

# Agile Project Management

Jim Highsmith

Foreword by Israel Gat

The Agile Software Development Series  
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Creating  
Innovative  
Products



Second Edition

# Agile Project Management Creating Innovative Products

**Jim Highsmith**



## **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: Creating Innovative Products Highsmith, 2006-02 **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 R oy 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

**Developing and Managing Innovation in a Fast Changing and Complex World** Stig Ottosson, 2018-06-27 This book provides essential insights into how to rapidly and safely develop new sustainable products no matter whether it is in the private sector the public sector or the non profit sector and regardless of the specific national or business culture The principles discussed were distilled from experiences and insights gained in numerous practical innovation endeavors and from insider action research in connection with ongoing development change management and innovation projects in various areas and branches of the business world and non commercial sector In short the practical work and research has revealed that regardless of the specific product and or business to be developed clear advantages can be gained by using dynamic or agile methods based on modern theories These

advantages include reduced risk of failure shorter time to market less money and effort spent better outcome solutions etc than when classical methods are used Accordingly the book also highlights the differences between the classical traditional and dynamic mindset and approaches It offers suggestions on how to think organize lead and act in order to excel in an increasingly complex and non linear world The more you can assimilate the theories principles and methods and integrate them in the culture you operate in the greater the benefits will be for you and your organization     How to create high-performing innovation teams Mikael Johnsson,2022-07-18 Effective team work is essential if innovation projects are to succeed How to create high performing innovation teams provides practical guidance and advice on how to create high performing teams regardless of type or size of company organization or public institution It offers the reader pivotal tools and insights to use in practice Both the theory and practice for creating high performing innovation teams are discussed and new tools and insights are provided for managers consultants and academics It answers the call for rapid innovation to respond to the increasingly changing market and to shorter product life cycles How to create high performing innovation teams addresses specifically the factors that enable innovation work from the perspective of the organization the innovation team and its members In addition to co located innovation teams the book also discusses the differences among global organizations and what to consider in the creation of global high performing innovation teams     **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     **Executive's Guide to Project Management** Robert K. Wysocki,2011-05-04 How to guidance for defining and implementing a complex project performance environment Sharing his forty five years of project management experience best selling author and industry guru Robert Wysocki presents a straightforward enlightening and pragmatic

guide to help senior managers make the transition to an organization that profits and thrives on complexity The first book to discuss practical project management mitigation strategies Executive s Guide to Project Management presents easy to implement infrastructures and processes that will ensure the continued success of your organization and maximize your investment of every project Collects in one resource all the relevant information for understanding and creating an environment for improved complex project performance A must read for every member of your senior management team Shows you how to regain responsibility take action and skillfully handle complexity to mitigate risk and increase return on project investments It s time for your senior management team to take back control of your investments in projects and programs Executive s Guide to Project Management shows you how to cultivate your part of the organization so that it can respond to a changing project environment with the infrastructure to support the project and program investment decisions

**Software for People** Alexander Maedche,Achim Botzenhardt,Ludwig Neer,2012-09-15 The highly competitive and globalized software market is creating pressure on software companies Given the current boundary conditions it is critical to continuously increase time to market and reduce development costs In parallel driven by private life experiences with mobile computing devices the World Wide Web and software based services peoples general expectations with regards to software are growing They expect software that is simple and joyful to use In the light of the changes that have taken place in recent years software companies need to fundamentally reconsider the way they develop and deliver software to their customers This book introduces fundamentals trends and best practices in the software industry from a threefold perspective which equally takes into account design management and development of software It demonstrates how cross functional integration can be leveraged by software companies to successfully build software for people Professionals from business and academia give an overview on state of the art knowledge and report on key insights from their real life experience They provide guidance and hands on recommendation on how to create winning products This combined perspective fosters the transfer of knowledge between research and practice and offers a high practical value for both sides The book targets both practitioners and academics looking for successfully building software in the future It is directed at Managing Directors of software companies Software Project Managers Product Managers and Designers Software Developers as well as academics and students in the area of Software and Information Systems Engineering Human Computer Interaction HCI and Innovation Management

