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KEY=DEVELOPMENT - MOHAMMED COLE

Agile Project Management with Scrum *Microsoft Press* 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! A Scrum Book **The Spirit of the Game** *Pragmatic Bookshelf* 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. *Software in 30 Days How Agile Managers Beat the Odds, Delight Their Customers, and Leave Competitors in the Dust* John Wiley & Sons Summarizes the Agile and Scrum software development method, which allows creation of software in just 30 days. *The Enterprise and Scrum* Microsoft Press 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 ScrumBan - Essays on Kanban Systems for Lean Software Development *Lulu.com* 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. *Mastering Advanced Scrum Advanced Scrum Techniques for Scrum Teams, Roles, Artifacts, Events, Metrics, Working Agreements, Advanced Engineering Practices, and Technical*

Agility (English Edition) BPB Publications Empower Your Agile Software Product Development Scrum Teams with Advanced Scrum Techniques KEY FEATURES

- Provides a complete overview of various Agile Frameworks, including the Scrum Framework.
- Covers numerous scenario-based examples and an in-depth explanation for Scrum Malfunctions and various Advanced Scrum Add-ons/Techniques.
- Includes visual illustrations for the Scrum-based Agile Way of Working and its associated various Advanced Scrum Add-ons/Techniques.
- Highlights real-time use-cases and experiences for various Advanced Scrum Add-ons/Techniques.

DESCRIPTION This book emphasizes on the Advanced Scrum Add-ons/Techniques to be explored, applied, and utilized by the Scrum Teams to establish and improve a fully functional Scrum-based Agile Way of Working. Reading this book not only helps the Scrum Teams to encourage their overall responsibility, accountability, and ownership, but also guides them to become High-Performing Scrum Teams. The book contains numerous real-time use-cases and visual illustrations for various concepts of Scrum Framework, Scrum-based Agile Way of Working, and Advanced Scrum Add-ons/Techniques. It also gives an overview of Scrum Malfunctioning and various ways to prevent and correct it. This book acts as a handy reference for the Scrum Teams to make use of Advanced Scrum Add-ons/Techniques. These techniques include the overall Structure and Alignment of Scrum Teams, Scrum Roles, Working Agreements of Scrum Teams, Effective and Efficient Scrum Artifacts Management, Relative Estimation, Scrum Events, Advanced Engineering Practices, Technical Agility, Scrum Metrics, Scaling Scrum, and few other aspects of Scrum-based Agile Way of Working. After reading this book, the readers can look out for any malfunctions present within their Scrum Teams and apply the applicable Advanced Scrum Add-ons/Techniques to address such malfunctions. By applying these techniques, they can also address the scope for a continuous improvement under the Scrum-based Agile Way of Working of their Scrum Teams.

WHAT YOU WILL LEARN

- Identify Scrum Malfunctions in Scrum Teams along with various preventive and corrective measures.
- Adopt Advanced Scrum Add-ons/Techniques and Best Practices for Scrum Roles, Scrum Artifacts, and Scrum Events.
- Learn to improvise the Structuring, Alignment, Collaboration, Communication, and Working Agreements of Scrum Teams.
- Utilize Advanced Engineering Practices to improve the Technical Agility of Scrum Teams.
- Measure Productivity, Quality, Competency, and Performance of Scrum Teams using Scrum Metrics.
- Explore Scaling Scrum approaches and the new Developments of Scrum Guide 2020.

WHO THIS BOOK IS FOR This book is for Agile Enthusiasts, Agile Coaches, Scrum Practitioners, Scrum Masters, Product Owners, and for the Agile Software Product Development Scrum Teams having a basic know-how of the Scrum Framework and who want to implement various Advanced Techniques/Best Practices of the Scrum Framework to boost their Organizational Agility.

