



# **Software Project Analyst to Senior Software Project Manager**

**SKILLSOFT ASPIRE JOURNEY**

**skillsoft** ▶▶

Głównym wyzwaniem przed którym stają dziś organizacje na całym świecie jest konieczność ciągłego podnoszenia umiejętności i poziomu wiedzy w ślad za gwałtownym rozwojem nowych technologii i zmian na globalnym rynku.

Stały rozwój i podnoszenie kwalifikacji w IT od dawna jest już rzeczą oczywistą, a możliwość zapewnienia wsparcia specjalistom chcącym stale się rozwijać jest jedną z głównych kart przetargowych w walce o pracownika.

Na rynku liczą się dziś ludzie, którzy posiadają konkretne kompetencje i zestaw umiejętności pozwalający im wykonywać zadania efektywnie, a nie Ci z najdłuższym stażem pracy.

Dziś, bardziej niż kiedykolwiek w cenie jest umiejętność budowania ścieżki kariery dla profesjonalistów IT, którzy wciąż chcą się liczyć na rynku pracy.

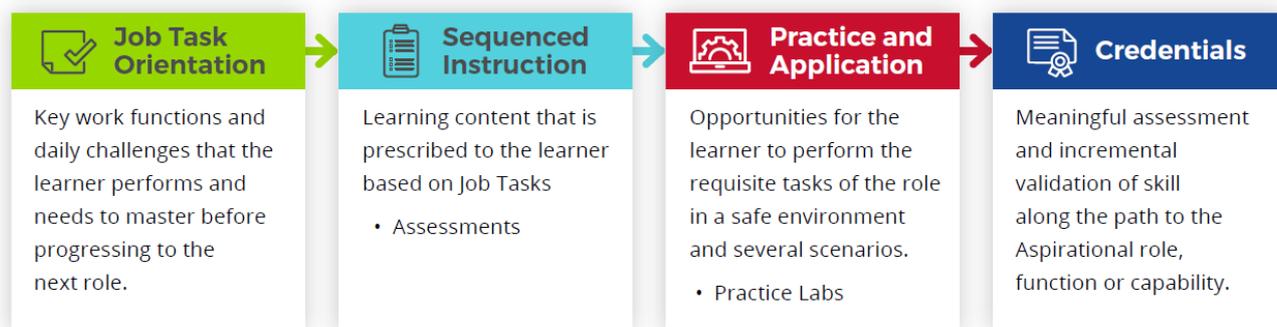
**Skillsoft Aspire Journey** stanowi odpowiedź na pytanie, jakie szkolenia muszą ukończyć, aby być przygotowanym do mojej wymarzonej pracy. Spośród kilkuset kanałów tematycznych dostępnych na naszej platformie szkoleniowej nasi specjaliści wybrali te, które naszym zdaniem najlepiej wyposażą uczących się w narzędzia potrzebne do realizacji zadań w nowej roli.

Skillsoft Aspire Journey to zestawy szkoleń i ćwiczeń w języku angielskim, które metodycznie, krok po kroku pozwalają specjalistom przejść od poziomu podstawowego do zaawansowanego.

Każda ścieżka zawiera szkolenia, laboratoria wirtualne, video i książki, które pomogą uczącym się osiągnąć pożądane kompetencje poświadczone certyfikatem.

## Aspire Journey Model

Cała ścieżka opiera się na 4-elementowym cyklu powtarzanym na kolejnych etapach nauki.



1. Określenie kluczowych funkcji i wyzwań, z którymi musi poradzić sobie uczący się w chwili obecnej, jak i tymi, z którymi przyjdzie mu się zmierzyć w nowej pracy.
2. Przejście zaprojektowanych ścieżek w proponowanej kolejności, wykonanie ćwiczeń i zaliczenie testów.
3. Przećwiczenie nowych umiejętności w kontrolowanym środowisku w oparciu o gotowe scenariusze działań. Laboratoria wirtualne Skillsoft
4. Certyfikat – zaliczenie testu końcowego na poziomie co najmniej 70% i uzyskanie certyfikatu potwierdzającego ukończenie danego etapu nauki.

## Aspire Journey – Software Project Analyst to Senior Software Project Manager

Analizując trendy opisujące zachowanie użytkowników na naszych platformach szkoleniowych i współpracując ściśle z naszymi klientami na całym świecie Skillssoft wyselekcjonował najlepsze materiały szkoleniowe i ułożył je w ustrukturalizowaną ścieżkę rozwoju. Ścieżka zawiera niemal 32 godziny szkoleniowe.

### DEVOPS JOURNEY

#### SOFTWARE PROJECT ANALYST TO SENIOR SOFTWARE PROJECT MANAGER



6 courses  
5h 20m 15s

- Agile for software development,
- project management tools and communication skills,
- software requirements planning
- software development concepts



7 courses  
5h 24m 27s

- defining success metrics,
- negotiation skills,
- stakeholder needs,
- business analysis
- project risk assessment



10 courses  
10h 58m 28s

- Agile and SCRUM for software development,
- decision making and project data analysis for software project managers,
- software project meetings,
- stakeholder communication,
- project needs vs. expectations.



