

## Effective Project Management Traditional Agile Extreme Robert K Wysocki

This publication assesses progress towards Sustainable Development Goal 4 (SDG 4) on education and its ten targets, as well as other related education targets in the SDG agenda. It addresses inclusion in education, drawing attention to all those excluded from education, because of background or ability. The report is motivated by the explicit reference to inclusion in the 2015 Incheon Declaration, and the call to ensure an inclusive and equitable quality education in the formulation of SDG 4, the global goal for education. It reminds us that, no matter what argument may be built to the contrary, we have a moral imperative to ensure every child has a right to an appropriate education of high quality.

Why another book on software project management? For some time, the fields of project management, computer science, and software development have been growing rapidly and concurrently. Effective support for the enterprise demands the merging of these efforts into a coordinated discipline, one that incorporates best practices from both systems development and project management life cycles. Robert K. Wysocki creates that discipline in this book--a ready reference for professionals and consultants as well as a textbook for students of computer information systems and project management. By their very nature, software projects defy a "one size fits all" approach. In these pages you will learn to apply best-practice principles while maintaining the flexibility that's essential for successful software development. Learn how to make the planning process fit the need \* Understand how and why software development must be planned on a certainty-to-uncertainty continuum \* Categorize your projects on a four-quadrant model \* Learn when to use each of the five SDPM strategies--Linear, Incremental, Iterative, Adaptive, and Extreme \* Explore the benefits of each strategic model and what types of projects it supports best \* Recognize the activities that go into the Scoping, Planning, Launching, Monitoring/Controlling, and Closing phases of each strategy \* Apply this knowledge to the specific projects you manage \* Get a clear picture of where you are and how to get where you want to go

Contents- Conflict Management for Project Managers, Nicki S. Kirchof and John R. Adams, 1982.- Contract Administration for the Project Manager, M. Dean Martin, C. Claude Teagarden, and Charles F. Lambreth, 1983.- Negotiating and Contracting for Project Management. Penny Cavendish and M. Dean Martin, 1982.- An Organization Development Approach to Project Management. John R. Adams, C. Richard Bilbro, and Timothy C. Stockert, 1986.- Organizing for Project Management, Dwayne Cable and John R. Adams, 1982.- The Project Manager's Work Environment: Coping With Time and Stress, Paul C. Dinsmore, M. Dean Martin, and Gary T. Huettel, 1985.- Roles and Responsibilities of the Project Manager, John R. Adams and Bryan W. Campell, 1982.- Team Building for Project Managers, Linn C. Stuckenbruck and David Marshall, 1985.

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

Introduces a realistic approach to leading, managing, and growing your Agile team or organization. Written for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Recognizes that today's organizations are living, networked systems; that you can't simply let them run themselves; and that management is primarily about people and relationships. Deepens your understanding of how organizations and Agile teams work, and gives you tools to solve your own problems. Identifies the most valuable elements of Agile management, and helps you improve each of them.

According to the U.S. Bureau of Labor Statistics (BLS) approximately 20% of new businesses fail during the first two years of being open, 45% during the first five years, and 65% during the first 10 years! Agile methodology greatly helps companies to build products in iterations, get timely feedback, achieve speed to market, capture market share early, fail fast, adapt to changes quickly and more efficiently as they grow and aim to succeed. There are various types of agile methodologies in practice - Scrum, Kanban, FDD, and others. The Scrum is one of the most popular agile methodology in use by companies. While Scrum can be successfully implemented to execute the project, Scrum's

implementations can also cause several problems in a complex product type of application where simply executing each sprint as per strict agile Scrum doctrine is not practical. Some of these problems are - compromised architecture, challenges in handling dependencies, demotivated employees due to routine and time pressures, lack of creativity and innovation culture, difficulty closing the story within the sprint, too much tactical product vision instead of strategic, development environment that's like stress chamber etc., In author's experience considerable amount of success can be achieved by taking Scrum as base process and then blending some Kanban and Waterfall methodologies resulting in Hybrid Agile project management process. The primary goal of this book is to outline this Hybrid Agile process for such product development projects where while pure agile concepts like Scrum time-boxing is used, some non-agile concepts are also used to overcome the drawbacks of pure agile implementations. Hybrid Agile is not a defined framework like Scrum or Kanban. The specification for Hybrid Agile given in this book is author's definition and implementation of same by using maximum Scrum and customizing and optimizing with some Kanban, Waterfall etc.

