

# Agile Project Management

Jim Highsmith

Foreword by Israel Gat

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Creating  
Innovative  
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Second Edition

# Agile Project Management Creating Innovative Products

**Meliha Handzic, Antonio Bassi**



## **Agile Project Management Creating Innovative Products:**

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 Project Management** Jim Highsmith, 2004-04-06 Please note there is now a second edition of this book available with the ISBN of 0321658396 Jim Highsmith is one of a few modern writers who are helping us understand the new nature of work in the knowledge economy Rob Austin Assistant Professor Harvard Business School This is the project management book we've all been waiting for the book that effectively combines Agile methods and rigorous project management Not only does this book help us make sense of project management in this current world of iterative incremental Agile methods but it's an all around good read Lynne Ellen Sr VP CIO DTE Energy Finally a book that reconciles the passion of the Agile Software movement with the needed disciplines of project management Jim's book has provided a service to all of us Neville Roy Singham CEO ThoughtWorks Inc The world of product development is becoming more dynamic and uncertain Many managers cope by reinforcing processes adding documentation or further honing costs This isn't working Highsmith brilliantly guides us into an alternative that fits the times Preston G Smith principal New Product Dynamics coauthor Developing Products in Half the Time One of the field's leading experts brings together all the knowledge and resources you need to use APM in your next project Jim Highsmith shows why

APM should be in every manager's toolkit thoroughly addressing the questions project managers raise about Agile approaches. He systematically introduces the five phase APM framework then presents specific proven tools for every project participant. Coverage includes Six principles of Agile Project Management. How to capitalize on emerging new product development technologies. Putting customers at the center of your project where they belong. Creating adaptive teams that respond quickly to changes in your project's ecosystem. Which projects will benefit from APM and which won't. APM's five phases: Envision, Speculate, Explore, Adapt, Close. APM practices including the Product Vision Box and Project Data Sheet. Leveraging your PMI skills in Agile environments. Scaling APM to larger projects and teams. For every project manager, team leader, and team member.

*Agile Project Management* James A. Highsmith, 2004. Please note there is now a second edition of this book available with the ISBN of 0321658396. Jim Highsmith is one of a few modern writers who are helping us understand the new nature of work in the knowledge economy. Rob Austin, Assistant Professor, Harvard Business School. This is the project management book we've all been waiting for: the book that effectively combines Agile methods and rigorous project management. Not only does this book help us make sense of project management in this current world of iterative incremental Agile methods, but it's an all-around good read. Lynne Ellen, Sr VP CIO, DTE Energy. Finally a book that reconciles the passion of the Agile Software movement with the needed disciplines of project management. Jim's book has provided a service to all of us. Neville Roy Singham, CEO, ThoughtWorks Inc. The world of product development is becoming more dynamic and uncertain. Many managers cope by reinforcing processes, adding documentation, or further honing costs. This isn't working. Highsmith brilliantly guides us into an alternative that fits the times. Preston G. Smith, principal, New Product Dynamics, coauthor, *Developing Products in Half the Time*. One of the field's leading experts brings together all the knowledge and resources you need to use APM in your next project. Jim Highsmith shows why APM should be in every manager's toolkit thoroughly addressing the questions project managers raise about Agile approaches. He systematically introduces the five phase APM framework then presents specific proven tools for every project participant. Coverage includes Six principles of Agile Project Management. How to capitalize on emerging new product development technologies. Putting customers at the center of your project where they belong. Creating adaptive teams that respond quickly to changes in your project's ecosystem. Which projects will benefit from APM and which won't. APM's five phases: Envision, Speculate, Explore, Adapt, Close. APM practices including the Product Vision Box and Project Data Sheet. Leveraging your PMI skills in Agile environments. Scaling APM to larger projects and teams. For every project manager, team leader, and team member.

*Making Sense of Agile Project Management* Charles G. Cobb, 2011-02-08. *Making Sense of Agile Project Management* Business Economics Project Management. The essential primer to successfully implementing agile project management into an overall business strategy. For a project to be truly successful, its management strategy must be flexible enough to adapt to dynamic and rapidly evolving business needs. *Making Sense of Agile Project Management* helps project managers think outside the box by

presenting a deep exploration of agile principles methodologies and practices Straying from traditional bureaucratic procedures that are rigidly defined this book espouses a heavy reliance on the training and skill of collaborative cross functional teams to adapt the methodology to the problem that they are attempting to solve rather than force fitting a project to a particular methodology Making Sense of Agile Project Management Focuses on how agile project management fits with other more traditional project management models to provide a more effective strategy Includes many cases taken from real world companies illustrating good and bad agile implementation Provides coverage that is balanced and objective with discussion of both agile and non agile methodologies Making Sense of Agile Project Management employs a straightforward approach that enables project managers to grasp concepts quickly and develop adaptable management tools for creating a vibrant and fluid business environment By utilizing the principles laid out in this book business managers and leaders will strengthen their ability to meet the risks and complexities of any individual project and better understand how to blend the appropriate balance of control and agility into an overall business strategy

