

# PMBOK & Agile





# Introduction Survey

- With at least one other person, list PMBOK knowledge areas or process groups you won't find under an agile model.
- 2 minutes
- Be ready to share what you learned.



# Oath of Non-Allegiance

“I promise not to exclude from consideration any idea based on its source, but to consider ideas across schools and heritages in order to find the ones that best suit the current situation.”

*-Alistair Cockburn, 2010*



# PMBOK

## Process Groups

- Initiating
- Planning
- Executing
- Monitoring & Controlling
- Closing

## Knowledge Areas

- Integration
- Scope
- Time
- Cost
- Quality
- HR
- Communications
- Risk
- Procurement
- Stakeholder



# Agile Manifesto

“We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

<b>Individuals and interactions</b>	over	<b>processes and tools</b>
<b>Working software</b>	over	<b>comprehensive documentation</b>
<b>Customer collaboration</b>	over	<b>contract negotiation</b>
<b>Responding to change</b>	over	<b>following a plan</b>

That is, while there is value in the items on the right, we value the items on the left more.”

Kent Beck Mike Beedle Arie van Bennekum Alistair Cockburn  
Ward Cunningham Martin Fowler James Grenning Jim Highsmith Andrew Hunt  
Ron Jeffries Jon Kern Brian Marick Robert C. Martin  
Steve Mellor Ken Schwaber Jeff Sutherland Dave Thomas

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# The 12 Agile Principles

- 1 Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- 2 Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- 3 Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- 4 Business people and developers must work together daily throughout the project.
- 5 Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- 6 The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- 7 Working software is the primary measure of progress.
- 8 Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- 9 Continuous attention to technical excellence and good design enhances agility.
- 10 Simplicity--the art of maximizing the amount of work not done--is essential.
- 11 The best architectures, requirements, and designs emerge from self-organizing teams.
- 12 At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.



