

Agile And Iterative Development A Manager S Guide

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Agile Software Requirements - Dean Leffingwell 2010-12-27

“We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation.” –From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of Managing the Design Factory; and leading expert on rapid product development Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In Agile Software Requirements, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the “big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger

“systems of systems,” application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You’ll find proven solutions you can apply right now—whether you’re a software developer or tester, executive, project/program manager, architect, or team leader.

Coaching Agile Teams - Lyssa Adkins 2010-05-18

The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it’s a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from “command and control” to agile coaching requires a whole new mind-set. In Coaching Agile Teams, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You’ll gain a deep view into the role of the agile coach, discover what works and what doesn’t, and learn how to adapt powerful skills from many allied disciplines, including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach’s roles: teacher, mentor, problem solver, conflict navigator, and

performance coach
Creating an environment where self-organized, high-performance teams can emerge
Coaching teams past cooperation and into full collaboration
Evolving your leadership style as your team grows and changes
Staying actively engaged without dominating your team and stunting its growth
Recognizing failure, recovery, and success modes in your coaching
Getting the most out of your own personal agile coaching journey
Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

Applying UML and Patterns Training Course - Craig Larman

2002-07-01

Second Edition of the UML video course based on the book *Applying UML and Patterns*. This VTC will focus on object-oriented analysis and design, not just drawing UML.

The Art of Agile Development - James Shore 2008

For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

Lean-Agile Software Development - Alan Shalloway 2009-10-22

Agile techniques have demonstrated immense potential for developing more effective, higher-quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile's ideology and methods. By doing so, software organizations leverage Lean's powerful capabilities for "optimizing the whole" and managing complex enterprise projects. A combined "Lean-Agile" approach can dramatically improve both developer productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean-Agile development. *Lean-Agile Software Development* shows how to extend

Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design, and demonstrate how to apply it to make iterative development more effective. They also identify several common development "anti-patterns" that can work against your goals, and they offer actionable, proven alternatives. *Lean-Agile Software Development* shows how to Transition to Lean Software Development quickly and successfully
Manage the initiation of product enhancements
Help project managers work together to manage product portfolios more effectively
Manage dependencies across the software development organization and with its partners and colleagues
Integrate development and QA roles to improve quality and eliminate waste
Determine best practices for different software development teams
The book's companion Web site, www.netobjectives.com/lasd, provides updates, links to related materials, and support for discussions of the book's content.

Large-Scale Scrum - Craig Larman 2016-09-23

In *Large-Scale Scrum*, Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and stakeholders, *Large-Scale Scrum* offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you: Implement proven Scrum frameworks for large-scale developments
Scale requirements, planning, and product management
Scale design and architecture
Effectively manage defects and interruptions
Integrate Scrum into multisite and offshore projects
Choose the right adoption strategies and organizational designs
This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

Essential Scrum - Kenneth S. Rubin 2012

This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

Agile Principles, Patterns, and Practices Robert C. Martin
2006-07-20

With the award-winning book *Agile Software Development: Principles, Patterns, and Practices*, Robert C. Martin helped bring Agile principles to tens of thousands of Java and C++ programmers. Now .NET programmers have a definitive guide to agile methods with this completely updated volume from Robert C. Martin and Micah Martin, *Agile Principles, Patterns, and Practices in C#*. This book presents a series of case studies illustrating the fundamentals of Agile development and Agile design, and moves quickly from UML models to real C# code. The introductory chapters lay out the basics of the agile movement, while the later chapters show proven techniques in action. The book includes many source code examples that are also available for download from the authors' Web site. Readers will come away from this book understanding Agile principles, and the fourteen practices of Extreme Programming Spiking, splitting, velocity, and planning iterations and releases Test-driven development, test-first design, and acceptance testing Refactoring with unit testing Pair programming Agile design and design smells The five types of UML diagrams and how to use them effectively Object-oriented package design and design patterns How to put all of it together for a real-world project Whether you are a C# programmer or a Visual Basic or Java programmer learning C#, a software development manager, or a business analyst, *Agile Principles, Patterns, and Practices in C#* is the first book you should read to understand agile software and how it applies to programming in the .NET Framework.

