



Mastering Hybrid Project Management Approaches Course Outline

Course Overview

PMI®'s *Pulse of the Profession* (2024) found that the percentage of respondents reporting the use of hybrid project management approaches sharply increased from 20% to 31.5% from 2020 to 2023. Practitioners recognize the difficulty of providing value in environments that demand elements of predictability (e.g., fixed timeline or budget) in areas with inherent risk and change. This three-day course provides participants with a solid foundation of hybrid project management development approaches, based on applying the best practices of traditional and agile approaches. Hybrid approaches provide the balance of predictability and adaptability that modern organizations demand, and project managers can benefit tremendously by effectively applying hybrid approaches to their projects.

Course Details

Class Duration	3 days
Course Materials Provided	Electronic textbook and templates
Course Price	\$1,795 per participant. Discounts available: <ul style="list-style-type: none">• \$200 early enrollment discount (five weeks prior to the class)• \$200 U.S. military discount (cannot be combined with early enrollment)• Preferred Pinnacle ProDev, LLC customer discounts Contact us (brian@pinnacleprodev.com) for discounts that apply to you.
PMI Course Number; PDUs	PMI Assigned PDU Claim Code 3446IA485E 21 PMP® PDUs (Ways of Working)

Prerequisites

General familiarity with predictive and agile project management principles and practices recommended.

Instructors

We hand pick our instructors to ensure you receive a top-quality educational experience. Some of our instructors have over 30 years of experience in the field, as well as years of adult education experience. We require that our instructors have a minimum of 10 years of experience in the subject matter they deliver, as well as at least three years of adult education classroom experience. Your training class is only as good as your instructor.

Our founder, Brian Salk, PhD, PMP®, PMI-ACP®, personally hires and trains all of our instructors. Our instructors attend Dr. Brian's intensive train-the-trainer session, designed to help instructors deliver effective, interactive, and informative training sessions that are tailored to the unique learning styles of adult students. Dr. Brian's highly interactive teaching style is based on proven educational theory and over 25 years of practice. He has won the prestigious Worldwide Excellence in Training award four times.

Pinnacle Professional Development, LLC

www.pinnacleprodev.com

37510 Sienna Oaks Drive

New Baltimore, MI 48047

For sales information, contact Brian Salk, PhD 586-295-2519; brian@pinnacleprodev.com

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Lesson 1: Core Traditional, Agile, and Hybrid Concepts

- Adopt a “Customer Value” Mindset
- Core Traditional, Agile, and Hybrid Concepts Overview
- Predictive Project Management Methodologies
- Agile Methodologies: Mitigating Uncertainty
- Agile Project Management Methodologies: Iterations/Sprints and Increments
- The Agile Manifesto Overview and Values
- Project Development Approaches
- Core Hybrid Concepts Overview
- Exercise: Case Study Selection

Lesson 2: Core Traditional, Agile, and Hybrid Team Roles

- Comparison of Management and Leadership
- Servant Leadership
- Predictive Project Roles and Responsibilities
- Scrum Project Roles and Responsibilities
- Demonstrate Emotional Intelligence
- Manage Virtual Teams
- Decision-Making Techniques
- Optimal Hybrid Team Members

Lesson 3: Initiating Predictive Projects

- Determine Project Justifications
- Comparison: Initiating Predictive Versus Agile Projects
- Project Management Business Documents
- Develop Project Charter
- Identify Stakeholders

Lesson 4: Initiating Agile Projects

- Comparison: Initiating Predictive Versus Agile Projects
- Project Initiation Overview
- Create Needs Assessment and Business Case
- Create Vision Statement
- Design the Box
- Select Product Owner, Scrum Master, and Development Team
- Develop Team Charter
- Develop Customer-Facing and Non-Customer-Facing Epics
- Create Prioritized Product Backlog
- Create Product Roadmap
- MVPs and MBIs
- Initiating Hybrid Projects

Lesson 5: Planning Predictive Projects – Scope

- Comparison: Planning – Predictive Versus Agile Projects
- Comparison: Planning Scope – Predictive Versus Agile Projects
- General Flow of Documents to Plan the Scope of Predictive Projects
- Project Scope Management Key Concepts
- Plan Requirements and Scope Management
- Collect Requirements
- Elicit Requirements – Methods
- Create Project Scope Statement
- Create Work Breakdown Structure (WBS)
- Create a WBS Dictionary



Lesson 6: Planning Agile Projects – Scope

- Comparison: Planning Scope – Predictive Versus Agile Projects
- Overview: Planning Agile Projects – Scope
- Create Stories
- Other Non-Customer-Facing Backlog Items
- Determine Acceptance Criteria
- Determine Done Criteria
- Elicit Epics, Features, and Stories – Methods
- Create Story Maps
- Prioritize Stories – Overview
- Create Product Backlog
- Plan the Scope of Hybrid Projects

Lesson 7: Planning Predictive Projects – Resources, Schedule and Cost

- General Flow of Documents
- Project Resource Management Key Concepts
- Project Schedule Management Key Concepts
- Plan Resources, Schedule, and Cost Management
- Organizational Breakdown Structures (OBS)
- Resource Breakdown Structure (RBS)
- Project Organizational Charts
- Responsibility Assignment Matrix (RAM)
- Define Activities
- Sequence Activities
- Estimate Activity Resources
- Estimate Activity Durations
- Estimating Methods
- Develop Schedule
- Determine Critical Path
- Estimate Costs
- Determine Budget

Lesson 8: Planning Agile Projects – Resources, Schedule, and Cost

- Estimate Story Effort – Overview
- Story Points
- Ideal Days
- Affinity Diagrams
- Planning Poker
- Conduct Release Planning
- Determine Iteration Length
- Feature Buffer and Schedule Buffer
- Sprints Overview
- Determine Velocity
- Timeboxed Sprint Planning Meeting
- Product Backlog and Sprint Backlog
- Estimating Costs for Agile Projects
- Plan the Resources, Schedule, and Cost of Hybrid Projects

Lesson 9: Monitoring and Controlling Predictive and Agile Projects

- Comparison: Monitoring and Controlling Predictive and Agile Projects
- Project Data, Information, and Reports, Knowledge, and Wisdom
- Status Meetings
- Monitoring and Controlling Predictive Projects
- Gantt Charts
- Milestone Charts
- Tabular Formats
- Check Sheets
- Cause-and-Effect Diagrams
- Pareto Charts
- Control Charts
- Histograms
- Scatter Diagrams
- Risk Registers
- Risk Reports
- Stakeholder Engagement Assessment Matrices
- Track Velocity
- Line Charts
- Burndown and Burnup Charts
- Kanban Charts
- Information Radiators and Refrigerators
- Learning and Continuous Improvement
- Monitor and Control Hybrid Projects

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