MGT6515.E1 Agile Frameworks
Summer 2024

PROFESSOR INFORMATION:
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COURSE INFORMATION:
MGT6515.E1 Agile Frameworks
Level: Graduate
Beginning Date of Session: Saturday, June 15, 2024
Ending Date of Session: Thursday, August 22, 2024
Student access available to the Student Portal: Saturday, June 15, 2024.

Holiday Closings:

Juneteenth Observance- There will be no classes held and no assignments due on Wednesday June 19, 2024.

4th of July Holiday: There will be no classes held and no assignments due on Thursday, July 4, 2024.

Students enrolled in distance learning courses are not assessed any additional fees for security or identity verification.

COURSE PREREQUISITES:
MGT6505

TEXTBOOK(S) AND REQUIRED MATERIALS:
Title: Large-Scale Agile Frameworks: Agile Frameworks, Agile Infrastructure and Pragmatic Solutions for Digital Transformation 1st ed
Author: Sascha Block
Publisher: Springer
Year Published: 2023
Edition: 1st
ISBN: 10: 3662677814 or 13: 9783662677810
Price: Available at http://amberton.ecampus.com

Amberton University has an agreement with eCampus.com to provide a full-service online bookstore to students. The Amberton University Virtual Bookstore is accessible through the University's website, www.Amberton.edu. There is also a bookstore link in the Student Portal.

The AU Virtual Bookstore provides an easy to use interface, online buyback of books, and same day shipment of most titles with an average delivery time of 2-3 days depending on the student's location. Textbook options include new, used, rental, and electronic media as available.

Since no books are sold on campus, students should plan accordingly and purchase their books in advance of the first day of class, allowing time for shipping. Be certain you are enrolled in the course before purchasing your book(s). All textbook information (Title, Author, ISBN, etc.) is available in the course syllabi so students can shop competitively. Most textbooks can be purchased from many different textbook vendors. Some textbooks may only be available on the University's Virtual Bookstore. Students should be careful to obtain the exact resource(s) required for the course.

APA Requirement
APA (American Psychological Association) style is most commonly used to cite sources within the social sciences. This resource, revised according to the 7th edition, offers examples for the general format of APA research papers, in-text citations, endnotes/footnotes, and the reference page. For more information, please consult the Publication Manual of the American Psychological Association, (7th ed.). All coursework at Amberton University will comply with the standards contained in the APA Publication Manual.

COURSE COMPETENCIES:
The following represents the course competencies for this class. Competencies are equivalent for all lecture and distance learning courses. Following each competency is the assignment used to gain mastery of this area of study.

Focused on management frameworks applied in the performance of Agile projects, this course presents essential skills and activities utilized in managing complex Agile project management frameworks within modern organizations. Topics include the processes, tools, and techniques essential to the identification, definition, and tailoring of agile project management frameworks that lead to successful delivery of desired project results. Students in this course evaluate influential research from the Agile Project Management body of knowledge regarding the adoption and management of processes and management frameworks applied in agile projects. Specific agile frameworks studied include Scrum, Kanban, Disciplined Agile Delivery (DAD), Scaled Agile Framework (SAFe), Large Scale Scrum (LeSS), and others.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

1.	Evaluating and appraising influential research from the agile project domain relevant to Agile delivery frameworks.
2.	Adapting ethics and moral leadership in the application of agile project management frameworks.
3.	Application of the Agile Manifesto values and principle-based value delivery systems at the enterprise level.
4.	Evaluating the implications for organizational culture and values when scaling Agile to the enterprise level.
5.	Comparing strengths and weaknesses of various predefined Agile project management frameworks.
6.	Discussing the Envision-Speculate-Explore-Adapt-Close Agile delivery framework.
7.	Evaluating enterprise value driven delivery frameworks in the Agile project management context.
8.	Evaluating the role of process tailoring in an Agile project management framework.
9.	Discussing the role of governance in Agile project management frameworks.
10.	Evaluating the project management functions in enterprise Agile frameworks.
11.	Developing a project integration and delivery plan within an Agile project management framework.
12.	Evaluating requirements and tasks coordination in enterprise Agile project management frameworks.

