

Scaled Agile Scrum Nexus How To Manage Multiple Scrum Teams Scaled Agile Scrum Master Scrum Of Scrums Agile Software Development Agile Program Management

Scaled Agile Scrum Paul VII 2016-09-02 Introduction How do we scale scrum? The scrum framework brings structure and order to a project in a chaotic, fast-paced environment. It delivers a shippable increment of the product after each sprint and allows a business to increase return on investment through prioritisation. As long as the scrum rules are carried out as its creators intended the results are phenomenal and business value is realised. However what happens when the business requires greater output, many related projects to be synchronised to a deadline or a co-ordinated technical solution? This is where the Scrum-of-scrums technique comes into its own. The Scrum of scrums is a method of co-ordinating teams and is used to grow and synchronise the scrum framework within a company to huge scale. As a scrum master I have used this technique to great effect in order to keep complex inter-related projects in sync. I have also noticed many "dos and don'ts" that I will share with you. When you have read this book, you will fully understand: What the scrum of scrum technique is How it will benefit you and your organization Learning and tips from an industry expert

that you can apply to your everyday work Introduction Thank you and congratulations on taking this class, "Nexus: How to Deliver Large Projects with Scaled Agile Scrum and Manage Multiple Teams." In this class, you will be given a complete overview of Scrum Nexus used to scale scrum across multiple teams and deliver large projects. I promise that this class will be nothing short of informative and mind opening. In the world today especially the business side, it is very difficult to develop a team to the level that most of us may like and still be able to maintain the team's discipline and structure that will lead to high quality products. But with Nexus, you can solve these problems since it is a key framework for doing exactly that, even with huge teams. I am certain that you are going to get value from this class, as it will give you a comprehensive introduction to Nexus (Scaled Scrum). In addition to that, I will walk you step by step through the history of Nexus, the practices and the principles. For a better understanding, I will provide you with lots of examples throughout this class. A brief recap of Agile Scrum What is Nexus and how it helps you to coordinate multiple product teams Why Nexus (Scaled Scrum) was created and how it can help you. How to increase communication to avoid overlapping dependencies and integration issues How to implement the Nexus framework in your business Without wasting time, let's get started and let me educate you on what it takes for you to use the Nexus framework in your business. Table of Contents Scaled Agile Scrum Nexus How To Deliver Large Projects With Scaled Scrum And Manage Multiple Teams Introduction Lesson 1 A Brief Recap Of Agile Scrum What is Agile Scrum? Lesson 2 Scaled Scrum: An Introduction To Nexus History of Nexus Brief background of Nexus Nexus Framework Lesson 3 Nexus Process Flow Why Was Nexus Created And How Can It Help You? How can Nexus help you? Lesson 5 How To Implement Nexus Framework In Your Business Nexus Implementation Process Common Mistakes To Avoid When Implementing Nexus Conclusion Resources Preview of 'The

Scrum Master Mega Pack' Check Out My Other Books Scroll Up To The Top Of The Page And Click The Orange "Buy Now" or "Read For Free" Icon On The Right Side!

A Scrum Book Jeff Sutherland 2019-08-16 Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrum's building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a time—the agile way.

Scaled Agile Scrum Paul VII 2016-09-01 Agile Product Management - Just Got Easier Introduction Thank you and congratulations on taking this class, "Nexus: How to Deliver Large Projects with Scaled Agile Scrum and Manage Multiple Teams." In this class, you will be given a complete overview of Scrum Nexus used to scale scrum across multiple teams and deliver large projects. I promise that this class will be nothing short of informative and mind opening. In the world today especially the business side, it is very difficult to develop a team to the level that most of us may like

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Scrum - A Pocket Guide Gunther Verheyen 2013-11-04 This pocket guide is the one book to read for everyone who wants to learn about Scrum. The book covers all roles, rules and the main principles underpinning Scrum, and is based on the Scrum Guide Edition 2013. A broader context to this fundamental description of Scrum is given by describing the past and the future of Scrum. The author, Gunther Verheyen, has created a concise, yet complete and passionate reference about Scrum. The book demonstrates his core view that Scrum is about a journey, a journey of discovery and fun. He designed the book to be a helpful guide on that journey. Ken Schwaber, Scrum co-creator says that this book currently is the best available description of Scrum around. The book combines some rare characteristics:

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

Managing Digital Charles Betz About This Book This book, "Managing Digital: Concepts and Practices", is intended to guide a practitioner through the journey of building a digital-first viewpoint and the skills needed to thrive in the digital-first world. As such, this book is a bit of an experiment for The Open Group; it isn't structured as a traditional standard or guide. Instead, it is structured to show the key issues and skills needed at each stage of the digital journey, starting with the basics of a small digital project, eventually building to the concerns of a large enterprise. So, feel free to digest this book in stages — the section Introduction for the student is a good guide. The book is intended for both academic and industry training purposes. This book seeks to provide

guidance for both new entrants into the digital workforce and experienced practitioners seeking to update their understanding on how all the various themes and components of IT management fit together in the new world. About The Open Group Press The Open Group Press is an imprint of The Open Group for advancing knowledge of information technology by publishing works from individual authors within The Open Group membership that are relevant to advancing The Open Group mission of Boundaryless Information Flow™. The key focus of The Open Group Press is to publish high-quality monographs, as well as introductory technology books intended for the general public, and act as a complement to The Open Group Standards, Guides, and White Papers. The views and opinions expressed in this book are those of the author, and do not necessarily reflect the consensus position of The Open Group members or staff.