*Adapting Configuration Management for Agile Teams* Mario E. Moreira, 2010-04-15 Adapting Configuration Management for Agile Teams provides very tangible approaches on how Configuration Management with its practices and infrastructure can be adapted and managed in order to directly benefit agile teams Written by Mario E Moreira author of Software Configuration Management Implementation Roadmap columnist for CM Crossroads online community and writer for the Agile Journal this unique book provides concrete guidance on tailoring CM for Agile projects without sacrificing the principles of Configuration Management

*Project Management for Libraries* Robin A. Buser, Miriam Pollack, 2014-10-02 Library work often involves coordinating projects with many tasks and many stakeholders where cost and time limitations can be seen as opportunities Effective project management is worth learning This book provides library staffers at every level whether in public academic school or special libraries with the basic tools of project management so that they can gain confidence and an expectation of success Part I covers the terminology the philosophy the resource management and the return on investment of project management Part II introduces the basics of the methodology designed by the Project Management Institute Part III discusses practical techniques for specific types of library projects gives an introduction to agile management features success stories in library project management and describes available software The book includes many examples of project management

Instructors considering this book for use in a course may request an examination copy here

**Lean Enterprise Software and Systems** Pekka Abrahamsson, Nilay Oza, 2010-10-21 The LESS 2010 conference was the first scientific conference dedicated to advancing the lean enterprise software and systems body of knowledge It fostered interactions by joining the lean product development community with the agile community coupled with innovative ideas nurtured by the beyond budgeting school of thinking The conference was organized in collaboration with the Lean Software and Systems Consortium LSSC The conference is established as a conference series The idea of the conference was to offer a unique platform for advancing the

state of the art in research and practice by bringing the leading researchers and practitioners to the same table Indeed LESS 2010 attracted a unique mix of participants including academics researchers leading consultants and industry practitioners The aim of the conference was to use this diverse community to advance research and practical knowledge concerning lean thinking within the field of software business and development LESS 2010 had more than 60% of its speakers come from the industry and the remaining from academia LESS is poised to grow as we advance into future iterations of the conference and become the conference for lean thinking in systems and software development Its growth and credibility will be advanced by the communities and knowledge exchange platform it provides LESS offers several avenues for knowledge exchange to create a highly collaborative environment Each year we aim to bring novelty to a program that fosters collaboration letting new ideas thrive during and after the conference

### **Project Management with the IBM Rational Unified Process R.**

Dennis Gibbs, 2006-07-27 Master win win techniques for managing outsourced and offshore projects from procurement and risk mitigation to maintenance Use RUP to implement best practice project management throughout the software development lifecycle Overcome key management challenges from changing requirements to managing user expectations The Hands On Start to Finish Guide to Managing Software Projects with the IBM Rational Unified Process This is the definitive guide to managing software development projects with the IBM Rational Unified Process RUP Drawing on his extensive experience managing projects with the RUP R Dennis Gibbs covers the entire development lifecycle from planning and requirements to post mortems and system maintenance Gibbs offers especially valuable insights into using the RUP to manage outsourced projects and any project relying on distributed development teams outsourced insourced or both This from the trenches guidebook is invaluable for anyone interested in best practices for managing software development project managers team leaders procurement and contracting specialists quality assurance and software process professionals consultants and developers If you re already using the RUP Gibbs will help you more effectively use it Whatever your role or the RUP experience you ll learn ways to Simplify and streamline the management of any large scale or outsourced project Overcome the challenges of using the RUP in software project management Optimize software procurement and supplier relationships from Request for Proposals RFPs and contracts to delivery Staff high performance project teams and project management offices Establish productive consistent development environments Run effective project kickoffs Systematically identify and mitigate project risks Manage the technical and business challenges of changing requirements Organize iterations and testing in incremental development processes Transition new systems into service from managing expectations to migrating data Plan system maintenance and implement effective change control Learn all you can from project post mortems and put those lessons into practice

