

# The Student Guide for CLL 4803/8803

## INTRODUCTION TO AGILE PROGRAM MANAGEMENT

### 2026 FALL TERM v.1

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**Class Meeting Times:** Mon & Wed 3:30PM to 4:45PM

**Location:** Tech Square Phase III Building (George/Scheller Tower), Room 360

**Virtual Office Hours:** Tue & Thu 12:00PM to 1:00PM and by appointment

**Professor of Practice, Academic Director:** [chris.carter@gatech.edu](mailto:chris.carter@gatech.edu)

#### PROJECT MANAGEMENT BACKGROUND

**Catalogue Description:** Provides a deep dive into the Agile Manifesto, along with principles, mindset & multiple development approaches that are most relevant in today's industry.

This Special Topics course is designed especially for the engineering, computing and business fields of study. Project management was selected since it is one of the most-in-demand skill among high-level professionals [ref <https://www2.staffingindustry.com/Editorial/Daily-News/Project-management-ranks-as-most-in-demand-skill-among-high-level-talent-in-2021-58522>; <https://www.pmi.org/learning/careers/job-growth>]

Project management is often taught in universities in business programs, disciplines involving building construction, and enterprise-level computing courses. Professional education programs offer a wide variety of very applied courses in project management, including programs that prepare participants for passing the professional certifications (i.e. PMP® – Project Management Professional, and ACP® – AGILE Certified Practitioner) offered by the Project Management Institute (PMI).

[ref <https://www.pmi.org/certifications/project-management-pmp>]

[ref <https://www.pmi.org/certifications/agile-acp>]

[ref <https://www.pmi.org/certifications/construction>]

In addition, the Georgia Tech Professional Education (GTPE) project management academic program is nationally accredited by PMI and recognized regionally by PMI-Atlanta (3<sup>rd</sup> largest PMI chapter globally) as Academic Partner. Georgia Tech has a rich history with PMI, including founding members being alumni & initiating the very roots of project management from the late 1960s symposium on campus. Thus, this course was derived & converted from the PE short course to suit the academic means of an interdisciplinary credit-bearing curriculum under the **College of Lifetime Learning, for undergrad/graduate students in engineering, computing & business.**

This robust curriculum for project management was developed and is solely taught by real-world industry subject matter experts with a combined 120 years of real-world industry experience. The instructors represent various industry experience ranging from major healthcare, the finance sector, aggregate manufacturing, the United States Army, supply chain & logistics and the automotive industry.



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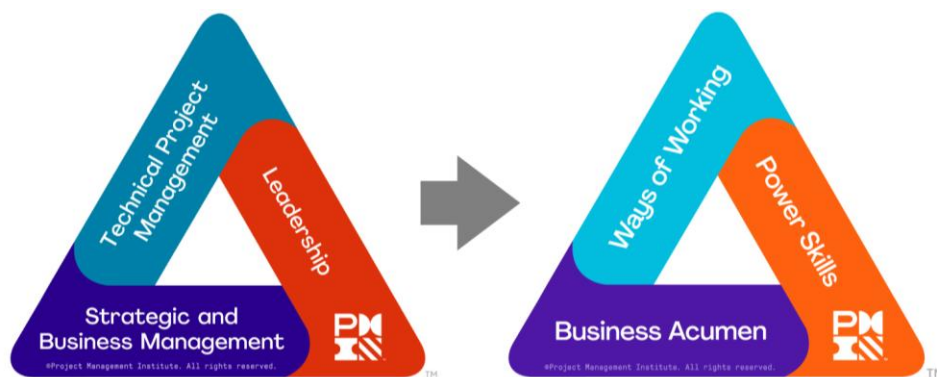
## LEARNING OBJECTIVES & FORMAT

### Expected Learning Outcomes

This course provides a deep dive into the Agile Manifesto, along with principles, mindset & multiple development approaches that are most relevant in today's industry. Learners will gain fundamental understanding of various approaches including SCRUM, Kanban, XP, FDD, DSDM, AUP and scaled approaches Crystal, SaFE, LeSS / MetaSCRUM, and Disciplined Agile. There is an inherent focus on tailoring for the best fit considering the value of hybrid approaches. This course also introduces the relationship of program management & the iterative nature of Agile approaches along with the interrelationship to portfolio management. Learners will gain in-depth understanding of scaled process-based approaches for strategic alignment, benefit delivery, value optimization and the iterative nature of balancing program resources & risk thresholds. This course focuses on value sustainment as programs typically have longer timelines due to multiple related projects.

