

# Agile Project Management & Certifications

**Master's Degree:** Project Management

**Subject:** Agile Project Management & Certifications

**Credits:** 6 ECTS

**Program:** Master in Project Management

**Modality:** On-campus (Full-Time)

**Semester:** Second

**Type:** Mandatory

**Language of instruction:** English

**Academic year:** 2025/2026

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## 1. Presentation

At the end of the Master's degree, students will have the opportunity to prepare to take the exam that will allow them to obtain two prestigious certifications related to project management and recognized internationally. The subject is directly focused on the preparation of two exams.

On the one hand, the Project Manager Professional (PMP) Certification granted by the Project Management Institute (PMI), whose exam is based on the ANSI standard called "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide) – Seventh Edition, Project Management Institute, Inc., 2021, with which the PMI reinterprets and standardizes Project Management. The PMBOK® Guide is one of the most widespread and accepted standards in the world, which makes the PMP® certification one of the most internationally recognized in all industrial sectors. To pass the exam, it is necessary to know the terms used in the PMBOK® Guide and know how to correctly answer questions that evaluate both the theoretical knowledge and the real experience of the candidates in project management, presenting specific situations for which it is necessary to indicate the best solution. During the exam, candidates will have to answer 180 four multiple choice questions in no more than 4 hours. During the sessions, the contents of the PMBOK® Guide will be reviewed, most of which is part of the knowledge received in the other subjects of the Master. Students will receive guidance on how to apply for the exam through the PMI website. Tips, hints and sample questions will also be provided to properly prepare for the exam and successfully obtain the PMP® certification. At the end of the subject, a complete simulation of the exam will be carried out, with the same number of questions and time allocation.

On the other hand, the scrum.org PSM I Certification, awarded by the scrum.org entity, which is recognized by the industry as a certification that demonstrates a fundamental level of mastery in Scrum. As a PSM I certification holder, you have demonstrated that you understand Scrum as described in the Scrum Guide and how to apply it in Scrum Teams. PSM I holders use a consistent language and approach in relation to Scrum. The cost of the PSM I exam is \$150 USD per attempt. Evaluation passwords do not expire and remain valid until used.

## 2. Program's learning outcomes

The program-related learning outcomes are distributed as follows:

### 2.1. Knowledge

- RAT 2 The graduate will be able to identify the implementation of a quality system in a business project through simulation-based learning.
- RAT 3 The graduate will be able to describe the relevance of quality control in a business project's processes and results, through learning based on challenges and case simulations.
- RAT 4 The graduate will be able to describe the assignment of responsibilities to the members of the departments that integrate a business project, by carrying out written and/or oral tests.

## 2.2. Skills

- RAT 7 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT 8 The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT 12 The graduate will be able to organize a work team in an adequate way in order to ensure the success of the project and the satisfaction of the people involved.
- RAT 13 The graduate will be able to modify the communication strategy taking into account the different communication policies that a project may require at any particular moment.
- RAT 14 The graduate will be able to prepare him/herself adequately to pass the PMI PMP certification test, through the completion of the preparatory seminars.
- RAT 15 The graduate will be able to apply in an effective way the quality and technological innovation management principles and techniques in projects.

## 2.3. Competences

- RAT 18 The graduate will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT 19 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT 20 The graduate will be able to apply the gender perspective in the professional tasks.
- RAT 23 The graduate will be able to make a correct plan for the comprehensive management of the economic, material and personal resources invested in the implementation and development of a project in order to optimize them.

## 3. Subject's learning outcomes

The graduate will be able to apply the gender perspective in the professional tasks.

- RAM 1 The graduate will be able to reliably identify the most appropriate risk analysis techniques according to the characteristics of the project and the maturity of the organization in a written case.
- RAM 2 The graduate will know how to correctly select an appropriate contractual strategy depending on the type of project through the analysis of real cases.

- RAM 3 The graduate will be able to adequately identify the pros and cons of contractual strategies through the analysis of practical cases.
- RAM 7 The graduate will be able to integrate knowledge to adapt a business project to changes in the environment in each sector by carrying out simulations and practical cases.
- RAM 8 The graduate will be able to pertinently integrate social and ethical responsibilities in the application of their knowledge and judgments through the writing of individual projects.

## 4. Contents

- **Topic 1:** Agile Manifesto

- Cynefin
- Values and principles
- Reasons for agility

- **Topic 2:** SCRUM Framework

- History
- Introduction to SCRUM

- **Topic 3:** Roles, functionalities and techniques

- Requirements gathering
- Planning
- Backlog Management
- Prioritization
- Estimation
- User stories
- Acceptance criteria

- **Topic 4:** SCRUM team and its responsibilities

- Product Owner
- SCRUM master
- Multidisciplinary teams

- **Topic 5:** Exploring artifacts

- Metrics
- Continuous improvement

- **Topic 6:** Improving project workflow

- History and principles
- KANBAN Method

- Flow management
- **Topic 7: Gamification**
  - SCRUM Simulation
  - KANBAN Simulation
- **Topic 8: Disciplined Agile Framework**
  - Agile approaches depending on context
  - Agile Framework
  - Agile Governance
- **Topic 9: Agile Certified Practitioner (ACP)**
  - Project Management Institute Certification
  - Certification requirements
  - Certification exploration
- **Topic 10: Lean-Agile Organization**
  - Introduction Flight Levels KANBAN
  - Operation, coordination, strategic
  - Lean-Agile Organization for continuous improvement
- **Topic 11: Principles of agile scaling, lean thinking and system archetypes**
  - Customer-centric value
  - Elimination of non-value tasks (waste)
  - Operational excellence
- **Topic 12: Organizational design**
  - Decentralized organizations
  - Hybrid organizations
- **Topic 13: Portfolio management and agile programs**
  - Agile Portfolio
  - Visualization and prioritization systems in Agile systems
  - Budgeting, risks and governance
- **Topic 14: Scaling agile practices**
  - Introduction to SAFE
  - Introduction to LESS
  - Success stories

## 5. Methodology

The methodology applied to this subject, framed within the educational model of EAE Business School, LifEd, is detailed in the following table:

PRESENENTIAL MODALITY		
Learning Outcomes	Teaching Methodology	Training Activities
Knowledge	Lecture	Conferences
	Presentation sessions	Student presentations
	Audiovisual-based learning	Analysis of audiovisuals
	Tutorials	Meetings to resolve doubts    Follow-up meetings
Skills	Project work	Problem-solving Information searching and processing Presentation of reports and/or work
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation    -    Presentation of reports or work

## 6. Grading system

### Continuous assessment

Grading system	Weight
Block 1: Exercises, Problems, Report Preparation, Assignments, Presentations	40 %
Block 2: Participation and Oral Presentations	20 %
Block 3: Final Evaluation Test	40 %

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of "Not presented."

#### Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

## 7. Bibliography

- Anderson, D.J. (2016). Essential Kanban Condensed. Lean Kanban University.
- Project Management Institute. (2021). A guide to the Project Management Body of Knowledge | Guía del PMBoK®, 7e. Project Management Institute.
- Sutherland, J.; Schwaber, K. (2020). La Guía Scrum. <https://scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-Spanish-European.pdf>