Since the unabridged 40-volume Ullmann's Encyclopedia is inaccessible to many readers - particularly individuals, smaller companies or institutes - all the information on chemical engineering and plant design has been condensed into this convenient two-volume set. Based on the very latest edition of Ullmann's, this ready reference is the one-stop resource for the plant design engineering community. Starting with the quantitative treatment and fundamentals of chemical engineering, it combines all aspects of process development and reactor technology, as well as detailing their practical applications in sections devoted to plant design, scale-up and plant safety. The two volumes are rounded off by a keyword and an author index. Throughout, readers benefit from the rigorous and cross-indexed nature of the parent reference, and will find both broad introductory information as well as in-depth details of significance to industrial and academic environments.

Discover new and interesting online content based on your interests! StumbleUpon helps you discover new and interesting content on the Internet based on your specific interests. With this helpful For Dummies guide, you will learn to complete a profile that alerts StumbleUpon what topics interest you and assists in making your online perusing interesting and productive. Coverage explains how the Stumble button allows StumbleUpon to learn more about you and what type of content you like to view and it also helps that particular piece of content turn up higher in other users' searches. Gets you started with setting up a profile, using the site and mobile app, and installing the browser Offers guidance for Stumbling and sharing content on other social networks Explains how to create a channel and use Paid Discovery Shows you how to install a Stumble button on your site to encourage people to Stumble your content With StumbleUpon For Dummies, you've stumbled upon the ideal guide to get you started with this exciting engine!

Project Management A total, interactive guide to keeping your projects on schedule, within budget, and up to spec—every time! This unique interactive tutorial does something that no other guide on the market can: it gives you an opportunity to learn firsthand all the ins and outs of project management. While other guides simply describe what works and what doesn't, this book/software package lets you find out for yourself by first schooling you in state-of-the-art project management principles and practices, and then immersing you in a simulated environment in which you're required to think and act like a seasoned project manager. As you work through a variety of simulated projects, your progress is monitored by a savvy mentor who analyzes your decisions, poses a number of realistic problems that you solve using Microsoft Project, and offers invaluable advice and guidance on how to do it even better next time. The first and only truly hands-on guide to successful project management ever created, Effective Project Management: Provides novices with a complete introduction to the principles of sound project management Offers experienced project managers an opportunity to fine-tune their skills Describes all the proven management tools and techniques you need to stay on schedule and within budget without compromising quality Adheres to the Project Management Institute's curriculum outline (PMBOK) and follows the necessary course requirements for professional certification Provides a simulated environment on CD-ROM in which to apply the principles, tools, and techniques described in the book

In Large-Scale Scrum , Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and stakeholders, Large-Scale Scrum offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you: Implement proven Scrum frameworks for large-scale developments Scale requirements, planning, and product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

A complete workbook for forming, assessing, and developing successful project teams Written by the author of the bestselling Effective Project Management, Second Edition (0-471-36028-7), this book offers a new and unique approach to developing project teams: treat the development of the team just as you would the development of software. Wysocki walks readers through the key phases for assigning project teams, supplementing the discussion with working examples garnered from his years of experience as a consultant to IT and software development project teams. Readers will learn how to use Wysocki's project team analysis tools to analyze their own teams and gain valuable insight into the five typical personality types that most teams will face.

"...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.

Presents a step-by-step guide to effectively manage the computer software development process.

