

Adapting 2 Agile

A refresher on Agile & Conventional Project Management with PMBOK ξ

By Rajan Ananthanarayanan, PMP with due acknowledgement to PM fraternity

Know Thy Your Neighbour

- ✓ *How many of you have Agile certification?*
- ✓ *How many have attended Agile course?*
- ✓ *How many of you practise Agile?*
- ✓ *How many of you attended PMBOK ξ refresher?*

IF your answer is 'YES' to any of these, please help ...

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Setting the expectation

- × *This is not Agile preparation course*
- × *This is not PMBOK ξ refresher course*
- ✓ *We will learn “Why Agile” and “What it takes to Adapt Agile”*
- ✓ *PDU for this session is incidental*

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Waterfall (PMBOK)

- ✓ Processes & Tools
- ✓ Comprehensive documentation
- ✓ Sign-off (Contract negotiation)
- ✓ Planning, Execution...

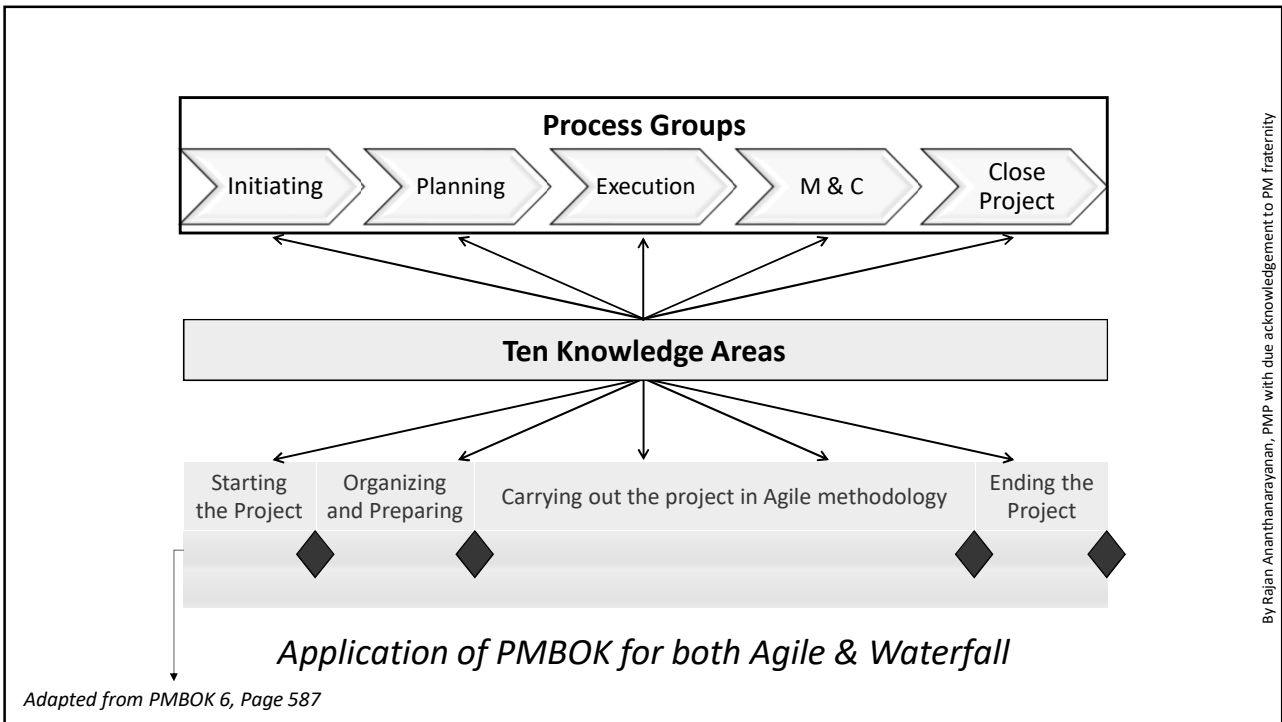
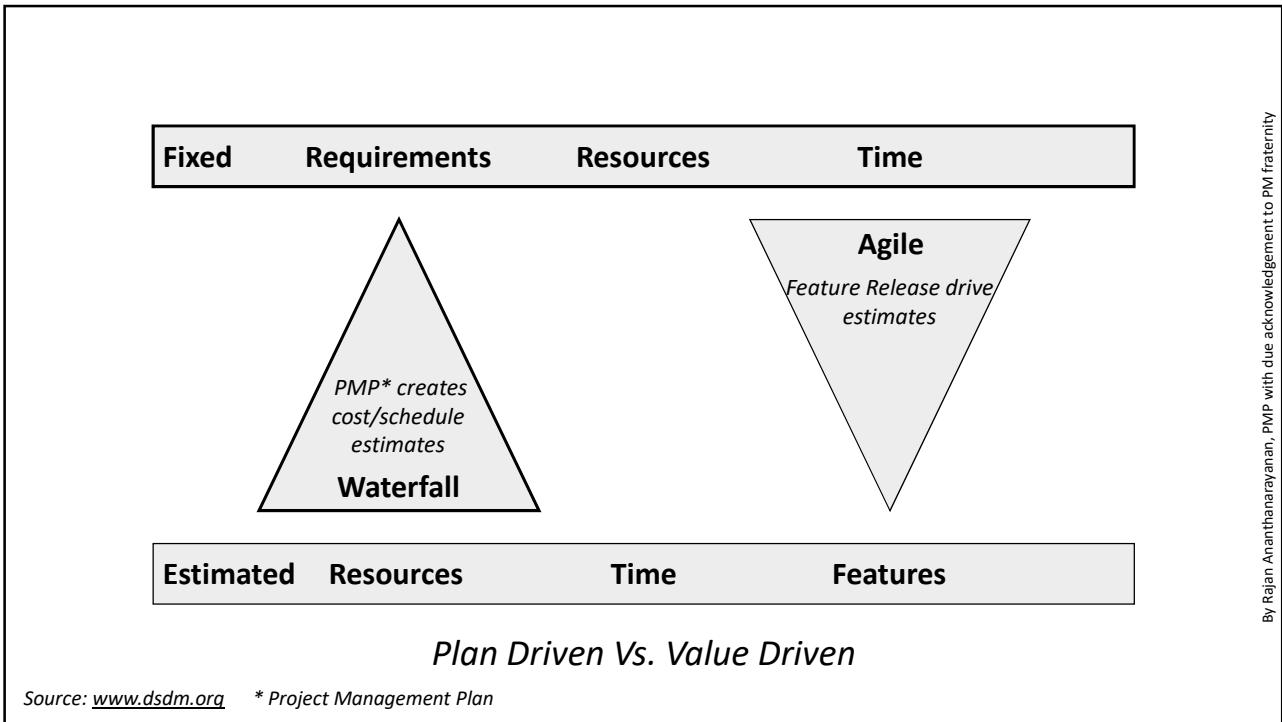
Agile*

- ✓ Individuals & Interactions
- ✓ Working Software
- ✓ Customer collaboration
- ✓ Responding to change...

Project Triangle & Talent Triangle continue to be common...

