

# Agile Estimating And Planning Robert C Martin Series

Agile Processes in Software Engineering and Extreme Programming  
Agile Estimating And Planning  
Software Estimation Best Practices, Tools & Techniques  
Agile Project Management  
Lean-Agile Software Development  
Agile Principles, Patterns, and Practices in C#  
Agile Portfolio Management  
The Art of Business Value  
Agile Project Management with Scrum  
More Agile Testing  
Fit for Developing Software  
Managing Technical Debt  
Agile Processes in Software Engineering and Extreme Programming  
Agile Estimating and Planning  
The Art of Agile Development  
JAVA Developer's Reference  
97 Things Every Scrum Practitioner Should Know  
Essential Scrum  
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Extreme Programming Adventures in C#  
Coaching Agile Teams  
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Scrum Product Ownership -- Balancing Value from the Inside Out  
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Making Sense of Agile Project Management  
eXtreme Project Management  
The Agile Samurai  
Managing Agile Projects  
Clean Agile  
The Clean Coder  
More Fearless Change  
Clean Code  
Agile and Iterative Development

## **Agile Processes in Software Engineering and Extreme Programming**

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

## Agile Estimating And Planning

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.

### **Software Estimation Best Practices, Tools & Techniques**

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

## **Agile Project Management**

The Fit open source testing framework brings unprecedented agility to the entire development process. Fit for Developing Software shows you how to use Fit to clarify business rules, express them with concrete examples, and organize the examples into test tables that drive testing throughout the software lifecycle. Using a realistic case study, Rick Mugridge and Ward Cunningham--the creator of Fit--introduce each of Fit's underlying concepts and techniques, and explain how you can put Fit to work incrementally, with the lowest possible risk. Highlights include Integrating Fit into your development processes Using Fit to promote effective communication between businesspeople, testers, and developers Expressing business rules that define calculations, decisions, and business processes Connecting Fit tables to the system with "fixtures" that check whether tests are actually satisfied Constructing tests for code evolution, restructuring, and other changes to legacy systems Managing the quality and evolution of tests A companion Web site (<http://fit.c2.com/>) that offers additional resources and source code

## **Lean-Agile Software Development**

Provides recommendations and case studies to help with the implementation of

Scrum.

### **Agile Principles, Patterns, and Practices in C#**

The field of software engineering is characterized by speed and turbulence in many regards. While new ideas are proposed almost on a yearly basis, very few of them live for a decade or a longer. Lightweight software development methods were a new idea in the latter part of the 1990s. Now, ten years later, they are better known as agile software development methods, and an active community driven by practitioners has formed around the new way of thinking. Agile software development is currently being embraced by the research community as well. As a sign of increased research activity, most research-oriented conferences have an agile software development track included in the conference program. The XP conference series established in 2000 was the first conference dedicated to agile processes in software engineering. The idea of the conference is to offer a unique setting for advancing the state of the art in research and practice of agile processes. This year's conference was the tenth consecutive edition of this international event. Due to the diverse nature of different activities during the conference, XP is claimed to be more of an experience rather than a regular conference. It offers several different ways to interact and strives to create a truly collaborative environment where new ideas and exciting findings can be presented and shared. This is clearly visible from this year's program as well.

## **Agile Portfolio Management**

The Java Developer's Reference provides definitive solutions to your Java needs. Written for serious Java programmers, this comprehensive volume is actually three books in one, combining all the latest information on Java programming to make this the most timely and enduring Java reference book on the market.

## **The Art of Business Value**

63 New and Updated Patterns for Driving and Sustaining Change “The hard part of change is enlisting the support of other people. Whether a top manager interested in improving your organization’s results or a lone developer promoting a better way of working, this book will give you tools and ideas to help accomplish your goal.” -George Dinwiddie, independent coach and consultant, iDIA Computing, LLC “Keep the patterns in this book and Fearless Change handy. ... These patterns transformed me from an ineffective ‘voice in the wilderness’ to a valued collaborator.” -Lisa Crispin, co-author (with Janet Gregory) of Agile Testing and More Agile Testing In their classic work, Fearless Change, Mary Lynn Manns and Linda Rising interviewed successful leaders of change, identified 48 patterns for implementing change in teams of all sizes, and demonstrated how to use these techniques effectively. Now, in More Fearless Change the authors reflect on all

