



UK

SYLLABUS 2026-2027

Agile Management

MODULE SPECIFICATION

Module Code	2627_STG_1_EN_010
Campus	Oxford
Department(s)	Strategy and Entrepreneurship
Level / Semester	Undergraduate Year 2 (U2); Equivalent to FHEQ level 6 Semester 03
Language of Instruction	English
Teaching Method	☒ In-person (face-to-face) ☐ Distance learning (live online) ☐ e-Learning (asynchronous) ☐ Hybrid: _____
Pre-requisite(s)?	None
ECTS <i>Reminder: 1 ECTS = between 20 and 30hr- student workload</i>	4
Equivalent FHEQ credits	8
Study Hours	100 hours which comprise of 28 directed learning and 72 independent learning/assessment hours

MODULE DESCRIPTION

Module Aims	The module combines theoretical knowledge with practical application to develop students' understanding of agile management principles and practices, with a particular focus on the Scrum framework. Through experiential learning, role-play and structured team-based activities, students examine the principles of agility, Scrum roles, responsibilities and ways of working. Students apply Scrum practices and tools to realistic scenarios, enabling them to analyse team
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	processes, evaluate approaches to collaborative working and reflect on how agile practices can support effective project delivery in professional contexts.
Teaching Arrangement	This module will adopt a “learning by doing” approach. Students will take part in hands-on activities while learning Scrum principles through lectures and asynchronous online learning. The module will also use PowerPoint presentations, along with Kahoot and Wooclap, for quizzes and interactive activities. Students will use professional tools (e.g., Asana, Jira, etc.) to complete project tasks. During role-play exercises, students will assume defined agile roles and use role-specific language, acting as the Product Owner, Scrum Master, and Development Team.
Learning Outcomes	By the end of this module, students should be able to: 1. Determine appropriate agile digital tools for a given project simulation and justify your choice based on project constraints and team needs 2. Analyse contexts of use for agile management methods and distinguish them from other project management approaches 3. Apply the Scrum framework to deliver a project increment that maximises business value 4. Simulate Scrum team roles and responsibilities and measure team progress using Scrum artifacts and metrics
Competency Goals <i>(Knowledge, expertise and interpersonal skills)</i>	PGE_U_CG01 - Students will be adaptable professionals in a changing world
	PGE_U_CG04 - Students will be data-driven decision-makers with digital insight
Alignment with Programme Learning Goals	PGE_U_CG01_LO02 - To develop a civic mindset and strategic prospective to contribute to social, digital, and environmental transformation
	PGE_U_CG04_LO03 - To demonstrate digital agility by using new tools to improve performance while ensuring ethical and secure practices

SESSION TOPICS / MODULE SCHEDULE

(Please note, a session/sequence may be more than one scheduled class)

Session 1: Introduction to Scrum

Content:

- Scrum theory and principles
- Understand the principles of agile framework
- Origins of the agile movement (“The Agile Manifesto”)
- Agile vs. waterfall

Last reviewed: 15/09/2026

- Identify the foundations of Scrum
- Introduction to Scrum values

References:

- Verheyen, G. (2024) *Scrum: A Pocket Guide*. 4th edn. 's-Hertogenbosch, Netherlands: Van Haren Publishing. (Chapter 1)
- Rad, N. K. and Turley, F. (2018) *Agile Scrum handbook*. 2nd edn. Van Haren Publishing. (Chapter 1)

Assignments:

- Project work and comprehension questions

Session 2: The Scrum Methodology and its Package (Pt. 1)

Content:

- Scrum events
- The sprint
- Sprint planning, sprint goal, sprint review, sprint retrospective
- Daily scrum

References:

- Morris, D. (2017) *Scrum in easy steps: An ideal framework for agile projects*. Leamington Spa, United Kingdom: In Easy Steps Ltd. (Chapter 11)

Assignments:

- Project work and comprehension questions

Session 3: The Scrum Methodology and its Package (Pt. 2)

Content:

- Scrum artifacts
- Product backlog
- User stories
- Product backlog refinement
- Sprint backlog
- Increment: definition of “done”

References:

- Verheyen, G. (2024) *Scrum: A Pocket Guide*. 4th edn. 's-Hertogenbosch, Netherlands: Van Haren Publishing. (Chapter 1)
- Morris, D. (2017) *Scrum in easy steps: An ideal framework for agile projects*. Leamington Spa, United Kingdom: In Easy Steps Ltd. (Chapters 4 & 6)

Assignments:

- Project work and comprehension questions

Session 4: The Scrum Team

Content:

- Identify the team roles and responsibilities
- Self-organising and cross-functional teams
- Roles:
 - The Product Owner
 - Roles and responsibilities
 - Product vision and how to realise it
 - Maximising the business value

- The Scrum Master
 - Role
 - Elements outside of the Scrum Master realm
 - Coaching and mentoring
- The Development Team
- Other roles

References:

- Morris, D. (2017) *Scrum in easy steps: An ideal framework for agile projects*. Leamington Spa, United Kingdom: In Easy Steps Ltd. (Chapter 2)

Assignments:

- Project work and comprehension questions

Session 5: Estimation

Content:

- Estimation and release planning
- The importance of estimation
- Backlog items estimation
- Forecasting with burndown charts
- Calculate the team velocity

References:

- Verheyen, G. (2024) *Scrum: A Pocket Guide*. 4th edn. 's-Hertogenbosch, Netherlands: Van Haren Publishing. (Chapter 1)

Assignments:

- Project work and comprehension questions

Session 6: The Digital Tools of Agile Teams

Content:

- Identify tools/platforms for agile projects
- Compare the tools' functionalities
- Use the tools to complete specific group tasks
- Evaluate AI-enabled tools and their effectiveness in increasing delivery

References:

- Power, D. J. and Heavin, C. (2021) *On becoming agile*. New York, NY: Business Expert Press. (Chapter 4)

Assignments:

- Project work and comprehension questions

Session 7: Agile Key Takeaways

Content:

- Feedback and continuous improvement
- Importance of an agile mindset
- Maximising value for the client
- Agile ethical principles
- Common agile pitfalls

References:

- Power, D. J. and Heavin, C. (2021) *On becoming agile*. New York, NY: Business Expert Press. (Chapter 1 & 6)

Assignments:

- Project work and comprehension questions

KEY TEXTS

1. Power, D. J. and Heavin, C. (2021) *On becoming agile*. New York, NY: Business Expert Press.
2. Verheyen, G. (2024) *Scrum: A pocket guide*. 4th edn. 's-Hertogenbosch, Netherlands: Van Haren Publishing.

SUPPLEMENTARY TEXTS

1. Rad, N. K. and Turley, F. (2018) *Agile Scrum handbook*. 2nd edn. Van Haren Publishing.
2. Morris, D. (2017) *Scrum in easy steps: An ideal framework for agile projects*. Leamington Spa, United Kingdom: In Easy Steps Ltd.

MODES OF ASSESSMENT

Continuous Assessment (40%)	Company simulation	20%
	Report	20%
Final Exam (60%)	Closed-book written exam	

MODULE DESIGN TEAM

- Author: *Aneta Hamza-Orlinska*
- Reviewer: *Alexis Grabar*
- External Reviewer: *Andreia Areal*