



# Aligning your Agile project with the PMBoK

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# Outline

- Setting the stage
- Overview of Agile Scrum
- Review of PMBoK Knowledge Areas
- Conclusions
  - PMBoK vs. Agile Scrum
  - Items Scrum Masters need to consider



# Setting the Stage

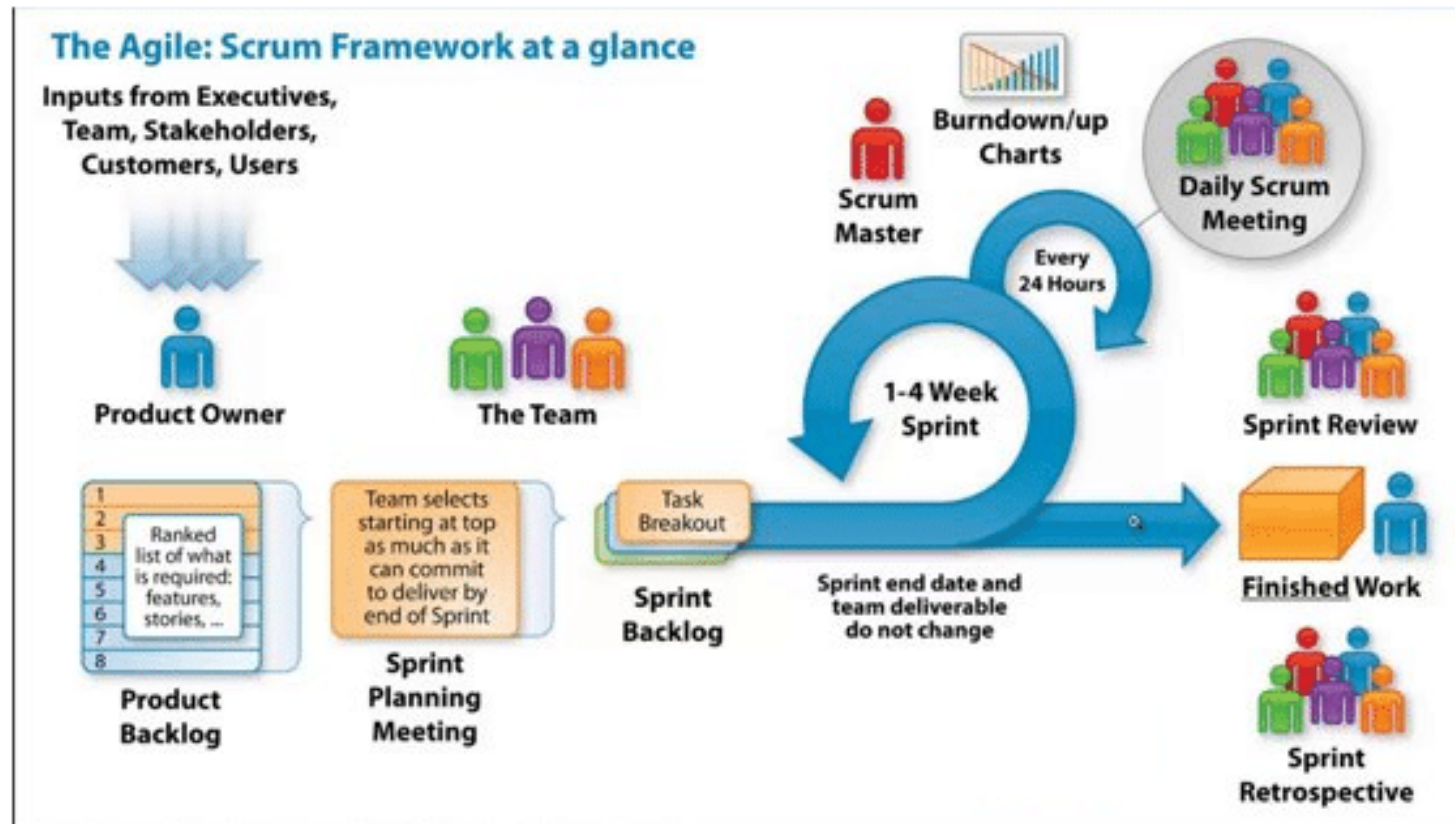
Bring people to projects

or

Bring projects to people

At 100,000 foot view,  
what does the PMBoK assume?  
what does the Agile Scrum assume?  
which would you recommend?