COURSE POLICIES:
Students are expected to complete and submit written assignments on the assigned due date. Any assignment submitted late (**regardless of circumstances**) may be assessed a 10% penalty and a 10% penalty for each additional week the assignment is late. For example, if an assignment is submitted 1 week late, a 20% late penalty will be applied to the grade earned. Exceptions will be considered case-by-case only in the event of unexpected catastrophic events. Specific assignment due dates and other requirements are listed in the assignment details. There are no extra-credit assignments.

Student's Responsibilities
This syllabus contains information, policies, and procedures for a specific course. By enrolling, the student agrees to read, understand, and abide by the policies, rules, regulations, and ethical standards of Amberton University as contained in the current university catalog and schedule of classes.

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Attendance Policy:
Regular and punctual class attendance and engagement is expected at Amberton University. In case of an absence, it is the student's responsibility to contact the professor as soon as possible. If a student intends on withdrawing from a course, it is the student's responsibility to follow the university's policy on formally withdrawing from a course. **Ceasing to attend classes does not constitute an official withdrawal.**

Attendance in a lecture course is defined as punctual arrival to, and engagement in, a full lecture session. A Student in a lecture course missing more than 20% (two class periods for weekday classes or one class period for Saturday classes) of the class meetings may be assigned a grade of an "F" or withdrawn at the discretion of Amberton University.

Attendance in a distance learning course is defined as active participation in the weekly online class sessions. "Active participation" can be defined as: submitting an academic assignment, taking an exam, engaging in an interactive tutorial, participating in an online discussion forum (or chat session), or initiating (or responding to) a communication with a faculty member about an academic assignment or the subject matter of the course. A student not meeting these requirements may be assigned a grade of an "F" or withdrawn at the discretion of Amberton University.

Self-plagiarism means reusing work that you have already published or submitted for a class. It can involve:
- Resubmitting an entire paper
- Copying or paraphrasing passages from your previous work

Self-plagiarism misleads your readers by presenting previous work as completely new and original. Students may not submit the same paper in substance in two or more classes without prior written permission of the instructors involved.

Amberton University students who use Artificial Intelligence (AI) generated content must adhere to the following policies:

Originality: Students must avoid presenting AI generated content as their own original work. It is essential to acknowledge the involvement of AI in the content creation process in order to maintain academic and ethical standards.
Paraphrasing: When using AI generated content, students must rephrase and/or modify the generated text. Paraphrased AI generated content should also be properly cited.
Acknowledgement: When using AI generated content in any assignment, proper credit must be given to the AI system that generated the content. https://apastyle.apa.org/blog/how-to-cite-chatgpt

Students agree that by taking this course, all required assignments may be subject to submission for a textual similarity review to Turnitin.com for the detection of plagiarism and self-plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism in future papers. Use of Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com website.

Turnitin is a writing improvement and plagiarism prevention tool which uses special algorithms, to compare text-based student submissions to the Turnitin database and other online sources. Turnitin produces a detailed **similarity report** that can be customized and viewed by instructors and students.

Turnitin "Draft Coach" is a Google based add-on to Turnitin which supports students in developing high-quality academic writing; and serves as an integrity coach. Draft Coach helps address errors and improve the quality of student's writing by highlighting grammar mistakes, identifying incorrectly cited sources, and scanning for similarity across several databases. By providing formative feedback on how to address citation issues, incorrect grammar, and matches with the Turnitin database, Draft Coach provides explanations to help

students become more confident writers, capable of producing higher quality work both in academics and in the workplace.

COURSE OUTLINE AND CALENDAR:

Week	Topic	Assignment	Competencies Covered	Due Date
Week 1	Welcome and Introductions. Ethics and moral leadership in the application of agile project management frameworks.	Readings / Video: Course Expectations and Academic Honesty Acknowledgement PMI Code of Ethics and Professional Conduct Manifesto for Agile Software Development Judy (2009), Agile Principles and Ethical Conduct Agile Framework Project Road Map & Overview	1, 2	
		Course expectations and Academic Honesty Acknowledgement		Sunday of Week 1
		Week 1 – Class Zoom Meeting		7:00 PM USCT Tuesday Week 1
		Week 1: Discussion – Welcome and Introductions		Initial post due by Thursday of Week 1 replies are due by Sunday of Week 1
		Week 1: Discussion Agile Manifesto, Principles, Ethics, and Leadership in Enterprise Agile Frameworks.	1, 2	Initial post due by Thursday of Week 1 Replies are due by Sunday of Week 1
Week 2	Agile Manifesto values and principle-based value delivery systems at the enterprise level. What is an Agile Framework?	Readings / Video: PMI (2017), *Agile Practice Guide*: Chapters 2 & 3 Block, S. (2023) – Chapter 2 Agile Project Management Article/Case Study/Video	3	