they've learned about their original patterns in the past decade, and introduce 15 powerful, new techniques—all extensively validated by change leaders worldwide. Manns and Rising teach strategies that appeal to each individual's logic (head), feelings (heart), and desire to contribute (hands)—the best way to motivate real change and sustain it for the long haul. Learn how to Focus on the best things you can achieve with limited resources Strategize to build flexible plans and go after low-hanging fruit Get help from the right people in the right ways Establish emotional connections that inspire motivation and imagination Create an “elevator pitch” that keeps everyone focused on what truly matters Build bridges, work with skeptics, soften resistance, and open minds Uncover easier paths towards change, and build on what already works Sustain momentum, provide time for reflection, and celebrate small successes More Fearless Change reflects a profound understanding of how real change happens: not instantaneously in response to top-down plans and demands, but iteratively, through small steps that teach from experience. Best of all, as thousands of change agents have already discovered, its patterns are easy to use—and they work.

### **Agile Project Management with Scrum**

Often referred to as the “black art” because of its complexity and uncertainty, software estimation is not as difficult or puzzling as people think. In fact, generating accurate estimates is straightforward—once you understand the art of

creating them. In his highly anticipated book, acclaimed author Steve McConnell unravels the mystery to successful software estimation—distilling academic information and real-world experience into a practical guide for working software professionals. Instead of arcane treatises and rigid modeling techniques, this guide highlights a proven set of procedures, understandable formulas, and heuristics that individuals and development teams can apply to their projects to help achieve estimation proficiency. Discover how to: Estimate schedule and cost—or estimate the functionality that can be delivered within a given time frame Avoid common software estimation mistakes Learn estimation techniques for you, your team, and your organization \* Estimate specific project activities—including development, management, and defect correction Apply estimation approaches to any type of project—small or large, agile or traditional Navigate the shark-infested political waters that surround project estimates When many corporate software projects are failing, McConnell shows you what works for successful software estimation.

### **More Agile Testing**

An introduction to the highlights of agile and iterative software development methods. The book provides managers and practitioners with a summary of the key ideas of agile development and evidence for its value. It details: Extreme Programming, Scrum, the Rational Unified Process and Evo.

## Fit for Developing Software

Almost every software project begins with the utterances, “What will this cost?” and “When will this project be done?” Once those words are spoken, project stakeholders begin to wrestle with how to produce an estimate. Accurately estimating the cost or time to complete a software project is a serious problem for many software engineers, developers and project managers who struggle with costs running double original estimates, putting their careers at risk. It is reported that nearly 50% of all software projects are shelved and that one of the major causes is poor estimation practices. If developing software for internal use, poor estimates can represent a significant drain on corporate profits. Worldwide growth in the number of companies specializing in the development of software for use by other companies is staggering. India alone has nearly 20,000 such companies. Intense competition has led to an increased demand for fixed-bid pricing in client/vendor relationships, and has made effective cost estimation even more important and, in many cases, critical to a firm's survival. There are many methods of estimation. Each method has its strengths and weaknesses, proponents and opponents. Knowing how and which one to use on a given project is key to developing acceptable estimates for either internal or external projects. Software Estimation Best Practices, Tools, & Techniques covers all facets of software estimation. It provides a detailed explanation of the various methods for estimating software size, development effort, cost, and schedule, including a comprehensive

explanation of Test Effort Estimation. Emphasizing that software estimation should be based on a well-defined process, it presents software estimation best practices and shows how to avoid common pitfalls. This guide offers direction on which methods are most appropriate for each of the different project types commonly executed in the software development space and criteria for selecting software estimation tools. This comprehensive desk reference explains software estimation from scratch to help the beginner and features advanced techniques for more experienced estimators. It details project scheduling, including resource leveling and the concept of productivity, as applicable to software estimators, demonstrating the many benefits of moving from the current macro-productivity approach to a micro-productivity approach in software estimation. Software Estimation Best Practices, Tools, & Techniques: A Complete Guide for Software Project Estimators caters to the needs of all software project stakeholders, from novice to expert. It provides the valuable guidance needed to estimate the cost and time required to complete software projects within a reasonable margin of error for effective software development.

