

Agile Estimation With Monte Carlo Simulation

This book constitutes revised selected papers from the 7th Brazilian Workshop on Agile Methods, WBMA 2016, held in Curitiba, Brazil, in November 2016. The 10 full and 4 short papers presented in this volume were carefully reviewed and selected from 35 submissions. The papers present empirical results and literature reviews on agile implementation in government and distributed environments, design thinking and projects inception, testing and technical debt, motivation and gamification, training, modeling and project management, maturity models and quality assurance. Create Thriving, High-Performing Teams and Organizations with Scrumban Scrumban allows you to use Kanban as a catalyst for increasingly valuable changes to your existing software development processes, amplifying and expanding upon Scrum's benefits. Now, there's a definitive guide to Scrumban that explains what it is (and isn't), how and why it works, and how to use it to improve both team and organizational performance. Comprehensive, coherent, and practical, The Scrumban [R]Evolution will help you incrementally apply proven Lean/Agile principles to get what matters most: pragmatic, bottom-line results. Pioneering Scrumban coach Ajay Reddy clarifies Scrumban's core concepts and principles, and illuminates their application through real-life examples. He takes you from the absolute basics through sustainable adoption, and from choosing metrics to advanced forecasting and adaptive management. Whatever your role in the organization, this essential guide liberates you to tailor Kanban systems based on your unique challenges—and to solve delivery problems and improvement stagnation you haven't been able to solve with Scrum alone. Discover how Scrumban can help you reignite stalled Agile initiatives Clarify crucial relationships between purpose, values, and performance Quickly develop shared understanding in and across teams Use Scrumban to better manage Product Owner/Customer expectations Improve the rollout of Scrum in any team using Scrumban Use Scrumban and let real improvements spread with least resistance Use the right metrics to gain insight, track progress, and improve forecasting Take advantage of Scrumban's advanced capabilities as you gain experience Develop leaders to successfully guide your Agile initiatives Integrate modeling to reliably refine your forecasting and decision-making

Forecasting and Simulating Software Development Projects explains how to effectively model Kanban and Scrum projects to get accurate forecasts of cost, delivery dates and staff requirements. Modeling using Monte-carlo simulation allows rapid what-if analysis to find

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options that minimize cost and delivery time, whilst maximizing revenue. Simulation lets you hit target delivery dates, and shows the impact of hiring (or losing) staff with certain skillsets, taking software project leadership to a new level of maturity. Target audience and key takeaways – Project Managers: Understand modeling and forecast projects, and how to simulate those models to answer questions regarding delivery dates, cost, and staffing needs. Development Managers and Team Leads: Understand how to reduce the amount of estimation required for cost and date forecasts, and determining what development events cause the most impact. Executive Leadership: Understand how multiple teams can co-ordinate their forecasts in a methodical way, and provide a consistent approach to risk management and decision making. Venture Capital Investors: Understand how to obtain reliable cost and date forecasts for potential investments and how to compare different software project investment portfolios. Topics include – Simulating Scrum and Kanban project methodologies Forecasting the probability of hitting delivery date & costs Hiring the right team size and skill mix Creating visual animations and videos to sell solutions to others Finding what model inputs are critical to delivery date Effective (and minimal) story estimation and grouping strategies Capturing the project deliverables and story backlog Modeling development events: defects, added scope and blocking events Reverse engineering real-world data to improve model accuracy

How to always be on time, and not risk missing important deadlines or go over budget This book is the result of many years of hard work, and plenty of lessons learned. I wrote it because I believe we can do better than the accepted "status quo" in the software industry. It took me years to learn what I needed to learn to come up with my version of the #NoEstimates approach. You can do it in weeks! The techniques and ideas described here will help you explore the #NoEstimates universe in a very practical and hands-on manner. You will walk through Carmen's story. Carmen is a senior, very experienced project manager who is now confronted with a very difficult project. One would say, an impossible project. Through the book, and with the help of Herman, Carmen discovers and slowly adopts #NoEstimates which helps her turn that project around. Just like I expect it will help with the project you are in right now. The book also includes many concrete approaches you can use to adopt #NoEstimates, or just adopt those practices on their own.

