



Robert C. Martin Series

# Agile Estimating and Planning

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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



**Cohn**

## **Agile Estimating And Planning Mike Cohn:**

Agile Estimating and Planning Mike Cohn, 2005-11-01 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 done How much can I really complete by then You will first learn what makes a good plan and then what makes it agile Using the techniques in Agile Estimating and Planning you can stay agile from start to finish saving time conserving resources and accomplishing more Highlights include Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days and when to use each How and when to re estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller more manageable ones How to plan iterations and predict your team s initial rate of progress How to schedule projects that have unusually high uncertainty or schedule related risk How to estimate projects that will be worked on by multiple teams Agile Estimating and Planning supports any agile semiagile or iterative process including Scrum XP Feature Driven Development Crystal Adaptive Software Development DSDM Unified Process and many more It will be an indispensable resource for every development manager team leader and team member 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 **Agile Estimating and Planning** Cohn, 2005 **CTFL v4.0 Practice Questions for ISTQB Tester Foundation Level (CTFL) v4.0 Certification** Dormouse Quillsby, NotJustExam CTFL v4 0 Practice Questions for ISTQB Tester Foundation Level CTFL v4 0 Certification Struggling to find quality study materials for the ISTQB Certified Tester Foundation Level CTFL v4 0 CTFL v4 0 exam Our question bank offers over 70 carefully selected practice questions with detailed explanations insights from online discussions and AI enhanced reasoning to help you master the concepts and ace the certification Say goodbye to inadequate resources and confusing online answers we re here to transform your exam preparation experience Why Choose Our CTFL v4 0 Question Bank Have you ever felt that official study materials for the CTFL v4 0 exam don t cut it Ever dived into a question bank only to find too few quality questions Perhaps you ve encountered online answers that lack clarity reasoning or proper citations We understand your frustration and our CTFL v4 0 certification prep is designed to change that Our CTFL v4 0 question bank is more than just a brain dump it s a comprehensive study companion focused on deep

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Boral,2016-12-26 Prepare for the Project Management Institute's PMI Agile Certified Practitioner ACP exam Augment your professional experience with the necessary knowledge of the skills tools and techniques that are required for passing the examination This is a comprehensive and one stop guide with 100% coverage of the exam topics detailed in the PMI ACP Exam content outline Rehearse and test your knowledge and understanding of the subject using the practice quizzes after each chapter three full length mock exams and practical tips and advice You will be able to understand the Agile manifesto its principles and many facets of Agile project management such as planning prioritization estimation releases retrospectives risk management and continuous improvement The book covers Agile metrics and means of demonstrating progress People management aspects such as behavioral traits servant leadership negotiation conflict management team building and Agile coaching are explained Whether you are a beginner or a seasoned practitioner this book also serves as a practical reference for key concepts in Agile and Agile methodologies such as Scrum XP Lean and Kanban What you will learn The necessary knowledge of the skills tools and techniques that are required for passing the PMI ACP examination To understand the scope and objectives of the PMI ACP exam and gain confidence by taking practice quizzes provided in each chapter and three full length mock exams To gain exposure to Agile methodologies such as Scrum XP Lean and Kanban plus various tools and techniques required to conduct Agile projects The focus is to Be Agile rather than Do Agile Who this book is for The audience for this book primarily includes IT professionals who wish to prepare for and pass the Agile Certified Professional ACP exam from the Project Management Institute PMI The book also is a practical reference book for Agile Practitioners div

Disciplined Agile Delivery Scott W. Ambler,Mark Lines,2012 The authoritative guide to DAD IBM's disciplined approach to applying agile practices in enterprise scale projects Integrate enterprise discipline with powerful widely used agile practices into a proven solution for the entire software lifecycle Scale agile strategies for complex development challenges without compromising agile's advantages *Co-Evolution of Design Research and Design Practice* Kilian Gericke,Claudia

Eckert, Vishal Singh, Srinivasan Venkataraman, 2026-02-07 This edited volume presents perspectives on how engineering design practice is transforming in response to rapid technological societal and industrial change It brings together selected contributions from two complementary workshops of the Design Process Special Interest Group of The Design Society held in Munich and Bengaluru which gathered leading researchers and industry experts to discuss the co evolution of design research and practice The chapters explore how digitalization globalization sustainability pressures and emerging technologies such as AI are reshaping design processes tools organizational structures and competencies The volume includes empirical studies and industry cases as well as theoretical and methodological contributions that illuminate evolving process paradigms agile and hybrid approaches model based systems engineering product service system design and new modes of coordinating distributed and interdisciplinary teams Addressing themes such as process modelling new methods for emerging technologies integration across complex supply chains and the co evolution of problem solution spaces the book offers a rich overview of current challenges and future directions in engineering design It also examines implications for engineering design education including cross disciplinary learning and sustainability oriented curricula Co Evolution of Design Research and Design Practice provides an essential reference for researchers professionals and graduate students in engineering design and product development and offers valuable insights for practitioners navigating the shifting landscape of contemporary design practice