# Agile Scrum Framework





# Agile Scrum Definitions

Agile Practice	Purpose
Backlog Grooming	<ul style="list-style-type: none"><li>• Prioritize User Stories and Defects</li><li>• Ensure User Stories have solid acceptance criteria</li></ul>
Sprint Planning	<ul style="list-style-type: none"><li>• Define the set of User Stories and Defects to be worked on during the Sprint</li></ul>
Daily Stand up	<ul style="list-style-type: none"><li>• Communicate work planned for the day and any blockers</li></ul>
Sprint Demo	<ul style="list-style-type: none"><li>• Demonstrate the work completed in the Sprint</li></ul>
Sprint Review	<ul style="list-style-type: none"><li>• Share Agile metrics with stakeholders</li><li>• Obtain approval of the implementation of the User Stories</li></ul>
Sprint Retrospective	<ul style="list-style-type: none"><li>• Identify process improvement opportunities</li></ul>
Servant Leadership	<ul style="list-style-type: none"><li>• Enable development of team members and high performing teams</li></ul>



# PMBoK's 9 Knowledge Areas

- Project Integration Management
  - Project Scope Management
  - Project Schedule Management
  - Project Cost Management
  - Project Quality Management
  - Project Resource Management
  - Project Communication Management
  - Project Risk Management
  - Project Procurement Management
  - Project Stakeholder Management
- 

# Project Integration Management

PMBok	Agile Practices
Develop Project Charter	
Develop Project Management Plan	
Direct and Manage Project Work	Backlog Grooming, Sprint Planning, Daily Stand up, Sprint Review
Manage Project Knowledge	Daily Stand up, Sprint Retrospective
Monitor and Control Project Work	Daily Stand up, Sprint Review
Perform Integrated Change Control	Backlog Grooming, Sprint Planning,
Close Project	

## Agile Practices

Backlog Grooming	Sprint Demo
Sprint Planning	Sprint Review
Daily Stand up	Sprint Retrospective
Servant Leadership	

# Project Scope Management

<b>PMBok</b>	<b>Agile Practices</b>
Plan Scope Management	
Collect Requirements	Backlog Grooming
Define Scope	Backlog Grooming, Sprint Planning
Create WBS	Backlog Grooming, Sprint Planning
Validate Scope	Sprint Demo, Sprint Review
Control Scope	Backlog Grooming, Sprint Planning

## **Agile Practices**

Backlog Grooming	Sprint Demo
Sprint Planning	Sprint Review
Daily Stand up	Sprint Retrospective
Servant Leadership	



# Project Schedule Management

<b>PMBok</b>	<b>Agile Practices</b>
Plan Schedule Management	
Define Activities	Backlog Grooming, Sprint Planning
Sequence Activities	Backlog Grooming, Sprint Planning
Estimate Activity Durations	Sprint Planning
Develop Schedule	Sprint Planning
Control Schedule	Daily Stand up, Sprint Review

## **Agile Practices**

Backlog Grooming	Sprint Demo
Sprint Planning	Sprint Review
Daily Stand up	Sprint Retrospective
Servant Leadership	

# Project Cost Management

<b>PMBok</b>	<b>Agile Practices</b>
Plan Cost Management	
Estimate Costs	
Determine Budget	
Control Costs	

## **Agile Practices**

Backlog Grooming	Sprint Demo
Sprint Planning	Sprint Review
Daily Stand up	Sprint Retrospective
Servant Leadership	

