



UK

## SYLLABUS 2025-2026

### Agile Management

#### MODULE SPECIFICATION

<b>Module Code</b>	2526_TFB_1_EN_017
<b>Campus</b>	Oxford
<b>Department(s)</b>	Tech for Business
<b>Level / Semester</b>	Undergraduate Year 3 (U3); Equivalent to FHEQ level 6 Semester 05
<b>Language of Instruction</b>	English
<b>Teaching Method</b>	<input checked="" type="checkbox"/> In-person (face-to-face) <input type="checkbox"/> Distance learning (live online) <input type="checkbox"/> e-Learning (asynchronous) <input type="checkbox"/> Hybrid: _____
<b>Pre-requisite(s)?</b>	Undergraduate project management lecture (U1/U2/U3)
<b>ECTS</b> <i>Reminder: 1 ECTS = between 20 and 30hr- student workload</i>	5
<b>Equivalent FHEQ credits</b>	10
<b>Study Hours</b>	100 hours which comprise of 30 directed learning and 70 independent learning/assessment hours

#### MODULE DESCRIPTION

<b>Module Aims</b>	Focusing on agile project methodologies, this module equips students to compare traditional and agile approaches in managing complex business initiatives. Through the application of Scrum, students develop strategic thinking, collaborative problem-solving, and adaptive planning skills in dynamic organisational settings.
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<b>Teaching Arrangement</b>	The teaching approach is a mix between theoretical and practical lectures with case studies and books. The module provides an active learning environment for students to engage in discussion, team-based exercises, and individual reflection. Students will participate in workshops designed to better understand the essence of Scrum framework through practice. They will also get a chance to play a role in a Scrum team. Every session will close with reflective questions.
<b>Learning Outcomes</b>	By the end of this module, students should be able to: <ol style="list-style-type: none"> <li>1. Evaluate agile methodologies and their advantages over traditional project management approaches.</li> <li>2. Apply Scrum principles, tools, and techniques to effectively manage projects and enhance business value.</li> <li>3. Analyse the roles and responsibilities within a Scrum team to optimise collaboration and efficiency.</li> <li>4. Implement agile management practices in organisational settings, demonstrating adaptability and responsiveness to change.</li> </ol>
<b>Competency Goals</b> <i>(Knowledge, expertise and interpersonal skills)</i>	PGE_U_CG01 - Manage teams
	PGE_U_CG04 - Manage a profit responsibly
	PGE_U_CG05 - Innovate to adapt to its environment
<b>Alignment with Programme Learning Goals</b>	PGE_U_CG01_LO02 - Support and listen to team members on a daily basis, develop individual and collective skills with the support of the Human Resource department
	PGE_U_CG01_LO04 - Manage self and others for a responsible and ethical management
	PGE_U_CG04_LO01 - Define and deploy profit centre strategy
	PGE_U_CG04_LO03 - Optimise logistics processes and control risks
	PGE_U_CG05_LO01 - Analyse the organisation's activity and develop innovative projects
	PGE_U_CG05_LO03 - Define appropriate innovation business model and business plan

## SESSION TOPICS / MODULE SCHEDULE

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

Session 1: Introduction to Scrum  
Content:

*Last reviewed: 25/07/2025*

- Scrum theory and principles:
  - Understand the principles of the Agile framework
  - Origins of the Agile movement (Agile Manifesto)
  - Agile vs. Waterfall
  - Identify foundation of Scrum
  - Introduction to Scrum values

*References:*

- Denning, S. (2018) *The age of agile: How smart companies are transforming the way work gets done*. AMACOM.
- Heath, F. (2021) *The professional Scrum master guide: The unofficial guide to Scrum with real-world projects*. Birmingham, United Kingdom: Packt Publishing.

*Assignments:*

- Complete reflective questions at the end of the session

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

*Content:*

- Scrum events:
  - Understand the Scrum framework
  - The Sprint
  - Sprint planning
  - Sprint goal
  - Daily Scrum
  - Inspecting the product with Sprint Review
  - Improving team output with the Sprint Retrospective

*References:*

- Heath, F. (2021) *The professional Scrum master guide: The unofficial guide to Scrum with real-world projects*. Birmingham, United Kingdom: Packt Publishing.

*Assignments:*

- Complete reflective questions at the end of the session
- Case study: Spotify

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

*Content:*

- Scrum artifacts:
  - Capture the product backlog as user stories and features
  - Refine product backlog
  - Create a Spring backlog
  - Increment: definition of “Done”
  - Scaling scrum
- Estimation and release planning:
  - Importance of estimation
  - Plan with product roadmap and estimate backlog items
  - Forecasting burndown charts
  - Calculate team velocity

*References:*

- Heath, F. (2021) *The professional Scrum master guide: The unofficial guide to Scrum with real-world projects*. Birmingham, United Kingdom: Packt Publishing.

*Assignments:*

- Complete reflective questions at the end of the session
- Case study: product roadmap at HSBC

Session 4: The Scrum Methodology and its Package (pt. 3)

*Content:*

- Enforce the follow-up and the acceptance
  - Organise the different tests
  - Acceptance tests
  - Realise the tests
- Spring practice
  - Sprint in practice (workshop)
  - Feedback – continuous improvement

*References:*

- Heath, F. (2021) *The professional Scrum master guide: The unofficial guide to Scrum with real-world projects*. Birmingham, United Kingdom: Packt Publishing.

*Assignments:*

- Complete reflective questions at the end of the session

Session 5: The Scrum Team

*Content:*

- The Scrum team:
  - Identify team roles and responsibilities
  - Self-organising and cross-functional team
  - The Product Owner
  - The Scrum Master
  - The Development team
  - Other roles
- Scrum Master:
  - The Scrum Master role
  - Things outside of Scrum Master realm
  - Coaching and mentoring
- Product Owner:
  - The Product Owner role and responsibilities
  - Product vision and how to realise it
  - Maximising the business value

*References:*

- Heath, F. (2021) *The professional Scrum master guide: The unofficial guide to Scrum with real-world projects*. Birmingham, United Kingdom: Packt Publishing.

*Assignments:*

- Complete reflective questions at the end of the session

Session 6: Preparation for the Certification (PSM I Certification)

*Content:*

- Preparation for the certification and multiple choice questions (scrum.org)

*References:*

- Heath, F. (2021) *The professional Scrum master guide: The unofficial guide to Scrum with real-world projects*. Birmingham, United Kingdom: Packt Publishing.

#### Session 7: Digital Tools of Agile Teams

##### *Content:*

- Identify tools/platforms for agile projects
- Compare the tools' functionalities
- Use the tools to complete specific group tasks

## KEY TEXTS

1. Heath, F. (2021) *The professional Scrum master guide: The unofficial guide to Scrum with real-world projects*. Birmingham, United Kingdom: Packt Publishing.
2. Denning, S. (2018) *The age of agile: How smart companies are transforming the way work gets done*. AMACOM.

## SUPPLEMENTARY TEXTS

1. N/A

## MODES OF ASSESSMENT

<b>Continuous Assessment (40%)</b>	Group deliverables
<b>Final Exam (60%)</b>	Written exam

## MODULE DESIGN TEAM

- Author: *Aneta Hamza-Orlinska*
- Reviewer: *Alexis Grabar / Utkarsh Amitabh*
- External Reviewer: *Desislava Ohanians*