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Working 2. Agile Frameworks 3. Overview of the Scrum Framework 4. Scrum Malfunctioning and Understanding the need for Advanced Scrum Add-ons 5. Introduction to Advanced Scrum Add-ons 6. Add-ons for Structuring, Collaboration, and Communication within Scrum Teams 7. Add-ons for Scrum Roles and Working Agreement within Scrum Teams 8. Add-ons for Effective and Efficient Product Backlog Management 9. Add-ons for Effective and Efficient Relative Estimation 10. Add-ons for Scrum Events 11. Add-ons for Advanced Engineering Practices and Technical Agility 12. Add-ons for Effective and Efficient Scrum Metrics 13. Add-ons for Scaling Scrum 14. Additional Advanced Scrum Add-ons 15. A Quick Reflection on Scrum Guide 2020 Visual Studio Team Foundation Server 2012 Adopting Agile Software Practices: From Backlog to Continuous Feedback Addison-Wesley Use Visual Studio® Team Foundation Server 2012 and Agile Methods to Deliver Higher Value Software Faster This is the definitive guide to applying agile development and modern software engineering practices with Visual Studio Team Foundation Server 2012—Microsoft’s complementary Application Lifecycle Management (ALM) platform. Written by the Microsoft Visual Studio product owner and a long-time Team Foundation Server implementation specialist, it focuses on solving real development challenges, systematically eliminating waste, improving transparency, and delivering better software more quickly and painlessly. Coverage includes • Accelerating the “flow of value” to customers, with a transparent backlog, PowerPoint Storyboarding, VS 2012 feedback requests, and a “usability lab” right into your customers’ hands • Driving quality upstream to uncover hidden architectural patterns, ensure cleaner code, fix multiple recurring “cloned” bugs at once, ensure the definition of done with continuous integration and deployment in a reliable build process • Eliminating “no repro” bugs with VS 2012’s six powerful mechanisms for more accurate fault identification and use of virtualized test environments • Using Scrum or other Agile methods with Process Templates effectively across distributed teams in large organization by automating burndowns and dashboards to identify “early warning signals” of emerging problems with quality or maintainability • Staying in the groove by storing the state of your work and environment with shelvesets, to let you handle interruptions smoothly • Leveraging VS 2012’s new support for multiple Microsoft and open source unit testing frameworks in your IDE and continuous integration pipeline • Performing exploratory testing to uncover bugs in surprising places and testing immersive Windows 8 apps • Rapidly improving team development and collaboration with the hosted Team Foundation Service Whatever your development role, this book will help you apply modern software development practices using Visual Studio Team Foundation Server 2012 to focus on what really matters: building software that begins delivering exceptional value sooner and keeps delighting customers far into the future. Becoming Globally Competitive in Software The Fundamentals for Regular People Author House This book will teach you, the software student, practitioner and/or

manager, how to become competitive in the global resource pool in which we reside. In sometimes humorous, mostly direct conversation, this book discusses understanding the customer, serving the customer, and learning to discern what really matters along the way by exploring some difficult and often unpopular subjects: The professional software talent pool is truly global and we are only grains of sand on a world beach There is more value in seeing the forest than worshipping the tree Know when to solve a problem, when to simplify, and when to be quiet Delivering a technical solution is a social problem Overpay the right people for the right reasons Serve the customer and provide immediate value or someone else will Agile Management for Software Engineering Applying the Theory of Constraints for Business Results *Prentice Hall Professional* A breakthrough approach to managing agile software development, Agile methods might just be the alternative to outsourcing. However, agile development must scale in scope and discipline to be acceptable in the boardrooms of the Fortune 1000. In *Agile Management for Software Engineering*, David J. Anderson shows managers how to apply management science to gain the full business benefits of agility through application of the focused approach taught by Eli Goldratt in his Theory of Constraints. Whether you're using XP, Scrum, FDD, or another agile approach, you'll learn how to develop management discipline for all phases of the engineering process, implement realistic financial and production metrics, and focus on building software that delivers maximum customer value and outstanding business results. Coverage includes: Making the business case for agile methods: practical tools and disciplines How to choose an agile method for your next project Breakthrough application of Critical Chain Project Management and constraint-driven control of the flow of value Defines the four new roles for the agile manager in software projects—and competitive IT organizations Whether you're a development manager, project manager, team leader, or senior IT executive, this book will help you achieve all four of your most urgent challenges: lower cost, faster delivery, improved quality, and focused alignment with the business. *Agile Software Development with Scrum* *Pearson* 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 *Agile Excellence for Product Managers A Guide to Creating Winning Products with Agile Development Teams* *Happy About "Agile Excellence for Product*

