

Agile Estimation With Monte Carlo Simulation

Software Estimation Information Modelling and Knowledge Bases XXVII International Aerospace Abstracts Sooner, Safer, Happier Performance-Based Project Management Actionable Agile Metrics for Predictability Integrated Cost-Schedule Risk Analysis Agile Processes in Software Engineering and Extreme Programming Modeling and Simulation Fundamentals The Scrumban [R] Evolution Outsourcing and Offshoring of Professional Services: Business Optimization in a Global Economy Sensitivity Analysis in Practice Project Management the Agile Way, Second Edition Gamma 2001 Applied Software Project Management Essentials of Monte Carlo Simulation Agile Strategy Management Agile Methods UX for Lean Startups Agile Development In Practice Advances in Waveform-Agile Sensing for Tracking The Professional Product Owner Estimating Software-Intensive Systems Forecasting and Simulating Software Development Projects Estimating Software Costs : Bringing Realism to Estimating Gamma-Ray Bursts in the Afterglow Era Project Risk Management Guidelines #NoEstimates Software Estimation Without Guessing Risk Analysis Real-World Kanban Waltzing with Bears Scaling Lean & Agile Development Succeeding with Agile Managing and Leading Software Projects Agile Processes in Software Engineering and Extreme Programming Practices for Scaling Lean & Agile Development Large-Scale Scrum Impact Mapping Agile Project Management

Software Estimation

This book constitutes revised selected papers from the 7th Brazilian Workshop on Agil Methods, WBMA 2016, held in Curitiba, Brazil, in November 2016. The 10 full and 4 short papers presented in this volume were carefully reviewed and selected from 35 submissions. The papers present empirical results and literature reviews on agile implementation in government and distributed environments, design thinking and projects inception, testing and technical debt, motivation and gamification, training, modeling and project management, maturity models and quality assurance.

Information Modelling and Knowledge Bases XXVI

An insightful presentation of the key concepts, paradigms, and applications of modeling and simulation Modeling and simulation has become an integral part of research and development across many fields of study, having evolved from a tool to a discipline in less than two decades. Modeling and Simulation Fundamentals offers a comprehensive and authoritative treatment of the topic and includes definitions, paradigms, and applications to equip readers with the skills needed to work successfully as developers and users of modeling and simulation. Featuring contributions written by leading experts in the field, the book's fluid presentation builds from topic to topic and provides the foundation and theoretical underpinnings of modeling and simulation. First, an introduction to the topic is presented, including related terminology, examples of model development, and various domains of modeling and simulation. Subsequent chapters develop the necessary mathematical background needed to understand modeling and simulation topics, model types, and the importance of visualization. In addition,

Monte Carlo simulation, continuous simulation, and discrete event simulation are thoroughly discussed, all of which are significant to a complete understanding of modeling and simulation. The book also features chapters that outline sophisticated methodologies, verification and validation, and the importance of interoperability. A related FTP site features color representations of the book's numerous figures. Modeling and Simulation Fundamentals encompasses a comprehensive study of the discipline and is an excellent book for modeling and simulation courses at the upper-undergraduate and graduate levels. It is also a valuable reference for researchers and practitioners in the fields of computational statistics, engineering, and computer science who use statistical modeling techniques.

International Aerospace Abstracts

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

Sooner, Safer, Happier

The Professional Product Owner's Guide to Maximizing Value with Scrum "This book presents a method of communicating our desires, cogently, coherently, and with a minimum of fuss and bother." —Ken Schwaber, Chairman & Founder, Scrum.org The role of the Product Owner is more crucial than ever. But it's about much more than mechanics: it's about taking accountability and refocusing on value as the primary objective of all you do. In The Professional Product Owner, two leading experts in successful Scrum product ownership show exactly how to do this. You'll learn how to identify where value can be found, measure it, and maximize it throughout your entire product lifecycle. Drawing on their combined 40+ years of experience in using agile and Scrum in product management, Don