*This course serves as a prerequisite for the future graduate minor due to the need to set basic Agile framework along with organizational context of projects for all learners.*

Students will also gain Business Acumen & Ways of Working credit for PMI's Talent Triangle® shown below [ref <https://www.pmi.org/learning/training-development/talent-triangle>]:



Each lecture, assignment & project activity covers one or more of the following objectives in support of the course goal. Course objectives are that students will/can:

1. Select an appropriate life cycle approach including iterative, incremental or hybrid approaches
2. Design Agile team structures to execute SCRUM common practices
3. Create KANBAN boards to visualize workflow progression
4. Design iterative benefit delivery models
5. Develop program health check structures to set governance framework

## Means

Various means are employed to encourage you to satisfy the learning objectives of the course.

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### MATERIAL TO REVIEW BEFORE CLASS

You must review assigned material before each class meeting for the class to get the most out of meeting activities.

All assigned material will be in the text(s) or available through the Canvas LMS (learning management system), LinkedIn Learning (Lynda), the GT Library, or the Web.

Each lesson may include a combination of short videos and assigned readings and other material available online. These are not assignments but designed to focus your attention on what's important.

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### HOMEWORK & RESEARCH PAPER

Homework assignments will be given to aid you in examining the utility of project management tools and practices leveraging the knowledge gained in class. The schedule of assignments is noted at the end of the syllabus. Homework may be assigned for individual completion or in working with a team.

Graduate level students will also be assigned research in the form of a white paper at the beginning of the term. The topic of the research paper should be in context of various applications of project management such as life cycle mgmt., triple constraint mgmt., risk mgmt., or conflict mgmt. practices.

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### SEMESTER PROJECTS

Students will be assigned to teams to complete a group project – Details regarding the group project will be provided at the beginning of the semester. Grading will be determined on the quality of the report out presentations. These assignments will require the report and a classroom presentation. Additionally, an individual student's grade will include an assessment by their team peers of their efforts to support the team.

Grading rubrics will be provided at the beginning of the semester for these assignments.

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### MIDTERM AND FINAL EXAM

There will be two exams during the semester – a midterm and a final. They are designed to determine how well you have mastered material discussed in class or as part of your assignments. The midterm exam will cover material from the start of the semester up through the date of the midterm. The final exam will cover all material since the midterm exam, selected material from the start of the term to the midterm and general questions regarding overall project management practices.

Unless otherwise noted, all of exams are closed-book, closed-note—your own work only. Although the exam will be closed book, you may use four (4) 5X8 cards to capture notes that may aid you during the exam. The cards will be provided by the instructor.

Unless instructed otherwise, tests will be proctored in the classroom.

## RESOURCES

### Required Academic Resources



#### AGILE Practice Guide

For a wholistic viewpoint of AGILE and its various forms, we strongly recommend PMI's Agile Practice Guide. Key concepts based on the AGILE Manifesto, including introductions to SCRUM, Kanban, and other approaches are covered in this text. Key AGILE values & principles for our curriculum are based on this publication.

- Title: **Agile Practice Guide** Authors: Project Management Institute and Agile Alliance Publisher: Project Management Institute (PMI) Publication Date: 2017 ISBN-10: 1628251999 ISBN-13: 978-1628251999

This electronic book is part of the GT Inventory, it has unlimited student access and can be found at

[https://galileo-gatech.primo.exlibrisgroup.com/permalink/01GALI\\_GIT/1plii6l/alma9914344370402947](https://galileo-gatech.primo.exlibrisgroup.com/permalink/01GALI_GIT/1plii6l/alma9914344370402947)

### Recommended Other Resources

#### The Standard for Program Management 5th Edition ©

At the cross section of waterfall & agile approaches, we find Program Management, and thus we utilize PMI's global standard as the baseline: covering program performance domains & life cycle management approaches.

This electronic book is part of the GT Inventory, it has unlimited student access and can be found at

[https://galileo-gatech.primo.exlibrisgroup.com/permalink/01GALI\\_GIT/gmaiv3/alma9914386229902947](https://galileo-gatech.primo.exlibrisgroup.com/permalink/01GALI_GIT/gmaiv3/alma9914386229902947)

#### The Standard for Portfolio Management 4th Edition ©

Towards scaled program management, we also utilize Portfolio Management guiding principles from PMI as the baseline: covering organizational context and value management through systems thinking.

