

Agilepm Foundation Online Training Course

The Standard for Business Analysis – First Edition is a new PMI foundational standard, developed as a basis for business analysis for portfolio, program, and project management. This standard illustrates how project management processes and business analysis processes are complementary activities, where the primary focus of project management processes is the project and the primary focus of business analysis processes is the product. This is a process-based standard, aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and to be used as a standard framework contributing to the business analysis body of knowledge.

CHAMPS2 was initially developed to meet the 'modernising government' agenda, which has a strong focus on citizen services, cultural change, and efficiency gains. Since 2006, CHAMPS2 has undergone continuous development by business transformation practitioners and is a vision led, benefits driven business change method which is broad in scope and encompasses the whole business change journey. It helps users define their organisation's strategic needs, and then provides a tailored route to ensure that the desired outcomes are achieved. Using CHAMPS2 to facilitate an organisation's business change will structure the approach, develop teams and ensure that delivery of outcomes that match strategic needs. But, as with any methodology, the benefits achieved from its use will depend upon the way that it is implemented and the knowledge of the teams involved. This book brings together accumulated knowledge about transformational change and provides detailed guidance on running, structuring and delivering the desired benefits of radical change programmes.

The second edition of Agile Change Management provides essential tools to build change manager capabilities and ensure change initiatives are embedded effectively throughout the organization. This book is a comprehensive resource for creating a roadmap that is flexible and unique to each organization to manage any type of change initiative. Detailing all the processes, activities and information needed, from creating the right environment for change to completing iterative tasks, it shows how to respond to different needs as they arise, reducing the potential for wasted time and resources. The updated second edition features chapters on behavioural change and decomposition in planning iterations, and new material on prototyping for business needs and virtual leadership. Whether implementing a large-scale transformation or working through projects at micro-level, Agile Change Management provides tools, frameworks and examples necessary to adapt to and manage change effectively.

Hundreds of organizations around the world have already benefited from Disciplined Agile Delivery (DAD). Disciplined Agile (DA) is the only comprehensive tool kit available for guidance on building high-performance agile teams and optimizing your way of working (WoW). As a hybrid of all the leading agile and lean approaches, it provides hundreds of strategies to help you make better decisions within your agile teams, balancing self-organization with the realities and constraints of your unique enterprise context. The highlights of this handbook include:

- As the official source of knowledge on DAD, it includes greatly improved and enhanced strategies with a revised set of goal diagrams based upon learnings from applying DAD in the field.
- It is an essential handbook to help coaches and teams make better decisions in their daily work, providing a wealth of ideas for experimenting with agile and lean techniques while providing specific guidance and trade-offs for those "it depends" questions.
- It makes a perfect study guide for Disciplined Agile certification.

Why "fail fast" (as our industry likes to recommend) when you can learn quickly on your journey to high performance? With this handbook, you can make better decisions based upon proven, context-based strategies, leading to earlier success and better outcomes.

PRINCE2 is firmly established as the world's most practiced method for project management and is globally recognized for delivering successful projects. The updated 2017 guidance, its first since 2009, places a strong emphasis on the scalability and flexibility of the method and on how best to tailor it to the complexity and specific requirements of a project. The best practice represented by the PRINCE2 method is supported by a scheme that offers three levels of certification: Foundation, Practitioner and Professional. The PRINCE2 method comprises of seven themes, principles, and processes and equips practitioners with the skills and knowledge to manage projects in a wide range of environments.

Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan—and then what makes it agile. Using the techniques in Agile Estimating and Planning, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include:

- Why conventional prescriptive planning fails and why agile planning works
- How to estimate feature size using story points and ideal days—and when to use each
- How and when to re-estimate
- How to prioritize features using both financial and nonfinancial approaches
- How to split large features into smaller, more manageable ones
- How to plan iterations and predict your team's initial rate of progress
- How to schedule projects that have unusually high uncertainty or schedule-related risk
- How to estimate projects that will be worked on by multiple teams

Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

Project Management for Sustainable Development (PM4SD) forms the basis of a new methodology for designing and managing successful tourism projects. PM4SD aims to become the internationally recognised methodology to use tourism as a force for social, economic and cultural change, supporting the delivery of successful projects in a way that ensures benefits for everyone: visitors, local communities and stakeholders alike. The first training courses in PM4SD were launched in 2013, and certificates have been awarded at PM4SD foundation level to almost 100 professionals from 15 countries representing different types of organisations, such as national and local governments, international organisations, academies, tour operators and consultancy companies

VeriSM: Unwrapped and Applied, the second volume within the VeriSM series, extends the information in the first volume VeriSM: A Service Management Approach for the Digital Age. It shows how VeriSM applies to the digitally transforming organization. This includes information around what digital transformation is, approaches to digital transformation and its implications for the entire organization, especially

the people. The book explains how to use the VeriSM model, describing the steps to develop, maintain and use the Management Mesh to deliver a new or changed product or service. Within this content, a case study is used to illustrate how to apply the model for each stage and to show the expected outcomes. Implications for the entire organization are stressed throughout the entire volume, reinforcing the concepts of enterprise strategy tying together the organizational capabilities to produce consumer-focused products and services. The second part of the book also includes a wealth of case studies, stories and interviews from organizations and individuals who have a digital transformation journey to share. VeriSM early adopters from around the world provide more information about how they are applying the guidance.

This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

This guide is intended to help organisations put in place effective frameworks for taking informed decisions about risk. It brings together recommended approaches, checklists and pointers to more detailed information on tools and techniques. The topics covered include: the principles of risk management; how risks are managed; managing risks at the strategic, programme, project and operational level; techniques and examples of the benefits of risk management. The publication draws on the experience of experts from both the private and public sector.

'Learn Successful Project Management in the Digital Age in a Day!' is a real-world, practical and hands-on guide for new as well as experienced Project Managers who are expected to deliver projects in this dynamic digital age navigating effectively through rapidly changing and disruptive business environments. There are key insights for project managers who work across multiple industry sectors. It's a quick reference guide for new project managers with inputs on key focus areas to ensure successful project outcomes while building their personal brand and skills. It provides proven tips and techniques for experienced project managers to enhance their probability of project success with a 'methodologies agnostic approach' enabling them to adapt to any of the methodologies without losing focus on customer value. This book can be read within a day (or two!) to enable the Project Managers to hit the ground running effectively Learning practical project management in this 'Digital Age' has never been this simple! The TOGAF® Standard, a standard of The Open Group, is a proven Enterprise Architecture methodology and framework used by the world's leading organizations to improve business efficiency. It is the most prominent and reliable Enterprise Architecture standard, ensuring consistent standards, methods, and communication among Enterprise Architecture professionals. Those professionals fluent in the TOGAF approach enjoy greater industry credibility, job effectiveness, and career opportunities. The TOGAF approach helps practitioners avoid being locked into proprietary methods, utilize resources more efficiently and effectively, and realize a greater return on investment.

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 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, 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 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 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 create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.

The change management profession is no longer in its infancy. Readily identifiable in organizations and in business literature it is no longer reliant on parent disciplines such as organizational development or project management. Change management is itself in a state of change and growth - the number of jobs is increasing and organizations are actively seeking to build their change management capability. The Effective Change Manager's Handbook, the official guide to the CMI Body of Knowledge, is explicitly designed to help practitioners, employers and academics define and practice change management successfully and to develop change management maturity within their organization. A single-volume learning resource covering the range of underpinning knowledge required, it includes chapters from esteemed and established thought leaders on topics ranging from benefits management, stakeholder strategy, facilitation, change readiness, project management and education and learning support. Covering the whole process from planning to implementation, it offers practical tools, techniques and models to effectively support any change initiative.