### **Managing Technical Debt**

Your Hands-On, "In-the-Trenches" Guide to Successfully Leading Agile Projects Agile methods promise to infuse development with unprecedented flexibility, speed, and value and these promises are attracting IT organizations worldwide. However, agile

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methods often fail to clearly define the manager's role, and many managers have been reluctant to buy in. Now, expert project manager Sanjiv Augustine introduces agility "from the manager's point of view, offering a proven management framework that addresses everything from team building to project control. Augustine bridges the disconnect between the assumptions and techniques of traditional and agile management, demonstrating why agility is better aligned with today's project realities, and how to simplify your transition. Using a detailed case study, he shows how agile methods can scale to succeed in even the largest projects: Defining a high-value role for the manager in agile project environments Refocusing on "outcomes--not rigid plans, processes, or controls Structuring and building adaptive, self-organizing "organic teams" Forming a guiding vision that aligns your team behind a common purpose Empowering your team with the information it needs to succeed Managing the flow of customer value from one creative stage to the next Leveraging your team members strengths as "whole persons" Implementing full-life-cycle agility: from planning and coding to maintenance and knowledge transfer Customizing agile methods to your unique environment Becoming an "adaptive leader" who can inspire and energize agile teams Whether you're a technical or business manager, "Managing Agile Projects" gives you all the tools you need to implement agility in "your environment and reap its full benefits. "Managing Agile Projects is part of the Robert C. Martin series. (c) Copyright Pearson Education. All rights reserved.

## **Agile Processes in Software Engineering and Extreme Programming**

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. In *Agile Project Management, Second Edition*, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith's new coverage of promoting agility through performance measurements based on value, quality, and constraints. This edition's coverage includes: Understanding the agile revolution's impact on product development Recognizing when agile methods will work in project management, and when they

won't Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The "Agile Triangle": measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader

### **Agile Estimating and Planning**

This updated edition shows you how to use the agile project management framework for success! Learn how to apply agile concepts to your projects. This fully updated book covers changes to agile approaches and new information related to the methods of managing an agile project. Agile Project Management For Dummies, 3rd Edition gives product developers and other project leaders the tools they need for a successful project. This book's principles and techniques will guide you in creating a product roadmap, self-correcting iterations of deployable products, and preparing for a product launch. Agile approaches are critical for achieving fast and flexible product development. It's also a useful tool for managing a range of business projects. Written by one of the original agile

technique thought-leaders, this book guides you and your teams in discovering why agile techniques work and how to create an effective agile environment. Users will gain the knowledge to improve various areas of project management. Define your product's vision and features Learn the steps for putting agile techniques into action Manage the project's scope and procurement Plan your team's sprints and releases Simplify reporting related to the project Agile Project Management For Dummies can help you to better manage the scope of your project as well as its time demands and costs. You'll also be prepared to skillfully handle team dynamics, quality challenges, and risks.

### **The Art of Agile Development**

The Practical, Start-to-Finish Guide to Planning and Leading Iterative Software Projects Iterative processes have gained widespread acceptance because they help software developers reduce risk and cost, manage change, improve productivity, and deliver more effective, timely solutions. But conventional project management techniques don't work well in iterative projects, and newer iterative management techniques have been poorly documented. Managing Iterative Software Development Projects is the solution: a relentlessly practical guide to planning, organizing, estimating, staffing, and managing any iterative project, from start to finish. Leading iterative development experts Kurt Bittner and Ian Spence introduce a proven, scalable approach that improves both agility and control at the

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same time, satisfying the needs of developers, managers, and the business alike. Their techniques are easy to understand, and easy to use with any iterative methodology, from Rational Unified Process to Extreme Programming to the Microsoft Solutions Framework. Whatever your role—team leader, program manager, project manager, developer, sponsor, or user representative—this book will help you Understand the key drivers of success in iterative projects Leverage “time boxing” to define project lifecycles and measure results Use Unified Process phases to facilitate controlled iterative development Master core concepts of iterative project management, including layering and evolution Create project roadmaps, including release plans Discover key patterns of risk management, estimation, organization, and iteration planning Understand what must be controlled centrally, and what you can safely delegate Transition smoothly to iterative processes Scale iterative project management from the smallest to the largest projects Align software investments with the needs of the business Whether you are interested in software development using RUP, OpenUP, or other agile processes, this book will help you reduce the anxiety and cost associated with software improvement by providing an easy, non-intrusive path toward improved results—without overwhelming you and your team.