**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

**The Future of Industry** Andrea Appolloni,Vikas Kumar,Evgeny Kuzmin,Victoria Akberdina,2024-11-25 This book offers a selection of the best papers presented at the annual International Scientific Conference Digital Transformation in Industry Trends Management Strategies held by the Institute of Economics of the Ural Branch of the Russian Academy of Sciences Ekaterinburg Russia on October 25 27 2023 The main

focus of the book is on Industry 5.0 a new paradigm for industrial development related to the humanization of technology and the sustainable development of industrial ecosystems Industry 5.0 is not a technological revolution but a value based initiative that drives technological transformation by establishing the primacy of human value and creating value for humans Key topics include the cross industry potential of Industry 5.0 the humanization of industrial technologies the transition from Industry 4.0 ecosystems to Industry 5.0 the achievement of sustainability in the process of digital transition assessing the impact of industrial digital transformation on society and the environment regional practices for digital transformation digital transformation strategies of industrial enterprises HR strategies for the digital transition of industry among others Due to the scientific pluralism of the topics covered the book is valuable to economists researchers and managers in industry and finance

**BUIID Doctoral Research Conference 2023** Khalid Al Marri, Farzana Asad Mir, Solomon Arulraj David, Mostafa Al-Emran, 2024-03-28 This open access book presents selected contributions on a wide range of scientific and technological areas originating from the BUIID Doctoral Research Conference BDRC 2023 It discusses the following topics project management macroeconomic factors Fourth Industrial Revolution agility multiculturalism diversity inclusion leadership language discourse analysis curriculum critical thinking programming online learning and natural ventilation The contributions reflect the multifaceted nature of the research in three academic disciplines i.e. humanities formal science and applied science This publication shares with its readers genuine research studies and reflections from practitioners on the current practice and understanding in the three academic disciplines The significant findings of these studies have considerable educational industrial and economic implications This is an open access book

**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 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

*The Enterprise Business Analyst* Kathleen B. Hass, Kathleen B. Hass PMP, 2011-10 Business Analysts Chart Your Path to Success with Creative Solutions to Complex Business Problems Business in the 21st century is rife with complexity To leverage that complexity and guide an organization through these turbulent times today's business analyst must transition from a tactical project focused role to a creative innovative role The path to this transition and the tools to accomplish it are presented in this new book by acclaimed author Kathleen Kitty Hass Winner of PMI's David I. Cleland Project Management Literature Award for her book *Managing Complex Projects: A New Model* Hass has again written a book that will refocus a discipline Hass believes that only by confronting and capitalizing on change and

complexity the new constants in today's world can organizations forge ahead The enterprise business analyst is perfectly positioned to understand the needs of an organization help it remain competitive identify creative solutions to complex business problems bring about innovation and constantly add value for the customer and revenue to the bottom line The Enterprise Business Analyst Developing Creative Solutions to Complex Business Problems offers An overview of the current and emerging role of the business analyst New leadership models for the 21st century Methods for fostering team creativity Practices to spark innovation Strategies for communicating in a complex environment **ECKM 2020 21st European Conference on Knowledge Management** Professor Alexeis Garcia-Perez,2020-12-02 Managing Complex Projects

Kathleen B. Hass,Kathleen B. Hass PMP,2008-10 For organizations to thrive indeed to survive in today's global economy we must find ways to dramatically improve the performance of large scale projects Applying the concepts of complexity theory can complement conventional project management approaches and enable us to adapt to the unrelenting change that we ignore at our own peril Managing Complex Projects A New Model offers an innovative way of looking at projects and treating them as complex adaptive systems Applying the principles of complexity thinking will enable project managers and leadership teams to manage large scale initiatives successfully Explore how complexity thinking can be used to find new creative ways to think about and manage projects Diagnose complexity on a wide range of projects from small independent short projects to highly complex longer projects Understand and manage the complexity of the business problem opportunity solution and other dimensions that come into play when managing large scale efforts Use the Project Complexity Model to determine the most effective approach to managing all aspects of a project based on the level of complexity involved