McGreal and Ralph Jocham guide you through all facets of envisioning, emerging, and maturing a product using the Scrum framework. McGreal and Jocham discuss strategy, showing how to connect Vision, Value, and Validation in ROI-focused agile product management. They lay out Scrum best-practices for managing complexity and continuously delivering value, and they define the concrete practices and tools you can use to manage Product Backlogs and release plans, all with the goal of making you a more successful Product Owner. Throughout, the authors share revealing personal experiences that illuminate obstacles to success and show how they can be overcome. Define success from the “outside in,” using external customer-driven measurements to guide development and maximize value. Bring empowerment and entrepreneurship to the Product Owner’s role, and align everyone behind a shared business model. Use Evidence-Based Management (EBMgt) to invest in the right places, make smarter decisions, and reduce risk. Effectively apply Scrum’s Product Owner role, artifacts, and events. Populate and manage Product Backlogs, and use just-in-time specifications. Plan and manage releases, improve transparency, and reduce technical debt. Scale your product, not your Scrum. Use Scrum to inject autonomy, mastery, and purpose into your product team’s work. Whatever your role in product management or agile development, this guide will help you deliver products that offer more value, more rapidly, and more often. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Performance-Based Project Management

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

Actionable Agile Metrics for Predictability

Jonathan Smart, business agility practitioner, thought leader, and coach, reveals the patterns and antipatterns that will help organizations from every industry deliver better value sooner, safer, and happier through high levels of engagement, inclusion, and empowerment.

Integrated Cost-Schedule Risk Analysis

A practical guide to impact mapping, a simple yet incredibly effective method for collaborative strategic planning that helps organizations make an impact with software.

Agile Processes in Software Engineering and Extreme Programming

Project managers tend to believe their cost estimates - whether they have exceeded budgets in the past or not. It is dangerous to accept the engineering cost estimates, which are often optimistic or unrealistic. Though cost estimates incorporate contingency reserves below-the-line, these estimates of reserves often do not benefit from a rigorous assessment of risk to project costs. Risks to cost come from multiple sources including uncertain project duration, which is often ignored in cost risk analyses. In short, experience shows that cost estimating on projects is rarely successful - cost overruns routinely occur. There are effective ways to estimate the impact on the cost of complex projects from project risks of all types, including traditional cost-type risks and the indirect but often substantial impact from risks usually thought of as affecting project schedules. Integrated cost-schedule risk analysis helps us determine how likely the project will go over budget with the current plan, how much contingency reserve is required to achieve a desired level of certainty, and which risks are most important so the project manager can mitigate them and achieve a better result. Integrated Cost-Schedule Risk Analysis provides solutions for these and other challenges. This book follows on from David Hulett's highly-praised Practical Schedule Risk Analysis. It focuses on the way that schedule risk can generate cost risk, and how to handle this relationship. It also applies the Risk Driver Method to the analysis so that you can clearly and transparently identify the key risks, rather than just the most risky cost line items. With detailed worked examples and over 70 illustrations, Integrated Cost-Schedule Risk Analysis offers the definitive guide to this critically important aspect of project management from surely the world's leading commentator.

Modeling and Simulation Fundamentals

Risk Analysis concerns itself with the quantification of risk, the modeling of identified risks and how to make decisions from those models. Quantitative risk analysis (QRA) using Monte Carlo simulation offers a powerful and precise method for dealing with the uncertainty and variability of a problem. By providing the building blocks the author guides the reader through the necessary steps to

produce an accurate risk analysis model and offers general and specific techniques to cope with most modeling problems. A wide range of solved problems is used to illustrate these techniques and how they can be used together to solve otherwise complex problems.

The Scrumban [R]Evolution

Create Thriving, High-Performing Teams and Organizations with Scrumban
Scrumban allows you to use Kanban as a catalyst for increasingly valuable changes to your existing software development processes, amplifying and expanding upon Scrum's benefits. Now, there's a definitive guide to Scrumban that explains what it is (and isn't), how and why it works, and how to use it to improve both team and organizational performance. Comprehensive, coherent, and practical, The Scrumban [R]Evolution will help you incrementally apply proven Lean/Agile principles to get what matters most: pragmatic, bottom-line results. Pioneering Scrumban coach Ajay Reddy clarifies Scrumban's core concepts and principles, and illuminates their application through real-life examples. He takes you from the absolute basics through sustainable adoption, and from choosing metrics to advanced forecasting and adaptive management. Whatever your role in the organization, this essential guide liberates you to tailor Kanban systems based on your unique challenges—and to solve delivery problems and improvement stagnation you haven't been able to solve with Scrum alone. Discover how Scrumban can help you reignite stalled Agile initiatives Clarify crucial relationships between purpose, values, and performance Quickly develop shared understanding in and across teams Use Scrumban to better manage Product Owner/Customer expectations Improve the rollout of Scrum in any team using Scrumban Use Scrumban and let real improvements spread with least resistance Use the right metrics to gain insight, track progress, and improve forecasting Take advantage of Scrumban's advanced capabilities as you gain experience Develop leaders to successfully guide your Agile initiatives Integrate modeling to reliably refine your forecasting and decision-making