# Project Cost Management

<b>PMBok</b>	<b>Agile Practices</b>
Plan Cost Management	
Estimate Costs	
Determine Budget	
Control Costs	

## **Agile Practices**

Backlog Grooming	Sprint Demo
Sprint Planning	Sprint Review
Daily Stand up	Sprint Retrospective
Servant Leadership	

# Project Quality Management

<b>PMBoK</b>	<b>Agile Practices</b>
Plan Quality Management	
Manage Quality	
Control Quality	Sprint Planning, Sprint Demo, Sprint Review

## **Agile Practices**

Backlog Grooming	Sprint Demo
Sprint Planning	Sprint Review
Daily Stand up	Sprint Retrospective
Servant Leadership	

# Project Resource Management

PMBoK	Agile Practices
Plan Resource Management	
Estimate Activity Resources	Backlog Grooming, Sprint Planning
Acquire Resources	Backlog Grooming, Sprint Planning
Develop Team	Servant Leadership
Manage Team	Sprint Planning, Daily Stand up, Sprint Retrospective
Control Resources	Backlog Grooming, Sprint Retrospective

## Agile Practices

Backlog Grooming	Sprint Demo
Sprint Planning	Sprint Review
Daily Stand up	Sprint Retrospective
Servant Leadership	

# Project Communications Management

<b>PMBok</b>	<b>Agile Practices</b>
Plan Communications Management	
Manage Communications	Backlog Grooming, Sprint Planning, Daily Stand up, Sprint Demo, Sprint Review, Servant Leadership
Monitor Communications	Sprint Retrospective

## **Agile Practices**

Backlog Grooming	Sprint Demo
Sprint Planning	Sprint Review
Daily Stand up	Sprint Retrospective
Servant Leadership	

# Project Risk Management

PMBok	Agile Practices
Plan Risk Management	
Identify Risks	Backlog Grooming
Perform Qualitative Risk Analysis	Backlog Grooming
Perform Quantitative Risk Analysis	
Plan Risk Responses	Backlog Grooming
Implement Risk Responses	Sprint Planning
Monitor Risks	Daily Stand up, Sprint Demo, Sprint Retrospective

## Agile Practices

Backlog Grooming	Sprint Demo
Sprint Planning	Sprint Review
Daily Stand up	Sprint Retrospective
Servant Leadership	

# Project Procurement Management

<b>PMBoK</b>	<b>Agile Practice</b>
Plan Procurement Management	Backlog Grooming
Conduct Procurements	
Control Procurements	

## **Agile Practices**

Backlog Grooming	Sprint Demo
Sprint Planning	Sprint Review
Daily Stand up	Sprint Retrospective
Servant Leadership	



# Project Stakeholder Management

<b>PMBoK</b>	<b>Agile Practices</b>
Identify Stakeholders	
Plan Stakeholder Engagement	
Manage Stakeholder Engagement	
Monitor Stakeholder Engagement	

## **Agile Practices**

Backlog Grooming	Sprint Demo
Sprint Planning	Sprint Review
Daily Stand up	Sprint Retrospective
Servant Leadership	



# Conclusions

# PMBoK vs. Agile Scrum

PMBoK Knowledge Area	Backlog Grooming	Sprint Planning	Daily Stand up	Sprint Demo	Sprint Review	Sprint Retrospective	Servant Leadership
Project Integration Management	✓	✓	✓		✓	✓	
Project Scope Management	✓	✓		✓	✓		
Project Schedule Management	✓	✓	✓		✓		
Project Cost Management							
Project Quality Management		✓		✓	✓		
Project Resource Management	✓	✓	✓	✓		✓	✓
Project Communication Management	✓	✓	✓	✓	✓	✓	✓
Project Risk Management	✓	✓	✓	✓		✓	
Project Procurement Management	✓						
Project Stakeholder Management	✓						

# PMBok vs. Agile Scrum

These PMBoK processes not part of Agile Scrum:

