MGT6525.E1 Advanced Agile Project Management
Winter 2021

PROFESSOR INFORMATION:
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COURSE INFORMATION:
MGT6525.E1 Advanced Agile Project Management
Level: Graduate
Beginning Date of Session: Saturday, December 5, 2020
Holiday Break   December 18, 2020 – January 1, 2021
Ending Date of Session: Thursday, February 25, 2021

Student access available to the Student Portal: Saturday, December 5, 2020.

Winter Holiday Break:
Friday, December 18th, 2020 through Friday, January 1st, 2021
(Classes resume on Saturday, January 2nd, 2021)

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

COURSE PREREQUISITES:
MGT6505, MGT6515, MGT6520

TEXTBOOK(S) AND REQUIRED MATERIALS:
Title: Enterprise Agility for Dummies
Author: Doug Rose
Publisher: John Wiley & Sons, Inc.
Year Published: 2018
Edition: 1st
ISBN: 10: 111944613 or 13: 9781119446132
Price: Available at http://amberton.ecampus.com

Title: A Seat at the Table: IT Leadership in the Age of Agility
Author: Mark Schwartz
Publisher: IT Revolution Press
Year Published: 2017
Edition: 1st
ISBN: 10: 1942788119 or 13: 9781942788119
Price: Available at http://amberton.ecampus.com

Title: Agile Project Management for Dummies
Author: Mark C. Layton, Steven J. Ostermiller
Publisher: John Wiley & Sons, Inc
Year Published: 2020
Edition: 3rd
ISBN: 10: 1119676991 or 13: 9781119676997
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 7th edition, 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, (7th ed.). 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 provides students with an opportunity to demonstrate academic achievement and practical knowledge of Agile project management tools, techniques, and processes necessary for effective and efficient product delivery. In this course, students demonstrate their ability to integrate and utilize Agile project management knowledge accumulated in prior course-work through the selection and completion of a course project. Students apply their knowledge by developing and presenting project justification, Agile product delivery plan, and other Agile project management artifacts that describe how to manage and complete the course project.

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

1. Identifying and evaluating influential literature relevant to advanced agile project management topics.
2. Understanding universal ethical principles as applicable in the application of Agile project management in society.
3. Identifying, evaluating, and applying Agile principles and mindset within the context of the project team and organization.
4. Understanding the implications of producing valuable project results by producing high-value increments for review, early and often, based on stakeholder priorities.
5. Discussing the importance of engaging current and future interested Agile project stakeholders through building a trusting environment that aligns their needs and expectations and balances their requests with an understanding of the cost/effort involved.
6. Discuss contract and procurement management for Agile projects.
7. Analyzing, evaluating, and application of stakeholders' feedback to prioritize and improve future product development increments.
8. Evaluating stakeholder participation and collaboration throughout the Agile project life cycle.
9. Analyzing, evaluation, and application of agile practices for effective coordination and informed decision making in the Agile project management context.
10. Creating an environment of transparency, trust, and conflict resolution that promotes team self-organization and cultivates a culture of high performance.
11. Producing and maintaining an evolving Agile project management plan, from initiation to closure, based on goals, values, risks, constraints, stakeholder feedback, and review findings.
12. Discussing the Agile practice of continuous identification of problems, impediments, and risks.

13.	Discussing the importance of evidenced based learning (inspection and adaptation) in Agile projects.
14.	Discussing continuous improvement of quality, effectiveness, and value of the product, the process, and the team in the Agile project management context.

COURSE POLICIES:
Students are expected to participate in course discussion and submit written assignments on the date scheduled. Generally, make-up assignments will not be allowed, and written assignments submitted after the date due will not be accepted. Exceptions will be considered on a case-by-case basis and only if the student has contacted the professor before the scheduled assignment due date. Any assignment submitted late, regardless of circumstances, will be assessed an initial 10% penalty and 10% for each additional day the assignment is late. All assignments must be submitted for grading by the last day of the course. Please refer to the professor's expectations for detailed course information.

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 and engagement is expected at Amberton University. In case of an 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 classes does not constitute an official withdrawal.

Attendance in a lecture course is defined as punctual arrival to, and engagement in, a full lecture session. Attendance in a distance learning course is defined as active participation in the weekly online class sessions. "Active participation" can be defined as: submitting an academic assignment, taking an exam, engaging in an interactive tutorial, participating in an online discussion forum (or chat session), or initiating (or responding to) a communication with a faculty member about an academic assignment or the subject matter of the course. A student not meeting these requirements may be dropped at the discretion of Amberton University.