[A Guide to the Project Management Body of Knowledge \(PMBOK®](#)

[Guide\) - Seventh Edition and The Standard for Project Management \(BRAZILIAN PORTUGUESE\)](#) - Project Management Institute Project Management Institute 2021-08-01

PMBOK® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK® Guide &- Seventh Edition is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK® Guide: • Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.); • Provides an entire section devoted to tailoring the development approach and processes; • Includes an expanded list of models, methods, and artifacts; • Focuses on not just delivering project outputs but also enabling outcomes; and • Integrates with PM Standards+™ for information and standards application content based on project type, development approach, and industry sector.

[Agile Practice Guide \(Hindi\)](#) - 2019-08-05

Agile Practice Guide - First Edition has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition*, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

Extreme Programming Explained - Kent Beck 2004

Accountability. Transparency. Responsibility. These are not words that are often applied to software development. In this completely revised introduction to Extreme Programming (XP), Kent Beck describes how to improve your software development by integrating these highly desirable

concepts into your daily development process. The first edition of Extreme Programming Explained is a classic. It won awards for its then-radical ideas for improving small-team development, such as having developers write automated tests for their own code and having the whole team plan weekly. Much has changed in five years. This completely rewritten second edition expands the scope of XP to teams of any size by suggesting a program of continuous improvement based on.

Accidental Agile Project Manager - Ray Frohnhofer 2020-10-15

Testing in Scrum - Tilo Linz 2014-03-28

These days, more and more software development projects are being carried out using agile methods like Scrum. Agile software development promises higher software quality, a shorter time to market, and improved focus on customer needs. However, the transition to working within an agile methodology is not easy. Familiar processes and procedures change drastically. Software testing and software quality assurance have a crucial role in ensuring that a software development team, department, or company successfully implements long-term agile development methods and benefits from this framework. This book discusses agile methodology from the perspective of software testing and software quality assurance management. Software development managers, project managers, and quality assurance managers will obtain tips and tricks on how to organize testing and assure quality so that agile projects maintain their impact. Professional certified testers and software quality assurance experts will learn how to work successfully within agile software teams and how best to integrate their expertise. Topics include: Agile methodology and classic process models How to plan an agile project Unit tests and test first approach Integration testing and continuous integration System testing and test nonstop Quality management and quality assurance Also included are five case studies from the manufacturing, online-trade, and software industry as well as test exercises for self-assessment. This book covers the new ISTQB Syllabus for Agile Software Testing and is a relevant resource for all students and trainees worldwide who plan to undertake this ISTQB

certification.

Java 2 Performance and Idiom Guide - Craig Larman 2000
Software -- Programming Languages.

Project Management the Agile Way, Second Edition - John C. Goodpasture 2015-11-01

"...a well written and content rich book. From a teacher's perspective, using this book in an advanced project management seminar challenges students to understand the application of these concepts." —Alexander Walton, PMP, IT consultant to the University of California at Berkeley
Widely acclaimed as one of the top agile books in its first edition, Project Management the Agile Way has now been updated and redesigned by popular demand. This second edition is in a modular format to facilitate training and advanced course instruction, and provides new coverage of agile, such as hybrid agile methods, the latest public sector practices, and a chapter dedicated to transitioning to agile. It discusses the "grand bargain" between project management and business; the shift in dominance from plans to product and from input to output; and introduces new concepts such as return on benefit. Experienced practitioners and students that want to learn how to make agile work effectively in the enterprise should read this book. Individuals preparing for the PMI Agile Certified Practitioner (PMI-ACP)® examination, and training providers developing courses, will find this second edition quite helpful.