Managers" is a plain-speaking guide on how to work with Agile development teams to achieve phenomenal product success. It covers the why and how of agile development (including Scrum, XP, and Lean,) the role of product management, release planning, and more. Succeeding with Agile Software Development Using Scrum *Pearson Education* Provides recommendations and case studies to help with the implementation of Scrum. The Nexus Framework for Scaling Scrum *Continuously Delivering an Integrated Product with Multiple Scrum Teams Addison-Wesley Professional* 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 Agile Performance Improvement *The New Synergy of Agile and Human Performance Technology Apress* "1+1=3. That is the equation that summarizes the theme of this book. The book's message is to integrate the developmental principles of Agile with the result-focused approaches integral to performance consulting. Your outcomes in shaping human performance will be significant--and greater than if you only used one of these models. This is a book for anyone who seeks to work collaboratively with leaders to bring about continuously improving and sustainable organizational change." --Dana Gaines Robinson, coauthor of *Performance Consulting Agile Performance Improvement* demonstrates the mutual benefits that accrue to the worlds of performance consulting and agile software development when the values and principles of both are blended synergistically under the guidance of practitioners skilled in both. The agile performance improvement model blends the principles of human performance technology with the frameworks and practices of Agile. The result is an approach that maximizes the value of interactions among the consultant, the work team, and the customer. Unlike traditional end-to-end

waterfall processes, agile performance improvement delivers value continuously and in small increments, relentlessly focusing on outcomes of value to the customer. Building on structures of Agile that are used in software development, such as Scrum, the agile performance improvement model considers the human component of holistic solutions in establishing a continuous stream of value. Bob Winter, a performance consultant, was the product owner for the corporate education scrum supporting an agile transition initiative for hundreds of engineering teams. From this cross-disciplinary experience, he discovered that the two cultures, two languages, and two methodologies of performance consulting and agile software development are—far from being incongruent, incompatible, or irrelevant to each other—in fact ideally suited to complement and support each other. Being agile improves the effectiveness of the performance consultant, and applying the lessons of human performance technology improves the effectiveness of software development teams. In *Agile Performance Improvement*, Winter teaches performance consultants how to apply agile principles, values, and methods usefully to the tasks of optimizing human performance in areas of practice not only adjoining but also well beyond the realm of software and IT engineering, such as corporate learning solutions, human resources systems, and non-software products. Conversely, he shows engineering teams immersed in an agile environment how to boost their performance using the principles and techniques taught and cultivated by performance consultants. The author, who has worked extensively on both sides of the traditional divide, recounts entertainingly but informatively how both sparks and fur can fly when geeks encounter people people. *Scrum - A Pocket Guide - 3rd edition* *A Smart Travel Companion* *Van Haren A Smart Travel Companion* This pocket guide to Scrum is the one book for everyone who wants to learn or re-learn about Scrum. The book describes the framework as it was designed and intended, with a strong focus on the purpose to the rules and adding an historical perspective to Scrum and the Agile movement. As the balance of society keeps shifting from industrial labor to digital work, complexity and unpredictability keep increasing. The need for agility through Scrum increases equally, in and beyond software and product development. This 3rd edition of *Scrum - A Pocket Guide*, while introducing some changes in terminology, more than ever offers the clarity and insights on Scrum that many organizations need, more than ever. It will help people and their organizations properly shape their Scrum, regardless of their domain or business. *Scrum - A Pocket Guide* is an extraordinarily competent book. It flows with insight, understanding, and perception. This should be the de facto standard handout for all looking for a complete, yet clear overview of Scrum without being bothered by irrelevancies. (Ken Schwaber, Scrum co-creator) The author, Gunther Verheyen, is a seasoned Scrum practitioner (2003). He has been employing Scrum since 2003. He was partner to Ken Schwaber and Director of the Professional Scrum series at Scrum.org. He is the founder of Ullizee-Inc and engages with people and organizations as an

