The Scrumban [R]Evolution: Getting The Most Out Of Agile, Scrum, And Lean Kanban (Agile Software Development)

This book explores the application of agile and lean techniques, originally from the field of software development and manufacturing, to various aspects of education. It covers a broad range of topics, including applying agile teaching and learning techniques in the classroom, incorporating lean thinking in educational workflows, and using team-based approaches to student-centred activities based on agile principles and processes. Demonstrating how agile and lean ideas can concretely be applied to education, the book offers practical guidance on how to apply these ideas in the classroom or lecture hall, as well as new concepts that could spark further research and development.

How to always be on time, and not risk missing important deadlines or go over budget This book is the result of many years of hard work, and plenty of lessons learned. I wrote it because I believe we can do better than the accepted "status quo" in the software industry. It took me years to learn what I needed to learn to come up with my version of the #NoEstimates approach. You can do it in weeks! The techniques and

ideas described here will help you explore the #NoEstimates universe in a very practical and hands-on manner. You will walk through Carmen's story. Carmen is a senior, very experienced project manager who is now confronted with a very difficult project. One would say, an impossible project. Through the book, and with the help of Herman, Carmen discovers and slowly adopts #NoEstimates which helps her turn that project around. Just like I expect it will help with the project you are in right now. The book also includes many concrete approaches you can use to adopt #NoEstimates, or just adopt those practices on their own.

This is the digital copy of the printed booik (Copyright © 2001). With detailed scenarios, imaginative illustrations, and step-by-step instructions, consultant and speaker Norman L. Kerth guides readers through productive, empowering retrospectives of project performance. Whether your shop calls them postmortems or postpartums or something else, project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project. These lessons and the changes identified by the community will foster stronger teams and savings on subsequent efforts. For a retrospective to be effective and successful, though, it needs to be safe. Kerth shows facilitators and participants how to defeat the fear of retribution and establish an air of mutual trust. One tool is Kerth's Prime Directive: Regardless of what we discover, we must understand and truly

believe that everyone did the best job he or she could, given what was known at the time, his or her skills and abilities, the resources available, and the situation at hand. Applying years of experience as a project retrospective facilitator for software organizations, Kerth reveals his secrets for managing the sensitive, often emotionally charged issues that arise as teams relive and learn from each project.

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

This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme – make, inspect, adapt. The 21 papers presented in this volume were carefully reviewed and selected from 62 submissions. They were organized in topical sections named: agile requirements; agile testing; agile

transformation; scaling agile; human-centric agile; and continuous experimentation.

Scrum Basics: A Very Quick Guide to Agile Project Management

Transform Your Marketing Teams and Evolve Your Organization

A Value-driven Approach to Business Intelligence and Data Warehousing

Writing Effective Use Cases

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and The Standard for Project Management (RUSSIAN)

The Robert C. Martin Clean Code Collection (Collection)

Agile Practice Guide (Hindi)

"When will it be done?" That is probably the first question your customers ask you once you start working on something for them. Think about how many times you have been asked that question. How many times have you ever actually been right? We can debate all we want whether this is a fair question to ask given the tremendous amount of uncertainty in knowledge work, but the truth of the matter is that our customers are going to inquire about completion time whether we like it or not. Which means we need to come up with an accurate way to answer them. The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. Until now. Topics Include Why managing for flow is the best strategy for predictability-including an introduction to Little's Law and its implications for flow. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. Why your process policies are the potentially the biggest reason that you are unpredictable.

Few books in computing have had as profound an influence on software management as Peopleware . The unique insight of this longtime best seller is that the major issues of software development are human, not technical. They're not easy issues; but solve them, and you'll maximize your chances of success. "Peopleware has long been one of my two favorite books on software engineering. Its underlying strength is its base of immense real experience, much of it quantified. Many, many varied projects have been reflected on and distilled; but what we are given is not just lifeless distillate, but vivid examples from which we share the authors' inductions. Their premise is right: most software project problems are sociological, not technological. The insights on team jelling and work environment have changed my thinking and teaching. The third edition adds strength to strength." — Frederick P. Brooks, Jr., Kenan Professor of Computer Science, University of North Carolina at Chapel Hill, Author of The Mythical Man-Month and The Design of Design "Peopleware is the one book that everyone who runs a software team needs to read and reread once a year. In the quarter century since the first edition appeared, it has become more important, not less, to think about the social and human issues in software develop¿ment. This is the only way we're going to make more humane, productive workplaces. Buy it, read it, and keep a stock on hand in the office supply closet." —Joel Spolsky, Co-founder, Stack Overflow "When a book about a field as volatile as software design and use extends to a third edition, you can be sure that the authors write of deep principle, of the fundamental causes for what we readers experience, and not of the surface that everyone recognizes. And to bring people, actual human beings, into the mix! How excellent. How rare. The authors have made this third edition, with its additions, entirely terrific." —Lee Devin and Rob Austin, Co-authors of The Soul of Design and Artful Making For this third edition, the authors have added six new chapters and updated the text throughout, bringing it in line with today's development environments and challenges. For example, the book now discusses

