

Course Syllabus:

CARNEGIE MELLON UNIVERSITY

H. JOHN HEINZ III COLLEGE OF PUBLIC POLICY AND MANAGEMENT

Course: Agile Methods – 95-874, Units: 6

Instructor: John Davis (jadavis@andrew.cmu.edu)

Lectures: Tuesdays, 6:00pm - 8:50pm

Office Hours: Flexibility by phone; students encouraged to schedule appointments as needed.

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 (PSMI) 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.

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:

x Plagiarism, explained below. x Submission of work that is not the student's own for papers, assignments or exams. x Submission or use of falsified data. x Theft of or unauthorized access to an exam. x Use of an alternate, stand-in or proxy during an examination. x Use of unauthorized material including textbooks, notes or computer programs in the preparation of an assignment or during an examination. x Supplying or communicating in any way unauthorized information to another student for the preparation of an assignment or during an examination. x 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. x 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 individual performance, based on the number of points earned out of a total possible one hundred (100) points.

The course is heavily focused on scenarios-based exercises that require practical application of what is being learned within teams. Grades are assessed for your individual quality of contribution, participation level and demonstrated knowledge.

Class Participation:

Class participation points will be earned during Classes 2-8 at a rate of up to 5 points per class, totaling 35 points. 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.

Presentation:

There will be one team presentation on comparing and openly debating the merits of the various scaled agile frameworks, that is worth up to 20 points.

Quizzes:

There will be quizzes throughout the weeks used to help students assess their knowledge and understanding, totaling up to 15 points of their total grade.

Final Exam:

Due prior to the final class begins, students are required to complete their Scrum.org Professional Scrum Master I Assessment online. Students earning an 85% or greater will earn their PSMI certification. To earn up to the total possible of 30 points toward their final grade for the course, I take the top resulting percentage score earned through Scrum.org on the PSM I, as the basis of our grading curve: $(100 - \text{top percentage score from Scrum.org}) + \text{your percentage score earned from Scrum.org} / 100 * 30$ possible points = curve adjusted points earn for the final grade.

Final Course Grade (Scale Using Possible Points Earned Out Of 100):

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