independent Scrum Caretaker on a journey of humanizing the workplace with Scrum. **How to Engineer Software A Model-Based Approach** *John Wiley & Sons* A guide to the application of the theory and practice of computing to develop and maintain software that economically solves real-world problem **How to Engineer Software** is a practical, how-to guide that explores the concepts and techniques of model-based software engineering using the Unified Modeling Language. The author—a noted expert on the topic—demonstrates how software can be developed and maintained under a true engineering discipline. He describes the relevant software engineering practices that are grounded in Computer Science and Discrete Mathematics. Model-based software engineering uses semantic modeling to reveal as many precise requirements as possible. This approach separates business complexities from technology complexities, and gives developers the most freedom in finding optimal designs and code. The book promotes development scalability through domain partitioning and subdomain partitioning. It also explores software documentation that specifically and intentionally adds value for development and maintenance. This important book: Contains many illustrative examples of model-based software engineering, from semantic model all the way to executable code Explains how to derive verification (acceptance) test cases from a semantic model Describes project estimation, along with alternative software development and maintenance processes Shows how to develop and maintain cost-effective software that solves real-world problems Written for graduate and undergraduate students in software engineering and professionals in the field, **How to Engineer Software** offers an introduction to applying the theory of computing with practice and judgment in order to economically develop and maintain software. **Essential Scrum A Practical Guide to the Most Popular Agile Process** *Addison-Wesley Professional* 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. **Software in 30 Days How Agile Managers Beat the Odds, Delight Their Customers, and Leave Competitors in the Dust** *John Wiley & Sons* 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 a 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.

Scrum - A Pocket Guide Van Haren 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.

Large-Scale Scrum More with LeSS Addison-Wesley Professional 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. **Agile Software Development Ecosystems** Addison-Wesley Professional Traditional software development methods struggle to keep pace with the accelerated pace and rapid change of Internet-era development. Several "agile methodologies" have been developed in response -- and these approaches to software development are showing exceptional promise. In this book, Jim Highsmith covers them all -- showing what they have in common, where they differ, and how to choose and customize the best agile approach for your needs.

KEY TOPICS: Highsmith begins by introducing the values and principles shared by virtually all agile software development methods. He presents detailed case studies from organizations that have used them, as well as interviews with each method's principal authors or leading practitioners. Next, he takes a closer look at the key features and techniques associated with each major Agile approach: Extreme Programming (XP), Crystal Methods, Scrum, Dynamic Systems Development Method (DSDM), Lean Development, Adaptive Software Development (ASD), and Feature-Driven Development (FDD). In Part III, Highsmith offers practical advice on customizing the optimal agile discipline for your own organization.

MARKET: For all software developers, project managers, and other IT professionals seeking more flexible, effective approaches to developing software.

Agile Project Management Creating Innovative Products Pearson Education 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 Professional Team Foundation Server *John Wiley & Sons* Agile Product Management with Scrum Creating Products that Customers Love (Adobe Reader) *Addison-Wesley Professional* 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. A Tale of Two Transformations Bringing Lean and Agile Software Development to Life *CRC Press* There are many books that seek to explain Lean and Agile software that offer theory, techniques, and examples. Michael Levine’s first book, *A Tale of Two Systems*, is one of the best, synthesizing Lean manufacturing and product development with agile software concepts in an engaging business novel. However, there has been precious little practical guidance for those seeking to change existing organizations to become Lean and Agile, until now. Mr. Levine has followed the successful approach of *A Tale of Two Systems*, telling two simultaneous intertwined and contrasting stories, to bring organizational transformation to life. Mary O’Connell and James “Wes” Wesleyan, recently engaged to be married, share a commitment to Lean and Agile Software. They have recently become leaders in two very different companies - one, stuck in a slow-moving, unresponsive, process-driven quagmire of a software culture;

