

Effective Project Management: Agile and Waterfall

Course Summary

Description

This course provides three days of practical, hands-on training in core project management tools, concepts and techniques. It builds on PMI® concepts with supplemental, field-proven best practices that are effective in any project setting. 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, Agile, and hybrid 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
- Estimation
- Managing Scope
- Developing the Project Schedule
- Project Budget
- Delivering Quality to Optimize Value
- Managing Project Risk
- Organizational Adoption
- Change Control
- Project Transition
- Project Close

Audience

This course is ideal for project managers, managers of project managers, functional managers with project responsibility, and Project Management Office staff who want to review and expand on essential principles of Project Management, especially in environments where both agile and waterfall methodologies are used.

Prerequisites

This course assumes some experience with waterfall and/or agile project work. Prior training in Project Management fundamentals is helpful but not required.

Duration

Three days
21 PDUs

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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 versus Ongoing Operations
 - B. Projects create Value
 - C. Projects as Investments
 - D. Four levels of Project Success
 - E. Waterfall, Agile, and hybrid methodologies
- III. *Working with Stakeholders*
 - A. Stakeholder analysis
 - B. Stakeholder management
 - C. Role of PM and BA
 - D. Project team / Agile team
- IV. *Create a Strong Project Foundation*
 - A. Agile Vision Document
 - B. Qualify the Investment
 - C. Build Consensus
 - D. Triple Constraint
 - E. Agile: Managing large projects
 - F. Waterfall: Project in balance
- V. *Estimation*
 - A. Importance of estimates
 - B. Waterfall and Agile estimation tools
- VI. *Managing Scope*
 - A. Product and Project Scope
 - B. Requirements development
 - C. WBS / Scope baseline
 - D. Product Backlog
- VII. *Developing the Project Schedule*
 - A. Project Schedule in Waterfall
 - B. Product Roadmap / Release Plan
 - C. Working to a time target in Agile
- VIII. *Project Budget*
 - A. Identifying Sources of Project Cost
 - B. Estimating Cost
 - C. Time Phased Budget
 - D. Budgets in Agile
- IX. *Delivering Quality to Optimize Value*
 - A. Quality drives Value
 - B. Quality Planning, Control, and Assurance
- X. *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
- XI. *Organizational Adoption*
 - A. Management of Organizational Change
 - B. The Organizational Adoption Plan
 - C. Implementing change
 - D. Working with resistance to change
 - E. Maintaining change
- XII. *Change Control*
 - A. Sources of change
 - B. Change Control in Waterfall and Agile
- XIII. *Project Transition*
 - A. Steps to successful product release
 - B. Optimizing Business Value
- XIV. *Project Close*
 - A. Contract closure
 - B. Administrative closure
 - C. Retrospectives and continual improvement