9 courses  
9h 1m 13s

- recruiting,
- advanced Agile and SCRUM,
- organizational value management,
- hybrid Agile
- Agile value-driven delivery

### PREREQUISITES

In order to fully profit from the potential of this Aspire Journey, you should:

- be familiar with software development concepts
- be familiar with project management

DEVOPS JOURNEY

SOFTWARE PROJECT ANALYST TO SENIOR SOFTWARE PROJECT MANAGER



Track 1: Software Project Analyst (duration: 5h 20m 15s)

 <p><b>Jamie Campbell</b> Senior IT Consultant</p>	<p>Agile for Software Development: Lean, Agile, &amp; Scrum Methodologies</p>	 <p><b>Joe Khoury</b> IT / Business Expert</p>	<p>Project Management Tools: Understanding PM Tools</p>
<p>Objectives:</p> <ul style="list-style-type: none"> <li>describe the Lean software development methodology</li> <li>describe the Agile software development methodology</li> <li>describe the foundational Agile manifesto underpinning Agile development methodology</li> <li>recognize the relationship between the Lean and Agile methodologies</li> <li>recognize the Scrum approach to Agile development</li> <li>recognize the benefits of the Lean development methodology</li> <li>recognize the benefits of the Agile development methodology</li> <li>recognize the benefits of the Scrum approach to Agile development</li> <li>recognize how the Agile methodology differs from traditional waterfall project management</li> <li>recognize best practices when transitioning from traditional software project management to Agile/Lean</li> <li>recognize how to select the best approach for a project and when not to use the Lean/Agile methodologies</li> <li>recognize how Lean, Agile, and Scrum are applied to software development and project management and the benefits they provide</li> </ul>		<p>Objectives:</p> <ul style="list-style-type: none"> <li>recognize what PM tools are and what they are used for</li> <li>recognize why PM tools are so important to successful project management</li> <li>recognize how to select the optimum PM tools for your projects</li> <li>describe the key features to look for when considering PM tools</li> <li>describe PM tools used specifically for managing project work</li> <li>describe collaboration tools in the context of PM tools</li> <li>describe personal productivity tools and techniques in the context of PM tools</li> <li>work with Gantt charts using TeamGantt</li> <li>work with Kanban boards using Trello</li> <li>work with real-time messaging using Basecamp</li> <li>work with a knowledge base using Wrike</li> <li>work with Dropbox file sharing tool</li> <li>work with to do lists with Asana</li> <li>recognize how to use personal productivity tools to avoid distractions and improve productivity</li> <li>list features types and features of PM tools, list features of PM software, and describe collaboration tools and why PM tools are used</li> </ul>	

 <p><b>Joe Khoury</b> IT / Business Expert</p>	<p><b>Project Management Tools: Understanding the Collaboration Tools</b></p>	 <p><b>Jamie Campbell</b> Senior IT Consultant</p>	<p><b>Software Project Management Communication Skills</b></p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ describe collaboration tools and why they are required for successful project management</li> <li>▪ identify special collaboration tool considerations for Agile teams</li> <li>▪ identify special collaboration tool considerations for virtual teams</li> <li>▪ identify the benefits and challenges of video conferencing tools</li> <li>▪ identify the benefits and challenges of instant and online messaging tools</li> <li>▪ identify the benefits and challenges of knowledge sharing tools</li> <li>▪ identify the benefits and challenges of resource sharing tools</li> <li>▪ identify the benefits and challenges of project work management tools</li> <li>▪ collaborate using video conferencing tools</li> <li>▪ collaborate using knowledge sharing tools</li> <li>▪ collaborate using instant messaging tools</li> <li>▪ collaborate using resource sharing tools</li> <li>▪ collaborate using project work management tools</li> <li>▪ identify the correct collaboration tool to use for project management by team and type</li> </ul>		<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ recognize what communication means to a project</li> <li>▪ identify keys to effective project communication</li> <li>▪ recognize barriers that may impede effective project communication</li> <li>▪ recognize methods that may help prevail over difficulties in communication</li> <li>▪ recognize considerations inherent in project communication with diverse teams</li> <li>▪ describe keys to effective software project management communications considerations</li> <li>▪ recognize methods of communication in Agile software project management</li> <li>▪ compare Agile project communication and traditional project communication</li> <li>▪ recognize the challenges to effective Agile project communication and how to overcome them</li> <li>▪ identify communication best practice techniques and processes for software project management</li> <li>▪ generate a high-level software project communication plan</li> <li>▪ recognize how to effectively communicate on projects using key communication skills</li> </ul>	

 <p><b>Alamusi</b> Lean and Project Management Expert</p>	<h3>Software Requirements Planning</h3>	 <p><b>Jamie Campbell</b> Senior IT Consultant</p>	<h3>Software Development Concepts: Software Development Glossary</h3>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ recognize what software requirements are and their importance in successful software project management</li> <li>▪ recognize how functional requirements differ from non-functional requirements</li> <li>▪ describe the importance of requirements management and list the four fundamental requirements management processes</li> <li>▪ recognize the steps requirements planning and list the steps involved in requirements development including gathering definition, analysis, and verification</li> <li>▪ recognize how to elicit and gather requirements</li> <li>▪ recognize that requirements definition is a process consisting of the organization, documentation, definition, and refinement of requirements</li> <li>▪ describe a typical software requirements specification document</li> <li>▪ recognize how to build product vision from a requirement or objective of the software product</li> <li>▪ recognize how to generate user stories from a requirement or objective of the software product</li> <li>▪ recognize how to generate an organizational process from a requirements specification or objective</li> <li>▪ recognize where to obtain requirements template ISO/IEC/IEEE 29148:2018 for use in software projects</li> <li>▪ describe software requirements and the fundamental requirements management processes and recognize how requirements are gathered and used in software project management</li> </ul>		<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ recognize key software development terms related to the software development life cycle</li> <li>▪ describe key concepts related to traditional project management</li> <li>▪ describe key concepts related to Agile project management</li> <li>▪ recognize key terms related to Agile software development</li> <li>▪ recognize the practice of continuous integration and continuous delivery CI/CD in software development</li> <li>▪ identify key concepts related to the software testing process in software development</li> <li>▪ identify deliverables in the software development lifecycle</li> <li>▪ recognize roles and responsibilities on typical software development teams</li> <li>▪ recognize key roles on Agile software development teams</li> <li>▪ identify sources for staying current in the dynamic and fast-moving software development landscape</li> <li>▪ work with online sources to stay current in the dynamic and quick-paced software development landscape</li> <li>▪ recognize frequently used concepts and important terms in software development</li> </ul>	