Scaling Lean & Agile Development Craig Larman 2008-12-08 Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking tools and profound organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on their long experience leading and guiding large-scale lean and agile adoptions for large, multisite, and offshore product development, and drawing on the best research for great team-based agile organizations, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise.

Coverage includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large-scale development processes Moving from single-function and component teams to stable cross-functional cross-component Scrum feature teams with end-to-end responsibility for features Organizational redesign to a lean and agile enterprise that delivers value fast Large-scale Scrum for multi-hundred-person product groups In a competitive environment that demands ever-faster cycle times and greater innovation, applied lean thinking and agile principles are becoming an urgent priority. Scaling Lean & Agile Development will help leaders create the foundation for their lean enterprise—and deliver on the significant benefits of agility. In addition to the foundation tools in this text, see the companion book Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum for complementary action tools.

PRINCE2™ In Practice Henny Portman 2009-05-15 There are many publications on PRINCE2. Most of these publications describe the theory of PRINCE2. This book however deals with a practical approach for formal reports: how it can be achieved that PRINCE2 works better in practice? The existing PRINCE2 report templates cannot be used easily. Of course the process approach in PRINCE2 remains viable, but in this book the PRINCE2 documents are the key. The reader gets a practical help for implementing PRINCE2. This helps project managers and project executives to manage and control in an efficient manner.

The Nexus Framework for Scaling Scrum Kurt Bittner 2017-12-04 Improve and Accelerate Software Delivery for Large, Distributed, Complex Projects The Nexus Framework is the simplest, most effective approach to applying Scrum at scale across multiple teams, sites, and time zones. Created by Scrum.org—the pioneering Scrum training and certification organization founded by Scrum co-

creator Ken Schwaber–Nexus draws on decades of experience to address the unique challenges teams face in coming together, sharing work, and managing and minimizing dependencies. The Nexus™ Framework for Scaling Scrum is a concise book that shows how Nexus helps teams to deliver a complex, multi-platform, software-based product in short, frequent cycles, without sacrificing consistency or quality, and without adding unnecessary complexity or straying from Scrum's core principles. Using an extended case study, the authors illustrate how Nexus helps teams solve common scaling challenges like reducing cross-team dependencies, preserving team self-organization and transparency, and ensuring accountability. Understand the challenges of delivering working, integrated product increments with multiple teams, and how Nexus addresses them Form a Nexus around a new or existing product and learn how that Nexus sets goals and plans its work Run Sprints within a Nexus, provide transparency into progress, conduct effective Nexus Sprint reviews, and use Nexus Sprint Retrospectives to continuously improve Overcome the distributed team collaboration challenges

Enterprise Scrum Michael A. Beedle 2013-08-24 This is today's definitive guide to making Scrum work at all levels of the enterprise, both in software development and in any other knowledge-intensive business process. Legendary agile pioneer Mike Beedle draws on his experience helping thousands of teams and individuals succeed with Scrum in projects of all types, from single-team assignments to those cutting across complex processes or the entire organization. Beedle begins with a uniquely clear and practical explanation of Scrum: its roles, benefits, interactions, and how it reflects modern insights into complexity science. You'll master these crucial essentials with the help of clear organizational and process diagrams, as well as exceptionally relevant case studies in software development and beyond. Building on this understanding, Beedle introduces proven

enterprise-level Scrum processes for introducing, growing, and managing operations -- including Scrum's role in the Project Management Office (PMO) and in support of executive activities. He concludes with detailed case studies from multiple domains where Enterprise Scrum has delivered superior results. Throughout, Beedle helps you understand the paradigm shift required to succeed with Scrum in any knowledge-intensive business process -- and how to gain Scrum's proven benefits of productivity, transparency, and performance.

The Professional Product Owner Don McGreal 2018-06-04 The Professional Product Owner's Guide to Maximizing Value with Scrum "This book presents a method of communicating our desires, cogently, coherently, and with a minimum of fuss and bother." —Ken Schwaber, Chairman & Founder, Scrum.org The role of the Product Owner is more crucial than ever. But it's about much more than mechanics: it's about taking accountability and refocusing on value as the primary objective of all you do. In *The Professional Product Owner*, two leading experts in successful Scrum product ownership show exactly how to do this. You'll learn how to identify where value can be found, measure it, and maximize it throughout your entire product lifecycle. Drawing on their combined 40+ years of experience in using agile and Scrum in product management, Don McGreal and Ralph Jocham guide you through all facets of envisioning, emerging, and maturing a product using the Scrum framework. McGreal and Jocham discuss strategy, showing how to connect Vision, Value, and Validation in ROI-focused agile product management. They lay out Scrum best-practices for managing complexity and continuously delivering value, and they define the concrete practices and tools you can use to manage Product Backlogs and release plans, all with the goal of making you a more successful Product Owner. Throughout, the authors share revealing personal experiences that illuminate obstacles to success and show how they can be overcome. Define success from the