The Art and Science

Software Project Effort Estimation

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Software Estimation Without Guessing

Effective Planning in an Imperfect World

How to Measure Project Progress Without Estimating

The Scrumban [R]Evolution

Project Decisions, 2nd Edition

A breakthrough approach to managing agile software development, Agile methods might just be the alternative to outsourcing. However, agile methods must scale in scope and discipline to be acceptable in the boardrooms of the Fortune 1000. In *Agile Management for Software Engineers*, Anderson shows managers how to apply management science to gain the full business benefits of agility through application of the four disciplines by Eli Goldratt in his Theory of Constraints. Whether you're using XP, Scrum, FDD, or another agile approach, you'll learn how to develop a discipline for all phases of the engineering process, implement realistic financial and production metrics, and focus on building software that delivers maximum customer value and outstanding business results. Coverage includes: Making the business case for agile methods; practical tools for how to choose an agile method for your next project; Breakthrough application of Critical Chain Project Management and constraint-driven flow of value; Defines the four new roles for the agile manager in software projects—and competitive IT organizations. Whether you're a manager, project manager, team leader, or senior IT executive, this book will help you achieve all four of your most urgent challenges: faster delivery, improved quality, and focused alignment with the business.

Enterprise Networks and Logistics for Agile Manufacturing presents a focused collection of quality chapters on state-of-the-art research in the area of enterprise networks and logistics, as well as their practical applications towards agile manufacturing. With the increasing decentralization of manufacturing systems and outsourcing of processes, more robust and practical approaches and systems are needed to support agile manufacturing operations. *Enterprise Networks and Logistics for Agile Manufacturing* consists of two major sections: the first presents a broad-based overview of areas of research in enterprise networks and logistics; the second focuses on an in-depth treatment of a particular methodology or system. Examples include: • sustainable green supply chain; • value creation and supplier selection; • extended enterprise network management; • reverse logistics; and • innovative supply chain systems. The authors take into account the need to pose intellectual challenges while remaining practical in approach in terms of scope versus depth and theory versus applications. *Enterprise Networks and Logistics for Agile Manufacturing* can be used by academic researchers, practicing engineers and managers, and graduate students with an interest in any manufacturing sectors. It can help you better understand the present state and future trends of research in this important area, in order to position themselves strategically for the future as we enter the era of agile and distributed manufacturing.

A comprehensive reference manual to the Certified Software Quality Engineer Body of Knowledge and study guide for the CSQE exam. *Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success* shows how large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deep understanding of the thinking tools and profound organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on the experience leading and guiding large-scale lean and agile adoptions for large, multisite, and offshore product development, and drawing on the research for great team-based agile organizations, internationally recognized consultant and best-selling author Craig Larman and former

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agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product success in a fertile lean and agile enterprise. Coverage includes Lean thinking and development combined with agile practices and methods, thinking, Queuing theory and large-scale development processes Moving from single-function and component teams to stable cross-functional component Scrum feature teams with end-to-end responsibility for features Organizational redesign to a lean and agile enterprise that Large-scale Scrum for multi-hundred-person product groups In a competitive environment that demands ever-faster cycle times and growth, applied lean thinking and agile principles are becoming an urgent priority. Scaling Lean & Agile Development will help leaders create the their lean enterprise—and deliver on the significant benefits of agility. In addition to the foundation tools in this text, see the companion Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum for complementary actions. AGILE 2015

Forecasting and Simulating Software Development Projects

Agile Strategy Management

The Professional Product Owner

Enterprise Networks and Logistics for Agile Manufacturing

Practice Standard for Project Risk Management

Performance-Based Project Management

The book is organized around basic principles of software project management: planning and estimating, measuring and controlling, leading and communicating, and managing risk. Introduces software development methods, from traditional (hacking, requirements to code, and waterfall) to iterative (incremental build, evolutionary, agile, and spiral). Illustrates and emphasizes tailoring the development process to each project, with a foundation in the fundamentals that are true for all development methods. Topics such as the WBS, estimation, schedule networks, organizing the project team, and performance reporting are integrated, rather than being relegated to appendices. Each chapter in the book includes an appendix that covers the relevant topics from CMMI-DEV-v1.2, IEEE/ISO Standards 12207, IEEE Standard 1058, and the PMI® Body of Knowledge. (PMI is a registered mark of Project Management Institute, Inc.)