### **JAVA Developer's Reference**

Today's new breed, eXtreme projects are different. They feature high speed, high

change, high complexity, high risk, and high stress. While traditional projects follow the classic model of ready, aim, fire, eXtreme project managers succeed by shooting the gun and then redirecting the bullet while not losing sight of their moving target. eXtreme Project Management provides a practical guide for leaders working under high risk and high pressure while producing the desired bottom-line results. Based on Doug DeCarlo's extensive experience in working with more than 250 project teams, his eXtreme project management model is built around an integrated set of principles, values, skills, tools, and practices proven to consistently work under conditions of rapid change and uncertainty. eXtreme project management is based on the premise that you don't manage the unknown the same way you manage the known. It's a people-centric approach to high performance that makes quality of life a fundamental part of the project venture.

### **97 Things Every Scrum Practitioner Should Know**

Janet Gregory and Lisa Crispin pioneered the agile testing discipline with their previous work, *Agile Testing*. Now, in *More Agile Testing*, they reflect on all they've learned since. They address crucial emerging issues, share evolved agile practices, and cover key issues agile testers have asked to learn more about. Packed with new examples from real teams, this insightful guide offers detailed information about adapting agile testing for your environment; learning from experience and continually improving your test processes; scaling agile testing across teams; and

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overcoming the pitfalls of automated testing. You'll find brand-new coverage of agile testing for the enterprise, distributed teams, mobile/embedded systems, regulated environments, data warehouse/BI systems, and DevOps practices. You'll come away understanding

- How to clarify testing activities within the team
- Ways to collaborate with business experts to identify valuable features and deliver the right capabilities
- How to design automated tests for superior reliability and easier maintenance
- How agile team members can improve and expand their testing skills
- How to plan “just enough,” balancing small increments with larger feature sets and the entire system
- How to use testing to identify and mitigate risks associated with your current agile processes and to prevent defects
- How to address challenges within your product or organizational context
- How to perform exploratory testing using “personas” and “tours”
- Exploratory testing approaches that engage the whole team, using test charters with session- and thread-based techniques
- How to bring new agile testers up to speed quickly—without overwhelming them

Janet Gregory is founder of DragonFire Inc., an agile quality process consultancy and training firm. Her passion is helping teams build quality systems. For almost fifteen years, she has worked as a coach and tester, introducing agile practices into companies of all sizes and helping users and testers understand their agile roles. She is a frequent speaker at agile and testing software conferences, and is a major contributor to the agile testing community.

Lisa Crispin, an experienced agile testing practitioner and coach, regularly leads conference workshops on agile testing and contributes frequently to agile software

publications. She enjoys collaborating as part of an awesome agile team to produce quality software. Since 1982, she has worked in a variety of roles on software teams, in a wide range of industries. She joined her first agile team in 2000 and continually learns from other teams and practitioners.

### **Essential Scrum**

In The Book, Agile Estimating And Planning Is The Definitive, Practical Guide To Estimating And Planning Agile Projects, 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 The Book, You Can Stay Agile From Start To Finish, Saving Time, Conserving Resources, And Accomplishing More.

### **Software Estimation**

The book is intended to provide a much deeper understanding of agile principles,

methodologies, and practices to enable project managers to develop a more agile approach and understand how to blend and tailor agile and traditional principles, methodologies, and practices to create an appropriate balance of control and agility to fit a business environment as well as the risks and complexities of any individual project. The book will also provide business managers and leaders an understanding of how to fit agile methodologies into an overall business strategy that provides the right balance of control and agility for their business.

