The Complete Software Project Manager: Mastering Technology from Planning to Launch and Beyond. Wiley CIO

Description: SPECIALIZED GUIDANCE FOR MANAGING SOFTWARE DEVELOPMENT PROJECTS

The Complete Software Project Manager: Mastering Technology from Planning to Launch and Beyond is the must-have resource for every professional leading software projects. Everyone, from those with no background in technology to seasoned project managers, will find valuable advice to improve their process.

Written specifically for day-to-day use on the job, this one-of-a-kind resource addresses the factors contributing to disastrous technology projects by providing exclusive coverage on how to successfully roll out and lead those types of projects. Even if you’re already in the middle of an initiative that isn’t going well, this groundbreaking guidebook gives you the crash course you need to turn things around, including the basics of software project management, clarity through real-world examples, advanced topics for developing an effective management approach, and the hard-to-see pitfalls to avoid. Boost your management skills to another level with insight found nowhere else, such as:

- The five most common project hazards and what to do about them
- Identifying and trouble-shooting the three most serious project problems
- The single-most important key to modern project management

Don't let the technology gap stand in your way of leadership excellence with The Complete Software Project Manager.

Contents: FOREWORD xvii

ACKNOWLEDGMENTS xix

ABOUT THE AUTHOR xxi

INTRODUCTION xxiii

CHAPTER 1 Software Development Explained: Creativity Meets Complexity 1

A Definition of Software Development 1

Why Is Software Development So Difficult? Hint: It’s Not Like Building a House 1

The Simple, the Complicated, and the Complex 2

Metaphor ---1: Piles of Snow 3

Metaphor ---2: The Ikea Desk 4

Metaphor ---3: Heart Surgery 5

Using the Three Metaphors in Project Management 6

CHAPTER 2 Agile, Waterfall, and the Key to Modern Project Management 7

Agile and Waterfall 7

Waterfall 7

Waterfall’s Problems 8
CHAPTER 4 Teams and Team Roles and Responsibilities Defined 29

Teams and the Roles on Teams 29
Project Leadership 30
The Key Business Stakeholder 31
The Project Sponsor 31
The Program Manager 32
Project Manager 32
Multiple Project Managers 33
Confusion About the Project Manager Role; It’s More Limited than You Think 34
Project Team 34
The Business Analyst 35
User Experience 35
Designer 35
The Programmers 35
Architect 36
Systems Administrator 36
Team Member Choice and Blending Roles 37
Getting All the Roles Covered 37
Real–World Examples for Role–Blending 38
Project Sponsor as Program Manager 38
Program Manager as Business Analyst 39
Front–End Programmer as User Experience 39
Design, UX, and Business Analysis 40
Back–End Programmer as Architect 40
SysAdmin as Architect 40
Professionals and Personalities 40
Programmers 40
Project Managers 41
Business Analysts and User Experience People 42
Architects and Systems Administrators 42
Insourse or Outsource: Whether to Staff Roles with Internal People or Get Outside Help 43
The Myth that Insourcing Programming Is Better 43
Inexperience with Projects 44
How Knowledge Goes Stale 44
Outsourced Teams 44
When to Use Internal or External Teams 45
Roles Easiest to Outsource 46
Roles in the Middle 46
Roles that Are Usually Internal 47
Vendors and Hiring External Resources 47
Some Tech-Types to Avoid: Dot Communists and Shamans 47
The Shamans 48
Boundaries, Responsibilities, and Driving in Your Lane 49
Techies Who Don’t Drive in Their Lane 50
Business Stakeholders Who Shirk Responsibilities 50
Business Stakeholders, Step Up! 51
Have a Trusted Technology Partner 52
How Best (and Worst) to Work with Your Technology Partner 52
Too Many Cooks 53
CHAPTER 5 Project Research and Technology Choice; Conflicts at the Start of Projects; Four Additional Project Delays; Initial Pitfalls 55
Choice of Technology, a Definition 56
The Project’s Research Phase 56
Current State 56
Integrations and Current State 57
Data and Current State 57
Business Needs 58
Possible Technology Solutions 58
Demos 59
Comparison Grids 59
Talk to Other People, a Journalistic Exercise 60
How Do You Know When Your Research Is Done? 61
Research Reality Check 62
You Can't Run the Control 62
Religious Wars 63
Passion over Reason 64
Business Stakeholders and Controlling Ego 64
How to Stop a Technology Religious War 65
Not So Easy 65
Preventing a Technology Religious War 65
Being Right 66
Stopping a War in Its Tracks 66
Détente and Finally Ending a Technology Religious War 67
Clarity 67
The Role of the CIO 68
Two Most Important Factors in Core Technology Decisions 69
Budget Constraints 69
The Team 69
Choosing Technology and What NOT to Consider: The Future 70
Other Conflicts that Delay the Start of Projects 71
Business Strategy and Organizational Authority 71
Design 73
Blue Sky 73
Overanalysis 74
The Project Charter, a Key Document 74
CHAPTER 6 Final Discovery; Project Definition, Scope, and Documentation 77
Budgeting and Ongoing Discovery; Discovery Work Is Real Work 78
Budgeting Final Discovery 78
What Discovery Costs 79
What Comes Out of Final Discovery: A Plan 79
Getting to a Plan 80
The Murk 80
Getting Out of the Murk 81
What If No or Little Documentation Exists? 174
Risk Chickens Come Home to Roost 175
Managing the Risk Chickens 176
When Programmers Ask for More Time 178
Lurking Infections 178
Bad Technology Team 179
How to Manage a Bad Technology Team 179
Wrong Technology Choice 180
Managing a Wrong Technology Choice 180
The Sunk–Cost Bias 181
Lack of Leadership 181
Managing Lack of Leadership 181


