



Peopleware

Productive Projects and Teams



Second Edition Featuring Eight All-New Chapters

Tom DeMarco
&
Timothy Lister

Peopleware Productive Projects And Teams Tom Demarco

Volker Gruhn, Daniel Pieper, Carsten Röttgers



Peopleware Productive Projects And Teams Tom Demarco:

Peopleware Tom DeMarco, Tim Lister, 2013-07-15 Few books in computing have had as profound an influence on software management as *Peopleware*. The unique insight of this longtime best seller is that the major issues of software development are human not technical. They're not easy issues but solve them and you'll maximize your chances of success. *Peopleware* has long been one of my two favorite books on software engineering. Its underlying strength is its base of immense real experience much of it quantified. Many many varied projects have been reflected on and distilled but what we are given is not just lifeless distillate but vivid examples from which we share the authors' inductions. Their premise is right: most software project problems are sociological not technological. The insights on team jelling and work environment have changed my thinking and teaching. The third edition adds strength to strength. Frederick P. Brooks Jr., Kenan Professor of Computer Science, University of North Carolina at Chapel Hill. Author of *The Mythical Man Month* and *The Design of Design*. *Peopleware* is the one book that everyone who runs a software team needs to read and reread once a year. In the quarter century since the first edition appeared it has become more important not less to think about the social and human issues in software development. This is the only way we're going to make more humane productive workplaces. Buy it, read it, and keep a stock on hand in the office supply closet. Joel Spolsky, Co-founder, Stack Overflow. When a book about a field as volatile as software design and use extends to a third edition you can be sure that the authors write of deep principle of the fundamental causes for what we readers experience and not of the surface that everyone recognizes. And to bring people actual human beings into the mix. How excellent. How rare. The authors have made this third edition with its additions entirely terrific. Lee Devin and Rob Austin, Co-authors of *The Soul of Design* and *Artful Making*. For this third edition the authors have added six new chapters and updated the text throughout bringing it in line with today's development environments and challenges. For example, the book now discusses pathologies of leadership that hadn't previously been judged to be pathological, an evolving culture of meetings, hybrid teams made up of people from seemingly incompatible generations, and a growing awareness that some of our most common tools are more like anchors than propellers. Anyone who needs to manage a software project or software organization will find invaluable advice throughout the book. **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. [Handbuch IT-Projektmanagement](#) Ernst Tiemeyer, 2014-07-03 HANDBUCH IT PROJEKTMANAGEMENT Lernen Sie die Methoden und Techniken für

erfolgreiches IT Projektmanagement kennen Aktuelles Wissen und Praxistipps die Sie in Ihren IT Projekten umsetzen können. Profiwissen für erfahrene und werdende IT Projektleiter. Von 17 Experten aus Unternehmen Consulting Firmen und Hochschulen. Die deutliche Mehrheit aller IT Projekte sprengt nach wie vor den Kosten oder Zeitrahmen oder wird vorzeitig abgebrochen. Wer seine IT Projekte aber erfolgreich abschließen will, muss über ein breites Praxiswissen verfügen. Das reicht von Kenntnissen darüber wie Projekte geplant beantragt und gestartet werden über die Kompetenz Teams zu bilden und zu führen bis hin zu komplexen Management Aufgaben wie Risikomanagement Stakeholder Management Qualitätsmanagement Projektmarketing und vieles mehr. In diesem Handbuch haben 17 Autoren aus Industrie Consulting Unternehmen und Hochschulen ihre vielfältigen Erfahrungen zusammengefasst. Sie zeigen Ihnen die für die Projektarbeit notwendigen Methoden Instrumente und Führungstechniken. Egal ob Sie sich mit klassischen Softwareentwicklungsprojekten Infrastrukturprojekten Einführungsprojekten zu IT Systemen oder strategischen Projektformen z.B. Architekturplanungen befassen. Mit diesem Handbuch können Sie sich alle wesentlichen Teilgebiete und Prozesse im IT Projektmanagement gezielt erschließen. Die zahlreichen Tipps und Beispiele aus der Praxis versetzen Sie in die Lage IT Projekte erfolgreich zu starten zu leiten und zu steuern.

