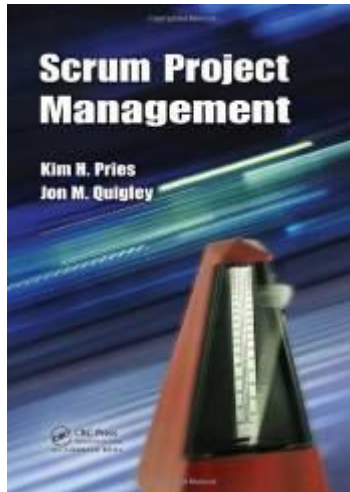


PM WORLD BOOK REVIEW



Book Title: ***Scrum Project Management***

Author: **Kim H. Pries & Jon M. Quigley**

Publisher: **CRC Press**

List Price: US\$37.92

Format: hard cover; 174 pages

Publication Date: 2011

ISBN: 978-1-4398-2515-0

Reviewer: ***Joan Chalkley***

Review Date: August 2012

Introduction to the Book

Scrum Project Management by Kim Pries and Jon Quigley brings to the fore-front the reason we do projects – to meet the needs of the business. Too often in the waterfall methodology, the product that is delivered is what was “contracted” in project documentation. But not what was needed by the customer. Choosing the Scrum approach to project management combines the Agile focus on customer collaboration over contract negotiation (in project documentation). It provides for increased customer involvement in the product development.

There is a high-intensity focus on delivery of usable working software at pre-defined delivery points. Team members work together and are accountable for what they deliver each day. The emphasis is on stripping away any non-value-added activities and constantly delivering a workable product to the customer. The Scrum environment results in increased tempo, improved responsiveness, increased communications and reduced risk.

By involving the customer throughout the entire process, decisions are made later – when the problem is better understood and when more information is available. Thus, the Scrum Project Management approach can better meet changing demands in the marketplace.

Overview of Book's Structure

The book is organized to first question why we do projects. From there, the benefits of the Scrum project methodology are presented, along with background information on Scrum. A comparison is made between Scrum and conventional project management, identifying the differences, but also developing an understanding on how Scrum really uses similar processes to conventional project management – just with additional checkpoints.

The usefulness of Scrum was presented for a number of industries: education, systems engineering for defense, service industries, and hospitals. Each provided insights into the specific industry and challenges that would be encountered with the Scrum approach to project management in that industry.

Highlights: What's New in this Book

A new idea presented was how to implement Scrum project management in one aspect of a project while using the waterfall methodology in other parts. This is an important concept as more companies move from traditional waterfall delivery to Agile approaches. In a large corporate environment, it is not possible to stop all “in flight” projects and make an immediate change from all waterfall activity to Agile.

A second new idea was the “Atomic” level of a work breakdown structure for a project. A task can be either “done” or “not done”; in a project plan, it is either 0% or 100%; it is never “50% done”. By breaking down tasks to the “atomic” level, project progress is measured more accurately. Additionally, by having smaller pieces which are assigned to different team members, one person has full responsibility for the completion of the task.

Highlights: What I liked!

Within Scrum Project Management, what I liked was the real-world approach to working with Scrum. A general overview of Scrum practices was provided, followed by industry examples.

Shortfalls: What was Missing!

This is a very practical approach to implementing Scrum project management in a traditional waterfall project management office. This book mentions “frazzing” (frantic multitasking) which typically describes a development team working on multiple projects. The dedicated team approach to the Scrum methodology is emphasized. On this topic, it would be beneficial to add real-world recommendations on how, we as project managers, justify and measure the deliverables of a dedicated team over a “frazzing” (traditional) team?

Who might benefit from the Book

This book would benefit a project manager who has worked in waterfall project management and is transitioning to a Scrum approach. Examples include different industries – even the highly structured defense industry – where the Scrum approach can be implemented even when other parts of the project are using the waterfall approach.

Conclusion

This book provides insight into information on Scrum project management and how to apply it in the “real world” where there may be some in-flight waterfall projects. The more that we can deliver as project managers, the greater the influence we can have on the success of our organizations.

The pace of our world is moving faster and faster; to remain competitive, our projects must provide the flexibility to adapt to our changing world. Projects need structure and direction while providing workable solutions. This book really prepares project managers for the ever fast-paced future of project management.

Scrum Project Management by Kim H. Pries & Jon M. Quigley, published by CRC Press; 2011, ISBN 978-1-4398-2515-0, Cost: \$37.92 at <http://www.crcpress.com/product/isbn/9781439825150>

Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (www.pmidallas.org). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members are all mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact editor@peworldjournal.net.

About the Reviewer



Joan Chalkley



Joan Chalkley is a project manager with over 25 years of experience. She has her Masters of Science in Human Relations and Business and is certified as a CSM (Certified Scrum Master), PMP (Project Management Professional), and SPL (Strategic Project Leader). Joan has successfully led large (\$20 million) IT projects which directly impact end-users in logistics operations and eCommerce. Joan can be contacted at jchalkley@att.net.