	<h3>Final Exam: Software Project Analyst</h3>
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**Track 2: Software Project Lead (duration: 5h 24m 27s)**

 <p><b>Dhananjay Gokhale</b> Project Management Consultant</p>	<p><b>Project Evaluation: Defining Success Metrics</b></p>	 <p><b>Dhananjay Gokhale</b> Project Management Consultant</p>	<p><b>Skills for Project Analysts: Negotiation Skills</b></p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>describe the importance of the tasks performed by a project analyst in ensuring the success of a project</li> <li>identify metrics as a tool to evaluate performance</li> <li>recognize the key parameters of a project to measure</li> <li>identify the various types of Agile metrics</li> <li>describe the Agile metrics that are commonly used to evaluate Agile projects</li> <li>recognize the qualities that make a metric powerful</li> <li>recognize the details required to define a metric</li> <li>specify the need to set benchmarks for effective metrics</li> <li>recognize the correct way to evaluate using metrics</li> <li>describe the best ways to present information gathered using metrics</li> <li>identify the need to reassess the effectiveness of a metric</li> </ul>		<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>describe the importance of negotiation skills in project management</li> <li>identify how a project analyst benefits from using negotiation skills within the project team</li> <li>describe how negotiation skills can improve conflict resolution within teams</li> <li>recognize the five stages of the negotiating process</li> <li>describe the types of negotiation techniques commonly used</li> <li>describe the five types of negotiating</li> <li>recognize the benefits of using collaborative negotiation to bring about a win-win situation</li> <li>recognize the steps involved in a negotiation</li> <li>describe methods of negotiating effectively</li> <li>describe ways to overcome hurdles during negotiations</li> <li>identify the common pitfalls to avoid in a negotiation</li> </ul>	

 <p><b>Dhananjay Gokhale</b> Project Management Consultant</p>	<p><b>Managing and Engaging Stakeholders</b></p>	 <p><b>Dhananjay Gokhale</b> Project Management Consultant</p>	<p><b>Business Analysis for Project Management: Practices for Early Project Stages</b></p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ recognize the importance of stakeholders in a project</li> <li>▪ describe the key processes involved in managing stakeholders for project success</li> <li>▪ compare internal and external stakeholders of a project</li> <li>▪ recognize how different stakeholders can exert different influences on the project</li> <li>▪ describe the different types of stakeholder needs</li> <li>▪ describe key techniques used for collecting stakeholder requirements</li> <li>▪ recognize the technique of asking probing questions to get clarity on stakeholder requirements</li> <li>▪ describe the commonly used tools to document requirements</li> <li>▪ describe the commonly used tools to effectively communicate with stakeholders</li> <li>▪ recognize the ways to effectively handle difficult stakeholders</li> <li>▪ identify common mistakes to avoid when engaging stakeholders</li> </ul>		<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ recognize the importance of stakeholders in a project</li> <li>▪ describe the key processes involved in managing stakeholders for project success</li> <li>▪ compare internal and external stakeholders of a project</li> <li>▪ recognize how different stakeholders can exert different influences on the project</li> <li>▪ describe the different types of stakeholder needs</li> <li>▪ describe key techniques used for collecting stakeholder requirements</li> <li>▪ recognize the technique of asking probing questions to get clarity on stakeholder requirements</li> <li>▪ describe the commonly used tools to document requirements</li> <li>▪ describe the commonly used tools to effectively communicate with stakeholders</li> <li>▪ recognize the ways to effectively handle difficult stakeholders</li> <li>▪ identify common mistakes to avoid when engaging stakeholders</li> </ul>	

	<p><b>Business Analysis for Project Management: Practices for Later Project Stages</b></p>		<p><b>Risk Management: Project Risk Assessment</b></p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ describe the components of a scope statement and how to create it</li> <li>▪ recognize the steps involved in creating a business analysis plan</li> <li>▪ describe how flow diagrams can be used to improve project processes</li> <li>▪ describe how the roles and responsibilities matrix can be used to specify ownership of project activities among team members</li> <li>▪ recognize the need to track defects through reviews</li> <li>▪ describe the Failure Mode Effect Analysis method, which is used to detect errors early in the project to ensure quality</li> <li>▪ describe the Cause and Effect Analysis method, which is used to resolve issues early in the project to ensure efficient processes</li> <li>▪ describe the process of performing user acceptance testing to validate the project outcome</li> <li>▪ differentiate between quality assurance and quality control, with specific focus on business analysis</li> <li>▪ recognize the importance of analyzing data to provide insightful information</li> <li>▪ describe the commonly used tools to report business analysis information</li> <li>▪ identify the critical activities within business analysis that will ensure continuous improvement</li> </ul>		<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ define project risk</li> <li>▪ identify the role of a project analyst in risk assessment</li> <li>▪ recognize the specific risks associated with a software project</li> <li>▪ define key terms associated with risk assessment</li> <li>▪ identify the common types of risk in a project</li> <li>▪ recognize commonly used techniques for risk identification</li> <li>▪ describe how to classify identified risks in a project</li> <li>▪ recognize qualitative and quantitative methods to assess risks</li> <li>▪ describe the risk register tool used to manage risks</li> <li>▪ identify the key strategies used for managing risks</li> <li>▪ recognize risk management best practices</li> <li>▪ identify the tools used to measure risk management efficiency</li> </ul>	

	<p><b>Final Exam: Software Project Lead</b></p>
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DEVOPS JOURNEY

SOFTWARE PROJECT ANALYST TO SENIOR SOFTWARE PROJECT MANAGER



Track 3: Software Project Manager (duration: 10h 58m 28s)

