

new expectations require new skills. The era of multi-page, text-based project status reporting is over. The era of visual project management is here. Time to "skill up!"

This book tells you everything you need to know to help your organization implement DevOps on the Microsoft platform. You will learn how to use Visual Studio, Visual Studio Team Services, and Azure to implement a complete DevOps process in your company. You will learn about Agile Project Management, Continuous Integration, Continuous Delivery, Technical Debt Management, Automatic Testing and Monitoring, and see how all these areas fit together. DevOps is important for organizations that want to make the best use of their resources and avoid costly mistakes. Teams that embrace DevOps deploy code up to 30 times more frequently than their competition and less than 50% of their deployments fail according to Puppet Labs State of DevOps survey. DevOps on the Microsoft Stack shows you how to help your organization implement DevOps, covering the tooling they will need and how to make everything work together while following best practices. The focus is not only on technology but also on the cultural issues that teams will face when implementing DevOps. The author's goal is to not only show you which tooling there is but help you to successfully use everything together to implement DevOps in your projects and organization. In this book, you'll learn: What DevOps is and how it can help development teams How to use Visual Studio, Visual Studio Team Services, and Azure to setup a DevOps process How to introduce DevOps to your organization and how to overcome problems

International Academic Conference on Global Education, Teaching and Learning International Academic Conference on Management, Economics, Business and Marketing International Academic Conference on Engineering, Transport, IT and AI

It has been 20 years since the release of StarCraft, with a "remastered" version coming out this summer (2017). Having been an avid player, I only now realize that a surprising amount of what we know as "Agile project management" is actually implicitly part of a normal game of StarCraft. Being an Agile coach, I realized that especially in industries with teams with a gaming background, coaching lessons could benefit if I could show the relationship between games and Agile methodology. Likewise, you can start explaining management methodology in a language that your tech-savvy audience understands. StarCraft, the most popular real-time strategy game of all time, is also all about producing and deploying just as many game units at just the right time. This book is about the relationship of StarCraft and Kanban. When your team knows StarCraft but not Kanban, this book will provide you with a series of analogies to allow a better and easier understanding of Agile principles. It is written in a light-hearted tone, similar to how you might chat with a fellow coach about your Agile experiences implementing Kanban, taking for granted that you have experience with StarCraft. "When you choose to use Kanban as a method to drive change in your organization, you are subscribing to the view that it is better to optimize what already exists, because that is easier and faster and will meet with less resistance than running a managed, engineered, named-change initiative. Introducing a radical change is harder than incrementally improving an existing one." ---David J. Anderson, Kanban: Successful Evolutionary Change for Your Technology Business No matter the size or structure of your organization, take small steps. Kanban promotes this approach by starting with what you have in place and pointing out the bottlenecks. Where StarCraft falls short, by comparison, is the visualization of the "workflow." While tools eventually emerged that visualized some aspects of the replays, like your "actions per minute" symbolizing your workload, I know of no tool that does it the Kanban way and actually analyzes how much time you spend on each team or location and thus points out possible ways for optimization. The closest software that does a similar job is "Evolution Forge," which I will discuss in the last chapter of this book. It helps you to optimize your basic build order in small steps. Behind both approaches (Kanban and Evolution Forge) is the grand idea inherent in nature to leave things as they are and move forward without ever making a step back. Every change you make should improve the situation and

larger changes come into place as the sum of a whole number of smaller ones. In that regard, if you want to improve your StarCraft play the Kanban way, manual observation, maybe together with a critical friend, might be the best choice. On the other hand, if you want to learn the idea of Kanban with StarCraft as an easy-to-understand reference, you have come to the right place!

Chapter 1 looks at your role as a manager. How will your responsibilities change under Agile Business Management? What techniques can you use to manage your staff? Chapter 2 discusses your organisation's relationship and interaction with its customers. What are their needs and goals, and how can you work together to achieve them? Chapter 3 provides the organisational context in which Agile Business Management operates. It discusses lean management structures and the techniques to manage different types of staff, teams and organisations. Chapter 4 looks at how you and your team work the "agile way" and describes tools and techniques to help optimise workflow, exploit change and manage customer requirements. The book closes with a look at associated financial models that support your Agile organisation, the processes you can use to run an Agile Business Management transformation, and the first steps to take towards that transformation.