** Also known as Agile Manifesto*

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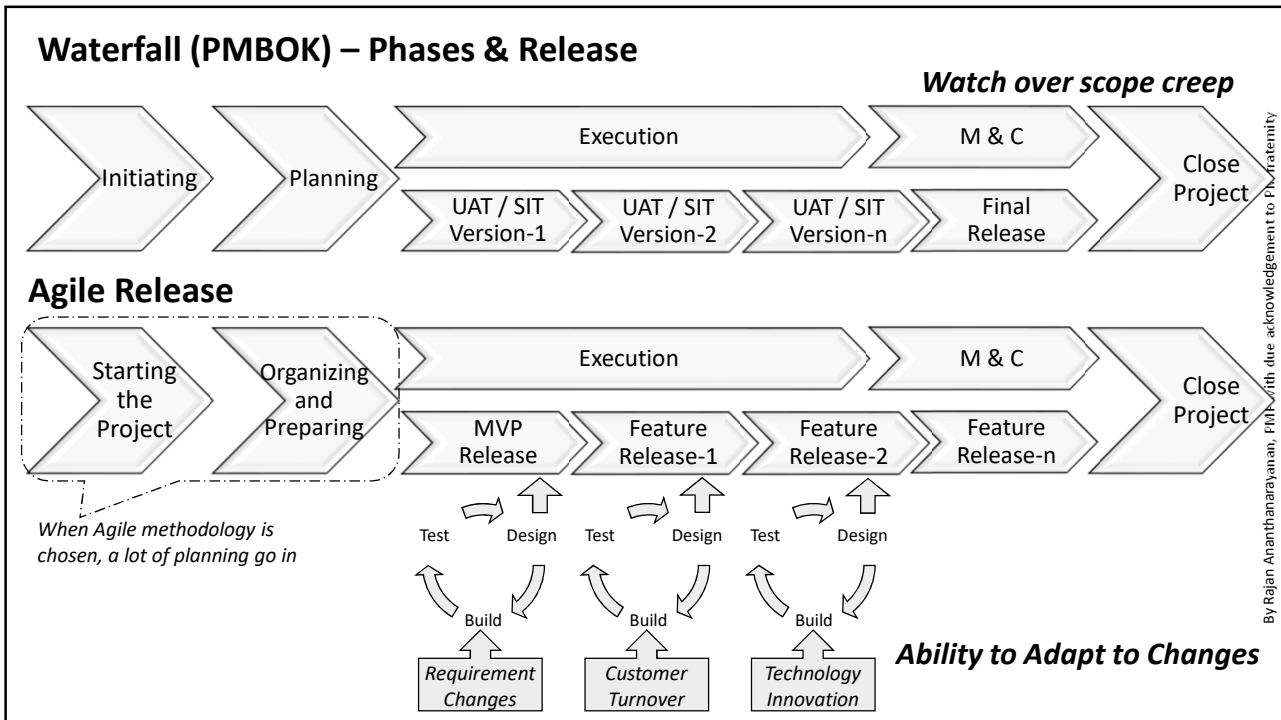


A Minimum Viable Product (MVP) is a development technique in which a new product or service is developed with sufficient features to satisfy early adopters. The final, complete set of features is only designed and developed after considering feedback from the product's initial users.

Creating Value from the beginning of the project...

Source: Internet

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Project Integration Management

Project	PMBOK ξ Process	Agile
Initiating	4.1 Develop Project Charter	Release and Iteration Planning
Planning	4.2 Develop Project Management Plan	
Executing	4.3 Direct & Manage Project Work 4.4 Manage Project Knowledge	Iteration Work
M & C	4.5 Monitor & Control Project Work 4.6 Perform Integrated Change Control	Facilitate, Serve, Lead, Collaborate
Closing	4.7 Close Project or Phase	Constant Feedback and a Ranked Backlog
Σ	7	4

* Manage Project Knowledge is introduced in PMBOK ξ

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Project Scope Management

Project	PMBOK ξ Process	Agile
Initiating		
Planning	5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS	Backlog and Planning Meetings Release and Iteration Plans (FBS)
Executing		
M & C	5.5 Validate Scope 5.6 Control Scope	Feature Acceptance
Closing		Constant Feedback and a Ranked Backlog
Σ	6	4

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Project Schedule Management*

Project	PMBOK ξ Process	Agile
Initiating		
Planning	6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations [†] 6.5 Develop Schedule	
Executing		
M & C	6.6 Control Schedule	Feedback
Closing		
Σ	6	1