Don't just 'survive' the move to agile: thrive! Discover 42 infinitely practical tips for succeeding with agile, right from the start! * *Paves the road to success with a clear plan for creating and releasing software. *Works with any agile methodology, from XP to Scrum. *Practical, actionable, concrete tips for senior managers, program/project managers, developers, and product owners. *Eliminates 'buyer's remorse' associated with bumpy agile transitions, helping teams quickly build confidence and get results. Adopting agile looks easy - on paper! In reality, though, new agile teams encounter many unforeseen challenges. Some lose confidence in their ability to succeed; others muddle through, struggling to solve problems that others have already solved many times over. In this book Mitch Lacey brings together those solutions, helping new agile developers learn from others' experience quickly and painlessly. This engaging, realistic book systematically removes the pain of agile adoption, and breaks down the barriers to rapid success. The Scrum Field Guide is organized into 42 bite-size, practical tips - each supported with highly relevant real-world examples and case studies. Lacey presents a section of tips that apply to everyone on the agile team, from leaders to customers. Next, he offers sections specific to each role - including tips for management, program/project managers, team members, and product owners. Lacey answers the questions new agile adopters ask most often - including 'can I modify standard agile processes and still be agile?' and 'how on Earth can we release software within a short timeframe if we can't even do it in a long timeframe?' Along the way, he presents proven solutions for a wide variety of common problems - from prioritizing requirements to building release plans, creating workable software iterations to getting buy-in from skeptical executives.

Senior experts within the Toyota Production System often draw simple maps when on the shop floor. These maps show the current physical flow of a product family and the information flow for that product family as the wind through a complex facility making many products. Much more important, these simple maps - often drawn on scrap paper - show where steps can be eliminated, flows smoothed, and pull systems introduced in order to create a truly lean value stream for each product family. In 1998 John Shook and Mike Rother of the University of Michigan wrote down Toyota's mapping methodology for the first time in Learning to See. This simple tool makes it possible for you to see through the clutter of a complex plant. You'll soon be able to identify all of the processing steps along the path from raw materials to finished goods for each product and all of the information flows going back from the customer through the plant and upstream to suppliers. In plain language and with detailed drawings, this workbook explains everything you will need to create accurate current state and future state maps for each of your product families and then to turn the current state into the future state rapidly and sustainably.

ITIL is a widely adopted body of knowledge and best practices for successful IT Service Management that links with training and certification.

Annotation In addition, The Future of Project Management examines the challenges facing the longevity of project management as a profession. This is a book for anyone interested in project

management--along with business leaders and others who enjoy exploring the future, understanding its implications, and learning to deal with change.

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.

ITIL is a widely adopted body of knowledge and best practices for successful IT Service Management that links with training and certification. ITIL 4 has evolved from the current version by re-shaping much of the established ITSM practices in the wider context of customer experience; value streams and digital transformation; as well as embracing new ways of working, such as Lean, Agile, and DevOps. ITIL 4 provides the guidance organizations need to address new service management challenges and utilize the potential of modern technology. It is designed to ensure a flexible, coordinated and integrated system for the effective governance and management of IT-enabled services. "ITIL Foundation" is the first ITIL 4 publication and the latest evolution of the most widely-adopted guidance for ITSM. Its audience ranges from IT and business students taking their first steps in service management to seasoned professionals familiar with earlier versions of ITIL and other sources of industry best practice. The guidance provided in this publication can be adopted and adapted for all types of organizations and services. To show how the concepts of ITIL can be practically applied to an organization's activities, ITIL Foundation follows the exploits of a fictional company on its ITIL journey.

The PRINCE2 Agile guide supports a new qualification which is being offered as an extension for those who already hold a PRINCE2 Practitioner qualification. PRINCE2 Agile is the most up-to-date and relevant view of agile project management methodologies and the only framework covering a wide range of agile concepts, including SCRUM, Kanban and Lean Startup. Key features: PRINCE2 Agile provides guidance on tailoring PRINCE2 in an agile context and covers: How to tailor the integrated set of PRINCE2 principles, themes and processes How to produce the PRINCE2 management products How to map the common agile roles to the PRINCE2 project management team structure How to incorporate the fundamental agile behaviours, concepts and techniques into PRINCE2 The strength of PRINCE2 lies in the areas of project direction and project management.

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!