How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

This book constitutes the refereed proceedings of the 16th International Conference on Software Process Improvement and Capability Determination, SPICE 2016, held in Dublin, Ireland, in June 2016. The 28 full papers presented together with 5 short papers were carefully reviewed and selected from 52 submissions. The papers are organized in the following topical sections: SPI in regulated and safety critical domains; gamification and education issues in SPI; SPI in agile and small settings; SPI and assessment; SPI and project management concerns; empirical research case studies of SPI; knowledge and human communications issues in SPI.

This volume constitutes the refereed proceedings of the 24th EuroSPI conference, held in Ostrava, Czech Republic, in

September 2017. The 56 revised full papers presented were carefully reviewed and selected from 97 submissions. They are organized in topical sections on SPI and VSEs, SPI and process models, SPI and safety, SPI and project management, SPI and implementation, SPI issues, SPI and automotive, selected key notes and workshop papers, GamifySPI, SPI in Industry 4.0, best practices in implementing traceability, good and bad practices in improvement, safety and security, experiences with agile and lean, standards and assessment models, team skills and diversity strategies.

This book explores the application of agile and lean techniques, originally from the field of software development and manufacturing, to various aspects of education. It covers a broad range of topics, including applying agile teaching and learning techniques in the classroom, incorporating lean thinking in educational workflows, and using team-based approaches to student-centred activities based on agile principles and processes. Demonstrating how agile and lean ideas can concretely be applied to education, the book offers practical guidance on how to apply these ideas in the classroom or lecture hall, as well as new concepts that could spark further research and development.

The Kanban Maturity Model (KMM) is a new, powerful tool for coaches and consultants advising medium and large enterprises on transformation and improvement using the Kanban Method. From the author of the best-selling *Kanban: Successful Evolutionary Change for your Technology Business*, David J. Anderson, together with Teodora Bozheva, this book maps out seven levels of organizational maturity against the six general practices of Kanban to ensure appropriate application of Kanban practices and successful adoption of the approach. The KMM describes a roadmap and concrete actions that enable organizations to achieve fitness-for-purpose and exceptional business agility. This book is for consultants, coaches, corporate change agents, and managers who must lead medium- and large-scale enterprises through a transition to improve their operations and service delivery. This book is for businesses that aspire to superior business agility, to deliver fit-for-purpose products and services, to delight customers, and to provide the security of long-term survival associated with mature businesses that consistently meet or exceed customer expectations. The KMM is designed to eliminate the two most common failure modes in the adoption of Kanban: overreaching, causing an aborted start; false summit plateaus and failure to realize full benefit. KMM provides advisors with the knowledge to create just enough positive stress to provoke improvement without overdoing it and causing a regression in corporate performance. This book covers: Understanding the seven Kanban maturity levels Benefits of the KMM How the KMM drives capability and maturity to enable fitness-for-purpose and business agility The KMM Architecture and in-depth understanding of the model Maps 161 specific practices against the six general practices of the Kanban Method and seven maturity levels, describing the intent, value, and expected outcomes from each practice. KMM-specific practices codify more than

fourteen years of Kanban implementations in firms from small to extremely large, across five continents and many industries. KMM documents the body of knowledge that coaches and organizations need to develop sustainable change, build a culture of continuous improvement, unity around a shared purpose, and improved business outcome. Provides a comprehensive set of example kanban boards suitable for the whole range of organizational maturity levels. The comprehensive set of kanban board designs provide ideas for visualizing work items, workflows of different types and complexity, risks, classes of services, shared resources, and other aspects of complex interdependent enterprise services. Defines in detail what practices and metrics to use--and how--for effective workflow management. Defines the specific Kanban practices that enable delivering high quality products and services and optimizing economic results. Describes the integration of KMM with existing models and methods, in particular Lean/TPS, Real World Risk Model (by Nassim Nicholas Taleb), CMMI, and Mission Command/Auftragstaktik. Maps twenty cultural values to the seven maturity levels, enabling leadership guidance and coaching for a stronger, more effective corporate culture. Includes vital coaching tips that facilitate the correct implementation of specific practices. The KMM will help you avoid the two most typical failure modes in Kanban implementations: overreaching, causing an aborted start; false summit plateaus and failure to realize full benefit. Use the model to understand the current situation of your organization and define appropriate actions that will drive it to the desired state.