Agile for Instructional Designers - Megan Torrance 2019-08-27

Discover Agile for Better Instructional Design To serve business needs amid greater volatility and uncertainty in the workplace, learning and development professionals need project management methods that can keep up. Enter Agile. Popular in the software development space as an approach to project management, Agile when applied to instructional design provides a framework for adapting to change as it happens and for delivering the content most needed by learners. Agile for Instructional Designers proposes using Agile methodology to manage training projects and highlights where traditional linear processes have failed the business and the end users. Recognizing that software

development and instructional design have different needs and outcomes, author Megan Torrance developed the LLAMA™ methodology. Her approach adapts the common phases of ADDIE to incorporate the incremental, iterative nature of Agile projects. It allows learners to test and evaluate which features or design functions work before they're finalized. It also offers a way to accommodate inevitable mid-project modifications pushed by stakeholders, subject matter experts, or organizational leaders. With templates for goal alignment, learner personas, scope definition, estimating, planning, and iterative development, *Agile for Instructional Designers* is the resource you need to embrace change in learning and development.

Working Backwards - Colin Bryar 2021-02-09

Working Backwards is an insider's breakdown of Amazon's approach to culture, leadership, and best practices from two long-time Amazon executives—with lessons and techniques you can apply to your own company, and career, right now. In *Working Backwards*, two long-serving Amazon executives reveal the principles and practices that have driven the success of one of the most extraordinary companies the world has ever known. With twenty-seven years of Amazon experience between them—much of it during the period of unmatched innovation that created products and services including Kindle, Amazon Prime, Amazon Studios, and Amazon Web Services—Bryar and Carr offer unprecedented access to the Amazon way as it was developed and proven to be repeatable, scalable, and adaptable. With keen analysis and practical steps for applying it at your own company—no matter the size—the authors illuminate how Amazon's fourteen leadership principles inform decision-making at all levels of the company. With a focus on customer obsession, long-term thinking, eagerness to invent, and operational excellence, Amazon's ground-level practices ensure these characteristics are translated into action and flow through all aspects of the business. *Working Backwards* is both a practical guidebook and the story of how the company grew to become so successful. It is filled with the authors' in-the-room recollections of what "Being Amazonian" is like and how their time at the company affected their personal and professional lives.

They demonstrate that success on Amazon's scale is not achieved by the genius of any single leader, but rather through commitment to and execution of a set of well-defined, rigorously-executed principles and practices—shared here for the very first time. Whatever your talent, career or organization might be, find out how you can put *Working Backwards* to work for you.

Agile Processes in Software Engineering and Extreme Programming
Philippe Kruchten 2019-05-11

This open access book constitutes the proceedings of the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019. XP is the premier agile software development conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2019 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. The 15 full papers presented in this volume were carefully reviewed and selected from 45 submissions. They were organized in topical sections named: agile adoption, agile practices; large-scale agile; agility beyond IT, and the future of agile.

[Project Management](#) - Elroy Gassaway 2021-08-14

Agile project management is an iterative approach to managing software development projects that focuses on continuous releases and incorporating customer feedback with every iteration. The introduction of the Agile Project Management system has brought a lot of insight into project management and team development for small, medium, and large-scale organizations in the last few years. This flexible, responsive, and powerful process has also caused a massive expansion to the scope of project management, helping project managers and their development team to deliver incredibly saleable products. As a project manager, you know that these project management methods will deliver tremendous organizational benefits, but do you know enough about Agile and Scrum

methodologies to reap the rewards?

Agile and Iterative Development - Craig Larman 2004

This is the definitive guide for managers and students to agile and iterative development methods: what they are, how they work, how to implement them, and why they should.

Iterative and Agile Implementation Methodologies in Business Intelligence Software Development - Nat Landry 2011-03-01

Business Intelligence (BI) software development is an iterative and agile process. In most corporations however, BI solutions are being implemented using the standard "waterfall" life-cycle development methodology. This book discusses why this is a mistake and offers a methodology for success in BI software implementations.