pathologies of leadership that hadn't previously been judged to be pathological; an evolving culture of meetings; hybrid teams made up of people from seemingly incompatible generations; and a growing awareness that some of our most common tools are more like anchors than propellers. Anyone who needs to manage a software project or software organization will find invaluable advice throughout the book.

"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.
Shows you what it takes to develop products that blow your users away—and take market share from your competitors. This book will explain how the principles behind agile product development help designers, developers, architects, and product managers create awesome products; and how to look beyond a shiny user interface to build a great product. Most importantly, this book will give you a shared framework for your product development team to collaborate effectively. Product development involves several key activities—including ideation, discovery, design, development, and delivery—and yet too many companies and innovators focus on just a few of them much to the detriment of the product's success in the marketplace. As a result we still continue to see high failure rates in new product development, be it inside organizations or startups. Unfortunately, or rather fortunately, these failures are largely avoidable. In the last fifteen years, advances in agile software development, lean product development, human-centered design, design thinking, lean startups and product delivery have helped improve individual aspects of product development. However, not enough guidance has been available to integrate them in the context of the product development life cycle. Until now. Product developer extraordinaire Tathagat Varma in Agile Product Development integrates individual knowledge areas into a fiel d manual for product developers. Organized in the way an idea germinates, sprouts, and grows, the book synthesizes the body of knowledge in a pragmatic way that is more natural to the entire product creation process rather than from individual practices that constitute it. In today's hyper-innovative world, being first to the market, or delivering feature-loaded products, or even offering the latest technology doesn't guarantee success anymore. Sure, those elements are all needed in the right measures, but they are not sufficient by themselves. And getting it right couldn't be more important:

Building products that deliver awesome user experiences is the top challenge facing businesses today, especially in a post-Apple world where user experience and design has been elevated to a cult status. 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.

How HP Transformed LaserJet FutureSmart Firmware

Essential Kanban Condensed

Agile Analytics

#NoEstimates

Agile Software Requirements

Agile Processes in Software Engineering and Extreme Programming

A Guide to Navigating Cultural Complexity in Agile Teams and Organizations

“Collaboration Explained is a deeply pragmatic book that helps agile practitioners understand and manage complex organizational and team dynamics. As an agile coach, I’ve found the combination of straightforward advice and colorful anecdotes to be

invaluable in guiding and focusing interactions with my teams. Jean's wealth of experience is conveyed in a carefully struck balance of reference guides and prose, facilitating just-in-time learning in the agile spirit. All in all, a superb resource for building stronger teams that's fit for agile veterans and neophytes alike." —Arlen Bankston, Lean Agile Practice Manager, CC Pace "If Agile is the new 'what,' then surely Collaboration is the new 'how.' There are many things I really like about Jean's new book. Right at the top of the list is that I don't have to make lists of ideas for collaboration and facilitation anymore. Jean has it all. Not only does she have those great ideas for meetings, retrospectives, and team decision-making that I need to remember, but the startling new and thought-provoking ideas are there too. And the stories, the stories, the stories! The best way to transfer wisdom. Thanks, Jean!" —Linda Rising, Independent Consultant The Hands-On Guide to Effective Collaboration in Agile Projects To succeed, an agile project demands outstanding collaboration among all its stakeholders. But great collaboration doesn't happen by itself; it must be carefully planned and facilitated throughout the entire project lifecycle. Collaboration Explained is the first book to bring together proven, start-to-finish techniques for ensuring effective collaboration in any agile software project. Since the early days of the agile movement, Jean Tabaka has been studying and promoting collaboration in agile environments. Drawing on her unsurpassed experience, she offers clear guidelines and easy-to-use collaboration templates for every significant project event: from iteration and release planning, through

