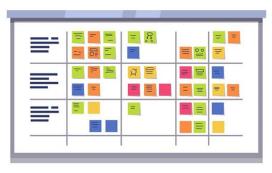1. What are traditional project management methods that you are familiar with?
2. What is agile project management?

1. Choose one option for each sentence to learn some project management vocabulary.

a) Project managers set …………… for projects to be able to monitor progress and check if the project is delivered on time.

1) obstacles   2) milestones   3) challenges

b) The most important aspect of a project closure phase is the client's acceptance of …………… .

1) deliverables   2) goals   3) products

c) The team must be aware of …………… such as limited resources to be able to take them into consideration during the planning stage.

1) grants   2) constraints   3) frameworks

d) Clients provide project …………… , which represent their needs and help the team define the task they need to complete, to ensure the success of a project.

1) program   2) demands   3) requirements

e) We must define the project …………… to establish the boundaries of the project and responsibilities for each team member.

1) range   2) extent   3) scope

f) Project managers are responsible for finishing projects on time and delivering results to …………… , either inside or outside the organization.

1) stakeholders   2) shareholders   3) contractors

2. Discuss the following points. Use the words and phrases from ex. 1.

- Describe the last project you were involved in:
    o think of objectives and issues you had, whether you met the deadline, and how the project was completed.

- Think of the biggest challenges there are in managing projects.
- What kind of project management methodologies have you heard of?
- Have you ever been involved in a project that went wrong?

3. Watch a video [https://youtu.be/TRcReyRYlMg], which describes in a nutshell how Scrum project methodology works, and complete the sentences.

a) A product owner creates a product …………… which is a prioritized wish list.

b) During sprint …………… , the team pulls a chunk from the top of that wish list, a sprint backlog, and decides how to implement those pieces.

c) The team has a certain amount of time — a …………… (usually two to four weeks) — to complete its work, but it meets each day to assess its progress (daily Scrum).

d) Along the way, the Scrum …………… keeps the team focused on its goal.

e) At the end of the sprint, the work should potentially be …………… : ready to hand to a customer, put on a store shelf, or show to a stakeholder.

f) The sprint ends with a sprint …………… and retrospective.

g) As the next sprint begins, the team chooses another …………… of the product backlog and begins working again.

4. Read the article and find synonyms of the words below.

a) repeatable =

b) comprehensive =

c) question =

d) harmonize =

e) delivered =

f) objects =

g) demonstrate =

h) progressive =

Scrum is an iterative and incremental agile software development framework for managing product development. It defines "a flexible, holistic product development strategy where a development team works as a unit to reach a common goal", challenges assumptions of the "traditional, sequential approach" to product development, and enables teams to self-organize by encouraging physical co-location or close online collaboration of all team members, as well as daily face-to-face communication among all team members involved. A key principle of Scrum is the dual recognition that customers will change their minds about what they want or need and that there will be unpredictable challenge.

Scrum calls for four ceremonies that bring structure to each sprint:

- **Sprint planning**: A team planning meeting that determines what to complete in the coming sprint.
- **Daily stand-up** (AKA a daily scrum): a 15-minute mini-meeting for the software team to sync.
- **Sprint demo**: A sharing meeting where the team shows what they've shipped in that sprint.
- **Sprint retrospective**: A review of what did and didn't go well with actions to make the next sprint better.

During a sprint, visual artefacts like task boards and burndown charts, visible to the team and spectators alike, are powerful motivators. They drive a spirit of "we're doing this!" Having the opportunity to show off new work at the sprint demo is equally motivating, and the consistent, incremental feedback the team gets from stakeholders at each demo creates a powerful way to develop products.

Adapted from Atlassian.com and Wikipedia

5. **Watch a video [https://youtu.be/0qyKfDErMiE] on Agile vs. Waterfall and discuss the questions.**

- What are the differences between Agile and traditional project management (Waterfall)?
- Which of these two methodologies would work better in your workplace? Why?
- What's your opinion about Agile/Scrum? Is this just a buzzword or a revolution in how people work?
- Which aspect of Scrum do you like/hate the most?
- What is missing from Scrum? What practice would you suggest to improve it?
- Who in your opinion should not adapt Scrum and continue working using standard Waterfall methodology?

6. **You will be divided into two teams. One team will defend Agile methodology and the other will try to show how Scrum is not as good. Think of some arguments to support your point and find counter-arguments to the opposing side's ideas. The infographic on the next page can help you.**