



FOUNDATIONAL CONCEPTS

Project: a temporary group of related tasks undertaken to create a unique product, service, or result.

Program: a group of related projects and operations coordinated together in a larger effort than a project.

Portfolio: an organization's entire investment in projects and programs.
 (SEE DIAGRAM 1)



Project Management: using skills, knowledge, and resources to satisfy project requirements.

Process: 1 of 49 packages of inputs, tools, and outputs used to produce specific output(s) for the project. (SEE DIAGRAM 2)



Phases: groups of project activities separated by milestones to evaluate phase deliverables.

Project Life Cycle: a group of project phases specified by an organization's project management methodology.

Methodology: an organization's specific implementation of project processes, a set of steps to manage a project.

Triple Constraint: the concept that scope, time, and cost are interrelated; one cannot change without affecting at least one of the others, also known as the "Iron Triangle".
 (SEE DIAGRAM 3)



Baseline (BL): the original plan plus all approved changes (scope, schedule, cost).

System: a set of formal management procedures, rules, processes, people, etc. that support an outcome.

Historical information: information from previous projects used to evaluate future project decisions.

Lessons Learned: documented variances (historical information) used to avoid variances in current and future projects.

Progressive Elaboration: an iterative approach where planning occurs in cycles rather than only up front.

PM Skills: Leading, Communicating, Negotiating, Problem-solving, influencing, Delegating, and being Proactive.

MANIFESTO FOR AGILE SOFTWARE DEVELOPMENT

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

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

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

AGILE METHODOLOGIES:

Scrum: A popular methodology built upon 3 pillars of visibility, inspection, and adaptation, defining roles of Scrum Master, Product Owner and Team, practicing daily stand-up meetings, iterations are Sprints, preceded by a planning meeting, Pull work from a prioritized backlog, and hold a retrospective at the end of each sprint.

Kanban: focuses on promoting visibility of the work-in-progress (WIP) and limiting the amount of WIP the team allows.

Lean: based on the seven principles of Eliminate Waste, Amplify Learning, Decide as Late as Possible, Deliver as Fast as Possible, Empower the Team, Build Integrity In, and See the Whole.

XP - extreme Programming: highly disciplined methodology that runs 1 week iterations, programmers work in pairs, XP defines roles of Coach, Customer, Programmer, Tracker, and Tester.

AGILE MANIFESTO 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 sponsor, 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.



PROJECT MANAGEMENT APPROACHES:

PREDICTIVE

Waterfall / Sequential / Traditional

- Risk and cost to be controlled through planning
- Requirements understood upfront
- Stakeholders communicated with at major milestones
- Change requests discouraged
- One big deliverable

HYBRID

Blend aspects of agile and predictive

AGILE

Adaptive / Iterative / Incremental

- Risk and cost to be controlled through frequent small releases
- Requirements evolving
- Stakeholders deeply involved/engaged
- Change requests encouraged
- Frequent, small deliverables

PROJECT ROLES

Project Manager: in predictive, the person ultimately responsible for the project; authorized to spend budget and assign resources to realize project goals.

Project Coordinator: a role weaker than a project manager; may assign project resources but not authorized to spend funds.

Project Expeditor: a role weaker than a project coordinator; reports on project progress without authority to assign resources or spend funds.

Project Sponsor: responsible for funding the project; typically a senior manager; may or may not be the customer.

Senior Management: a role higher in organization than the project manager; prioritizes projects, authorizes PM, resolve organization conflicts and issues.

Stakeholder: a person or group who may influence the project or who has an interest in the project, whether positive or negative.

Functional Manager: a department manager who "owns" project resources; administers human resource management responsibilities for employees.

Project Office: an supporting or controlling department regarding methodologies, tools, standards, best practices, and audits.

Program Manager: responsible for programs; coordinating several related projects to achieve a common goal.

Product Owner: Agile role that represents the customer, users, and stakeholders; understands and advocates for feature value; maintains the product backlog; leads the first part of iteration planning meeting; 1 of 3 defined Scrum roles (1-Product Owner, 2-Team, 3-Scrum Master).

Customer: individual or organization to accept the deliverables; participates on agile team.

Agile Project Manager / Coach / Team Facilitator / Team Lead: a servant leader who participates on the team in conspicuous ways; helps the team focus on and use agile principles; helps identify and remove obstacles and wasteful activities that could slow progress.

Team: group responsible for planning, executing, and monitoring and controlling the project; typically involves the sponsor; agile teams are empowered to make decisions for the project and often include the customer; 1 of 3 defined Scrum roles.

Scrum Master: 1 of 3 defined Scrum roles; coach responsible for helping the team follow the Scrum process.

Servant Leader: principle stating that leadership roles (e.g., Coach or Scrum Master) function best when they lead by serving the team, not asking anything of the team that they would not be willing to do themselves.

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