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:

Week	Topic	Assignment	Competencies Covered	Due Date
Week 1:	Welcome and Introductions Universal ethical principles in the application of Agile project management in society.	Readings/Video: Text: Layton & Ostermiller (2017). Text: Agile Project Management for Dummies: Chapter 1, 3 Text: Rose (2018). Text: Enterprise Agility for Dummies: Chapter 1 Article: PMI Code of Professional Conduct	1, 2	

		Article: Agile Ethics and Values (article) Video: Agile Project Management (APM) Framework		
		Week 1 – Class Collaboration		*Live session Monday of Week 1*
		Course expectations acknowledgment		*Saturday of Week 1*
		Week 1: Discussion – Welcome and Introductions	1, 2	*Initial post due by Saturday of Week 1 replies due by Wednesday of Week 2*
		Week 1: Discussion – Ethical principles and the in the application of Agile Project Management in Society	1, 2	*Initial post due by Saturday of Week 1 replies due by Wednesday of Week 2*
Week 2:	Agile principles and mindset within the context of the project team and organization. Course Project – Selection / Identification	Readings/Video: Text: Layton & Ostermiller (2017). Agile Project Management for Dummies: Chapters 2, 5, 6 Text: Rose (2018). Enterprise Agility for Dummies: Chapter 2, 9 Article: Agile Mindset for Project Management Video: Exploring the Agile Mindset Video: Developing the Agile Mindset for Organizational Agility	1, 3, 11	
		Week 2 – Class Collaboration		*Live session Monday of Week 2*
		Week 2: Discussion – Agile principles and mindset	1, 3, 11	*Initial post due by Saturday of Week 2 replies due by Thursday of Week 3*
		Course Project – Topic Selection	1, 3, 11	*Due by Saturday of Week 2*
Week 3:	Producing valuable project results by producing high-value increments for review, early and often, based on stakeholder priorities.	Readings/Video Text: Layton & Ostermiller (2017). Agile Project Management for Dummies: Chapter 7, 8, 19	1, 4, 11	

	Course Project – Envision	Text: Rose (2018). Enterprise Agility for Dummies: Chapter 14 Video: Value-Based Analysis Video: Value Stream Analysis Video: Feature Decomposition & Incremental Delivery		
		Week 3 – Class Collaboration		*Live session Monday of Week 3*
		Week 3: Discussion – Agile Change Management	1, 4, 11	*Initial post due by Saturday of Week 3 replies due by Wednesday of Week 4*
		Week 3: Discussion – Enterprise Agility	1, 4, 11	*Initial post due by Saturday of Week 3 replies due by Wednesday of Week 4*
		Course Project – Envision Artifacts	1, 4, 11	*Due by Saturday of Week 3*
Week 4:	Engaging current and future interested Agile project stakeholders through building a trusting environment that aligns their needs and expectations and balances their requests with an understanding of the cost/effort involved. Creating an environment of transparency, trust, and conflict resolution that promotes team self-organization and cultivates a culture of high performance. Course Project - Speculate	Readings/Video Text: Layton & Ostermiller (2017). Agile Project Management for Dummies: Chapter 8, 9, 20 Text: Rose (2018). Enterprise Agility for Dummies: Chapter 10, 13. Text: Schwartz (2017). A Seat at the Table: Charters 1, 2, 3. Article: Agile Practices: The Impact of Trust in Software Project Teams Video: Doing Twice the Work in Half the Time – Jeff Sutherland TEDx Talk	1, 5, 11	
		Week 4 – Class Collaboration		*Live session Monday of Week 4*
		Week 4 Discussion – How Agility Improves Performance	1, 5, 11	*Initial post due by Saturday of Week 4 replies due by Wednesday of Week 5*

		Week 4: Discussion – Trust, Transparency, Conflict, and Agility	1, 5, 11	*Initial post due by Saturday of Week 4 replies due by Wednesday of Week 5*
		Course Project – Speculate Artifacts 1	1, 5, 11	*Due by Saturday of Week 4*
Week 5:	Stakeholders' feedback to prioritize and improve future product development increments. Evaluating stakeholder participation and collaboration throughout the Agile project life cycle. Course Project - Speculate	Readings/Video: Text: Layton & Ostermiller (2017). Agile Project Management for Dummies: Chapters 9, 10, 20 Text: Rose (2018). Enterprise Agility for Dummies; Chapter 11 Schwartz (2017). A Seat at the Table: Charters 4, 5, 6 Instructor's Notes / Video	1, 7, 8	
		Week 5 – Class Collaboration		*Live session Monday of Week 5*
		Week 5: Discussion – CIO's (Management) and Agility Today	1, 7, 8	*Initial post due by Saturday of Week 5 replies due by Wednesday of Week 6*
		Week 5: Discussion – Driving Change through Agility	1, 7, 8	*Initial post due by Saturday of Week 5 replies due by Wednesday of Week 6*
		Course Project – Speculate Artifacts 2	1, 7, 8	*Due by Saturday of Week 5*
Week 6:	Analyzing, evaluation, and application of agile practices for effective coordination and informed decision making in the Agile project management context. Course Project - Explore	Readings/Video: Text: Layton & Ostermiller (2017). Agile Project Management for Dummies: Chapter 11, 12, 18 Rose (2018). Text: Enterprise Agility for Dummies: Chapters 5, 6 Text: Schwartz (2017). A Seat at the Table: Charters 7, 8, 9 Instructor's Notes / Video	1, 9, 11	
		Week 6 – Class Collaboration		*Live session Monday of Week 6*