The popular guide to the project management body of knowledge, now fully updated Now in its seventh edition, this comprehensive guide to project management has long been considered the standard for both professionals and academics. With more than 32,000 copies sold in the last three editions, it has now been fully updated to cover the new PMBOK® Guide. Well-known expert Robert Wysocki has added

more than 100 pages of new content based on instructor feedback, enhancing the coverage of best-of-breed methods and tools for ensuring project management success. With enriched case studies, accompanying exercises and solutions on the companion website, and PowerPoint slides for all figures and tables, the book is ideal for instructors and students as well as active project managers. Serves as a comprehensive guide to project management for both educators and project management professionals Completely updated to cover the new PMBOK® Guide Examines traditional, agile, and extreme project management techniques; the Enterprise Project Management Model; and Kanban and Scrumban methodologies Includes a companion website with exercises and solutions and well as PowerPoint slides for all the figures and tables used Written by well-known project management expert Robert Wysocki Effective Project Management, Seventh Edition remains the comprehensive resource for project management practitioners, instructors, and students. (PMBOK is a registered mark of the Project Management Institute, Inc.)

World-renowned economist Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, explains that we have an opportunity to shape the fourth industrial revolution, which will fundamentally alter how we live and work. Schwab argues that this revolution is different in scale, scope and complexity from any that have come before. Characterized by a range of new technologies that are fusing the physical, digital and biological worlds, the developments are affecting all disciplines, economies, industries and governments, and even challenging ideas about what it means to be human. Artificial intelligence is already all around us, from supercomputers, drones and virtual assistants to 3D printing, DNA sequencing, smart thermostats, wearable sensors and microchips smaller than a grain of sand. But this is just the beginning: nanomaterials 200 times stronger than steel and a million times thinner than a strand of hair and the first transplant of a 3D printed liver are already in development. Imagine "smart factories" in which global systems of manufacturing are coordinated virtually, or implantable mobile phones made of biosynthetic materials. The fourth industrial revolution, says Schwab, is more significant, and its ramifications more profound, than in any prior period of human history. He outlines the key technologies driving this revolution and discusses the major impacts expected on government, business, civil society and individuals. Schwab also offers bold ideas on how to harness these changes and shape a better future--one in which technology empowers people rather than replaces them; progress serves society rather than disrupts it; and in which innovators respect moral and ethical boundaries rather than cross them. We all have the opportunity to contribute to developing new frameworks that advance progress.

Agile Practice Guide – First Edition has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

MEET YOUR GOALS—ON TIME AND ON BUDGET. How do you rein in the scope of your project when you've got a group of demanding stakeholders breathing down your neck? And map out a schedule everyone can stick to? And motivate team members who have competing demands on their time and attention? Whether you're managing your first project or just tired of improvising, this guide will give you the tools and confidence you need to define smart goals, meet them, and capture lessons learned so future projects go even more smoothly. The HBR Guide to Project Management will help you: Build a strong, focused team Break major objectives into manageable tasks Create a schedule that keeps all the moving parts under control Monitor progress toward your goals Manage stakeholders' expectations Wrap up your project and gauge its success

How to manage any project on just one piece of paper The New One-Page Project Manager demonstrates how to efficiently and effectively communicate essential elements of a project's status. The hands of a pocket watch reveal the time of day without following every spring, cog, and movement behind the face. Similarly, an OPPM template reduces any project—no matter how large or complicated—to a simple one-page document, perfect for communicating to upper management and other project stakeholders. Now in its Second Edition, this practical guide, currently saving time and effort in thousands of organizations worldwide, has itself been simplified, then refined and extended to include the innovative AgileOPPM™. This Second Edition will include new material and updates including an introduction of the ground-breaking AgileOPPM™ and an overview of MyOPPM™ template builder, available on-line Includes references throughout the book to the affiliated sections in the Project Management Body of Knowledge (PMBOK®) Shows templates for the Project Management Office (PMO) This new and updated Second Edition will help you master the one-page approach to both traditional project management and Agile project management. (PMBOK is a registered marks of the Project Management Institute, Inc.)