		Week 2 – Class Zoom Meeting		7:00 PM USCT Tuesday Week 2
		Week 2: Discussion – What is an Agile Framework	3	Initial post due by Thursday of Week 2 replies are due by Sunday of Week 2
Week 3	Challenges involved with scaling Agile to the enterprise level. Implications of organizational culture and values in enterprise Agile project management frameworks.	Readings: PMI (2017), *Agile Practice Guide*: Chapters 4, 5, & 6 Block, S. (2023) – Chapter 6 Agile Project Management Article/Case Study/Video	4, 5	
		Week 3 – Class Zoom Meeting		7:00 PM USCT Tuesday Week 3
		Week 3: Discussion Scaling Agile - Challenges, Culture, and Values in Enterprise Frameworks	4	Initial post due by Saturday of Week 3 replies are due by Sunday of Week 3
Week 4	Strengths and weaknesses of various predefined Agile project management frameworks. The Envision-Speculate-Explore-Adapt-Close Agile Delivery framework.	Readings: Agile Project Management Article/Case Study/Video Block, S. (2023) – Chapter 3	5, 6	
		Week 4 – Class Zoom Meeting		7:00 PM USCT Tuesday Week 4
		Week 4 Video Discussion – Strengths & Weaknesses of Agile Frameworks	5	Initial post due by Saturday of Week 4 replies due by Saturday of Week 5

Week 5	Enterprise value-driven delivery frameworks in the Agile project management context. Agile project management framework and determining agile practices suitable for organizational adoption.	Readings: Agile Project Management Article/Case Study/Video Block, S. (2023) – Chapter 5	7	
		Week 5 – Class Zoom Meeting		7:00 PM USCT Tuesday Week 5
		Week 5: Agile Framework Project Deliverable	3	Due by Sunday of Week 5
		Week 5: Discussion – Value-Driven Delivery and Agile Practices for Enterprise Projects	7	Initial post due by Saturday of Week 5 replies due by Saturday of Week 6
Week 6	Process tailoring to formulate an Agile project management framework for an organization. The role of governance in Agile project management frameworks.	Readings: Agile Project Management Article/Case Study Block, S. (2023) – Chapter 7	8, 9	
		Week 6 – Class Zoom Meeting		7:00 PM USCT Tuesday Week 6
		Week 6: Agile Framework Project Deliverable	3	Due by Sunday of Week 6
		Week 6: Video Discussion – Agile Process Tailoring and Governance in Organizations	9	Initial post due by Thursday of Week 6 replies are due by Sunday of Week 6
Week 7	Project management	Readings:	10	

	functions in enterprise Agile frameworks.	Agile Project Management Article/Case Study		
		Week 7 – Class Zoom Meeting		7:00 PM USCT Tuesday Week 7
		Week 7: Agile Framework Project Deliverable	3	Due by Sunday of Week 7
		Week 7 Discussion – Project Management Functions and Agile Frameworks	10	Initial post due by Thursday of Week 7 replies are due by Sunday of Week 7
Week 8	Project integration and delivery planning within an Agile project management framework. Requirements and task coordination in enterprise Agile project management frameworks	Readings: Darnell (2015), *Implicit and Explicit Measures of Coordination Effectiveness as Predictors of Agile Software Development Project Success: A Regression Approach*. Agile Project Management Article/Case Study	11	
		Week 8 – Class Zoom Meeting		7:00 PM USCT Tuesday Week 8
		Week 8: Discussion – Coordination in Agile Frameworks	3	Due by Sunday of Week 8
		Week 8: Discussion – Delivery Planning & Agile Frameworks	11	Initial post due by Saturday of Week 8 replies due by Saturday of Week 8
Week 9	Executive Presentation	Readings: See Weeks 1-8	12	
		Week 9 – Class Zoom Meeting		7:00 PM USCT Tuesday Week 9
		Week 9: Agile Frameworks – Executive Presentation	3	Due by Sunday of Week 9
Week 10	Course Completion and Reflection	Readings: None	*N/A*	