 <p><b>Colin Calnan</b> Senior Web Developer</p>	<p>Agile Software Development: Agile Development Life Cycle</p>	 <p><b>Colin Calnan</b> Senior Web Developer</p>	<p>Agile Software Development: Agile Project Management Techniques</p>
<p>Objectives:</p> <ul style="list-style-type: none"> <li>describe how the Agile process applies to project management and how it is different from the waterfall method</li> <li>describe the steps involved in the basic Agile project management process</li> <li>describe the manager's role in a self-organizing team</li> <li>identify the roles and responsibilities of Agile team members</li> <li>recognize best practices when transitioning from traditional software project management to Agile</li> <li>identify how to build strong Agile teams</li> <li>describe methods and technologies for promoting Agile collaboration within teams</li> <li>identify and describe Agile project management artifacts</li> <li>identify the types of Agile management tools and provide examples of each tool type</li> <li>identify the steps in the Agile life cycle</li> <li>identify the significance of continuous integration using the Agile process</li> <li>describe Agile assessments and how to migrate an organization to the Agile methodology</li> <li>describe Agile project management, team member roles and responsibilities, the significance of continuous integration, Agile assessment, and migrating to an Agile environment</li> </ul>		<p>Objectives:</p> <ul style="list-style-type: none"> <li>describe the Agile process and how it applies to project management</li> <li>define feature-driven development and how it applies to Agile project management</li> <li>define self organizing teams and how they work</li> <li>compare different Agile methodologies and frameworks</li> <li>identify the features of the Scrum framework</li> <li>identify the features of the Kanban and Lean frameworks</li> <li>identify the features of the Extreme Programming framework</li> <li>identify the types of Agile management tools and how they relate to project management</li> <li>identify source controls tools and how they can be used in an Agile project</li> <li>identify continuous integration tools and how they can be used in an Agile project</li> <li>identify team management tools and how they can be used in an Agile project</li> <li>identify the benefits of the Agile project management methodology</li> <li>identify Agile project management technique and compare Agile frameworks and tools</li> </ul>	

 <p><b>Nick Piccirilli</b> Agile Project Manager</p>	<p><b>Project Management: Scrum Framework for Software Development</b></p>	 <p><b>Jamie Campbell</b> Senior IT Consultant</p>	<p><b>Decision Making for Software Project Managers</b></p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ compare the Agile and Scrum frameworks and describe how they relate to each other</li> <li>▪ describe the roles and responsibilities of team members in the Scrum environment</li> <li>▪ describe Scrum activities and how they relate to the Scrum framework</li> <li>▪ describe the Scrum artifacts and how they are part of the Scrum process</li> <li>▪ describe the advantages and pitfalls of the sprint planning process</li> <li>▪ describe the sprint and the product backlog and how they work together</li> <li>▪ define what the Definition of Done means in the Scrum framework using examples</li> <li>▪ describe software architecture in the Scrum framework</li> <li>▪ describe the best team collaboration practices using the Scrum framework</li> <li>▪ describe test-driven development and how it applies to Scrum</li> <li>▪ describe the process for refactoring using the Scrum framework</li> <li>▪ describe how to incorporate continuous integration into the Scrum process</li> </ul>		<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ identify the key principles of decision-making in a software development environment</li> <li>▪ specify what's needed to speed up the decision-making process</li> <li>▪ specify methods and tricks for speeding up the decision-making process in an organization</li> <li>▪ describe techniques used to collect all the necessary information for making informed decisions</li> <li>▪ identify how to examine old information and compare it to current information with the intent of making informed decisions</li> <li>▪ specify ways to obtain current information in order to make better decisions</li> <li>▪ describe techniques used to anticipate future events based on information you've already collected</li> <li>▪ identify the principles and approaches for embracing the fail-fast approach to decision-making in software development</li> <li>▪ specify how to improve the decision-making process in an organization by flattening the decision-making structure</li> <li>▪ describe how decision making is different in an Agile environment versus traditional linear project management</li> <li>▪ specify reasons why we make poor decisions, particularly in environments where speed in decision-making is imperative</li> <li>▪ identify the pitfalls and traps associated with making decisions, especially those on the fly</li> </ul>	

 <p><b>Colin Calnan</b> Senior Web Developer</p>	<p><b>Software Data Analysis: Project Management Metrics</b></p>	 <p><b>Jamie Campbell</b> Senior IT Consultant</p>	<p><b>Project Meetings: Agile Project Meetings</b></p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ compare the benefits and features of traditional project management against Agile project management</li> <li>▪ describe useful software project management data analysis metrics and how they can be effectively used to monitor and control the project</li> <li>▪ describe useful Agile project management data analysis metrics and how they can be effectively used to monitor and control the Agile project</li> <li>▪ describe Agile team metrics and how to effectively use them for continuous self-improvement</li> <li>▪ describe real-time data metrics and how they can be used to feed the decision making process</li> <li>▪ identify how to select meaningful software project metrics and describe why some metrics have minimal value</li> <li>▪ describe the benefits of using software metrics and how to monitor and track them</li> <li>▪ identify some of the pitfalls encountered when using software project metrics and how to avoid them</li> <li>▪ identify the key Agile metrics that are useful for measuring project success</li> <li>▪ identify meaningful metrics useful for measuring continuous development and delivery</li> <li>▪ identify the types of software project management tools and how they relate to project management</li> <li>▪ configure and use JIRA to manage software projects and use the dashboard to monitor the software project</li> </ul>		<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ describe how to manage and run an effective team meeting</li> <li>▪ describe best practices when running a team meeting</li> <li>▪ describe the purpose of common types of meetings</li> <li>▪ describe the various types of Agile team meetings</li> <li>▪ describe the goals and objectives of the sprint planning meeting</li> <li>▪ describe the goals and objectives of the daily stand-up meeting</li> <li>▪ describe the goals and objectives of the sprint review meeting</li> <li>▪ describe the process for running a great virtual meeting</li> <li>▪ describe virtual meeting best practices</li> <li>▪ describe meeting action items and how to effectively manage them</li> <li>▪ compare conference communication software and tools</li> <li>▪ demonstrate the features of a conference communication tool</li> <li>▪ describe best practices in running an effective team meeting, compare traditional and Agile meeting types, and compare conference communication software and tools</li> </ul>	