This electronic book is part of the GT Inventory, it has unlimited student access and can be found at

[https://galileo-gatech.primo.exlibrisgroup.com/permalink/01GALI\\_GIT/1plii6l/alma9914386203402947](https://galileo-gatech.primo.exlibrisgroup.com/permalink/01GALI_GIT/1plii6l/alma9914386203402947)

#### PMBOK 8<sup>th</sup> Edition

The 8<sup>th</sup> edition is the foundational guide to understand both the process-based and principle-based approach for project management. Also, key expected learning outcomes including practical tools & models are based on these standards. Special Note: Textbook has two sections – The Standard for Project Management (SPM) and the Guide to the Project Management Body of Knowledge (P8).

Title: **A Guide to the Project Management Body of Knowledge (PMBOK® Guide)–Eighth Edition** Publisher: Project Management Institute (PMI) Publication Date: 2026 ISBN-10: 1628258306 ISBN-13: 978-1628258301

This electronic book is part of the GT Inventory, it has unlimited student access and can be found at

[https://galileo-gatech.primo.exlibrisgroup.com/discovery/fulldisplay?context=L&context=L&vid=01GALI\\_GIT:GT&vid=01GALI\\_GIT&docid=cdi\\_global\\_titleindex\\_catalog\\_504490162&tab=default\\_tab&lang=en](https://galileo-gatech.primo.exlibrisgroup.com/discovery/fulldisplay?context=L&context=L&vid=01GALI_GIT:GT&vid=01GALI_GIT&docid=cdi_global_titleindex_catalog_504490162&tab=default_tab&lang=en)

## POLICIES AND PROCEDURES

### Academic Honesty / Honor Code

The Georgia Tech Honor Code is in force. The complete text is on the Honor Advisory Council website: <http://www.honor.gatech.edu>.

*Plagiarism, which includes copying homework, is considered a serious offense.* You are not allowed to copy and paste or submit materials created or published by others, as if you created the materials. All materials submitted and posted must be your own original work.

You are expected to be aware of actions that constitute cheating, fabrication (i.e. AI/ChatGPT) or falsifications, multiple submissions of essentially the same work for different classes, plagiarism, and complicity in academic misconduct. Note that academic misconduct includes, "Submission of material that is wholly or substantially identical to that created or published by another person or persons, without adequate credit notations indicating authorship," (plagiarism). Suspected cases of academic misconduct are investigated by the Office of Dean of Students.

### Use of Electronic Devices in Class

Laptops or tablets may be required for some in-class work, for tests and the exam, and may be used to take notes. However, you should not use an electronic device (e.g., laptops, mobile phones, PDAs, etc.) during a meeting for a purpose not directly related to work assigned during that meeting.

**During quizzes and tests and certain in-class activities, the use of any electronic devices for any purpose except for accessing the test, including talking, texting, web surfing, etc. is specifically forbidden.**

**Exceptions will be identified by the instructor when appropriate. When in doubt, the answer is "no".**

### Official Communications

Both Canvas Announcements, Course Discussions, and the class email distribution list are used to post information on class changes, upcoming assignments, grades, etc. Most communications will be regarding **teclass** activities and assignments will be transmitted via Announcements and Module Discussions.

Students are advised to set alerts for Announcements and Discussion postings.

If necessary, email communications will be sent to the Georgia Tech student email (that ends in @gatech.edu) that is assigned to you by the Institute. It is your responsibility to have the Georgia Tech email account active and to receive and regularly read messages written to that address. If you do not use your Georgia Tech email address, you should have your GT email forwarded to an account that you check several times each day and make sure it is not filtered as spam. That is also your responsibility.

### Preparation for Each Class Meeting

You are expected to have completed any required reading, taking pre-class quizzes, writing, viewing, listening, problem-solving, and evaluation assigned for a meeting *before* the meeting takes place.

### Conduct during Class Meetings

Arrive on-time. Class will normally start on-time. It is your responsibility to create a schedule of classes that you can meet without leaving early or arriving late.

Bring your textbook, your laptop or smartphone for answering questions, some paper, and a writing tool. Under no circumstances cross in front of the podium during class. Enter or exit through the backdoor, if there is one, or the nearest door.

