

Agile Project Management With Scrum Ken Schwaber

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Agile project management in IT development projects with a focus on team performance - Markus Kammermeier

2010-11-19

Studienarbeit aus dem Jahr 2009 im Fachbereich Informationswissenschaften, Informationsmanagement, Note: 1,0, Hochschule Deggendorf, Sprache: Deutsch, Abstract: Traditional, inflexible management is inefficient in product development projects: Project members feel uncomfortable and the result does not meet customer's expectation. Therefore project management needs a kind of reorientation. The key success factors are the performance of the project team and the understanding of the customers' needs. Therefore the main goal of today's project management is to create the right environment for the project. Agile project management promises to be a solution: It supports team performance and demands short project cycles. Short iteration and continuous feedback of the

customers helps to stay on the right way and to adjust requirements if possible. A popular example of agile project management is SCRUM. This study paper gives an overview about SCRUM itself. It presents roles, ceremonies and artifacts. It shows that SCRUM centers the team and the whole process is build around the team. The rules of SCRUM are simple and can easily be adapted. The focus of this paper is the roles of the process and how SCRUM supports team performance.

Emotional Intelligence for Project Managers - Anthony Mersino 2013-06-15

As if the project manager's job was not hard enough--having to be not a jack of all trades but a master of them!--all the technical expertise he has learned can be completely nullified if he doesn't have good people skills to navigate appropriately through all the obstacles each project is certain to bring. As recent research has indicated that emotional intelligence (EI) now accounts for an astonishing 70 to 80

percent of management success, there is no doubt that today's successful project manager needs strong interpersonal skills and the ability to recognize emotional cues in order to lead their teams to success--the technical expertise the position depended on so greatly in the past simply isn't enough anymore! Emotional Intelligence for Project Managers introduces readers to all facets of EI and shows how emotions can be leveraged to meet project goals. Project managers strong in technical skills but needing help in the EI department will learn how to:

- Set the tone and direction for the project
- Communicate effectively
- Motivate, inspire, and engage their team
- Encourage flexibility and collaboration
- Deal productively with stress, criticism, and change
- Establish the kind of high morale that attracts top performers
- And more

Now in its second edition, this unique and invaluable resource for project managers in every industry includes several expanded sections on self-awareness and self-

management, as well as a new chapter on using EI to lead Agile Teams and a close look at Servant Leadership. You've spent years gathering the technical intelligence you need for this challenging career--now separate yourself from the pack by increasing your emotional intelligence!

Agile Software Development - Alistair Cockburn 2006-10-19

"Agile Software Development is a highly stimulating and rich book. The author has a deep background and gives us a tour de force of the emerging agile methods." —Tom Gilb The agile model of software development has taken the world by storm. Now, in Agile Software Development, Second Edition, one of agile's leading pioneers updates his Jolt Productivity award-winning book to reflect all that's been learned about agile development since its original introduction. Alistair Cockburn begins by updating his powerful model of software development as a "cooperative game of

invention and communication.” Among the new ideas he introduces: harnessing competition without damaging collaboration; learning lessons from lean manufacturing; and balancing strategies for communication. Cockburn also explains how the cooperative game is played in business and on engineering projects, not just software development. Next, he systematically illuminates the agile model, shows how it has evolved, and answers the questions developers and project managers ask most often, including:

- Where does agile development fit in our organization?
- How do we blend agile ideas with other ideas?
- How do we extend agile ideas more broadly?

Cockburn takes on crucial misconceptions that cause agile projects to fail. For example, you’ll learn why encoding project management strategies into fixed processes can lead to ineffective strategy decisions and costly mistakes. You’ll also find a thoughtful discussion of the controversial relationship between agile methods and user experience design. Cockburn

turns to the practical challenges of constructing agile methodologies for your own teams. You’ll learn how to tune and continuously reinvent your methodologies, and how to manage incomplete communication. This edition contains important new contributions on these and other topics:

- Agile and CMMI
- Introducing agile from the top down
- Revisiting “custom contracts”
- Creating change with “stickers”

In addition, Cockburn updates his discussion of the Crystal methodologies, which utilize his “cooperative game” as their central metaphor. If you’re new to agile development, this book will help you succeed the first time out. If you’ve used agile methods before, Cockburn’s techniques will make you even more effective.

