MGT6520.E1 Agile Methods
SPRING 2020

PROFESSOR INFORMATION:
Name: Dr. Blair Stephenson, Ph.D., PMP, CSM
Phone Number: 972-279-6511 ext. 220
Email Address: BStephenson@Amberton.edu

COURSE INFORMATION:
MGT6520.E1 Agile Methods
Level: Graduate
Beginning Date of Session: Saturday, March 14, 2020
Ending Date of Session: Thursday, May 21, 2020
Student access available to the Student Portal: Saturday, March 14, 2020.

Students enrolled in distance learning courses are not assessed any additional fees for security or identity verification.

COURSE PREREQUISITES:
MGT6505

TEXTBOOK(S) AND REQUIRED MATERIALS:
Title: PMI-ACP Exam Prep: A Course in a Book for Passing the PMI Agile Certified Practitioner Exam
Author: Mike Griffiths PMI-ACP PMP CSM
Publisher: RMC Publications
Year Published: 2015
Edition: 2nd Edition
ISBN: 10: 1932735984 or 13: 9781932735987
Price: Available at http://amberton.ecampus.com

Title: Agile Practice Guide
Author: Project Management Institute, Inc.
Publisher: Project Management Institute, Inc.
Year Published: 2017
Edition: 1st Edition
Price: Available at http://amberton.ecampus.com

Amberton University has an agreement with eCampus.com to provide a full-service online bookstore to students. The Amberton University Virtual Bookstore is accessible through the University’s website, www.Amberton.edu. There is also a bookstore link in the Student Portal.

The AU Virtual Bookstore provides an easy to use interface, online buyback of books, and same day shipment of most titles with an average delivery time of 2-3 days depending on the student’s location. Textbook options include new, used, rental, and electronic media as available.

Since no books are sold on campus, students should plan accordingly and purchase their books in advance of the first day of class, allowing time for shipping. Be certain you are enrolled in the course before purchasing your book(s). All textbook information (Title, Author, ISBN, etc.) is available in the course syllabi so students can shop competitively. Most textbooks can be purchased from many different textbook vendors. Some textbooks may only be available on the University’s Virtual Bookstore. Students should be careful to obtain the exact resource(s) required for the course.
APA Requirement
APA (American Psychological Association) style is most commonly used to cite sources within the social sciences. This resource, revised according to the 6th edition, second printing of the APA manual, offers examples for the general format of APA research papers, in-text citations, endnotes/footnotes, and the reference page. For more information, please consult the Publication Manual of the American Psychological Association, (6th ed., 2nd printing). All coursework at Amberton University will comply with the standards contained in the APA Publication Manual.

COURSE COMPETENCIES:
The following represents the course competencies for this class. Competencies are equivalent for all lecture and distance learning courses. Following each competency is the assignment used to gain mastery of this area of study.

This course focuses on the strategic and tactical methods applied in the management of Agile projects. Students in this course identify and evaluate influential research from the Agile Project Management body of knowledge regarding the adoption and application of tools, techniques, and processes applied in Agile projects. This course presents essential skills and activities utilized in managing complex Agile projects within modern organizations. Topics include Agile methods applied for value-driven delivery, stakeholder engagement, team performance, adaptive planning and problem detection and resolution in Agile projects.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