### **Extreme Programming Adventures in C#**

One of the least discussed and most challenging roles in the Scrum Agile Methodology is that of Product Owner. Quite often Product Owners are selected from the ranks of Product Managers or Business Analysts and simply "thrown" into the role. While these backgrounds can lead to successful product ownership, often there are fundamental understanding and large skills gaps that need to be crossed in order to be truly successful. This book takes a unique look at the role of Scrum Product Owner with a focus on how the role needs to interact with their Scrum team first--thus the "inside out." We review all of the nuance and requisite habits that allow the Scrum Product Owner to drive their teams towards creating high quality products that provide great customer value.

## **Coaching Agile Teams**

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.

## **Managing Iterative Software Development Projects**

Extreme programming. The circle of life. On-site customer. User stories. Acceptance tests. Sidebar: Acceptance test samples. Story estimation. Interlude: Sense of completion. Small releases. Customer defines release. Iteration planning. Quick design session. Programming. Sidebar: Code Quality. Pair programming. Unit tests. Sidebar: xUnit. Test first, by intention. Releasing changes. Do or do not. Experience improves estimates. Resources, scope, quality, time. Steering. Steering the iteration. steering the release. Handling defects. Sidebar: Advanced Issue: Defect databases; Advanced practice: Tests as database. Conclusion. Bonus tracks: We'll try. How to estimate anything. Infrastructure. It's chet's fault. Balancing hopes and fears. Testing improves code. XPer tries Java. A

Java perspective. A true story. Estimates and promises. Everything that could possibly break.

### **The Enterprise and Scrum**

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 (PMRs) 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

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techniques such as iteration/release planning and retrospectives Using agile techniques to systematically and continually reduce risk Implementing quality assurance (QA) where it belongs: in analysis, design, defect prevention, and continuous improvement Learning to trust your teams and listen for their discoveries Procuring, purchasing, and contracting for software in agile, collaborative environments Avoiding the common mistakes software teams make in transitioning to agile Coordinating with project management offices and non-agile teams “Selling” agile within your teams and throughout your organization For every project manager who wants to become more agile. Part I An Agile Overview 7 Chapter 1 What is "Agile"? 9 Chapter 2 Mapping from the PMBOKR Guide to Agile 25 Chapter 3 The Agile Project Lifecycle in Detail 37 Part II The Bridge: Relating PMBOKR Guide Practices to Agile Practices 49 Chapter 4 Integration Management 51 Chapter 5 Scope Management 67 Chapter 6 Time Management 83 Chapter 7 Cost Management 111 Chapter 8 Quality Management 129 Chapter 9 Human Resources Management 143 Chapter 10 Communications Management 159 Chapter 11 Risk Management 177 Chapter 12 Procurement Management 197 Part III Crossing the Bridge to Agile 215 Chapter 13 How Will My Responsibilities Change? 217 Chapter 14 How Will I Work with Other Teams Who Aren't Agile? 233 Chapter 15 How Can a Project Management Office Support Agile? 249 Chapter 16 Selling the Benefits of Agile 265 Chapter 17 Common Mistakes 285 Appendix A Agile Methodologies 295 Appendix B Agile Artifacts 301 Glossary 321 Bibliography 327 Index 333

### **Succeeding with Agile**

The Art of Agile Development contains practical guidance for anyone considering or applying agile development for building valuable software. Plenty of books describe what agile development is or why it helps software projects succeed, but very few combine information for developers, managers, testers, and customers into a single package that they can apply directly. This book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience with Extreme Programming (XP). You get a gestalt view of the agile development process, including comprehensive guidance for non-technical readers and hands-on technical practices for developers and testers. The Art of Agile Development gives you clear answers to questions such as: How can we adopt agile development? Do we really need to pair program? What metrics should we report? What if I can't get my customer to participate? How much documentation should we write? When do we design and architect? As a non-developer, how should I work with my agile team? Where is my product roadmap? How does QA fit in? The book teaches you how to adopt XP practices, describes each practice in detail, then discusses principles that will allow you to modify XP and create your own agile method. In particular, this book tackles the difficult aspects of agile development: the need for cooperation and trust among team members. Whether you're currently part of an agile team, working with an agile team, or interested in agile development, this book provides the practical tips