project chartering, all the way through post-project retrospectives. Tabaka's hands-on techniques are applicable to every leading agile methodology, from Extreme Programming and Scrum to Crystal Clear. Above all, they are practical: grounded in a powerful understanding of the technical, business, and human challenges you face as a project manager or development team member. · Build collaborative software development cultures, leaders, and teams · Prepare yourself to collaborate—and prepare your team · Define clear roles for each participant in promoting collaboration · Set your collaborative agenda · Master tools for organizing collaboration more efficiently · Run effective collaborative meetings—including brainstorming sessions · Promote better small-group and pair-programming collaboration · Get better information, and use it to make better decisions · Use non-abusive conflict to drive positive outcomes · Collaborate to estimate projects and schedules more accurately · Strengthen collaboration across distributed, virtual teams · Extend collaboration from individual projects to the entire development organization

"Kanban is becoming a popular way to visualize and limit work-in-progress in software development and information technology work. Teams around the world are adding Kanban around their existing processes to catalyze cultural change and deliver better business agility. David J. Anderson pioneered the Kanban Method. Hear how this happened and what you can do to succeed using Kanban."--Publisher's website.

Scrum and Kanban are two flavours of Agile software development - two deceptively

simple but surprisingly powerful approaches to software development. So how do they relate to each other? The purpose of this book is to clear up the fog, so you can figure out how Kanban and Scrum might be useful in your environment. Part I illustrates the similarities and differences between Kanban and Scrum, comparing for understanding, not for judgement. There is no such thing as a good or bad tool - just good or bad decisions about when and how to use which tool. This book includes: - Kanban and Scrum in a nutshell - Comparison of Kanban and Scrum and other Agile methods - Practical examples and pitfalls - Cartoons and diagrams illustrating day-to-day work - Detailed case study of a Kanban implementation within a Scrum organization Part II is a case study illustrating how a Scrum-based development organization implemented Kanban in their operations and support teams.

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 PMIstandards+™ for information and standards application content based on project type, development approach, and industry sector. The Elements of Agile and Scrum in a Nutshell Whether you're new to agile software development or considering Scrum for general project management, Scrum Basics compiles all of the essentials into one handy little guide. Learn how agile teams use Scrum, with: • A simple summary of agile project management basics like the Agile Manifesto and 12 Agile Principles • A concise overview of Scrum roles, artifacts, and activities • A well-organized breakdown of Scrum practices with helpful illustrations and advice • A troubleshooting FAQ and 5 case studies to help you visualize Scrum in action Agile Product Development

An Introduction
Leadership in an Agile Environment
How to Design Innovative Products That Create Customer Value
Scrumban - Essays on Kanban Systems for Lean Software Development
Kanban

"I set myself the task of describing the 'humane, start with what you do now approach to change not as a productivity tool, but as a management method built around a strong framework of

values-a way to help organizations work better for their people, their customers, and other stakeholders." - Mike Burrows, author Kanban from the Inside takes a distinctive approach to the Kanban Method-using a system of nine values to explain what it is, to give insight into how its practitioners think, and to offer practical advice on how to apply it. Readers new to Kanban will understand why and how it works, while those with experience will appreciate its fresh perspective and the connections it makes with a range of related models. Part I draws on real-world experience to explain the Kanban Method through nine values: transparency, balance, collaboration, customer focus, flow, leadership, understanding, agreement, and respect. It also introduces Kanban's three Agendas and the Kanban Lens. Part II describes other models useful to understanding and applying the Kanban Method more effectively. It is a tour through related bodies of knowledge, including Systems Thinking, Lean, Agile, and Theory of Constraints. Part III is a step-by-step implementation guide that brings up to date the Systems Thinking Approach to Introducing Kanban (STATIK). It offers practical ways to capture and address in your Kanban implementation the needs of your organization, your colleagues, and your customers. ---------- "This book is the new standard that I will recommend to anyone getting started with Kanban." -Wolfgang Wiedenroth, Kanban Trainer/Coach, it-agile "It is not focused just on the mechanics of the kanban board; rather it explains everything you need around it to keep a Kanban initiative moving." -Klaus Leopold, Kanban Trainer/Coach, LEANability "This gave me a deeper understanding of familiar concepts and introduced concepts new to me." -Kevin Murray, Delivery Director, Valtech UK