“outside in,” using external customer-driven measurements to guide development and maximize value Bring empowerment and entrepreneurship to the Product Owner’s role, and align everyone behind a shared business model Use Evidence-Based Management (EBMgt) to invest in the right places, make smarter decisions, and reduce risk Effectively apply Scrum’s Product Owner role, artifacts, and events Populate and manage Product Backlogs, and use just-in-time specifications Plan and manage releases, improve transparency, and reduce technical debt Scale your product, not your Scrum Use Scrum to inject autonomy, mastery, and purpose into your product team’s work Whatever your role in product management or agile development, this guide will help you deliver products that offer more value, more rapidly, and more often. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

The Enterprise and Scrum Ken Schwaber 2007-06-13 It’s time to extend the benefits of Scrum—greater agility, higher-quality products, and lower costs—from individual teams to your entire enterprise. However, with Scrum’s lack of prescribed rules, the friction of change can be challenging as people struggle to break from old project management habits. In this book, agile-process revolution leader Ken Schwaber takes you through change management—for your organizational and interpersonal processes—explaining how to successfully adopt Scrum across your entire organization. A cofounder of Scrum, Ken draws from decades of experience, answering your questions through case studies of proven practices and processes. With them, you’ll learn how to adopt—and adapt—Scrum in the enterprise. And gain profound levels of transparency into your development processes. Discover how to: Evaluate the benefits of adopting Scrum in any size organization Initiate an enterprise transition project Implement a single, prioritized Product Backlog

Organize effective Scrum teams using a top-down approach Adapt and apply solutions for integrating engineering practices across multiple teams Shorten release times by managing high-value increments Refine your Scrum practices and help reduce the length of Sprints

Adopting Open Source Software Brian Fitzgerald 2011-10-14 A rich case-study analysis of open source software adoption by public organizations in different countries and settings. Government agencies and public organizations often consider adopting open source software (OSS) for reasons of transparency, cost, citizen access, and greater efficiency in communication and delivering services. Adopting Open Source Software offers five richly detailed real-world case studies of OSS adoption by public organizations. The authors analyze the cases and develop an overarching, conceptual framework to clarify the various enablers and inhibitors of OSS adoption in the public sector. The book provides a useful resource for policymakers, practitioners, and academics. The five cases of OSS adoption include a hospital in Ireland; an IT consortium serving all the municipalities of the province of Bozen-Bolzano, Italy; schools and public offices in the Extremadura region of Spain; the Massachusetts state government's open standards policy in the United States; and the ICT department of the Italian Chamber of Deputies. The book provides a comparative analysis of these cases around the issues of motivation, strategies, technologies, economic and social aspects, and the implications for theory and practice.

Large-Scale Scrum Craig Larman 2016-09-30 The Go-To Resource for Large-Scale Organizations to Be Agile Rather than asking, “How can we do agile at scale in our big complex organization?” a different and deeper question is, “How can we have the same simple structure that Scrum offers for the organization, and be agile at scale rather than do agile?” This profound insight is at the heart of LeSS (Large-Scale Scrum). In Large-Scale Scrum: More with LeSS, Craig Larman and Bas Vodde

have distilled over a decade of experience in large-scale LeSS adoptions towards a simpler organization that delivers more flexibility with less complexity, more value with less waste, and more purpose with less prescription. Targeted to anyone involved in large-scale development, Large-Scale Scrum: More with LeSS, offers straight-to-the-point guides for how to be agile at scale, with LeSS. It will clearly guide you to Adopt LeSS Structure a large development organization for customer value Clarify the role of management and Scrum Master Define what your product is, and why Be a great Product Owner Work with multiple whole-product focused feature teams in one Sprint that produces a shippable product Coordinate and integrate between teams Work with multi-site teams

Agile Product Management Paul Vii 2017-01-07 Agile Product Management Just Got Easier Introduction Thank you and congratulations on taking this class, "Nexus: How to Deliver Large Projects with Scaled Agile Scrum and Manage Multiple Teams." In this class, you will be given a complete overview of Scrum Nexus used to scale scrum across multiple teams and deliver large projects. I promise that this class will be nothing short of informative and mind opening. In the world today especially the business side, it is very difficult to develop a team to the level that most of us may like and still be able to maintain the team's discipline and structure that will lead to high quality products. But with Nexus, you can solve these problems since it is a key framework for doing exactly that, even with huge teams. I am certain that you are going to get value from this class, as it will give you a comprehensive introduction to Nexus (Scaled Scrum). In addition to that, I will walk you step by step through the history of Nexus, the practices and the principles. For a better understanding, I will provide you with lots of examples throughout this class. A brief recap of Agile Scrum What is Nexus and how it helps you to co-ordinate multiple product teams Why Nexus (Scaled Scrum) was created and how it can help you. How to increase communication to avoid overlapping