Agile Software Development with Scrum - Ken Schwaber 2002

Arguably the most important book about managing technology and systems development efforts, this book describes building systems using the deceptively simple process, Scrum.

Readers will come to understand a new approach to systems development projects that cuts through the complexity and ambiguity of complex, emergent requirements and unstable technology to iteratively and quickly produce quality software. BENEFITS Learn how to immediately start producing software incrementally regardless of existing engineering practices or methodologies Learn how to simplify the implementation of Agile processes Learn how to simplify XP implementation through a Scrum wrapper Learn why Agile processes work and how to manage them Understand the theoretical underpinnings of Agile processes

Succeeding with Agile - Mike Cohn 2010

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

The Scrum Field Guide - Mitch Lacey

2015-12-22

Thousands of organizations are adopting Scrum to transform the way they execute complex

projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes

Bringing teams and new team members on board
Creating a workable definition of “done”
Planning for short-term wins, and removing impediments to success
Balancing predictability and adaptability in release planning
Running productive daily scrums
Fixing failing sprints
Accurately costing projects, and measuring the value they deliver
Managing risks in dynamic Scrum projects
Prioritizing and estimating backlogs
Working with distributed and offshore teams
Institutionalizing improvements, and extending agility throughout the organization
Packed with real-world examples straight from Lacey’s experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to get back on track.

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.

[Agile Game Development with Scrum \(Adobe Reader\)](#) - Clinton Keith 2010-05-23

Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in crisis—facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It's no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that offer more entertainment value; and make life more

fulfilling for development teams at the same time. You'll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum's goals, roles, and practices in the context of game development Communicating and planning your game's vision, features, and progress Using iterative techniques to put your game into a playable state every two to four weeks— even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started:

overcoming inertia and integrating Scrum into your studio's current processes. Increasingly, game developers and managers are recognizing that things can't go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development.

[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.

Software by Numbers - Mark Denne 2003

- Opens the black box of methodologies and demonstrates that software development is fundamentally a value creation process - Covers new and radical approaches to software development that respond to business demands for shorter investment periods and increased agility - Provides software engineers tools for understanding enterprise-level value creation and managing financial objectives

Business Object Design and Implementation

- Jeffrey V. Sutherland 1997-04-28

This volume contains a collection of papers establishing the need for business objects, with particular reference to work undertaken by the Object Management Group (OMG). The emphasis is on defining an agenda for establishing business object standards and [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!

97 Things Every Scrum Practitioner Should Know - Gunther Verheyen 2020-04-27

Improve your understanding of Scrum through the proven experience and collected wisdom of experts around the world. Based on real-life experiences, the 97 essays in this unique book provide a wealth of knowledge and expertise from established practitioners who have dealt with specific problems and challenges with Scrum. You'll find out more about the rules and roles of this framework, as well as tactics, strategies, specific patterns to use with Scrum,

and stories from the trenches. You'll also gain insights on how to apply, tune, and tweak Scrum for your work. This guide is an ideal resource for people new to Scrum and those who want to assess and improve their understanding of this framework. "Scrum Is Simple. Just Use It As Is.," Ken Schwaber "The 'Standing Meeting,'" Bob Warfield "Specialization Is for Insects," James O. Coplien "Scrum Events Are Rituals to Ensure Good Harvest," Jasper Lamers "Servant Leadership Starts from Within," Bob Galen "Agile Is More than Sprinting," James W. Grenning

[A Scrum Book](#) - Jeff Sutherland 2019-08-16 Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into

Scrum™'s building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a time—the agile way.