# Common Agile Techniques






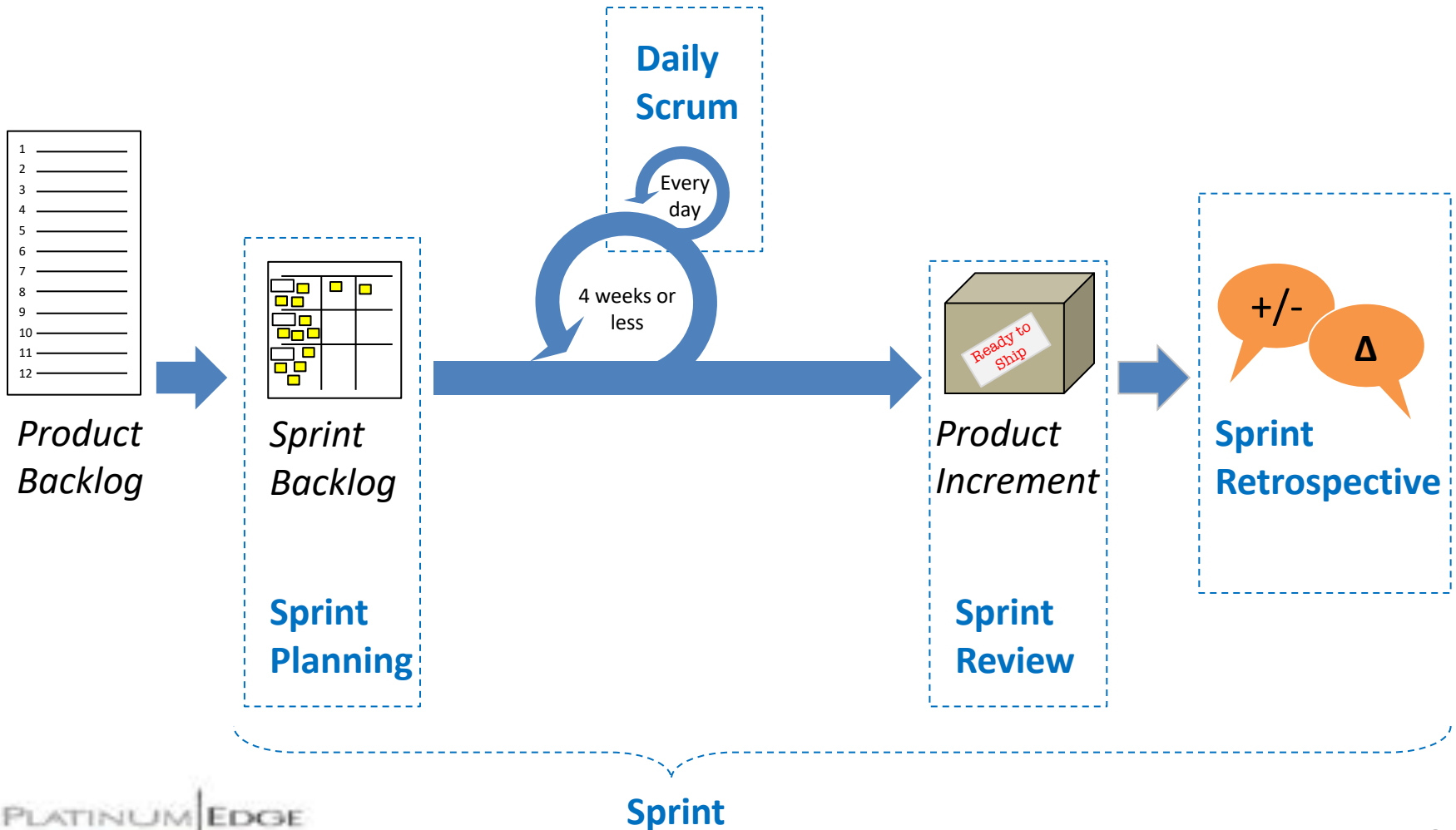
## The Agile Umbrella

- Adaptive Software Development
- Agile Unified Process (AUP)
- Agile Data Method
- Crystal Clear
- DSDM
- Essential Unified Process (EssUP)
- Extreme programming (XP)
- Feature Driven Development (FDD)
- Getting Real
- ICONIX Process
- Lean software development
- Open Unified Process (OpenUP)
- Scrum



# Scrum Framework

-  Roles (3)
-  Artifacts (3)
-  Events (5)







# Scrum + Common Agile Practices + Process Groups

- Scrum Artifacts
- Scrum Events
- Common Agile Artifacts & Events
- PMBOK Process Groups