This book is written by testers for testers. In ten chapters, the authors provide answers to key questions in agile projects. They deal with cultural change processes for agile testing, with questions regarding the approach and organization of software testing, with the use of methods, techniques and tools, especially test automation, and with the redefined role of the tester in agile projects. The first chapter describes the cultural change brought about by agile development. In the second chapter, which addresses agile process models such as Scrum and Kanban, the authors focus on the role of quality assurance in agile development projects. The third chapter deals with the agile test organization and the positioning of testing in an agile team. Chapter 4 discusses the question of whether an agile tester should be a generalist or a specialist. In Chapter 5, the authors turn to the methods and techniques of agile testing, emphasizing the differences from traditional, phase-oriented testing. In Chapter 6, they describe which documents testers still need to create in an agile project. Next, Chapter 7 explains the efficient use of test automation, which is particularly important in agile development, as it is the main instrument for project acceleration and is necessary to support state-of-the-art DevOps approaches and Continuous Integration. Chapter 8 then adds examples from test tool practice extending test automation to include test management functionality. Chapter 9 is dedicated to training and its importance, emphasizing the role of employee training in getting started with agile development. Finally, Chapter 10 summarizes the results of the agile

journey in general with a special focus on testing. To make the aspects described even more tangible, the specific topics of this book are accompanied by the description of experiences from concrete software development projects of various organizations. The examples demonstrate that different approaches can lead to solutions that meet the specific challenges of agile projects.

Features and Benefits

- Provides a complete and concise overview about software testing in agile projects
- Includes experiences and examples from concrete software development projects of various companies
- Describes the use of methods, techniques and tools, especially test automation, and the redefined role of the tester in agile projects.

Pro Team Foundation Service gives you a jump-start into Microsoft's cloud-based Application Lifecycle Management platform, taking you through the different stages of software development. Every project needs to plan, develop, test and release software and with agile practices often at a higher pace than ever before. Microsoft's Team Foundation Service is a cloud-based platform that gives you tools for agile planning and work tracking. It has a code repository that can be used not only from Visual Studio but from Java platforms and Mac OS X. The testing tools allow testers to start testing at the same time as developers start developing. The book also covers how to set up automated practices such as build, deploy and test workflows. This book: Takes you through the major stages in a software development project. Gives practical development guidance for the whole team. Enables you to quickly get started with modern development practices. With Microsoft Team Foundation Service comes a collaboration platform that gives you and your team the tools to better perform your tasks in a fully integrated way. What you'll learn What ALM is and what it can do for you. Leverage a cloud-based ALM platform for quick improvements in your development process. Improve your agile development process using integrated tools and practices. Develop automated build, deployment and testing processes. Integrate different development tools with one collaboration platform. Get started with ALM best-practices first time round. Who this book is for Pro Team Foundation Service is for any development team that wants to take their development practices to the next level. Microsoft Team Foundation Service is an excellent platform for managing the entire application development lifecycle and being a cloud-based offering it is very easy to get started. Pro Team Foundation Service is a great guide for anyone in a team who wants to get started with the service and wants to get expert guidance to do it right.

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Test Management Lab Management

This book contains the refereed proceedings of the 17th International Conference on Agile Software Development, XP 2016, held in Edinburgh, UK, in May 2016. While agile development has already become mainstream in industry, this field is still constantly evolving and continues to spur an enormous interest both in industry and academia. To this end, the XP conference attracts a large number of software practitioners and researchers, providing a rare opportunity for interaction between the two communities. The 14 full papers accepted for XP 2016 were selected from 42 submissions. Additionally, 11 experience reports (from 25 submissions) 5 empirical studies (out of 12 submitted) and 5 doctoral papers (from 6 papers submitted) were selected, and in each case the authors were shepherded by an experienced researcher. Generally, all of the submitted papers went through a rigorous peer-review process.