The popular guide to the project management body of knowledge, now fully updated Now in its eighth edition, this comprehensive guide to project management has long been considered the standard for both professionals and academics, with nearly 40,000 copies sold in the last three editions! Well-known expert Robert Wysocki has added four chapters of new content based on instructor feedback, enhancing the coverage of best-of-breed methods and tools for ensuring project management success. With enriched case studies, accompanying exercises and solutions on the companion website, and PowerPoint slides for all figures and tables, the book is ideal for instructors and students as well as active project managers. Serves as a comprehensive guide to project management for both educators and project management professionals Updated to cover the new PMBOK® Sixth Edition Examines traditional, agile, and extreme project management techniques; the Enterprise Project Management Model; and Kanban and Scrumban methodologies Includes a companion website with exercises and solutions and well as PowerPoint slides for all the figures and tables used Written by well-known project management expert Robert Wysocki Effective Project Management, Eighth Edition remains the comprehensive resource for project management practitioners, instructors, and students. (PMBOK is a registered mark of the Project Management Institute, Inc.)

When project managers are faced with budget cuts and fewer resources, waste elimination becomes a priority in maintaining effectiveness. This does not mean shortening or abandoning traditional project cycles. In fact, fast results on critical assignments can only be completed with strong plans and a detailed work breakdown structure. The connections, or lack thereof, are what strongly impact performance and quality. Lean and Agile, as covered in this book, are meant to enhance traditional project management, not replace the science. A strong foundation in traditional project management is necessary to appreciate the benefits of adopting Lean and Agile. Lean and Agile Project Management: How to Make Any Project Better, Faster, and More Cost Effective defines the wastes and issues found in project management and demonstrates how they can be addressed by engaging Lean thinking and Agile techniques. This book also: • Shows how to apply Lean principles to project management (PM) • Teaches the application of simple Six Sigma metrics in PM • Discusses the adoption of Agile techniques in PM in order to stay on task and remain flexible • Helps readers discover the theoretical synergies between popular PM programs • Promotes an understanding of how Lean people skills can help a person become a better leader and manager Since the publication of the first edition of this book, the bodies of knowledge have all been systematically updated. In addition, through conducting peer groups and detailed workshops, the Author has simplified many of the basics, and they are now much easier to understand. Essentially, the Author believes traditional project management can benefit from adding Lean and Agile, but she has simplified the model for greater efficiency.

Today's projects are more complex and challenging than ever, and project managers need all the help they can get to succeed amid shifting priorities, interruptions, inadequate funding, expectations of multiple stakeholders, and other obstacles. A practical on-the-job resource for project managers in any industry, this fully revised and updated edition of The Project Management Tool Kit is packed with

results-oriented, practical tips on: Activity definition and delegation • Estimating and refining project schedules and risks • Resource planning and funding • Selecting and using project metrics • Documentation and project monitoring • Working with new teams and new technology • Handling inherited projects • Forecasting project completion • Special situations, contingencies, and project cancellations • Project cause-and-effect analysis • And much more Complete with checklists, examples, and clear graphics, The Project Management Tool Kit offers 100 practical, use-them-now strategies for mastering any project challenge.

Agile project management is a proven approach for designing and delivering software with improved value to customers. Agility is all about self-directed teams, feedback, light documentation, and working software with shorter development cycles. The role of the project manager with agile differs significantly from traditional project management in that there is minimal up-front planning. Agile for Project Managers will help project managers from any industry transition to agile project management. The book examines the project management component of agility, concentrating on industry standards, certifications, and being agile. It also compares agile methods to traditional project management methods throughout to provide readers with a clear understanding of the differences between the two. The book's focus is in alignment with the Project Management Institute (PMI®) Agile Certified Practitioner (PMI-ACP®) credential—making it an ideal resource for anyone preparing for the PMI-ACP® exam. Coverage includes: Agile as a project management methodology Agile teams Agile tools and techniques Flavors of agile Agile principles Agile certifications The book provides readers with the understanding required to decide which projects will benefit from agile. It also includes information that can help readers to assess their organizations' readiness for agile methods. Complete with a list of agile training providers, the book will help certified project managers make a smooth transition to agile project management and will provide newcomers with the basic knowledge needed to pass the PMI-ACP® exam, the first time around.