User Stories Applied - Mike Cohn 2004-03-01

Thoroughly reviewed and eagerly anticipated by the agile community, *User Stories Applied* offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories": simple, clear, brief descriptions of functionality that will be valuable to real users. In *User Stories Applied*, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other "proxies" Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises *User Stories Applied* will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

Agile Processes in Software Engineering and Extreme Programming - Pekka Abrahamsson 2008-06-10

The XP conference series established in 2000 was the first conference dedicated to agile processes in software engineering. The idea of the conference is to offer a unique setting for advancing the state of the art in the research and practice of agile processes. This year's conference was the ninth consecutive edition of this international event. The conference has grown to be the largest conference on agile software development outside North America. The XP conference enjoys being one of those conferences that truly brings practitioners and academics together. About 70% of XP participants come from industry and the number of academics has grown steadily over the years. XP is more of an experience rather than a regular conference. It offers several different ways to interact and strives to create a truly collaborative environment where new ideas and exciting findings can be presented and shared. For example, this year's open space session, which was "a conference within a conference", was larger than ever before. Agile software development is a unique phenomenon from several perspectives.

Agile Portfolio Management - Jochen Krebs 2008-07-16

Agile development processes foster better collaboration, innovation, and results. So why limit their use to software projects—when you can transform your entire business? Written by agile-mentoring expert Jochen Krebs, this book illuminates the opportunities—and rewards—of applying agile processes to your overall IT portfolio. Whether project manager, business analyst, or executive—you'll understand the business drivers behind agile portfolio management. And learn best practices for optimizing results. Use agile processes to align IT and business strategy Adapt and extend core agile processes Orchestrate the collaboration between IT and business vision Eliminate wish-list driven requirements, and manage expectations instead Optimize the balance of projects, resources, and assets in your portfolio Use metrics to communicate project status, quality, even team morale Create a portfolio strategy consistent with the goals of the organization Achieve organizational and process transparency Manage your business with agility—and help

maximize the returns!

Succeeding with Agile - Mike Cohn 2010

Provides recommendations and case studies to help with the implementation of Scrum.

Agile Project Management - Jim Highsmith 2009-07-10

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. In Agile Project Management, Second Edition, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith's new coverage of promoting agility through performance measurements based on value, quality, and constraints. This edition's coverage includes: Understanding the agile revolution's impact on product development Recognizing when agile methods will work in project management, and when they won't Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The "Agile Triangle": measuring

performance in ways that encourage agility instead of discouraging it
The changing role of the agile project leader

Agile for Project Managers - Denise Canty 2016-02-24

Agile project management is a proven approach for designing and delivering software with improved value to customers. Agility is all about self-directed teams, feedback, light documentation, and working software with shorter development cycles. The role of the project manager with agile differs significantly from traditional project management in that there is minimal up-front planning. Agile for Project Managers will help project managers from any industry transition to agile project management. The book examines the project management component of agility, concentrating on industry standards, certifications, and being agile. It also compares agile methods to traditional project management methods throughout to provide readers with a clear understanding of the differences between the two. The book's focus is in alignment with the Project Management Institute (PMI®) Agile Certified Practitioner (PMI-ACP®) credential—making it an ideal resource for anyone preparing for the PMI-ACP® exam. Coverage includes: Agile as a project management methodology Agile teams Agile tools and techniques Flavors of agile Agile principles Agile certifications The book provides readers with the understanding required to decide which projects will benefit from agile. It also includes information that can help readers to assess their organizations' readiness for agile methods. Complete with a list of agile training providers, the book will help certified project managers make a smooth transition to agile project management and will provide newcomers with the basic knowledge needed to pass the PMI-ACP® exam, the first time around.

Agile Project Management For Dummies - Mark C. Layton
2017-09-05

Flex your project management muscle Agile project management is a fast and flexible approach to managing all projects, not just software development. By learning the principles and techniques in this book, you'll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers.