Agile refers to training of unique approaches and methodologies towards effective software development and project management. Agile methods are based on creating collaborative, cross-functional and self-organized teams or work groups. Agile tactics are designed to lead to greater team performance and advanced efficiency. These methodologies are focused on producing better results than those expected when using conventional techniques. More importantly, training in Agile helps organizations to most speedily respond to the changing needs of their customers, reduce business risks, mitigate uncertainty often caused by varying market forces and raise business ROI by dwelling more on customer value. Agile is becoming the preferred project management approach for fast-moving projects. At the heart of any agile project lies an agile team. In this course, the first in our website's Agile at Work series, expert Douglas Rose uses a sample project to show how to build your agile team. A team with an agile mindset is self-organized, collaborative, and accountable. The methodologies taught in Agile courses vary to a great extent. Each methodology explains a different way of handling software development and general project management. When undergoing training in Agile, you will find that what one training course focuses on may be completely different from what another emphasizes. This is due to the different methodologies and approaches of Agile. There are mainly six Agile methodologies namely Scrum, DSDM, XP, Lean, TDD and Kanban. Agile certifications will always vary depending on the methodology one chooses to go for. Topics include: • Starting agile in your organization • Defining team roles and responsibilities • Letting the team self-organize • Training the team • Thinking and delivering like an agile team • Avoiding pitfalls So, Agile is a software development methodology that fosters rapid delivery of valuable, working software in an iterative manner. It values people and communication over processes and tools. It prefers working software over comprehensive documentation. It favors active and dynamic involvement of the customer and proper, effective identification of the true needs of the business over contract negotiation. It advocates the ability to nimbly respond to change, even late in the development process to following a detailed, predefined plan.

"Agile practices transform the way organisations carry out business and respond to change. But to realise success, an agile mindset needs to be adopted throughout an organisation, not just within the IT team. This book is aimed at those working in an agile environment or wanting to understand agile practices. Giving a comprehensive introduction to agile principles and methodologies, it will enable readers to apply core values and principles of agile methods in their organisation. This is the official textbook for the BCS Agile Foundation certificate." -- This work is the definitive guide for IT managers and agile practitioners. It elucidates the principles of agile risk management and how these relate to individual projects. Explained in clear and concise terms, this synthesis of project risk management and agile techniques is illustrated using the major methodologies such as XP, Scrum and DSDM. Although the agile community

frequently cites risk management, research suggests that risk is often narrowly defined and, at best, implicitly treated, which in turn leads to an inability to make informed decisions concerning risk and reward and a poor understanding of when to engage in risk-related activities. Moreover, the absence of reference to enterprise risk management means that project managers are unable to clearly articulate scope or tailor their projects in line with the wider expectations of the organisation. Yet the agile approach, with its rich toolset of techniques, is very well equipped to effectively and efficiently deal with the risks that arise in projects. Alan Moran addresses the above issues by proposing an agile risk-management process derived from classical risk management but adapted to the circumstances of agile projects. Though his main focus is on the software development process, much of what he describes could be applied to other types of IT projects as well. This book is intended for anyone who is serious about balancing risk and reward in the pursuit of value for their stakeholders, and in particular for those directly involved in agile software development who share a concern for how risk should be managed. Whilst a thorough background in risk management is not presumed, a basic level of familiarity with or exposure to agility is helpful.

The Elements of Agile and Scrum in a Nutshell Whether you're new to agile software development or considering Scrum for general project management, Scrum Basics compiles all of the essentials into one handy little guide. Learn how agile teams use Scrum, with:

- A simple summary of agile project management basics like the Agile Manifesto and 12 Agile Principles
- A concise overview of Scrum roles, artifacts, and activities
- A well-organized breakdown of Scrum practices with helpful illustrations and advice
- A troubleshooting FAQ and 5 case studies to help you visualize Scrum in action

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.