Successful project management is increasingly vital to all organizations, driven by the demands of global competition, rapid technological growth, and faster time to market (just to name a few). For those in technology fields, project management skills are fast becoming a required core competency. And those who have mastered these skills continue to be in high demand worldwide, commanding higher salaries than those around them. But how does one extend those skills or acquire them in the first place? Fundamentals of Technology Project Management is a great place to start. Of the hundreds of project management books on the market, precious few address the unique needs of the IT project manager. Unlike most other project management books, Fundamentals of Technology Project Management tackles the specific issues that technology professionals must face, such as understanding technology resources, managing project scope and feature creep, and meeting client expectations, among many others. Whether you're a college student, a software engineer, or an IT professional, Fundamentals of Technology Project Management will help you gain a comprehensive understanding of the project management life cycle and learn how to manage it – from first steps on through to intermediate topics (as well as some advanced ones). Author Colleen Garton explains — in easy-to-understand language— not only the what but the how of IT projects. What's more, unlike general project management books, the examples and case studies in this book are all based on technology projects, making them far more relevant to the learner. Also included is a content-rich CD-ROM loaded with features to make the life of any IT project manager (or the IT professional with project management responsibilities) far easier. There are document templates you can use for all phases of the project — from the initial RFP to closing reports. Plus, the author steps you through meeting agendas, status reports, cost analysis, technical specifications, and more. In addition to the document templates, you're provided with PowerPoint slides that can be modified and used for reporting progress to users and management. The continuing rise in importance of project management cannot be denied. Let this book be your guide to becoming a more effective, more efficient IT project manager. With Fundamentals of Technology Project Management you will: - Discover the top ten reasons projects fail - Master the five keys to project success - Explore the six phases of the project lifecycle, step by step - Review the documents necessary for good project management and learn how to complete them - Understand the warning signs of a project in trouble and learn how to get it back on track - Learn Quality Management and Quality Assurance practices in easy-to-understand terms - Acquire practical ways to develop effective leadership and team-building skills

What can help you build a house, code software, draft a project, or even renovate your business? A whiteboard, a pad of sticky notes... ..and the knowledge of how to use them, of course. Agile project management is the solution people have been looking for. Born out of sheer need nearly two decades ago, agile project management has grown and expanded past the borders of its software development beginnings. These days, companies in marketing, medicine, pharmaceuticals, manufacturing, and even governmental institutions employ agile practices to help their processes, to deliver faster, and to be better at everything they do. To skeptics, agile project management may very well sound like a utopian dream -- but in fact, it is the complete opposite of that. Agile project management comes to oppose idealistic views on how projects should be planned. It comes to help you embrace change at its true value and power. It comes to help you deliver better, faster, more qualitative products. Regardless of what industry you work in, you will find genuine value in agile project management -- precisely because it is an approach so flexible and so broad that you simply cannot ignore it these days. This book will help you: Understand what agile project management is Understand what agile project management is NOT Understand the basic principles behind agile project management Understand why agile is needed Understand where agile comes from Understand why agile has so many advantages (and what they are) Understand how to actually apply the 12 Agile Principles to real-life work Understand why teams love agile project management Understand how to build truly agile teams Understand how to deploy and scale up your agile projects Understand why, sometimes, agile might not seem to work Understand that agile can be a hybrid approach and, as such, it can be implemented in traditional companies Understand how agile will ultimately change your life If you are looking for a one-size-fits-all solution to your project management needs, agile is not it. But, to be absolutely honest, nothing will ever offer this to you. There is no magic solution to delivering faster, better products. If you are looking for a comprehensive, compelling, and easy-to-understand book that will teach you the basic tenets of agile without oversimplifying the concepts behind it, then this is what you are searching for. If you want a book that will tell it as it is, a book that will be true to the honesty tenet behind agile project management and won't sugar-coat the challenges of embracing this approach, then you are in the right place -- you have just stumbled upon the agile project management book you need to start out in the world of agile (and do it on the right foot). Are you ready to start seeing results? Do you want to transform the way you manage projects and teams? Scroll Up and Click the Buy Now Button! We wish you happy reading and happy learning ahead!