Agile Project Management - Marcus Ries

2016-11-03

In understanding methodologies and agile project management, we look at the different techniques in which you can successfully develop management skills. As you know, it is quite important to adopt a multifaceted approach when it comes to management, to get your job done in a facile manner. Agile methodology is a multifaceted approach that finds its application in many different fields and can be considered an umbrella concept. Right from engineering to IT to business management, there are many areas where one can effectively apply the ideologies of agile management. Once you go through the book, you will understand how easy it is for you to adopt and utilize it to enhance your business. The agile management technique focuses on four main aspects, namely - effective communication with clients/parties, delivering a work application, collaborating with clients and changing up the scope of work. All of these need to be controlled and managed in

order to enhance productivity. That is exactly where this book comes into play. In the course of this book, you will learn how to: Understanding the iterative learning process Learning about the agile software development techniques The scope of management Meaning and features of agile manifesto Dynamic system development model and its applications The phases of the Atern project Understanding of the scrum theory Sprint reviews and sprint retrospectives Service designs and transitions Service operations Lean development principles Operational level management techniques Steps to enhance focus Agile management basically focuses on enhancing communication within the organizational structure to ensure that you remain with free flowing ideologies. It is a good way to increase your productivity while managing your work environment. The book focuses on understanding each and every element by breaking it down to the simplest form. The concepts are explained in such a way

that they allow you to implement them in your work life. You can go through the concepts in detail to understand each and every aspect of it. There is no limit to its application and you can mold it into any shape or form of your choice. You can pass a copy of the book to all your employees so that they can understand what it takes to partake in agile management of business. You can also consider holding a seminar or a book reading session where everybody can interpret their ideologies in their own way. Using the information provided in the book, you can implement agile management in your day-to-day life; whether it is work or personal life. So what are you waiting for - start reading right away! Buy your copy today!

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

Scrum Shortcuts Without Cutting Corners -

Ilan Goldstein 2013-07-16

In *Scrum Shortcuts without Cutting Corners*, Scrum expert Ilan Goldstein helps the reader translate the Scrum framework into reality to meet the Scrum challenges formal training never warned about. Drawing on his extensive agile experience in a wide range of projects and environments, Goldstein presents thirty proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks the reader through applying a Scrum approach to achieve a tangible output. These easy-to-digest, actionable patterns address a broad range of topics including getting started, quality and metrics, team members and roles, managing stakeholders, estimation, continuous improvement and much more.

The Project Manager's Guide to Mastering Agile - Charles G. Cobb 2015-01-05

Streamline project workflow with expert agile implementation *The Project Management Profession* is beginning to go through rapid and

profound transformation due to the widespread adoption of agile methodologies. Those changes are likely to dramatically change the role of project managers in many environments as we have known them and raise the bar for the entire project management profession; however, we are in the early stages of that transformation and there is a lot of confusion about the impact it has on project managers: There are many stereotypes and misconceptions that exist about both Agile and traditional plan-driven project management, Agile and traditional project management principles and practices are treated as separate and independent domains of knowledge with little or no integration between the two and sometimes seen as in conflict with each other Agile and "Waterfall" are thought of as two binary, mutually-exclusive choices and companies sometimes try to force-fit their business and projects to one of those extremes when the right solution is to fit the approach to the project It's no wonder that many

Project Managers might be confused by all of this! This book will help project managers unravel a lot of the confusion that exists; develop a totally new perspective to see Agile and traditional plan-driven project management principles and practices in a new light as complementary to each other rather than competitive; and learn to develop an adaptive approach to blend those principles and practices together in the right proportions to fit any situation. There are many books on Agile and many books on traditional project management but what's very unique about this book is that it takes an objective approach to help you understand the strengths and weaknesses of both of those areas to see how they can work synergistically to improve project outcomes in any project. The book includes discussion topics, real world case studies, and sample enterprise-level agile frameworks that facilitate hands-on learning as well as an in-depth discussion of the principles behind both

Agile and traditional plan-driven project management practices to provide a more thorough level of understanding.

Agile for Project Managers - Denise Cauty
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.

Scrum - Jeff Sutherland 2014-09-30

For those who believe that there must be a more

agile and efficient way for people to get things done, here is a brilliantly discursive, thought-provoking book about the leadership and management process that is changing the way we live. In the future, historians may look back on human progress and draw a sharp line designating "before Scrum" and "after Scrum." Scrum is that ground-breaking. It already drives most of the world's top technology companies. And now it's starting to spread to every domain where leaders wrestle with complex projects. If you've ever been startled by how fast the world is changing, Scrum is one of the reasons why. Productivity gains of as much as 1200% have been recorded, and there's no more lucid - or compelling - explainer of Scrum and its bright promise than Jeff Sutherland, the man who put together the first Scrum team more than twenty years ago. The thorny problem Jeff began tackling back then boils down to this: people are spectacularly bad at doing things with agility and efficiency. Best laid plans go up in smoke.