You'll discover how to manage scope, time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months—and Agile Project Management For Dummies can help you do just that. Providing a simple, step-by-step guide to Agile project management approaches, tools, and techniques, it shows product and project managers how to complete and implement projects more quickly than ever. Complete projects in weeks instead of months Reduce risk and leverage core benefits for projects Turn Agile theory into practice for all industries Effectively create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.

Professional Scrum Development with Azure DevOps Richard Hundhausen 2021-02-24

Professional Scrum Development with Azure DevOps stands apart from all other Scrum and Azure guides by focusing on the fusion of today's most popular agile framework (Scrum) and ALM/DevOps toolset (Azure DevOps). Hundhausen shows how a professional Scrum team can more effectively plan, track, and manage its work with Azure Boards, Azure Test Plans, and related Azure DevOps features. He offers detailed coverage of team formation, backlogs, sprints, test plans, collaboration, flow, continuous improvement, and the real-world tradeoffs between using tools and interacting directly with other team members. To make this guide even more valuable, Hundhausen has crafted it to complement Scrum.org's popular Professional Scrum Developer (PSD) program, which he personally created with Scrum.org's Ken Schwaber. Powerful techniques for the 80-90% of modern software teams that use Scrum and its variants Reflects state-of-the-art tools built into Azure DevOps, as well as its integration with GitHub Introduces high-productivity features for Scrum teams in Azure Boards and Azure Test Plans Complements Scrum.org's Professional Scrum Developer (PSD) program -- created by this book's author together with Ken Schwaber Richard Hundhausen helps software organizations and teams deliver better products by understanding and leveraging Azure DevOps and Scrum. He is a

Professional Scrum Trainer, Professional Scrum Developer, author of Professional Scrum Development with Microsoft Visual Studio(Microsoft Press), and co-creator of the Nexus Scaled Scrum Framework with Ken Schwaber. As a software developer and consultant with 30+ years of experience, he understands that software is built and delivered by people, not by processes or tools.

Agile Testing - Lisa Crispin 2009

Crispin and Gregory define agile testing and illustrate the tester's role with examples from real agile teams. They teach you how to use the agile testing quadrants to identify what testing is needed, who should do it, and what tools might help. The book chronicles an agile software development iteration from the viewpoint of a tester and explains the seven key success factors of agile testing.

Managing Iterative Software Development Projects - Kurt Bittner 2006-06-27

The Practical, Start-to-Finish Guide to Planning and Leading Iterative Software Projects Iterative processes have gained widespread acceptance because they help software developers reduce risk and cost, manage change, improve productivity, and deliver more effective, timely solutions. But conventional project management techniques don't work well in iterative projects, and newer iterative management techniques have been poorly documented. Managing Iterative Software Development Projects is the solution: a relentlessly practical guide to planning, organizing, estimating, staffing, and managing any iterative project, from start to finish. Leading iterative development experts Kurt Bittner and Ian Spence introduce a proven, scalable approach that improves both agility and control at the same time, satisfying the needs of developers, managers, and the business alike. Their techniques are easy to understand, and easy to use with any iterative methodology, from Rational Unified Process to Extreme Programming to the Microsoft Solutions Framework. Whatever your role—team leader, program manager, project manager, developer, sponsor, or user representative—this book will help you Understand the key drivers of success in iterative projects Leverage “time boxing” to define project

lifecycles and measure results Use Unified Process phases to facilitate controlled iterative development Master core concepts of iterative project management, including layering and evolution Create project roadmaps, including release plans Discover key patterns of risk management, estimation, organization, and iteration planning Understand what must be controlled centrally, and what you can safely delegate Transition smoothly to iterative processes Scale iterative project management from the smallest to the largest projects Align software investments with the needs of the business Whether you are interested in software development using RUP, OpenUP, or other agile processes, this book will help you reduce the anxiety and cost associated with software improvement by providing an easy, non-intrusive path toward improved results—without overwhelming you and your team.

