

# Agile Development In The Real World

This lecture discusses the key elements of Agile for the UX community and describes

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*agile-development-in-the-real-world*

strategies UX  
people can use  
to contribute  
effectively in  
an Agile team,  
overcome key  
weaknesses in  
Agile methods  
as typically  
implemented,  
and produce a  
more robust  
process and

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more successful  
designs. With  
the  
introduction  
and  
popularization  
of Agile  
methods of  
software  
development,  
existing  
relationships  
and working

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agreements  
between user  
experience  
groups and  
developers are  
being  
disrupted.

Agile methods  
introduce new  
concepts: the  
Product Owner,  
the Customer  
(but not the

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user), short iterations, User Stories. Where do UX professionals fit in this new world? Agile methods also bring a new mindset-no big design, no specifications, minimal

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planning—which  
conflict with  
the needs of UX  
design. We  
present a  
process  
combining the  
best practices  
of Contextual  
Design, a  
leading  
approach to  
user-centered

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design, with those of Agile development and suggest project structures for large and small projects.

The lean and agile philosophies are terms that define modern technics to

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make our  
projects fast  
and efficient,  
without adding  
costs or  
reducing  
quality. The  
five principles  
of the lean  
thinking have  
its origin  
during the 90s  
decade in a

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Japanese  
automotive  
industry. This  
approach helps  
to improve the  
efficiency in  
mass production  
projects by  
focusing in  
adding value to  
the client and  
removing waste  
from the

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project value  
flow. Ten years  
later the  
Manifesto for  
Agile Software  
Development and  
its twelve  
agile  
principles got  
popular. These  
ideas propose  
not to be too  
strict with

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plans and  
processes.  
Context can  
change  
permanently and  
we need to be  
flexible with  
the client in  
order to  
quickly adapt  
to those  
changes, if we  
want to submit

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the deliverables we have been asked for. From these two currents of thoughts, one that focuses on mass production and another that focuses on software projects, in this book we

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will develop  
ideas 100%  
practical to  
improve  
efficiency and  
timeliness of  
any type of  
project  
management.

Also, some of  
the concepts in  
this book will  
allow us to

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become more  
agile leaders  
in our daily  
activities. The  
author, Pablo  
Lled , has  
written eight  
books on  
Project  
Management.  
Some of them  
have been  
published by

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mayor  
Publishing  
companies. The  
author states  
that the  
benefits of  
reading this  
book are: -  
Understand the  
lean-agile  
philosophy in a  
very simple  
way. - Learn

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lessons from  
more than 20  
real cases. -  
Gain knowledge  
through more  
than 10  
practical  
exercises. -  
Save time and  
money when  
compared with  
other books. -  
Be a better

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Project  
Manager.  
This book  
addresses the  
development of  
safety-critical  
software and to  
this end  
proposes the  
SafeScrum®  
methodology.  
SafeScrum® was  
inspired by the

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agile method  
Scrum, which is  
extensively  
used in many  
areas of the  
software  
industry. Scrum  
is, however,  
not intended or  
designed for  
use with safety-  
critical  
systems; hence

the authors  
propose  
guidelines and  
additions to  
make it both  
practically  
useful and  
compliant with  
the additional  
requirements  
found in safety  
standards. The  
book provides

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an overview of agile software development and how it can be linked to safety and relevant safety standards.

SafeScrum® is described in detail as a useful approach for reaping the

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benefits of agile methods, and is intended as a set of ideas and a basis for adaptation in industry projects. The book covers roles, processes and practices, and

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documentation.  
It also  
includes tips  
on how standard  
software  
process tools  
can be  
employed.  
Lastly, some  
insights into  
relevant  
research in  
this new and

emerging field  
are provided,  
and selected  
real-world  
examples are  
presented. The  
ideas and  
descriptions in  
this book are  
based on  
collaboration  
with the  
industry, in

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the form of  
discussions  
with assessment  
organizations,  
general  
discussions  
within the  
research fields  
of safety and  
software, and  
last but not  
least, the  
authors' own

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experiences and ideas. It was mainly written for practitioners in industry who know a great deal about how to produce safety-critical software but less about agile

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development in  
general and  
Scrum in  
particular.  
Agile Practice  
Guide - First  
Edition has  
been developed  
as a resource  
to understand,  
evaluate, and  
use agile and  
hybrid agile

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approaches.  
This practice  
guide provides  
guidance on  
when, where,  
and how to  
apply agile  
approaches and  
provides  
practical tools  
for  
practitioners  
and

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organizations  
wanting to  
increase  
agility. This  
practice guide  
is aligned with  
other PMI  
standards,  
including A  
Guide to the  
Project  
Management Body  
of Knowledge

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(PMBOK® Guide)  
– Sixth  
Edition, and  
was developed  
as the result  
of  
collaboration  
between the  
Project  
Management  
Institute and  
the Agile  
Alliance.