This new edition gives project managers practical methods and tools to make the right decisions while juggling multiple objectives, risks and uncertainties, and stakeholders. Project management requires you to navigate a maze of multiple and complex decisions that are an everyday part of the job. To be effective, you must know how to make rational choices with your projects, what processes can help to improve these choices, and what tools are available to help you with decision-making. An entertaining and easy-to-read guide to a structured project decision-making process, Project Decisions will help you identify risks and perform basic quantitative and qualitative risk and decision analyses. Lev Virine and Michael Trumper use their understanding of basic human psychology to show you how to use event chain methodology, establish creative business environments, and estimate project time and costs. Each phase of the process is described in detail, including a review of both its psychological aspects and quantitative methods.

Recent advances in sensor technology and information processing afford a new flexibility in the design of waveforms for agile sensing.

Sensors are now developed with the ability to dynamically choose their transmit or receive waveforms in order to optimize an objective cost function. This has exposed a new paradigm of significant performance improvements in active sensing: dynamic waveform adaptation to environment conditions, target structures, or information features. The manuscript provides a review of recent advances in waveform-agile sensing for target tracking applications. A dynamic waveform selection and configuration scheme is developed for two active sensors that track one or multiple mobile targets. A detailed description of two sequential Monte Carlo algorithms for agile tracking are presented, together with relevant Matlab code and simulation studies, to demonstrate the benefits of dynamic waveform adaptation. The work will be of interest not only to practitioners of radar and sonar, but also other applications where waveforms can be dynamically designed, such as communications and biosensing. Table of Contents: Waveform-Agile Target Tracking Application Formulation / Dynamic Waveform Selection with Application to Narrowband and Wideband Environments / Dynamic Waveform Selection for Tracking in Clutter / Conclusions / CRLB Evaluation for Gaussian Envelope GFM Chirp from the Ambiguity Function / CRLB Evaluation from the Complex Envelope

Now updated with new research and even more intuitive explanations, a demystifying explanation of how managers can inform themselves to make less risky, more profitable business decisions This insightful and eloquent book will show you how to measure those things in your own business that, until now, you may have considered "immeasurable," including customer satisfaction, organizational flexibility, technology risk, and technology ROI. Adds even more intuitive explanations of powerful measurement methods and shows how they can be applied to areas such as risk management and customer satisfaction Continues to boldly assert that any perception of "immeasurability" is based on certain popular misconceptions about measurement and measurement methods Shows the common reasoning for calling something immeasurable, and sets out to correct those ideas Offers practical methods for measuring a variety of "intangibles" Adds recent research, especially in regards to methods that seem like measurement, but are in fact a kind of "placebo effect" for management – and explains how to tell effective methods from management mythology Written by recognized expert Douglas Hubbard-creator of Applied Information Economics-How to Measure Anything, Second Edition illustrates how the author has used his approach across various industries and how any problem, no matter how difficult, ill defined, or uncertain can lend itself to measurement using proven methods.

#NoEstimates

Modeling and Simulation Fundamentals

The Art of Agile Development

Theoretical Underpinnings and Practical Domains

Finding the Value of Intangibles in Business

Leveraging Scrum as a Competitive Advantage

Designing Engineers

Project Management: A Managerial Approach, 11th Edition delivers a practical exploration of proven project management techniques and strategies. With a strong emphasis on real-world application and implementation, the book is perfect for managers and business students seeking an instructive leadership resource. Detailed and accessible chapters offer expert guidance on managing common organizational, economic, interpersonal, and technical disruptions.

