

Robert C. Martin Series



Agile Estimating and Planning



Mike Cohn

Forewords by Jim Highsmith, Agile Practice Director, Cutter Consortium, and Gabrielle Benefield, Director, Agile Product Development, Yahoo!

Agile Estimating And Planning Mike Cohn

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Agile Estimating and Planning Mike Cohn, 2006 Goes beyond the strategy of just enough planning and estimating and shows readers how to make agile practices truly work organizationally **Agile Estimating and Planning** Cohn, 1900 This is the eBook version of the printed book Detailed Proven Techniques for Estimating and Planning Any Agile Project Agile Estimating and Planning is the definitive practical guide to estimating and planning agile projects In this book Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done with real world examples and case studies Concepts are clearly illustrated and readers are guided step by step toward how to answer the following questions What will we build How big will it be When must it be do **Learning Agile** Andrew Stellman, Jennifer Greene, 2014-11-12 Learning Agile is a comprehensive guide to the most popular agile methods written in a light and engaging style that makes it easy for you to learn Agile has revolutionized the way teams approach software development but with dozens of agile methodologies to choose from the decision to go agile can be tricky This practical book helps you sort it out first by grounding you in agile s underlying principles then by describing four specific and well used agile methods Scrum extreme programming XP Lean and Kanban Each method focuses on a different area of development but they all aim to change your team s mindset from individuals who simply follow a plan to a cohesive group that makes decisions together Whether you re considering agile for the first time or trying it again you ll learn how to choose a method that best fits your team and your company Understand the purpose behind agile s core values and principles Learn Scrum s emphasis on project management self organization and collective commitment Focus on software design and architecture with XP practices such as test first and pair programming Use Lean thinking to empower your team eliminate waste and deliver software fast Learn how Kanban s practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach **Agile Project Management** Jim Highsmith, 2009-07-10 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 **Agile!** Bertrand Meyer,2014-04-03 Are you attracted by the promises of agile methods but put off by the fanaticism of many agile texts Would you like to know which agile techniques work which ones do not matter much and which ones will harm your projects Then you need Agile the first exhaustive objective review of agile principles techniques and tools Agile methods are one of the most important developments in software over the past decades but also a surprising mix of the best and the worst Until now every project and developer had to sort out the good ideas from the bad by themselves This book spares you the pain It offers both a thorough descriptive presentation of agile techniques and a perceptive analysis of their benefits and limitations Agile serves first as a primer on agile development one chapter each introduces agile principles roles managerial practices technical practices and artifacts A separate chapter analyzes the four major agile methods Extreme Programming Lean Software Scrum and Crystal The accompanying critical analysis explains what you should retain and discard from agile ideas It is based on Meyer s thorough understanding of software engineering and his extensive personal experience of programming and project management He highlights the limitations of agile methods as well as their truly brilliant contributions even those to which their own authors do not do full justice Three important chapters precede the core discussion of agile ideas an overview serving as a concentrate of the entire book a dissection of the intellectual devices used by agile authors and a review of classical software engineering techniques such as requirements analysis and lifecycle models which agile methods criticize The final chapters describe the precautions that a company should take during a transition to agile development and present an overall assessment of agile ideas This is the first book to discuss agile methods beyond the brouhaha in the general context of modern software engineering It is a key resource for projects that want to combine the best of established results and agile innovations *Agile Java!* Jeff Langr,2005-02-14 Master Java 5 0 and TDD Together Build More Robust Professional Software Master Java 5 0 object oriented design and Test Driven Development TDD by learning them together Agile Java weaves all three into a single coherent approach to building professional robust software systems Jeff Langr shows exactly how Java and TDD integrate throughout the entire development lifecycle helping you leverage today s fastest most efficient development techniques from the very outset Langr writes for every programmer even those with little or no experience with Java object oriented development or agile methods