1. Identifying and evaluating influential literature relevant to Agile project management methods.
2. Understanding universal ethical principles as applicable in the application of Agile project management in society.
3. Conducting research in the Agile project management field.
4. Application of the Agile Manifesto values and principles using Agile methods.
5. Discussing Agile methods for motivating, building, and mentoring agile teams.
6. Analyzing, evaluating, and applying principles of systems thinking complex adaptive, evolutionary, and chaos.
7. Analyzing, evaluating, and applying Agile project/product analysis and design principles including progressive elaboration, Agile modeling, product backlog, user stories, and collaboration games.
8. Discussing Agile estimation methods of relative sizing (story points), affinity estimating, wideband Delphi, and ideal time.
9. Analyzing, evaluating, and applying methods for team and other stakeholder communication including information radiators, collocation, osmotic communication, social media, active listing, brainstorming, and feedback methods.
10. Discussing the influence of interpersonal skills in Agile projects.
11. Evaluating and applying Agile project metrics including velocity, cycle time, lead-time, EVM for agile projects, work in progress (WIP) and agile KPIs.
12. Discussing Agile planning, monitoring, and adapting methods including timeboxing, WIP limits, backlog grooming/refinement, product-feedback loop, daily standups, trend analysis, retrospectives, and iteration and release planning.
13. Discussing Agile process improvement methods including Kaizen, five WHYs, retrospectives, process tailoring, value stream mapping, control limits, and root cause analysis.
15. Discussing Agile value-based prioritization methods including ROI/NPV/IRR, customer valued prioritization, requirement reviews, minimal viable product (MVP), minimal marketable feature (MMF), relative prioritization/ranking, MoSCoW, and Kano analysis.

COURSE POLICIES:
1. Read and complete all assignments, papers, and exams by the scheduled due date. Assignments are due no later than midnight, Central Standard Time (time in Dallas, TX) on the published due date.
2. Late Assignments: An assignment submitted after the due date will be assessed a penalty of 5% for each day or partial day that it is late. Work submitted more than five (5) days after the scheduled due date will
NOT be accepted without written permission from Dr. Stephenson. There are no options for extra-credit or make-up work in this course.

3. Assignments must be submitted through Moodle Course Management System and Dr. Stephenson must be able to open each assignment in order for it to be considered on time.

4. Assignments will typically be available at one (1) minute after midnight on the first day the assignment is open on Moodle; and will close at one (1) minute (23:59) until midnight on the last day the assignment is open on Moodle.

5. When submitting an assignment as an attachment to an email or an attachment to a Moodle assignment, please include your name, MGT6520.E1, and the assignment number in the subject line of the email as well as on the first page or title page of the assignment. If required, file attachments may be submitted in Word 2007, Word 2010 or later versions of Microsoft Word for this course.

6. Plagiarism is strictly forbidden in this class. All written assignments will be submitted to an online review service to check for plagiarized material. If 15% or more of a student’s assignment is found to be plagiarized, the assignment will be given a zero score. Be certain that all of the material that is drawn from a specific reference source is properly cited according to APA standards.

7. The last day to submit any and all assignments is May 19, 2020.

Moodle Course Chat Room
Courses offered on the Moodle platform are provided with a Chat Room area. During the semester, Dr. Stephenson will be available for online chat each Tuesday evening from 8:30 to 9:00 p.m. CST. This online chat will be an opportunity for students to exchange ideas and ask questions. This time is provided as a resource to students in this course. Participation is optional; but Dr. Stephenson does encourage each student to take advantage of this option for personal interaction with other students and the instructor. These chat sessions offer an opportunity to gain insight and clarification regarding Dr. Stephenson’s expectations – and occasionally, hints that might improve a student’s grade. Just sayin’!

Moodle Discussion Forum
Courses offered on Moodle are also provided with a Discussion Forum area. During this semester, Dr. Stephenson will post a weekly discussion topic question on the Moodle Discussion Forum. During the following week, students are expected to post their thoughts and responses regarding the posted topics. These postings will be graded (25 points during the semester); and they do provide an excellent tool for interaction and discussion regarding Agile project management topics of interest. Each discussion forum will require that a student posts a well-developed answer to the question(s) posed by Dr. Stephenson for that specific forum – AND a well thought out response to at least two other student’s postings.

Student’s Responsibilities
This syllabus contains information, policies and procedures for a specific course. By enrolling, the student agrees to read, understand and abide by the policies, rules, regulations, and ethical standards of Amberton University as contained in the current university catalog and schedule of classes.

Attendance Policy:
Regular and punctual class attendance is expected at Amberton University. In case of absence, it is the student’s responsibility to contact the professor as soon as possible. If a student intends on withdrawing from a course, it is the student’s responsibility to follow the university’s policy on formally withdrawing from a course. Ceasing to attend does not constitute official withdrawal.