**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

**McGraw-Hill Education ACP Agile Certified Practitioner Exam** Klaus Nielsen, 2016-03-11 Publisher s Note Products purchased from Third Party sellers are not guaranteed by the publisher for quality authenticity or access to any online entitlements included with the product We want to help you succeed on the Agile Certified Practitioner Exam McGraw Hill Agile Certified Practitioner Exam helps you prepare for this important test and earn the certification that will advance your career Written by a project manager and trainer this book provides you with the intensive review and practice that will help you achieve the results you want Covering all essential processes this book shows you how agile management theory works in practice Inside you will find hundreds of practice questions two complete practice exams and experience based tips to maximize your score You ll be able to sharpen your skills and boost your confidence and do your very best on test day Features A diagnostic test Two complete sample ACP exams 200 additional test like practice questions Practical examples that show agile management processes in the everyday workplace

**Estimating**

**Software Costs : Bringing Realism to Estimating** Capers Jones,2007-04-19 Deliver bug free software projects on schedule and within budget Get a clear complete understanding of how to estimate software costs schedules and quality using the real world information contained in this comprehensive volume Find out how to choose the correct hardware and software tools develop an appraisal strategy deploy tests and prototypes and produce accurate software cost estimates Plus you ll get full coverage of cutting edge estimating approaches using Java object oriented methods and reusable components Plan for and execute project phase and activity level cost estimations Estimate regression component integration and stress tests Compensate for inaccuracies in data collection calculation and analysis Assess software deliverables and data complexity Test design principles and operational characteristics using software prototyping Handle configuration change research quality control and documentation costs Capers Jones work offers a unique contribution to the understanding of the economics of software production It provides deep insights into why our advances in computing are not matched with corresponding improvements in the software that drives it This book is absolutely required reading for an understanding of the limitations of our technological advances Paul A Strassmann former CIO of Xerox the Department of Defense and NASA **Dr. Dobb's Journal** ,2008 *The Robert C. Martin Clean Code Collection (Collection)* Robert C. Martin,2011-11-10 The Robert C Martin Clean Code Collection consists of two bestselling eBooks Clean Code A Handbook of Agile Software Craftmanship The Clean Coder A Code of Conduct for Professional Programmers In Clean Code legendary software expert Robert C Martin has teamed up with his colleagues from Object Mentor to distill their best agile practice of cleaning code on the fly into a book that will instill within you the values of a software craftsman and make you a better programmer but only if you work at it You will be challenged to think about what s right about that code and what s wrong with it More important you will be challenged to reassess your professional values and your commitment to your craft In The Clean Coder Martin introduces the disciplines techniques tools and practices of true software craftsmanship This book is packed with practical advice about everything from estimating and coding to refactoring and testing It covers much more than technique It is about attitude Martin shows how to approach software development with honor self respect and pride work well and work clean communicate and estimate faithfully face difficult decisions with clarity and honesty and understand that deep knowledge comes with a responsibility to act Readers of this collection will come away understanding How to tell the difference between good and bad code How to write good code and how to transform bad code into good code How to create good names good functions good objects and good classes How to format code for maximum readability How to implement complete error handling without obscuring code logic How to unit test and practice test driven development What it means to behave as a true software craftsman How to deal with conflict tight schedules and unreasonable managers How to get into the flow of coding and get past writer s block How to handle unrelenting pressure and avoid burnout How to combine enduring attitudes with new development paradigms How to manage your time and avoid blind alleys marshes bogs and swamps How to foster

environments where programmers and teams can thrive When to say No and how to say it When to say Yes and what yes really means **The Software Craftsman** Sandro Mancuso,2014-12-12 Be a Better Developer and Deliver Better Code Despite advanced tools and methodologies software projects continue to fail Why Too many organizations still view software development as just another production line Too many developers feel that way too and they behave accordingly In The Software Craftsman Professionalism Pragmatism Pride Sandro Mancuso offers a better and more fulfilling path If you want to develop software with pride and professionalism love what you do and do it with excellence and build a career with autonomy mastery and purpose it starts with the recognition that you are a craftsman Once you embrace this powerful mindset you can achieve unprecedented levels of technical excellence and customer satisfaction Mancuso helped found the world s largest organization of software craftsmen now he shares what he s learned through inspiring examples and pragmatic advice you can use in your company your projects and your career You will learn Why agile processes aren t enough and why craftsmanship is crucial to making them work How craftsmanship helps you build software right and helps clients in ways that go beyond code How and when to say No and how to provide creative alternatives when you do Why bad code happens to good developers and how to stop creating and justifying it How to make working with legacy code less painful and more productive How to be pragmatic not dogmatic about your practices and tools How to lead software craftsmen and attract them to your organization What to avoid when advertising positions interviewing candidates and hiring developers How developers and their managers can create a true culture of learning How to drive true technical change and overcome deep patterns of skepticism Sandro Mancuso has coded for startups software houses product companies international consultancies and investment banks In October 2013 he cofounded Codurance a consultancy based on Software Craftsmanship principles and values His involvement with Software Craftsmanship began in 2010 when he founded the London Software Craftsmanship Community LSCC now the world s largest and most active Software Craftsmanship community with more than two thousand craftsmen For the past four years he has inspired and helped developers to organize Software Craftsmanship communities throughout Europe the United States and the rest of the world **Software Engineering Best Practices** Capers Jones,2009-11-05 Proven techniques for software engineering success This in depth volume examines software engineering topics that are not covered elsewhere the question of why software engineering has developed more than 2 500 programming languages problems with traditional definitions of software quality and problems with common metrics lines of code and cost per defect that violate standard economic assumptions The book notes that a majority of new projects are actually replacements for legacy applications illustrating that data mining for lost requirements should be a standard practice Difficult social engineering issues are also covered such as how to minimize harm from layoffs and downsizing Software Engineering Best Practices explains how to effectively plan size schedule and manage software projects of all types using solid engineering procedures It details proven methods from initial requirements through 20 years