He shows how to translate oral requirements into practical tests and then how to use those tests to create reliable high performance Java code that solves real problems Agile Java doesn't just teach the core features of the Java language it presents coded test examples for each of them This TDD centered approach doesn't just lead to better code it provides powerful feedback that will help you learn Java far more rapidly The use of TDD as a learning mechanism is a landmark departure from conventional teaching techniques Presents an expert overview of TDD and agile programming techniques from the Java developer's perspective Brings together practical best practices for Java TDD and OO design Walks through setting up Java 5.0 and writing your first program Covers all the basics including strings packages and more Simplifies object oriented concepts including classes interfaces polymorphism and inheritance Contains detailed chapters on exceptions and logging math I/O reflection multithreading and Swing Offers seamlessly integrated explanations of Java 5.0's key innovations from generics to annotations Shows how TDD impacts system design and vice versa Complements any agile or traditional methodology including Extreme Programming XP

The Agile Consultant Rick Freedman, 2016-08-29 Learn the agile philosophy of lean processes incremental delivery deep client participation decentralized authority and just in time planning to bring speed creativity empowerment and increased productivity to product development This book is your guide to becoming the go to advisor for the enterprise agile transition Many organizations have brought in agile coaches and achieved great progress in software development productivity only to find teams slipping back into old methods as they encounter enterprise resistance and dysfunction The consultative skills required to engage at the enterprise level differ greatly from those needed to coach teams in agile practices Agile coaches and consultants need to up their game to successfully partner with executives managers and PMOs to evolve from traditional methods to a lean agile mindset The Agile Consultant by former Intel Worldwide Project Management Director and agile expert Rick Freedman author of Amazon best seller The IT Consultant shows how to overcome transition challenges and move beyond team level practice coaching to guide the entire organization to enterprise agility Agile methods are displacing traditional process heavy project management techniques and are poised to migrate from software development to the rest of IT and to the entire enterprise Agile's rapid adoption proves a simple truth agility works Agile methods are here to stay and will continue to expand within the organization Enterprises are rapidly moving beyond agile development to agile IT agile marketing and agile strategic planning Enterprises need agile coaches and consultants to guide them towards achieving the benefits of agility What You'll Learn Instill effective agile practices across the enterprise Coach teams managers and executives in learning adopting and practicing lean and agile strategies Diagnose the roadblocks and obstacles most organizations encounter during the transition to agile Use recognized change management techniques to guide the enterprise to agility while minimizing disruption and resistance Navigate the many challenges that can derail the transition to agility Demonstrate the critical mix of facilitation interpersonal and relationship skills to help organizations succeed with agile Guide the corporate culture toward agility from the top down and

the bottom up Evolve from old school project management thinking to a lean agile mindset Who This Book Is For Besides IT consultants The Agile Consultant will also appeal to developer teams internal IT staffers and their managers and to executives leading the transition to agile development Mastering the Requirements Process James Robertson,Suzanne Robertson,Adrian Reed,2024-09-25 One of the joys of product development whether it be software service or hardware is getting it right The way to get it right is to uncover the real business problem and to write the requirements for the solution that best solves that problem Without the right requirements it is impossible to build the right solution Mastering the Requirements Process Fourth Edition gives you an industry proven process for getting to the essence of the business problem and then writing unambiguous and testable requirements for its solution This fourth edition is an almost complete rewrite that brings requirements discovery into today s world it is the book for today s business analyst Product owners and project leaders will also find it valuable as it explains how to discover precisely what the customer needs and wants and to do it effectively in any business or project environment The book tells you how to Use the Volere requirements process to discover requirements in both traditional and agile environments Incorporate off the shelf OTS solutions into your requirements discovery Use artificial intelligence AI as part of your requirements discovery and as part of your business solution Use quickly sketched prototypes to explore the problem space Understand functional and non functional requirements Write better agile stories Make your requirements and stories measurable and testable using fit criteria Use business events as the heartbeat of business analysis Discover requirements in agile commercial and milspec project environments Find and prioritize your customer segments Leverage systems thinking when discovering requirements Use story maps and other requirements repository techniques Know which trawling techniques are the most effective for requirements discovery Synchronize your requirements discovery with agile development teams Make better decisions in the early days of a project to increase your chances of success Employ the Volere requirements specification template downloaded 10 000 times as the basis for your own requirement specifications One of the most valuable things about this book is that it provides a process to follow that will get people asking the right questions and expand their perspective on the problem Kevin Brennan Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details *Agile Analytics* Ken Collier,2012 Using Agile methods you can bring far greater innovation value and quality to any data warehousing DW business intelligence BI or analytics project However conventional Agile methods must be carefully adapted to address the unique characteristics of DW BI projects In Agile Analytics Agile pioneer Ken Collier shows how to do just that Collier introduces platform agnostic Agile solutions for integrating infrastructures consisting of diverse operational legacy and specialty systems that mix commercial and custom code Using working examples he shows how to manage analytics development teams with widely diverse skill sets and how to support enormous and fast growing data volumes Collier s techniques offer optimal value whether your projects involve back end data management front end business