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

With 200 pages of new content, the fifth edition of this popular guide gives new or veteran project managers a comprehensive overview of all of the best-of-breed project management approaches and tools today, including Traditional (Linear and Incremental), Agile (Iterative and Adaptive), and Extreme. Step-by-step instruction and practical case studies show you how to use these tools effectively to achieve better outcomes of projects at hand. Plus, the book provides full coverage on managing continuous process improvement, procurement management, managing distressed projects, and managing multiple team projects. The companion Web site includes exercises and solutions that accompany the project management instruction in the book.

The all-inclusive guide to exceptional project management that is trusted by hundreds of thousands of readers—now updated and revised *The Fast Forward MBA in Project Management: The Comprehensive, Easy to Read Handbook for Beginners and Pros, 6th Edition* is a comprehensive guide to real-world project management methods, tools, and techniques. Practical, easy-to-use, and deeply thorough, this book gives you the answers you need now. You'll find cutting-edge ideas and hard-won wisdom of one of the field's leading experts, delivered in short, lively segments that address common management issues. Brief descriptions of important concepts, tips on real-world applications, and compact case studies illustrate the most sought-after skills and pitfalls you should watch out for. This sixth edition now includes: A brand-new chapter on project quality A new chapter on managing media, entertainment, and creative projects A new chapter on the project manager's #1 priority: leadership A new chapter with the most current practices in Change Management Current PMP certification study tips Readers of *The Fast Forward MBA in Project Management* also receive access to new video resources available at the author's website. The book teaches readers how to manage and deliver projects on-time and on-budget by applying the practical strategies and concrete solutions found within. Whether the challenge is finding the right project sponsor, clarifying project objectives, or setting realistic schedules and budget projections, *The Fast Forward MBA in Project Management* shows you what you need to know, the best way to do it, and what to watch out for along the way.

When software development teams move to agile methods, experienced project managers often struggle—doubtful about the new approach and uncertain about their new roles and responsibilities. In this book, two long-time certified Project Management Professionals (PMPPs) and Scrum trainers have built a bridge to this dynamic new paradigm. They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaboration, not “command and control.” The authors begin by explaining how agile works: how it differs from traditional “plan-driven” methodologies, the benefits it promises, and the real-world results it delivers. Next, they systematically map the Project Management Institute's classic, methodology-independent techniques and terminology to agile practices. They cover both process and project lifecycles and carefully address vital issues ranging from scope and time to cost management and stakeholder communication. Finally, drawing on their own extensive personal experience, they put a human face on your personal transition to agile—covering the emotional challenges, personal values, and key leadership traits you'll need to succeed. Coverage includes Relating the PMBOKR Guide ideals to agile practices: similarities, overlaps, and differences Understanding the role and value of agile techniques such as iteration/release planning and retrospectives Using agile techniques to systematically and continually reduce risk Implementing quality assurance (QA) where it belongs: in analysis, design, defect prevention, and continuous improvement Learning to trust your teams and listen for their discoveries Procuring, purchasing, and contracting for software in agile, collaborative environments Avoiding the common mistakes software teams make in transitioning to agile Coordinating with project management offices and non-agile teams “Selling” agile within your teams and throughout your organization For every project manager who wants to become more agile. Part I An Agile Overview 7 Chapter 1 What is “Agile”? 9 Chapter 2 Mapping from the PMBOKR Guide to Agile 25 Chapter 3 The Agile Project Lifecycle in Detail 37 Part II The Bridge: Relating PMBOKR Guide Practices to Agile Practices 49 Chapter 4 Integration Management 51 Chapter 5 Scope Management 67 Chapter 6 Time Management 83 Chapter 7 Cost Management 111 Chapter 8 Quality Management 129 Chapter 9 Human Resources Management 143 Chapter 10 Communications Management 159 Chapter 11 Risk Management 177 Chapter 12 Procurement Management 197 Part III Crossing the Bridge to Agile 215 Chapter 13 How Will My Responsibilities Change? 217 Chapter 14 How Will I Work with Other Teams Who Aren't Agile? 233 Chapter 15 How Can a Project Management Office Support Agile? 249 Chapter 16 Selling the Benefits of Agile 265 Chapter 17 Common Mistakes 285 Appendix A Agile Methodologies 295 Appendix B Agile Artifacts 301 Glossary 321 Bibliography 327 Index 333 Management and enables them to deal with the demands and complexities of modern, agile systems/software/hardware development teams. The book examines the project/program manager beyond the concepts of leadership and aims to connect to employees' sense of identity. The text examines human psychological concepts such as “locus of control,” which will help the manager understand their team members' view and how best to manage their “world” contributions. The authors cover new management tools and philosophies for agile systems/software/hardware development teams, with a specific focus on how this relates to engineering and computer science. This book also includes practical case studies. Discusses management skills needed as they relate to the advances in software development practices Examines how to manage an agile development team that includes teams across geographically, ethnically, and culturally diverse backgrounds Embraces all of the aspects of modern management and leadership