Attendance in a Distance Learning course is defined as any submission to Moodle within the enrollment dates of the course, any required submissions outside of Moodle within the enrollment dates of the course, or initiating any communication with your professor regarding an academic assignment. A student in a Distance Learning course is required to actively participate in the course and submit course assignments timely as described in the course syllabus. A student not meeting these requirements may be dropped at the discretion of the professor and Amberton administration.

Plagiarism Policy
Plagiarism is using another person’s work as your own. Plagiarism is a violation of the University’s code of student ethical conduct and is one that is taken seriously. Amberton University operated on an honor system,
and honesty and integrity are essential characteristics of all who are associated with the institution. All Amberton University students are expected to abide by the honor system and maintain academic integrity in all of their work. Amberton University and its instructors monitor student work for plagiarism and reserve the right to submit such work to technology-based anti-plagiarism services and applications at any time.

COURSE OUTLINE AND CALENDAR:

E-Mail Contact: Send e-mail via Moodle to Dr. Stephenson by March 22nd to verify ability to send and receive e-mails via the Moodle MGT6520.E1 course’s e-mail function. Your email should confirm that you have read and understand the course syllabus, course expectations, and Moodle Tutorial. To send an email through Moodle, log onto this course in Moodle; click on “Participants” in the left navigation bar; select my name (Blair Stephenson); click on “Send a Message”; type your email message in the box provided; and click “Send Message”.

The course will be divided into sections covering the History of Agile Project Management, Stakeholder Engagement, Value-Driven Delivery, Adaptive Planning, Team Performance Evaluation, Continuous Improvement, and Problem Detection & Resolution in conjunction with variations of Agile Project Management Methods/Models. One written exercise (25%), five discussion forums (5% each), and a final research paper (50%) will be included. The written exercise will contain essay-type questions. Each discussion forum will require that a student posts a well-developed answer to the question(s) posed by Dr. Stephenson for that specific forum – AND a well thought out response to at least two other student’s postings.