Scaling Software Agility - Dean Leffingwell 2007-02-26

“Companies have been implementing large agile projects for a number of years, but the ‘stigma’ of ‘agile only works for small projects’ continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell’s book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell’s book is a necessary guide for large projects and large organizations making the transition to agile development.”

—Jim Highsmith, director, Agile Practice, Cutter Consortium, author of *Agile Project Management* “There’s tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell’s observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience: he’s been there, done that, and has seen what’s worked.” —Grady Booch, IBM Fellow Agile development practices, while still controversial in some circles, offer undeniable

benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads, as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale.

Agile Estimating and Planning - Mike Cohn 2005-11-01

Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan—and then what makes it agile. Using the techniques in *Agile Estimating and Planning*, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days—and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How to plan iterations and predict your team's initial rate of progress How to schedule projects that have unusually high uncertainty or schedule-

related risk How to estimate projects that will be worked on by multiple teams Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

Agile Product Management with Scrum - Roman Pichler 2010-03-11
The First Guide to Scrum-Based Agile Product Management In Agile Product Management with Scrum, leading Scrum consultant Roman Pichler uses real-world examples to demonstrate how product owners can create successful products with Scrum. He describes a broad range of agile product management practices, including making agile product discovery work, taking advantage of emergent requirements, creating the minimal marketable product, leveraging early customer feedback, and working closely with the development team. Benefitting from Pichler's extensive experience, you'll learn how Scrum product ownership differs from traditional product management and how to avoid and overcome the common challenges that Scrum product owners face. Coverage includes Understanding the product owner's role: what product owners do, how they do it, and the surprising implications Envisioning the product: creating a compelling product vision to galvanize and guide the team and stakeholders Grooming the product backlog: managing the product backlog effectively even for the most complex products Planning the release: bringing clarity to scheduling, budgeting, and functionality decisions Collaborating in sprint meetings: understanding the product owner's role in sprint meetings, including the dos and don'ts Transitioning into product ownership: succeeding as a product owner and establishing the role in the enterprise This book is an indispensable resource for anyone who works as a product owner, or expects to do so, as well as executives and coaches interested in establishing agile product management.

Iterative Processes - J. Blum 1959

Information Development JoAnn T. Hackos 2007-01-29

A revolutionary new resource that brings documentation product management ideas up to date The 1994 bestselling classic *Managing Your Documentation Projects* set the industry standard for technical documentation. However, since then, much has changed in the world of information development. With this new title, JoAnn Hackos looks beyond the structured project of the 1980s and 1990s. Instead, she focuses on the rapidly changing projects of the 21st century and addresses how to introduce agile information development without neglecting the central focus of planning information design and development around the needs of information users. As an information-development manager, you are expected to reduce costs and project time, do more work with fewer resources and less money, and increase the value of the information you deliver. Recognizing this, Hackos has carefully designed this book to help you do precisely that. She helps you make strategic decisions about information development and directs the discussion of project management toward smarter decision-making. An update of the original 1994 Information Process Maturity Model (IPMM) presents you with a method by which you can compare the state of your organization to others, evaluate your current status, and then consider what is necessary in order to move to the next level. Information Development offers a completely new look at best practices for all phases of the document development lifecycle, including: Managing a corporate information portfolio Evaluating process maturity Partnering with customers and developing user scenarios Developing team effectiveness and collaboration Planning and monitoring information projects Managing translation and production Evaluating project performance Managing for quality, efficiency, and cost-effectiveness The companion Web site includes electronic versions of the templates and checklists featured in the book. Wiley Technology Publishing Timely. Practical. Reliable. Visit our Web site at www.wiley.com/compbooks/

Lean Software Development - Mary Poppendieck 2003-05-08

Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for

every development manager, project manager, and technical leader Lean software development: applying agile principles to your organization In Lean Software Development, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three—if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: "decide as late as possible" by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting coherence, usability, fitness, maintainability, and adaptability How to "see the whole"—even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people—so you can achieve breakthrough quality, savings, speed, and business alignment.