Teams often work at cross purposes to each other. And when the pressure rises, unhappiness soars. Drawing on his experience as a West Point-educated fighter pilot, biometrics expert, early innovator of ATM technology, and V.P. of engineering or CTO at eleven different technology companies, Jeff began challenging those dysfunctional realities, looking for solutions that would have global impact. In this book you'll journey to Scrum's front lines where Jeff's system of deep accountability, team interaction, and constant iterative improvement is, among other feats, bringing the FBI into the 21st century, perfecting the design of an affordable 140 mile per hour/100 mile per gallon car, helping NPR report fast-moving action in the Middle East, changing the way pharmacists interact with patients, reducing poverty in the Third World, and even helping people plan their weddings and accomplish weekend chores. Woven with insights from martial arts, judicial decision making, advanced aerial combat,

robotics, and many other disciplines, Scrum is consistently riveting. But the most important reason to read this book is that it may just help you achieve what others consider unachievable – whether it be inventing a trailblazing technology, devising a new system of education, pioneering a way to feed the hungry, or, closer to home, a building a foundation for your family to thrive and prosper.

[Agile Project Management with Scrum](#) - Ken Schwaber 2015-12-11

Two decades after Scrum co-creator Ken Schwaber helped launch the Agile revolution, he's returned to thoroughly update his classic guide, *Agile Project Management with Scrum*. In this completely revamped Second Edition, Schwaber shares his latest thinking on Scrum and Agile, based on years of coaching and consulting with implementers in organizations of all kinds. Through up-to-date case studies, Schwaber identifies powerful real-world lessons from the successes and failures he's seen and

experienced, and the innovations he has encountered and refined. With co-authors Richard Hundhausen (Microsoft MVP) and David Starr (Scrum.org), he shows how to use modern Scrum to solve complex problems, drive better results, and deliver more valuable software faster. You'll gain a strong foundation in Scrum theory and practice, learning how to: Rein in complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Get clearer specifications and feedback from customers Greatly reduce project planning time and required tools Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Systematically maximize return on investment in any software project Schwaber and his colleagues have thoroughly updated every chapter, and added two new chapters: "The Agile Era" and "The Future of Software Development." You'll find new or expanded

coverage of Lean-Kanban, inverted service models, team self-organization, ScrumMaster growth models, mobile/cloud development, story maps, TDD, Agility Path, scaling Scrum, frameworks, continuous delivery, DevOps, software product lines, and more. New "Retrospective" sections explore how the First Edition's advice worked, what didn't work so well, how the world around agile projects has changed, and how those changes impact agile teams.

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.

Scrum and XP from the Trenches - 2nd Edition - Henrik Kniberg 2015

This book aims to give you a head start by providing a detailed down-to-earth account of how one Swedish company implemented Scrum and XP with a team of approximately 40 people and how they continuously improved their process over a year's time. Under the leadership of Henrik Kniberg they experimented with different team sizes, different sprint lengths, different ways of defining "done", different

formats for product backlogs and sprint backlogs, different testing strategies, different ways of doing demos, different ways of synchronizing multiple Scrum teams, etc. They also experimented with XP practices - different ways of doing continuous build, pair programming, test driven development, etc, and how to combine this with Scrum. This second edition is an annotated version, a "director's cut" where Henrik reflects upon the content and shares new insights gained since the first version of the book.