- See Moodle Course Calendar for Weekly Assignment Due Dates.
- See Moodle Weekly Assignments for the Content of Specific Assignments and Readings.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Assignment</th>
<th>Competencies Covered</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1: March 14, 2020 – March 21, 2020</td>
<td>Topics</td>
<td>Readings: PMI-ACP Exam Prep: Chapter 1 Agile Practice Guide: Chapters 1 and 2. Figure A3-1 Read and become familiar with course expectations, syllabus and materials</td>
<td>1, 2, 4 &amp; 7</td>
<td>03/22/20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assignments: Expectations Acknowledgement (via Moodle email): Complete Personal Profile: Week 1 – Discussion Forum: Welcome and Introductions (Not Graded):</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Week 3: March 29, 2020 – April 04, 2020 | **Topic:**  
- Agile Kanban Method  
- Agile Value-Driven Delivery | **Readings:**  
PMI-ACP Exam Prep: Chapters 1 and 2  
Agile Practice Guide: Chapters 2 and 5. Figures 5-3; 6-4 & A3-2. Table A3-3 | **Assignments:**  
Week 3 - Discussion Forum #1: What are the advantages and disadvantages of Agile SCRUM?  
1, 8, 14 & 15 | 4/05/20 |
| Week 4: April 05, 2020 – April 11, 2020 | **Topics:**  
- Agile Extreme Programming (XP) Method  
- Agile Adaptive Planning | **Readings:**  
PMI-ACP Exam Prep: Chapters 1 and 5  
Agile Practice Guide: Chapters 3 and 5. Table A3-2 | **Assignments:**  
Week 4 - Discussion Forum #2: What are the advantages and disadvantages of Agile Kanban?  
1, 6, 7, 8, 12 & 15 | 4/12/20 |
| Week 5: April 12, 2020 – April 18, 2020 | **Topics:**  
- Agile Team Performance Evaluation | **Readings:**  
PMI-ACP Exam Prep: Chapter 4  
Agile Practice Guide: Chapter 5. Figures 5-1 & 5-2. Table 4-1 | **Assignments:**  
Week 5 Essay Question Exercise (Worth 25%): Covers topics from Weeks 1, 2, 3 and 4.  
1, 2, 3, 5, 8, 9, 10, 12, 14 | 4/19/20 |
| Week 6: April 19, 2020 – April 25, 2020 | **Topics:**  
- Review Case Study Scenario (or Student's Personal Situation) | **Readings:**  
| **Week 7:** April 26, 2020 – May 02, 2020 | **Topics:**  
- Agile Feature Driven Development (FDD) Method  
- Agile Dynamic Systems Development Method (DSDM)  
- Agile Continuous Improvement (Kaizen)  
  | **Readings:**  
- PMI-ACP Exam Prep: Chapters 1 and 7  
- Agile Practice Guide: Chapters 5 and 6. Figures 3-5, 5-4, A3-4 and A3-5  
  | **Assignments:**  
- Review Case Study Scenario:  
- Discussion Forum: Review Case Study  
- Week 7 - Assignment: #4: What are the advantages and disadvantages of Agile FDD and DSDM?  
  | 1, 13 & 15 | 5/03/20 |
| **Week 8:** May 03, 2020 – May 09, 2020 | **Topics:**  
- Agile Lean Product Development Method  
- Agile Crystal Method  
- Agile Problem Detection & Resolution  
  | **Readings:**  
- PMI-ACP Exam Prep: Chapters 1 and 6  
- Agile Practice Guide: Chapters 2 and 5. Annex A3. Figure A3-3. Tables 5-1, A3-4 and A3-6  
- Literature Review & Final Case Study Research Paper Handout: Part #2  
  | **Assignments:**  
- Week 8 - Assignment: #5: What are the advantages and disadvantages of Agile Lean and Crystal?  
  | 1, 11, 12 & 13 | 5/10/20 |
| **Week 9:** May 10, 2020 – May 16, 2020 | **Topics:**  
- Future Trends in Agile Project Management  
- Agile Earned Value Management  
- Transitioning to Agile and Overcoming Cultural Resistance  
  | **Readings:**  
- PMI-ACP Exam Prep: Conclusion Agile Practice Guide: Chapter 6. Figures 5-6, 6-1, 6-2 and X3-2. Tables 3-2, 4-1, 4-2 and X2-1  
  | **Assignments:**  
- Week 9 Prepare for Final Research Paper Based on  
- 1, 2, 4, 5, 8, 10, 11 & 14  
  | 5/17/20 |
| Week 10: May 17, 2020 – May 21, 2020 | Topics: Final Research Paper Based on Case Study Presented in Week #6 | Readings: Research to support your final research paper based on Week #6 Case Study | Assignments: Final Research Paper (Worth 50%): Due 5/19/20 | 5/19/20 |

**GRADING CRITERIA:**
Since the exercise and assignments in this course contain written assessments, Dr. Stephenson expects each student to present his/her material with well-written, coherent, properly structured English appropriate for a high level, graduate course with reference citations included correctly (APA compliant). The thoughts and material presented should be original, well-developed and relevant to the specific topic(s) of the assignment. An assignment that is too brief or sparse will typically **NOT** provide an adequate basis for assessing a student’s knowledge and research effort on that particular assignment topic. English grammar, spelling, word choice, and usage (APA compliant) are a part of your grade. **Your final report will be submitted to an online assessment tool to evaluate both your grammar score and a plagiarism score. If 15% or more of your assignment is found to be plagiarized, the assignment will be given a zero score.** Be certain that all of the material that is drawn from a specific reference source is properly cited according to APA standards.

Grading for this course will be as follows:
- Exercise: 25%
- Discussion Forums (5): 25%
- Final Research Paper: 50%

Graduate
- 92 – 100 A
- 82 – 91 B
- 72 – 81 C
- 62 – 71 D
- Below 62 F

**GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:**
A successful distance learning experience requires a flow of communication between instructor and student throughout the session. Instructor comments are considered essential to the learning process. Therefore, each assignment/exam submitted will be reviewed, graded and returned to the student in a timely manner along with the appropriate commentary. Students should carefully review all comments.