dependencies and integration issues How to implement the Nexus framework in your business Without wasting time, let's get started and let me educate you on what it takes for you to use the Nexus framework in your business. Introduction Thank you and congratulations on taking this class, "Product Owner: 27 Tips To Manage Your Product And Work With Scrum Teams." In this class, you will be given a multitude of proven tips to effectively create a product and work with scrum teams. I am confident that this class will enable you to learn a multitude of skills since it starts by giving you a full introduction to the concept of scrum and agile product development, scrum and agile principles and a host of other valuable information that will give you a full understanding of the topic. I then walk you through the process of understanding your role as a product owner, how your role differs from that of a traditional product manager, how to create products and a lot more. Once you've learnt all that, I will then give you valuable tips for effectively creating a product and working with teams. As you go through the class, you will come across a wide range of practical examples that you can use to understand the scrum framework a lot better. To break this class into easy to digest parts, you will learn: A brief recap of agile and scrum, its principles and other concepts involved in scrum What your job as a product owner entails and how your work differs from that of a typical product manager How to create a product using the scrum framework How product creation in scrum differs from other agile frameworks like the Waterfall method. How to create a product roadmap 27 tips that you can follow to create your product and to manage your scrum team Scroll Up To The Top Of The Page And Click The Orange "Buy Now" or "Read For Free" Icon On The Right Side!"

The Scrum Culture Dominik Maximini 2015-01-08 This book is a guide for managers, Scrum Masters and agile coaches who are interested in agile organizational methods and who are planning

to introduce Scrum at their own company. Scrum is not only a product development framework but can also be used to structure activities for agile and lean organizational development. Divided into five major parts, the book first introduces and defines the Scrum Culture. It explains its relevance, highlights a number of pain points typical for first encounters with Scrum, and embeds it in an introduction to organizational change. This is complemented with many real-life examples that help to apply the concepts to readers' own specific contexts. The second part describes the principles of introducing Scrum in detail, while the third part embarks on the practical application of these principles, drawing on a wealth of experience gathered in many successful introduction projects. Part four focuses on a detailed case study of a Scrum transformation before part five provides, in closing, a number of appendices offering extensive information on Scrum and its principles.

Understanding the Agile Manifesto Larry Apke 2015-08-10 Agile is one of the most popular software development methodologies used by organizations all over the world. It is characterized by adaptability, flexibility and self-organization, but what does it mean to truly "be" Agile instead of just "doing" Agile? This book offers in-depth commentary and explanations on the Agile methodology's foundation, the Agile Manifesto. Larry Apke, a seasoned Agile coach, uses his own experiences to provide a clear, understandable path to implementing and succeeding with Agile for organizations and individuals.

Scrum for Sales Michael J. Scherm 2021-10-30 Many companies want to make their sales agile. Some of them have tried to set up agile sales organizations, but such top-down approaches and big-bang rollouts seldom seem to work. This book shows how the elements of the leading agile framework "Scrum" should be applied to install agility in the salesforce, improve sales performance, and resolve typical performance issues in sales organizations. It contains concrete guidelines, real-

world examples, and useful tools to create the necessary change step by step and built to last.

Scrum Insights for Practitioners Hiren Doshi 2016-11-16 Hiren Doshi, Scrum.org Professional Scrum Trainer & Coach in his book, Scrum Insights for Practitioners: The Scrum Guide Companion helps the practitioners master the Scrum framework by gaining in-depth practical insights and helps answer questions like: What are some common myths, mysteries, and misconceptions of Scrum? The Scrum Guide recommends three to nine members in a Development Team, but we have fifteen members. Is this Scrum? Can you share some tactics to do effective Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective, and Product Backlog Refinement? My designation is development manager. Does this mean I have no role in Scrum? How is Scrum Empirical? Can Scrum Master and Product Owner be the same person? We don't have a Scrum Master. Are we still practicing Scrum? What does Self-Organization really mean? How does Scrum embrace the four values and twelve principles of the Agile Manifesto? Please share a case study on Scrum based product development? Recommendations for the book from the Scrum champions Take advantage of Hiren's vast experience and avoid making the common errors people make as they begin their journey. This book contains a wealth of practical information that will be useful to readers as they work to implement the basic theory found in The Scrum Guide-Steve Porter, team member, Scrum.org In his book Scrum Insights for Practitioners, Hiren has extended the core rules of The Scrum Guide with practices he has found useful. Hiren answers questions regarding Scrum that potentially remain unanswered even after one reads The Scrum Guide. Hiren dismantles common misconceptions about Scrum, regardless of the source of such misconceptions. Hiren elaborates on basic information provided in The Scrum Guide, as well as on the principles underlying Scrum-Gunther Verheyen, Author of "Scrum - A Pocket Guide, a Smart Travel Companion" Hiren Doshi has

written a fine companion to The Scrum Guide, filling in some of the intentional gaps left in the Scrum framework. Using this companion along with The Scrum Guide will undoubtedly improve the outlook for those teams that internalize its teachings."-Charles Bradley, ScrumCrazy.com This book will help you understand the nuances of Scrum. It takes a very practical approach toward implementing Scrum without compromising on its values and principles. A useful and handy reference for Scrum practitioners!-Gopinath R, Agile coach and practitioner