Outsourcing and Offshoring of Professional Services: Business Optimization in a Global Economy

Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking tools and profound organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on their long experience leading and guiding large-scale lean and agile adoptions for large, multisite, and offshore product development, and drawing on the best research for great team-based agile organizations, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise. Coverage

includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large-scale development processes Moving from single-function and component teams to stable cross-functional cross-component Scrum feature teams with end-to-end responsibility for features Organizational redesign to a lean and agile enterprise that delivers value fast Large-scale Scrum for multi-hundred-person product groups In a competitive environment that demands ever-faster cycle times and greater innovation, applied lean thinking and agile principles are becoming an urgent priority. Scaling Lean & Agile Development will help leaders create the foundation for their lean enterprise—and deliver on the significant benefits of agility. In addition to the foundation tools in this text, see the companion book Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum for complementary action tools.

Sensitivity Analysis in Practice

Project Management the Agile Way, Second Edition

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

Gamma 2001

Estimating software development often produces more angst than value, but it doesn't have to. Identify the needs behind estimate requests and determine how to meet those needs simply and easily. Choose estimation techniques based on current needs and available information, gaining benefit while reducing cost and effort. Detect bad assumptions that might sink your project if you don't adjust your plans. Discover what to do when an estimate is wrong, how to recover, and how to use that knowledge for future planning. Learn to communicate about estimates in a healthy and productive way, maximizing advantage to the organization and minimizing damage to the people. In a world where most developers hate estimation and most managers fear disappointment with the results, there is hope for both. It requires giving up some widely held misconceptions. Let go of the

notion that "an estimate is an estimate" and estimate for the particular need you, and your organization, have. Realize that estimates have a limited shelf-life, and reestimate frequently if it's important. When reality differs from your estimate, don't lament; mine that disappointment for the gold that can be the longer-term jackpot. Estimate in comparison to past experience, by modeling the work mathematically, or a hybrid of both. Learn strategies for effective decomposition of work and aspects of the work that likely affect your estimates. Hedge your bets by comparing the results of different approaches. Find out what to do when an estimate proves wrong. And they will. They're estimates, after all. You'll discover that you can use estimates to warn you of danger so you can take appropriate action in time. Learn some crucial techniques to understand and communicate with those who need to understand. Address both the technical and sociological aspects of estimation, and you'll help your organization achieve its desired goals with less drama and more benefit. What You Need: No software needed, just your past experience and concern for the outcomes.

Applied Software Project Management

Essentials of Monte Carlo Simulation focuses on the fundamentals of Monte Carlo methods using basic computer simulation techniques. The theories presented in this text deal with systems that are too complex to solve analytically. As a result, readers are given a system of interest and constructs using computer code, as well as algorithmic models to emulate how the system works internally. After the models are run several times, in a random sample way, the data for each output variable(s) of interest is analyzed by ordinary statistical methods. This book features 11 comprehensive chapters, and discusses such key topics as random number generators, multivariate random variates, and continuous random variates. Over 100 numerical examples are presented as part of the appendix to illustrate useful real world applications. The text also contains an easy to read presentation with minimal use of difficult mathematical concepts. Very little has been published in the area of computer Monte Carlo simulation methods, and this book will appeal to students and researchers in the fields of Mathematics and Statistics.

Essentials of Monte Carlo Simulation

Your team is stressed; priorities are unclear. You're not sure what your teammates are working on, and management isn't helping. If your team is struggling with any of these symptoms, these four case studies will guide you to project success. See how Kanban was used to significantly improve time to market and to create a shared focus across marketing, IT, and operations. Each case study comes with illustrations of the Kanban board and diagrams and graphs to help you see behind the scenes. Learn a Lean approach by seeing how Kanban made a difference in four real-world situations. You'll explore how four different teams used Kanban to make paradigm-changing improvements in software development. These teams were struggling with overwork, unclear priorities, and lack of direction. As you discover what worked for them, you'll understand how to make significant changes in real situations. The four case studies in this book explain how to: Improve the full value chain by using Enterprise Kanban Boost engagement, teamwork, and flow in change management and operations Save a derailing project with Kanban