Using Agile methods, you can bring far greater innovation, value, and quality to any data warehousing (DW), business intelligence (BI), or analytics project. However, conventional Agile methods must be carefully adapted to address the unique characteristics of DW/BI projects. In Agile Analytics, Agile pioneer Ken Collier shows how to do just that. Collier introduces platform-agnostic Agile solutions for integrating infrastructures consisting of diverse operational, legacy, and specialty systems that mix commercial and custom code. Using working examples, he shows how to manage analytics development teams with widely diverse skill sets and how to support enormous and fast-growing data volumes. Collier's techniques offer optimal value whether your projects involve "back-end" data management, "front-end" business analysis, or both. Part I focuses on Agile project management techniques and delivery team coordination, introducing core practices that shape the way your Agile DW/BI project community can collaborate toward success Part II presents technical methods for enabling continuous delivery of business value at production-quality levels, including evolving superior designs; test-driven DW development; version control; and project automation Collier brings together proven solutions you can apply right now--whether you're an IT decision-maker, data warehouse professional, database administrator, business intelligence specialist, or database developer. With his help, you can mitigate project risk, improve business alignment, achieve better results--and have fun along the way.

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.

The Robert C. Martin Clean Code Collection consists of two bestselling eBooks: Clean Code: A Handbook of Agile Software Craftmanship The Clean Coder: A Code of Conduct for Professional Programmers In Clean Code, legendary software expert Robert C. Martin has teamed up with his colleagues from Object Mentor to distill their best agile practice of cleaning code “on the fly” into a book that will instill within you the values of a software craftsman and make you a better programmer--but only if you work at it. You will be challenged to think about what’s right about that code and what’s wrong with it. More important, you will be challenged to reassess your professional values and your commitment to your craft. In The Clean Coder, Martin introduces the disciplines, techniques, tools, and practices of true software craftsmanship. This book is packed with practical advice--about everything from estimating and coding to refactoring and testing. It covers much more than technique: It is about attitude. Martin shows how to approach software development with honor, self-respect, and pride; work well and work clean; communicate and estimate faithfully; face difficult decisions with clarity and honesty; and understand that deep knowledge comes with a responsibility to act. Readers o this collection will come away understanding How to tell the difference between good and bad

code How to write good code and how to transform bad code into good code How to create good names, good functions, good objects, and good classes How to format code for maximum readability How to implement complete error handling without obscuring code logic How to unit test and practice test-driven development What it means to behave as a true software craftsman How to deal with conflict, tight schedules, and unreasonable managers How to get into the flow of coding and get past writer's block How to handle unrelenting pressure and avoid burnout How to combine enduring attitudes with new development paradigms How to manage your time and avoid blind alleys, marshes, bogs, and swamps How to foster environments where programmers and teams can thrive When to say "No"--and how to say it When to say "Yes"--and what yes really means

Carefully researched over ten years and eagerly anticipated by the agile community, Crystal Clear: A Human-Powered Methodology for Small Teams is a lucid and practical introduction to running a successful agile project in your organization. Each chapter illuminates a different important aspect of orchestrating agile projects. Highlights include Attention to the essential human and communication aspects of successful projects Case studies, examples, principles, strategies, techniques, and guiding properties Samples of work products from real-world projects instead of blank templates and toy problems Top strategies used by software teams tha excel in delivering quality code in a timely fashion Detailed introduction to emerging best-practice techniques, such as Blitz Planning, Project 360º, and the essential Reflection Worksho Question-and-answer with the author about how he arrived at these recommendations,

including where they fit with CMMI, ISO, RUP, XP, and other methodologies A detailed case study, including an ISO auditor's analysis of the project Perhaps the most important contribution this book offers is the Seven Properties of Successful Projects. The author has studied successful agile projects and identified common traits they share. These properties lead your project to success; conversely, their absence endangers your project.