 <p><b>Jamie Campbell</b> Senior IT Consultant</p>	<p><b>Stakeholder Communication: Software Projects &amp; Stakeholder Communication</b></p>	 <p><b>Jamie Campbell</b> Senior IT Consultant</p>	<p><b>Project Management Needs vs. Expectations</b></p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ identify the importance and elements of communication in software projects</li> <li>▪ explain how to define and identify stakeholders</li> <li>▪ describe the different types of stakeholders for software projects</li> <li>▪ specify types of stakeholders involved in a project including their rights, responsibilities, ethical, and oversight obligations</li> <li>▪ recognize how to gain access to stakeholders and the importance of doing so</li> <li>▪ understand challenges associated with stakeholder communication and how to overcome them</li> <li>▪ identify how Agile projects affect stakeholder communication</li> <li>▪ specify the concept of stakeholder engagement, how it's displacing stakeholder communication, and how to plan for engagement</li> <li>▪ identify how communication can be improved through active listening and how customer feedback can be constructively obtained</li> <li>▪ specify different strategies for working with stakeholders to improve their participation</li> <li>▪ explain various best practices that can be used to improve stakeholder communication</li> </ul>		<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ identify client needs and how to understand needs of the client</li> <li>▪ specify how to collect requirements in a project using the PMBOK guidelines</li> <li>▪ understand the importance of separating a client's expectations from their requirements and how to achieve success by focusing on requirements</li> <li>▪ determine how to categorize client requests so they can be factored into requirements or rejected by categorizing priorities using the MoSCoW Method</li> <li>▪ identify the challenge of finding and creating a balance between client needs and expectations</li> <li>▪ define the role of the software Project Manager in helping set expectations for clients</li> <li>▪ determine how to avoid noise and buzz surrounding modern technology that tends to distract clients and distort their focus</li> <li>▪ describe business needs and why they're crucial in software development projects</li> <li>▪ define how Agile software development can assist PMs and clients in reducing distraction and focusing on real needs</li> <li>▪ identify strategies for working toward satisfying client needs and expectations without sacrificing a project</li> <li>▪ describe ways to set client needs and manage their expectations on software projects</li> <li>▪ identify best practices for resetting stakeholder expectations on software projects</li> </ul>	

 <p><b>Cindy Davis</b> Project Manager and Scrum Master</p>	<p>Advanced Agile: Software Project Management</p>	 <p><b>Cindy Davis</b> Project Manager and Scrum Master</p>	<p>Advanced Agile: Software Development Concepts</p>
<p>Objectives:</p> <ul style="list-style-type: none"> <li>▪ recognize the challenges faced in transforming to an Agile organization</li> <li>▪ compare and contrast the different Agile frameworks available for Agile transformation of the organization</li> <li>▪ describe the features of the Hybrid Agile model</li> <li>▪ describe the features of the Bimodal Agile model</li> <li>▪ recognize the seven principles that guide the Lean model of Agile</li> <li>▪ discover guidelines to identify the best fit Agile framework for the organization</li> <li>▪ describe the methods that can be used to increase the benefits of Agile from a project level to an organizational level</li> <li>▪ describe the various scaling models available for integrating Agile</li> <li>▪ recognize the SAFe framework available for scaling Agile</li> <li>▪ discover the benefits offered by Agile estimation models over traditional estimation methods</li> <li>▪ recognize how to establish a governance framework for adopting Agile at an organizational level</li> <li>▪ describe the best practices to be adopted for building an Agile culture in the organization</li> </ul>		<p>Objectives:</p> <ul style="list-style-type: none"> <li>▪ recognize how Agile tools such as initiatives, themes, epics, and stories help define and manage scope better than traditional methods for scoping</li> <li>▪ identify best practices of using modularity, coupling, and cohesion concepts in Agile software design</li> <li>▪ describe how to overcome the challenges of integrating Agile with UX design</li> <li>▪ describe how concepts of extreme programming help integrate Agile into software development based on examples</li> <li>▪ describe how continuous integration helps Agile software development based on examples</li> <li>▪ recognize the effectiveness of pair programming as an Agile tool to develop software</li> <li>▪ identify the benefits of using test-driven development in a software project</li> <li>▪ describe how code refactoring helps Agile software development based on examples</li> <li>▪ describe best practices to be adopted by an Agile leader to build and mentor Agile teams for a software project</li> <li>▪ recognize best practices to adopt for overcoming the challenges of working with distributed teams in an Agile environment</li> <li>▪ identify the parameters used to assess an organization to determine its Agile maturity</li> </ul>	

	<p>Final Exam: Software Project Manager TestPrep</p>
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**Track 4: Senior Software Project Manager (duration: 9h 1m 13s)**