		Week 6: Discussion – Effective coordination and informed decision making in the Agile projects	1, 9, 11	*Initial post due by Saturday of Week 6 replies due by Wednesday of Week 7*
		Week 6 Discussion – Earning the Seat (Planning, Requirements, Transformation	1, 9, 11	*Initial post due by Saturday of Week 6 replies due by Wednesday of Week 7*
		Course Project – Explore Artifacts 1	1, 9, 11	*Due by Saturday of Week 6*
Week 7:	The Agile practice of continuous identification of problems, impediments, and risks. Evidenced-based learning (inspection and adaptation) in Agile projects. Course Project – Explore	Readings/Video: Text: Layton & Ostermiller (2017). Agile Project Management for Dummies: Chapter 11, 12, 18 Text: Rose (2018). Enterprise Agility for Dummies: Chapters 7, 8 Schwartz (2017). A Seat at the Table: Charters 10, 11, 12 Instructor's Notes / Video	1, 11, 12, 13	
		Week 7 – Class Collaboration		*Live session Monday of Week 7*
		Week 7 Discussion – Evidenced-based learning and Agility	1, 11, 12, 13	*Initial post due by Saturday of Week 7 replies due by Wednesday of Week 8*
		Week 7 Discussion – Earning the Seat (Enterprise Architecture, Build Versus Buy, Governance and Oversight	1, 11, 12, 13	*Initial post due by Saturday of Week 7 replies due by Wednesday of Week 8*
		Course Project – Explore Artifacts 2	1, 11, 12, 13	*Due by Saturday of Week 7*
Week 8:	Continuous improvement of quality, effectiveness, and value of the product, the process, and the team in the Agile project management context. Course Project – Adapt	Readings/Video: Text: Layton & Ostermiller (2017). Agile Project Management for Dummies: Chapter 15 Text: Schwartz (2017). A Seat at the Table: Charters 13, 14 Instructor's Notes (Video)	1, 11, 14	

		Week 8 – Class Collaboration		*Live session Monday of Week 8*
		Week 8 Discussion – Lean Practices & Continuous Improvement in Agile	1, 11, 14	*Initial post due by Saturday of Week 8 replies due by Wednesday of Week 9*
		Week 8 Discussion – Earning the Seat (Risk, Quality, Shadow IT)	1, 11, 14	*Initial post due by Saturday of Week 8 replies due by Wednesday of Week 9*
		Course Project – Adapt Artifacts	1, 11, 14	*Due by Saturday of Week 8*
Week 9:	Contract and procurement management for Agile projects. Course Project – Close	Readings/Video: Text: Layton & Ostermiller (2017). Agile Project Management for Dummies: Chapter 12 Article: Agile Contracting Instructor's Notes / Video	1, 6, 9, 11	
		Week 9 – Class Collaboration		*Live session Monday of Week 9*
		Week 9: Discussion – Agile Contracts & Procurements	1, 6, 9, 11	*Initial post due by Saturday of Week 9 replies due by Thursday of Week 10 (Last Day of Class)*
		Week 9: Discussion – Management and Agility the Future	1, 6, 9, 11	*Initial post due by Saturday of Week 9 replies due by Thursday of Week 10 (Last Day of Class*
		Course Project – Close Artifact	1, 6, 9, 11	*Due by Saturday of Week 9*
Week 10:	Course Completion and Reflection Course Project - Retrospective	Readings: None	*N/A*	
		Week 10 – Class Collaboration		*Live session Monday of Week 10*
		Week 10 – Discussion: Course Retrospective		*Thursday of Week 10 (Last Day of Class)*
		Course Project – Retrospective		*Thursday of Week 10 (Last Day of Class)*

GRADING CRITERIA:

Assignment	% of Grade

Class Collaboration	10%
Weekly Discussions	50%
Course Project	40%
Total	100%

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