Final grades are mailed approximately one week after the last day of the session to the student’s address of record. Amberton University staff will not post or release grades over the phone. University instructors will not leave a message with comments or grades in any type of media that is not secure.

For questions regarding grades after the semester has ended, students should use their University email account and contact the instructor at the faculty email address as provided above in Professor Information area.

**Incomplete Grades**
An “I” (incomplete grade) is given at the discretion of the professor and may be given only when an emergency or illness prevents the student from completing course requirements. Should an “I” be granted, the student has
30 days from the end of the session to complete the conditions of the incomplete. An “I” which is not properly removed within 30 days following the session enrolled will become an “F” grade.

**How To Withdraw From a Course**

To be official, the class withdrawal must be in writing and signed by the student requesting the withdrawal; no withdrawal is accepted verbally. Please review the “Schedule of Classes” (online or in-print) for procedures for class changes or withdrawals and the refund policy and schedule.

**COURSE DELIVERY METHODOLOGY:**

This course is offered as a distance-learning course through the Moodle Learning Platform. Amberton’s distance learning courses, called e-Courses, are identical to classroom courses in terms of learning outcomes, competencies, and instructor expectations. A student choosing to take an e-Course must have the following skills and technical capabilities:

1. Access to the Internet
2. General knowledge in:
   - Internet browser settings and configuration
   - e-mail and file attachments
   - Uploading and downloading files
   - Using a word processing package
3. Ability to conduct on-line research

Students who have not mastered these skills should not enroll for this course, but should consider enrolling in MIS2110 Computer Concepts and Internet Technologies for instruction in these areas.

**HOW TO ACCESS YOUR COURSE:**

**Through the Amberton University Student Portal**

Students enrolled in distance learning courses using the Moodle Learning Platform may access the course through the Amberton University Student Portal. The site may be accessed through the University’s main page (http://www.Amberton.edu) or at http://apps.Amberton.edu. After selecting the “Student Portal” link, you will be prompted for a Username and Password.

Use your assigned **username and password** (AUID) as described below to enter the AU Student Portal:

**Username** = your capitalized firstname initial+lastname+last 3 digits of your SSN.
* Use your name exactly as it is listed on the University’s records, including any suffixes or hyphenations, such as Jr, Sr, or II, as a part of your username.

For example: James Jones, Jr.  SSN: 123-45-6789
Username:  JJonesJr789

**Password** = your Amberton University ID# (AUID) including the dashes

For example:  04-999-999

Once your login has been validated, you may select from a variety of menu options, including your individual E-Course, email account, Remote Research, General Tools, all Syllabi, Research Tutorials and Electronic Instructor Folders (FTP).

If you are accessing the Student Portal from a public or shared computer, close the browser completely when finished, or click on the Logout button. For security purposes, no other person should have access to your Username or Password. If you feel your information has been compromised or if you experience technical difficulties, contact the e-course system administrator at: e-sysop@amberton.edu
If you have lost or do not know your Amberton ID#, please contact the Student Services Office 972/279-6511 or advisor@Amberton.edu for a replacement AUID card. You must know your Amberton ID# to gain access to the course and to send email to your professor.

**Through the Amberton University Moodle Website**

Students enrolled in distance learning courses using the Moodle Learning Platform may also access the course by going to: http://moodle.Amberton.edu

For those utilizing Moodle for the first time, the **username and password** for the Moodle Learning Platform will be emailed to the student’s University email account prior to the start of the course. For those returning to Moodle who do not remember their username and password, click on the link “Forgotten your username or password” available on the Moodle log in page (http://moodle.Amberton.edu). Otherwise use the same username and password as previous session.

**Moodle Tutorial:**

Upon successful log in and access to the Moodle learning platform, there is a Student Moodle Tutorials course available, to learn about the basics of Moodle. Simply click on the link for the Student Moodle Tutorials and read through the various learning topics: Navigating; Communicating; Assignments & Exams; Grades; and Student Resources.