Are your products and services fit for purpose? How would you know? Do you know why your customers choose you, your products, and your services? If not, how can you find out? In this new book from the best-selling author of *Kanban: Successful Evolutionary Change for Your Technology Business*, David J. Anderson, together with Alexei Zheglov, teach you how to answer these questions and more. . . . How do you know whether a change is an improvement? When is an improvement a step too far? When might you be overserving your market? Using highly accessible examples from transportation, broadcasting, entertainment, food and beverage, online retailing, telecommunications, software applications, pharmaceuticals, sports and recreation, automotive manufacturing, and retailing, Anderson and Zheglov teach you how to choose the right metrics to drive the behavior you need to catalyze improvements that directly affect customer satisfaction. Using their unique brand of storytelling, they show how to segment your market based on customer purpose, how to establish fitness criteria metrics as your key performance indicators (KPIs), how to use your frontline staff to sense your market, and alternatively, using Fit-for-Purpose Surveys and the Fitness Box Score. Using the highly pragmatic, actionable guidance of the Fit-for-Purpose Framework, you will learn how to select market segments that align to your strategy, how to design products and services that align to customer expectations, and how to take actions to amplify successful markets and switch off unsuccessful ones. This book will help you find new customers in new market segments, better satisfy your existing customers, and keep them all coming back for more. Fit for Purpose is for executives, strategic planners, product managers, product planners, portfolio managers, service designers, service delivery managers, and anyone who wants to understand better how to manage for long-term survival and profitability in the complex and volatile markets of the 21st Century.

Beginning Application Lifecycle Management is a guide to an area of rapidly growing interest within the development community: managing the entire cycle of building software. ALM is an area that spans everything from requirements

specifications to retirement of an IT-system or application. Because its techniques allow you to deal with the process of developing applications across many areas of responsibility and across many different disciplines, the benefits and effects of ALM techniques used on your project can be wide-ranging and pronounced. In this book, author Joachim Rossberg will show you what ALM is and why it matters. He will also show you how you can assess your current situation and how you can use this assessment to create the road ahead for improving or implementing your own ALM process across all of your team's development efforts. Beginning Application Lifecycle Management can be implemented on any platform. This book will use Microsoft Team Foundation Server as a foundation in many examples, but the key elements are platform independent and you'll find the book written in a platform agnostic way. In this book, you'll learn: What application lifecycle management is and why it matters. The steps necessary for implementing an ALM process. Tips and techniques you can use to gain control of your development efforts. How to implement an agile framework into your ALM process How to achieve traceability and visibility in your projects How to automate your ALM process Management 4.0 Handbook for Agile Practices, Release 2

This book covers the ISTQB Expert Level Test Manager syllabus and is a complete, one-stop preparation guide for the reader who is otherwise qualified (based on experience as a test manager) to take the Expert Level Test Manager exam. Included are extensive hands-on exercises and sample exam questions that comply with ISTQB standards for Expert Level exams. p.p1 {margin: 0.0px 0.0px 0.0px 0.0px; font: 11.0px Verdana} p.p2 {margin: 0.0px 0.0px 0.0px 0.0px; font: 11.0px Verdana; min-height: 13.0px} The ISTQB certification program is the leading software tester certification program in the world. With more than 500,000 certificates issued and a global presence in 70 countries, you can be confident in the value and international stature that the ISTQB Expert Level certificate can offer you.