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Agile Software  
Development  
Lean  
Requirements  
Practices for  
Teams,  
Programs, and  
the Enterprise  
Successfully  
practice Scrum  
with real-world  
projects and  
achieve your

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PSM I  
certification  
with confidence  
Agile Software  
Requirements  
A Practical  
Guide to the  
Most Popular  
Agile Process  
People,  
Process, and  
Pragmatism  
Agile Project

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Management with  
Scrum

A Practical  
Approach To  
Building Small  
To Medium  
Software  
Systems For  
Real Business  
Clients Based on  
more than 100  
actual

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commercial  
projects, this  
book clearly  
explains how to  
run an agile  
software  
development  
project that  
delivers high-  
quality, high-  
value solutions  
to business

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clients. It concentrates on the practical, social, business, and management aspects as well as the technical issues involved. Professor Holcombe successfully connects readers

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with the wave of  
"Agile 2.0"  
concepts that  
take the  
techniques of  
agile  
development and  
place them in the  
service of  
business goals.  
Since it is widely  
believed that the

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use of Windows XP will become much more common in coming years, readers should be armed with cutting-edge knowledge of the latest practices in the field.

Further features

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of the book  
include: Case  
studies provide  
real-world  
examples and  
describe how XP  
was introduced  
into the  
environment  
Analysis is  
provided to help  
readers

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determine which  
elements of XP  
are suitable for  
the unique  
challenges and  
environments for  
different  
projects

Problems of a  
failing agile  
project and how  
they can be fixed

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are covered,  
including insight  
into which  
managerial  
techniques can  
be employed An  
Instructor's  
Guide provides  
practical advice  
on how to  
motivate  
students,

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organize real  
group projects,  
and deal, in a  
simple and  
effective way,  
with many of the  
problems that  
arise A sample  
syllabus, sample  
tests, and  
additional case  
study

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information are  
available on an  
instructor's pass  
word-protected  
ftp site Running  
an Agile  
Software  
Development  
Project is an  
indispensable  
guide for  
professional

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software  
developers,  
engineers, and  
project managers  
interested in  
learning how to  
use agile  
processes. It is  
also a valuable  
textbook for  
advanced  
undergraduate-

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and graduate-level students in computer engineering and software engineering courses.

This is a comprehensive guide to Scrum for all (team members,

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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

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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

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deriving  
maximum value  
from it.

A radical  
approach to  
getting IT  
projects done  
faster and  
cheaper than  
anyone thinks  
possible

Software in 30

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Days  
summarizes the  
Agile and Scrum  
software  
development  
method, which  
allows creation  
of game-  
changing  
software, in just  
30 days.  
Projects that use

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it are three times more successful than those that don't. Software in 30 Days is for the business manager, the entrepreneur, the product development manager, or IT manager who

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wants to develop software better and faster than they now believe possible. Learn how this unorthodox process works, how to get started, and how to succeed. Control risk,

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manage projects,  
and have your  
people succeed  
with simple but  
profound shifts  
in the thinking.

The authors  
explain powerful  
concepts such as  
the art of the  
possible, bottom-  
up intelligence,

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and why it's  
good to fail  
early—all with no  
risk greater than  
thirty days. The  
productivity gain  
vs traditional  
"waterfall"  
methods has  
been over 100%  
on many projects  
Author Ken

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Schwaber is a co-founder of the Agile software movement, and co-creator, with Jeff Sutherland, of the "Scrum" technique for building software in 30 days  
Coauthor Jeff Sutherland was

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cosigner of the Agile Manifesto, which marked the start of the Agile movement  
Software in 30 Days is a must-read for all managers and business owners who use software in their

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organizations or  
in their products  
and want to stop  
the cycle of  
slow, expensive  
software  
development.  
Programmers  
will want to buy  
copies for their  
managers and  
their customers

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so they will know how to collaborate to get the best work possible. The rules and practices for Scrum—a simple process for managing complex projects—are few,

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straightforward,  
and easy to  
learn. But  
Scrum ' s  
simplicity  
itself—its lack of  
prescription—can  
be disarming,  
and new  
practitioners  
often find  
themselves

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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

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identifies the  
real-world  
lessons—the  
successes and  
failures—culled  
from his years of  
experience  
coaching  
companies in  
agile project  
management.  
Through them,

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you ' ll  
understand how  
to use Scrum to  
solve complex  
problems and  
drive better  
results—deliverin  
g more valuable  
software faster.  
Gain the  
foundation in  
Scrum

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theory—and  
practice—you  
need to: Rein in  
even the most  
complex,  
unwieldy  
projects  
Effectively  
manage unknown  
or changing  
product  
requirements

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Simplify the  
chain of  
command with  
self-managing  
development  
teams Receive  
clearer specificat  
ions—and  
feedback—from  
customers  
Greatly reduce  
project planning

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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

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fine-tuning  
projects Support  
multiple teams  
working on a  
large-scale  
project from  
many geographic  
locations  
Maximize return  
on investment!  
Integrating  
CMMI and Agile

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Development  
User-centered  
Agile Methods  
Succeeding with  
Agile  
Case Studies and  
Proven  
Techniques for  
Faster  
Performance  
Improvement  
Agile

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Development in  
the Real World  
Insights, Stories,  
and Secrets from  
Inside Amazon  
Project  
Management the  
Agile Way,  
Second Edition  
“ ...a well written  
and content rich  
book. From a

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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

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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.

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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

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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

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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-A

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CP)® examination,  
and training  
providers developing  
courses, will find this  
second edition quite  
helpful.