A Breakthrough Framework for Adaptive Project Management from Project Management Guru Robert K. Wysocki For an increasing number of critical projects, traditional project management models simply are not appropriate. In many cases, complete requirements and objectives cannot be specified up front, and significant changes cannot be avoided. What's needed is an entirely new framework for project management: one that combines agile methods with the profession's most enduring best practices. In this book, Robert K. Wysocki provides that framework—the Adaptive Project Framework (APF)—and shows how to apply it in any domain. Wysocki, one of the world's leading project management consultants, has spent decades helping large organizations succeed with complex projects. Drawing on everything he's learned, he explains why a fundamentally new framework is needed and introduces all five phases of that framework. He covers artifacts, processes, and deliverables, and shows how to utilize each phase most effectively in your environment. Through four detailed case studies, you'll discover how APF can help you adapt to unexpected events, encouraging creative responses based on open partnerships between clients and project teams. Coverage includes Bringing greater flexibility and speed to any project, regardless of its goals or context Moving forward successfully with projects that have vague requirements Discovering what clients really want, not just what they say they want Managing ongoing scope changes throughout a project Customizing APF to your own environment Integrating APF with existing agile software development methods Using APF to overcome the obstacles to success Preparing for the future of project management This book is written for every project participant—project and program managers, software and product developers, process designers, and business analysts—who needs to deliver results in a world that won't stand still.

The development of the Agile Movement, whatever the area of application or discipline, comes from the famous “faster, cheaper, better” maxim. As such, the agile manufacturing paradigm rests on four principles: response to change and uncertainty, supplying highly customized products, synthesis of diverse technologies, and intra-enterprise and inter-enterprise integration. For the reader interested in agile project management applications, response to changes, and transformations and its impact on managing projects, this book is a must-read. Various insights are covered, including: how to master complexity and changes in projects, economy, and society; how interaction between the project management team and project owners can influence risk management; how to move beyond the traditional mechanistic project management approach; how to include agile principles into an improved Logical Framework Analysis structure; what the impact is of agile principles on project management organizations what kind of innovative project management practice supports agile principles; and much more.

“Robert Wysocki does it again, and again. He has evolved from a project management expert and guru to the preeminent thought leader on managing complexity in the 21st century! Wysocki’s approach is to use an adaptive framework and decision-making tool which includes a robust project management methodology that seamlessly integrates change, and can be applied to all types of projects across industries. This adaptive complex project framework is aligned with the most contemporary principles of innovation, agility, and lean approaches to change, and represents the most advanced thinking in applied complex project management to date.” —Kathleen Hass, Project Management and Business Analysis Practice Leader, Consultant, and PMI award-winning author of *Managing Complex Projects: A New Model With* technology continuing to invade the business world and the convergence of complexity, uncertainty, and constant change, a whole new class of projects has emerged for which traditional project management models such as Waterfall are totally insufficient. These are called complex projects. Extreme Project Management models and a variety of Agile Project Management models such as Scrum, Rational Unified Process, Feature-Driven Development, and Dynamic Systems Development Method have emerged, but project failure rates have not been measurably reduced. *Effective Complex Project Management* offers a proven solution to managing any project that must succeed in the face of organizational complexity and market uncertainty, in the form of an adaptive complex project framework. Developed, refined, and validated through 20+ years of client experiences and feedback from project management thought leaders, this framework and robust methodology has demonstrated a favorable impact on project and program management success rates. Dr. Wysocki demonstrates that for program and project managers to be consistently successful in managing complex projects, they need to include in their project management portfolio of processes an adaptive framework that continuously analyzes and adapts to changing and modifying conditions even to the point of changing project management models mid-project. The author’s adaptive complex project framework is currently the only robust tool to offer an orderly approach to do just that. When applied and managed correctly, this intuitive framework that proceeds from ideation to set-up to execution has proven to deliver on the purpose of programs and projects without fail, in the form of desired business value.

