

Syllabus  
**GMT 5704 Agile Project Management**  
 Prof. Dr. Matthias Handrich  
 Summer Semester 2024

<b>Level</b>	Master	
<b>Credits</b>	2	
<b>Student Contact Hours</b>	30 hours	
<b>Workload</b>	60 hours (30 contact hours + 30 hours self-study)	
<b>Prerequisites</b>	<b>Knowledge of classic Project Management</b>	
<b>Time</b>	Mondays, 1:45 pm – 7:30 pm	
<b>Room</b>	W 4.1.06	
<b>Start Date</b>	22.04. 2024 – 06.06.2024	
<b>Lecturer(s)</b>	<b>Name</b>	Prof. Dr. Matthias Handrich
	<b>Office</b>	W 2.3.04
	<b>Virtual Office</b>	<a href="https://app.alfaview.com/#/join/alfaview-wur/6d2e0514-01f9-4d0f-bf50-4efb1164f14c/b8e637fe-031d-4422-a149-7ca663e6b6c">https://app.alfaview.com/#/join/alfaview-wur/6d2e0514-01f9-4d0f-bf50-4efb1164f14c/b8e637fe-031d-4422-a149-7ca663e6b6c</a>
	<b>Colloquium</b>	Mondays, 5:15 pm – 6:45 pm
	<b>Phone</b>	<a href="tel:(07231)28-6266">(07231) 28-6266</a>
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## **Learning Objectives:**

By the end of the course, the participants shall be able to conduct a project with the agile project management method SCRUM. In detail student should be capable of:

- knowing the basic agile principles and how to apply them
- assessing if SCRUM or a classic project management approach should be applied to conduct the project
- discussing and evaluating their first real experiences with conducting an agile SCRUM project

## **Outline of the Course**

- Introduction to Agile Project Management and SCRUM
  - Why is agility relevant (VUCA World) ?
  - What is agile project management?
  - The concept of SCRUM, its elements/artefacts and SCRUM roles
- Practicing the SCRUM Flow
  - Introduction to the case study
  - SCRUM Meetings
- Dealing with disruptions
  - Current status of SCRUM project
  - Introduction of external disruptions
  - Solution to deal with disruptions
- Moving forward with Agile Project Management and SCRUM
  - Project finalization and team presentations
  - Project Success Stories / do's and don'ts
  - Limitations of agile project management and SCRUM

## Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Methods	
After completion of the program the students will be able...		After completion of the course the students will be able...	Project Work	Project Work
			70%	30%
			Collective	Individual
1	Responsible Leadership in Organizational Contexts			
1.1	... to know and explain important leadership principles.	...to know and explain leadership roles in an agile organization	X	X
1.2	... to apply leadership concepts to an organizational context or a specific case.	...to apply agile leadership concepts to an organizational context	x	X
1.3	... to critically reflect on leadership concepts in a certain organizational context or in a specific case.	...to critically reflect on leadership styles in agile organizations	X	X
1.4	... to act responsibly from a scientific self-understanding and to act professionally.	...to act responsibly.	X	X
2	Creative Problem Solving Skills in a Complex Business Environment			
2.1	... to identify & classify problems.	...to identify which project management tasks to tackle with classic vs. agile project management	X	X
2.2	... to analyze problems.	...to analyse specific project challenges and derive suitable measures	x	X
2.3	... to creatively solve problems.	...to efficiently solve project management challenges using agile PM and SCRUM	X	X
2.4	... to explain problems and their solutions in a comprehensive manner.	...to be able to explain solutions for specific project management problems in a comprehensive manner	X	X
3	Applied research skills			
3.1	... to know the research and analysis methods important in his/her field of study.	...to know the available agile project management tools	x	X
3.2	... to appropriately apply the research and analysis methods.	....to appropriately apply the suitable agile project management tools	X	X
3.3	... to obtain innovative results using relevant research methods.	...to obtain good project management results using agile PM and SCRUM	X	X
4	Innovation management and management of digital transformation			
4.1	... to have fundamental knowledge of operational innovation processes and of processes of digital transformation.	...to a deep knowledge of available digital tools in the area of agile project management and SCRUM	x	X
4.2	... to assess a company’s innovation potential and its needs/opportunities with respect to digital transformation.	...to assess if certain digital tools will help you to more effectively manage an agile project	X	X
4.3	... to develop complex technological strategies and strategies for managing digital transformation.	...to develop suitable strategies for helping to transform your organization into an agile and digital one	X	X
5	Management of the challenges of global sustainability and awareness for social and corporate responsibilities			
5.1	... to have a sound basic knowledge of sustainability issues.	...to have a good knowledge how to apply certain sustainability considerations to agile PM	x	X
5.2	... to identify and analyze sustainability issues and their causes.	...to identify and analyse where agile PM can help reach suitability targets	X	X
5.3	... to develop sustainability strategies.	...to develop project-based sustainability strategies	X	X

## Teaching and Learning Approach

The course consists of two main elements:

1. **Interactive lectures with discussion:** The course begins with an introduction into agile project management methods and SCRUM and how they differ from classic project management.
2. **Agile SCRUM Case Study:** The major part of the course deals with a case study. The students will work in teams on their case study. During the course they will get additional information which simulate a real project with real challenges. The professor will serve as a coach.

## Literature and Course Materials

Recommended Literature:

- Schwaber, Ken, Agile Project Management with Scrum
- Cohn Mike, User Stories Applied
- Cohn Mike, Agile Estimating and Planning
- Derby Esther, Larse, Diana, Agile Retrospectives: Making Good Teams Great

All the materials for the case study will be provided on the learning platform moodle just before the first lecture.

## Assessment

Attendance in the introductory sessions and in the presentations of your fellow students is mandatory. Preparation and active participation are expected.

Grading will be based on the performance in the case study. It consists of a team grade and an individual grade (team 70% individual 30%)

## Code of Conduct for online Teaching (optional)

[Link to the Code of Conduct for online Teaching](#)