Help an office team outside IT keep up with growth using Kanban. What seems easy in theory can become tangled in practice. Discover why "improving IT" can make you miss your biggest improvement opportunities, and why you should focus on fixing quality and front-end operations before IT. Discover how to keep long-term focus and improve across department borders while dealing with everyday challenges. Find out what happened when using Kanban to find better ways to do work in a well-established company, including running multi-team development without a project office. You'll inspire your team and engage management to make it easier to develop better products. **What You Need:** This is a case study book, so there are no software requirements. The book covers the relevant bits of theory before presenting the case studies.

Agile Strategy Management

The information received from BeppoSAX, Chandra and other instruments in the last two years has more than doubled the number of samples of Gamma-Ray Bursts localized and followed up for afterglow search. This has also increased the interest of astronomers in GRBs. This book reviews the research of the last two years and covers the global properties of GRBs, GRB afterglows, GRB host galaxies, cosmology using GRBs, and theories for GRBs and their afterglows. Theoretical and observational aspects are presented as well as tools for the analysis of the data.

Agile Methods

This book describes philosophies, principles, practices and techniques for managing risk in projects and procurements, with a particular focus on complex or large-scale activities. The authors cover the basics of risk management in the context of project management, and outline a step-by-step approach. They then extend this approach into specialised areas of procurement (including tender evaluation, outsourcing and Public-Private Partnerships), introducing technical risk assessment tools and processes for environmental risk management. Finally they consider quantitative methods and the way they can be used in large projects. International case studies are included throughout.

UX for Lean Startups

Projects fail to meet goals for many reasons: poor time and budget performance, failure to deal with complexity, uncontrolled changes in scope. Even the most experienced project managers can be caught off guard in the presence of these forces. *Performance-Based Project Management* shows readers how they can increase the probability of project success, detailing a straightforward plan for avoiding surprises, forecasting performance, identifying risk, and taking corrective action to keep a project a success. Based on the "Five Immutable Principles of Project Success," this book shows project leaders how to assess the business capabilities needed for a project; plan and schedule the work; determine the resources required to complete on time and on budget; identify and manage risks to success; and measure performance in units meaningful to decision makers. Project managers will learn the core practices for each principle, as well as associated processes, so that they can lay the foundation for project success from

the start. They'll discover how each process produces "artifacts," which provide feedback as to whether everything is going well—and if not, when and how it will be fixed. Each practice is illustrated through examples and tailored for different levels of complexity and risk to help project managers ensure that project aren't just done—they're done right.

Agile Development In Practice

Provides recommendations and case studies to help with the implementation of Scrum.

Advances in Waveform-Agile Sensing for Tracking

Lean and Agile Development for Large-Scale Products: Key Practices for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. Drawing on their long experience leading and guiding lean and agile adoptions for large, multisite, and offshore product development, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key action tools needed for success. Coverage includes Frameworks for large-scale Scrum for multihundred-person product groups Testing and building quality in Product management and the end of the “contract game” between business and R&D Envisioning a large release, and planning for multiteam development Low-quality legacy code: why it’s created, and how to stop it Continuous integration in a large multisite context Agile architecting Multisite or offshore development Contracts and outsourced development In a competitive environment that demands ever-faster cycle times and greater innovation, the practices inspired by lean thinking and agile principles are ever-more relevant. Practices for Scaling Lean & Agile Development will help people realize a lean enterprise—and deliver on the significant benefits of agility. In addition to the action tools in this text, see the companion book *Scaling Lean & Agile Development: Thinking and Organizational Tools for Large-Scale Scrum* for complementary foundation tools.

The Professional Product Owner

The XP conference series established in 2000 was the first conference dedicated to agile processes in software engineering. The idea of the conference is to offer a unique setting for advancing the state of the art in the research and practice of agile processes. This year’s conference was the ninth consecutive edition of this international event. The conference has grown to be the largest conference on agile software development outside North America. The XP conference enjoys being one of those conferences that truly brings practitioners and academics together. About 70% of XP participants come from industry and the number of academics has grown steadily over the years. XP is more of an experience rather than a regular conference. It offers several different ways to interact and strives to create a truly collaborative environment where new ideas and exciting findings can be presented and shared. For example, this year’s open space session, which was

“a conference within a conference”, was larger than ever before. Agile software development is a unique phenomenon from several perspectives.

