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Nota di contenuto	Cover; Title page; Copyright page; Dedication; Contents; Foreword; Preface; Chapter 1: Getting Started; Goals and Scope; Understanding the Enterprise; Review of Software Management Fundamentals; Theory versus Practice: Which Is It?; Emphasizing Practitioner Roles; Setting Realistic Expectations; Organization; Project; Process; Product; People; How Do You Know Whether You Will Be Successful?; Recognizing Bad Smells and Trusting Your Blink; Separating the Controllables from the Noncontrollables; Surveying the Tools of the Trade; Line Management Tools and Techniques Project Management Tools and TechniquesDigging Deep to Find the Root Cause; Questions to Be Answered; Summary of Key Points; References; Web Pointers; Chapter 2: Industrial Case: Organizing for ERP within a Large Information Technology Shop; Learning Objectives: Putting Project Management to Work; Setting the Stage: The Three-Headed Dragon; Fact-Finding: The Dysfunctional Organization; Options, Recommendation, and Reactions during the Transition to ERP; Organization; Project; Process; Product; People; Recommendations; Outcomes and Lessons Learned When Introducing Matrix Management Exercise: If You Were King, What Organizational Changes Would You Make to Breakdown the Silos?Summary of Key Points and Lessons

Learned; References; Web Pointers; Chapter 3: Industrial Case: What Is a Reasonable Cost and Schedule for a Telecommunications Project Upgrade?; Learning Objectives: Establishing Realistic Cost and Schedule Goals; Setting the Stage: Can We Do It for the Target Cost?; Fact Finding; Options, Recommendations, and Reactions While Striving to Satisfy Key Clients; Organization; Project; Process; Product; Recommendations
Outcomes and Lessons Learned Using Incremental Development
Exercise: How Do You Get Your Bosses to Believe Your Estimates?; Summary of Key Points and Lessons Learned; References; Web Pointers; Chapter 4: Industrial Case: Getting Back on Track Within a Manufacturing Environment; Learning Objectives: Getting Back on Track; Setting the Stage: Recognizing and Addressing the Trouble Signs; Fact Finding; Options, Recommendations, and Reactions While Attempting to Restore Order; Organization; Project; Process; Product; Recommendations; Outcomes and Lessons Learned Associated with your Get-Well Plan
Exercise: When Trying to Get a Software Project Back on Track, What do You Focus On? Summary of Key Points and Lessons Learned; References; Web Pointers; Chapter 5: Industrial Case: Staff Turnover Having an Impact in Financial Firm; Learning Objectives: Addressing Staffing Issues; Setting the Stage: Understanding the Learning Curve; Fact-Finding; Options, Recommendations, and Reactions While Building a Modern Test Organization; Organization; Project and Process; Product; Recommendations; Outcomes and Lessons Learned While Addressing Test Issues

Sommario/riassunto

A comprehensive, practical book on software management that dispels real-world issues through relevant case studies. Software managers inevitably will meet obstacles while trying to deliver quality products and provide value to customers, often with tight time restrictions. The result: Software War Stories. This book provides readers with practical advice on how to handle the many issues that can arise as a software project unfolds. It utilizes case studies that focus on what can be done to establish and meet reasonable expectations as they occur in government, industrial, and academic settings. The book also offers important discussions on both traditional and agile methods as well as lean development concepts. Software War Stories: Covers the basics of management as applied to situations ranging from agile projects to large IT projects with infrastructure problems. Includes coverage of topics ranging from planning, estimating, and organizing to risk and opportunity management. Uses twelve case studies to communicate lessons learned by the author in practice. Offers end-of-chapter exercises, sample solutions, and a blog for providing updates and answers to readers' questions. Software War Stories: Case Studies in Software Management mentors practitioners, software engineers, students and more, providing relevant situational examples encountered when managing software projects and organizations.