PMBOK® Guide  
is the go-to resource  
for project  
management  
practitioners. The  
project management

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profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project

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management and  
the PMBOK®  
Guide & – Seventh  
Edition is structured  
around eight project  
performance  
domains. This edition  
is designed to  
address  
practitioners' current  
and future needs and  
to help them be

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more proactive,  
innovative and  
nimble in enabling  
desired project  
outcomes. This  
edition of the  
PMBOK®  
Guide: • Reflects the  
full range of  
development  
approaches  
(predictive, adaptive,

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hybrid,  
etc.); • Provides an  
entire section  
devoted to tailoring  
the development  
approach and  
processes; • Includes  
an expanded list of  
models, methods,  
and  
artifacts; • Focuses  
on not just delivering

project outputs but also enabling outcomes; and • Integrates with PMI standards+™ for information and standards application content based on project type, development approach, and industry sector.

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Software  
Development is  
moving towards a  
more agile and more  
flexible approach. It  
turns out that the  
traditional  
"waterfall" model is  
not supportive in an  
environment where  
technical, financial  
and strategic

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constraints are changing almost every day. But what is agility? What are today ' s major approaches? And especially: What is the impact of agile development principles on the development teams, on project

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management and on software architects?  
How can large enterprises become more agile and improve their business processes, which have been existing since many, many years? What are the limitations of Agility? And what is

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the right balance between reliable structures and flexibility? This book will give answers to these questions. A strong emphasis will be on real life project examples, which describe how development teams have moved from a

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waterfall model  
towards an Agile  
Software  
Development  
approach.

Many organizations  
that have improved  
process maturity  
through Capability  
Maturity Model  
Integration  
(CMMI®) now also

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want greater agility. Conversely, many organizations that are succeeding with Agile methods now want the benefits of more mature processes. The solution is to integrate CMMI and Agile. Integrating CMMI® and Agile

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Development offers broad guidance for melding these process improvement methodologies. It presents six detailed case studies, along with essential real-world lessons, big-picture insights, and mistakes to avoid.

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Drawing on decades  
of process  
improvement  
experience, author  
Paul McMahon  
explains how  
combining an Agile  
approach with the  
CMMI process  
improvement  
framework is the  
fastest, most effective

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way to achieve your business objectives. He offers practical, proven techniques for CMMI and Agile integration, including new ways to extend Agile into system engineering and project management and to optimize

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performance by  
focusing on your  
organization ' s  
unique, culture-  
related weaknesses.  
AGILE in Practice  
Practices of an Agile  
Developer  
Agile Development  
with ICONIX  
Process  
An Empirical

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Evaluation of Agile  
Practice  
Organizational  
Patterns of Agile  
Software  
Development  
Software in 30 Days  
The Agile Testing  
Collection  
Practical guidance to  
Implement AGILE,  
KANBAN, XP and

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SCRUM with 600+  
Expert Solutions  
included KEY  
FEATURES  
Supportive materials  
for PMI-ACP and  
SAFe exam  
preparation.  
Proven use-cases on  
implementation of  
Kanban, Agile and  
Scrum across

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business projects.  
600+ interview  
questions, quizzes  
and business  
solutions to acquire  
lucrative Agile project  
management jobs.  
**DESCRIPTION** This  
book is a pragmatic  
guidance teaching  
modern IT  
professionals how to

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improvise and scale up IT delivery capabilities using leading project management methodologies including Agile and Kanban. It is equipped with use-cases and hundreds of solutions and the readers will learn to

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examine the strength  
of their project  
management  
function and how to  
improvise it. The  
book brings exclusive  
knowledge on several  
strategies to put into  
implementation in  
the event of natural  
disaster like Covid-19  
and for future crisis

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management. You will be acquainted with the popular tools and technologies that your organization can make use of it for better collaboration on projects. You will learn the various project performance metrics for each of these project

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management methodologies. As an added advantage of this book, you can get yourself ready for one of the popular and critical professional examinations like PMP-ACP and SAFe. Key strategies to beat Covid-19 Pandemic and for crisis

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management Key  
enablers to build  
Organizational  
Resilience and  
enterprise maturity  
model Portfolio/  
Upstream Kanban  
implementations  
lessons learnt and key  
takeaways PMI-ACP  
and SAFe exam  
preparation Tricky

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Real-world Agile  
SCRUM &  
KANBAN Case  
Studies, Demos and  
tools Interview  
Questions and  
answers on Agile  
SCRUM, XP,  
DSDM, KANBAN  
and SCRUMBAN  
Useful Tips &  
techniques for

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successful Agile  
transformation in any  
Organization and  
The Art of Agile  
Development Agile &  
Kanban Metrics JIRA  
tool use in Projects /  
Programs WHAT  
YOU WILL LEARN

Gain strong hold  
on concepts of  
KANBAN, XP, FDD,

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DSDM,  
SCRUMBAN and  
SCRUM.

Exclusive coverage  
on strategies to beat  
Covid-19 Pandemic  
and future crisis  
management.