AUS DEM INHALT DIE THEMEN Prozesse Projektskizzen Projektanträge und Projektportfoliomanagement Agiles IT Projektmanagement Prozessorientiertes Projektmanagement mit PRINCE2 Der erfolgreiche Projekt Abschluss IT Projekte strukturieren und planen Personalplanung und Personaleinsatz Kalkulation und Wirtschaftlichkeitsanalyse Aufwandsschätzung Statusberwachung und Projektsteuerung Controlling mit Scorecards und Reports Multiprojektmanagement Requirements Engineering Informations und Wissensmanagement Team Entwicklung und Führung Compliance in IT Projekten Management global verteilter IT Projekte u.v.m.

The Principles of Project Management Meri Williams, 2008 Presents information on principles that can be used in planning managing and leading business projects

Der leidenschaftliche Programmierer Chad Fowler, 2009 Dieses Buch ist ein inspirierender Wegweiser für Programmierer und Softwareentwickler. Chad Fowler zeigt Ihnen wie Sie sich nachhaltig persönlich weiterentwickeln können um Ihre eigene berufliche Laufbahn erfolgreich zu gestalten und Schritt für Schritt Ihre eigenen Ziele zu verfolgen und zu realisieren.

Hacker's Guide to Project Management Andrew Johnston, 2004-02-18 Managing a software development project is a complex process. There are lots of deliverables to produce standards and procedures to observe plans and budgets to meet and different people to manage. Project management doesn't just start and end with designing and building the system. Once you've specified designed and built or bought the system it still needs to be properly tested documented and settled into the live environment. This can seem like a maze to the inexperienced project manager or even to the experienced project manager unused to a particular environment. A Hacker's Guide to Project Management acts as a guide through this maze. It's aimed specifically at those managing a project or leading a team for the first time but it will also help more experienced managers who are either new to software development or dealing with a new part of the software life

cycle This book describes the process of software development how projects can fail and how to avoid those failures outlines the key skills of a good project manager and provides practical advice on how to gain and deploy those skills takes the reader step by step through the main stages of the project explaining what must be done and what must be avoided at each stage suggests what to do if things start to go wrong The book will also be useful to designers and architects describing important design techniques and discussing the important discipline of Software Architecture This new edition has been fully revised and updated to reflect current best practices in software development includes a range of different life cycle models and new design techniques now uses the Unified Modelling Language throughout *Introduction to the Team Software Process* Watts S. Humphrey, 2000 TSPi overview The logic of the team software process The TSPi process The team roles Using the TSPi Teamwork *Productive Objects* Robert J. Muller, 1997-08 Introduces in simple text and photographs the characteristics of some of the animals and plants that can be found in the forest Includes a chipmunk box turtle fern bull moose moth ermine and white birch *iTeam* William Perry, 2013-07-15 This is the digital version of the printed book Copyright 2009 It will surprise few professionals working in software development today to read that teams and teamwork are critical ingredients of a global economy Productivity product development and release and even a company s survival increasingly will depend on teams to solve business problems What may come as a surprise and a wake up call is that in many businesses teams are completely ineffective One reason posits William E Perry in *iTeam* Putting the I Back into Team is that most organizations put too much emphasis on joint effort removing responsibility ownership and reward from individuals appointed to teams What typically results is dysfunctional essentially leaderless and lacking in motivation Perry s call to put the emphasis back on individual responsibility among collaborating teammates is an urgent one Decisions now made by management will more and more frequently be made and implemented by teams making it necessary for organizations to ensure that the creativity and innovative methods of individuals be retained on teams Through extensive team experience and interviews with hundreds of individuals who have spent thousands of hours in team meetings Perry has identified the attributes of great teams and great teamwork *iTeam* examines the ten biggest challenges standing between most teams and excellence and explores in depth the fifty best practices teams can employ to improve performance Concluding that world class teams comprise individuals who do what is right for their organization and do what is right the right way *iTeam* presents a clear practical argument for building teams that have at their core a strong proven leader who encourages and motivates team members to fulfill their team responsibilities Topics include Reengineering the Team Approach to Problem Solving The Top Ten Challenges to Effective Teamwork Selecting a Team Leader Who Will Lead Defining Team Entrance and Exit Criteria Selecting Team Members for Specific Roles Building Trust Among Team Members Training Team Members to Accomplish Their Assignments Listening to the Voice of the Customer Breaking Down Silos Avoiding Groupthink Assuring That Team Efforts Are Successful Rewarding Individual Team Members Keeping Teamwork Competitive Emerging Team

