Learning Objectives:

1. Students will gain hands-on skills and experience applying Agile Values and Principles, Agile Frameworks as they engage in using Scrum and Kanban during this course - both are popular agile methodologies in high demand with today’s employers! **Students will have one free attempt at earning the Professional Scrum Master I certification through Scrum.org.**

2. Students will be able to demonstrate critical thinking and applied problem solving against a complex holistic system of agile values, principles and practices, and challenges of scaling to the enterprise.

3. Students will learn the strategic business drivers and benefits of agile methods, and the inherent complexities companies experience while adopting and scaling agile to the enterprise.

Why this course is important for students:

By far, I believe Agile Methods are the most efficient, effective and intuitive means for teams to produce valuable, complex software that businesses depend on.

Industry is seeing increased hiring demand for strong, agile leadership and experienced agile practitioners, as companies of all sizes look to remain competitive in delivering quality software to their customers – and agile methods create the competitive edge. Economic drivers have forced a need for greater efficiency and significant IT cost reduction.

And for past decades, significant investment made toward maturing traditional project management, SDLC processes, organizational alignment and capability all have had limited results in (and a limited focus on) effectively delivering value. Industry has passed its tipping point in adopting agile methods, and so companies are investing in talent to help make the pivot from traditional “plan-driven” approaches to that of “value-driven” results.

Who this course benefits most:

“Agile Methods” is perfect for entrepreneurially minded professionals, who aspire to work in any of these disciplines: IT management, product management, business analysis, user experience, software development, quality assurance, and program management. This course is also appropriate for professionals not of a technical discipline (Human Resources, Sales, Finance, Supply Chain, etc.) yet play a strategic role in Business/IT Digital Transformation.

Office Hours: Flexibility by phone, and students are encouraged to schedule appointments as needed.
Required Materials:

- **$50 Courseware Purchase**: After drop/add week, the Student will need to submit a direct payment to Scrum.org to gain copy of (at the student discounted rate) the Professional Scrum Master courseware to be taught by a licensed trainer, using courseware created by Ken Schwaber at Scrum.org. This entitles the student a free attempt at passing the rigorous assessment to earn the Professional Scrum Master I certification.

Ethical Standards:

Students at Carnegie Mellon are engaged in preparation for professional activity of the highest standards. Each profession constrains its members with both ethical responsibilities and disciplinary limits. To assure the validity of the learning experience Carnegie Mellon establishes clear standards for student work. You are required to be familiar with related university policies on this subject. An extract of these policies is reproduced here:

In any presentation, creative, artistic, or research, it is the ethical responsibility of each student to identify the conceptual sources of the work submitted. Failure to do so is dishonest and is the basis for a charge of cheating or plagiarism, which is subject to disciplinary action.

Cheating includes but is not necessarily limited to:

- Plagiarism, explained below.
- Submission of work that is not the student's own for papers, assignments or exams.
- Submission or use of falsified data.
- Theft of or unauthorized access to an exam.
- Use of an alternate, stand-in or proxy during an examination.
- Use of unauthorized material including textbooks, notes or computer programs in the preparation of an assignment or during an examination.
- Supplying or communicating in any way unauthorized information to another student for the preparation of an assignment or during an examination.
- Collaboration in the preparation of an assignment. Unless specifically permitted or required by the instructor, collaboration will usually be viewed by the university as cheating. Each student, therefore, is responsible for understanding the policies of the department offering any course as they refer to the amount of help and collaboration permitted in preparation of assignments.
- Submission of the same work for credit in two courses without obtaining the permission of the instructors beforehand.

As a matter of policy I will not tolerate cheating or plagiarism. If you are caught, you will automatically lose all marks for that exam/assignment. I will decide whether further disciplinary action should also be taken.

Grading Structure:

Students will be graded for their performance during this Mini, based on the number of points earned out of a total possible one hundred (100) points.

**NOTE:** Class Participation (Classes 2-8) Up to 5 points per class, totaling 35 points

Each student will be individually graded for classroom participation. If you miss a class, you will receive zero points. Students who miss class will not have the ability to earn make-up points. Attendance is
imperative to support learning through workshop, team participation and classroom retrospective discussion. Students will receive full points by demonstrably participating during in-class workshops, and engaging in question/answer discussion during lecture.

**Grading:**

- 97%-100%: A+
- 93%-96.99%: A
- 90%-92.99%: A
- 87%-89.99%: B+
- 83%-86.99%: B
- 80%-82.99%: B
- 77%-79.99%: C+
- 73%-76.99%: C
- 70%-72.99%: C