Learn to build  
Organizational  
Resilience and  
enterprise maturity

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model. Ready  
guidance to prepare  
for PMI-ACP and  
SAFe certification.  
Tricky Real-world  
Agile SCRUM &  
KANBAN Case  
Studies, Demos and  
tools. WHO THIS  
BOOK IS FOR This  
book is for Scrum  
Masters, Product

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Owners, Developers,  
CXOs and  
professionals closely  
associated with Agile  
Scrum, Kanban, XP  
projects to further  
improve their  
knowledge of Agile  
with valuable  
pragmatic insights.  
Experienced-level  
professionals and

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Agile enthusiasts having relevant experience can also acquire an in-depth knowledge of the advanced concepts in project management.

TABLE OF CONTENTS 1. Key success factors for adopting Agile SCRUM Kanban in

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any organizations 2.  
Why Personal Agility  
matters 3. Tricky Real-  
world Agile SCRUM  
& KANBAN Case  
Studies, Demos and  
tools 4. Agile  
SCRUM KANBAN  
Maturity assessment  
Nuts & Bolts 5.  
Useful Tips &  
techniques for

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successful Agile  
transformation in any  
Organization and  
The Art of Agile  
Development 6.  
Common Agile  
SCRUM KANBAN  
misconceptions 7.  
Key Takeaways 8.  
Glossary 9. Quiz  
Session 10. Test your  
Knowledge

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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

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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

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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.

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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

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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

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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

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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

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programming in the  
.NET Framework.  
For those considering  
Extreme  
Programming, this  
book provides no-  
nonsense advice on  
agile planning,  
development,  
delivery, and  
management taken  
from the authors'

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many years of  
experience. While  
plenty of books  
address the what and  
why of agile  
development, very  
few offer the  
information users can  
apply directly.  
Carefully researched  
over ten years and  
eagerly anticipated by

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the agile community,  
Crystal Clear: A  
Human-Powered  
Methodology for  
Small Teams is a lucid  
and practical  
introduction to  
running a successful  
agile project in your  
organization. Each  
chapter illuminates a  
different important

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aspect of  
orchestrating agile  
projects. Highlights  
include Attention to  
the essential human  
and communication  
aspects of successful  
projects Case studies,  
examples, principles,  
strategies, techniques,  
and guiding  
properties Samples of

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work products from  
real-world projects  
instead of blank  
templates and toy  
problems Top  
strategies used by  
software teams that  
excel in delivering  
quality code in a  
timely fashion  
Detailed introduction  
to emerging best-

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practice techniques,  
such as Blitz  
Planning, Project  
360 ° , and the  
essential Reflection  
Workshop Question-  
and-answer with the  
author about how he  
arrived at these  
recommendations,  
including where they  
fit with CMMI, ISO,

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RUP, XP, and other methodologies A detailed case study, including an ISO auditor's analysis of the project Perhaps the most important contribution this book offers is the Seven Properties of Successful Projects. The author has

*Page 116/251*

studied successful agile projects and identified common traits they share.

These properties lead your project to success; conversely, their absence endangers your project.

For Agile Software Development

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Working in the Real  
World

Agile Project  
Management For  
Dummies

Agile Project  
Management  
Real World Agility  
Head First Agile  
Practical Guidance  
for Agile Practitioners

"This book provides

*Page 118/251*

the research and instruction used to develop and implement software quickly, in small iteration cycles, and in close cooperation with the customer in an adaptive way, making it possible to react to changes set by the constant changing business environment. It

*Page 119/251*

presents four values explaining extreme programming (XP), the most widely adopted agile methodology"--Provided by publisher.

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the

*Page 120/251*



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,

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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,

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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

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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

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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

*Page 125/251*

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

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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

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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  
For courses in  
Advanced Software  
Engineering or Object-  
Oriented Design. This

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book covers the human and organizational dimension of the software improvement process and software project management - whether based on the CMM or ISO 9000 or the Rational Unified Process. Drawn from a decade of research, it emphasizes common-sense

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practices. Its principles are general but concrete; every pattern is its own built-in example. Historical supporting material from other disciplines is provided. Though even pattern experts will appreciate the depth and currency of the material, it is self-contained and well-suited for the

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layperson.

Head First Agile is a complete guide to learning real-world agile ideas, practices, principles. What will you learn from this book? In Head First Agile, you'll learn all about the ideas behind agile and the straightforward practices that drive it. You'll take deep dives

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into Scrum, XP, Lean, and Kanban, the most common real-world agile approaches today. You'll learn how to use agile to help your teams plan better, work better together, write better code, and improve as a team—because agile not only leads to great results, but agile teams say they also

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have a much better time at work. Head First Agile will help you get agile into your brain... and onto your team! Preparing for your PMI-ACP® certification? This book also has everything you need to get certified, with 100% coverage of the PMI-ACP® exam. Luckily, the most

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effective way to prepare for the exam is to get agile into your brain—so instead of cramming, you're learning. Why does this book look so different? Based on the latest research in cognitive science and learning theory, Head First Agile uses a visually rich format to engage your mind,

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rather than a text-heavy approach that puts you to sleep. Why waste your time struggling with new concepts? This multi-sensory learning experience is designed for the way your brain really works.

