

# Scrum for Managers

GoSkills online course syllabus

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**Skill level**

Beginner

**Lessons**

34

**Accredited by**

CPD

**Pre-requisites**

None

**Video duration**

2h 57m

**Estimated study time**

17h 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.

## Agile/Scrum Elements

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### 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.

## 8 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.

## 9 Sprint – Scrum Process

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

## 10 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.

## 11 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.

## 12 Product Backlog

The product backlog is the prioritized list of project deliverables.

## 13 Sprint – Scrum Team

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

## 14 Scrum Master

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

## 15 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.

## 16 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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### 17 Step 0: Vision

A clear goal or vision is essential to project success. That is as true with Agile/Scrum as with traditional projects.

### 18 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.

### 19 Step 2: Assign Scrum Team

To do the work of the Sprint, a Scrum Team must be assigned.

- 20 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.
- 21 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.
- 22 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.

## Managing the Backlog

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- 23 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.
- 24 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.
- 25 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.
- 26 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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- 27 Self-Organizing Teams**  
Scrum Teams do not rely on assigned project management roles, rather the team organizes and manages itself.
- 28 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.

## Managing the Agile/Scrum Methodology

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

## 30 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.

## 31 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.

## 32 Project Selection

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

## 33 Agile/Scrum Challenges

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

## 34 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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