Effective Project Management Traditional Agile Extreme
Robert K Wysocki

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.

Project management is one of the fastest-growing occupations in the world. The Project Management Institute has seen membership growth of more than 1000% in the last 10 years. But while many of these managers know how to plan a successful project in theory, very few have the practical tools needed to navigate the politics of today’s corporate world. Project managers need more than just technical skills; they need the right communication skills to succeed. Filled with real-world examples, Project Management That Works gives readers the tools they need to: communicate with their team as well as stakeholders • get their teams to function well • run fewer and more productive meetings • turn around failing projects • utilize data properly to make emotional conversations unemotional • know when a project is really done The only book that addresses the real challenges project managers face today, this is an accessible and invaluable tool that will show every reader how to accomplish his mission—no matter the obstacles.

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
- 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 AgileOPPMTM. This Second Edition will include new material and updates including an introduction of the ground-breaking AgileOPPMTM and an overview of MyOPPMTM 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.)

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.

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.

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
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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.

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.

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 “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.

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 (PMPs) 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 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

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

Chained up in the hold of a French warship, Lusignan's only hope of escape rests with his captor - Captain Paul. A man with a mysterious past, Captain Paul is transporting Lusignan to exile in the West Indies. Little does he know that his mission is a sham. His prisoner is an innocent man, framed because he fell in love with a Count's daughter. Once the truth is revealed, Paul and Lusignan return to France, determined to seek justice. Inspired by the real life of American Revolutionary War hero John Paul Jones, "Captain Paul" is a rollicking melodrama, packed with action and romance. A fine precursor to Dumas' later classics, it's especially recommended for fans of naval adventures, like C.S. Forester's "Hornblower" series. Alexandre Dumas (1802 - 1870) was a hugely popular 19th Century French writer. Born of mixed French and Haitian heritage, Dumas first rose to prominence in Paris as a playwright, but later gained international fame with his historical fiction. Often co-authored with other writers, these stories wove together swashbuckling adventure, romance, and real events from France's past. Among the best known are "The Three Musketeers", and its sequels "Twenty Years After", and "Le Vicomte de Bragelonne: Ten Years Later". Set across four decades, this trilogy follows the rise of the dashing D'Artagnan—from hot-headed soldier to trusted captain under Louis XIV. Dumas' other novels include "The Count of Monte Cristo" and "The Black Tulip". His works have been adapted into more than 200 movies, including The Man in the Iron Mask starring Leonardo DiCaprio.
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 Scrum 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.)

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.

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
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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

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.

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.

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 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.

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!

“…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.

Basic Optics: Principles and Concepts addresses in great detail the basic principles of the science of optics, and their related concepts. The book provides a lucid and coherent presentation of an extensive range of concepts from the field of optics, which is of central relevance to several broad areas of science, including physics, chemistry, and biology. With its extensive range of discourse, the book's content arms scientists and students with knowledge of the essential concepts of classical and modern optics. It can be used as a reference book and also as a supplementary text by students at college and university levels and will, at the same time, be of considerable use to researchers and teachers. The book is composed of nine chapters and includes a great deal of material not covered in many of the more well-known textbooks on the subject. The science of optics has undergone major changes in the last fifty years because of developments in the areas of the optics of metamaterials, Fourier optics, statistical optics, quantum optics, and nonlinear optics, all of which find their place in this book, with a clear presentation of their basic principles. Even the more traditional areas of ray optics and wave optics are elaborated within the framework of electromagnetic theory, at a level more fundamental than what one finds in many of the currently available textbooks. Thus, the eikonal approximation leading to ray optics, the Lagrangian and Hamiltonian formulations of ray optics, the quantum theoretic interpretation of interference, the vector and dyadic diffraction theories, the geometrical theory of diffraction, and similar other topics of basic relevance are presented in clear terms. The presentation is lucid and elegant, capturing the essential magic and charm of physics. All this taken together makes the book a unique text, of major contemporary relevance, in the field of optics. Avijit Lahiri is a well-known researcher, teacher, and author, with publications in several areas of physics, and with a broad range of current interests, including physics and the philosophy of science. Provides extensive and thoroughly exhaustive coverage of classical and modern optics Offers a lucid presentation in understandable language, rendering the abstract and difficult concepts of physics in an
easy, accessible way Develops all concepts from elementary levels to advanced stages
Includes a sequential description of all needed mathematical tools Relates fundamental
concepts to areas of current research interest
The landmark project management reference, now in a new edition Now in a
Tenth Edition, this industry-leading project management "bible" aligns its
streamlined approach to the latest release of the Project Management Institute’s
Project Management Body of Knowledge (PMI®’s PMBOK® Guide), the new
mandatory source of training for the Project Management Professional (PMP®)
Certification Exam. This outstanding edition gives students and professionals a
profound understanding of project management with insights from one of the best-
known and respected authorities on the subject. From the intricate framework of
organizational behavior and structure that can determine project success to the
planning, scheduling, and controlling processes vital to effective project
management, the new edition thoroughly covers every key component of the
subject. This Tenth Edition features: New sections on scope changes, exiting a
project, collective belief, and managing virtual teams More than twenty-five case
studies, including a new case on the Iridium Project covering all aspects of
project management 400 discussion questions More than 125 multiple-choice
questions (PMI, PMBOK, PMP, and Project Management Professional are
registered marks of the Project Management Institute, Inc.)
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.
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!