Business Analysis  
Agility

A Human-Powered

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Methodology for  
Small Teams  
A Practical Approach  
to Large-Scale Agile  
Development  
Agile Practice Guide  
(Hindi)  
Agile Software  
Development Quality  
Assurance  
Working Backwards  
Test-Driven  
Development  
“We need better

*Page 136/251*



approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the

*Page 137/251*

strengths of these three approaches, he has produced something that works better than any one in isolation.” –From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of *Managing the Design Factory*; and leading expert on rapid product development

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Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile

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approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In *Agile Software Requirements*, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the

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“big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to

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manage requirements  
Part III shows how to  
develop Agile  
requirements for  
complex systems that  
require the  
cooperation of  
multiple teams Part IV  
guides enterprises in  
developing Agile  
requirements for ever-  
larger “systems of  
systems,” application  
suites, and product

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portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You'll find proven solutions you can apply right now—whether you're a software developer or tester, executive, project/program

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manager, architect, or team leader.

Working Backwards is an insider's breakdown of Amazon's approach to culture, leadership, and best practices from two long-time Amazon executives—with lessons and techniques you can apply to your own

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company, and career, right now. In Working Backwards, two long-serving Amazon executives reveal the principles and practices that have driven the success of one of the most extraordinary companies the world has ever known. With twenty-seven years of Amazon experience

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between them—much of it during the period of unmatched innovation that created products and services including Kindle, Amazon Prime, Amazon Studios, and Amazon Web Services—Bryar and Carr offer unprecedented access to the Amazon way as it was

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developed and proven to be repeatable, scalable, and adaptable. With keen analysis and practical steps for applying it at your own company—no matter the size—the authors illuminate how Amazon's fourteen leadership principles inform decision-making at all levels of

*Page 147/251*

the company. With a focus on customer obsession, long-term thinking, eagerness to invent, and operational excellence, Amazon's ground-level practices ensure these characteristics are translated into action and flow through all aspects of the business. Working

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Backwards is both a practical guidebook and the story of how the company grew to become so successful. It is filled with the authors' in-the-room recollections of what "Being Amazonian" is like and how their time at the company affected their personal and professional lives.

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They demonstrate that success on Amazon's scale is not achieved by the genius of any single leader, but rather through commitment to and execution of a set of well-defined, rigorously-executed principles and practices—shared here for the very first time. Whatever your talent,

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career or organization might be, find out how you can put Working Backwards to work for you.

Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization  
Uncovering and eradicating waste throughout the

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software development  
lifecycle Practical  
techniques for every  
development  
manager, project  
manager, and  
technical leader Lean  
software  
development:  
applying agile  
principles to your  
organization In Lean  
Software  
Development, Mary

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and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking

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tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three—if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product

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development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: "decide as late as possible" by building change into the system.

Compressing the value stream: rapid development, feedback, and improvement

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Empowering teams  
and individuals  
without compromising  
coordination Software  
with integrity:  
promoting coherence,  
usability, fitness,  
maintainability, and  
adaptability How to  
"see the whole"—even  
when your developers  
are scattered across  
multiple locations and  
contractors Simply

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put, Lean Software Development helps you refocus development on value, flow, and people—so you can achieve breakthrough quality, savings, speed, and business alignment.

Section 1 Agile development  
Section 2 Agile design  
Section 3 The payroll case

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study Section 4  
Packaging the payroll  
system Section 5 The  
weather station case  
study Section 6 The  
ETS case study  
AGILE PRIN PATTS  
PRACTS C#\_1  
Software  
Development Using  
Scrum  
How HP Transformed  
LaserJet FutureSmart  
Firmware

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Learning Agile  
Pro Agile .NET  
Development with  
SCRUM  
The Agile Testi Coll  
ePub\_1  
Running an Agile  
Software  
Development Project  
Agile methods are  
gaining more and  
more interest both in  
industry and in

research. Many industries are transforming their way of working from traditional waterfall projects with long duration to more incremental, iterative and agile practices. At the same time, the need to evaluate and to obtain evidence for

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different processes, methods and tools has been emphasized. Lech Madeyski offers the first in-depth evaluation of agile methods. He presents in detail the results of three different experiments, including concrete

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examples of how to conduct statistical analysis with meta analysis or the SPSS package, using as evaluation indicators the number of acceptance tests passed (overall and per hour) and design complexity metrics. The book is

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appropriate for  
graduate students,  
researchers and  
advanced  
professionals in  
software  
engineering. It  
proves the real  
benefits of agile  
software  
development,  
provides readers  
with in-depth

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insights into experimental methods in the context of agile development, and discusses various validity threats in empirical studies. Today, even the largest development organizations are turning to agile methodologies,

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seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard

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present a candid,  
start-to-finish  
insider's look at  
how they've  
succeeded with  
agile in one of the  
company's most  
mission-critical  
software  
environments:  
firmware for HP  
LaserJet printers.  
This book tells the

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story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+

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developers  
distributed across  
four states, three  
continents, and four  
business units?  
Could it go beyond  
delivering  
incremental gains,  
to meet the stretch  
goal of 10x  
developer  
productivity  
improvements? It

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could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as

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well as approaches that have proven themselves repeatedly in HP's challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these

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benefits can actually be achieved.