“...a well written and content rich book. From a teacher's perspective, using this book in an advanced project management seminar challenges students to understand the application of these concepts.” —Alexander Walton, PMP, IT consultant to the University of California at Berkeley Widely acclaimed as one of the top agile books in its first edition, Project Management the Agile Way has now been updated and redesigned by popular demand. This second edition is in a modular format to facilitate training and advanced course instruction, and provides new coverage of agile, such as hybrid agile methods, the latest public sector practices, and a chapter dedicated to transitioning to agile. It discusses the “grand bargain” between project management and business; the shift in dominance from plans to product and from input to output; and introduces new concepts such as return on benefit. Experienced practitioners and students that want to learn how to make agile work effectively in the enterprise should read this book. Individuals preparing for the PMI Agile Certified Practitioner (PMI-ACP) examination, and training providers developing courses, will find this second edition quite helpful.

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.

Within the last three decades, information modelling and knowledge bases have become essential subjects, not only for academic communities related to information systems and computer science, but also for businesses where information technology is applied. This book presents the proceedings of EJC 2014, the 24th International Conference on Information Modelling and Knowledge Bases, held in Kiel, Germany, in June 2014. The main themes of the conference were: conceptual modelling, including modelling and specification languages, domain specific conceptual modelling, and validating and communicating conceptual models; knowledge and information modelling and discovery, including knowledge representation and knowledge management, advanced data mining and analysis methods, as well as information recognition and information modelling; linguistics modelling; cross-cultural communication and social computing; environmental modelling; and multimedia data modelling and systems, which includes modelling multimedia information and knowledge, content-based multimedia data management, content-based multimedia retrieval as well as privacy and context enhancing technologies. This book will be of interest to all those who wish to keep abreast of new developments in the field of information modelling and knowledge bases.

Advances in Intelligent Systems and Applications - Volume 1

Foundations and Best Practice Guidelines for Success

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

Geographic Information Science as an Enabler of Smarter Cities and Communities

7th Brazilian Workshop, WBMA 2016, Curitiba, Brazil, November 7-9, 2016, Revised Selected Papers

Managing and Leading Software Projects

An insightful presentation of the key concepts, paradigms, and applications of modeling

and simulation Modeling and simulation has become an integral part of research and development across many fields of study, having evolved from a tool to a discipline in less than two decades. Modeling and Simulation Fundamentals offers a comprehensive and authoritative treatment of the topic and includes definitions, paradigms, and applications to equip readers with the skills needed to work successfully as developers and users of modeling and simulation. Featuring contributions written by leading experts in the field, the book's fluid presentation builds from topic to topic and provides the foundation and theoretical underpinnings of modeling and simulation. First, an introduction to the topic is presented, including related terminology, examples of model development, and various domains of modeling and simulation. Subsequent chapters develop the necessary mathematical background needed to understand modeling and simulation topics, model types, and the importance of visualization. In addition, Monte Carlo simulation, continuous simulation, and discrete event simulation are thoroughly discussed, all of which are significant to a complete understanding of modeling and simulation. The book also features chapters that outline sophisticated methodologies, verification and validation, and the importance of interoperability. A related FTP site features color representations of the book's numerous figures. Modeling and Simulation Fundamentals encompasses a comprehensive study of the discipline and is an excellent book for modeling and simulation courses at the upper-undergraduate and graduate levels. It is also a valuable reference for researchers and practitioners in the fields of computational statistics, engineering, and computer science who use statistical modeling techniques.

Your strategic initiatives are constantly under fire due to the evolving nature of markets, technology, laws, and government. To ensure your strategy succeeds, it must remain flexible while confronting these shifting challenges. Agile Strategy Management: Techniques for Continuous Alignment and Improvement explains how to achieve this flexibility by building agility into the initiation, development, implementation, and governance of your strategic initiatives. The book details what it takes to initiate, develop, implement, and govern a healthy strategy that delivers the benefits expected by

all stakeholders. It presents insights gained by the author's organization over the last 25 years helping their clients achieve success with their strategic initiatives. Filled with real-world examples and case studies, it illustrates wide-ranging situations where the author's company helped clients reach important business objectives. Readers can use the book to look up examples that describe the various ways to use agile methods and techniques for critical business functions, including: Scope definition of strategic initiatives Stakeholder identification Team building Project and program quality management Change management Procurement of resources Solution development, implementation, and quality management Strategy governance In this book, you will find guidelines that explain how to establish internal organizations for change and how to ensure these intermediate organizations stay motivated until final solution delivery. Presenting success stories as well as major blunders, the book can help you avoid many of the pitfalls that other organizations have experienced while governing their strategic initiatives.