 <p><b>Jamie Campbell</b> Senior IT Consultant</p>	<p><b>Software Projects: Recruiting the Project Team</b></p>	 <p><b>Alamusi</b> Lean and Project Management Expert</p>	<p><b>Advanced Agile: Tools &amp; Techniques</b></p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ identify the roles and responsibilities of key team members within a software project team</li> <li>▪ recognize the key challenges faced when recruiting key talent for a software project</li> <li>▪ discover the critical skills required for a software developer and a software project manager, two key software project team members</li> <li>▪ identify the various sources from where talent can be recruited for a software project team</li> <li>▪ apply guidelines and best practices to create an effective job description to attract the best talent</li> <li>▪ identify the key steps involved in evaluating a candidate for a software developer role in the software project team</li> <li>▪ recognize how to evaluate the communication skills of a candidate to determine the right fit for a software developer role</li> <li>▪ recognize how to evaluate the technical skills of a candidate to determine the right fit for a software developer role</li> <li>▪ describe how to interview a candidate for a software developer role in a software project team</li> <li>▪ recognize the guidelines to follow to recruit the best-fit software Project Manager for a software project team</li> <li>▪ describe the methods used to induct newly recruited team members into a software project for an effective team</li> <li>▪ describe the best practices to adopt to retain talent in the software project team</li> </ul>		<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ describe the purpose of the product backlog and how it applies to the Agile process</li> <li>▪ describe methods to effectively manage the product backlog</li> <li>▪ describe techniques for estimating Agile story points and involving the Agile team in the decision making process</li> <li>▪ define the sprint backlog and how to use it in day-to-day operations</li> <li>▪ describe how to manage the sprint backlog</li> <li>▪ describe the daily Scrum and how to effectively use it in the Agile process</li> <li>▪ describe how to run an effective sprint review meeting</li> <li>▪ describe how to run a sprint retrospective that will lead to change</li> <li>▪ describe the purpose of Agile performance metrics and some of the best Agile metrics</li> <li>▪ describe the Scrum board and charts</li> <li>▪ describe the Kanban board and charts</li> </ul>	

 <p><b>Alamusi</b> Lean and Project Management Expert</p>	<p>Advanced Agile: Leadership Techniques</p>	 <p><b>Alamusi</b> Lean and Project Management Expert</p>	<p>Advanced Scrum for Project Management</p>
<p>Objectives:</p> <ul style="list-style-type: none"> <li>▪ compare traditional projects to Agile projects</li> <li>▪ describe the leadership focus of Agile projects</li> <li>▪ describe Agile leadership best practices with regards to people, product, and process</li> <li>▪ describe techniques and frameworks for scaling Agile projects</li> <li>▪ describe Scaled Agile Framework and its benefits</li> <li>▪ describe Disciplined Agile Delivery and its benefits</li> <li>▪ describe the Large Scale Scrum framework and its benefits</li> <li>▪ describe Agile risk management and how to apply it to the Agile process</li> <li>▪ describe the benefits of using Agile continuous improvement in an Agile project</li> <li>▪ describe Agile team dynamics and how to ensure teams are effective and productive</li> <li>▪ describe the purpose and qualities of an effective Agile coach</li> <li>▪ describe real-world examples of how Agile transformed companies</li> </ul>		<p>Objectives:</p> <ul style="list-style-type: none"> <li>▪ recognize the role of collaboration between team members in Scrum</li> <li>▪ describe techniques to become an effective Product Owner</li> <li>▪ describe techniques to become an effective Scrum Master</li> <li>▪ recognize the best practices to be adopted for developing self-organizing teams</li> <li>▪ recognize the ways to overcome common challenges in scaling Scrum</li> <li>▪ describe the Scrum of Scrums framework for scaling Scrum</li> <li>▪ describe the LeSS framework for scaling Scrum</li> <li>▪ describe how to remove obstacles to a successful Sprint</li> <li>▪ recognize the effectiveness of timeboxing to define "Done" in Scrum</li> <li>▪ describe the role of a Scrum Coach in implementing Scrum</li> <li>▪ recognize the steps involved in using JIRA to perform advanced Scrum practices</li> </ul>	

 <p><b>Bill Brooks</b> Senior Software Developer</p>	<p><b>Business Intelligence: Project Data Analysis</b></p>	 <p><b>Barb Waters</b> PM, Agile, and SCRUM Expert</p>	<p><b>Business Strategy: Managing Organizational Value</b></p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ describe the need to revise data analysis methods for business intelligence</li> <li>▪ describe business intelligence applications commonly used to analyze and report information</li> <li>▪ recognize the key drivers for an organization to adopt a business intelligence solution</li> <li>▪ recognize practices to adopt for developing a data-driven mindset within an organization</li> <li>▪ describe the steps involved in planning for business intelligence across the organization</li> <li>▪ describe how a data strategy aligns the organization's data-related activities towards providing business intelligence insights</li> <li>▪ recognize the need to build the best team for successful business intelligence orientation across the organization</li> <li>▪ recognize considerations that pertain to defining KPIs for business intelligence-related data analysis</li> <li>▪ recognize Advanced Analytics as an effective tool for business intelligence-related data analysis</li> <li>▪ recognize practices to improve the business insights of reports</li> <li>▪ describe guidelines that help to overcome common challenges faced in business intelligence-related data analysis</li> </ul>		<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ recognize the importance of value in business strategy</li> <li>▪ recognize the basic concepts of value-based management</li> <li>▪ describe the growth, efficiency, and financial value types that drive value-based management</li> <li>▪ recognize the value drivers for a value-based organization</li> <li>▪ recognize the processes involved in value-based management</li> <li>▪ describe how value analysis and value engineering differ from each other, but work together to build a value-based organization</li> <li>▪ describe tools and techniques for assessing stakeholder value</li> <li>▪ describe how making sound, ethical business decisions adds value for an organization</li> <li>▪ describe how managing a multicultural, diverse team adds value for internal stakeholders of an organization</li> <li>▪ describe how to align projects to organizational goals to deliver benefits and value</li> <li>▪ recognize how the performance-based earned value tool is used to evaluate the effectiveness of value-based management</li> </ul>	