Scrum For Dummies - Mark C. Layton

2018-04-16

Use scrum in all aspects of life Scrum is an agile project management framework that allows for flexibility and collaboration to be a part of your workflow. Primarily used by software developers, scrum can be used across many job functions and industries. Scrum can also be used in your personal life to help you plan for retirement, a trip, or even a wedding or other

big event. Scrum provides a small set of rules that create just enough structure for teams to be able to focus their innovation on solving what might otherwise be an insurmountable challenge. Scrum For Dummies shows you how to assemble a scrum taskforce and use it to implement this popular Agile methodology to make projects in your professional and personal life run more smoothly—from start to finish. Discover what scrum offers project and product teams Integrate scrum into your agile project management strategy Plan your retirement or a family reunion using scrum Prioritize for releases with sprints No matter your career path or job title, the principles of scrum are designed to make your life easier. Why not give it a try?

Becoming Agile - Ahmed Sidky 2009-04-30
Many books discuss Agile from a theoretical or academic perspective. Becoming Agile takes a different approach and focuses on explaining Agile from a case-study perspective. Agile principles are discussed, explained, and then

demonstrated in the context of a case study that flows throughout the book. The case study is based on a mixture of the author's real-world experiences. *Becoming Agile* also focuses on the importance of adapting Agile principles to the realities of your environment. In the early days of Agile, there was a general belief that Agile had to be used in all phases of a project, and that it had to be used in its purest form. Over the last few years, reputable Agile authorities have begun questioning this belief: We're finding that the best deployments of Agile are customized to the realities of a given company. *Becoming Agile* discusses the cultural realities of deploying Agile and how to deal with the needs of executives, managers, and the development team during migration. The author discusses employee motivation and establishing incentives that reward support of Agile techniques. Purchase of the print book comes with an offer of a free PDF, ePub, and Kindle eBook from Manning. Also available is all code from the book. Praise for

Becoming Agile... "This is much more than just a book about Agile. This is a roadmap. A very detailed roadmap that takes you from the initial "is Agile right for me?" stage through completion and delivery of your pilot project and beyond." - Charlie Griefer, Senior Software Engineer, Amcom Technology "...a must read for those of us who have come from years of waterfall and attempts at changes to "traditional" methodologies or processes... clear, concise and has plenty of example scenarios that many individuals and corporations would identify with." -Jamie Phillips, Senior Software Engineer, Picis Inc "This book is quite unique. It is written in a form of a 5-day training course. I am usually not a fan of such a writing style, but I think that *Becoming Agile* is an exception. It's about a software process and as such requires a lot of case studies, group exercises (or at least what a book format allows), and therefore the training course style is perfect to facilitate learning." - Vladimir Pasman, Cococast.com "*Becoming*

Agile in an Imperfect World offers a different and useful look at Agile methods. Reminding us that becoming agile is more of a mindset adjustment than a process change, Sidky and Smith use a case study to share their insights and tools throughout the book, including the unique Sidky Agile Measurement Index (SAMI)." -Sanjiv Augustine, President, LitheSpeed LLC and author of Managing Agile Projects "The authors emphasise that the aim should be to create a customised agile development process that is tailored to the needs of the organisation...Instead of aiming for "agile perfection", one should aim at reaching the right level of agility for one's organisation. Excellent advice!" -Kailash Awati, Eight to Late "The book totally inspired me. A lot of my readings on Agile from back in the day were very theoretical and high level at the same time. But Becoming Agile helps take you to the next level by going beyond the theory and into the nitty gritty practicality of employing the Agile approach. So it was very

energizing having the game plan laid out in front of you, as well as the hurdles you'll encounter and how to overcome them." -Tariq Ahmed, author of Flex 3 in Action

Learning Agile - Andrew Stellman 2014-11-12
Learning Agile is a comprehensive guide to the most popular agile methods, written in a light and engaging style that makes it easy for you to learn. Agile has revolutionized the way teams approach software development, but with dozens of agile methodologies to choose from, the decision to "go agile" can be tricky. This practical book helps you sort it out, first by grounding you in agile's underlying principles, then by describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team's mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together. Whether you're considering

agile for the first time, or trying it again, you'll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile's core values and principles Learn Scrum's emphasis on project management, self-organization, and collective commitment Focus on software design and architecture with XP practices such as test-first and pair programming Use Lean thinking to empower your team, eliminate waste, and deliver software fast Learn how Kanban's practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach

Getting Value out of Agile Retrospectives - Luis Gonçalves 2015-01-28

Getting Value out of Agile Retrospectives helps you and your teams to do retrospectives effectively and efficiently. It's a toolbox with many exercises for facilitating retrospectives, supported with the "what" and "why" of retrospectives, the business value and benefits

that they bring, and advice for introducing and improving retrospectives. If you are a Scrum master, agile coach, project manager, product manager or facilitator then this book helps you to discover and apply new ways to do Valuable Agile Retrospectives with your teams. With plenty of exercises you can develop your own personal Retrospectives Toolbox to become more proficient in doing retrospectives and get more out of them.