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 *Agile Analytics* Ken Collier,2012 Using Agile methods you can bring far greater innovation value and quality to any data warehousing DW business intelligence BI or analytics project However conventional Agile methods must be carefully adapted to address the unique characteristics of DW BI projects In Agile Analytics Agile pioneer Ken Collier shows how to do just that Collier introduces platform agnostic Agile solutions for integrating infrastructures consisting of diverse operational legacy and specialty systems that mix commercial and custom code Using working examples he shows how to manage analytics development teams with widely diverse skill sets and how to support enormous and fast growing data volumes Collier's techniques offer optimal value whether your projects involve back end data management front end business analysis or both Part I focuses on Agile project management techniques and delivery



team coordination introducing core practices that shape the way your Agile DW BI project community can collaborate toward success Part II presents technical methods for enabling continuous delivery of business value at production quality levels including evolving superior designs test driven DW development version control and project automation Collier brings together proven solutions you can apply right now whether you re an IT decision maker data warehouse professional database administrator business intelligence specialist or database developer With his help you can mitigate project risk improve business alignment achieve better results and have fun along the way 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 Bla Zupan University of Ljubljana Slovenia Prof Vladan Deved i University of Belgrade Serbia Milica uri Jovi i 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

**Strategic Management and Organizational Development** Xinwei Cao, 2025-09-27 This book offers a systematic analysis of key business challenges including risk mitigation through first principles thinking the transformation of traditional manufacturing the impact of genetic bias on strategy and the relationship between urbanization and individual success By recognizing patterns leveraging proven models and fostering adaptability companies can better navigate disruptions and achieve sustainable growth This book serves as a valuable resource for those looking to refine their strategic thinking and organizational development skills What sets this book apart is its interdisciplinary approach integrating evolutionary theory economics and management strategies to provide a deeper understanding of market competition and business adaptation It offers a practical framework for navigating today's dynamic business landscape making it an essential resource for professionals entrepreneurs and students alike This book not only delivers key insights into surviving and thriving in hyper competitive markets but also serves as a valuable guide for anyone looking to refine their strategic decision making and organizational development skills

This book delves into Agile Project Management Creating Innovative Products. Agile Project Management Creating Innovative Products is a vital topic that needs to be grasped by everyone, from students and scholars to the general public. This book will furnish comprehensive and in-depth insights into Agile Project Management Creating Innovative Products, encompassing both the fundamentals and more intricate discussions.

1. The book is structured into several chapters, namely:
    - Chapter 1: Introduction to Agile Project Management Creating Innovative Products
    - Chapter 2: Essential Elements of Agile Project Management Creating Innovative Products
    - Chapter 3: Agile Project Management Creating Innovative Products in Everyday Life
    - Chapter 4: Agile Project Management Creating Innovative Products in Specific Contexts
    - Chapter 5: Conclusion
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  3. In chapter 2, this book will delve into the foundational concepts of Agile Project Management Creating Innovative Products. This chapter will elucidate the essential principles that must be understood to grasp Agile Project Management Creating Innovative Products in its entirety.
  4. In chapter 3, this book will examine the practical applications of Agile Project Management Creating Innovative Products in daily life. The third chapter will showcase real-world examples of how Agile Project Management Creating Innovative Products can be effectively utilized in everyday scenarios.
  5. In chapter 4, the author will scrutinize the relevance of Agile Project Management Creating Innovative Products in specific contexts. This chapter will explore how Agile Project Management Creating Innovative Products is applied in specialized fields, such as education, business, and technology.
  6. In chapter 5, this book will draw a conclusion about Agile Project Management Creating Innovative Products. This chapter will summarize the key points that have been discussed throughout the book.
- This book is crafted in an easy-to-understand language and is complemented by engaging illustrations. It is highly recommended for anyone seeking to gain a comprehensive understanding of Agile Project Management Creating Innovative Products.

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