Estimating Software-Intensive Systems

Great user experiences (UX) are essential for products today, but designing one can be a lengthy and expensive process. With this practical, hands-on book, you'll learn how to do it faster and smarter using Lean UX techniques. UX expert Laura Klein shows you what it takes to gather valuable input from customers, build something they'll truly love, and reduce the time it takes to get your product to market. No prior experience in UX or design is necessary to get started. If you're an entrepreneur or an innovator, this book puts you right to work with proven tips and tools for researching, identifying, and designing an intuitive, easy-to-use product. Determine whether people will buy your product before you build it Listen to your customers throughout the product's lifecycle Understand why you should design a test before you design a product Get nine tools that are critical to designing your product Discern the difference between necessary features and nice-to-haves Learn how a Minimum Viable Product affects your UX decisions Use A/B testing in conjunction with good UX practices Speed up your product development process without sacrificing quality

Forecasting and Simulating Software Development Projects

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

Estimating Software Costs : Bringing Realism to Estimating

Deliver bug-free software projects on schedule and within budget Get a clear, complete understanding of how to estimate software costs, schedules, and quality using the real-world information contained in this comprehensive volume. Find out how to choose the correct hardware and software tools, develop an appraisal strategy, deploy tests and prototypes, and produce accurate software cost estimates. Plus, you'll get full coverage of cutting-edge estimating approaches using Java, object-oriented methods, and reusable components. Plan for and execute project-, phase-, and activity-level cost estimations Estimate regression, component, integration, and stress tests Compensate for inaccuracies in data collection, calculation, and analysis Assess software deliverables and data complexity Test design principles and operational characteristics using software

prototyping Handle configuration change, research, quality control, and documentation costs "Capers Jones' work offers a unique contribution to the understanding of the economics of software production. It provides deep insights into why our advances in computing are not matched with corresponding improvements in the software that drives it. This book is absolutely required reading for an understanding of the limitations of our technological advances."
--Paul A. Strassmann, former CIO of Xerox, the Department of Defense, and NASA

Gamma-Ray Bursts in the Afterglow Era

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

Project Risk Management Guidelines

Often referred to as the "black art" because of its complexity and uncertainty, software estimation is not as difficult or puzzling as people think. In fact, generating accurate estimates is straightforward—once you understand the art of creating them. In his highly anticipated book, acclaimed author Steve McConnell unravels the mystery to successful software estimation—distilling academic information and real-world experience into a practical guide for working software professionals. Instead of arcane treatises and rigid modeling techniques, this guide highlights a proven set of procedures, understandable formulas, and heuristics that individuals and development teams can apply to their projects to help achieve estimation proficiency. Discover how to: Estimate schedule and cost—or estimate the functionality that can be delivered within a given time frame Avoid common software estimation mistakes Learn estimation techniques for you, your team, and your organization * Estimate specific project activities—including development, management, and defect correction Apply estimation approaches to any type of project—small or large, agile or traditional Navigate the shark-infested political waters that surround project estimates When many corporate software projects are failing, McConnell shows you what works for successful software estimation.

#NoEstimates

Annotation Proceedings of the April 2001 symposium presenting results from the Compton Gamma Ray Observatory, current missions, and ground- based VHE

gamma-ray and radio observatories. The main subjects of the 162 papers are black hole x-ray binaries, gamma ray bursts, blazars active galactic nuclei, galaxy clusters, pulsars, solar flares, and analysis techniques. A sampling of more specific topics: x-ray dips and orbital modulation in Cyg X-1, fireballs and signatures in gamma ray burst afterglows, the central black hole masses of gamma ray loud blazars, population studies of the gamma ray sources, and the gamma ray large area space telescope (GLAST) project. No subject index. Annotation c. Book News, Inc., Portland, OR (booknews.com).

Software Estimation Without Guessing

The field of software engineering is characterized by speed and turbulence in many regards. While new ideas are proposed almost on a yearly basis, very few of them live for a decade or a longer. Lightweight software development methods were a new idea in the latter part of the 1990s. Now, ten years later, they are better known as agile software development methods, and an active community driven by practitioners has formed around the new way of thinking. Agile software development is currently being embraced by the research community as well. As a sign of increased research activity, most research-oriented conferences have an agile software development track included in the conference program. The XP conference series established in 2000 was the first conference dedicated to agile processes in software engineering. The idea of the conference is to offer a unique setting for advancing the state of the art in research and practice of agile processes. This year's conference was the tenth consecutive edition of this international event. Due to the diverse nature of different activities during the conference, XP is claimed to be more of an experience rather than a regular conference. It offers several different ways to interact and strives to create a truly collaborative environment where new ideas and exciting findings can be presented and shared. This is clearly visible from this year's program as well.