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, 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 well as PowerPoint slides for all the figures and tables 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.) How-to guidance for defining and implementing a complex project performance environment Sharing his forty-five years of project management experience, best-selling author and industry guru Robert Wysocki presents a straightforward, enlightening, and pragmatic guide to help seniormanagers make the transition to an organization that profits and thrives on complexity. The first book to discuss practical project management mitigation strategies, Executive’s Guide to Project Management presents easy-to-implement infrastructures and processes that will ensure the continued success of your organization and maximize your investment of every project. Collects in one resource all the relevant information for understanding and creating an environment for improved complex project performance A must-read for every member of your senior management team
Get Free Effective Project Management Traditional Agile Extreme Robert K Wysocki

Shows you how to regain responsibility, take action, and skillfully handle complexity to mitigate risk and increase return on project investments. It's time for your senior management team to take back control of your investments in projects and programs. Executive's Guide to Project Management shows you how to cultivate your part of the organization so that it can respond to a changing project environment with the infrastructure to support the project and program investment decisions.

In a fast-paced environment filled with uncertainty, successfully completing projects on time can feel like running an obstacle course. An emphasis on speed often forces project teams to make decisions without crucial data, leading to frequent changes of direction once more information becomes known. If people aren't light on their feet, complicated projects can easily get tripped up. Agile Project Management gives readers the strategies they need to take charge of urgent projects that involve unique resources and elements of uncertainty. The book offers an improvement upon classical project management processes by tying project processes more directly to the ever-changing requirements of business objectives, achieving improved flexibility and response time. Filled with examples showing how to implement agile PM into all project situations, the book demonstrates how to develop an appropriate and supportive infrastructure and environment, and reviews the roles of the project manager, general management, and the project team. Agile Project Management is the ultimate method for achieving superior results in an accelerated and changing environment.

Contents:
- Organizing for Project Management, Dwayne Cable and John R. Adams, 1982.

Effective project management is becoming a critical mission skill for individuals and organizations in every industry. Faster product life cycles, the widespread adoption of cross-functional teams, and the increasing demands of customers are all contributing to the growing need for professional managers who know how to marshal resources, make decisions, and ensure the smooth flow of projects from idea to launch. In The World Class Project Manager, Robert Wysocki and James Lewis offer a highly practical handbook for anyone who aspires to achieve superior project-manager skills. Featuring self-assessment tools, showcasing best practices from the field, and drawing on their own extensive experience in training project managers around the world, the authors provide a comprehensive program for crafting a career development plan and putting it into action.

Today's project manager has more to manage than just project scope, deliverables, communications and teams. They are also expected to manage large volumes of project-related data. And the expectation goes beyond just managing the data. It extends into creating great visualizations that allow stakeholders to fully digest that large volume of data in a manner that is quick, effective and clear. They are also expected to serve as facilitators in the use of visual thinking tools as a method for working through project issues, risks and problems. These new expectations require new skills. The era of multi-page, text-based project status reporting is over. The era of visual project management is here. Time to "skill up!"

Discover exciting behind-the-scenes opportunities and challenges in technology today with Schwalbe's unique INFORMATION TECHNOLOGY PROJECT MANAGEMENT, REVISED 7E. This one-of-a-kind book demonstrates the principles distinctive to managing information technology (IT) projects that extend well beyond standard project management requirements. No book offers more up-to-the minute insights and software tools for IT project management success, including updates that reflect the latest PMBOK Guide, 5th edition, the global standard for managing projects and earning certification. The book weaves today's theory with successful practices for an understandable, integrated presentation that focuses on the concepts, tools, and techniques that are most effective today. INFORMATION TECHNOLOGY PROJECT MANAGEMENT is the only book to apply all ten project management knowledge areas to IT projects. You master skills in project integration, scope, time, cost, quality, human resource, communications, risk, procurement, and stakeholder management as well as all five process groups--initiating, planning, executing, monitoring and controlling, and closing. Intriguing examples from familiar companies featured in today's news, a new Agile case, opportunities with MindView software, and a new chapter on project stakeholder management further ensure you are equipped to manage information technology projects with success. The REVISED Seventh Edition has updated Appendix A for Microsoft Project 2013. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

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

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

While the last few decades have witnessed incredible leaps forward in the technology of energy production, technological innovation can only be as transformative as its implementation and management allows. The burgeoning fields of renewable, efficient and sustainable energy have moved past experimentation toward realization, necessitating the transition to more sustainable energy management practices. Energy Management is a collective term for all the systematic practices to minimize and control both the quantity and cost of energy used in providing a service. This new book reports from the forefront of the energy struggle in the developing world, offering a guide to implementation of sustainable energy management in practice. The authors provide new paradigms for measuring energy sustainability, pragmatic methods for applying renewable resources and efficiency improvements, and unique insights on managing risk in power production facilities. The book highlights the possible financial and practical impacts of these activities, as well as the methods of their calculation. The authors’ guidelines for planning, analyzing, developing, and optimizing sustainable energy production projects provide vital information for the nations, corporations, and engineering firms that must apply exciting new energy technology in the real world. Shows engineering managers and project developers how to transition smoothly to sustainable practices that can save up to 25% in energy costs! Features case studies from around the world, explaining the whys and hows of successes and failures in China, India, Brazil, the US and Europe Covers a broad spectrum of energy development issues from planning through realization, emphasizing efficiency, scale-up of renewables and risk mitigation Includes software on a companion website to make calculating efficiency gains quick and simple

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