This two-volume set (CCIS 915 and CCIS 916) constitutes the refereed proceedings of the 5th Workshop on Engineering Applications, WEA 2018, held in Medellín, Colombia, in October 2018. The 50 revised full papers presented in this volume were carefully reviewed and selected from 126 submissions. The papers are organized in topical sections such as computer science; computational intelligence; simulation systems; software engineering; power and energy applications.

Practice Standard for Scheduling—Third Edition provides the latest thinking regarding good and accepted practices in the area of scheduling for a project. This updated practice standard expounds on the information contained in Section 6 on Project Schedule Management of the PMBOK® Guide. In this new edition, you will learn to identify the elements of a good schedule model, its purpose, use, and benefits. You will also discover what is required to produce and maintain a good schedule model. Also included: a definition of schedule model; uses and benefits of the schedule model; definitions of key terms and steps for scheduling; detailed descriptions of scheduling components; guidance on the principles and concepts of schedule model creation and use; descriptions of

schedule model principles and concepts; uses and applications of adaptive project management approaches, such as agile, in scheduling; guidance and information on generally accepted good practices; and more.

5th Workshop on Engineering Applications, WEA 2018, Medellín, Colombia, October 17–19, 2018, Proceedings, Part I

Agile Development In Practice

An Introduction

Project Management

How to Measure Anything

Advances in Waveform-Agile Sensing for Tracking

Research Anthology on Agile Software, Software Development, and Testing

As the number and size of projects continue to increase, there is a growing demand for effective project managers. Project Management: A Risk-Management Approach prepares students to successfully navigate the many challenges, factors, and situations that project managers face. Authors Ted Klastorin and Gary Mitchell emphasize the importance of mitigating risk at every stage, helping students avoid common pitfalls that lead to project failures, compromised schedules, or incurred costs. Real-world examples, cases, solved problems, and practice problems help bring methodologies to life. Readers will be equipped with the tools they need to plan, schedule, and monitor even the most complex projects in a variety of market sectors.

The Practice Standard for Project Risk Management covers risk management as it is applied to single projects only. It does not cover risk in programs or portfolios. This practice standard is consistent with the PMBOK® Guide and is aligned with other PMI practice standards.

Different projects, organizations and situations require a variety of approaches to risk management and there are several specific ways to conduct risk management that are in agreement with principles of Project Risk Management as presented in this practice standard.

"When will it be done?" That is probably the first question your customers ask you once you start working on something for them. Think about how many times you have been asked that question. How many times have you ever actually been right? We can debate all we want whether this is a fair question to ask given the tremendous amount of uncertainty in knowledge work, but the truth of the matter is that our customers are going to inquire about completion time whether we like it or not. Which means we need to come up with an accurate way to answer them.

The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. Until now. Topics Include Why managing for flow is the best strategy for predictability-including an introduction to Little's Law and its implications for flow. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. Why your process policies are the potentially the biggest reason that you are unpredictable.

The field of Intelligent Systems and Applications has expanded enormously during the last two decades. Theoretical and practical results in this area are growing rapidly due to many successful applications and new theories derived from many diverse problems. This book is dedicated to the Intelligent Systems and Applications in many different aspects. In particular, this book is to provide highlights of the current

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research in Intelligent Systems and Applications. It consists of research papers in the following specific topics: | Graph Theory and Algorithms | Interconnection Networks and Combinatorial Algorithms | Artificial Intelligence and Fuzzy Systems | Database, Data Mining, and Information Retrieval | Information Literacy, e-Learning, and Social Media | Computer Networks and Web Service/Technologies | Wireless Sensor Networks | Wireless Network Protocols | Wireless Data Processing This book provides a reference to theoretical problems as well as practical solutions and applications for the state-of-the-art results in Intelligent Systems and Applications on the aforementioned topics. In particular, both the academic community (graduate students, post-doctors and faculties) in Electrical Engineering, Computer Science, and Applied Mathematics; and the industrial community (engineers, engineering managers, programmers, research lab staffs and managers, security managers) will find this book interesting.