You are strongly encouraged to take notes by hand, since research shows that is most effective. You are welcome to print out the slides before class and write on those.

Use of phones or laptops in class is prohibited except during specific times when you will be directed to use them to participate in a class activity. Do not have a phone on your desk or your laptop open until directed. Violations of this policy may result in point deductions from your final grade. An exception will be made if you have a document from disability services that states that you must be allowed to take notes on a laptop.

Refrain from chit chat with your neighbors that is not related directly to class activities.

Yellow Jackets are expected to treat their fellow Yellow Jackets and any guests with respect during classroom meetings.

## Verifying CANVAS Submissions

To avoid the risk of non-submission of work, students should go back to the assignments page on Canvas and double-check what was submitted. Download a copy of it from Canvas and verify that it is exactly what was intended to be submitted. *Turning in the correct file and validating that you have done that correctly is solely your responsibility – in short, it is your job to verify it.*

You can submit your homework file(s) multiple times on Canvas until the cut-off time, with the last submission being the one that will be graded. *If you resubmit a homework, make sure each resubmission includes \*all\* the required files, not just the one(s) you changed.*

It is the student's responsibility to manage your individual Gradebook in Canvas. If there are any questions regarding grades, they should be directed to the instructor (me) via email before the Final Exam.

## Early / Make-Up Work

Late work will not be accepted unless it is late because of significant events beyond the student's control such as death in the immediately family or an emergency medical procedure or event.

## Alternative Credit

There are no alternative credit/extra credit options available for this course.

## Excused Absences

Excused does not mean "good" and unexcused does not mean "bad". Participation in official Institute activities such as an athletic event as a member of The Swarm or staff or representing the Institute as part at a competition or conference, or a mandatory military deployment, or hospitalization, or attending the funeral of an immediate family member are excused *if the proper documentation from the Institute is provided.*

If you will miss class due to participation in approved Institute activities (such as field trips and athletic events; see <http://www.catalog.gatech.edu/rules/4/# for the institute absence policy> ), you must contact me beforehand in order to be excused from any participation scheduled for that day.

Absences for foreseeable events, personal choices, and "things that just happen" are not excused. For example, not feeling well, doctor appointments, interviews, incarceration, weddings, conflicts with part- or full-time work needs, activities in other classes, research activities, and participation in extracurricular activities are not excused.

## Accommodations for Disabilities

If you have established accommodations with the Offices of Disability Services, please communicate your approved accommodations to me at your earliest convenience so we can discuss your needs in this course. Any accommodations granted will begin after you present the documentation. Accommodations for a specific event will be considered after the request but before the event. No retroactive accommodations will be made.

If you have a need but have not yet established accommodations through Disability Services, you should contact

Disability Services at 404.894.2563 or [dsinfo@gatech.edu](mailto:dsinfo@gatech.edu) or <http://disabilityservices.gatech.edu>. Disability Services offers resources and coordinates reasonable accommodations for students with disabilities and/or temporary health conditions. Reasonable accommodations are established through an interactive process between you, the instructor (me) and Disability Services.

Should a new disability be identified during the term, the instructor (I) will work with Disability Services to accommodate your needs from that time forward.

## RECORD OF CHANGES

Date	Description
2/28/2025	NCP initial draft syllabus

## Changes to this Document

Changes to any part of this document may be made to reflect changing situations.

Any changes will be announced in class and via email or posted on-line.



## SCHEDULE OF MEETINGS AND ASSIGNMENTS

This class meets **Mondays & Wednesdays 3:30pm – 4:45pm**. The schedule is subject to change. Changes will be announced on the course website in Canvas Announcements and via class emails. All due dates and times are expressed in US Eastern Standard Time or US Eastern Daylight Savings Time, depending on which is in force. All assignments will be due at 3:30pm on the due date.

**Attendance:** Attendance is required in this course and will be tracked as part of your overall grade for the course. This will be tracked through in-class assignments. I will be available during regular office hours and by appointment throughout the term to address questions regarding course material or the assignments.

