

The Project Manager's Guide to Mastering Agile (Charles Cobb)

Main Focus: Bridges agile development practices with project management responsibilities.

- Agile teams:
 - **Highly integrated** and dedicated.
 - Emphasize collaboration and cross-functional work.
- **Agile Quality Management Principles:**
 - Quality is owned by the entire team—not just QA.
 - Proactive defect prevention rather than reactive defect correction.
 - Testing and development occur **concurrently**.
 - A clear “Definition of Done” ensures everyone agrees when work is truly finished.
- Key Agile Practices:
 - **Continuous Integration** – frequent code integration and testing to catch issues early
 - **Code Refactoring** – ongoing improvements to code structure and maintainability.
 - **Pair Programming** – two developers collaborate, improving code quality and shared knowledge.
 - **Test-Driven Development (TDD)** – writing tests before code to ensure clear requirements and maintainable designs.
 - **Acceptance Test-Driven Development (ATDD)** – defining acceptance tests upfront to clarify requirements and reduce misunderstandings.
 - **Automated Regression Testing** – essential in agile to keep repeated tests manageable as the product evolves.
- Agile requires adaptive leadership from project managers who understand development and quality practices to integrate them into project management.