How to Measure Project Progress Without Estimating

Best Practices for Large Enterprises

Peopleware

Kanban and Scrum - Making the Most of Both

Responsive Open Learning Environments

Agile Project Management with Kanban

A Handbook for Team Reviews

Summary Kanban in Action is a down-to-earth, no-frills, get-to-know-the-ropes introduction to kanban. It's based on the real-world experience and observations from two kanban coaches who have introduced this process to dozens of teams. You'll learn the principles of why kanban works, as well as nitty-gritty details like how to use different color stickies on a kanban board to help you organize and track your work items. About the Book Too much work and too little time? If this is daily life

for your team, you need kanban, a lean knowledge-management method designed to involve all team members in continuous improvement of your process. Kanban in Action is a practical introduction to kanban. Written by two kanban coaches who have taught the method to dozens of teams, the book covers techniques for planning and forecasting, establishing meaningful metrics, visualizing queues and bottlenecks, and constructing and using a kanban board. Written for all members of the development team, including leaders, coders, and business stakeholders. No experience with kanban is required. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. What's Inside How to focus on work in process and finish faster Examples of successful implementations How team members can make informed decisions About the Authors Marcus Hammarberg is a kanban coach and software developer with experience in BDD, TDD, Specification by Example, Scrum, and XP. Joakim Sundén is an agile coach at Spotify who cofounded the first kanban user groups in Europe. Table of Contents PART 1 LEARNING KANBAN Team Kanbaneros gets startedPART 2 UNDERSTANDING KANBAN Kanban principles Visualizing your work Work items Work

in process Limiting work in process Managing flow PART 3 ADVANCED KANBAN Classes of service Planning and estimating Process improvement Using metrics to guide improvements Kanban pitfalls Teaching kanban through games

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

The leading authority on agile marketing shows how to build marketing operations that can pivot freely and yet remain committed to priorities. As a marketer, are you tired of chasing marketing fads and algorithm rumors that seem to change every couple of months? This guide to building the perfect marketing department will help you achieve the latest and greatest without having to rebuild your operations from scratch every time the wind shifts. Agile strategies have been the accepted modus operandi for software development for two decades, and marketing is poised to follow in its footsteps. As the audiences we market to become ever more digital, agile frameworks are emerging as the best and only way to manage marketing. This book is a signpost showing the way toward the agile future of marketing

operations, explaining how every role, from social media intern up to chief marketing officer, can work in unison, responding to the market's demanding challenges without losing focus on the big picture. You will learn what it takes for marketing agility to thrive—customer focus, transparency, continuous improvement, adaptability, trust, bias for action, and courage—along with the antipatterns that can drag you down. Most important, you will learn how to implement the systems, strategies, and practices that will truly transform your marketing operations.

The highly dynamic world of information technology service management stresses the benefits of the quick and correct implementation of IT services. A disciplined approach relies on a separate set of assumptions and principles as an agile approach, both of which have complicated implementation processes as well as copious benefits. Combining these two approaches to enhance the effectiveness of each, while difficult, can yield exceptional dividends. Balancing Agile and Disciplined Engineering and Management Approaches for IT Services and Software Products is an essential publication that focuses on clarifying theoretical foundations of balanced design

methods with conceptual frameworks and empirical cases. Highlighting a broad range of topics including business trends, IT service, and software development, this book is ideally designed for software engineers, software developers, programmers, information technology professionals, researchers, academicians, and students.

Kanban is a method of organizing and managing professional services work. It uses Lean concepts such as limiting work in progress to improve results. A Kanban system is a means of balancing the demand for work to be done with the available capacity to start new work. This book provides a distillation of Kanban: the "essence" of what it is and how it can be used. This brief overview introduces all the principal concepts and guidelines in Kanban and points you to where you can find out more. Essential Kanban Condensed is a great resource to get started or continue exploring ideas for evolutionary change and improvement in business agility.

The Six Disciplines of Agile Marketing

Scaling Software Agility

Productive Projects and Teams

A Practical Approach to Large-Scale Agile Development
Adopting Agile Across Borders
Outcomes of Research from the ROLE Project
Agile Data Warehousing for the Enterprise

Transform your organization using Agile principles with this proven framework The Six Disciplines of Agile Marketing provides a proven framework for applying Agile principles and processes to marketing. Written by celebrated consultant Jim Ewel, this book provides a concise, approachable, and adaptable strategy for the implementation of Agile in virtually any marketing organization. The Six Disciplines of Agile Marketing discusses six key areas of practical concern to the marketer who hopes to adopt Agile practices in their organization. They include: Aligning the team on common goals Structuring the team for greater efficiency Implementing processes like Scrum and Kanban in marketing Validated Learning Adapting to Change Creating Remarkable Customer Experiences The Six Disciplines of Agile Marketing also discusses four shifts in beliefs and behaviors necessary to achieving an Agile transformation in marketing organizations. They include: A shift from a focus on outputs to one based on outcomes A

shift from a campaign mentality to one based on continuous improvement A shift from an internal focus to a customer focus A shift from top-down decisions to de-centralized decisions Perfect for anyone in a leadership position at a marketing agency, The Six Disciplines of Agile Marketing also belongs on the bookshelf of anyone interested in improving the efficacy and efficiency of their own marketing efforts. Full of practical advice and concrete strategies that have been successfully implemented at Fortune 500, Silicon Valley, and non-profit organizations alike, this book is an indispensable resource to help your organization make the leap to Agile.

