

ID 511, Agile Product Management, Fall, 2021

- Instructor: Maggie Schoonover
- Department: Interdisciplinary Institute of Innovation
- Office Location: Devlin Hall, Rm 206
- Email: maggie.schoonover@wichita.edu
- Preferred Method of Contact: Email
- Office Hours: By appointment
- Classroom Day/Time: Tuesdays, 5:15pm – 8pm
- Prerequisites: None

How to use this syllabus

This syllabus provides you with information specific to this course, and it also provides information about important university policies. This document should be viewed as a course overview; it is not a contract and is subject to change as the semester evolves. Any changes to the syllabus will be communicated in class and posted in Blackboard.

Academic Integrity

Students at Wichita State University are expected to uphold high academic standards. WSU will not tolerate a lack of academic integrity. Students are responsible for knowing and following the Student Code of Conduct http://webs.wichita.edu/inaudit/ch8_05.htm and the Student Academic Honesty policy http://webs.wichita.edu/inaudit/ch2_17.htm. When the faculty member determines sanctions are warranted for violations of academic integrity, regardless of severity, the faculty member must report the infraction to the Office of Student Conduct and Community Standards. If you need more information about the process or wish to appeal a decision, please visit https://www.wichita.edu/about/student_conduct/ai.php

Course Description

This course will prepare students for integration into a professional Agile product development environment using applied problem-solving exercises. Students will be exposed to a diverse array of complex product development challenges and taught how to facilitate and document successful outcomes. Focus will be on problem-solving within a team environment, establishing an Agile product development workflow, estimation of solutions effort and cost, and learning to fail gracefully.

Measurable Student Learning Outcomes

Upon successful completion of this course, students will be able to:

Undergraduate Outcomes:

- Identify various roles in an Agile team environment.

- Identify common industry processes and tools used in an Agile team environment.
- Participate in estimation exercises to project solutions development effort, cost, and timelines.
- Discuss, plan, develop, and implement solutions to complex industry problems.
- Both deliver and accept constructive criticism.
- Discuss and review deliverable solutions with professional stakeholders.
- Effectively utilize existing knowledge bases to reduce personal or team research and development time.
- Contribute to user stories and workflow diagrams creation to support product scope definition and documentation.
- Effectively communicate roadblocks to successful solutions delivery in an effort to avoid delivery failure.
- Troubleshoot flaws in legacy products and suggest innovative solutions to improve or replace the product for measurable benefit to the stakeholder
- Measure and document solutions benefits to stakeholders
- Differentiate between business goals and technology goals

Graduate Outcomes:

- Identify various roles in an Agile team environment.
- Identify common industry processes and tools used in an Agile team environment.
- Implement common industry processes in an Agile team environment to facilitate increased productivity.
- Lead estimation exercises to project solutions development effort, cost, and timelines.
- Discuss, plan, develop, and implement solutions to complex industry problems.
- Both deliver and accept constructive criticism.
- Actively cultivate a safe team environment and culture.
- Facilitate and lead product development discussions and reviews with stakeholders.
- Effectively utilize existing knowledge bases to reduce personal or team research and development time.
- Create user stories and workflow diagrams to support product scope definition and documentation.
- Effectively communicate roadblocks to successful solutions delivery in an effort to avoid delivery failure.
- Facilitate the removal of roadblocks to help ensure successful solutions delivery.
- Troubleshoot flaws in legacy products and suggest innovative solutions to improve or replace the product for measurable benefit to the stakeholder

- Measure and document solutions benefits to stakeholders
- Differentiate between business goals and technology goals and make informed decisions accordingly

Artifacts

Furthermore, students should have access to (and the knowledge to create) artifacts that can be utilized within other courses and settings:

1. Working Agreement
2. Definition of Done
3. Product Backlog
4. Sprint Backlog
5. Kanban boards

In addition to the artifacts listed above, students are expected to produce completed products or feature sets that can be inspected and meet the Definition of Done.

Required Texts/Readings Textbook

1. The Agile Manifesto: <https://agilemanifesto.org/>
2. The Twelve Principles of Agile Software: <https://agilemanifesto.org/principles.html>
3. The Scrum Guide: <https://www.scrum.org/resources/scrum-guide>
4. The Kanban Guide: <https://kanbanguides.org/html-kanban-guide>
5. The Kanban Guide for Scrum Teams: <https://www.scrum.org/resources/kanban-guide-scrum-teams>

Other Readings

1. Ries, Eric. *The Lean Startup*. 2001.
2. Werbach, Adam. *Strategy for Sustainability: A Business Manifesto*. 2009.
3. McGreal, Don, and Ralph Jocham. *The Professional Product Owner: Leveraging Scrum as a Competitive Advantage*. 2018.
4. Ockerman, Stephanie and Simon Reindl. *Mastering Professional Scrum*. 2020.
5. Liker, Jeffrey. *The Toyota Way*. 2003.
6. DeMarco, Tom and Tim Lister. *Peopleware: Productive Projects and Teams*. 2013.
7. Drucker, Peter F. *Managing Oneself*. Harvard Business Review. 1999.

Other Equipment/Materials

Students are required to have access to a functioning laptop or PC with internet

capabilities and access to an email address to use for web tool accounts.

Class Protocol

It is expected that you attend all classes, arrive on time, and participate.

"Participation" involves reading the assignments thoroughly, reading any handouts provided for the week, watching all videos (including videos I add throughout the semester), contributing to class discussions, and completing assignments. To be successful in this class, you should be checking your student email daily and logging in to Blackboard weekly to review class materials and updates.