### Schedule of Class Meetings and Assignments

Week	Class #	Date	Day	Lesson Prep – The Standard for Program Management (PgM) The Standard for Portfolio Management (PtM) Agile Practice Guide (APG)	In-Class Lecture	Homework / In-Class Exercise Due – Unless otherwise, all assignments are graded	Notes
1	1	8/24	Mon	Pre-Read Course Syllabus	<b>First Day of Classes</b> Course Introduction & Academic Resources	<a href="https://www.pmi.org/standards/agile">https://www.pmi.org/standards/agile</a>	Required textbooks
	2	8/26	Wed	(APG) – Pgs. 8-9, 97-98	<b>Agile Manifesto:</b> Introduce N=4 values & N=12 principles		Graduate Students ONLY: Research Topic selection due
2	3	8/31	Mon	(APG) – Pgs. 1-3, 7, 21-29	<b>Managing Complexity:</b> Supporting life cycle selection for Iterative, Incremental & Hybrid		
	4	9/2	Wed	(APG) – Pgs. 33-41, 47-49, 53, 81-82	<b>Agile Mindset &amp; Team Structure:</b> Servant leadership style, composition & structure of standard agile teams		
3	-	9/7	Mon	No Class	Official institute holiday – Labor Day		
	5	9/9	Wed	<b>Guest Speaker Bio: Name, Company &amp; Title</b>	<i>Speaker Topic:</i> SCRUM Master SME		
4	6	9/14	Mon	(APG) – Pgs. 11-12, 31, 50-55, 57-59, 100-101	<b>SCRUM 101:</b> Introduction to default & common practices: (iterations, demos, retros, backlog refinement)	Design a 2-week sprint including backlog planning, demo & retrospective	
	7	9/16	Wed	In-Class Presentations	<b>Group Report Out:</b> Sprint Design	Presentation & Report	
5	8	9/21	Mon	(APG) – Pgs. 65, 103-105	<b>KANBAN 101:</b> Introduction to Lean history, Toyota Production System, methodology & visual boards	Design a DO   DOING   DONE mock kanban board	
	9	9/23	Wed	In-Class Presentations	<b>Group Report Out:</b> Kanban Board Design	Presentation & Report	



Week	Class #	Date	Day	Lesson Prep – The Standard for Program Management (PgM) The Standard for Portfolio Management (PtM) Agile Practice Guide (APG)	In-Class Lecture	Homework / In-Class Exercise Due – Unless otherwise, all assignments are graded	Notes
6	10	9/28	Mon	<b>Guest Speaker Bio: Name, Company &amp; Title</b>	<b>Group Project Kick-Off: Tailor a Hybrid Approach</b>  <i>Speaker Topic: Real-World Hybrid Approaches</i>	Schedule and coordinate team meetings to complete hybrid approach by 10/7	Team assignments & expectations
	11	9/30	Wed	(APG) – Pgs. 102, 108-111	<b>Multiple Approaches:</b> Introduction to key IT/software development approaches: <b>XP, FDD, DSDM, AUP</b>		
7	12	10/5	Mon	Hybrid Approaches: In-Class Presentations  <b>50% Group Project Progress Check</b>	Hybrid Approach Draft: Iterative vs. Incremental life cycles and Predictive approach inclusion		
	13	10/7	Wed		<b>Midterm Exam</b>		In-Person Honor Code
8	14	10/12	Mon	In-Class Presentations	<b>Group Report Out:</b> Hybrid Approaches Review	Presentation & Report	In-Class Presentations
	15	10/14	Wed	(APG) – Pgs. 106-107, 112-113, 114	<b>Multiple Approaches:</b> Introduction scaled approaches: <b>Crystal, SoS, SAFe, LeSS DA</b>		
9	16	10/19	Mon	(APG) – Pgs. 61-66, 71-76	<b>Project Agility:</b> Empirical-based measurements for the performing agile organization / PMO		
	17	10/21	Wed	(PgM) – Pgs. 5, 6-8, 10, 12-13, 17, 18-24, 28-33, 123	<b>Program Mgmt. Intro:</b> Connection to Agile & N=8 principles & competencies	<a href="https://www.pmi.org/standards/program-management-fifth-edition">https://www.pmi.org/standards/program-management-fifth-edition</a>	
10	18	10/26	Mon	(PgM) – Pgs. 64-65, 68-73, 80-83, 97-108, 109-113, 129-130, 141-142, 155	<b>Performance Domains:</b> LCM, Strategy Alignment, Benefits Mgmt., Stakeholder Engagement, Collaboration and Governance		
	19	10/28	Wed	(PgM) – Pgs. 112, 115-116, 120-121, 126-127 (APG) 82 (PtM) – Pgs. 17, 31-32	<b>Program Governance:</b> Vision & Mission Success Criteria Health Checks Steering Committee(s)	Draft a mock health check agenda considering KPI	Utilize template