 <p><b>Jamie Campbell</b> Senior IT Consultant</p>	<p><b>Business Orientation: Strategic Organizational Goals</b></p>	 <p><b>Barb Waters</b> PM, Agile, and SCRUM Expert</p>	<p><b>Agile Hybrid Approaches</b></p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ define key terms associated with organizational business strategy</li> <li>▪ recognize the commonly used approaches to establish the organizational strategic goals</li> <li>▪ describe the process involved in defining the strategic goals and aligning the organizational activities to achieve the set goals</li> <li>▪ recognize the guidelines to follow while performing a SWOT analysis on the organization's current business environment</li> <li>▪ establish vision and mission statements that will motivate organization to achieve set strategic goals</li> <li>▪ recognize the best practices involved in establishing SMART business objectives</li> <li>▪ describe the importance of aligning SMART business objectives to organizational strategic goals</li> <li>▪ describe the key considerations to keep in mind when drafting a strategic plan to meet defined strategic goals</li> <li>▪ recognize how key performance indicators can help monitor and evaluate the effectiveness of the strategic plan in meeting set strategic goals</li> <li>▪ describe the guidelines to adopt for an effective strategic plan</li> <li>▪ recognize the need to continuously review and improve the strategic plan</li> </ul>		<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ describe the characteristics of various project management methodologies</li> <li>▪ recognize situations where hybrid methodologies may be necessary</li> <li>▪ recall the V, Spiral, and Iterative traditional-agile hybrid models</li> <li>▪ recall different scenarios where various hybrid methods may be applied</li> <li>▪ recognize how a hybrid may be utilized as a team is transitioning to Agile</li> <li>▪ describe how a hybrid may be a combination of two or more Agile methodologies</li> <li>▪ recognize the assessment tool that predicts the suitability of a project to use Agile, Traditional, or Hybrid approaches</li> <li>▪ demonstrate the Shu-Ha-Ri method of knowledge gaining and describe factors that influence project tailoring</li> <li>▪ recall the Agile values and assess a project based on these values</li> <li>▪ recognize which areas of the Agile Manifesto may be sacrificed when using a hybrid approach</li> </ul>	



**Barb Waters**  
PM, Agile, and SCRUM Expert



## Value-driven Delivery: Delivering Value in Agile Projects

### Objectives:

- describe Agile values and clarifying principles that promote value-driven delivery
- describe tangible and intangible benefits and various measures of tangible value
- recall the tools and techniques used to create a shared product vision
- recall how work is prioritized
- recognize the opportunity to adapt the plan to welcome change, address risks, and leverage opportunities
- demonstrate how risk or anti-value is estimated and incorporated into the product backlog
- describe the benefits of using simple, tactile tools and the problems with high-tech tools
- describe work in progress, its impact on value, and tools such as Kanban boards that can be used to visualize and address it
- recognize the various types of waste (muda) and how they are related to value delivery
- demonstrate how project value is continually measured
- recall the impact of early problem detection and resolution on product value

### TESTPREP

Question 5 of 10

Which of the following is a characteristic of a value stream map?

Answer:

- A. It is a tool for visualizing the flow of materials and information.
- B. It is a tool for visualizing the flow of value.
- C. It is a tool for visualizing the flow of waste.
- D. It is a tool for visualizing the flow of risk.

## Final Exam: Senior Software Project Manager

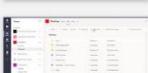
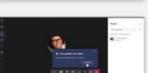
## Business & Leadership for senior Software Project Managers Optional

 <p>COURSE</p> <p>Managing a Project to Minimize Risk and Maximiz...</p> <p>358</p>	 <p>COURSE</p> <p>Embracing an Agile Culture for Business Growth</p> <p>222</p>	 <p>COURSE</p> <p>Leading a Cross-functional Team</p> <p>125</p>	 <p>COURSE</p> <p>Using Strategic Thinking to Consider the Big Picture</p> <p>399</p>	 <p>COURSE</p> <p>Getting to the Root of a Problem</p> <p>656</p>
 <p>COURSE</p> <p>Agile Project Planning</p> <p>648</p>	 <p>COURSE</p> <p>Running Meetings in Better Directions</p> <p>148</p>	 <p>COURSE</p> <p>Improving Your Technical Writing Skills</p> <p>347</p>	 <p>COURSE</p> <p>Developing and Supporting an Agile Mind-set</p> <p>609</p>	 <p>COURSE</p> <p>Strategies for Managing Technical Teams</p> <p>151</p>
 <p>COURSE</p> <p>Encouraging Team Communication and...</p> <p>853</p>				

## Productivity Tools for senior Software Project Managers Optional

 <p>COURSE</p> <p>Signing In &amp; Setting up a Team</p> <p>17</p>	 <p>COURSE</p> <p>Using the Conversation Tools</p> <p>15</p>	 <p>COURSE</p> <p>Creating &amp; Managing Projects</p> <p>14</p>	 <p>COURSE</p> <p>Finding &amp; Sharing Items</p> <p>8</p>	 <p>COURSE</p> <p>Running Reports &amp; Configuring Projects</p> <p>7</p>
 <p>COURSE</p> <p>Using Basecamp for iOS</p> <p>15</p>	 <p>COURSE</p> <p>Signing In &amp; Navigating within Spaces</p> <p>24</p>	 <p>COURSE</p> <p>Setting Up &amp; Managing Spaces</p> <p>22</p>	 <p>COURSE</p> <p>Working with Spaces</p> <p>14</p>	 <p>COURSE</p> <p>Working with Team Members</p> <p>51</p>
 <p>COURSE</p> <p>Configuring Spaces</p> <p>14</p>	 <p>COURSE</p> <p>Sign-in &amp; Setup</p> <p>10</p>	 <p>COURSE</p> <p>Communication Tools</p> <p>15</p>	 <p>COURSE</p> <p>Working with Groups</p> <p>8</p>	 <p>COURSE</p> <p>Creating, Finding, &amp; Sharing Information</p> <p>8</p>
 <p>COURSE</p> <p>Configuring Convo</p> <p>6</p>	 <p>COURSE</p> <p>The Convo iOS App</p> <p>10</p>	 <p>COURSE</p> <p>Signing in &amp; Setting Up</p> <p>38</p>	 <p>COURSE</p> <p>Using Channels</p> <p>30</p>	 <p>COURSE</p> <p>Private Messaging &amp; Communication Tools</p> <p>28</p>
 <p>COURSE</p> <p>Creating, Finding &amp; Sharing Information</p> <p>15</p>	 <p>COURSE</p> <p>Configuring Slack</p> <p>35</p>	 <p>COURSE</p> <p>Using the iOS App</p> <p>10</p>	 <p>COURSE</p> <p>Sign-in &amp; Setup</p> <p>43</p>	 <p>COURSE</p> <p>Creating Teams &amp; Boards</p> <p>25</p>