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you need to start practicing agile development. As your experience grows, the book will grow with you, providing exercises and information that will teach you first to understand the rules of agile development, break them, and ultimately abandon rules altogether as you master the art of agile development. "Jim Shore and Shane Warden expertly explain the practices and benefits of Extreme Programming. They offer advice from their real-world experiences in leading teams. They answer questions about the practices and show contraindications - ways that a practice may be mis-applied. They offer alternatives you can try if there are impediments to applying a practice, such as the lack of an on-site customer. --Ken Pugh, Author of Jolt Award Winner, Prefactoring "I will leave a copy of this book with every team I visit." --Brian Marick, Exemplar Consulting

### **Extreme Programming Installed**

Agile development processes foster better collaboration, innovation, and results. So why limit their use to software projects—when you can transform your entire business? Written by agile-mentoring expert Jochen Krebs, this book illuminates the opportunities—and rewards—of applying agile processes to your overall IT portfolio. Whether project manager, business analyst, or executive—you'll understand the business drivers behind agile portfolio management. And learn best practices for optimizing results. Use agile processes to align IT and business strategy Adapt and extend core agile processes Orchestrate the collaboration

between IT and business vision Eliminate wish-list driven requirements, and manage expectations instead Optimize the balance of projects, resources, and assets in your portfolio Use metrics to communicate project status, quality, even team morale Create a portfolio strategy consistent with the goals of the organization Achieve organizational and process transparency Manage your business with agility—and help maximize the returns!

### **Scrum Product Ownership -- Balancing Value from the Inside Out**

The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it's a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from “command and control” to agile coaching requires a whole new mind-set. In *Coaching Agile Teams*, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You'll gain a deep view into the role of the agile coach, discover what works and what

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doesn't, and learn how to adapt powerful skills from many allied disciplines, including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coach Creating an environment where self-organized, high-performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth Recognizing failure, recovery, and success modes in your coaching Getting the most out of your own personal agile coaching journey Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

### **The Software Project Manager's Bridge to Agility**

Presents practical advice on the disciplines, techniques, tools, and practices of computer programming and how to approach software development with a sense of pride, honor, and self-respect.

### **Agile Estimating and Planning**

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Printed in full color. Faced with a software project of epic proportions? Tired of over-committing and under-delivering? Enter the dojo of the agile samurai, where agile expert Jonathan Rasmusson shows you how to kick-start, execute, and deliver your agile projects. Combining cutting-edge tools with classic agile practices, *The Agile Samurai* gives you everything you need to deliver something of value every week and make rolling your software into production a non-event. Get ready to kick some software project butt. By learning the ways of the agile samurai you will discover: how to create plans and schedules your customer and your team can believe in what characteristics make a good agile team and how to form your own how to gather requirements in a fraction of the time using agile user stories what to do when you discover your schedule is wrong, and how to look like a pro correcting it how to execute fiercely by leveraging the power of agile software engineering practices By the end of this book you will know everything you need to set up, execute, and successfully deliver agile projects, and have fun along the way. If you're a project lead, this book gives you the tools to set up and lead your agile project from start to finish. If you are an analyst, programmer, tester, usability designer, or project manager, this book gives you the insight and foundation necessary to become a valuable agile team member. *The Agile Samurai* slices away the fluff and theory that make other books less-than-agile. It's packed with best practices, war stories, plenty of humor and hands-on tutorial exercises that will get you doing the right things, the right way. This book will make a difference.

## **Kanban and Scrum - Making the Most of Both**

See eXtreme Programming (XP) in action at the hands of an XP master—and learn Microsoft .NET and C# programming in the process! In this fast-paced, hands-on exposition, Ron Jeffries—one of the leading voices and practitioners in the XP community—demonstrates that you can write well-designed, resilient code incrementally and safely, while minimizing your investment in speculative up-front design. As Jeffries builds his sample application, you get firsthand insights into what successful XP development looks like, complete with real-world challenges such as the eleventh-hour change order. For further practice and study, you can download all the author's code—including the missteps—so you can see XP and agile concepts in action and assess how they fit into your own work. Pair program with an XP master, discovering how to:

- Streamline and simplify the software development process
- Work more effectively as part of an XP development team
- Reduce missteps by designing, testing, and refining code in increments
- Receive clearer specifications and feedback from customers
- Write cleaner, more expressive code—and weed out more bugs
- Conserve resources by planning and reassessing progress as you go
- Maintain a sustainable work pace—and avoid burnout
- Step up delivery dates, shipping the most crucial features first
- Improve customer satisfaction!

