






Level 6 Advanced Diploma in Project Management (889)
226 Credits



Unit: Agile Project Management	Total Qualification Time: 300
Exam Paper No.: 3	Number of Credits: 30
Prerequisites: Project Management knowledge and management experience.	Corequisites: A pass or better at Level 5 Diploma level.
<p>Aim: There are two project management approaches; Predictive and Adaptive. In predictive, there is detailed upfront planning because project team has a full understanding of product to be produced i.e. building a bridge. This comprehensive documentation is used to produce the required product. However, in adaptive; there is no clarity on product to be produced; i.e. software, hence it is not possible to have detailed upfront planning. Instead, create 2 or 3 samples and show them to the customer. The customer chooses the one most appropriate and give feedback. The team uses this feedback to create next version; and this cycle continues. This adaptive development approach is called Agile. There are a number of Agile development processes; namely, DSDM, XP, Crystal, SCRUM etc. This course will focus on Agile DSDM Project Management. After learning DSDM, it is very easy to understand SCRUM, the most simple and popular Agile system.</p>	
Required Materials: Recommended Learning Resources.	Supplementary Materials: Lecture notes and tutor extra reading recommendations.
Special Requirements: The unit requires the use of project management software	
<p>Intended Learning Outcomes:</p> <p>1 Understanding the differences between predictive and adaptive project management approaches.</p> <p>2 Understand the practical implementation of processes and roles/responsibilities in DSDM.</p> <p>3 Understand development timeboxes and daily stand-up requirements.</p> <p>4 The Agile Manifesto collaboration and project systems timeline.</p>	<p>Assessment Criteria:</p> <p>1.1 Define predictive approach</p> <p>1.2 Define adaptive approach</p> <p>1.3 Demonstrate incremental delivery and iteration development.</p> <p>1.4 Assess how quality is achieved in Agile context.</p> <p>1.5 Explain the importance of collaboration</p> <p>1.6 Present MoSCoW prioritisation</p> <p>1.7 Evaluate scope, time, cost and quality in traditional vs DSDM approaches.</p> <p>1.8 Demonstrate DSDM principles</p> <p>2.1 Assess the DSDM process phases</p> <p>2.2 Examine DSDM configuration process</p> <p>2.3 Demonstrate business, management, technical and process oriented roles.</p> <p>2.4 Justify the products/documents of each DSDM phase.</p> <p>2.5 Explore high-level and detailed plans.</p> <p>3.1 Define timeboxing</p> <p>3.2 Demonstrate structured system partitions</p> <p>3.3 Enable MoSCoW prioritisation dependencies</p> <p>3.4 Develop stand-up meeting user stories</p> <p>3.5 Describe project life cycle activities</p> <p>3.6 Assess how, when and how estimation is achieved.</p> <p>3.7 Define the importance and characteristics of modelling.</p> <p>4.1 Demonstrate Agile software development manifesto</p>

<p>5 The different DSDM roles that are associated to business, technical, management and process oriented people.</p>	<p>4.2 Define DSDM benefits 4.3 Elaborate DSDM principles 4.4 Be able to present DSDM structure</p>
	<p>5.1 Explain business sponsor role 5.2 Explain the different business people roles 5.3 Outline the different technical people roles 5.4 Explain the different management people roles 5.5 Outline the different process oriented people roles 5.6 Be able to design DSDM organisational structure.</p>
<p>6 DSDM consists of business, technical, management and governance products; leading to separation of products and easy control.</p>	<p>6.1 Be able to describe milestone products 6.2 Describe high-level solution definition design framework 6.3 Demonstrate evolutionary documents 6.4 Describe difference between solution increment and deployment solution 6.5 Be able to develop Project Approach Questionnaire (PAQ) 6.6 Describe purpose of timebox plan</p>
<p>7 The DSDM process includes two aspects; development and management which leads to better implementation and control.</p>	<p>7.1 Describe purpose of both pre-project and post-project phases 7.2 Evaluate products created in feasibility phase 7.3 Demonstrate importance of foundation phase 7.4 Outline advantages of having many releases during the project. 7.5 Describe Evolutionary Development activities.</p>
<p>Methods of Evaluation: A 3-hour written examination paper with five essay questions, each carrying 20 marks. Candidates are required to answer all questions. Candidates also undertake project/coursework in Agile Project Management with a weighting of 100%.</p>	

Recommended Learning Resources: Agile Project Management

<p>Text Books</p>	<ul style="list-style-type: none"> • Agile Project Management with Kanban by Eric Brechner. ISBN-10: 0735698953 • Agile Project Management by Adam Ross. ISBN-13: 979-8607688721 • Agile: Learn Agile Project Management by Jeremy Europe. ISBN-13: 979-8630939456 • Agile Project Management in easy steps by John Carroll and David Morris. ISBN-10: 1840786418
<p>Study Manuals</p> 	<p>BCE produced study packs</p>
<p>CD ROM</p> 	<p>Power-point slides</p>
<p>Software</p> 	<p>None</p>