The Enterprise and Scrum - Ken Schwaber
2007-06-13

It's time to extend the benefits of Scrum—greater agility, higher-quality products, and lower costs—from individual teams to your entire enterprise. However, with Scrum's lack of prescribed rules, the friction of change can be challenging as people struggle to break from old project management habits. In this book, agile-process revolution leader Ken Schwaber takes you through change management—for your organizational and interpersonal

processes—explaining how to successfully adopt Scrum across your entire organization. A cofounder of Scrum, Ken draws from decades of experience, answering your questions through case studies of proven practices and processes. With them, you'll learn how to adopt—and adapt—Scrum in the enterprise. And gain profound levels of transparency into your development processes. Discover how to:

- Evaluate the benefits of adopting Scrum in any size organization
- Initiate an enterprise transition project
- Implement a single, prioritized Product Backlog
- Organize effective Scrum teams using a top-down approach
- Adapt and apply solutions for integrating engineering practices across multiple teams
- Shorten release times by managing high-value increments
- Refine your Scrum practices and help reduce the length of Sprints

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.

Software in 30 Days - Ken Schwaber

2012-05-01

A radical approach to getting IT projects done faster and cheaper than anyone thinks possible. *Software in 30 Days* summarizes the Agile and Scrum software development method, which allows creation of game-changing software, in just 30 days. Projects that use it are three times more successful than those that don't. *Software in 30 Days* is for the business manager, the entrepreneur, the product development manager, or IT manager who wants to develop software better and faster than they now believe possible. Learn how this unorthodox process works, how to get started, and how to succeed. Control risk, manage projects, and have your people succeed with simple but profound shifts in the thinking. The authors explain powerful concepts such as the art of the possible, bottom-

up intelligence, and why it's good to fail early—all with no risk greater than thirty days. The productivity gain vs traditional "waterfall" methods has been over 100% on many projects. Author Ken Schwaber is a co-founder of the Agile software movement, and co-creator, with Jeff Sutherland, of the "Scrum" technique for building software in 30 days. Coauthor Jeff Sutherland was cosigner of the Agile Manifesto, which marked the start of the Agile movement. *Software in 30 Days* is a must-read for all managers and business owners who use software in their organizations or in their products and want to stop the cycle of slow, expensive software development. Programmers will want to buy copies for their managers and their customers so they will know how to collaborate to get the best work possible.

Brilliant Agile Project Management - Rob

Cole 2016-01-01

What is Agile Project Management and will it bring my project in on time and budget? If you

need a solid understanding of how Agile Project Management works so your projects can fully benefit from using this innovative and powerful approach, this book is essential reading. Brilliant Agile Project Management does more than just talk you through the techniques and processes - focussing on real-life use of Agile in business environments, it provides practical advice and techniques on how to implement and work with Agile, so you always know exactly what to do and say to make your project a success. · Assess whether your organisation or project is right for using APM · Understand how to implement APM into any project · Overcome common problems with APM Get up to speed with Agile Project Management and get ahead - fast!

Agile Retrospectives - Esther Derby

2006-07-26

Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally, retrospectives (also known as “post-mortems”) are only held at the end of the

project—too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now Esther and Diana show you the tools, tricks and tips you need to fix the problems you face on a software development project on an on-going basis. You’ll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes and how to scale these techniques up. You’ll learn how to deal with problems, and implement solutions effectively throughout the project—not just at the end. This book will help you: Design and run effective retrospectives Learn how to find and fix problems Find and reinforce team strengths Address people issues as well as technological Use tools and recipes proven in the real world With regular tune-ups, your team will hum like a precise, world-class orchestra.

