After completion of the program, the participants will be able to:

1. **Understand the Importance of Becoming Agile**
   - Examine how Agile evolved
   - Analyze case-studies that support Agile transition
   - Define and differentiate between key terms approach, methodology, practice, and processes
   - Determine the types of industries and projects where Agile might or have evolved

2. **Understand the Agile Approach to Project Management**
   - Identify the 3 main approaches to project management and state the characteristics of each approach
     - Traditional Waterfall
     - Iterative
     - Agile
   - Compare and contrast the Agile approach to traditional approach to project management
   - Differentiate, through discussion and drawing, the main differences between the Traditional triple-constraint (Iron) triangle and the Agile triangle
   - Comprehend and recite the Agile Declaration of Interdependence and the Agile Manifesto.
   - Relate the Agile Manifesto to real-business practices, comparing and contrasting experiences

3. **Understand Agile Roles and Responsibilities**
   - Define the limited roles of an Agile environment
   - Describe the Agile roles of coach, customer / product-owner, team member / developer
   - Illustrate specific examples derived from the Agile Customer Bill of Rights
   - Apply the practice of CRACKING the Customer in small-group activity
   - Discuss the importance of the Agile Team’s Bill of Rights in product design
   - Debate the role of the traditional project manager and business analyst in an Agile environment
4. Understand Practices and Behaviors
   - Separate Agile practices into two categories: Technical and Directional
   - Define Agile practices either as Technical or Directional
   - Write user-stories using index cards
   - Discuss the importance of prioritizing requirements
   - Illustrate duration estimation techniques including PERT, Planning Poker, Story Points, and Ideal Days
   - Categorize requirements into themes
   - Negotiate requirements and themes using the MoSCoW Technique
   - Calculate duration and sprint estimates using velocity formula
   - Create iteration schedule for projects based on team’s velocity to estimate project cost
   - Write Acceptance Tests to verify customer satisfaction

5. Build an Agile Environment
   - Illustrate the 3 common types of Agile environments: Timeboxing, Sandboxes, and Scrum Sprints
   - Identify the important components of an Agile environment, including Caves and Commons and how Agile roles utilize this environment
   - Create an Agile Environment diagram for a mock business
   - Define Collective Ownership, Made-to-Order Teams, and the value of Self-Organized Teams
   - Describe the importance of Stack and Lock practice and how it compliments the Agile environment

6. Apply Scrum to an Agile Environment
   - Define the Scrum ceremonies of one iteration
   - Implement the five conflict styles appropriately
   - Assign responsibilities to roles engaged in Scrum
   - Illustrate the process flow of requirements, development and acceptance using the Scrum method
   - Learn how to hold effective and productive daily Scrum meetings
   - Create a radiator board to measure project progress
   - Summarize coding, refactoring, product deployment and release
   - Participate in a Scrum iteration using mock requirements

7. Understand how Agile Practices align with PMBOK® Processes
   - Develop an Agile Charter, examining differences between traditional charters
   - Describe effective communications and feedback among all stakeholders
   - Distinguish between traditional planning and lean-planning in Agile
   - Identify the risk factors facing projects approached by Agile
   - Explain the origin of product quality
   - Differentiate between PMBOK® scope and Agile scope definitions
   - Write lessons-learned in real-time

8. The Agile Organization
   - Identify ideal candidate projects for an Agile approach
   - State resistance and challenges encountered by Agile introduction
   - List the linear factors of introducing Agile in a Traditional project environment
   - Comprehend the minimum requirements for introducing Agile in an organization
   - Support Agile by Planning, Promoting, Practicing, and Perpetuating