### **Product Lifecycle Management (Volume 1) John Stark, 2022-05-03**

This fifth edition of Product Lifecycle Management updates and adds to the successful fourth edition the most frequently cited PLM publication It gives the reader a thorough explanation of Product Lifecycle Management PLM and provides them with a

full understanding and the skills to implement PLM within their own business environment This new and expanded edition is fully updated to reflect the many technological and management advances made in PLM since the release of the fourth edition Product Lifecycle Management will broaden the reader s understanding of PLM nurturing the skills needed to implement PLM successfully and to achieve world class product performance across the lifecycle Among the components of PLM described are product related business processes product data product data management PDM systems other PLM applications best practices company objectives and organisation This book also describes the relationships of PLM with the Internet of Things Industry 4 0 Digital Twins and Digital Threads Product Lifecycle Management 5th edition explains what PLM is and why it is needed It describes the environment in which products are ideated developed manufactured supported and retired before addressing the main components of PLM and PLM Initiatives Key activities in PLM Initiatives described include organisational change management OCM and project management The final part of the book addresses the PLM Initiative showing the typical steps and activities of a PLM project or initiative ECKM 2020 21st European Conference on Knowledge Management Professor Alexeis Garcia-Perez,2020-12-02 **Information Systems Project Management** David Avison,Gholamreza Torkzadeh,2009 Includes applications of both information technology and production operations management with a focus on information systems to demonstrate the real environment that exists for IS projects

Industrial Engineering in the Era of Artificial Intelligence Fethi Calisir,Semail Ülgen,Murat Durucu,2025-04-26 This book gathers revised and extended versions of the best papers presented at the Global Joint Conference on Industrial Engineering and Its Application Areas GJCIE 2024 held in from Antalya Turkey on August 7 9 2024 as a hybrid event Continuing the tradition of previous volumes the chapters highlight recent developments in industrial engineering methods for improving different kinds of business Special emphasis is given to combined strategies integrating conventional engineering methods with intelligent algorithms and technologies such as machine learning artificial intelligence and blockchain technology to improve business efficiency user engagement and industrial performance **2nd European Conference on the Impact of Artificial Intelligence and Robotics** Florinda Matos,2020-10-22 These proceedings represent the work of contributors to the 2nd European Conference on the Impact of Artificial Intelligence and Robotics ECIAIR 2020 hosted by ACI and Instituto Universit rio de Lisboa ISCTE IUL Portugal on 22 23 October 2020 The Conference Chair is Dr Florinda Matos and the Programme Chairs are Dr Ana Maria de Almeida and Prof Isabel Salavisa all from Instituto Universit rio de Lisboa ISCTE IUL Portugal *Cases on Educational Technology Planning, Design, and Implementation: A Project Management Perspective* Benson, Angela D.,Moore, Joi L.,Williams van Rooij, Shahron,2013-06-30 Whether utilizing electronic tools for K 12 classrooms learning management systems in higher education institutions or training and performance improvement for business organizations technology maintains an important aspect in the delivery of education and training in both school and non school settings Cases on Educational Technology Planning Design and Implementation A Project Management

Perspective provides strategies for addressing the challenges and pitfalls faced when planning designing and implementing learning and educational technology projects The case studies in this publication aim to provide instructors practitioners in K 12 and higher education business managers as well as students interested in implementing education technology projects

*eXtreme Project Management* Douglas DeCarlo, 2004-10-21 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 **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

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*Proceedings of the XVII International symposium SymOrg 2020* Dušan Starčević, Sanja Marinković, 2020-06-30