*Effective Project Management* Traditional, Agile, Extreme, Hybrid John Wiley & Sons

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. In *Agile Project Management, Second Edition*, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith’s new coverage of promoting agility through performance measurements based on value, quality, and constraints. This edition’s coverage includes: Understanding the agile revolution’s impact on product development Recognizing when agile methods will work in project management, and when they won’t Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The “Agile Triangle”: measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader

This book covers the development of high-order numerical methods for the simulation of incompressible fluid flows in complex domains.

To support the broadening spectrum of project delivery approaches, PMI is offering *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition* as a bundle with its latest, the *Agile Practice Guide*. The *PMBOK® Guide – Sixth Edition* now contains detailed information about agile; while the *Agile Practice Guide*, created in partnership with Agile Alliance®, serves as a bridge to connect waterfall and agile. Together they are a powerful tool for project managers. The *PMBOK® Guide – Sixth Edition* – PMI’s flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled *Approaches for Agile, Iterative and Adaptive Environments*, describing how these practices integrate in project settings. It will also contain more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the *PMI Talent Triangle™* and the essential skills for success in today’s market. *Agile Practice Guide* has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition*, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

The *Project Management Life Cycle* reveals the unique *Method 123 Project Management Methodology* by defining the phases, activities and tasks required to complete a project. It’s different because it describes the life cycle clearly and prescriptively, without the complex terminology rife throughout the industry. Its comprehensive coverage, consistent depth and suite of tools will help managers to undertake projects successfully. Containing hundreds of practical examples to enhance the reader’s understanding of project management, the book skilfully guides them through the four critical phases of the project life cycle: initiation, planning, execution and closure. Written in a clear, professional and straightforward manner, it is relevant to the management of all types of project, including IT, construction, engineering, telecommunications and government, as well as many others. An essential guide to improving project management skills for project managers, senior managers, team members, consultants, trainers or students. Additional resources can be downloaded from <http://tinyurl.com/bq2dbuw> by scrolling down to the 'Resources' section.

This bestselling study guide provides busy project managers with a brief yet proven comprehensive self-study program for successfully passing the Project Management Professional (PMP) Certification Exam on the first attempt, while cutting study time typically needed in half. Users can simulate 200 exam questions with the CD-ROM.

Compared to a few decades ago, companies today are faced with a much more challenging environment providing successful products and solutions for their customers. They are dealing with global competition, very rapid change in technologies, and tremendous volatility in economic conditions. As project managers, we are helping our companies survive in this difficult landscape. We are “agents of change” and “drivers of change.” The most important project management methodology today that will help us deal with this change and this volatility is Agile. However, no one process or project management methodology fits all situations! Agile is not a panacea for all projects. Many times, our projects are large enough and complex enough that some parts of the project are best suited to using a predictive planning approach, and other parts are more suited to using Agile. Therefore, a hybrid approach that mixes the traditional, waterfall approach with Agile is really required in many situations today. The agile community oftentimes has quite a negative view of hybrid approaches. Key writers on Agile often say that attempting to use hybrid will corrupt all attempts to use Agile, and will result in failure. In this book, the argument is made that integrating these methodologies can be done if approached the right way, and in fact, this is necessary today.