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Nexus framework in your business. Introduction Hello, thank you and congratulations for taking this class, "Daily Scrum: 21 tips to co-ordinate your team with standup meetings and create a daily plan." This class contains proven steps and strategies on how to improve your daily scrum (stand-up) meeting as part of an agile scrum team. I am sure you will get value from this because it gives you a complete introduction to agile scrum daily stand-ups and walks you step by step through carrying out and improving daily stand-ups in your team or business from the ground up. It also gives you plenty of examples. It tells you EXACTLY how the pros carry out the daily scrum and guides you through some common best practices based on extensive research. In this class you will learn: A brief recap of agile and scrum principles Why the daily scrum is so powerful for co-coordinating, synchronizing, and creating a daily plan for your team How to carry out a daily scrum in your team or business like the pros Concise tips and options for improving your daily scrum and taking it to the next level So let me help you to learn, improve and master the daily scrum (stand-up meeting)! Scroll Up To The Top Of The Page And Click The Orange "Buy Now" or "Read For Free" Icon On The Right Side!"

Quality of Information and Communications Technology Martin Shepperd 2020-08-31 This book constitutes the refereed proceedings of the 13th International Conference on the Quality of Information and Communications Technology, QUATIC 2020, held in Faro, Portugal*, in September 2020. The 27 full papers and 12 short papers were carefully reviewed and selected from 81 submissions. The papers are organized in topical sections: quality aspects in machine learning, AI and data analytics; evidence-based software quality engineering; human and artificial intelligences for software evolution; process modeling, improvement and assessment; software quality education and training; quality aspects in quantum computing; safety, security and privacy; ICT verification

and validation; RE, MDD and agile. *The conference was held virtually due to the COVID-19 pandemic.

Agile Estimating and Planning Mike Cohn 2005-11-01 Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan-and then what makes it agile. Using the techniques in Agile Estimating and Planning, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days-and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How to plan iterations and predict your team's initial rate of progress How to schedule projects that have unusually high uncertainty or schedule-related risk How to estimate projects that will be worked on by multiple teams Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

The Project Manager's Guide to Mastering Agile Charles G. Cobb 2015-01-05 Streamline project workflow with expert agile implementation The Project Management Profession is beginning to go

through rapid and profound transformation due to the widespread adoption of agile methodologies. Those changes are likely to dramatically change the role of project managers in many environments as we have known them and raise the bar for the entire project management profession; however, we are in the early stages of that transformation and there is a lot of confusion about the impact it has on project managers: There are many stereotypes and misconceptions that exist about both Agile and traditional plan-driven project management, Agile and traditional project management principles and practices are treated as separate and independent domains of knowledge with little or no integration between the two and sometimes seen as in conflict with each other Agile and "Waterfall" are thought of as two binary, mutually-exclusive choices and companies sometimes try to force-fit their business and projects to one of those extremes when the right solution is to fit the approach to the project. It's no wonder that many Project Managers might be confused by all of this! This book will help project managers unravel a lot of the confusion that exists; develop a totally new perspective to see Agile and traditional plan-driven project management principles and practices in a new light as complementary to each other rather than competitive; and learn to develop an adaptive approach to blend those principles and practices together in the right proportions to fit any situation. There are many books on Agile and many books on traditional project management but what's very unique about this book is that it takes an objective approach to help you understand the strengths and weaknesses of both of those areas to see how they can work synergistically to improve project outcomes in any project. The book includes discussion topics, real world case studies, and sample enterprise-level agile frameworks that facilitate hands-on learning as well as an in-depth discussion of the principles behind both Agile and traditional plan-driven project management practices to provide a more thorough level of understanding.

The Mythical Man-month Frederick P. Brooks (Jr.) 1975 The orderly Sweet-Williams are dismayed at their son's fondness for the messy pastime of gardening.

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

Agile Approaches on Large Projects in Large Organizations Brian Hobbs 2017-07-25 Creativity and productivity, rapid adaptation to change, value for the customer—these are just some of the

advantages of implementing agile practices in project work. However, agile practices have been most widely and successfully undertaken in the context of small, colocated teams working on small software projects, known as the "agile sweet spot." In this monograph, Brian Hobbs and Yvan Petit explore the use and impact of agile outside of the agile sweet spot. Through a case study and survey questionnaire, they uncover research questions that have remained largely unexamined in the literature, on the project level as well as on the organizational level, namely: •What challenges are encountered when applying agile approaches to large, multi-team software projects and what practices have been developed to alleviate these challenges? •How does the context of large, complex organizations affect the adaptation and adoption of agile approaches and vice versa? An illuminating study of this emerging field, *Agile Approaches on Large Projects in Large Organizations* opens the door to further investigation on the future role of project managers, the use of scaling frameworks at the program and portfolio levels, and the effects of DevOps, one of the recent trends in agile software development.