**COURSE COMMUNICATIONS:**

Students will communicate with faculty through the Moodle Learning Platform or the Amberton University email system.

Each student enrolled is assigned an Amberton email account, which gives the student access to the Amberton email system (my.Amberton.edu). This email account is provided by Google Apps for Education. Students are encouraged to check their email regularly for University news, notices, and to communicate with instructors.

The student’s assigned email address would be Username@my.Amberton.edu

Example: LJones-Smith789@my.Amberton.edu

The student Username is determined by:

firstname initial+lastname+last 3 digits of student ssn.

For example: Linda Jones-Smith SSN: 123-45-6789
Email Address = LJones-Smith789@my.Amberton.edu

Students will be prompted for a Username and Password when accessing their email account. Use the Username portion of the email address as the username (Example: LJones-Smith789) and your Amberton ID# (including the dashes) as the password.

If you already have a Google gmail account, you might be prompted to add this account to your current account. Click ‘Yes’ and you will be logged into your my.Amberton.edu email account. It will be a separate email account from your personal gmail account.

If you need assistance with your email account, please visit https://support.google.com/mail

**Students are responsible for reviewing the “Communication Guidelines” provided on the individual E-Course for specific instructor requirements.**

Upon completion of a session, all communication and course specific information is removed from the Moodle system. If a student needs to maintain a record of communications or assignments, the student is strongly encouraged to print out or download these items to a disk for their own records.
FORMAT AND SUBMISSION OF ASSIGNMENTS:
Assignments are to be submitted to the appropriate assignment Drop Box in the Moodle system. Specific directions and guidelines for submission of assignments are located on-line in the “Communication Guidelines” of the e-course. Due to compatibility issues, Office 2007 files cannot be read by earlier versions of Microsoft Office. Before submitting an exercise file, confirm the file is in the proper format for grading by the instructor.

INSTRUCTOR/COURSE EVALUATION:
Each session, all Amberton students are provided with the opportunity to evaluate their courses and instructors. The evaluation process is an important one and provides students with an anonymous and confidential way to give meaningful feedback to the University. Summary information and comments are provided to faculty after the close of the session. All information provided is anonymous.

The Instructor/Course Evaluation will be open for completion during week 9 of the session. An evaluation assignment will be placed in week 9 of the Moodle course, along with the instructions on how to complete the evaluation. Prior to week 9, the University will send out an email containing instructions and dates for the evaluation period.

ACADEMIC HONESTY/PLAGIARISM:
Plagiarism is the presentation of someone else’s information as though it were your own. If you use another person’s words, ideas or information, or if you use material from a source – whether a book, magazine, newspaper, business publication, broadcast, speech, or electronic media – you must acknowledge the source. Failure to do so violates Amberton University’s ethics policy.

RESEARCH RESOURCES:
The student is encouraged to use the Amberton Electronic Library as a research resource for this course. The Electronic Library provides access to full-text and abstract articles as well as links to a variety of remote research tools. Students can search Amberton Library Resource Center holdings through the on-line public access circulation system. The physical library contains a specialized collection of research materials specifically chosen to support the degrees and courses offered at Amberton. Interlibrary loan and document delivery services are available. The TexShare Card offers borrowing privileges in libraries all across the state of Texas. Students with research questions or questions about Library services are encouraged to visit the Library or email their questions to library@Amberton.edu.

RESEARCH TUTORIALS:
Online research resources are available through “Research Tools Database”, accessible through the Student Portal. (For additional assistance, students may access the “Research Tutorials” link located in the General Tools area on the Student Portal.) Access the Portal by clicking “Student Portal” from the University’s website. You must know your Amberton ID to access the Portal.

Library Live Chat Feature
The website allows for a live chat feature with librarians on the library pages. This service allows students to connect with librarians on questions regarding resource assistance, searching data bases and access to library services. www.amberton.edu/current-students/library/index.html