Writing use cases as a means of capturing the behavioral requirements of software systems and business processes is a practice that is quickly gaining popularity. Use cases provide a beneficial means of project planning because they clearly show how people will ultimately use the system being designed. On the surface, use cases appear to be a straightforward and simple concept. Faced with the task of writing a set of use cases, however, practitioners must ask: "How exactly am I supposed to write use cases?" Because use cases are essentially prose essays, this question is not easily answered, and as a result, the task

can become formidable. In Writing Effective Use Cases, object technology expert Alistair Cockburn presents an up-to-date, practical guide to use case writing. The author borrows from his extensive experience in this realm, and expands on the classic treatments of use cases to provide software developers with a "nuts-and-bolts" tutorial for writing use cases. The book thoroughly covers introductory, intermediate, and advanced concepts, and is, therefore, appropriate for all knowledge levels. Illustrative writing examples of both good and bad use cases reinforce the author's instructions. In addition, the book contains helpful learning exercises--with answers--to illuminate the most important points. Highlights of the book include: A thorough discussion of the key elements of use cases--actors, stakeholders, design scope, scenarios, and more A use case style guide with action steps and suggested formats An extensive list of time-saving use case writing tips A helpful presentation of use case templates, with commentary on when and where they should be employed A proven methodology for taking advantage of use cases With this book as your guide, you will learn the essential elements of use case writing, improve your use case writing skills, and be well on your way to

employing use cases effectively for your next development project. This book provides a comprehensive overview of the field of software processes, covering in particular the following essential topics: software process modelling, software process and lifecycle models, software process management, deployment and governance, and software process improvement (including assessment and measurement). It does not propose any new processes or methods; rather, it introduces students and software engineers to software processes and life cycle models, covering the different types ranging from “classical”, plan-driven via hybrid to agile approaches. The book is structured as follows: In chapter 1, the fundamentals of the topic are introduced: the basic concepts, a historical overview, and the terminology used. Next, chapter 2 covers the various approaches to modelling software processes and lifecycle models, before chapter 3 discusses the contents of these models, addressing plan-driven, agile and hybrid approaches. The following three chapters address various aspects of using software processes and lifecycle models within organisations, and consider the management of these processes, their assessment and improvement, and the measurement of both software

and software processes. Working with software processes normally involves various tools, which are the focus of chapter 7, before a look at current trends in software processes in chapter 8 rounds out the book. This book is mainly intended for graduate students and practicing professionals. It can be used as a textbook for courses and lectures, for self-study, and as a reference guide. When used as a textbook, it may support courses and lectures on software processes, or be used as complementary literature for more basic courses, such as introductory courses on software engineering or project management. To this end, it includes a wealth of examples and case studies, and each chapter is complemented by exercises that help readers gain a better command of the concepts discussed.

Corey Ladas' groundbreaking paper "ScrumBan" has captured the imagination of the software development world. Scrum and agile methodologies have helped software development teams organize and become more efficient. Lean methods like kanban can extend these benefits. Kanban also provides a powerful mechanism to identify process improvement opportunities. This book covers some of the metrics and day-to-day management techniques that make continuous

improvement an achievable outcome in the real world. ScrumBan the book provides a series of essays that give practitioners the background needed to create more robust practices combining the best of agile and lean.