Agile Project Management with Kanban -

Eric Brechner 2015

Use Kanban to maximize efficiency, predictability, quality, and value With Kanban, every minute you spend on a software project can add value for customers. One book can help you achieve this goal: Agile Project Management with Kanban. Author Eric Brechner pioneered Kanban within the Xbox engineering team at Microsoft. Now he shows you exactly how to make it work for your team. Think of this book as “Kanban in a box”: open it, read the quickstart guide, and you're up and running fast. As you gain experience, Brechner reveals powerful techniques for right-sizing teams, estimating, meeting deadlines, deploying components and services, transitioning from Scrum or traditional Waterfall, and more. For every step of your journey, you'll find pragmatic advice, useful checklists, and actionable lessons. This truly is “Kanban in a box”: all you need to deliver breakthrough value and quality. Use Kanban techniques to: Start delivering

continuous value with your current team and project Master five quick steps for completing work backlogs Plan and staff new projects more effectively Minimize work in progress and quickly adjust to change Eliminate artificial meetings and prolonged stabilization Improve and enhance customer engagement Visualize workflow and fix revealed bottlenecks Drive quality upstream Integrate Kanban into large projects Optimize sustained engineering (contributed by James Waletzky) Expand Kanban beyond software development

The Professional Product Owner - Don McGreal
2018-06-04

The Professional Product Owner's Guide to Maximizing Value with Scrum “This book presents a method of communicating our desires, cogently, coherently, and with a minimum of fuss and bother.” —Ken Schwaber, Chairman & Founder, Scrum.org The role of the Product Owner is more crucial than ever. But it's about much more than mechanics: it's about

taking accountability and refocusing on value as the primary objective of all you do. In *The Professional Product Owner*, two leading experts in successful Scrum product ownership show exactly how to do this. You'll learn how to identify where value can be found, measure it, and maximize it throughout your entire product lifecycle. Drawing on their combined 40+ years of experience in using agile and Scrum in product management, Don McGreal and Ralph Jocham guide you through all facets of envisioning, emerging, and maturing a product using the Scrum framework. McGreal and Jocham discuss strategy, showing how to connect Vision, Value, and Validation in ROI-focused agile product management. They lay out Scrum best-practices for managing complexity and continuously delivering value, and they define the concrete practices and tools you can use to manage Product Backlogs and release plans, all with the goal of making you a more successful Product Owner. Throughout, the

authors share revealing personal experiences that illuminate obstacles to success and show how they can be overcome. Define success from the "outside in," using external customer-driven measurements to guide development and maximize value. Bring empowerment and entrepreneurship to the Product Owner's role, and align everyone behind a shared business model. Use Evidence-Based Management (EBMgt) to invest in the right places, make smarter decisions, and reduce risk. Effectively apply Scrum's Product Owner role, artifacts, and events. Populate and manage Product Backlogs, and use just-in-time specifications. Plan and manage releases, improve transparency, and reduce technical debt. Scale your product, not your Scrum. Use Scrum to inject autonomy, mastery, and purpose into your product team's work. Whatever your role in product management or agile development, this guide will help you deliver products that offer more value, more rapidly, and more often. Register

your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

The Nexus Framework for Scaling Scrum -

Kurt Bittner 2017-12-04

Improve and Accelerate Software Delivery for Large, Distributed, Complex Projects The Nexus Framework is the simplest, most effective approach to applying Scrum at scale across multiple teams, sites, and time zones. Created by Scrum.org—the pioneering Scrum training and certification organization founded by Scrum co-creator Ken Schwaber—Nexus draws on decades of experience to address the unique challenges teams face in coming together, sharing work, and managing and minimizing dependencies.