		Week 10 – Zoom Course Project Review & Retrospective		Live session Tuesday of Week 10
		Week 10 Discussion - Executive Presentation - Peer-Review		
		Week 10 – Discussion: Course Retrospective		Due by Thursday of Week 10 (The last Day of Class)

GRADING CRITERIA:

Assignment	% of Grade
Zoom Collaboration	10%
Forum Activity (Written Discussions)	30%
Forum Activity (Video Presentations)	30%
Executive Presentation	30%
Total	**100%**

Graduate
 92 – 100   A
 82 – 91   B
 72 – 81   C
 62 – 71   D
 Below 62   F

GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:
A successful distance learning experience requires a flow of communication between instructor and student throughout the session. Instructor comments are considered essential to the learning process. Therefore, each assignment/exam submitted will be reviewed, graded, and returned to the student in a timely manner along with the appropriate commentary. Students should carefully review all comments.

Final grades are processed approximately one week after the last day of the session and may be located in the My Grades section of the online registration portal as well as being emailed to the student's Amberton University email. Amberton University staff will not release grades over the phone. University instructors will not leave a message with comments or grades in any type of media that is not secure.

For questions regarding grades after the semester has ended, students should use their university email account and contact the instructor at the faculty email address as provided above in *Professor Information* area.

Incomplete Grades
An "I" (incomplete grade) is given at the discretion of the professor and may be given only when an emergency or illness prevents the student from completing course requirements. Should an "I" be granted, the student has 30 days from the end of the session to complete the conditions of the incomplete. An "I" which is not properly removed within 30 days following the session enrolled will become an "F" grade.

How To Withdraw From a Course
To be official, the class withdrawal must be in writing and signed by the student requesting the withdrawal; no withdrawal is accepted verbally. Please review the "Schedule of Classes" (online or in-print) for procedures for class changes or withdrawals and the refund policy and schedule.

COURSE DELIVERY METHODOLOGY:
This course is offered as a distance-learning course through the Moodle Learning Platform. Amberton's distance learning courses, called e-Courses, are identical to classroom courses in terms of learning outcomes, competencies, and instructor expectations. A student choosing to take an e-Course must have the following skills and technical capabilities:

1. Access to the Internet
2. General knowledge in:
   Internet browser settings and configuration
   e-mail and file attachments
   Uploading and downloading files
   Using a word processing package
3. Ability to conduct on-line research

Students who have not mastered these skills should not enroll for this course but should consider enrolling in MIS2110 Computer Concepts and Internet Technologies for instruction in these areas.

HOW TO ACCESS YOUR COURSE:

Through the Amberton University Student Portal
   Students enrolled in distance learning courses using the Moodle Learning Platform may access the course through the Amberton University Student Portal. The site may be accessed through the University's main page (http://www.Amberton.edu) or at http://apps.Amberton.edu. After selecting the "Student Portal" link, you will be prompted for a Username and Password.

   Use your assigned **username and password** (AUID) as described below to enter the AU Student Portal:

   Username = your capitalized firstname **initial**+lastname+last 3 digits of your SSN.
         * Use your name exactly as it is listed on the University's records, including any suffixes or hyphenations, such as Jr, Sr, or II, as a part of your username.

            For example: James Jones, Jr.   SSN: 123-45-6789
            Username: JJonesJr789

   Password = your Amberton University ID# (AUID) **including the dashes**

            For example: 04-999-999

   Once your login has been validated, you may select from a variety of menu options, including your individual E-Course, email account, Remote Research, General Tools, all Syllabi and Research Tutorials.

   If you are accessing the Student Portal from a public or shared computer, close the browser completely when finished, or click on the Logout button. For security purposes, no other person should have access to your Username or Password. If you feel your information has been compromised or if you experience technical difficulties, contact the e-course system administrator at: e-sysop@amberton.edu

   If you have lost or do not know your Amberton ID#, please contact the Student Services Office 972/279-6511 or advisor@Amberton.edu for a replacement AUID card. <u>You must know your Amberton ID# to gain access to the course and to send an email to your professor.</u>

Through the Amberton University Moodle Website
   Students enrolled in distance learning courses using the Moodle Learning Platform may also access the course by going to: http://moodle.Amberton.edu

For those utilizing Moodle for the first time, the **<u>username and password</u>** for the Moodle Learning Platform will be emailed to the student's University email account prior to the start of the course. For those returning to Moodle who do not remember their username and password, click on the link "*Forgotten your username or password*" available on the Moodle log in page (http://moodle.Amberton.edu). Otherwise use the same username and password as previous session.