analysis or both Part I focuses on Agile project management techniques and delivery team coordination introducing core practices that shape the way your Agile DW BI project community can collaborate toward success Part II presents technical methods for enabling continuous delivery of business value at production quality levels including evolving superior designs test driven DW development version control and project automation Collier brings together proven solutions you can apply right now whether you re an IT decision maker data warehouse professional database administrator business intelligence specialist or database developer With his help you can mitigate project risk improve business alignment achieve better results and have fun along the way The IFPUG Guide to IT and Software Measurement IFPUG,2012-04-25 The widespread deployment of millions of current and emerging software applications has placed software economic studies among the most critical of any form of business analysis Unfortunately a lack of an integrated suite of metrics makes software economic analysis extremely difficult The International Function Point Users Group IFPUG a nonprofit and member governed organization has become the recognized leader in promoting the effective management of application software development and maintenance activities The IFPUG Guide to IT and Software Measurement brings together 52 leading software measurement experts from 13 different countries who share their insights and expertise Covering measurement programs function points in measurement new technologies and metrics analysis this volume Illustrates software measurement s role in new and emerging technologies Addresses the impact of agile development on software measurement Presents measurement as a powerful tool for auditing and accountability Includes metrics for the CIO Edited by IFPUG s Management and Reporting Committee the text is useful for IT project managers process improvement specialists measurement professionals and business professionals who need to interact with IT professionals and participate in IT decision making It includes coverage of cloud computing agile development quantitative project management process improvement measurement as a tool in accountability project ROI measurement metrics for the CIO value stream mapping and benchmarking Becoming Agile Ahmed Sidky,Greg Smith,2009-04-30 Many books discuss Agile from a theoretical or academic perspective Becoming Agile takes a different approach and focuses on explaining Agile from a case study perspective Agile principles are discussed explained and then demonstrated in the context of a case study that flows throughout the book The case study is based on a mixture of the author s real world experiences Becoming Agile also focuses on the importance of adapting Agile principles to the realities of your environment In the early days of Agile there was a general belief that Agile had to be used in all phases of a project and that it had to be used in its purest form Over the last few years reputable Agile authorities have begun questioning this belief We re finding that the best deployments of Agile are customized to the realities of a given company Becoming Agile discusses the cultural realities of deploying Agile and how to deal with the needs of executives managers and the development team during migration The author discusses employee motivation and establishing incentives that reward support of Agile techniques Purchase of the print book comes with an

offer of a free PDF ePub and Kindle eBook from Manning Also available is all code from the book Praise for Becoming Agile This is much more than just a book about Agile This is a roadmap A very detailed roadmap that takes you from the initial is Agile right for me stage through completion and delivery of your pilot project and beyond Charlie Grier Senior Software Engineer Amcom Technology a must read for those of us who have come from years of waterfall and attempts at changes to traditional methodologies or processes clear concise and has plenty of example scenarios that many individuals and corporations would identify with Jamie Phillips Senior Software Engineer Picis Inc This book is quite unique It is written in a form of a 5 day training course I am usually not a fan of such a writing style but I think that Becoming Agile is an exception It is about a software process and as such requires a lot of case studies group exercises or at least what a book format allows and therefore the training course style is perfect to facilitate learning Vladimir Pasman Cococast com Becoming Agile in an Imperfect World offers a different and useful look at Agile methods Reminding us that becoming agile is more of a mindset adjustment than a process change Sidky and Smith use a case study to share their insights and tools throughout the book including the unique Sidky Agile Measurement Index SAMI Sanjiv Augustine President LitheSpeed LLC and author of Managing Agile Projects The authors emphasise that the aim should be to create a customised agile development process that is tailored to the needs of the organisation Instead of aiming for agile perfection one should aim at reaching the right level of agility for one's organisation Excellent advice Kailash Awati Eight to Late The book totally inspired me A lot of my readings on Agile from back in the day were very theoretical and high level at the same time But Becoming Agile helps take you to the next level by going beyond the theory and into the nitty gritty practicality of employing the Agile approach So it was very energizing having the game plan laid out in front of you as well as the hurdles you'll encounter and how to overcome them Tariq Ahmed author of Flex 3 in Action