the other, struggling through the chaos of a sales-driven, process-less swirl. Together with their wise mentor, Neville Roberts, they identify two approaches to making needed changes: Drive People (a top-down approach focused on processes and tools), and People Driven (an enablement approach focused on people and organizations). Mary and Wes evaluate their situations and choose approaches that best fit for them, and the transformations commence. A Tale of Two Transformations differs from many information technology books by grappling with all the complexities of our organizations: the people, the politics, the financials, the processes - in short, the culture from which our Lean and Agile journeys must begin. The change model presented in the flow of the stories is generally applicable, and can help anyone thinking about how to improve their organization. Agile Retrospectives Making Good Teams Great *Pragmatic Bookshelf* 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. A Seat at the Table and The Art of Business Value *IT Revolution* For the first time, enjoy Mark Schwartz's two books on IT leadership in the modern enterprise world in one ebook bundle. A Seat at the Table and The Art of Business Value pave the path for the modern CIO and IT department. The Art of Business Value *IT Revolution* "Do you really understand what business value is? Information technology can and should deliver business value. But the Agile literature has paid scant attention to what business value means—and how to know whether or not you are delivering it. This problem becomes ever more critical as you push value delivery toward autonomous teams and away from requirements “tossed over the wall” by business stakeholders. An empowered team needs to understand its goal! Playful and thought-provoking, The Art of Business Value explores what business value means, why it matters, and how it should affect your software development and delivery practices. More than any other IT delivery approach, DevOps (and Agile thinking in general) makes business value a central concern. This book examines the role of business value in software and makes a compelling case for why a clear understanding of

business value will change the way you deliver software. This book will make you think deeply about not only what it means to deliver value but also the relationship of the IT organization to the rest of the enterprise. It will give you the language to discuss value with the business, methods to cut through bureaucracy and strategies for incorporating Agile teams and culture into the enterprise. Most of all, this book will startle you into new ways of thinking about the cutting-edge of Agile practice and where it may lead." *The Software Project Manager's Bridge to Agility* Addison-Wesley Professional

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.

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The Professional Product Owner Leveraging Scrum as a Competitive Advantage *Addison-Wesley Professional* **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 Art of Lean Software Development A Practical and Incremental Approach** *O'Reilly Media, Inc.* This succinct book explains how you can apply the practices of Lean software development to dramatically increase productivity and quality. Based on techniques that revolutionized Japanese manufacturing, Lean principles are being applied successfully to product design, engineering, the supply chain, and now software development.

With **The Art of Lean Software Development**, you'll learn how to adopt Lean practices one at a time rather than taking on the entire methodology at once. As you master each practice, you'll see significant, measurable results. With this book, you will: Understand Lean's origins from Japanese industries and how it applies to software development Learn the Lean software development principles and the five most important practices in detail Distinguish between the Lean and Agile methodologies and understand their similarities and differences Determine which Lean principles you should adopt first, and how you can gradually incorporate more of the methodology into your process Review hands-on practices, including descriptions, benefits, trade-offs, and roadblocks Learn how to sell these principles to management **The Art of Lean Software Development** is ideal for busy people who want to improve the development process but can't afford the disruption of a sudden and complete transformation. The Lean approach has been yielding dramatic results for decades, and with this book, you can make incremental changes that will produce immediate benefits. "This book presents Lean practices in a clear and concise manner so readers are motivated to make their software more reliable and less costly to maintain. I recommend it to anyone looking for an easy-to-follow guide to transform how the developer views the process of writing good software."-- Bryan Wells, Boeing Intelligence & Security Systems Mission System "If you're new to Lean software development and you're not quite sure where to start, this book will help get your development process going in the right direction, one step at a time."-- John McClenning, software development lead, Aclara Agile Estimating and Planning *Pearson Education* **Agile Estimating and Planning** is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan-and then what makes it agile. Using the techniques in **Agile Estimating and Planning**, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days-and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How to plan iterations and predict your team's initial rate of progress How to schedule projects that have unusually high uncertainty or schedule-related risk How to estimate projects that will be worked on by multiple teams **Agile Estimating and Planning** supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified

Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member. **Scaling Scrum Across Modern Enterprises Implement Scrum and Lean-Agile techniques across complex products, portfolios, and programs in large organizations** *Packt Publishing Ltd* Establish business agility in your organization by applying industry-proven scaling strategies from popular Scrum frameworks such as Scrum of Scrums (SoS), Scrum@Scale, Nexus, Large-Scale Scrum (LeSS), Disciplined Agile, and SAFe Key Features Learn how to be Agile at scale by implementing best practices Understand how Lean-Agile practices are incorporated in Disciplined Agile and the Scaled Agile Framework (SAFe) Customize Scrum and Lean-Agile practices to support portfolio and large product development needs Book Description Scaled Scrum and Lean-Agile practices provide essential strategies to address large and complex product development challenges not addressed in traditional Scrum. This Scrum/ Lean-Agile handbook provides a comprehensive review and analysis of industry-proven scaling strategies that enable business agility on an enterprise scale. Free of marketing hype or vendor bias, this book helps you decide which practices best fit your situation. You'll start with an introduction to Scrum as a lightweight software development framework and then explore common approaches to scaling it for more complex development scenarios. The book will then guide you through systems theory, lean development, and the application of holistic thinking to more complex software and system development activities. Throughout, you'll learn how to support multiple teams working in collaboration to develop large and complex products and explore how to manage cross-team integration, dependency, and synchronization issues. Later, you'll learn how to improve enterprise operational efficiency across value creation and value delivery activities, before discovering how to align product portfolio investments with corporate strategies. By the end of this Scrum book, you and your product teams will be able to get the most value out of Agile at scale, even in complex cyber-physical system development environments. What you will learn Understand the limitations of traditional Scrum practices Explore the roles and responsibilities in a scaled Scrum and Lean-Agile development environment Tailor your Scrum approach to support portfolio and large product development needs Apply systems thinking to evaluate the impacts of changes in the interdependent parts of a larger development and delivery system Scale Scrum practices at both the program and portfolio levels of management Understand how DevOps, test automation, and CI/CD capabilities help in scaling Scrum practices Who this book is for Executives, product owners, Scrum masters, development team members, and other stakeholders who need to learn how to scale Agile to support large, complex projects and large enterprise portfolios and programs will find this book useful. A basic understanding of the values and principles of Agile and the Scrum-based framework for Agile development practices is required before you get started with this Agile Scrum book. **Scrum and XP from the Trenches - 2nd Edition** *Lulu.com* 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.

Agile Project Management with Kanban *Microsoft Press* 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 Driving DevOps with Value Stream Management Improve IT value stream delivery with a proven VSM methodology to compete in the digital economy *Packt Publishing Ltd* A practical guide to implementing Value Stream Management to guide your strategic investments in DevOps capabilities and deliver customer-centric value quickly and economically Key Features Address DevOps implementation issues, including culture, toolchain costs, improving work and information flows, and product team alignment Implement proven VSM methodology to improve IT value stream flows Leverage VSM platforms to view, analyze, and improve end-to-end value delivery

Book Description Value Stream Management (VSM) opens the door to maximizing your DevOps pipeline investments by improving flows and eliminating waste. VSM and DevOps together deliver value stream

improvements across enterprises for a competitive advantage in the digital world. **Driving DevOps with Value Stream Management** provides a comprehensive review and analysis of industry-proven VSM methods and tools to integrate, streamline, and orchestrate activities within a DevOps-oriented value stream. You'll start with an introduction to the concepts of delivering value and understand how VSM methods and tools support improved value delivery from a Lean production perspective. The book covers the complexities of implementing modern CI/CD and DevOps pipelines and then guides you through an eight-step VSM methodology with the help of a use case showing an Agile team's efforts to install a CI/CD pipeline. Free from marketing hype or vendor bias, this book presents the current VSM tool vendors and customer use cases that showcase their products' strengths. As you advance through the book, you'll learn four approaches to implementing a DevOps pipeline and get guidance on choosing the best fit. By the end of this VSM book, you'll be ready to develop and execute a plan to streamline your software delivery pipelines and improve your organization's value stream delivery. What you will learn: Integrate Agile, systems thinking, and lean development to deliver customer-centric value. Find out how to choose the most appropriate value stream for your initial and follow-on VSM projects. Establish better flows with integrated, automated, and orchestrated DevOps and CI/CD pipelines. Apply a proven eight-step VSM methodology to drive lean IT value stream improvements. Discover the key strengths of modern VSM tools and their customer use case scenarios. Understand how VSM drives DevOps pipeline improvements and value delivery transformations across enterprises. Who this book is for: This book will help corporate executives, managers, IT team members, and other stakeholders involved in digital business transformations to improve the flow of customer value through their IT-based value streams. It will provide you with the practical guidance you need while adopting Lean-Agile, Value Stream Management, and DevOps capabilities on an enterprise scale to enable business agility. A basic understanding of how CI/CD and DevOps pipelines improve software delivery capabilities via integrated and automated toolchains will help you to make the most of the book. **Coordination in Large-Scale Agile Software Development: Integrating Conditions and Configurations in Multiteam Systems** *Springer* This book explores coordination within and between teams in the context of large-scale agile software development, providing readers a deeper understanding of how coordinated action between teams is achieved in multiteam systems. An exploratory multiple case study with five multiteam systems and a total of 66 interviewees from development teams at SAP SE is presented and analyzed. In addition, the book explores stereotypes of coordination in large-scale agile settings and shares new perspectives on integrating conditions for coordination. No previous study has researched this topic with a similar data set, consisting of insights from professional software development teams. As such, the book will be of interest to all researchers and practitioners whose work involves