Why Agile Works

Agile Management for Software Engineering

Scaling Lean & Agile Development

A Guide to Assessing Scientific Models

Creating the High-Performance Organization

Applied Computer Sciences in Engineering

Agile Processes in Software Engineering and Extreme Programming

Sensitivity analysis should be considered a pre-requisite for statistical model building in any scientific discipline where modelling takes place. For a non-expert, choosing the method of analysis for their model is complex, and depends on a number of factors. This book guides the non-expert through their problem in order to enable them to choose and apply the most appropriate method. It offers a review of the state-of-the-art in sensitivity analysis, and is suitable for a wide range of practitioners. It is focussed on the use of SIMLAB – a widely distributed freely-available sensitivity analysis software package developed by the authors – for solving problems in sensitivity analysis of statistical models. Other key features: Provides an accessible overview of the current most widely used methods for sensitivity analysis. Opens with a detailed worked example to explain the motivation behind the book. Includes a range of examples to help illustrate the concepts discussed. Focuses on implementation of the methods in the software SIMLAB - a freely-available sensitivity analysis software package developed by the authors. Contains a large number of references to sources for further reading. Authored by the leading authorities on sensitivity analysis.

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

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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.

The best time to stop projects or programs that will not be successful is before they are ever started. Research has shown that the focused use of realistic business case analysis on proposed initiatives could enable your organization to reduce the amount of project waste and churn (rework) by up to 40 percent, potentially avoiding millions of dollars lost on projects, programs, and initiatives that would fail to produce the desired results. This book illustrates how to develop a strong business case which links investments to program results and, ultimately, with the strategic outcomes of the organization. In addition, the book provides a template and example case studies for those seeking to fast-track the development of a business case within their organization. *Making the Case for Change: Using Effective Business Cases to Minimize Project and Innovation Failures* provides executive teams and change agents with the information required to make better business case decisions. This book can be used throughout the life cycle of the project to assist with gaining a better understanding of the following key knowledge areas for developing a business case: Understanding the present problem/improvement opportunity Documenting how the project, program, or initiative will add value to the organization Validating the data and the assumptions that the projected improvements are based upon Calculating the level of confidence that can be placed upon the conclusions that are reached Assessing the alternative solutions that were considered Weighing the costs vs. the benefits of the proposed initiative Analyzing and mitigating the risks to completing 100 percent of the project’s goals Eliciting and prioritizing the requirements of key stakeholders and subject matter experts Identifying the key people that are involved in the proposed project and the skills needed to implement the proposed change Obtaining consensus on the decision to move forward, as well as on the methods used and the conclusions specified in the analysis Ideal for executives and project/initiative managers seeking approval of an activity, initiative, program, or project, the book presents proven tips, advice, suggestions, and recommended courses of action for developing effective business cases. In addition, suggestions for recruiting a responsible senior officer or sponsor for the project and for engaging an audience are provided. The

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authors combine their own experience in business case development with approaches used by world-class organizations. They provide a general range of assessment criteria that can be applied to almost any type of project business cases. The text discusses each of the 8 activities and the 35 tasks that make up the business case development process. This process supplies you with a proven approach for creating comprehensive and well-constructed business case evaluations that will either ensure the success of your project, or eliminate unsuccessful projects, programs, and initiatives before they start.

The development of complex systems is fraught with difficulty. Many organizations have taken the vocabulary and outward form of agile practice, but without sponsoring the deep change that agile adoption genuinely requires. The benefits they hope for escape them...and their projects continue to fail. All too often, nothing really changes at all.

Project Management the Agile Way, Second Edition

The Certified Software Quality Engineer Handbook

An Introductory Text

Sensitivity Analysis in Practice

Techniques for Continuous Alignment and Improvement

Practice Standard for Scheduling - Third Edition

Making it Work in the Enterprise

This is a book is a collection of articles that will be submitted as full papers to the AGILE annual international conference. These papers go through a rigorous review process and report original and unpublished fundamental scientific research. Those published cover significant research in the domain of geographic information science systems. This year the focus is on geographic information science as an enabler of smarter cities and communities, thus we expect contributions that help visualize the role and contribution of GI science in their development.