The Nexus™ Framework for Scaling Scrum is a concise book that shows how Nexus helps teams to deliver a complex, multi-platform, software-based product in short, frequent cycles, without sacrificing consistency or quality, and without adding unnecessary complexity or straying from

Scrum's core principles. Using an extended case study, the authors illustrate how Nexus helps teams solve common scaling challenges like reducing cross-team dependencies, preserving team self-organization and transparency, and ensuring accountability. Understand the challenges of delivering working, integrated product increments with multiple teams, and how Nexus addresses them Form a Nexus around a new or existing product and learn how that Nexus sets goals and plans its work Run Sprints within a Nexus, provide transparency into progress, conduct effective Nexus Sprint reviews, and use Nexus Sprint Retrospectives to continuously improve Overcome the distributed team collaboration challenges

The Software Project Manager's Bridge to Agility -

Michele Sliger 2008-05-19
When software development teams move to agile methods, experienced project managers often struggle—doubtful about the new approach and uncertain about their new roles and

responsibilities. In this book, two long-time certified Project Management Professionals (PMPs) and Scrum trainers have built a bridge to this dynamic new paradigm. They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaboration, not “command and control.” The authors begin by explaining how agile works: how it differs from traditional “plan-driven” methodologies, the benefits it promises, and the real-world results it delivers. Next, they systematically map the Project Management Institute’s classic, methodology-independent techniques and terminology to agile practices. They cover both process and project lifecycles and carefully address vital issues ranging from scope and time to cost management and stakeholder communication. Finally, drawing on their own extensive personal experience, they put a human face on your personal transition to agile--covering the emotional challenges, personal values, and key leadership traits you’ll

need to succeed. Coverage includes Relating the PMBOKR Guide ideals to agile practices: similarities, overlaps, and differences Understanding the role and value of agile techniques such as iteration/release planning and retrospectives Using agile techniques to systematically and continually reduce risk Implementing quality assurance (QA) where it belongs: in analysis, design, defect prevention, and continuous improvement Learning to trust your teams and listen for their discoveries Procuring, purchasing, and contracting for software in agile, collaborative environments Avoiding the common mistakes software teams make in transitioning to agile Coordinating with project management offices and non-agile teams “Selling” agile within your teams and throughout your organization For every project manager who wants to become more agile. Part I An Agile Overview 7 Chapter 1 What is "Agile"? 9 Chapter 2 Mapping from the PMBOKR Guide to Agile 25 Chapter 3 The Agile Project Lifecycle in Detail

37 Part II The Bridge: Relating PMBOKR Guide Practices to Agile Practices 49 Chapter 4 Integration Management 51 Chapter 5 Scope Management 67 Chapter 6 Time Management 83 Chapter 7 Cost Management 111 Chapter 8 Quality Management 129 Chapter 9 Human Resources Management 143 Chapter 10 Communications Management 159 Chapter 11 Risk Management 177 Chapter 12 Procurement Management 197 Part III Crossing the Bridge to Agile 215 Chapter 13 How Will My Responsibilities Change? 217 Chapter 14 How Will I Work with Other Teams Who Aren't Agile? 233 Chapter 15 How Can a Project Management Office Support Agile? 249 Chapter 16 Selling the Benefits of Agile 265 Chapter 17 Common Mistakes 285 Appendix A Agile Methodologies 295 Appendix B Agile Artifacts 301 Glossary 321 Bibliography 327 Index 333

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 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!

Scrum - A Pocket Guide - Gunther Verheyen
2013-11-04

This pocket guide is the one book to read for everyone who wants to learn about Scrum. The book covers all roles, rules and the main principles underpinning Scrum, and is based on the Scrum Guide Edition 2013. A broader context to this fundamental description of Scrum is given by describing the past and the future of Scrum. The author, Gunther Verheyen, has

created a concise, yet complete and passionate reference about Scrum. The book demonstrates his core view that Scrum is about a journey, a journey of discovery and fun. He designed the book to be a helpful guide on that journey. Ken Schwaber, Scrum co-creator says that this book currently is the best available description of Scrum around. The book combines some rare characteristics:

- It describes Scrum in its entirety, yet places it in a broader context (of past and future).
- The author focuses on the subject, Scrum, in a way that it truly supports the reader. The book has a language and style in line with the philosophy of Scrum.
- The book shows the playfulness of Scrum. David Starr and Ralph Jocham, Professional Scrum trainers and early agile adopters, say that this is the ultimate book to be advised as follow-up book to the students they teach Scrum to and to teams and managers of organizations that they coach Scrum to.

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.