Agile Processes in Software Engineering and Extreme Programming Alberto Sillitti, Orit Hazzan, Emily Bache, Xavier Albaladejo, 2011-05-03 This book contains the refereed proceedings of the 12th International Conference on Agile Software Development XP 2011 held in Madrid Spain in May 2011 The year 2011 marked the 10th anniversary of the Agile Manifesto In this spirit the XP conference continued its fine tradition of promoting agility by disseminating new research results in a timely manner and by bringing together researchers and practitioners for a fruitful mutual exchange of experiences As introduced for XP 2010 there were again two different program committees one for research papers and one for experience reports Regarding the research papers 11 out of 56 submissions were accepted as full papers and as far as the experience reports were concerned the respective number was 4 out of 17 submissions In addition to these papers this volume also includes the short research papers the abstracts of the posters the position papers of the PhD symposium and the abstracts of the workshops

Clean Code Robert C. Martin, 2009 This title shows the process of cleaning code Rather than just illustrating the end result or just the starting and ending state the author shows how several dozen seemingly small code changes can positively impact the performance and maintainability of an

application code base The AMA Handbook of Project Management Paul C. Dinsmore, Jeannette Cabanis-Brewin, 2014-06-12 A must read for any project management professional or student Projects are the life blood of any organization Revised to reflect the latest changes to A Guide to the Project Management Body of Knowledge PMBOK R and the Project Management Professional Exam R the fourth edition of The AMA Handbook of Project Management provides readers with a clear overview of a complex discipline Covering everything from individual projects to programs and strategic alignment it addresses Project initiation and planning Communication and interpersonal skills Scheduling budgeting and meeting business objectives Managing political and resource issues Implementing a PMO Measuring value and competencies The book compiles essays and advice from the field s top professionals and features new chapters on stakeholder management agile project management program management project governance knowledge management and more Updated with fresh examples case studies and solutions to specific project management dilemmas it remains an essential reference to the critical concepts and theories all project managers must master **Scrum and XP from the Trenches - 2nd Edition** Henrik Kniberg, 2015 This book aims to give you a head start by providing a detailed down to earth account of how one Swedish company implemented Scrum and XP with a team of approximately 40 people and how they continuously improved their process over a year s time Under the leadership of Henrik Kniberg they experimented with different team sizes different sprint lengths different ways of defining done different formats for product backlogs and sprint backlogs different testing strategies different ways of doing demos different ways of synchronizing multiple Scrum teams etc They also experimented with XP practices different ways of doing continuous build pair programming test driven development etc and how to combine this with Scrum This second edition is an annotated version a director s cut where Henrik reflects upon the content and shares new insights gained since the first version of the book Hybrid Project Management Mark Tolbert, Susan Parente, 2020-10-08 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 **Managing the Unmanageable** Mickey W. Mantle, Ron Lichty, 2019-11-12 The Essential Guide to Effectively Managing Developers So You Can Deliver Better Software Now Extensively Updated Lichty and Mantle have assembled a guide that will help you hire motivate and mentor a software development team that functions at the highest level Their rules of thumb and coaching advice form a great blueprint for new and experienced software engineering managers alike Tom Conrad CTO Pandora Reading this book's nuggets felt like the sort of guidance that I would get from a trusted mentor A mentor who I not only trusted but one who trusted me to take the wisdom understand its limits and apply it correctly Mike Fauzy CTO FauzyLogic Today many software projects continue to run catastrophically over schedule and budget and still don't deliver what customers want Some organizations conclude that software development can't be managed well But it can and it starts with people In their extensively updated **Managing the Unmanageable Second Edition** Mickey W Mantle and Ron Lichty show how to hire and develop programmers onboard new hires quickly and successfully and build and nurture highly effective and productive teams Drawing on over 80 years of combined industry experience the authors share Rules of Thumb Nuggets of Wisdom checklists and other Tools for successfully leading programmers and teams whether they're co-located or dispersed worldwide This edition adds extensive new Agile coverage new approaches to recruitment and onboarding expanded coverage of handling problem employees and much more Whether you're new to software management or you've done it for years you'll find indispensable advice for handling your challenges and delivering outstanding software Find recruit and hire the right programmers when you need them Manage programmers as the individuals they are Motivate software people and teams to accomplish truly great feats Create a successful development subculture that can thrive even in a toxic company culture Master the arts of managing down and managing up Embrace your role as a manager who empowers self-directed agile teams to thrive and succeed Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details **Manage It!**