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 Management

Getting the Most Out of Agile, Scrum, and Lean Kanban

Proven Practices for More Effective Marketing and Better Business Results

Successful Evolutionary Change for Your Technology Business

Actionable Agile Metrics for Predictability

19th International Conference, XP 2018, Porto, Portugal, May 21–25, 2018, Proceedings

Agile and Lean Concepts for Teaching and Learning

Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider ' s look at how they ' ve succeeded with agile in one of the company ' s most mission-critical software environments:

firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves repeatedly in HP ' s challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes: • Tightly linking agile methods and enterprise architecture with business objectives • Focusing agile practices on your worst development pain points to get the most bang for your buck • Abandoning classic agile methods that don ' t work at the largest scale • Employing agile methods to establish a new architecture • Using metrics as a " conversation starter " around agile process improvements • Leveraging continuous integration and quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline • Taming the planning beast with " light-touch " agile planning and lightweight long-range forecasting • Implementing effective project management and ensuring accountability in large agile projects • Managing tradeoffs associated with key decisions about organizational structure • Overcoming U.S./India cultural differences that can complicate offshore development • Selecting tools to support quantum leaps in productivity in your organization • Using change

management disciplines to support greater enterprise agility
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 (PMPRs) 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

This book presents the outcomes of four years of educational research in the EU-supported project called ROLE (Responsive Online Learning Environments). ROLE technology is centered around the concept of self-regulated learning that creates responsible learners, who are capable of critical thinking and able to plan their own learning processes. ROLE allows learners to independently search for appropriate learning resources and then reflect on their own learning process and progress. To accomplish this, ROLE ´s main objective is to support the development of open personal learning environments (PLE's). ROLE provides a framework consisting of “ enabler spaces ” on the one hand and tools, content, and services on the other. Utilizing this framework, learners are invited to create their own controlled and

preferred learning environments to trigger and motivate self-regulated learning. Authors of this book are researchers, developers and teachers who have worked in the ROLE project and belong to the ROLE partner consortium consisting of 16 internationally renowned research institutions, including those from 6 EU countries and China. Chapters include numerous practical tutorials to guide the reader in creating innovative and useful learning widgets and present the best practices for the development of PLE's.

If you have tried to implement Agile in your organization, you have probably learned a lot about development practices, teamwork, processes and tools, but too little about how to manage such an organization. Yet managerial support is often the biggest impediment to successfully adopting Agile, and limiting your Agile efforts to those of the development teams while doing the same old-style management will dramatically limit the ability of your organization to reach the next Agile level. Ángel Medinilla will provide you with a comprehensive understanding of what Agile means to an organization and the manager ' s role in such an environment, i.e., how to manage, lead and motivate self-organizing teams and how to create an Agile corporate culture. Based on his background as a " veteran " Agile consultant for companies of all sizes, he delivers insights and experiences, points out possible pitfalls, presents practical approaches and possible scenarios, also including detailed suggestions for further reading. If you are a manager, team leader, evangelist, change agent (or whatever nice title) and if you want to push Agile further in your organization, then this is your book. You will read how to change the paradigm of what management is about: it is not about arbitrary decisions, constant supervision and progress control, and the negotiation of changing requirements. It is about motivation, self-organization, responsibility, and the

exploitation of all project stakeholders ' knowledge. We live in a different world than the one that most management experts of the 20th century describe, and companies that strive for success and excellence will need a new kind of manager – Agile managers.

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, adapting or evolving 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

Kanban from the Inside

Collaboration Explained

A Manager's Guide
Crystal Clear
Agile and Iterative Development
Mastering Marketing Agility
Kanban in Action

Create Thriving, High-Performing Teams and Organizations with Scrumban Scrumban allows you to use Kanban as a catalyst for increasingly valuable changes to your existing software development processes, amplifying and expanding upon Scrum's benefits. Now, there's a definitive guide to Scrumban that explains what it is (and isn't), how and why it works, and how to use it to improve both team and organizational performance. Comprehensive, coherent, and practical, The Scrumban [R]Evolution will help you incrementally apply proven Lean/Agile principles to get what matters most: pragmatic, bottom-line results. Pioneering Scrumban coach Ajay Reddy clarifies Scrumban's core concepts and principles, and illuminates their application through real-life examples. He takes you from the absolute basics through sustainable adoption, and from choosing metrics to advanced forecasting and adaptive management. Whatever your role in the organization, this essential guide liberates you to tailor Kanban systems based on your unique challenges–and to solve delivery problems and improvement stagnation you haven't been able to solve with Scrum alone. Discover how Scrumban can help you reignite stalled Agile initiatives Clarify crucial relationships between purpose, values, and performance Quickly develop shared understanding in and across teams Use Scrumban to better manage Product Owner/Customer expectations Improve the rollout of Scrum in any team using Scrumban Use Scrumban and let real improvements spread with least resistance Use the right metrics to gain insight, track progress, and improve forecasting Take advantage of Scrumban's advanced capabilities as you gain experience Develop

leaders to successfully guide your Agile initiatives Integrate modeling to reliably refine your forecasting and decision-making