"Flow is so important to managing modern work and enabling customer satisfaction. The Cumulative Flow Diagram is very efficient: it integrates a lot of information in a single picture. People often struggle to interpret and master the usage of CFDs. Paulo's book delivers step-by-step guidance to maximize your understanding and demystify this important tool." DAVID J. ANDERSON, author of the Kanban: Successful Evolutionary Change for Your Technology Business and several other books Great content within a few pages: that is what this book brings you! Based on his many years of experience managing teams and leading projects, Paulo Caroli explores the Cumulative Flow Diagram (CFD), an effective and complete tool to improve your workflow in different areas. This is a book to be read quickly, but also consulted whenever necessary to seek continuous improvement in workflow. Here, you will also learn, among other things, how to use the CFD to: - Contribute to the control of your projects, from the simplest to the most complexes;- Calculate the flow parameters of your system and each stage;- Systematise the project items: those that still need to be

worked on, those that are in progress, and those already completed;- Control the entry and exit of work items, detecting instabilities, and acting on them. LEARN TO OPTIMIZE YOUR WORKFLOW THROUGH CFD, A TOOL EXPLAINED BY PAULO CAROLI AND PRESENTED IN THIS GUIDE THAT COMBINES CONCEPT AND REAL EXAMPLES!

Improve: The Next Generation of Continuous Improvement for Knowledge Work presents lean thinking for professionals, those who Peter Drucker called knowledge workers. It translates the brilliant insights from Toyota's factory floor to the desktops of engineers, marketers, attorneys, accountants, doctors, managers, and all those who "think for a living." The Toyota Production System (TPS) was born a century ago to an almost unknown car maker who today is credited with starting the third wave of the Industrial Revolution. TPS principles, better known as lean thinking or continuous improvement, are simple: increase customer value, cut hidden waste, experiment to learn, and respect others. As simple as they are, they are difficult to apply to the professions, probably because of the misconception that knowledge work is wholly non-repetitive. But much of our everyday work does repeat, and in great volume: approvals, problem-solving, project management, hiring, and prioritization are places where huge waste hides. Eliminate waste and you delight customers and clients, increase financial performance, and grow professional job satisfaction, because less waste means more success and more time for expertise and creativity. This book is a valuable resource for leaders of professional teams who want to improve productivity, quality, and engagement in their organizations. Experience the proven benefits of continuous improvement 40%-70% increase in productivity from professionals and experts li"85% projects on-time/liliReduce lead time by 50%-90%/liliEngagement up and voluntary severance cut 50% Dozens of simple visual tools that anyone can implement immediately in their existing framework All tools and techniques applicable to both face-to-face and virtual meetings Easy-to-understand approach: "simplify, engage, experiment" Presented with deep respect for the experts; no "check the box" thinking or overused analogies to the factory floor

This book constitutes the refereed proceedings of the 11th International IFIP WG 2.13 International Conference on Open Source Systems, OSS 2015, held in Florence, Italy, in May 2015. The 16 revised full papers presented were carefully reviewed and selected from 50 submissions. They have been organized in the following topical sections: open source software engineering; communication and collaboration; examples and case studies; adoption, use, and impact; and intellectual property and legal issues. Also included is an OSS 2015 PhD contest paper.

Building upon his earlier book that detailed agile data warehousing programming techniques for the Scrum master, Ralph's latest work illustrates the agile interpretations of the remaining software engineering disciplines: Requirements management benefits from streamlined templates that not only define projects quickly, but ensure nothing essential is overlooked. Data engineering receives two new "hyper modeling" techniques, yielding data warehouses that can be easily adapted when requirements change without having to invest in ruinously

expensive data-conversion programs. Quality assurance advances with not only a stereoscopic top-down and bottom-up planning method, but also the incorporation of the latest in automated test engines. Use this step-by-step guide to deepen your own application development skills through self-study, show your teammates the world's fastest and most reliable techniques for creating business intelligence systems, or ensure that the IT department working for you is building your next decision support system the right way. Learn how to quickly define scope and architecture before programming starts Includes techniques of process and data engineering that enable iterative and incremental delivery Demonstrates how to plan and execute quality assurance plans and includes a guide to continuous integration and automated regression testing Presents program management strategies for coordinating multiple agile data mart projects so that over time an enterprise data warehouse emerges Use the provided 120-day road map to establish a robust, agile data warehousing program

