

Fundamentals of Project Management: Agile and Waterfall

Course Summary

Description

This course builds on our one-day PM course with additional hands-on training in core project management concepts and techniques. It extends basic PMI® concepts with supplemental, field-proven best practices that are designed to overcome common sources of project failure. Participants are shown how to establish a strong foundation for the project; obtain stakeholder buy-in to project goals; and execute the project to optimize post-project Business Value. Students have an opportunity to compare Waterfall and Agile concepts. Course topics include:

- Sources of project success and failure
- Agile and Waterfall methodologies
- Projects as investments
- Planning to optimize Business Value
- Managing stakeholder engagement and expectations
- Defining scope: WBS / Product Backlog
- Developing useful estimates
- Working to budget and time targets
- Quality drives Value
- Minimizing issues through proactive risk management
- Project Change Control
- Management of Organizational Change
- Successful product release
- Administrative and contract closure

Topics

- Sources of Project Success and Failure
- Core Concepts in Project Management
- Working with Stakeholders
- Create a Strong Project Foundation
- Managing Scope
- Developing the Project Schedule
- Project Budget
- Delivering Quality to Optimize Value
- Managing Project Risk
- Change Control
- Project Transition
- Project Close

Audience

This course is ideal for new project managers, functional managers, project team members and key project stakeholders. It can also provide a quick but in-depth look at project management practice for anyone with project responsibility. Environments where both agile and waterfall methodologies are used will find this training especially useful.

Prerequisites

This course assumes minimal experience with project work.

Duration

Two days
14 PDUs

Fundamentals of Project Management: Agile and Waterfall

Course Outline

- I. *Sources of Project Success and Failure*
 - A. Sources of project failure
 - B. Project success factors
- II. *Core Concepts in Project Management*
 - A. Project, Program, Portfolio
 - B. Projects create Value /
 - C. Projects as Investments
 - D. Waterfall and Agile methodologies
- III. *Working with Stakeholders*
 - A. Stakeholder analysis and management
 - B. Role of PM and BA
 - C. The Agile team
- IV. *Create a Strong Project Foundation*
 - A. Project Charter / Agile Vision Document
 - B. Qualify the Investment / Build Consensus
 - C. Triple Constraint
 - D. Agile: Managing large projects
 - E. Waterfall: Project in balance
 - F. Waterfall and Agile estimation tools
- V. *Managing Scope*
 - A. Product and Project Scope
 - B. Requirements development
 - C. WBS / Scope baseline
 - D. Product Backlog
- VI. *Developing the Project Schedule*
 - A. Project Schedule in Waterfall
 - B. Product Roadmap / Release Plan
 - C. Managing agile projects to a deadline
- VII. *Project Budget*
 - A. Identifying Sources of Project Cost
 - B. Estimating Cost / Building a budget
 - C. Budgets in Agile
- VIII. *Delivering Quality to Optimize Value*
 - A. Quality drives Value
 - B. Quality Planning, Control, and Assurance
- IX. *Managing Project Risk*
 - A. Importance of Risk Management
 - B. Risks and Issues
 - C. Identifying and analyzing project risks
 - D. Risk response planning
 - E. Risk cost budget
- X. *Change Control*
 - A. Sources of change
 - B. Change Control in Waterfall and Agile
- XI. *Project Transition*
 - A. Importance of Transition
 - B. Management of Organizational Change
 - C. Steps to successful product release
 - D. Optimizing Business Value
- XII. *Project Close*
 - A. Contract closure
 - B. Administrative closure
 - C. Retrospectives and continual improvement