

Project Management: Applying Predictive and Adaptive Methods (095033)

This bridge document is written for instructors who have used Logical Operations' *Project Management Essentials (Second Edition)* courseware (095023) and want to come up to speed on the new *Project Management: Applying Predictive and Adaptive Methods* courseware quickly and efficiently.

Overview of Changes

Even though the title is different, this course is a successor to *Project Management Essentials (Second Edition)*. Its new title reflects how it has been expanded to four days of coverage to incorporate material on modern Adaptive project management methodologies, such as Agile.

(Training delivery organizations who prefer to focus on a traditional Predictive project management approach in the three-day format can continue to offer our *Project Management Essentials (Second Edition)* course.)

In this new *Project Management: Applying Predictive and Adaptive Methods* course, the lesson-level structural changes are as follows:

- The flow of the lessons continues to correspond to the general life cycle of a project: Initiate, Plan, Execute, Monitor and Control, and Close. The Predictive and Adaptive concepts are distributed within the lessons in which they are applicable to the project. Also, some titles have changed to reflect the inclusion of the Adaptive approach.
- In four instances (one lesson and three topics), the Adaptive concepts are separated:
 - Lesson 3, Topic E: Plan an Adaptive Project
 - Lesson 4, Topic C: Create an Initial Release Plan
 - Lesson 5, Topic D: Determine the Burn Rate for Adaptive Teams
 - Lesson 14: Closing an Adaptive Project
- Due to the large amount of new Adaptive approach content, an additional day of training was added. This course is now 4 days of training.
- Starting in Lesson 3, an image of the overall picture (or bird's eye view) of the project life cycle appears to orient students to where they are in the project.
- In the previous course, Lesson 1 contained a topic about project management certifications. This content was moved to Appendix A. New information about Agile Methodology certifications was added.

Content Changes

The following table provides details about specific content changes in each lesson.

Lesson 1: Getting Started with Project Management	
Topic	Additional Content
1A	<ul style="list-style-type: none">• Comparison of Predictive vs. Adaptive approaches.• Methodologies introduced: Waterfall, Rolling wave, Adaptive.• The concepts of Values and Outcomes are introduced.

	<ul style="list-style-type: none"> Adaptive project leadership roles are included.
1B	<ul style="list-style-type: none"> Added content about project stakeholder families.
Lesson 2: Launching Projects	
2A	<ul style="list-style-type: none"> Minor editorial changes.
2B	<ul style="list-style-type: none"> Added the Power-Interest Grid.
2C	<ul style="list-style-type: none"> Minor editorial changes.
2D	<ul style="list-style-type: none"> Added the concept of Project Vision. Added Initial Scope vs. Final Scope in an Adaptive project.
Lesson 3: Planning the Work in Predictive and Adaptive Projects	
3A, 3B, 3C, 3D	<ul style="list-style-type: none"> Minor editorial changes.
3E	<ul style="list-style-type: none"> New topic on planning an Adaptive Project, includes: <ul style="list-style-type: none"> User Stories Acceptance criteria and Definition of Done Product Backlogs Prioritization of stories based on business values Added two activities: <ul style="list-style-type: none"> Planning an Adaptive Project Prioritizing the Stories in the Product Backlog
Lesson 4: Creating Project Schedules and Release Plans	
4A, 4B	<ul style="list-style-type: none"> Minor editorial changes.
4C	<ul style="list-style-type: none"> New topic covering Release Plans and the MVP. New activity: Creating an Initial Release Plan
Lesson 5: Planning Project Costs	
5A, 5B, 5C	<ul style="list-style-type: none"> Minor editorial changes.
5D	<ul style="list-style-type: none"> New topic about calculating burn rates in Adaptive projects. New activity: Determining the Burn Rate
Lesson 6: Planning for Risk	
6A	<ul style="list-style-type: none"> Moved Risk categories from topic B to A.
6B, 6C, 6D	<ul style="list-style-type: none"> Minor editorial changes.
Lesson 7: Planning for Quality and Compliance	
7A	<ul style="list-style-type: none"> Added content about quality in an Adaptive approach. <ul style="list-style-type: none"> Daily standup meetings Sprint/Iteration Reviews Sprint Retrospectives
7B	<ul style="list-style-type: none"> Minor editorial changes.
Lesson 8: Managing the Project Team	
8A, 8B	<ul style="list-style-type: none"> Minor editorial changes.
8C	<ul style="list-style-type: none"> Added content about Team Charters.
	<ul style="list-style-type: none"> Added content about Team Empowerment, specifically self-organized teams and the importance of collaboration.
8D	<ul style="list-style-type: none"> Minor editorial changes.
Lesson 9: Managing Project Procurements	
9A, 9B, 9C, 9D	<ul style="list-style-type: none"> Minor editorial changes.
Lesson 10: Executing the Project	
10A	<ul style="list-style-type: none"> Added Adaptive approach considerations.

	<ul style="list-style-type: none"> ○ Sprint Planning Meetings ○ Commitment to User Stories ○ Task Decomposition ○ Commitment to the Sprint Backlog ○ Guidelines for Writing a Change in Adaptive Approaches <ul style="list-style-type: none"> ● New activity: Conducting a Sprint Planning Meeting
10B	<ul style="list-style-type: none"> ● Added content about how learning drives adaptation (how Adaptive projects view change).
10C	<ul style="list-style-type: none"> ● Minor editorial changes.
Lesson 11: Monitoring and Controlling the Project Schedule and Cost	
11A	<ul style="list-style-type: none"> ● Added content about using information radiators to track the progress of an Adaptive project. <ul style="list-style-type: none"> ○ Kanban-style tasks boards ○ CFDs ○ Burndown/burnup charts ● New activity: Tracking Sprint Performance
11B	<ul style="list-style-type: none"> ● Minor editorial changes.
11C	<ul style="list-style-type: none"> ● Modified the cost performance metrics.
Lesson 12: Monitoring Risk and Quality	
12A, 12B, 12C	<ul style="list-style-type: none"> ● Minor editorial changes.
Lesson 13: Communicating and Reporting	
13A	<ul style="list-style-type: none"> ● Modified content about the communication model. ● Added Communication mediums, such as verbal, non-verbal, written, and visual. ● Renamed Communications Management Plan to be “Communications Plan.” ● Combined previous topic B with topic A. Changed “Information Distribution” to “Communication Tools” to emphasize that communication is evolving from program manager-centric to two-way communication.
13B	<ul style="list-style-type: none"> ● Added content about visibility, trust building, and transparency related to communication in Adaptive projects.
13C	<ul style="list-style-type: none"> ● Minor editorial changes.
Lesson 14: Closing an Adaptive Project (New lesson)	
14A	<ul style="list-style-type: none"> ● Sprint Reviews ● Sprint Retrospectives ● Lessons learned ● New activity: Performing Sprint Reviews and Retrospectives
14B	<ul style="list-style-type: none"> ● Release planning ● Deployment planning ● New activity: Coordinating Release and Deployment Planning
Lesson 15: Closing a Predictive Project	
15A, 15B, 15C	<ul style="list-style-type: none"> ● Inserted “Predictive” in the Lesson title.
	<ul style="list-style-type: none"> ● Minor editorial changes.