Moodle Tutorial:
Upon successful log in and access to the Moodle learning platform, there is a *Student Moodle Tutorials* course available, to learn about the basics of Moodle. Simply click on the link for the *Student Moodle Tutorials* and read through the various learning topics: Navigating; Communicating; Assignments & Exams; Grades; and Student Resources.

COURSE COMMUNICATIONS:
Students will communicate with faculty through the Moodle Learning Platform or the Amberton University email system.

Email Communication
Each student enrolled is assigned an Amberton email account, which gives the student access to the Amberton email system (my.Amberton.edu). This email account is provided by Google Apps for Education. Students are encouraged to check their email regularly for University news, notices, and to communicate with instructors.

The student's assigned email address would be Username@my.Amberton.edu

> Example: LJones-Smith789@my.Amberton.edu

The student Username is determined by:

> firstname initial+lastname+last 3 digits of student ssn.

> For example: Linda Jones-Smith   SSN: 123-45-6789
> Email Address = LJones-Smith789@my.Amberton.edu

Students will be prompted for a Username and Password when accessing their email account. Use the Username portion of the email address as the username (Example: LJones-Smith789) and your Amberton ID# (including the dashes) as the password.

If you already have a Google Gmail account, you might be prompted to add this account to your current account. Click 'Yes' and you will be logged into your my.Amberton.edu email account. It will be a separate email account from your personal Gmail account.

If you need assistance with your email account, please visit https://support.google.com/mail

Students are responsible for reviewing the "Communication Guidelines" provided on the individual E-Course for specific instructor requirements.

Upon completion of a session, all communication and course specific information is removed from the Moodle system. If a student needs to maintain a record of communications or assignments, the student is strongly encouraged to print out or download these items to a disk for their own records.

FORMAT AND SUBMISSION OF ASSIGNMENTS:
Assignments are to be submitted to the appropriate assignment Drop Box in the Moodle system. Specific directions and guidelines for submission of assignments are located on-line in the "Communication Guidelines" of the e-course. Due to compatibility issues, Office 2007 files cannot be read by earlier versions of Microsoft Office. Before submitting an exercise file, confirm the file is in the proper format for grading by the instructor.

INSTRUCTOR/COURSE EVALUATION:
Each session, all Amberton students are provided with the opportunity to evaluate their courses and instructors. The evaluation process is an important one and provides students with an anonymous and confidential way to give meaningful feedback to the University. Summary information and comments are provided to faculty after the close of the session. All information provided is anonymous.

The Instructor/Course Evaluation will be open for completion during week 9 of the session. An evaluation assignment will be placed in week 9 of the Moodle course, along with the instructions on how to complete the evaluation. Prior to week 9, the University will send out an email containing instructions and dates for the evaluation period.

RESEARCH RESOURCES:
The Library provides access to full-text, and peer reviewed articles, and digital research tools. Students can search Library holdings through the online catalog and databases search engines available on the Library website or browse the physical library space and holdings located at the Garland campus.

Research items not contained in the Amberton Library collection can be located through interlibrary Loan (ILL) or through the TexShare program with the help of the Library staff. Students with questions about available services, resources, or research, may contact the Library via email at Library@amberton.edu.

RESEARCH ACCESS:
Databases can only be accessed by authorized users, and students at Amberton must enter their Amberton ID credentials-same as Moodle login-to gain access when off-campus. Use an Amberton website, such as the University site (Amberton.edu) or the library site (Library.amberton.edu) to find links to databased and digital books. Online resources are available all day, every day.

Library Live Chat Feature
Library staff are available to assist students with research problems or questions during Library hours through a live online chat feature, telephone, email, "How-to" videos, or in person. The library telephone is (972-279-6511 ext. 185. You can email questions to library@amberton.edu or visit the library in person on the Garland campus for assistance.