Software effort estimation is one of the oldest and most important problems in software project management, and thus today there are a large number of models, each with its own unique strengths and weaknesses in general, and even more importantly, in relation to the environment and context in which it is to be applied. Trendowicz and Jeffery present a comprehensive look at the principles of software effort estimation and support software practitioners in systematically selecting and applying the most suitable effort estimation approach. Their book not only presents what approach to take and how to apply and improve

it, but also explains why certain approaches should be used in specific project situations. Moreover, it explains popular estimation methods, summarizes estimation best-practices, and provides guidelines for continuously improving estimation capability. Additionally, the book offers invaluable insights into project management in general, discussing issues including project trade-offs, risk assessment, and organizational learning. Overall, the authors deliver an essential reference work for software practitioners responsible for software effort estimation and planning in their daily work and who want to improve their estimation skills. At the same time, for lecturers and students the book can serve as the basis of a course in software processes, software estimation, or project management.

The definitive classic on high-performance teams *The Wisdom of Teams* is the definitive work on how to create high-performance teams in any organization. Having sold nearly a half million copies and been translated into more than fifteen languages, the authors' clarion call that teams should be the basic unit of organization for most businesses has permanently shaped the way companies reach the highest levels of performance. Using engaging case studies and testimonials from both successful and failed teams—ranging from Fortune 500 companies to the U.S. Army to high school sports—the authors explain the dynamics of teams both in great detail and with a broad view. Their conclusions and prescriptions span the familiar to the counterintuitive:

- Commitment to performance goals and common purpose is more important to team success than team building.**
- Opportunities for teams exist in all parts of the organization.**
- Real teams are the most successful spearheads of change at all levels.**
- Working in teams naturally integrates performance and learning.**
- Team “endings” can be as important to manage as team “beginnings.”**

Wisdom lies in recognizing a team's unique potential to deliver results and in understanding its many benefits—development of individual members, team accomplishments, and stronger companywide performance. Katzenbach and Smith's comprehensive classic is the essential guide to unlocking the potential of teams in your organization.

The definitive guide on Lean-Agile forecasting that gives you all the tools you need in order to answer your customers' most important question.

A Managerial Approach

Making the Case for Change

Actionable Agile Metrics for Predictability

Large, Multisite, and Offshore Product Development with Large-Scale Scrum

Increasing the Probability of Project Success

Using Effective Business Cases to Minimize Project and Innovation Failures

Practices for Scaling Lean & Agile Development

Estimating software development often produces more angst than value, but it doesn't have to. Identify the needs behind estimate requests and determine how to meet those needs simply and easily. Choose estimation techniques based on current needs and available information, gaining benefit while reducing cost and effort. Detect bad assumptions that might sink your project if you don't adjust your plans. Discover what to do when an estimate is wrong, how to recover, and how to use that knowledge for future planning. Learn to communicate about estimates in a healthy and productive way, maximizing advantage to the organization and minimizing damage to the people. In a world where most developers hate estimation and most managers fear disappointment with the results, there is hope for both. It requires giving up some widely held misconceptions. Let go of the notion that "an estimate is an estimate" and estimate for the particular need you, and your organization, have. Realize that estimates have a limited shelf-life, and reestimate frequently if it's important. When reality differs from your estimate, don't lament; mine that disappointment for the gold that can be the longer-term jackpot. Estimate in comparison to past experience, by modeling the work mathematically, or a hybrid of both. Learn strategies for effective decomposition of work and aspects of the work that likely affect your estimates. Hedge your bets by comparing the results of different approaches. Find out what to do when an estimate proves wrong. And they will. They're estimates, after all. You'll discover that you can use estimates to warn you of danger so you can take appropriate action in time. Learn some crucial techniques to understand and communicate with those who need to understand. Address both the technical and sociological aspects of estimation, and you'll help your organization achieve its desired goals with less drama and more benefit. What You Need: No software needed, just your past experience and concern for the outcomes.