This book outlines how coaches and leaders use Agile frameworks and coaching psychology to create behavioural change and to lay the foundations of success. Using the latest coaching approaches from executive, team, and systemic team coaching, the book shows how coaches can use Agile frameworks at the level of mindset and behaviours. The book demonstrates well-known frameworks such as Scrum, DSDM, and Lean Startup to support change and success. Readers will learn about the Six Lenses of Systemic Team Coaching including the individual mindset, interpersonal skills, team working and collaboration skills, and awareness of the external business environment, to create true business agility. *Becoming Agile* is an indispensable resource for professional coaches who work with organisations that want to become Agile, as well as business leaders looking for a meaningful way to reap the benefits promised by agility. "This book is perfect for business leaders, entrepreneurs, and indeed anyone new to the world of agile leadership." David Taylor, Founder, Naked Leader "Here we have a pragmatic and readily applicable approach to integrating both concept and practice across these two evolving domains." David Clutterbuck, Special Ambassador, European Mentoring and Coaching Council "This book is a great resource for coaches who want to continue developing skills that will support leaders, teams, and organizations in building business agility." Ahmed Sidky, Ph.D., President of the International Consortium for Agile (ICAgile) Laura Re Turner is an accredited coach, trainer, and facilitator who works with leaders and teams to develop an Agile mindset, behaviours, and the skills to thrive through change. Before becoming a coach, Laura delivered enterprise software projects as a project and programme manager, technology consultant, and software developer. She is the Founder and Managing Director of Future Focus Coaching.

About This Book This book, "Managing Digital: Concepts and Practices", is intended to guide a practitioner through the journey of building a digital-first viewpoint and the skills needed to thrive in the digital-first world. As such, this book is a bit of an experiment for The Open Group; it isn't structured as a traditional standard or guide. Instead, it is structured to show the key issues and skills needed at each stage of the digital journey, starting with the basics of a small digital project, eventually building to the concerns of a large enterprise. So, feel free to digest this book in stages — the section Introduction for the student is a good guide. The book is intended for both academic and industry training purposes. This book seeks to provide guidance for both new entrants into the digital workforce and experienced practitioners seeking to update their understanding on how all the various themes and components of IT management fit together in the new world. About The Open Group Press The Open Group Press is an imprint of The Open Group for advancing knowledge of information technology by publishing works from individual authors within The Open Group membership that are relevant to advancing The Open Group mission of Boundaryless Information Flow™. The key focus of The Open Group Press is to publish high-quality monographs, as well as introductory technology books intended for the general public, and act as a complement to The Open Group Standards, Guides, and White Papers. The views and opinions

expressed in this book are those of the author, and do not necessarily reflect the consensus position of The Open Group members or staff. This book contains papers presented in the 3rd International Conference on Separation Technology 2020 (ICoST 2020) held from 15 to 16th August 2020 at Johor, Malaysia. This proceeding contains papers presented by academics and industrial practitioners showcasing the latest advancements and findings in field of separation technology. The papers are categorized under the following tracks and topics of research: Environment Engineering Biotechnology Absorption and Adsorption Technology Wastewater Treatment ICoST 2020 covers multidisciplinary perspectives on separation research and aims to promote scientific information interchange between academics, researchers, graduates and industry professionals worldwide. This conference provides opportunities for the delegates to exchange new ideas and application experiences face to face, to establish business or research relations and to find global partners for future collaboration.

"Kanban is becoming a popular way to visualize and limit work-in-progress in software development and information technology work. Teams around the world are adding Kanban around their existing processes to catalyze cultural change and deliver better business agility. David J. Anderson pioneered the Kanban Method. Hear how this happened and what you can do to succeed using Kanban."--Publisher's website.