* Project Time Management changed to Project Schedule Management

[†] Estimate Activity Resources moved to 'Resource Management'

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Project Cost Management

Project	PMBOK ξ Process	Agile
Initiating		
Planning	7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget	
Executing		
M & C	7.4 Control Costs	Feedback
Closing		
Σ	4	1

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Project Quality Management

Project	PMBOK ξ Process	Agile
Initiating		
Planning	8.1 Plan Quality Management	Definition of "Done"
Executing	8.2 Manage Quality	QA involved from the beginning and continues... Reviews and Retrospectives
M & C	8.3 Control Quality	
Closing		Test early and often; feature acceptance is key
Σ	3	4

Prof. Kano said there are minimum criterion – ‘Must Be’s – in a product / service. They must be included and are the price of entry into a market. (Kano Model). Prof. Kano also maintained customer satisfaction is key.

* Perform Quality Assurance is changed to 'Manage Quality'

Definition of Done: Each Agile Team has its own Definition of Done or consistent acceptance criteria across all User Stories. A 'Definition of Done' drives the quality of work and is used to assess when a User Story has been completed.

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Project Resource Management*

Project	PMBOK ξ Process	Agile
Initiating		
Planning	9.1 Plan Resource Management 9.2 Estimate Activity Resources	
Executing	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	Feedback
M & C	9.6 Control Resources	
Closing		
Σ	6	1

* Project HR Management changed to Project Resource Management

* Estimate Activity Resources moved here from 'Project Time Management' & Control Resources added

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Project Communication Management

Project	PMBOK ξ Process	Agile
Initiating		
Planning	10.1 Plan Communication Management	
Executing	10.2 Manage Communication	
M & C	10.3 Monitor Communication ⁺	
Closing		
Σ	3	

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⁺ Control Communication is changed to 'Monitor Communication'

Project Risk Management

Project	PMBOK ξ Process	Agile
Initiating		
Planning	11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	Iteration Planning, Daily Stand-ups & Retrospectives
Executing	11.6 Implement Risk Responses ⁺	Daily Stand-ups and Visible positive and negative indicators
M & C	11.7 Monitor Risks	Visible and foreseeable indicators
Closing		
Σ	7	3

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⁺ Implement Risk Responses added to 'Project Risk Management'

Project Procurement Management

Project	PMBOK ξ Process	Agile
Initiating		
Planning	12.1 Plan Procurement Management	
Executing	12.2 Conduct Procurements	
M & C	12.3 Control Procurements ⁺	
Closing		
Σ	3	

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⁺ 'Administer Procurement' is reworded to 'Control Procurements' & 'Close Procurement' is removed

Project Stakeholder Management

Project	PMBOK ξ Process	Agile
Initiating	13.1 Identify Stakeholders	
Planning	13.2 Plan Stakeholders Engagement ⁺	
Executing	13.3 Manage Stakeholders Engagement	
M & C	13.4 Monitor Stakeholders Engagement	
Closing		
Σ	4	

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⁺ Plan Stakeholder Management is changed to 'Plan Stakeholders Engagement'

Recap

Project	Initiating	Planning	Executing	M & C	Closing	Σ	Agile*
Integration	1	1	2	2	1	7	4
Scope		4		2		6	4
Schedule		5		2		7	1
Cost		3		1		4	1
Quality		1	1	1		3	4
Resource		2	3	1		6	1
Communication		1	1	1		3	
Risk		5	1	1		7	3
Procurement		1	1	1		3	
Stakeholder	1	1	1	1		4	
Σ	2	24	10	12	1	49	15