Even the most experienced project managers aren't immune to the more common and destructive reasons for project collapses. Poor time and budget performance, failure to deal with complexity, uncontrolled changes in scope . . . they can catch anyone off guard. Performance-Based Project Management can help radically improve your project's success rate, despite these and other obstacles that will try to take it down. Readers will discover how they can increase the probability of project success, detailing a step-by-step plan for avoiding surprises,

forecasting performance, identifying risk, and taking corrective action to keep a project a success. Project leaders wishing to stand out among their peers who are continually hampered by these unexpected failures will learn how to:

- **Assess the business capabilities needed for a project**
- **Plan and schedule the work**
- **Determine the resources required to complete on time and on budget**
- **Identify and manage risks to success**
- **Measure performance in units meaningful to decision makers**

By connecting mission strategy with project execution, this invaluable resource for project managers in every industry will help bring projects to successful, career-enhancing completion.

Software development continues to be an ever-evolving field as organizations require new and innovative programs that can be implemented to make processes more efficient, productive, and cost-effective. Agile practices particularly have shown great benefits for improving the effectiveness of software development and its maintenance due to their ability to adapt to change. It is integral to remain up to date with the most emerging tactics and techniques involved in the development of new and innovative software. The Research Anthology on Agile Software, Software Development, and Testing is a comprehensive resource on the emerging trends of software development and testing. This text discusses the newest developments in agile software and its usage spanning multiple industries. Featuring a collection of insights from diverse authors, this research anthology offers international perspectives on agile software. Covering topics such as global software engineering, knowledge management, and product development, this comprehensive resource is valuable to software developers, software engineers, computer engineers, IT directors, students, managers, faculty, researchers, and academicians.

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 the research and practice of agile processes. This year's conference was the ninth consecutive edition of this international event. The conference has grown to be the largest conference on agile software development outside North America. The XP conference enjoys being one of those conferences that truly brings practitioners and academics together. About 70% of XP participants come from industry and the number of academics has grown steadily over the years. XP is 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. For example, this year's open space session, which was "a conference within a conference", was larger than ever before. Agile software development is a unique phenomenon from several perspectives.

Effective Modeling of Kanban and Scrum Projects Using Monte-carlo Simulation

9th International Conference, XP 2008, Limerick, Ireland, June 10-14, 2008, Proceedings
When Will It Be Done?: Lean-Agile Forecasting to Answer Your Customers' Most Important Question
Thinking and Organizational Tools for Large-Scale Scrum
Agile Methods

Information Modelling and Knowledge Bases XXVI

Proceedings of the International Computer Symposium ICS 2012 Held at Hualien, Taiwan, December 12-14, 2012

Designing Engineers First Edition is written in short modules, where each module is built around a specific learning outcome and is cross-referenced to the other modules that should be read as pre-requisites, and could be read in tandem with or following that module. The book begins with a brief orientation to the design process, followed by coverage of the design process in a series of short modules. The rest of the book contains a set of modules organized in several major categories: Communication & Critical Thinking, Teamwork & Project Management, and Design for Specific Factors (e.g. environmental, human factors, intellectual property). A resource section provides brief reference material on economics, failure and risk, probability and statistics, principles & problem solving, and estimation. Most companies developing software employ something they call "Agile." But there's widespread misunderstanding of what Agile is and how to use it. If you want to improve your software development team's agility, this comprehensive guidebook's clear, concrete, and detailed guidance explains what to do and why, and when to make trade-offs. In this thorough update of the classic Agile how-to guide, James Shore provides no-nonsense advice on Agile adoption, planning, development, delivery, and management taken from over two decades of Agile experience. He brings the latest ideas from Extreme Programming, Scrum, Lean, DevOps, and more into a cohesive whole. Learn how to successfully bring Agile development to your team and organization--or discover why Agile might not be for you. This book explains how to: Improve agility: create the conditions necessary for Agile to succeed and scale in your organization Focus on value: work as a team, understand priorities, provide visibility, and improve continuously Deliver software reliably: share ownership, decrease development costs, evolve designs, and deploy continuously Optimize value: take ownership of product plans, budgets, and experiments--and produce market-leading software

Agile Processes in Software Engineering and Extreme Programming
9th International Conference, XP 2008, Limerick, Ireland, June 10-14, 2008, Proceedings
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Applying the Theory of Constraints for Business Results

A Risk-Management Approach

The Wisdom of Teams