Johanna Rothman, 2007-06-07 This book is a reality based guide for modern projects You'll learn how to recognize your project's potholes and ruts and determine the best way to fix problems without causing more problems Your project can't fail That's a lot of pressure on you and yet you don't want to buy into any one specific process methodology or lifecycle Your project is different It doesn't fit into those neat descriptions **Manage It** will show you how to beg borrow and steal from the best methodologies to fit your particular project It will help you find what works best for you and not for some mythological project that doesn't even exist Before you know it your project will be on track and headed to a successful conclusion

PMI-ACP® Practice Exam G Skills, This Book is a Full Preparation for the PMI Agile Certified Practitioner PMI ACP with details Explanation Latest Version Agile is a topic of growing importance in project management The marketplace reflects this importance as project management practitioners increasingly embrace agile as a technique for managing successful projects The PMI ACP certification recognizes an individual's expertise in using agile practices in their projects while

demonstrating their increased professional versatility through agile tools and techniques In addition the PMI ACP certification carries a higher level of professional credibility as it requires a combination of agile training experience working on agile projects and examination on agile principles practices tools and techniques This global certification also supports individuals in meeting the needs of organizations that rely on project practitioners to apply a diversity of methods to their project management The PMI Agile Certified Practitioner PMI ACP formally recognizes your knowledge of agile principles and your skill with agile techniques It will make you shine even brighter to your employers stakeholders and peers The PMI ACP is the fastest growing certification and it s no wonder Organizations that are highly agile and responsive to market dynamics complete more of their projects successfully than their slower moving counterparts 75 percent versus 56 percent as shown in the PMI Pulse of the Profession report The PMI ACP spans many approaches to agile such as Scrum Kanban Lean extreme programming XP and test driven development TDD So it will increase your versatility wherever your projects may take you Gain and Maintain Your PMI ACP The certification exam has 120 multiple choice questions and you have three hours to complete it The PMI ACP examination will consist of 100 scored items and 20 unscored pre test items The unscored items will not be identified and will be randomly distributed throughout the exam Who Should Apply If you work on agile teams or if your organization is adopting agile practices the PMI ACP is a good choice for you Compared with other agile certifications based solely on training and exams the PMI ACP is evidence of your real world hands on experience and skill Prerequisites 2 000 hours of general project experience working on teams 1 500 hours working on agile project teams or with agile methodologies This requirement is in addition to the 2 000 hours of general project experience 21 contact hours of training in agile practices Who this book is for Students who wants to pass their PMI ACP Exam from the first try People who works on agile teams or if their organization is adopting agile practices people who are interested in entering the field of project management Engineers Business Development Managers Project managers responsible for all aspects of leading project delivery and directing teams and needs to qualify for the PMP examination All people interested in project management Knowledge and International Certification The allocation of questions will be as follows Domain Percentage of Items on Test Domain I Agile Principles and Mindset 16% Domain II Value driven Delivery 20% Domain III Stakeholder Engagement 17% Domain IV Team Performance 16% Domain V Adaptive Planning 12% Domain VI Problem Detection and Resolution 10% Domain VII Continuous Improvement Product Process People 9%

The Software Project Manager's Bridge to Agility Michele Sliger, Stacia Broderick, 2008-05-19 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 PMPRs 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

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Agile Estimating And Planning Mike Cohn Introduction

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