Kanban Successful Evolutionary Change for Your Technology Business Blue Hole Press

Virtualization, cloud, containers, server automation, and software-defined networking are meant to simplify IT operations. But many organizations adopting these technologies have found that it only leads to a faster-growing sprawl of unmanageable systems. This is where infrastructure as code can help. With this practical guide, author Kief Morris of ThoughtWorks shows you how to effectively use principles, practices, and patterns pioneered through the DevOps movement to manage cloud age infrastructure. Ideal for system administrators, infrastructure engineers, team leads, and architects, this book demonstrates various tools, techniques, and patterns you can use to implement infrastructure as code. In three parts, you'll learn about the platforms and tooling involved in creating and configuring infrastructure elements, patterns for using these tools, and practices for making infrastructure as code work in your environment. Examine the pitfalls that organizations fall into when adopting the new generation of infrastructure technologies Understand the capabilities and service models of dynamic infrastructure platforms Learn about tools that provide, provision, and configure core infrastructure resources Explore services and tools for managing a dynamic infrastructure Learn specific patterns and practices for provisioning servers, building server templates, and updating running servers

Among the various types of software, Embedded Software is a class of its own: it ensures critical missions and if wrongly designed it can disturb the human organization, lead to large losses, injure or kill many people. Updates are difficult and rather expensive or even impossible. Designing Embedded Software needs to include quality in the development process, but economic competition requires designing less expensive products. This book addresses Embedded Software developers, Software Quality Engineers, Team Leaders, Project Managers, and R&D Managers. The book we will introduce Embedded Software, languages, tools and hardware. Then, we will discuss the challenges of Software Quality. Software Development life cycles will be presented with their advantages and disadvantages. Main standards and norms related to software and safety will be discussed. Next, we will detail the major development processes and propose a set of processes compliant with CMMI-DEV, SPICE, and SPICE- HIS. Agile methods as well as DO-178C and ISO 26262 will have specific focus when necessary. To finish, we will promote quality tools needed for capitalization and reaching software excellence.

Being Agile is your roadmap to successfully transforming your organization to an Agile culture. Veteran agile coach Mario

Moreira teaches new adopters how to implement a robust Agile framework to derive from it the maximum business benefit in terms of customer value, revenue, and employee engagement. Agile is a ubiquitous watchword in the corporate world, but only a minority of companies understand and practice what they pay lip service to. Too many content themselves with half-baked approximations such as Fragile (fragile Agile), ScrumBut (Scrum but not the practices), and Scrum Fall (mini-waterfalls in the sprints). Moreira shows maturing early adopters how to bridge the chasm between going through the motions of doing Agile and genuinely being Agile. After a high-level synopsis of Agile's values and principles, methodologies (including Scrum, Kanban, DSDM, Leam, VFQ, and XP), and roles, Moreira plunges into the nitty-gritty of how to apply the ready, implement, coach, and hone (RICH) deployment model to all phases of a project in such a way as to embody and inculcate agile values and principles at the team level and promote agile transformation across your organization's culture.

Communication between man and machine is vital to completing projects in the current day and age. Without this constant connectiveness as we enter an era of big data, project completion will result in utter failure. Agile Approaches for Successfully Managing and Executing Projects in the Fourth Industrial Revolution addresses changes wrought by Industry 4.0 and its effects on project management as well as adaptations and adjustments that will need to be made within project life cycles and project risk management. Highlighting such topics as agile planning, cloud projects, and organization structure, it is designed for project managers, executive management, students, and academicians.

Scrum is a teamwork methodology for developing software and technology products. Starting in the 90s, nowadays is still the most used methodology in software development. Used by big companies such as Google, Amazon, Facebook, BBVA Compass Bank, Lockheed Martin, Microsoft, and many more, it helps in the creation of high-performance teams and group intelligence to fulfill any requested task. Scrum is starting to expand in other environments that nothing have to do with software: schools, town halls, remodeling companies, strategical development plans for impoverished areas, and other several fields. All existing literature is focused on obtaining a software product, therefore, for non-techies, it might be complicated to hear about software terms such as unit tests, automated regression tests, TDD (Test Driven Development), pair programming or similar terms. In this text I'll explain what Scrum is in a simple way, eliminating all the computer jargon. Hence I want you to be able to apply it in your environment, whatever it may be. I hope reading this book helps you improve your Business efficiency and achieve success.