The Agile Manager - Cherry Vu 2019-02-07

The world is in a permanent state of change. We must work in new ways. To change the work we must change how we manage; how we think about management. What got you here won't get you there. There are new ways of managing which are changing business, government, and not-for-profit organisations, big and small. This isn't about leaders, it's about managers. It's not about mystical mind methods, it's about principles to work by. It's about agility, the agile Manager. This book starts your journey. The book has four sections: 1. A set of principles which you as an agile manager must get your head around in order to function in the new world. 2. A set of management practices which follow from those principles. 3. A set of agile work practices that you need to understand and support. 4. Guidance on the journey to new ways of

working. . . . Agile is a way of thinking about work. Agile is a thing now, it has become a noun as well as an adjective. Agile thinking is impacting Information Technology, enterprises, government, and society. It may have started in IT but now it is transforming work everywhere, and even how we think. Its impact is far-reaching enough to talk of it as a renaissance in thinking, a refresh or step change that comes only once or twice a century. This is not an exaggeration. . . . It is not just Agile, there is a suite of new ideas transforming work. They all aim for "better value sooner, safer, happier". We simply call them the New Ways of Working, NWoW. This book is about the impact of these new ways on management in the modern enterprise. . . . The new thinking empowers people to be knowledge workers, to design the work and make the decisions. It treats them like they are over 18 and on the same side. Conventional management too often treats people like clerical workers, like plug-compatible wetware, like Human Resources, who can't be trusted, who are evaluated numerically, who are an overhead to be minimised, who need to be told what to do and how to do it. Which is not conducive to satisfaction and mental health. . . . The Agile way is iterative, incremental, experimenting, exploring complex systems. These are displacing the ideas of conventional enterprises: big-bang projects; zero risk; certainty and accuracy; plan once execute perfectly; failure is not an option. Along the way Agile is resurfacing (and standing on the shoulders of) the ideas of Lean, which ironically go back pre-second-world-war; and Agile is drawing on the principles of complex systems and the modern understanding of human behaviour and social constructs. . . . At least as important, though, is New Ways of Managing. Too often, management views the transformation to New Ways as something done to improve the practitioner workforce, not management. This can't be. For an organisation to change, the management must change. This is one of the biggest issues facing organisations moving to agile ways of working. Managers must understand and focus on empowerment, collaboration, agility, and flow. Why focus on management in agile transformation? Because we see it often neglected, and because it is the key. This book is about how to manage in an agile way, not what agile work looks like.

Plenty has been written about that. . . . It is our personal offering. We hope you like it and derive value from it. Join our community and tell us how you felt about it.

Agile Software Development Ecosystems - James A. Highsmith 2002
Traditional software development methods struggle to keep pace with the accelerated pace and rapid change of Internet-era development. Several "agile methodologies" have been developed in response -- and these approaches to software development are showing exceptional promise. In this book, Jim Highsmith covers them all -- showing what they have in common, where they differ, and how to choose and customize the best agile approach for your needs.**KEY TOPICS:**Highsmith begins by introducing the values and principles shared by virtually all agile software development methods. He presents detailed case studies from organizations that have used them, as well as interviews with each method's principal authors or leading practitioners. Next, he takes a closer look at the key features and techniques associated with each major Agile approach: Extreme Programming (XP), Crystal Methods, Scrum, Dynamic Systems Development Method (DSDM), Lean Development, Adaptive Software Development (ASD), and Feature-Driven Development (FDD). In Part III, Highsmith offers practical advice on customizing the optimal agile discipline for your own organization.**MARKET:**For all software developers, project managers,

and other IT professionals seeking more flexible, effective approaches to developing software.

Agile Project Management with Scrum - Ken Schwaber 2004-02-11
The rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum’s simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you’ll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!