

# Scrum for Agile Scrum Practitioners

GoSkills online course syllabus

Thursday, February 22, 2024

**Skill level**

Advanced

**Lessons**

45

**Accredited by**

CPD

**Pre-requisites**

None

**Video duration**

3h 56m

**Estimated study time**

22h 30m for all materials

**Instructor**

Ray Sheen

## Project Management Approaches

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### Project Management Methodology

Agile/Scrum is a project management methodology. This means that it provides a set of tools and processes that can be used to organize and manage the project activities.

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### Sequential Methodology

A sequential project management methodology is a traditional approach to project management. It minimizes risk, but this conservative approach can be lengthy and expensive.

3

### Concurrent Methodology

The concurrent project management methodology is a collaborative approach. It can significantly accelerate a project as compared to the sequential approach, but it is much more difficult to project manage.

4

### Agile/Scrum Methodology

The Agile/Scrum project management methodology is an iterative approach that requires fewer resources than other approaches.

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### Project Management Methodology Comparisons

The three approaches presented are three very different ways of managing a project. Understanding the differences will enable a business to select the best approach for their projects.

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### Agile Approaches

Agile is a set of principles. There are many project management methodologies that are incorporating these principles. Scrum is currently the most popular.

## PMI-ACP Certification

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### PMI-ACP® Certification – Requirements and Application

The Project Management Institute (PMI) offers a certification, Agile Certified Practitioner.

**8** **PMI Agile Certified Practitioner Exam Preparation**  
The PMI-ACP® examination is a serious and difficult element of earning the PMI-ACP® credential. The 120 question, proctored exam must be completed within three hours.

**9** **PMI-ACP® Agile Domains**  
The PMI-ACP® Agile domains are a summary of the Agile principles that will make up the body of knowledge tested on the PMI-ACP® exam.

**10** **PMI-ACP® Agile Tools**  
The PMI-ACP® Agile tools are a listing of the tools and techniques used by the various Agile methodologies to provide project management information and control. Many of these will be found in questions on the PMI-ACP® exam.

## Agile/Scrum Elements

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**11** **Agile Culture**  
The Agile culture is a set of characteristics found in all the Agile methodologies. These characteristics are empowerment, adaptation, and a focus on performance.

**12** **Agile/Scrum Precepts**  
The Agile/Scrum is a project management methodology that is in sharp contrast to traditional project management. That is because it starts with a different set of underlying precepts.

**13** **Sprint – Scrum Process**  
The Agile/Scrum methodology is a structured project management methodology. It follows a prescribed process that includes Sprints and Scrums.

**14** **Sprint – Scrum Meetings**  
Within the Agile/Scrum project management methodology there are a set of meetings that are used to plan and manage the process. Rather than analytical tools, this methodology relies heavily on the use of specific targeted meetings.

**15** **Story Cards**  
Story Cards, also known as Product Backlog Items (PBIs) are the technique used for documenting project scope, quality requirements, estimates and priority of the deliverables in an Agile/Scrum project.

**16** **Product Backlog**  
The product backlog is the prioritized list of project deliverables.

**17** **Sprint – Scrum Team**  
The Scrum Team performs the project work conducted during a Sprint on an Agile/Scrum project.

**18** **Scrum Master**  
The Scrum Master is the individual who is responsible for facilitating the Agile/Scrum Sprint process.

**19** **Product Owner**  
The Product Owner role is the person on an Agile/Scrum project who is responsible for establishing and explaining the desired project scope.

**20** **Sprint Controls**  
Sprint Controls are the project management tools that are used by the Scrum Master and Scrum Team to assess performance.

## Process Steps

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**21** **Step 0: Vision**  
A clear goal or vision is essential to project success. That is as true with Agile/Scrum as with traditional projects.

**22** **Step 1: Preparing the Product Backlog**  
Preparing the Product Backlog is the first step in the Agile/Scrum Sprint methodology. It includes creating and prioritizing all the Story Cards.

**23** **Step 2: Assign Scrum Team**  
To do the work of the Sprint, a Scrum Team must be assigned.

**24** **Step 3: Sprint Planning**  
The Sprint is initiated with a Sprint Planning Session that organizes the work, estimates the effort, and initializes the Scrum Board and Burn Down Chart.

**25** **Step 4: Sprint Execution**  
Sprint execution is the actual work of the Scrum team during the Sprint to accomplish the tasks needed to complete each Story in the Sprint Backlog.

**26** **Step 5: Sprint Demonstration**  
The Sprint Demonstration is the formal meeting where the Scrum Team demonstrates to the Product Owner the performance of each deliverable that was created during the Sprint.

**27** **Step 6: Backlog Refinement**  
The Backlog Refinement is the update of the Product Backlog based upon what has been completed and what has been learned in a recently completed Sprint.

**28** **Step 7: Sprint Retrospective**  
The Sprint Retrospective is a lessons learned meeting with a focus of identifying opportunities to improve the performance and management of the next Sprint.

## Managing the Backlog

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**29** **Requirements Management**  
Project requirements management in an Agile/Scrum project is conducted using Story Cards and Backlogs. The list of requirements is variable and is not finalized until the end of the project.

## 30 Stakeholder Engagement

Stakeholder Engagement is the effort by the Product Owner to communicate with all affected stakeholders in order to identify potential requirements and provide project status.

## 31 Writing Story Cards

The Product Owner writes the story cards, which document the requested scope of an Agile/Scrum project.

## 32 Prioritizing the Backlog

The Product Owner must regularly prioritize the Story Cards that make up the Product Backlog and at the beginning of a Sprint he or she must prioritize the Story Cards selected for the Sprint Backlog.

## 33 Release Planning

Release planning allows the Product Owner to manage the rollout of capability in order to obtain feedback and assess progress.

# Managing the Sprint

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## 34 Self-Organizing Teams

Scrum Teams do not rely on assigned project management roles, rather the team organizes and manages itself.

## 35 Sprint Planning – Part 1

The first portion of the Sprint Planning meeting consists of selecting the Sprint Backlog and clarifying Stories.

## 36 Sprint Planning – Part 2

The second part of the Sprint Planning meeting is the time when detailed planning takes place by the Scrum Team and the Sprint is actually initialized.

## 37 Scrum Meetings

During a Sprint, the Scrum Team meets daily at a Scrum Meeting to provide status on progress.

## 38 Removing Roadblocks

Roadblocks are impediments that prevent the Scrum Team from completing Stories and tasks. The Scrum Master is charged with removing or creating a workaround for the Roadblocks.

## 39 Sprint Demonstration Planning

Sprint Demonstration Planning ensures that the Sprint Demo meeting appropriately reflects the work accomplished by the Scrum Team.

# Managing the Agile/Scrum Methodology

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## 40 Role of Management

Agile/Scrum is an organizational approach to project management and requires buy-in from senior management to be effective.

## 41 Organizational Alignment

Organizational alignment is the activity needed to ensure the systems and processes within the organization support the Agile/Scrum methodology and do not undermine it.

## 42 Strategic Alignment

Agile/Scrum projects are often used to implement both product line strategy and operational strategy. They can be used with customer projects – but there are challenges with that approach.

## 43 Project Selection

Senior management also has the role of selecting projects that are suitable for the Agile/Scrum methodology.

## 44 Agile/Scrum Challenges

When implementing Agile/Scrum, there are several process and project challenges that most organizations encounter and must be addressed.

## 45 Agile/Scrum Failure Points

There are common reasons for why an Agile/Scrum implementation initiative will fail. Awareness of these failure points reduces the likelihood that an organization will fall prey to one of these.

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