Coaching Agile Fabrice Aimetti 2014-07-06 Découvrez comment coacher votre équipe pour qu'elle devienne plus agile. Ce livre démystifie les pratiques agiles, il s'agit d'un guide pratique pour créer des équipes agiles solides. Enrichi avec les conseils utiles des coaches agiles Rachel Davies et Liz Sedley, ce livre vous donne des outils de coaching que vous pouvez utiliser si vous êtes chef de projet, responsable technique ou membre d'une équipe de développement logiciel.

Zombie Scrum Survival Guide Barry Overeem 2020 Escape Zombie Scrum and Get Real Value from Agile! Professional Scrum and Zombie Scrum are mortal enemies in eternal combat. If you relax your guard, Zombie Scrum comes back. This guide helps you stay on your guard, providing very practical tips for identifying when you have become a Zombie and how to stop this from happening.

A must-have for any Zombie Scrum hunter. Dave West, CEO, Scrum.org Barry, Christiaan, and Johannes have done a magnificent job of accumulating successful experiences and sharing their inspiring stories in this very practical book. They don't shy away from telling it like it is, which is why their proposals are always as useful as they are grounded in reality. Henri Lipmanowicz, cofounder, Liberating Structures Millions of professionals use Scrum. It's the world's #1 approach to agile software development. Even so, by some estimates, over 70% of Scrum adoptions fall flat. Developers find themselves using Zombie Scrum processes that look like Scrum, but are slow, lifeless, and joyless. Scrums just not working for them. Zombie Scrum Survival Guide reveals why Scrum runs aground and shows how to supercharge your Scrum outcomes, while having a lot more fun along the way. Humorous, visual, and extremely relatable, it offers practical approaches, exercises, and tools for escaping Zombie Scrum. Even if you're surrounded by skeptics, this book will be the antidote to help you build more of what users need, ship faster, improve more continuously, interact more successfully in any team, and feel a whole lot better about what you're doing. Suddenly, one day soon, you'll remember: that's why we adopted Scrum in the first place! Learn how Zombie Scrum infects you, why it spreads, and how to inoculate yourself Get closer to your stakeholders, and wake up to their understanding of value Discover why Zombie teams can't learn, and what to do about it Clear away the specific obstacles to real continuous improvement Make self-managed teams real so people can behave like humans, not Zombies Zombie Scrum Survival Guide is for Scrum Masters, Scrum practitioners, Agile coaches and leaders, and everyone who wants to transform Scrum's promises into reality.

Practices for Scaling Lean & Agile Development Craig Larman 2010-01-26 Lean and Agile Development for Large-Scale Products: Key Practices for Sustainable Competitive Success

Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. Drawing on their long experience leading and guiding lean and agile adoptions for large, multisite, and offshore product development, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key action tools needed for success. Coverage includes Frameworks for large-scale Scrum for multihundred-person product groups Testing and building quality in Product management and the end of the “contract game” between business and R&D Envisioning a large release, and planning for multiteam development Low-quality legacy code: why it’s created, and how to stop it Continuous integration in a large multisite context Agile architecting Multisite or offshore development Contracts and outsourced development In a competitive environment that demands ever-faster cycle times and greater innovation, the practices inspired by lean thinking and agile principles are ever-more relevant. Practices for Scaling Lean & Agile Development will help people realize a lean enterprise—and deliver on the significant benefits of agility. In addition to the action tools in this text, see the companion book *Scaling Lean & Agile Development: Thinking and Organizational Tools for Large-Scale Scrum* for complementary foundation tools.

Information Technology for Management: Current Research and Future Directions Ewa Ziemia
2020-03-10 This book constitutes extended selected papers from the 17th Conference on Advanced Information Technologies for Management, AITM 2019, and the 14th Conference on Information Systems Management, ISM 2019, held as part of the Federated Conference on Computer Science and Information Systems, FedCSIS, which took place in Leipzig, Germany, in September 2019. The total of 7 full and 6 short papers presented in this volume were carefully reviewed and selected from

a total of 45 submissions. The papers selected to be included in this book contribute to the understanding of relevant trends of current research on and future directions of information technology for management in business and public organizations. They were organized in topical sections named: information technology assessment for future development; methods and models for designing information technology, and aspects of implementing information technology.

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

Management 3.0 Jurgen Appelo 2011 In many organizations, management is the biggest obstacle to successful Agile development. Unfortunately, reliable guidance on Agile management has been

scarce indeed. Now, leading Agile manager Jurgen Appelo fills that gap, introducing a realistic approach to leading, managing, and growing your Agile team or organization. Writing for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Appelo's Management 3.0 model recognizes that today's organizations are living, networked systems; and that management is primarily about people and relationships. Management 3.0 doesn't offer mere checklists or prescriptions to follow slavishly; rather, it deepens your understanding of how organizations and Agile teams work and gives you tools to solve your own problems. Drawing on his extensive experience as an Agile manager, the author identifies the most important practices of Agile management and helps you improve each of them. Coverage includes • Getting beyond "Management 1.0" control and "Management 2.0" fads • Understanding how complexity affects your organization • Keeping your people active, creative, innovative, and motivated • Giving teams the care and authority they need to grow on their own • Defining boundaries so teams can succeed in alignment with business goals • Sowing the seeds for a culture of software craftsmanship • Crafting an organizational network that promotes success • Implementing continuous improvement that actually works Thoroughly pragmatic—and never trendy—Jurgen Appelo's Management 3.0 helps you bring greater agility to any software organization, team, or project.