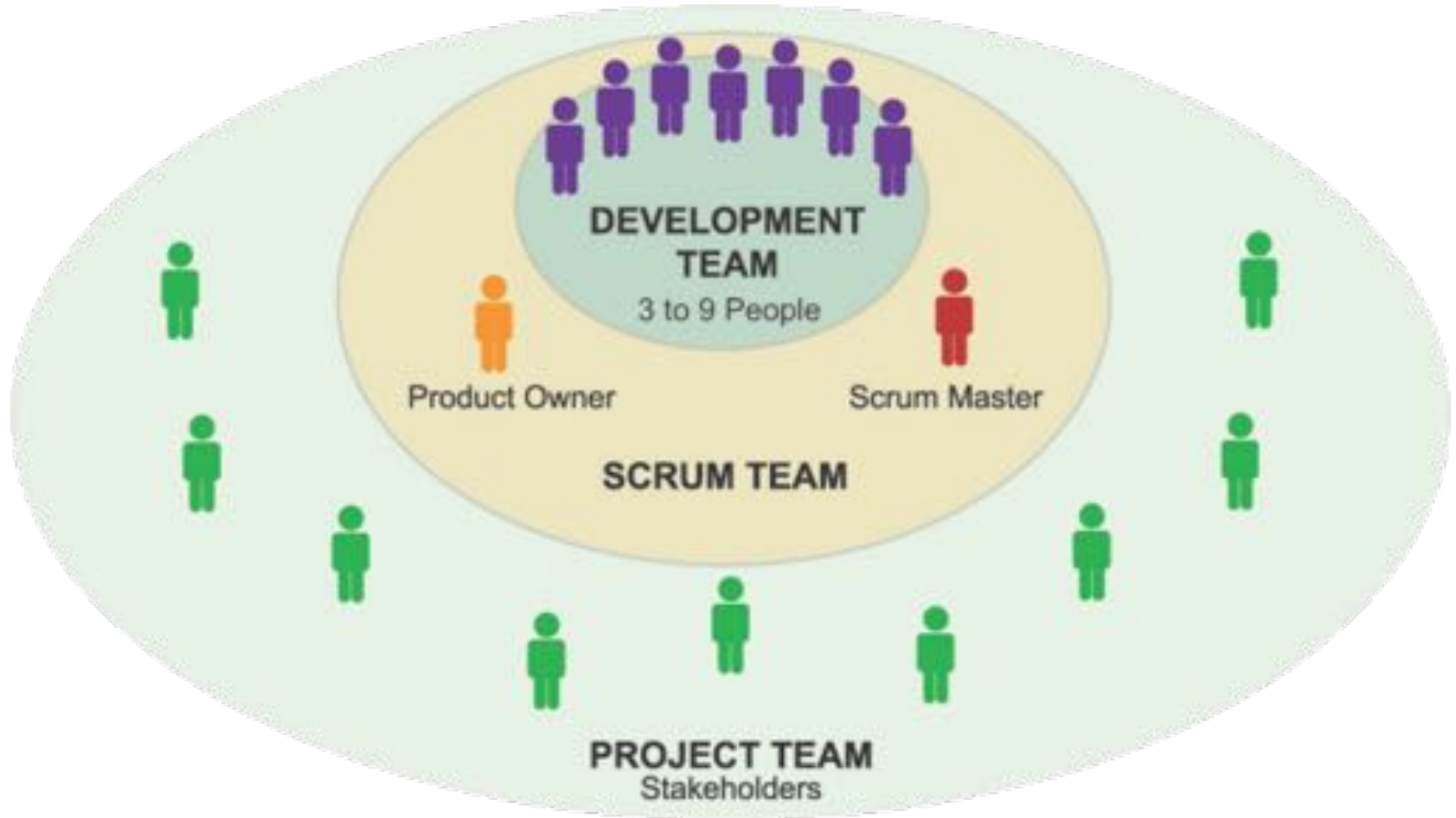


Initiation & Planning      Execution      Closing

Monitoring & Controlling



# Scrum Teams





# Scrum Governance





## Exercise: Scrum Roles

- Go to your whiteboards and list 10 activities a traditional project manager does. Be specific!
- Next to each activity, write who is responsible for this activity in Scrum.
- Prepare for instructor questions.





# Resources

## Websites:

Scrum Alliance:

<http://www.scrumalliance.org>

ScrumPLoP:

<http://scrumplop.org>

## Books:

*Agile Project Management For Dummies*  
Mark Layton & Steve Ostermiller

*Scrum For Dummies*  
Mark Layton

*Slack: Getting Past Burnout, Busywork  
and the Myth of Total Efficiency*  
Tom DeMarco

*Stand Back and Deliver*  
Pollyanna Pixton



## Video:

*Agile Foundations Live Lessons*



*Agile Estimating and Planning*  
Mike Cohn

*Agile Testing*  
Lisa Crispin, Janet Gregory

*Extreme Programming*  
Ron Jeffries, Chet Hendrickson

*Agile Retrospectives*  
Esther Derby






# Thank You!

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“ Hey Mark - Thanks for the wonderful CSM class several weeks ago. Looking forward to your weekend CSPO class in the near future! Tom H.	“ Mark was a wonderful presenter. He kept the class engaged, easily transferred knowledge to students and answered questions effectively. Jacklyn R.	“ At this time, I don't have much to say other than the fact the training was fantastic - Mark did a fabulous job! M.G.
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