of maintenance Portions of the book have been extensively reviewed by key engineers from top companies including IBM Microsoft Unisys and Sony Manage Agile hierarchical matrix and virtual software development teams Optimize software quality using JAD OFD TSP static analysis inspections and other methods with proven success records Use high speed functional metrics to assess productivity and quality levels Plan optimal organization from small teams through more than 1 000 personnel

Flexible Product Development Preston G. Smith, 2007-09-28 In this landmark book Preston Smith attributes the recent decline in innovation to pressure from financial markets that drives management toward rigid development approaches such as phased development processes Six Sigma and project office These processes have unintentionally but effectively made changes during development more difficult disruptive and expensive while the need for change continues at an accelerating pace Flexible Product Development is a hands on resource that provides the tools and strategies needed to restore flexibility to any organization and remove the obstacles that stand in the way of responsive new product development Preston Smith introduces approaches that can enhance development process flexibility by creating and maintaining development options delaying decisions and in general reducing the cost of change Step by step he explains the basics of flexible product development provides a broad array of flexibility enhancing tools and guides the reader in modifying the organization's values to embrace this new way of operating

*MSDN Magazine*, 2006-07 *Leading and Managing in Silicon Valley* Thomas Hempel, 2009 Containing the ideas practices and histories of Silicon Valley vice presidents directors and chief technical officers with more than 400 man years of experience running engineering teams this resource discusses everything one needs to know to successfully operate a hi tech engineering organization

**Managing Digital** Charles Betz, 2018 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

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**Applied Software Measurement :**  
**Global Analysis of Productivity and Quality** Capers Jones, 2008-04-11 Effectively forecast manage and control software across the entire project lifecycle Accurately size estimate and administer software projects with real world guidance from an industry expert Fully updated to cover the latest tools and techniques Applied Software Measurement Third Edition details how to deploy a cost effective and pragmatic analysis strategy You will learn how to use function points and baselines implement benchmarks and tracking systems and perform efficiency tests Full coverage of the latest regulations metrics and standards is included Measure performance at the requirements coding testing and installation phases Set function points for efficiency cost market share and customer satisfaction Analyze quality and productivity using assessments benchmarks and baselines Design and manage project cost defect and quality tracking systems Use object oriented reusable component Agile CMM and XP methods Assess defect removal efficiency using unit tests and multistage test suites

Evaluating Project Decisions Carol L. Hoover, Mel Rosso-Llopart, Gil Taran, 2010 Effective decisions are crucial to the success of any software project but to make better decisions you need a better decision making process In Evaluating Project Decisions leading project management experts introduce an innovative decision model that helps you tailor your decision making process to systematically evaluate all of your decisions and avoid the bad choices that lead to project failure Using a real world case study approach the authors show how to evaluate software project problems and situations more effectively thoughtfully assess your alternatives and improve the decisions you make Drawing on their own extensive research and experience the authors bridge software engineering theory and practice offering guidance that is both well grounded and actionable They present dozens of detailed examples from both successful and unsuccessful projects illustrating what to do and what not to do Evaluating Project Decisions will help you to analyze your options and ultimately make better decisions at every stage in your project including Requirements Elicitation description verification validation negotiation contracting and management over the software life cycle Estimates Conceptual solution design decomposition resource and overhead allocation estimate construction and change management Planning Defining objectives policies and scope planning tasks milestones schedules budgets staff and other resources and managing projects against plans Product Proper product definition development process management QA configuration management delivery installation training and field service Process Defining selecting understanding teaching and measuring processes evaluating process performance and process improvement or optimization In addition you will see how to evaluate decisions related to risk people stakeholder expectations and global development Simply put you ll use what you learn here on every project in any industry whatever your goals and for projects of any duration size or type

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