Practices and much more *Projektmanagement* Harald Meier, 2021-12-13 Unternehmensorganisationen sind heute dynamisch und projektorientiert Viele Mitarbeiter arbeiten oder leiten parallel oder im Wechsel Projekte i R auch globaler Wertsch pfung und in interkulturell gemischten Projektteams Neben Kenntnissen klassischer Konzepte und Instrumente im Projektmanagement Formen des Agilen und Projektmanagement 4 0 ben tigen sie besonders auch Erfahrungen in der projektspezifischen Zusammenarbeit Teamentwicklung und Kommunikation Denn die meisten Probleme im Projektmanagement sind nicht bedingt durch Projektziele und methoden sondern aufgrund unterschiedlichem Problem lungsverhalten und Einstellungen der unterschiedlichen Arbeitskulturen von Funktionen Abteilungen Branchen oder L ndern So ist der Fokus hier gleichgewichtig auf Projektmanagement Techniken und Zusammenarbeit auch im interkulturellen Zusammenhang gelegt Das Buch richtet sich gleicherma en an Studierende mit dem Ziel leitender oder projektbasierter Arbeit an Berufspraktiker und Entrepreneure in allen Wirtschaftsbereichen NGOs und Social Business ffentliche Projekte oder Public Private Partnership

Just Enough Requirements Management Alan Davis, 2013-07-18 This is the digital version of the printed book Copyright 2005 If you develop software without understanding the requirements you re wasting your time On the other hand if a project spends too much time trying to understand the requirements it will end up late and or over budget And products that are created by such projects can be just as unsuccessful as those that fail to meet the basic requirements Instead every company must make a reasonable trade off between what s required and what time and resources are available Finding the right balance for your project may depend on many factors including the corporate culture the time to market pressure and the criticality of the application That is why requirements management gathering requirements identifying the right ones to satisfy and documenting them is essential Just Enough Requirements Management shows you how to discover prune and document requirements when you are subjected to tight schedule constraints You ll apply just enough process to minimize risks while still achieving desired outcomes You ll determine how many requirements are just enough to satisfy your customers while still meeting your goals for schedule budget and resources If your project has insufficient resources to satisfy all the requirements of your customers you must read Just Enough Requirements Management

Erfolgreiches IT-Management in der Praxis Mario Crameri, Uwe Heck, 2010-05-30 Dieses Buch liefert angehenden und erfahrenen IT Managern sowie Master Studenten der Wirtschaft Wirtschaft Informatik umfassendes und aktuelles Praxis Know how zur Bearbeitung der Dringlichkeitsthemen eines CIO Auf dessen Agenda stehen derzeit Punkte wie die optimale Ausrichtung der IT an das Business die objektive Darstellung des Gesch ftsnutzens aus dem Einsatz von IT oder der effektive Umgang mit der Komplexit t Diese und weitere Themen werden anhand von Praxisbeitr gen beleuchtet