## Productivity Tools for senior Software Project Managers Optional

 <p>COURSE Managing Cards</p> <p>16</p>	 <p>COURSE Finding &amp; Sharing Information</p> <p>15</p>	 <p>COURSE Setting Up</p> <p>47</p>	 <p>COURSE Posting &amp; Reacting to Status Updates</p> <p>36</p>	 <p>COURSE Using Groups</p> <p>11</p>
 <p>COURSE Collaborating &amp; Communicating</p> <p>64</p>	 <p>COURSE Configuring Networks</p> <p>22</p>	 <p>COURSE Creating &amp; Setting Up Projects</p> <p>96</p>	 <p>COURSE Configuring &amp; Managing Boards</p> <p>66</p>	 <p>COURSE Planning &amp; Working on a Software Project</p> <p>48</p>
 <p>COURSE Reporting in Jira Software</p> <p>50</p>	 <p>COURSE Getting to know the application</p> <p>853</p>	 <p>COURSE Using Teams &amp; Channels</p> <p>655</p>	 <p>COURSE Communicating via the App</p> <p>619</p>	 <p>COURSE Formatting, Illustrating &amp; Reacting to Messages</p> <p>493</p>
 <p>COURSE Creating, Finding &amp; Organizing Files</p> <p>462</p>	 <p>COURSE Working with Apps, Tabs &amp; Wiki</p> <p>423</p>	 <p>COURSE Making calls, Organizing Contacts &amp; Using Voicemail</p> <p>416</p>	 <p>COURSE Creating, Joining &amp; Managing Meetings</p> <p>410</p>	
 <p>COURSE Creating, Finding &amp; Sharing Information</p> <p>15</p>	 <p>COURSE Configuring Slack</p> <p>35</p>	 <p>COURSE Using the IOS App</p> <p>10</p>	 <p>COURSE Sign-in &amp; Setup</p> <p>43</p>	 <p>COURSE Creating Teams &amp; Boards</p> <p>25</p>

Bookshelf Optional

 <p>BOOK Project Management ToolBox, Second Edition</p> <p>19</p>	 <p>BOOK Collaboration Tools for Project Managers: How to...</p> <p>30</p>	 <p>BOOK The Project Management Communications Toolkit...</p> <p>1</p>	 <p>BOOK The Agile Edge: Managing Projects Effectively Using...</p> <p>4</p>	 <p>BOOK Managing Lean Projects</p> <p>8</p>
 <p>AUDIOBOOK Accelerate: The Science of Lean Software and DevOps...</p> <p>19</p>	 <p>BOOK Accelerate: The Science of Lean Software and DevOps...</p> <p>52</p>	 <p>BOOK MIT Sloan Management Review on Lean Project...</p> <p>7</p>	 <p>BOOK Software Project Estimation: Intelligent Forecasting...</p> <p>2</p>	 <p>BOOK Project Management for Dummies, 5th Edition</p> <p>5</p>
 <p>BOOK Project Management: A Systems Approach to...</p> <p>6</p>	 <p>BOOK Project Management JumpStart, Fourth Edition</p> <p>5</p>	 <p>BOOK Agile Practice Guide</p> <p>75</p>	 <p>BOOK Complete Guide to Digital Project Management: From...</p> <p>21</p>	 <p>BOOK Project Management for the Unofficial Project Manager</p> <p>14</p>
 <p>BOOK Agile Business Analysis: Enabling Continuous...</p> <p>14</p>	 <p>BOOK Leveraging Business Analysis for Project Success, Second...</p> <p>1</p>	 <p>BOOK Project Risk Management: A Practical Implementation...</p> <p>7</p>	 <p>BOOK Project Management Basics: How to Manage Your Proje...</p> <p>10</p>	 <p>BOOK Agile Project Management For Dummies, 2nd Edition</p> <p>34</p>
 <p>AUDIOBOOK Agile Project Management for Dummies</p> <p>60</p>	 <p>BOOK Agile Project Management In Easy Steps, 2nd Edition</p> <p>17</p>	 <p>BOOK Scrum in Easy Steps</p> <p>16</p>	 <p>BOOK Data Analytics in Project Management</p> <p>2</p>	 <p>BOOK Using the Project Management Maturity...</p> <p>1</p>
 <p>BOOK Rethink! Project Stakeholder Management</p> <p>11</p>	 <p>BOOK Project Sponsorship: Achieving Management...</p> <p>7</p>	 <p>BOOK Agile Project Management with Azure DevOps...</p> <p>12</p>	 <p>BOOK Project Management the Agile Way: Making it Work...</p> <p>3</p>	 <p>BOOK Agile Systems Engineering</p> <p>17</p>
 <p>BOOK How to Kill the Scrum Monster: Quick Start to Agl...</p> <p>14</p>	 <p>BOOK The Art of Scrum: How Scrum Masters Bind Dev Teams an...</p> <p>33</p>	 <p>BOOK Implementing Positive Organizational Change: A...</p> <p>5</p>	 <p>BOOK The Age of Agile: How Smart Companies are Transformin...</p> <p>31</p>	 <p>BOOK There's No Such Thing as an IT Project: A Handbook for...</p> <p>1</p>
 <p>AUDIOBOOK There's No Such Thing as an IT Project: A Handbook for...</p> <p>1</p>	 <p>BOOKSUMMARY Agile Project Management for Dummies, 2nd Edition</p> <p>26</p>			

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