software product development across several teams. A Tale of Two Systems Lean and Agile Software Development for Business Leaders *CRC Press* This business parable reviews two different systems development projects. One project was an abject, expensive failure, while the other succeeded in creating a major new revenue stream, bringing in new customers. By reviewing the tales of these two systems, readers will develop a better understanding of what works and what doesn't when it comes to the leadership and action steps required to reinvent a company's procedures to get in step with the times. CEO Evan Nogelmeyer discovers to his dismay that in today's business world, technology is not just for technologists. But does he discover this soon enough and once he does, does he have the tools and the business savvy he needs to stave off disaster? Evan and his team are all well-intentioned, successful business leaders with advanced degrees and backgrounds in marketing and business. But, without technical backgrounds, do they have what it takes to manage the technology overhaul so critical to the very survival of their company and the future of their own careers? **A Tale of Two Systems: Lean and Agile Software Development for Business Leaders** reviews two fictional systems development projects: Cremins United and Troubled Real Estate Information Management, both launched at the imaginary Cremins Corporation. Cremins is a venerable printing company that must transform itself to survive in the Internet age. One project proves to be an abject and expensive failure, while the other succeeds in creating a major new revenue stream and solving important customer needs. Contrasting the methods employed in a traditional, process-centric 'waterfall' approach, with a lean and agile-inspired approach, this book provides business leaders with a tangible understanding of why lean thinking is so well-suited to contemporary environments requiring flexibility, speed, and the input of specialized knowledge. At the conclusion of the two tales, author Michael Levine articulates a series of conclusions and principles based on Lean Product Development, Agile, and his 25 years of experience in business systems development. While the tales told and the companies and employees that inhabit them are pure fiction, the lessons to be learned are very real and very applicable in today's highly competitive market, where victory goes time and time again to the lean and the agile. **Lean Software Development An Agile Toolkit** *Addison-Wesley Professional* In **Lean Software Development**, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three - if you adopt the same lean principles that have already revolutionized manufacturing, logistics, and product development: Iterating toward excellence: software development as an exercise in discovery; managing uncertainty: "decide as late as possible" by building

change into the system; compressing the value stream: rapid development, feedback, and improvement; empowering teams and individuals without compromising coordination; software with integrity, promoting coherence, usability, fitness, maintainability, and adaptability; and how to "see the whole" - even when your developers are scattered across multiple locations and contractors. Simply put, Lean Software Development helps you refocus development on value, flow, and people - so you can achieve breakthrough quality, savings, speed, and business alignment. **Software Projects Secrets Why Projects Fail** *Apress* **Software Project Secrets: Why Software Projects Fail** offers a new path to success in the software industry. This book reaches out to managers, developers, and customers who use industry-standard methodologies, but whose projects still struggle to succeed. Author George Stepanek analyzes the project management methodology itself, a critical factor that has thus far been overlooked. He explains why it creates problems for software development projects and begins by describing 12 ways in which software projects are different from other kinds of projects. He also analyzes the project management body of knowledge to discover 10 hidden assumptions that are invalid in the context of software projects.