The Evolution of Project Management Practice Darren Dalcher, 2017-09-13 Project practice has undergone significant changes requiring new ways of thinking about and managing projects The single focus on the staged delivery of artefacts is gradually being replaced by a wider interest in stakeholders value benefits and complexity As a result there is a

growing interest in the development of practitioner capabilities grounded in the recognition that dealing with permeable boundaries and unstructured situations transcends normative processes Modern practitioners increasingly utilise deliberative and reflective approaches often challenging received wisdom and traditional interpretations This volume provides a sampling of some of the best writing in the project domain enabling readers to access a wider group of authors ideas and perspectives Key topics covered include agility and programme management planning people business cases contracts teams sponsorship collaboration strategy patterns context change and benefits The main aims of the collection are to reflect on the state of practice within the discipline to propose new extensions and additions to good practice to offer new insights and perspectives to distil new knowledge and to provide a way of sampling a range of the most promising ideas perspectives and styles of writing from some of the leading thinkers and practitioners in the discipline

MDA® Volker Gruhn, Daniel Pieper, Carsten Röttgers, 2007-06-01 Dieses Buch liefert sowohl die theoretischen Grundlagen als auch das praktische Handwerkszeug zur Anwendung der Model Driven Architecture der OMG Nach einer Definition und der Einordnung des Ansatzes in die heutige Welt des Software Engineering sowie der Vorstellung der notwendigen Grundlagen entwickeln die Autoren anhand eines Fallbeispiels ein prototypisches MDA Framework und setzen so die zuvor erarbeiteten Erkenntnisse in die Praxis um Besonderes Augenmerk wird dabei auf die Verwendung von Open Source Technologien insbesondere der Eclipse Plattform und ihrer untergliederten Projekte gelegt Eine bersicht ber verwandte Ans tze und sinnvolle Erg nzung en zum vorgestellten Vorgehen sowie eine abschlie ende Bewertung und ein vorsichtiger Ausblick in die Zukunft runden die Darstellung ab Das Buch richtet sich damit sowohl an Entscheider die ein fundiertes Basiswissen zur MDA erlangen wollen als auch an Praktiker die Antworten auf konkrete Fragestellungen zur Umsetzung ben tigen

The Fast Forward MBA in Project Management Eric Verzuh, 2021-01-20 The all inclusive guide to exceptional project management that is trusted by hundreds of thousands of readers now updated and revised The Fast Forward MBA in Project Management The Comprehensive Easy to Read Handbook for Beginners and Pros 6th Edition is a comprehensive guide to real world project management methods tools and techniques Practical easy to use and deeply thorough this book gives you the answers you need now You ll find cutting edge ideas and hard won wisdom of one of the field s leading experts delivered in short lively segments that address common management issues Brief descriptions of important concepts tips on real world applications and compact case studies illustrate the most sought after skills and pitfalls you should watch out for This sixth edition now includes A brand new chapter on project quality A new chapter on managing media entertainment and creative projects A new chapter on the project manager s 1 priority leadership A new chapter with the most current practices in Change Management Current PMP certification study tips Readers of The Fast Forward MBA in Project Management also receive access to new video resources available at the author s website The book teaches readers how to manage and deliver projects on time and on budget by applying the practical strategies and concrete solutions found within Whether the

challenge is finding the right project sponsor clarifying project objectives or setting realistic schedules and budget projections The Fast Forward MBA in Project Management shows you what you need to know the best way to do it and what to watch out for along the way *The Expert Test Manager* Rex Black,James L. Rommens,Leo Van Der Aalst,2017-04-28 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 **Software Reliability Handbook** Rook,1990-03-31 The reliability of software is becoming increasingly important to a large range of industries that rely on complex computer systems and machinery with computer control The reliability of a system depends on both the hardware and the software that comprise the system Although faults in design can continue to give problems the issues and the techniques for meeting severe reliability requirements in hardware have been understood for some time In the case of software both the techniques and a positive attitude of software developers to the achievement of reliability are much less well established They are particularly crucial in the development of software dependent safety critical systems **Complete Systems Analysis** James Robertson,Suzanne Robertson,2013-07-15 This is the digital version of the printed book Copyright 1998 1994 In a fundamentally new approach Complete Systems Analysis teaches everything you need to know about analyzing systems the methods the models the techniques and more A definitive text on modern systems analysis techniques is combined with an extensive case study to give readers hands on experience in completing an actual analysis project Readers proceed through each step of a full scale analysis project analyzing the complex requirements of a television station s airtime programming department Each phase of the case study and each exercise in the textbook section is thoroughly explained in separate review and answer sections An innovative Trail Guide system inspired by the difficulty levels marked on ski trails encourages readers to follow a sequence that suits their skill level Beginners follow the full trail while experienced analysts fill in gaps in their training refresh their understanding of key concepts and practice their skills Managers review key concepts but can skip the detailed work with models The book shows how analysis is used for object oriented implementation and how event response data flow models and entity relationship data models are complementary not competing models Complete Systems Analysis adapts to the reader s needs and provides an appropriate learning path for the beginner with a more direct route for experienced analysts wanting to make better use of today s techniques Since its initial publication in 1994 as a two volume set in hardcover this highly acclaimed text released in 1998 as a single softcover volume has served as a course text in