User Acceptance Testing: What It Is and When It Happens 183
Controlling UAT and We Talked About It in a Meeting Once, Part Deux 185
Classifying UAT Feedback 185
Bugs 186
Not Working as Expected The Trickiest Category 186
Request for Improvement 187
Feature Request 188
Conflict Resolution and Final Launch List 188
Load Testing 189
Performance Testing 189
Security Testing 189
Sign–Off 194
Questions to Ask Regarding Launch Readiness 195
Not Knowing Is Not Acceptable 195
Criteria for Rollback 196
Singing the Post–Launch Blues 196
Was It All a Big Mistake? 198
Metrics 198
Ordering:
Order Online - http://www.researchandmarkets.com/reports/3327962/
Order by Fax - using the form below
Order by Post - print the order form below and send to

Research and Markets,
Guinness Centre,
Taylors Lane,
Dublin 8,
Ireland.
Fax Order Form
To place an order via fax simply print this form, fill in the information below and fax the completed form to 646-607-1907 (from USA) or +353-1-481-1716 (from Rest of World). If you have any questions please visit http://www.researchandmarkets.com/contact/

Order Information
Please verify that the product information is correct.

Product Name: The Complete Software Project Manager. Mastering Technology from Planning to Launch and Beyond. Wiley CIO
Web Address: http://www.researchandmarkets.com/reports/3327962/
Office Code: SCD23HLW

Product Format
Please select the product format and quantity you require:

| Quantity | Hard Copy (Hard Back): USD 96 + USD 29 Shipping/Handling |

* Shipping/Handling is only charged once per order.

Contact Information
Please enter all the information below in BLOCK CAPITALS

Title:  Mr  Mrs  Dr  Miss  Ms  Prof
First Name: ______________________  Last Name: ______________________
Email Address: * ______________________
Job Title: ______________________
Organisation: ______________________
Address: ______________________
City: ______________________
Postal / Zip Code: ______________________
Country: ______________________
Phone Number: ______________________
Fax Number: ______________________

* Please refrain from using free email accounts when ordering (e.g. Yahoo, Hotmail, AOL)
Payment Information

Please indicate the payment method you would like to use by selecting the appropriate box.

☐ Pay by credit card: You will receive an email with a link to a secure webpage to enter your credit card details.

☐ Pay by check: Please post the check, accompanied by this form, to:
Research and Markets,
Guinness Center,
Taylors Lane,
Dublin 8,
Ireland.

☐ Pay by wire transfer: Please transfer funds to:

<table>
<thead>
<tr>
<th>Account number</th>
<th>833 130 83</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sort code</td>
<td>98-53-30</td>
</tr>
<tr>
<td>Swift code</td>
<td>ULSBIE2D</td>
</tr>
<tr>
<td>IBAN number</td>
<td>IE78ULSB98533083313083</td>
</tr>
<tr>
<td>Bank Address</td>
<td>Ulster Bank, 27-35 Main Street, Blackrock, Co. Dublin, Ireland.</td>
</tr>
</tbody>
</table>

If you have a Marketing Code please enter it below:

Marketing Code: ____________________________

Please note that by ordering from Research and Markets you are agreeing to our Terms and Conditions at http://www.researchandmarkets.com/info/terms.asp

Please fax this form to:
(646) 607-1907 or (646) 964-6609 - From USA
+353-1-481-1716 or +353-1-653-1571 - From Rest of World