Does this mean Agile PM is not responsible for cost & Schedule? NO

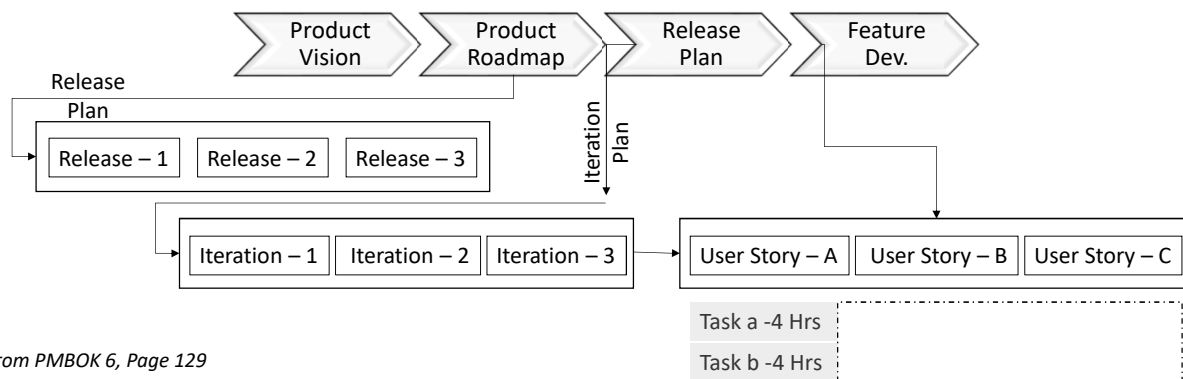
** Interestingly it's known as 'Agile Practise' and Not Process*

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Scope Planning Vs Release Planning

Plan Scope Management* is the process of creating a scope management plan that documents how the project and product scope will be defined, validated and controlled. *Also remember: Progressive elaboration*

Release Planning



From PMBOK 6, Page 129

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Project WBS Vs FBS

Work Breakdown Structure (WBS) is “A task-oriented detailed hierarchical breakdown, which defines the work packages and tasks at a very low level”

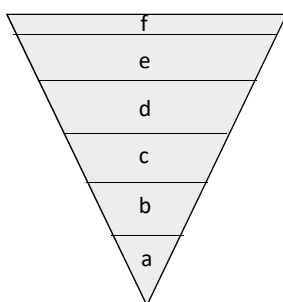
Feature Breakdown Structure (FBS) help customer to keep from diving into much detail until that detail is needed to facilitate actual design and delivery.

Epic	User Story / Task (<i>I would like...</i>)	Sub Task	Business Value	Rank
EPIC Registration Individual User login to logout	Individual sign up			1
	Individual sign up via LinkedIn		ease of use for individual users	1
	Individual sign up via Google		ease of use for individual users	1
	Individual sign up via FB		ease of use for individual users	1
	Password rest / forget password		ease of use for individual users	1
	Password policy		Security for users	3
	Password change policy		Security for users	3
	2FA for secured password reset	SMS server integration	Security for users	3
	Keep me signed in / Logout		ease of use for users	1
	eKYC based on Aadhaar		Validation for individual users	3

Each user story becomes a backlog; when ‘Done’, it’s released for use by user. This also means, the feature is tested & completed in all respects.

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Maintaining fixed cost & schedule in Agile



MVP = Minimum Viable Product

b, c, d, e and f are features and priority are agreed upon

Therefore scope cost and time are agreed upon

When product owner wants to include one or more features, say ‘x’ and ‘y’ then Agile PM agrees to drop any of the features from b, c, d, e and f. This is in order to manage the project scope, cost and schedule

When ‘x’ and ‘y’ features are essential as per product owner or end-customer, then project cost & schedule will have to be revisited for its baseline

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Key Take away

- ✓ *Why Agile – adapt to change & upskill ourselves*
- ✓ *Infer PMBOK processes & Agile Practice*
- ✓ *Birds eye view of changes in PMBOK ξ*
- ✓ *Agile Project Manager can apply all knowledge areas of PMBOK*
- ✓ *Release Planning in Agile*
- ✓ *WBS Vs FBS in Agile*
- ✓ *Scope, Cost and Schedule management in Agile*

*Above all...**People First...Before the Process***

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These were some perspectives....

Thanks

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