classes throughout the world Topics include Analysis Models Data Flow Diagrams Data Viewpoint Data Models Levelled Data Flow Diagrams Current Physical Viewpoint Building the Data Dictionary Strategy Focusing on the Essentials Identifying Events Modeling an Event Response Writing Mini Specifications CRUD Check Modeling New Requirements New Physical Viewpoint Object Oriented Viewpoint Strategy Toward Implementation Data Model Patterns David C. Hay, 2013-07-18 This is the digital version of the printed book Copyright 1996 Learning the basics of a modeling technique is not the same as learning how to use and apply it To develop a data model of an organization is to gain insights into its nature that do not come easily Indeed analysts are often expected to understand subtleties of an organization's structure that may have evaded people who have worked there for years Here's help for those analysts who have learned the basics of data modeling or entity relationship modeling but who need to obtain the insights required to prepare a good model of a real business Structures common to many types of business are analyzed in areas such as accounting material requirements planning process manufacturing contracts laboratories and documents In each chapter high level data models are drawn from the following business areas The Enterprise and Its World The Things of the Enterprise Procedures and Activities Contracts Accounting The Laboratory Material Requirements Planning Process Manufacturing Documents Lower Level Conventions

The Practical Guide to Business Process Reengineering Using IDEF0 Clarence Feldmann, 2013-07-15 This is the digital version of the printed book Copyright 1998 This book answers the call for a concise comprehensive introduction to IDEF0 and its application in business process reengineering BPR efforts Here is all the essential information about the IDEF0 method the function analysis portion of the Integration Definition IDEF Methods its definition basic rules of usage including the standard language syntax and semantics as contained in the Federal Standard and lessons learned from many years of application in the real world The book features examples based on actual models of commercial clients and government agencies By studying IDEF0 models readers learn how the method might be applied to the various aspects of enterprise analysis or systems analysis and what goals and benefits are reasonable to expect from its application IDEF0 is at the heart of the DoD's version of BPR In the private sector industrial organizations that may have initially discovered IDEF through one or more government contracts have adopted it as a method for use with their own corporate BPR efforts Use this book to apply the techniques of this increasingly popular member of the IDEF family of methods Three Major Elements of the Method 1 The concepts are at the foundation of IDEF0 and they preserve the logical sense and intention of the model These concepts answer why one approach is used over another in the application of IDEF0 and they provide the experienced analyst with the rationale for when it may be necessary to bend the rules 2 The language of IDEF0 is the analyst's means of describing the activities of an enterprise to other analysts readers enterprise management and staff and others The language is written in graphical box and arrow notation on diagram forms that are structured to form IDEF0 models 3 The pragmatics of IDEF0 provide the engineering procedures and the do's and don'ts for the use of IDEF0 In many cases the pragmatics are so closely

tied to the concepts and language that they are inseparable and analysts who have attempted to use IDEF0 without employing the pragmatics have typically been unsuccessful The most common misuses of IDEF0 are illustrated to show the kinds of problems that can occur if the pragmatics are not followed

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