Coverage includes:

- Tightly linking agile methods and enterprise architecture with business objectives
- Focusing agile practices on your worst development pain points to get the most bang for

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your buck •  
Abandoning classic  
agile methods that  
don't work at the  
largest scale •  
Employing agile  
methods to  
establish a new  
architecture • Using  
metrics as a  
“conversation  
starter” around agile  
process

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improvements •  
Leveraging  
continuous  
integration and  
quality systems to  
reduce costs,  
accelerate  
schedules, and  
automate the  
delivery pipeline •  
Taming the planning  
beast with “light-  
touch” agile

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planning and  
lightweight long-  
range forecasting •  
Implementing  
effective project  
management and  
ensuring  
accountability in  
large agile projects  
• Managing  
tradeoffs associated  
with key decisions  
about organizational

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structure •  
Overcoming  
U.S./India cultural  
differences that can  
complicate offshore  
development •  
Selecting tools to  
support quantum  
leaps in productivity  
in your organization  
• Using change  
management  
disciplines to

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support greater  
enterprise agility  
Flex your project  
management  
muscle Agile project  
management is a  
fast and flexible  
approach to  
managing all  
projects, not just  
software  
development. By  
learning the

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principles and techniques in this book, you'll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You'll discover how to manage scope,

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time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks

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instead of  
months—and Agile  
Project  
Management For  
Dummies can help  
you do just that.  
Providing a simple,  
step-by-step guide  
to Agile project  
management  
approaches, tools,  
and techniques, it  
shows product and

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project managers  
how to complete  
and implement  
projects more  
quickly than ever.  
Complete projects in  
weeks instead of  
months Reduce risk  
and leverage core  
benefits for projects  
Turn Agile theory  
into practice for all  
industries Effectively

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create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development. These are the proven, effective agile practices that will make you a better developer. You'll learn

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pragmatic ways of approaching the development process and your personal coding techniques. You'll learn about your own attitudes, issues with working on a team, and how to best manage your learning, all in an iterative,

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incremental, agile style. You'll see how to apply each practice, and what benefits you can expect. Bottom line: This book will make you a better developer.

How Agile Managers Beat the Odds, Delight Their Customers, and

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Leave Competitors  
in the Dust  
User Stories Applied  
Making it Work in  
the Enterprise  
Lean Software  
Development  
A Brain-Friendly  
Guide to Agile  
Principles, Ideas,  
and Real-World  
Practices  
The Professional

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# Scrum Master (PSM I) Guide

## Lean & Agile Project Management

Proven Solutions for the Most Widespread and Frustrating Agile Challenges “This book gives you the answers that a wise mentor would have given you, if you had one. Daniel Gullo

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*agile-development-in-the-real-world*

shares his insights on the principal questions that everyone coming to the world of Agile will inevitably encounter. ” –From the foreword by Stephen Denning, author of The Leader’s Guide to Radical Management Agile is becoming ubiquitous, but successful Agile

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implementation  
remains difficult.

Organizations keep  
getting stuck on the  
same issues.

However, with Real  
World Agility:

Practical Guidance for  
Agile Practitioners,  
that need not happen  
to you. World-  
renowned Agile coach  
and consultant Daniel  
James Gullo identifies

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and addresses nearly sixty widespread challenges faced by anyone trying to derive value from Agile. Drawing on his vast experience guiding Agile teams to success, Gullo helps you accurately diagnose your problems, describes each solution with maximum clarity, and

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concisely presents the details you need in order to act effectively. This accessible guide is for every project participant and stakeholder: from ScrumMasters and team leads to developers, project managers, product owners, and customers. Gullo

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addresses methods ranging from Scrum to Kanban, guides you on scaling Agile, and even helps you apply it beyond software development.

Coverage includes Making sense of Agile's many "flavors" Overcoming key hurdles in transitioning from waterfall Addressing

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cultural obstacles  
Meshing Agile teams  
with your  
management  
hierarchy Engaging  
executives with Agile  
practices and values  
Clarifying  
relationships among  
ScrumMasters,  
product owners, and  
project managers  
Smoothly handling  
key tasks, such as

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organizing backlogs  
and defining sprints  
Taking advantage of  
continuous integration  
and test-driven  
development Bringing  
Agile to distributed  
teams and large  
product portfolios  
Throughout, vignettes  
show exactly how  
Agile problems  
manifest in the real  
world—and how

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Gullo's solutions can help you overcome them. As you learn from others' experiences, you'll quickly begin to see a clear path to success. Provides recommendations and case studies to help with the implementation of Scrum. "Offers a

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requirements process that saves time, eliminates rework, and leads directly to better software. A great 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. ... [the author]

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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

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Speak with your users. Then, once you've compiled your user stories, [the author] shows how to organize them, prioritize them, and use them for planning, management, and testing"--Back cover.

