Course: *Leadership and Agile Production Management Microcredential*

Term: *Fall 2023*

Delivery Method: Online

Instructor: *Dr. Rachel Ralph*

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Course Goal

Iterative development has become more commonplace in many software and technology companies. The biggest obstacle for successful iterative development is understanding the role of management and leadership on adaptive pipelines. In order to succeed as a project manager, scrum master, producer, project coordinator, or team leader in a digital media and/or technology environment, individuals must be able to lead teams to efficiency and effectiveness.

This microcredential will equip students with a broad understanding of management and leadership through agile and hybrid methodologies (watergile). Students will develop essential skills (principles, concepts, tools, and techniques) for people management while exploring leadership management practices and tools. Further, the industry has seen a significant shift in "how we work" and this course will address remote/hybrid work models.

Course Objectives

Upon completion of this course students will be able to:

- *Develop greater confidence in defining, planning, and managing projects in remote/hybrid work*
- *Identify and explore personal leadership styles and professional etiquette*
- *Critically analyze and discuss project management and "effective" leadership management*
- *Build, motivate, align, and lead/coach/mentor high performing project teams*
- *Construct and utilize agile tools*

Format of the course

The course will run for **10 weeks** with scheduled synchronously 1-2 hours online **Wednesdays 4-6pm** (through zoom) and 1-2 hours asynchronous activities weekly. We will be using a flipped classroom model where students will complete pre-readings/ videos/ lectures/etc. and come prepared to participate in activities and presentations. It is expected that students will work on their assignments outside of class time.

Required Readings

Each week students will be assigned required materials which will be posted on Canvas.

Course Schedule

Class	Topic	Assignment
Week 1 (Sept 20)	*Course introduction; Agile and Waterfall Culture*	
Week 2 (Sept 27)	*Empower teams and energize people*	
Week 3 (Oct 4)	*Leadership styles and professional etiquette*	
Week 4 (Oct 11)	*Aligning constraints and agile activities*	***PM Empathy map***
Week 5 (Oct 18)	*Risk & scope / hybrid work*	
Week 6 (Oct 25)	*Client communication*	
Week 7 (Nov 1)	*Conflict and complaints*	
Week 8 (Nov 8)	*Retrospectives*	***Retro Practice***
Week 9 (Nov 15)	*AI for PMs*	
Week 10 (Nov 22)	Final Retro	

Course Assignments

This course is pass/fail (graded as Satisfactory/Unsatisfactory). Students missing a deadline and/or submitting a substandard report may not receive a passing grade.

Assignment	Due Date
PM Empathy map	Week 4
Student led agile/retrospective practice (group)	Week 8

Grading Profile

S Satisfactory performance or better (pass, ungraded)

U Unsatisfactory performance

Attendance

Regular online attendance is expected of students in all their classes (including module participation, group work, tutorials, seminars, etc.) in order to pass this course. Missing more than 1 class may result in an unsatisfactory performance. Students who are unavoidably absent due to illness or disability should notify to their instructors of their situation.

Written & Spoken English Requirement

Written and spoken work may receive a lower mark if it is, in the opinion of the instructor, deficient in English.

Religious and Academic Accommodation

The university accommodates students whose religious obligations conflict with attendance, submitting assignments, or completing scheduled tests and examinations. Also the university helps create equal educational access by offsetting specific challenges posed by a disability and ensures that all students receive equitable treatment in their course. Please let your instructor know in advance, preferably the first week of class, if you will require any accommodations on these grounds.

https://www.sfu.ca/students/accessible-learning/establishing-accommodations/accommodation.html

Academic Integrity

SFU considers plagiarism to be the most serious academic offense that a student can commit. Regardless of whether or not it was committed intentionally, plagiarism has serious academic consequences and can result in expulsion from the university. Plagiarism involves the improper use of somebody else's words or idea's in one's own work. It is the student's responsibility to ensure you fully understand what plagiarism is. Please see the SFU website for an explanation of the various types of plagiarism and to take the plagiarism tutorial:

http://www.lib.sfu.ca/help/writing/plagiarism

Policies

Relevant SFU policies can be found at:
* Graduate General Regulations
  http://students.sfu.ca/calendar/for_students/grad_regulation.html
* Academic Honesty and Student Conduct Policies
  http://www.sfu.ca/policies/Students/index.html
* Teaching and Instruction Policies
  http://www.sfu.ca/policies/teaching/index.htm
* University Policies (complete site)
  http://www.sfu.ca/policies