Balancing Agility and Discipline Barry W. Boehm 2004 "Balancing Agility and Discipline" begins by defining the terms, sweeping aside the rhetoric and drilling down to core concepts. The authors describe a day in the life of developers who live on one side or the other. Their analysis is both objective and grounded, leading to clear and practical guidance for all software professionals.

Scrumban - Essays on Kanban Systems for Lean Software Development Corey Ladas 2009-01-01

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.

Scrum Narrative and PSM Exam Guide Mohammed Musthafa Soukath Ali 2015 Scrum continues to prove as an effective newer way of working. This new way is rapidly making into many organizations, in particular the software development divisions due to the transformation results it delivers. The authentic source to know about Scrum and the approved body of knowledge on Scrum is "The Scrum Guide" authored by Jeff Sutherland and Ken Schwaber. The 16 page guide is too dense to absorb without context and too theoretical without correlations. This book reveals Scrum Guide content with a lot of context and correlations. The first part of the book is for the Executives, narrating Scrum in a lightweight and engaging fashion. While many books on Scrum position Scrum as a collection of roles and practices, this book introduces Scrum's transformation roots that bring in a newer way of working, with far-reaching effects. The second part is a coaching section for the Professionals getting into Scrum, getting into finer aspects of Scrum required for professionals working on the ground. It walks through the stages of Scrum Journey from Starting, Executing, and then Closing. Unlike many books that limit to the mechanics of Scrum, this book addresses plenty of practical questions including business management, team and task management, product

engineering, etc such that this understanding enhances job skills on the top of the Scrum theory. The entire book is an all-in-one guidance book for PSM 1 Aspirants, preparing for the the most meritorious certificate of all that certify Scrum - Professional Scrum Master (PSM 1). PSM 1 is a high quality Scrum certificate administered by Scrum.org, that is guided by Ken Schwaber, one of the original two authors of Scrum. Unlike many other Scrum certificates, PSM is not a vanity means to claim Scrum knowledge, but a rigorous assessment of the knowledge in original Scrum. Its fee is nominal @\$150. Once acquired, it does not require renewal. Though there are multiple scattered materials are available, there is no comprehensive guidance for PSM assessment preparation. This book is a one-stop source including guidance on understanding, enrollment, preparation, practicing, and getting the certificate. The book augments the Scrum Narrative with exam preparation tips, quick tests and a full blown assessment like a real assessment. It provides 250+ PSM 1 assessment related questions to practice. What is unique about this book? Sticks to Authentic Version of Scrum: There are many sources available that teach Scrum and provide training material for PSM. It is common for them to provide a muddled version of Scrum associating it with Activities, artifacts, and sub-techniques not prescribed or endorsed by Scrum framework and interchange and incorrect representation of Scrum terms. Such sources may add confusion and cloud your attempt to understand Scrum. Also, such an understanding will make one loose the points by incorrect answers in PSM assessment. This book articulates the original unpolluted Scrum framework as defined in its authentic source, the Scrum Guide. Wherever, there are exceptions/additional pointers with respect to Scrum Guide, they are highlighted by DE-TOUR tag. Anchors the learning firmly using Active Learning technique: This book will help you dig the deeper meaning behind the Scrum by means of active learning. Active Learning used in this book refers to - Not just passive reading of the content,

but taking frequent pauses during the reading, looking at a question about what was read, and then thinking, analyzing, and inferring the subject through answering that question. The questions make you think about the granular interpretations behind every statement of Scrum Guide. These granular interpretations are usually not...

Disciplined Agile Delivery Scott W. Ambler 2012-05-31 Master IBM's Breakthrough DAD Process Framework for Succeeding with Agile in Large, Complex, Mission-Critical IT Projects It is widely recognized that moving from traditional to agile approaches to build software solutions is a critical source of competitive advantage. Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger, complex enterprise projects. In Disciplined Agile Delivery, Scott W. Ambler and Mark Lines introduce IBM's breakthrough Disciplined Agile Delivery (DAD) process framework, which describes how to do this tailoring. DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives. Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling (AM), Extreme Programming (XP), Kanban, Unified Process (UP), and other proven methods to provide a hybrid approach that is adaptable to your organization's unique needs. They candidly describe what practices work best, why they work, what the trade-offs are, and when to consider alternatives, all within the context of your situation. Disciplined Agile Delivery addresses agile practices across the entire lifecycle, from requirements, architecture, and development to delivery and governance. The authors show how these best-practice techniques fit together in an end-to-end process for successfully delivering large, complex systems--from project initiation through delivery. Coverage includes Scaling agile for mission-critical enterprise endeavors Avoiding mistakes that drive poorly run agile projects to chaos

Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps, architecture, and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts, research, and extensive experience, this book will be an indispensable resource for every enterprise software leader and practitioner--whether they're seeking to optimize their existing agile/Scrum process or improve the agility of an iterative process.