This book is a practical guide for new agile practitioners and

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contains everything a new project manager needs to know to get up to speed with agile practices quickly and sort out the hype and dogma of pseudo-agile practices. The author lays out the general guidelines for running an agile project with the assumption that the project team may be

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working in a traditional environment (using the waterfall model, or something similar). Agile Development in the Real World conveys valuable insights to multiple audiences: For new-to-agile project managers, this book provides a distinctive approach that Alan

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Cline has used with great success, while showing the decision points and perspectives as the agile project moves forward from one step to the next. This allows new agile project managers or agile coaches to choose between the benefits of agile and the benefits of other

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methods. For the agile technical team member, this book contains templates and sample project artifacts to assist in learning agile techniques and to be used as exemplars for the new practitioner's own project. For the Project Management Office (PMO), the first three chapters focus

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on portfolio management. They explain, for the agilists' benefit, how projects are selected and approved, and why projects have an inherent "shelf-life" that results in hard deadlines that may seem arbitrary to traditional technical teams. What You Will Learn: How and why

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the evolution of project management, from PM-1 (prescriptive) to PM-2 (adaptive) affects modern 21st century project management. How sociology (stakeholder management), psychology (team dynamics), and anthropology (organizational

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culture) affect the way software is developed today, and why it is far more effective A clear delineation of what must be accomplished by all the roles (PM, BA, APM, Developer, and Tester), why those roles are needed, and what they must do

Step-by-step guide for a successful project

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based on studies and the author's own experiences. Specific techniques for each role on the development team, both in the pre-iteration and iteration cycles, of product development. The appendices contain templates that the team could use or modify to tailor their

own agile processes  
specific to the team,  
project, and  
organization.

Principles, Patterns,  
and Practices

Agile Principles,  
Patterns, and

Practices in C#

The Art of Agile

Development

Essential Scrum

A Guide to the Project

Management Body of

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Knowledge (PMBOK®  
Guide) – Seventh  
Edition and The  
Standard for Project  
Management  
(BRAZILIAN  
PORTUGUESE)  
Best Practices for  
Large Software  
Development Projects  
Understanding  
Scrum, XP, Lean, and  
Kanban  
Thoroughly reviewed

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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,

*Page 207/251*

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

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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,

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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

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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,

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tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

Learning Agile is a comprehensive guide to the most popular agile methods, written in a light and engaging style that makes it easy for you to learn. Agile has

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revolutionized the way teams approach software development, but with dozens of agile methodologies to choose from, the decision to "go agile" can be tricky. This practical book helps you sort it out, first by grounding you in agile's underlying principles, then by

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describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team's mindset—from individuals who simply follow a plan to a cohesive group that

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makes decisions together. Whether you're considering agile for the first time, or trying it again, you'll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile's core values and principles Learn Scrum's emphasis on

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project management,  
self-organization, and  
collective commitment  
Focus on software  
design and  
architecture with XP  
practices such as test-  
first and pair  
programming Use  
Lean thinking to  
empower your team,  
eliminate waste, and  
deliver software fast  
Learn how Kanban's

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practices help you  
deliver great software  
by managing flow  
Adopt agile practices  
and principles with an  
agile coach  
Understand and Solve  
Your Customers'  
Real Problems with  
Agile Business  
Analysis To deliver  
real value, you must  
understand what your  
customers truly value,

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and solve the problems they really need solved.

Business analysis can help you do this—and it's as crucial in agile environments now as it always has been. In *Business Analysis Agility*, leading experts James Robertson and Suzanne Robertson show how to perform

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business analysis in an agile way: trying new things, adapting to changes and discoveries, staying flexible, and being quick. Drawing on their unsurpassed experience of hundreds of projects and organizations, the Robertsons help you prioritize relentlessly, focus investments on

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delivering value, and  
learn in ways that  
improve your results.  
Uncover the real  
customer problems  
hidden behind  
assumptions and  
conventional solutions  
Hypothesize potential  
solutions and quickly  
test them with safe-to-  
fail probes  
Understand how  
people, hardware,

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software,  
organizations, and  
other components  
come together in an  
optimal customer  
experience Write  
stories that help you  
find solutions that  
deliver more value to  
customers and the  
business Think about  
problems and projects  
in more agile, nimble,  
and open-minded

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ways The  
Robertsons'  
approach to analytical  
thinking will be  
valuable to anyone  
who wants to build  
better software in  
agile environments:  
analysts, developers,  
team leads, project  
managers, software  
architects, and other  
team members and  
stakeholders at all

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levels of experience.  
A Comprehensive  
Collection of Agile  
Testing Best  
Practices: Two  
Definitive Guides from  
Leading Pioneers  
Janet Gregory and  
Lisa Crispin haven't  
just pioneered agile  
testing, they have  
also written two of the  
field's most valuable  
guidebooks. Now, you

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can get both guides in one indispensable eBook collection: today's must-have resource for all agile testers, teams, managers, and customers.

Combining comprehensive best practices and wisdom contained in these two titles, The Agile Testing Collection will

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help you adapt agile testing to your environment, systematically improve your skills and processes, and strengthen engagement across your entire development team. The first title, Agile Testing: A Practical Guide for Testers and Agile Teams, defines

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the agile testing discipline and roles, and helps you choose, organize, and use the tools that will help you the most. Writing from the tester's viewpoint, Gregory and Crispin chronicle an entire agile software development iteration, and identify and explain seven key

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success factors of agile testing. The second title, More Agile Testing: Learning Journeys for the Whole Team, addresses crucial emerging issues, shares evolved practices, and covers key issues that delivery teams want to learn more about. It offers powerful new

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insights into  
continuous  
improvement, scaling  
agile testing across  
teams and the  
enterprise,  
overcoming pitfalls of  
automation, testing in  
regulated  
environments,  
integrating DevOps  
practices, and testing  
mobile/embedded and  
business intelligence