The use of Agile methods to implement SAP is a relatively new approach and one that has proven to be very successful. Agile techniques can greatly improve your SAP implementations, reduce risks, and help you bring your projects in on schedule and within budget.

Over a half-million sold! The sequel, The Unicorn Project, is coming Nov 26 “Every person involved in a failed IT project should be forced to read this book.”—TIM O’REILLY, Founder & CEO of O’Reilly Media “The Phoenix Project is a must read for business and IT executives who are struggling with the growing complexity of IT.”—JIM WHITEHURST, President and CEO, Red Hat, Inc. Five years after this sleeper hit took on the world of IT and flipped it on it's head, the 5th Anniversary Edition of The Phoenix Project continues to guide IT in the DevOps revolution. In this newly updated and expanded edition of the bestselling The Phoenix Project, co-author Gene Kim includes a new afterword and a deeper delve into the Three Ways as described in The DevOps Handbook. Bill, an IT manager at Parts Unlimited, has been tasked with taking on a project critical to the future of the business, code named Phoenix Project. But the project is massively over budget and behind schedule. The CEO demands Bill must fix the mess in ninety days or else Bill's entire department will be outsourced. With the help of a prospective board member and his mysterious philosophy of The Three Ways, Bill starts to see that IT work has more in common with a manufacturing plant work than he ever imagined. With the clock ticking, Bill must organize work flow streamline interdepartmental communications, and effectively serve the other business functions at Parts Unlimited. In a fast-paced and entertaining style, three luminaries of the DevOps movement deliver a story that anyone who works in IT will recognize. Readers will not only learn how to improve their own IT organizations, they'll never view IT the same way again. “This book is a gripping read that captures brilliantly the dilemmas that face companies which depend on IT, and offers real-world solutions.”—JEZ HUMBLE, Co-author of Continuous Delivery, Lean Enterprise, Accelerate, and The DevOps Handbook ———— “I’m delighted at how The Phoenix Project has reshaped so many conversations in technology. My goal in writing The Unicorn Project was to explore and reveal the necessary but invisible structures required to make developers (and all engineers) productive, and reveal the devastating effects of technical debt and complexity. I hope this book can create common ground for technology and business leaders to leave the past behind, and co-create a better future together.”—Gene Kim, November 2019 “Robert Wysocki does it again, and again. He has evolved from a project management expert and guru to the preeminent thought leader on managing complexity in the 21st century! Wysocki’s approach is to use an adaptive framework and decision-making tool which includes a robust project management methodology that seamlessly integrates change, and can be applied to all types of projects across industries. This adaptive complex project framework is aligned with the most contemporary principles of innovation, agility, and lean approaches to change, and represents the most advanced thinking in applied complex project management to date.” —Kathleen Hass, Project Management and Business Analysis Practice Leader, Consultant, and PMI award-winning author of Managing Complex Projects: A New Model With technology continuing to invade the business world and the convergence of complexity, uncertainty, and

constant change, a whole new class of projects has emerged for which traditional project management models such as Waterfall are totally insufficient. These are called complex projects. Extreme Project Management models and a variety of Agile Project Management models such as Scrum, Rational Unified Process, Feature-Driven Development, and Dynamic Systems Development Method have emerged, but project failure rates have not been measurably reduced. Effective Complex Project Management offers a proven solution to managing any project that must succeed in the face of organizational complexity and market uncertainty, in the form of an adaptive complex project framework. Developed, refined, and validated through 20+ years of client experiences and feedback from project management thought leaders, this framework and robust methodology has demonstrated a favorable impact on project and program management success rates. Dr. Wysocki demonstrates that for program and project managers to be consistently successful in managing complex projects, they need to include in their project management portfolio of processes an adaptive framework that continuously analyzes and adapts to changing and modifying conditions even to the point of changing project management models mid-project. The author's adaptive complex project framework is currently the only robust tool to offer an orderly approach to do just that. When applied and managed correctly, this intuitive framework that proceeds from ideation to set-up to execution has proven to deliver on the purpose of programs and projects without fail, in the form of desired business value.

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