Ever since 1989 the Faculty of Organizational Sciences University of Belgrade has been the host of SymOrg an event that promotes scientific disciplines of organizing and managing a business Traditionally the Symposium has been an opportunity for its participants to share and exchange both academic and practical knowledge and experience in a pleasant and creative atmosphere This time however due the challenging situation regarding the COVID 19 pandemic we have decided that all the essential activities planned for the International Symposium SymOrg 2020 should be carried out online between the 7th and the 9th of September 2020 We are very pleased that the topic of SymOrg 2020 Business and Artificial Intelligence attracted researchers from different institutions both in Serbia and abroad Why is artificial intelligence a disruptive technology Simply because it significantly alters the way consumers industries or businesses operate According to the European Commission document titled Artificial Intelligence for Europe 2018 AI is a key disruptive technology that has just begun to reshape the world The Government of the Republic of Serbia has also recognized the importance of AI for the further development of its economy and society and has prepared an AI Development Strategy for the period between 2020 and 2025 The first step has already been made the Science Fund of the Republic of Serbia after a public call has selected and financed twelve AI projects This year more than 200 scholars and practitioners authored and co authored the 94 scientific and research papers that had been accepted for publication in the Proceedings All the contributions to the Proceedings are classified into the following 11 sections Information Systems and Technologies in the Era of Digital Transformation Smart Business Models and Processes Entrepreneurship Innovation and Sustainable Development Smart Environment for Marketing and Communications Digital Human Resource Management Smart E Business Quality 4.0 and International Standards Application of Artificial Intelligence in Project Management Digital and Lean Operations Management Transformation of Financial Services Methods and Applications of Data Science in Business and Society We are very grateful to our distinguished keynote speakers Prof Moshe Vardi Rice University USA Prof Blaž Zupan University of Ljubljana Slovenia Prof Vladan Devedić University of Belgrade Serbia Milica Jović PhD Director Science Fund of the Republic of Serbia and Harri Ketamo PhD Founder Chairman of HeadAI Ltd Finland Also special thanks

to Prof Dragan Vukmirovi University of Belgrade Serbia and Prof Zoran evarac University of Belgrade Serbia for organizing workshops in fields of Data Science and Machine Learning and to Prof Rade Mati Belgrade Business and Arts Academy of Applied Studies and Milan Dobrota PhD CEO at Agremo Serbia for their valuable contribution in presenting Serbian experiences in the field of AI The Faculty of Organizational Sciences would to express its gratitude to the Ministry of Education Science and Technological Development and all the individuals who have supported and contributed to the organization of the Symposium We are particularly grateful to the contributors and reviewers who made this issue possible But above all we are especially thankful to the authors and presenters for making the SymOrg 2020 a success

**Translation and Localization Project Management** Keiran J. Dunne,Elena S. Dunne,2011 Over the past three decades translation has evolved from a profession practiced largely by individuals to a cottage industry model and finally to a formally recognized industrial sector that is project based heavily outsourced and that encompasses a wide range of services in addition to translation As projects have grown in size scope and complexity and as project teams have become increasingly distributed across geographies time zones languages and cultures formalized project management has emerged as both a business requirement and a critical success factor for language service providers In recognition of these developments this volume examines the application of project management concepts tools and techniques to translation and localization projects The contributors are seasoned practitioners and scholars who offer insights into the central role of project management in the language industry today and discuss best practice approaches to the adaptation of generic project management knowledge skills tools and techniques for translation and localization projects

**Project Resilience** Elmar Kutsch,Mark Hall,2016-03-09 As the title suggests Project Resilience is about making projects and project managers more resilient The authors look at projects not simply from a mechanistic approach in which work can be broken down executed and controlled as a series of interlocking parts but rather as organic constructs living entities existing for a finite period of time consisting of people structures and processes These entities are constantly challenged by environmental adversity risk uncertainty and complexity Resilience involves finding ways to help project managers notice more interpret adversity more realistically prepare themselves better for it contain and recover from it quicker and more appropriately The book has two purposes it offers a glimpse into our tendencies to be irrational in the face of adversity risk uncertainty and complexity The second purpose is to offer a new perspective to aid in managing risky and in particular uncertain and complex projects The authors go beyond commonly accepted standards in project management with the aim of providing an understanding of how to implement project wide resilience The purpose is to guide not to prescribe It is best used as a trigger for a thinking process to define your own unique approach to managing uncertainty not to replace your experience and judgement Ultimately it has been written to challenge traditional wisdom in project management and to address the rationale for creative best practices

**Knowledge and Project Management** Meliha Handzic,Antonio Bassi,2017-02-23 This book

argues that by integrating effective knowledge management KM with project management PM the overall project success rate can be improved significantly It brings together the latest ideas and research on shared approaches to improve performance based on the research and experience of academics and practitioners The structured collection of articles presents novel theoretical approaches and clear empirical evidence of the value of integrating the two distinct fields It enables readers to better understand the need to merge KM with PM and appreciate the benefits It also offers researchers an idea of what lies ahead and how to get there and helps practitioners develop more suitable KM solutions for successful project outcomes

## Reviewing **Agile Project Management Creating Innovative Products**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is truly astonishing. Within the pages of "**Agile Project Management Creating Innovative Products**," an enthralling opus penned by a very acclaimed wordsmith, readers embark on an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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### **Agile Project Management Creating Innovative Products Introduction**

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