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systems. The Agile Testing Collection will help you do all this and much more. Customize agile testing processes to your needs, and successfully transition to them Organize agile teams, clarify roles, hire new testers, and quickly bring them up to speed Engage testers

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in agile development,  
and help agile team  
members improve  
their testing skills Use  
tests and collaborate  
with business experts  
to plan features and  
guide development  
Design automated  
tests for superior  
reliability and easier  
maintenance Plan  
“just enough,”  
balancing small

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increments with larger feature sets and the entire system Test to identify and mitigate risks, and prevent future defects Perform exploratory testing using personas, tours, and test charters with session- and thread-based techniques Help testers, developers, and operations experts

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collaborate on shortening feedback cycles with continuous integration and delivery Both guides in this collection are thoroughly grounded in the authors' extensive experience, and supported by examples from actual projects. Now, with both books integrated

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into a single, easily searchable, and cross-linked eBook, you can learn from their experience even more easily.

Solve the Real Problem, Deliver Real Value

SafeScrum® – Agile Development of Safety-Critical Software

Crystal Clear

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Creating Innovative  
Products  
Practical Use-cases  
on Project  
Management  
Methods including  
Agile, Kanban and  
Scrum (English  
Edition)  
An Agile Toolkit: An  
Agile Toolkit  
Pro Agile .NET  
Development with  
SCRUM guides you

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through a real-world ASP.NET project and shows how agile methodology is put into practice. There is plenty of literature on the theory behind agile methodologies, but no book on the market takes the concepts of agile practices and applies these in a practical manner to an end-to-

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end ASP.NET project, especially the estimating, requirements and management aspects of a project. Pro Agile .NET Development with SCRUM takes you through the initial stages of a project—gathering requirements and setting up an environment—through

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to the development and deployment stages using an agile iterative approach: namely, Scrum. In the book, you'll focus on delivering an enterprise-level ASP.NET project. Each chapter is in iterations or sprints, putting into practice the features of agile—user stories,

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test-driven  
development (TDD),  
behavior-driven  
development (BDD),  
continuous  
integration, user  
acceptance testing,  
extreme  
programming, Scrum,  
design patterns and  
principles, inside-out  
development, lean  
development, KanBan  
boards, and more. An

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appendix features code katas designed for the reader to get up-to-speed with some of the features of extreme programming, while also showcasing popular open-source frameworks to assist in automated testing and mocking. In addition, popular open-source architectural

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foundation projects such as S#arp and NCommons are demonstrated to allow you to base future projects on these frameworks, which already have many best-practice design patterns and principles built in. Go from absolute beginner to passing your PSM I exam first

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time with this comprehensive guide. Packed with practical examples, this book is updated for the latest Scrum guidelines to turn you into a Scrum Master! Key FeaturesGo from absolute beginner to exam-ready with detailed explorations of Scrum use-casesUnderstand the

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different applications  
of agile concepts, and  
how to best apply  
them to your  
businessDiscover  
expert tips and work  
with real-world  
examples to pass the  
PSM I certification  
exam first timeBook  
Description Ever  
wondered why you'd  
use Scrum over other  
process frameworks?

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Or what makes Agile just so agile? Or why you should bother with the PSM certification? This book has you covered. The Professional Scrum Master (PSM I) Guide is a comprehensive tutorial that will not only introduce you to the basics of Scrum, but build you up to be

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ready to pass your PSM I exam first time round. Where other books avoid detail, this guide provides you with detailed practical examples to take you from being an apprentice to becoming a master. Assuming you're a total beginner, this book will introduce you to Scrum

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methodologies with detailed use cases, teaching you the secrets of Scrum in such a way that you'll be well-equipped for the PSM I exam. This book demonstrates the real-world applications of Scrum in a variety of scenarios, all with practical examples. You'll understand why

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the structure of your Scrum team matters, what you can achieve with properly planned sprints, and how to create and manage sprint and product backlogs. The chapters are regularly concluded with quizzes relevant to the exam, reinforcing the values you learn on your journey.

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Finally, it concludes with some exam preparation and myth-dispelling to make sure you have an edge when it comes to earning your certificate. This is a guide that'll ensure you won't fall behind in an ever increasingly agile world. What you will learn

Get to grips with

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Agile development  
and Scrum from the  
ground up Understand  
the roles and  
responsibilities within  
the Scrum  
team Discover how to  
conduct Scrum events  
and create Scrum  
artifacts Explore real-  
world scenarios and  
use cases for Scrum  
in action Develop an in-  
depth understanding

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of how to run a  
successful sprint to  
deliver results  
quickly Be fully  
prepared and able to  
pass your PSM I  
exam first time Who  
this book is for  
Assuming no prior  
knowledge of Scrum,  
this book is for  
professionals who  
want to build a strong  
foundation in Scrum

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practices with the intention of passing the PSM I exam. If you're a product owner or project manager looking to stay relevant in an agile world, this book is essential to helping you become a Scrum Master.

\*Describes an agile process that works on large projects \*Ideal

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for hurried developers  
who want to develop  
software in teams  
\*Incorporates real-life  
C#/.NET web project;  
can compare this with  
cases in book