This book is about the how of project management and about how you as a project manager can use a proactive attitude to stay in control, even during difficult situations. It shows you how to become an influencer of the path to the end result, of your environment, of your team and of your effectiveness. Today's project managers have to meet high expectations. Challenging goals, a strong focus on cost management and lead times, serving the interests of different stakeholders and many dependencies between subprojects make project management an increasingly complex affair – especially in an environment where change and uncertainty have become the new norm. In addition, the creative abilities of knowledge workers have to be optimally utilised, which requires less hierarchical organisational structures and more multidisciplinary collaboration. Having the right project management skills is therefore essential at virtually every level of an organisation. As a result of these challenges, there is a growing demand for comprehensive methods and the popularity of Agile is on the rise. On the other hand, the increased complexity also results in a need for simplicity. That is what this book is about: going back to the basics, being able to combine useful elements from different methods and focusing on the most important aspect of all: the person behind the project manager! This book contains a wealth of practical descriptions with useful examples and anecdotes. Readers are constantly stimulated to internalise the essence and put it into practice in a manner that suits their own style and personality. That is the only way to keep at it, be successful and make others believe in you! The book consists of three parts. Part 1 (chapters 1 to 4) describes how to set up and manage a project. The focus is on the basic principles, the essence of taking control, creating structure and using Agile behavior. Part 2 (chapters 5 and 6) explains how to draw up a plan and schedule in small steps, which results in improved completeness, coordination and support. Finally, part 3 (chapters 7 to 10) covers how to manage the project execution: how to realize the path to the final goal with a strict PDCA rhythm, how to evaluate the quality of interim results and how to keep your team and environment motivated.

The 2009 edition of Managing Successful Projects with PRINCE2 represents an evolution of the previous manuals. The basic methodology remains, but by building on comments from users, this new manual aims to be more accessible and easier to tailor for specific individual needs. The new Directing Successful Projects with PRINCE2 is aimed at supporting the senior manager responsible for a project, specifically those managers undertaking an executive role on a project for the first time.

An all-inclusive, self-study guide for the PMI's Project Management Professional (PMP) certification exam, this kit provides all the information project managers need to thoroughly prepare for the test. It contains the book The PMP Exam: How to Pass on Your First Try; hundreds of flash cards to help with memorization of key points; a laminated quick reference guide; a six-month online subscription to the PMP course in InSite (the top PMP e-learning site); and five audio CDs featuring experts Andy Crowe, Bill Yates, and Louis Alderman discussing the main points and concepts for the exam. The included learning materials cover all the processes, inputs, tools, and outputs that will be tested, along with insider secrets, test tricks and tips, hundreds of sample questions, and exercises designed to strengthen mastery of key concepts to help you pass the exam with

confidence.

Projects and programmes should achieve a return on the investment made by the owner or sponsor. This return is now thought of as the benefits that accrue from the investment: some financial, others perhaps harder to define, but nonetheless just as important in justifying the investment. Making sure that they are realised, and that unanticipated benefits are maximised, is as important as the initial justification, and without that many projects have earned a bad name for project management. This publication provides comprehensive guidance on how to manage delivery of the benefits used to justify investment in change. It provides guidance for all involved in successful change delivery from senior responsible owners and directors through to portfolio, programme and project managers. The guidance is the source material for an accredited qualification from APMG-International

Winner of a Shingo Research and Professional Publication Award Information Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done? Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. —Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. —Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. —Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and adaptive systems. —Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. —John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health & Science University

One of the objectives of this book is to incorporate best practices and standards in to the BA role. While a number of standards and guidelines, such as Business Process Modeling Notation (BPMN), have been incorporated, particular emphasis has been placed on the Business Analysis Body of Knowledge (BABOK), the Information Technology Infrastructure Library (ITIL), and the Unified Modeling Language (UML).

This book is a simple guide for anyone who wants to learn about the Agile concept and the Scrum framework by: • understanding the reasons behind various approaches instead of just going through do's and don'ts and clichés, and • understanding the diversity and range of ideas in this domain rather than just the latest fashion. There are three types of content in this book: 1. Fundamental concepts: The first and the last chapters are about the meaning and dynamics of Agile projects. They build a solid foundation that helps you learn the details on the one hand, and on the other hand, find your own way in projects. 2. Frameworks: The Scrum chapter goes through all the details of this most popular framework because anyone involved in Agile projects these days needs to be familiar with it. Another necessity is Kanban, which is explored in its own chapter. 3. Practices: There are chapters about Crystal, eXtreme Programming, and DSDM®, which all use these methods to explore the most common Agile practices and techniques.

This volume deploys the various elements described in Portfolio, Programme and Project Offices in a coherent and coordinated manner to give a source of reliable, accurate and up-to-date information as the basis for sound and transparent decision-making.

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