## Agile Project Management For Dummies

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!

### **User Stories Applied**

"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."

## **Making Sense of Agile Project Management**

Goes beyond the strategy of just enough planning and estimating, and shows readers how to make agile practices truly work organizationally.

## **eXtreme Project Management**

Looks at the principles and clean code, includes case studies showcasing the practices of writing clean code, and contains a list of heuristics and "smells" accumulated from the process of writing clean code.

## **The Agile Samurai**

Scrum and Kanban are two flavours of Agile software development - two deceptively simple but surprisingly powerful approaches to software development. So how do they relate to each other? The purpose of this book is to clear up the fog, so you can figure out how Kanban and Scrum might be useful in your environment. Part I illustrates the similarities and differences between Kanban and Scrum, comparing for understanding, not for judgement. There is no such thing as a good or bad tool - just good or bad decisions about when and how to use which tool. This book includes: - Kanban and Scrum in a nutshell - Comparison of Kanban

and Scrum and other Agile methods - Practical examples and pitfalls - Cartoons and diagrams illustrating day-to-day work - Detailed case study of a Kanban implementation within a Scrum organization Part II is a case study illustrating how a Scrum-based development organization implemented Kanban in their operations and support teams.

### **Managing Agile Projects**

“This is an incredibly wise and useful book. The authors have considerable real-world experience in delivering quality systems that matter, and their expertise shines through in these pages. Here you will learn what technical debt is, what is it not, how to manage it, and how to pay it down in responsible ways. This is a book I wish I had when I was just beginning my career. The authors present a myriad of case studies, born from years of experience, and offer a multitude of actionable insights for how to apply it to your project.” –Grady Booch, IBM Fellow Master Best Practices for Managing Technical Debt to Promote Software Quality and Productivity As software systems mature, earlier design or code decisions made in the context of budget or schedule constraints increasingly impede evolution and innovation. This phenomenon is called technical debt, and practical solutions exist. In *Managing Technical Debt*, three leading experts introduce integrated, empirically developed principles and practices that any software professional can use to gain control of technical debt in any software system. Using real-life

examples, the authors explain the forms of technical debt that afflict software-intensive systems, their root causes, and their impacts. They introduce proven approaches for identifying and assessing specific sources of technical debt, limiting new debt, and “paying off” debt over time. They describe how to establish managing technical debt as a core software engineering practice in your organization. Discover how technical debt damages manageability, quality, productivity, and morale—and what you can do about it Clarify root causes of debt, including the linked roles of business goals, source code, architecture, testing, and infrastructure Identify technical debt items, and analyze their costs so you can prioritize action Choose the right solution for each technical debt item: eliminate, reduce, or mitigate Integrate software engineering practices that minimize new debt Managing Technical Debt will be a valuable resource for every software professional who wants to accelerate innovation in existing systems, or build new systems that will be easier to maintain and evolve.

### **Clean Agile**

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

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

### **The Clean Coder**

Agile Values and Principles for a New Generation "In the journey to all things Agile, Uncle Bob has been there, done that, and has the both the t-shirt and the scars to show for it. This delightful book is part history, part personal stories, and all wisdom. If you want to understand what Agile is and how it came to be, this is the book for you." -Grady Booch "Bob's frustration colors every sentence of Clean Agile, but it's a justified frustration. What is in the world of Agile development is nothing compared to what could be. This book is Bob's perspective on what to focus on to get to that 'what could be.' And he's been there, so it's worth listening." -Kent Beck "It's good to read Uncle Bob's take on Agile. Whether just beginning, or a seasoned Agilista, you would do well to read this book. I agree with almost all of it. It's just some of the parts make me realize my own shortcomings,