People are conditioned culturally from an early age, with each of us developing a set of values and behaviors that differ from those in other parts of the world. When adopting Agile, do cultural behaviors and values prevail, or is there a universal “Agile culture”? How have people from different cultures adopted Agile to suit them? Are some cultures naturally more suited to adopting Agile than others? Adopting Agile Across Borders answers all of that and more. Teams in all industries are more globally distributed and diverse than ever. Authors Glaudia Califano and David Spinks reveal how people across the world have embraced Agile values alongside their own cultural values, and what this means for the adoption of Agile. In Adopting Agile Across Borders, a rich array of experiences are shared through real-life stories told by members of the global Agile community. Whether you are an Agile practitioner, a product manager, HR personnel, or simply someone interested in leading people more effectively, this book provides essential teamwork insights across the board. Califano and Spinks showcase case studies from around the world to address the opportunities provided by ever greater mobility and advances in technology. Adopting Agile Across Borders is here to ready you for a diverse, more connected future. What You Will Learn Gain an awareness and understanding of different cultural types, behaviours, and communication styles See how diversity spans a much wider set of factors than nationality, race, and gender Discover how multi-cultural Agile teams can reach high-performing states by acknowledging their diversity and finding ways to better integrate with one another Who This Book Is For Agile practitioners, scrum masters, Agile coaches, product owners, team members, product managers, and anyone responsible for, or interested in, leading people.

This book constitutes the refereed proceedings of the 11th Software Quality Days Conference, SWQD

2019, held in Vienna, Austria, in January 2019. The Software Quality Days (SWQD) conference started in 2009 and has grown to the biggest conference on software quality in Europe with a strong community. The program of the SWQD conference is designed to encompass a stimulating mixture of practical presentations and new research topics in scientific presentations. The guiding conference topic of the SWQD 2019 is "The Complexity and Challenges of Software Engineering and Software Quality in the Cloud". The 5 full papers and 3 short papers presented in this volume were carefully reviewed and selected from 17 submissions. The volume also contains 2 invited talks. The contributions were organized in topical sections named: multi-disciplinary systems and software engineering; software quality and process improvement; software testing; knowledge engineering and machine learning; source code analysis; and software maintenance.

"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.

The Scrumban [R]EvolutionGetting the Most Out of Agile, Scrum, and Lean KanbanAddison-Wesley Professional

Facilitation Skills for Software Project Leaders

Creating Innovative Products

Agile Software Development Ecosystems

Balancing Agile and Disciplined Engineering and Management Approaches for IT Services and Software Products

Bringing Methodologies from Industry to the Classroom

A Human-Powered Methodology for Small Teams

Software Quality: The Complexity and Challenges of Software Engineering and Software Quality in the

Cloud

Building upon his earlier book that detailed agile data warehousing programming techniques for the Scrum master, Ralph's latest work illustrates the agile interpretations of the remaining software engineering disciplines: Requirements management benefits from streamlined templates that not only define projects quickly, but ensure nothing essential is overlooked. Data engineering receives two new "hyper modeling" techniques, yielding data warehouses that can be easily adapted when requirements change without having to invest in ruinously expensive data-conversion programs. Quality assurance advances with not only a stereoscopic top-down and bottom-up planning method, but also the incorporation of the latest in automated test engines. Use this step-by-step guide to deepen your own application development skills through self-study, show your teammates the world's fastest and most reliable techniques for creating business intelligence systems, or ensure that the IT department working for you is building your next decision support system the right way. Learn how to quickly define scope and architecture before programming starts Includes techniques of process and data engineering that enable iterative and incremental delivery Demonstrates how to plan and execute quality assurance plans and includes a guide to continuous integration and automated regression testing Presents program

management strategies for coordinating multiple agile data mart projects so that over time an enterprise data warehouse emerges Use the provided 120-day road map to establish a robust, agile data warehousing program

An Introduction to Modelling, Using and Managing Agile, Plan-Driven and Hybrid Processes

The Scrumban [R]Evolution

A Guide for Solution Architects and Project Leaders

Project Retrospectives

Lean Requirements Practices for Teams, Programs, and the Enterprise

Software Processes and Life Cycle Models

Agile Project Management