USER STORY 1	H	F	B	A
	I	G	D	C
USER STORY 2	J		E	
	K			

fig. 15

<b>M</b>	<b>MUST</b>	Critical requirement for successful delivery
<b>S</b>	<b>SHOULD</b>	High priority, should be included in final product
<b>C</b>	<b>COULD</b>	Desirable, included with resources permitting
<b>W</b>	<b>WON'T</b>	Item will not be included in the final product

fig. 16

<b>Business Owners</b>	<ul style="list-style-type: none"><li>• Senior managers or engineers with oversight of multiple teams &amp; technical issues for all items.</li><li>• Set milestones &amp; worked to determine what features were important at each juncture.</li></ul>
<b>Product Owners</b>	<ul style="list-style-type: none"><li>• Functional group managers.</li></ul>
<b>Technical Owners</b>	<ul style="list-style-type: none"><li>• Technical leads who could collaborate to ensure congruence between teams with dependent outputs.</li><li>• Held meetings to turn epics or novels into sprint-ready stories.</li></ul>
<b>Scrum Masters</b>	<ul style="list-style-type: none"><li>• Cross-team engineers with no technical stake in the project team they were Scrum mastering (this prevented a conflict of interest affecting the final product).</li></ul>
<b>Teams</b>	<ul style="list-style-type: none"><li>• Team tasked with one particular output of the test suite.</li><li>• Rarely cross-functional.</li></ul>
<b>Transient</b>	<ul style="list-style-type: none"><li>• Team member with highly specialized skills needed by multiple teams.</li><li>• Moved from team to team as needed by sprints.</li></ul>
<b>Conduit</b>	<ul style="list-style-type: none"><li>• Team member who represented more than one person (<i>i.e. contractors, supervisors, or members of a remote team</i>).</li></ul> <p>Could sign up for more story points of work than a normal team member.</p>
<b>Story Owner</b>	<ul style="list-style-type: none"><li>• A technical expert with particular knowledge of how to complete a story, who could develop tasks &amp; request participation of certain team members for completion of those tasks.</li></ul>

fig. 17

<b>WATERFALL</b>	<b>AGILE</b>
<b>Fixed Scope</b>	<b>Variable Scope</b>
<b>Single Execution Phase</b>	<b>Iterations (Sprints)</b>
<b>Summary Delivery</b>	<b>Incremental Delivery</b>
<b>Estimated Budget &amp; Time Frame</b>	<b>Established Budget &amp; Turnaround Time</b>
<b>Inflexible Blueprint</b>	<b>Constant Adjustment of Scope Possible</b>
<b>Limited Opportunity For Feedback</b>	<b>Iterative Feedback Required</b>
<b>Top-Down Management</b>	<b>Self-Managed Teams</b>
<b>Less Transparent Management</b>	<b>More Transparent Management</b>
<b>Segregation of Skills</b>	<b>Cross-Functional Teams</b>
<b>Extensive Administration</b>	<b>Minimal Bureaucracy</b>
<b>End User Examines Finished Item</b>	<b>End User Tests &amp; Makes Increments</b>
<b>Terminates Only On Completion</b>	<b>Possible End-Point After Each Iteration</b>

# GLOSSARY

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## **Agile Project Management Framework**

Also referred to as the Agile Project Management Life Cycle. This term refers to a five-step, iterative product development process: Envision, Speculate, Explore, Adapt, and Close. Contrast with “Waterfall.”

## **Dependencies**

A general project management term used to describe tasks that must be resolved in a specific sequence—task A must be done before task B.

## **Feature**

A particular service or functionality that a system provides and that is valued by a client.

## **Online Collaboration Tools**

Nickname for the variety of applications that are Internet-accessible and can be used to facilitate work and collaboration between multiple team members. Online collaboration tools are often used to boost productivity in virtual environments.

## **Product Backlog**

Used in Scrum to list and organize desired features of a product.

## **Product Data Sheet**

A concise and metrics-focused document that offers a summary of project targets and progress.

## **Product Owner**

A role typically seen in Scrum, the product owner is usually the project’s chief visionary and principal stakeholder.

## **Product Roadmap**

A tool used to assess and visualize requirements, timetables, and task priority levels for a project.

## **Project Charter**

A general document that defines the purpose and success standards of a project.

## **Project Management**

The process of coordinating and regulating a collective approach to the execution of a task.

## **Project Manager**

Oversees the day-to-day operations of a project, addresses questions of priority, scope, and responsibilities.

## **Project Sponsor**

Obtains funding and other resources for a project and ensures that the development team and project stakeholders are on the same page.

## **Scrum**

A spin-off of Agile Project Management that incorporates sprints, product backlogs, retrospective meetings, and several other Agile utilities and principles.

## **Sprints**

The essential development units in Agile Project Management, typically one week to one month in duration and focusing on the development of a certain set of features.

## **Sprint Velocity**

The average number of story points resolved during a sprint.

## **Sprint Structure**

The process of planning sprints by estimating workloads associated with various features and distributing similar workloads between sprints.

## **Story Points**

A metric used to quantify the complexity of user stories.

## **User Story**

A short, one- or two-sentence structured testimonial that provides a customer’s perspective on the need for a product.

## **Waterfall**

Sometimes referred to as the “Waterfall method” or the “Waterfall approach.” A traditional project management methodology that emphasizes a plan and definition of success that is substantially more rigid than that of the Agile approach. The five steps of Waterfall project management are Initiating, Planning, Executing, Controlling, and Closing.