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dammit. It made me double-check our code coverage (85.09%).” –Jon Kern Nearly twenty years after the Agile Manifesto was first presented, the legendary Robert C. Martin (“Uncle Bob”) reintroduces Agile values and principles for a new generation—programmers and nonprogrammers alike. Martin, author of Clean Code and other highly influential software development guides, was there at Agile’s founding. Now, in Clean Agile: Back to Basics, he strips away misunderstandings and distractions that over the years have made it harder to use Agile than was originally intended. Martin describes what Agile is in no uncertain terms: a small discipline that helps small teams manage small projects . . . with huge implications because every big project is comprised of many small projects. Drawing on his fifty years’ experience with projects of every conceivable type, he shows how Agile can help you bring true professionalism to software development. Get back to the basics—what Agile is, was, and should always be Understand the origins, and proper practice, of SCRUM Master essential business-facing Agile practices, from small releases and acceptance tests to whole-team communication Explore Agile team members’ relationships with each other, and with their product Rediscover indispensable Agile technical practices: TDD, refactoring, simple design, and pair programming Understand the central roles values and craftsmanship play in your Agile team’s success If you want Agile’s true benefits, there are no shortcuts: You need to do Agile right. Clean Agile: Back to Basics will show you how, whether you’re a developer, tester, manager, project manager, or customer. Register your book for convenient access to downloads, updates, and/or corrections as they

become available. See inside book for details.

### **More Fearless Change**

Agile techniques have demonstrated immense potential for developing more effective, higher-quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile's ideology and methods. By doing so, software organizations leverage Lean's powerful capabilities for "optimizing the whole" and managing complex enterprise projects. A combined "Lean-Agile" approach can dramatically improve both developer productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean-Agile development. Lean-Agile Software Development shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design, and demonstrate how to apply it to make iterative development more effective. They also identify several common development "anti-patterns" that can work against your goals, and they offer actionable, proven alternatives. Lean-Agile Software Development shows how to Transition to Lean Software Development quickly and successfully Manage the initiation of product enhancements Help project managers work together to manage product portfolios more effectively

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Manage dependencies across the software development organization and with its partners and colleagues Integrate development and QA roles to improve quality and eliminate waste Determine best practices for different software development teams The book's companion Web site, [www.netobjectives.com/lasd](http://www.netobjectives.com/lasd), provides updates, links to related materials, and support for discussions of the book's content.

### **Clean Code**

With the award-winning book Agile Software Development: Principles, Patterns, and Practices, Robert C. Martin helped bring Agile principles to tens of thousands of Java and C++ programmers. Now .NET programmers have a definitive guide to agile methods with this completely updated volume from Robert C. Martin and Micah Martin, Agile Principles, Patterns, and Practices in C#. This book presents a series of case studies illustrating the fundamentals of Agile development and Agile design, and moves quickly from UML models to real C# code. The introductory chapters lay out the basics of the agile movement, while the later chapters show proven techniques in action. The book includes many source code examples that are also available for download from the authors' Web site. Readers will come away from this book understanding Agile principles, and the fourteen practices of Extreme Programming Spiking, splitting, velocity, and planning iterations and releases Test-driven development, test-first design, and acceptance testing

Refactoring with unit testing Pair programming Agile design and design smells The five types of UML diagrams and how to use them effectively Object-oriented package design and design patterns How to put all of it together for a real-world project Whether you are a C# programmer or a Visual Basic or Java programmer learning C#, a software development manager, or a business analyst, Agile Principles, Patterns, and Practices in C# is the first book you should read to understand agile software and how it applies to programming in the .NET Framework.

### **Agile and Iterative Development**

This book contains the refereed proceedings of the 11th International Conference on Agile Software Development, XP 2010, held in Trondheim, Norway, in June 2010. In order to better evaluate the submitted papers and to highlight the applicational aspects of agile software practices, there were two different program committees, one for research papers and one for experience reports. Regarding the research papers, 11 out of 39 submissions were accepted as full papers; and as far as the experience reports were concerned, the respective number was 15 out of 50 submissions. In addition to these papers, this volume also includes the short research papers, the abstracts of the posters, the position papers of the PhD symposium, and the abstracts of the panel on “Collaboration in an Agile World”.

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