Agile Project Management with Azure DevOps Joachim Rossberg 2019-04-27 Roll up your sleeves and jump into Agile project management to use and customize Microsoft Azure DevOps.

Organizations adopt Agile practices because they are a key enabler to run better projects, get more successful end results, and achieve an overall higher quality output. To benefit the most from Agile, you need an Application Life Cycle Management (ALM) or DevOps toolset that supports your style and work environment. *Agile Project Management with Azure DevOps* teaches you how to use Azure DevOps to implement many Agile practices such as SAFe, Scrum, and Kanban, and it shows you how they fit into a well-planned Agile implementation. Agile product owners will learn how to work with Azure DevOps to set up a project from scratch, and to continue using Azure DevOps throughout. Keeping track of progress is important in any project. Author Joachim Rossberg teaches you about the tools in Azure DevOps that can help you track progress and key metrics, including those that are available right out of the box. You will learn how to create and refine the backlog, work with Kanban and Scrum task boards, and get exposed to valuable key concepts along the way. Finally, you will dive into Azure DevOps extensibility to learn about the many ways you can customize reporting to best meet your needs What You'll Learn Understand Agile product management concepts and processes for working with Azure DevOps Discover how Azure DevOps supports agile processes end-

to-end Implement Agile processes in Azure DevOps Customize Azure DevOps to better support your processes Complete step-by-step setup of an Agile project from scratch and manage it through its life cycle Who This Book Is For Software product owners, Agile leaders, Scrum masters, and software engineers who use Microsoft Azure DevOps. A basic understanding of Agile is helpful.

Software in 30 Days Ken Schwaber 2012-05-01 A radical approach to getting IT projects done faster and cheaper than anyone thinks possible *Software in 30 Days* summarizes the Agile and Scrum software development method, which allows creation of game-changing software, in just 30 days. Projects that use it are three times more successful than those that don't. *Software in 30 Days* is for the business manager, the entrepreneur, the product development manager, or IT manager who wants to develop software better and faster than they now believe possible. Learn how this unorthodox process works, how to get started, and how to succeed. Control risk, manage projects, and have your people succeed with simple but profound shifts in the thinking. The authors explain powerful concepts such as the art of the possible, bottom-up intelligence, and why it's good to fail early—all with no risk greater than thirty days. The productivity gain vs traditional "waterfall" methods has been over 100% on many projects Author Ken Schwaber is a co-founder of the Agile software movement, and co-creator, with Jeff Sutherland, of the "Scrum" technique for building software in 30 days Coauthor Jeff Sutherland was cosigner of the Agile Manifesto, which marked the start of the Agile movement *Software in 30 Days* is a must-read for all managers and business owners who use software in their organizations or in their products and want to stop the cycle of slow, expensive software development. Programmers will want to buy copies for their managers and their customers so they will know how to collaborate to get the best work possible.

Product-Focused Software Process Improvement Marco Kuhrmann 2018-11-19 This book constitutes

the refereed proceedings of the 19th International Conference on Product-Focused Software Process Improvement, PROFES 2018, held in Wolfsburg, Germany, in November 2018. The 16 revised full papers and 8 short papers presented together with 10 workshop papers and 2 industry talks were carefully reviewed and selected from 65 submissions. The papers are organized in the following topical sections: processes and methods; empirical studies in industry; testing; measurement and monitoring; and global software engineering and scaling. Further relevant topics were added by the events co-located with PROFES 2018, the Second International Workshop on Managing Quality in Agile and Rapid Software Development Processes (QUASD) and the Third Workshop on Hybrid Software and System Development Approaches (HELENA).

Agile Processes in Software Engineering and Extreme Programming - Workshops Maria Paasivaara 2020-09-23 This open access book constitutes the 6 research workshops, the Agile Education and Training Track, the Doctoral Symposium, as well as a panel presented at XP 2020, the 21st International Conference on Agile Software Development, which was held during June 8-12, 2020. The conference was planned to take place at the IT University of Copenhagen, Denmark. Due to the COVID 19 pandemic, the conference was held online. In 2020, the following six workshops took place: Third International Workshop on Software-Intensive Business Eighth International Workshop on Large-Scale Agile Development Second European Symposium on Serverless Computing and Applications Second International Workshop on Agile Transformation First International Workshop on Agility with Microservices Programming Third International Workshop on Autonomous Agile Teams XP is the premier agile software development conference combining research and practice. It is a unique forum where agile researchers, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences,

concerns, challenges, and trends. XP conferences provide an informal environment to learn and trigger discussions and welcome both people new to agile and seasoned agile practitioners. The 31 papers presented in this volume were carefully reviewed and selected from overall 79 submissions. In addition to the 26 workshop papers, this volume also includes 2 papers from the Agile Education and Training Track and 3 papers from the Doctoral Symposium. Furthermore, the book contains a summary of a panel discussion with the topic “Covid-19’s Influence on the Future of Agile”.

Scaling Scrum Across Modern Enterprises Cecil Rupp 2020-08-31 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.

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