Risk Analysis

Real-World Kanban

"This book discusses the considerations and implications surrounding the outsourcing and offshoring of professional services, such as software development computer-aided design, and healthcare, from multiple global perspectives. This book, offers industry professionals, policymakers, students, and educators with a balance between a broad overview and detailed analysis of offshore outsourcing, would make an invaluable addition to any reference library"--Provided by publisher.

Waltzing with Bears

In Large-Scale Scrum , Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond

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

Scaling Lean & Agile Development

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

Succeeding with Agile

"When will it be done?" That is probably the first question your customers ask you once you start working on something for them. Think about how many times you have been asked that question. How many times have you ever actually been right? We can debate all we want whether this is a fair question to ask given the tremendous amount of uncertainty in knowledge work, but the truth of the matter is that our customers are going to inquire about completion time whether we like it or not. Which means we need to come up with an accurate way to answer them. The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. Until now. Topics Include Why managing for flow is the best strategy for predictability-including an introduction to Little's Law and its implications for flow. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. Why your process policies are the

potentially the biggest reason that you are unpredictable.

Managing and Leading Software Projects

“...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.

Agile Processes in Software Engineering and Extreme Programming

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

Practices for Scaling Lean & Agile Development

"If you're looking for solid, easy-to-follow advice on estimation, requirements gathering, managing change, and more, you can stop now: this is the book for you."--Scott Berkun, Author of *The Art of Project Management* What makes software projects succeed? It takes more than a good idea and a team of talented programmers. A project manager needs to know how to guide the team through the entire software project. There are common pitfalls that plague all software projects and rookie mistakes that are made repeatedly--sometimes by the same people! Avoiding these pitfalls is not hard, but it is not necessarily intuitive. Luckily, there are tried and true techniques that can help any project manager. In *Applied Software Project Management*, Andrew Stellman and Jennifer Greene provide you with tools, techniques, and practices that you can use on your own projects right away. This book supplies you with the information you need to diagnose your team's situation and presents practical advice to help you achieve your goal of building better software. Topics include: Planning a software project Helping a team estimate its workload Building a schedule Gathering software requirements and creating use cases Improving programming with refactoring, unit testing, and version control Managing an outsourced project Testing software Jennifer Greene and Andrew Stellman have been building software together since 1998. Andrew

comes from a programming background and has managed teams of requirements analysts, designers, and developers. Jennifer has a testing background and has managed teams of architects, developers, and testers. She has led multiple large-scale outsourced projects. Between the two of them, they have managed every aspect of software development. They have worked in a wide range of industries, including finance, telecommunications, media, nonprofit, entertainment, natural-language processing, science, and academia. For more information about them and this book, visit stellman-greene.com

Large-Scale Scrum

Impact Mapping

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

Agile Project Management

Your strategic initiatives are constantly under fire due to the evolving nature of markets, technology, laws, and government. To ensure your strategy succeeds, it must remain flexible while confronting these shifting challenges. *Agile Strategy Management: Techniques for Continuous Alignment and Improvement* explains how to achieve this flexibility by building agility into the initiation, development, implementation, and governance of your strategic initiatives. The book details what it takes to initiate, develop, implement, and govern a healthy strategy that delivers the benefits expected by all stakeholders. It presents insights gained by the author's organization over the last 25 years helping their clients achieve success with their strategic initiatives. Filled with real-world examples and case studies, it illustrates wide-ranging situations where the author's company helped clients reach important business objectives. Readers can use the book to look up examples that describe the various ways to use agile methods and techniques for critical business functions, including: Scope definition of strategic initiatives

Stakeholder identification Team building Project and program quality management Change management Procurement of resources Solution development, implementation, and quality management Strategy governance In this book, you will find guidelines that explain how to establish internal organizations for change and how to ensure these intermediate organizations stay motivated until final solution delivery. Presenting success stories as well as major blunders, the book can help you avoid many of the pitfalls that other organizations have experienced while governing their strategic initiatives.

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