Week	Class #	Date	Day	Lesson Prep – The Standard for Program Management (PgM) The Standard for Portfolio Management (PtM) Agile Practice Guide (APG)	In-Class Lecture	Homework / In-Class Exercise Due – Unless otherwise, all assignments are graded	Notes
11	20	11/2	Mon	(PgM) – Pgs. 17, 73, 85-88, 89-96, 146, 160-162 (PtM) – Pgs. 32-33	<b>Benefits Management:</b> Program/Product Roadmaps Benefits Delivery & Sustainment		
	21	11/4	Wed	(PgM) – Pgs. 17, 34-35, 131-136 (PtM) – Pgs. 3-5, 7-8, 10-12	<b>Portfolio Mgmt. &amp; Collaboration:</b> Portfolio x Program Distinctions Organizational Context	Design a collaboration model considering org context	Utilize template
12	22	11/9	Mon	(PtM) – Pgs. 25, 39-40	<b>Value Management I:</b> Maximizing & Assuring Value		
	23	11/11	Wed	(PtM) – Pgs. 76-83	<b>Value Management II:</b> Realizing & Measuring Value		
13	24	11/16	Mon	(PtM) – Pgs. 51-52, 54, 58-61	<b>Capacity &amp; Capability Mgmt.:</b> Balancing & Optimizing Techniques		Graduate Students ONLY: Research paper submission
	25	11/18	Wed	<b>Guest Speaker Bio: Name, Company &amp; Title</b>	<b>Group Project Kick-Off: Health Check Design</b>  <i>Speaker Topic: What is "Value-Added"?</i>	Schedule and coordinate team meetings to complete health check design by 11/23	Team assignments & expectations
14	26	11/23	Mon	In-Class Presentations	<b>Group Report Out:</b> Health Check Design	Presentation & Report	In-Class Presentations
	27	11/25	Wed	No Class	Official institute recess & holiday – Thanksgiving		
15	28	11/30	Mon	In-Class Presentations	<b>Group Report Out:</b> Health Check Design	Presentation & Report	In-Class Presentations
	29	12/2	Wed	(PgM) – Pgs. 38, 40-62, 152-155, 177-199 (APG) 8-9 (PtM) – Pgs. 6-7, 111-113	<b>Guiding Principles:</b> Parallel to: Scaled process-based approaches AGILE principles & mindset		
-	-	12/7	Mon		<b>Last Day of Class</b> Final Review In-class office hours	Course Survey	

## EVALUATION AND COURSE GRADES

Criterion	4803 Undergrad Points	8803 Graduate Points	Comment
Midterm exam	25%	20%	The midterm exam focuses on the first half of the class material.
Final exam	30%	25%	The final exam focuses on the second half of the class material and other general course material (see above). Generally, final exam dates and times are available at: <a href="http://www.registrar.gatech.edu/students/exams.php">http://www.registrar.gatech.edu/students/exams.php</a>
Research Paper (Graduate students ONLY)	N/A	15%	Research paper covering project management knowledge, skills, and relevant application will be assigned at beginning of term.  The grades will be determined based on depth of research & practical application insight per topic selected.
Homework	10%	5%	Various homework, including keeping up with reading assignments.
In-Class Assignments	5%	5%	Must be present in class to receive credit for these assignments.
Group Project	30%	30%	The Hybrid Approaches & Health Check group projects are detailed in the template & assignments. The project grade will be determined by the quality of the report and the team in-class presentation summary of their report. Individual grades will be adjusted based on peer evaluations of team members participation and contribution to the report and presentation.
Total	100%	100%	

Letter grade assignment:

<b>A</b>	<b>90.0% - 100.00%</b>
<b>B</b>	<b>80.0% - 89.9%</b>
<b>C</b>	<b>70.0% - 79.9%</b>
<b>D</b>	<b>60.0% - 69.9%</b>
<b>F</b>	<b>00.0% - 59.9%</b>

Posted Letter grades are FINAL unless I failed to record a grade correctly or made a math error. It is common that some students miss a higher grade by a few points no matter where the line is drawn.

**END OF DOCUMENT**