## Project Planning

- Develop Project Charter
- Develop Project Management Plan
- Plan Scope Management
- Plan Schedule Management
- Plan Cost Management
- Plan Quality Management
- Plan Resource Management
- Plan Communications Management
- Plan Risk Management
- Plan Stakeholder Engagement

## Project Execution

- Estimate Costs
- Determine Budget
- Control Costs
- Manage Quality
- Acquire Resources
- Perform Quantitative Risk Analysis
- Conduct Procurements
- Control Procurements

- Identify Stakeholders
- Plan Stakeholder Engagement
- Manage Stakeholder Engagement
- Monitor Stakeholder Engagement
- Close Project



# Items Scrum Masters need to consider

- ▶ Examining organizational level processes to determine if they address:
  - ▶ The Planning processes including project chartering
  - ▶ The following Knowledge areas:
    - ▶ Project Cost Management
    - ▶ Project Stakeholder Management
- ▶ Augmenting Backlog Grooming to include:
  - ▶ Identifying and assessing risks facing the project to prioritize that work appropriately and plan risk responses
  - ▶ Identifying if work will be procured or completed by teams outside the organization
  - ▶ Identifying work required by the team to support procurement activities
  - ▶ Ensuring the Product Owner is taking into account the interests of all stakeholders



# Items Scrum Masters need to consider

- ▶ Augmenting Sprint Retrospectives to assess effectiveness of:
  - ▶ Physical resource utilization
  - ▶ Communication of project information
  - ▶ Managing risks
  - ▶ Managing team dynamics

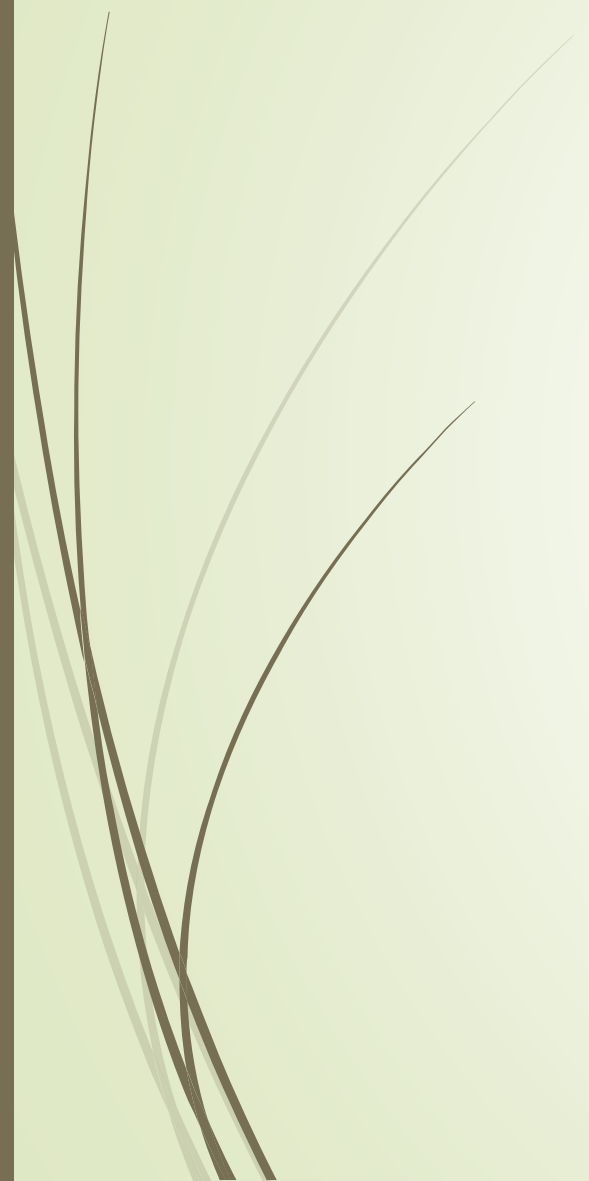


# Interested in more?

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# Questions and Comments