If you are unable to attend class for any reason, it is expected that you will email the instructor **at least 24 hours in advance**, except in cases of emergency.

Contact Policy

Although you may attempt to reach me by phone, email communication is always preferred. Feel free to email me any questions or concerns following these guidelines:

- **Always** email me from your WSU email address. Email sent from personal email servers like Gmail, Yahoo, etc., have a tendency to end up in my spam folder, and I never see them. You may also email me through Blackboard via the Email My Instructor tab.
- You should NOT contact me for tech support.
 - Any technical problems involving your computer, or issues regarding file uploading or sharing, should go through the OneStop. You can contact them at 316-978-3909. You can also fill out a request for help form at their [website](#).
 - However, if you have a problem with access or uploading assignments, you *should* let me know before your assignment is due. You will also have to accompany this notification with the file in question, so I can verify that it is completed by the due date/time.

Response Time

To Email and Ask My Instructor Questions: I will respond within one business day. In cases where I am travelling or have set an out of office responder, responses may be delayed until my return date.

Feedback on Assignments: Feedback will be given during class for in-class discussion and presentations. Project feedback will be provided through Blackboard.

Grading Scale

WSU uses a +/- grading scale for final grades and to calculate grade point averages. In this class, grades are assigned according to the following chart. (Other classes might assign grades differently: Be sure to understand the different grading scales in all of your classes.)

Points/Percentage	Letter Grade	Grade Points	Interpretation
	A	4.00	A range denotes excellent performance
	A-	3.70	
	B+	3.30	
	B	3.00	B range denotes good performance
	B-	2.70	
	C+	2.30	
	C	2.00	C range denotes satisfactory performance
	C-	1.70	
	D+	1.30	
	D	1.00	D range denotes unsatisfactory performance
	D-	0.70	
	F	0.00	

Assignments

Undergraduate

1. Read the Scrum Guide. Submit report summarizing the framework.
2. Read the Kanban Guide. Submit report summarizing the methodology.
3. Take the practice exam for PSM I certification found at <https://www.scrum.org/open-assessments/scrum-open>
4. Submit report comparing and contrasting at least two Agile frameworks (e.g. Scrum, Kanban, ScrumBan, SAFe, Extreme Programming).
Comment on the following:
 - a. How do Agile frameworks differ from traditional project management methodology?
 - b. When would you use these frameworks?
 - c. What industries benefit most from business agility?
 - d. What considerations or changes would an organization need to make when implementing these frameworks?

Graduate

1. Read the Scrum Guide. Submit report summarizing the framework.
2. Read the Kanban Guide. Submit report summarizing the methodology.
3. Take the practice exam for PSM I certification found at <https://www.scrum.org/open-assessments/scrum-open>
4. Submit report comparing and contrasting at least two Agile frameworks (e.g. Scrum, Kanban, ScrumBan, SAFe, Extreme Programming).
Comment on the following:
 - a. How do Agile frameworks differ from traditional project management methodology?

- b. When would you use these frameworks?
- c. What industries benefit most from business agility?
- d. What considerations or changes would an organization need to make when implementing these frameworks?
- e. How is success measured?

Midterm Assessment

Students are required to attempt the Professional Scrum Master (PSM) I certification assessment available through Scrum.org. Details for accessing the assessment will be provided by the instructor.

Final Project

Students will submit a mock Agile transition proposal for a for-profit enterprise-level company. Proposals should include:

1. Description of what an Agile “transformation” or “transition” should accomplish, and why a company would pursue one
2. List of proposed Agile framework(s) to be implemented
3. Description of proposed team structures and why
4. Description of proposed training needs and why
5. Description of proposed coaching needs and why
6. Description of how progress or “success” will be measured
7. Estimation of cost and implementation timeline

Late Assignments

For each class period beyond the original due date, credit will be reduced by 10% of the overall points available. Assignments will not be accepted after two weeks beyond the original due date.

Missed Assignments and Exams

If you are unable to make an exam, it is expected that you will email the instructor **at least 5 days in advance**, except in cases of emergency. Arrangements can be made for a make-up exam.

Undergraduate vs. Graduate Credit

Undergraduate students enrolled in 700 level courses will receive undergraduate credit (not graduate credit) unless they have a previously approved senior rule application or dual/accelerated enrollment form on file in the Graduate School. Undergraduate credit earned in 700 level courses cannot later be counted toward a graduate degree.

Syllabus Policies and Student Resources

All students should familiarize themselves with the course-related policies and student

resources that can be found at: www.wichita.edu/syllabuspolicies

These include, but may not be limited to:

Information on:

- COVID-19 conditions
- Important Academic Dates
- Academic Integrity
- Definition of a credit hour
- Video and Audio recording
- Shocker Alert System
- Intellectual Property
- CARE Team
- Counseling and Prevention Services
- Student Health Services
- Heskett Center and Campus Recreation
- Inclusive Excellence and Respect for Diversity
- First Generation Students
- Names and Pronouns
- Students with Disabilities
- Title IX
- Concealed Carry Policy

Tentative Schedule

Week	Date	Topics, Readings, Assignments, Deadlines
1		Agile Concepts & Methodologies Empirical Process Control
2		Complex Product Development Cynefin
3		Evidence Based Management
4		Product vs Project Management
5		Professional Scrum Foundations
6		Professional Scrum Foundations
7		Professional Scrum Foundations
8		Professional Scrum Foundations
9		Professional Scrum Foundations
10		Professional Scrum Foundations
11		Professional Scrum Foundations
12		Scrum with Kanban
13		Scrum with Kanban
14		Scrum with Kanban
15		Scrum with Kanban
Final		Final paper

Last updated: Feb 1, 2021.