

# Software Manager

Andrew Stellman, Jennifer Greene

**Become an Effective Software Engineering Manager** James Stanier,2020-06-09 Software startups make global headlines every day. As technology companies succeed and grow, so do their engineering departments. In your career, you'll may suddenly get the opportunity to lead teams: to become a manager. But this is often uncharted territory. How can you decide whether this career move is right for you? And if you do, what do you need to learn to succeed? Where do you start? How do you know that you're doing it right? What does it even mean? And isn't management a dirty word? This book will share the secrets you need to know to manage engineers successfully. Going from engineer to manager doesn't have to be intimidating. Engineers can be managers, and fantastic ones at that. Cast aside the rhetoric and focus on practical, hands-on techniques and tools. You'll become an effective and supportive team leader that your staff will look up to. Start with your transition to being a manager and see how that compares to being an engineer. Learn how to better organize information, feel productive, and delegate, but not micromanage. Discover how to manage your own boss, hire and fire, do performance and salary reviews, and build a great team. You'll also learn the psychology: how to ship while keeping staff happy, coach and mentor, deal with deadline pressure, handle sensitive information, and navigate workplace politics. Consider your whole department. How can you work with other teams to ensure best practice? How do you help form guilds and committees and communicate effectively? How can you create career tracks for individual contributors and managers? How can you support flexible and remote working? How can you improve diversity in the industry through your own actions? This book will show you how. Great managers can make the world a better place. Join us.

The Successful Software Manager Herman Fung,2019-06-28 A developer's guide to successfully managing teams, customers, and software projects Key FeaturesA complete guide to managing developer teams, software projects, customers, and usersTransition successfully from a technical role to managementDevelop crucial skills to enhance your performance and advance your careerBook Description The Successful Software Manager is a comprehensive and practical guide to managing software developers, software customers, and the process of deciding what software needs to be built. It explains in detail how to develop a management mindset, lead a high-performing developer team, and meet all the expectations of a good manager. The book will help you whether you've chosen to pursue a career in management or have been asked to act up as a manager. Whether you're a Development Manager, Product Manager, Team Leader, Solution Architect, or IT Director, this is your indispensable guide to all aspects of running your team and working within an organization and dealing with colleagues, customers, potential customers, and technologists, to ensure you build the product your organization needs. This book is the must-have authoritative guide to managing projects, managing people, and preparing yourself to be an effective manager. The intuitive real-life examples will act as a desk companion for any day-to-day challenge, and beyond that, Herman will show you how to prepare for the next stages and how to achieve career success. What you will learnDecide if moving to management is right for youDevelop the skills required for managementLead and manage successful software development projectsUnderstand the various roles in a technical team and how to manage themMotivate and mentor your teamDeliver successful training and presentationsLead the design process with storyboards and personas, and validate your solutionWho this book is for Development Managers, Product Managers, Team Leaders, Solution Architects, or IT Directors who want to effectively manage colleagues, customers, potential customers, and technologists.

*What Every Software Manager Must Know to Succeed with Object Technology* John D. Williams,1995 Object technology can provide software developers with the edge they need to bring robust products quickly to market. This book presents a concise introduction to object-oriented methodology and an in-depth look at how to manage projects that use object-oriented techniques.

*Managing Humans* Michael Lopp,2007-10-18 Managing Humans is a selection of the best essays from Michael Lopp's popular website Rands in Repose([www.randsinrepose.com](http://www.randsinrepose.com)). Lopp is one of the most sought-after IT managers in Silicon Valley, and draws on his experiences at Apple, Netscape, Symantec, and Borland. This book reveals a variety of different approaches for creating innovative, happy development teams. It covers handling conflict, managing wildly differing personality types, infusing innovation into insane product schedules, and figuring out how to build lasting and useful engineering culture. The essays are biting, hilarious, and always informative.

**Become an Effective Software Engineering Manager** Dr. James Stanier,2020-05-27 Software startups make global headlines every day. As technology companies succeed and grow, so do their engineering departments. In your career, you'll may suddenly get the opportunity to lead teams: to become a manager. But this is often uncharted territory. How can you decide whether this career move is right for you? And if you do, what do you need to learn to succeed? Where do you start? How do you know that you're doing it right? What does it even mean? And isn't management a dirty word? This book will share the secrets you need to know to manage engineers successfully. Going from engineer to manager doesn't have to be intimidating. Engineers can be managers, and fantastic ones at that. Cast aside the rhetoric and focus on practical, hands-on techniques and tools. You'll become an effective and supportive team leader that your staff will look up to. Start with your transition to being a manager and see how that compares to being an engineer. Learn how to better organize information, feel productive, and delegate, but not micromanage. Discover how to manage your own boss, hire and fire, do performance and salary reviews, and build a great team. You'll also learn the psychology: how to ship while keeping staff happy, coach and mentor, deal with deadline pressure, handle sensitive information, and navigate workplace politics. Consider your whole department. How can you work with other teams to ensure best practice? How do you help form guilds and committees and communicate effectively? How can you create career tracks for individual contributors and managers? How can you support flexible and remote working? How can you improve diversity in the industry through your own actions? This book will show you how. Great managers can make the world a better place. Join us.

**The Successful Software Manager** Herman Fung,2019-06-28

*Software Management* Donald J. Reifer,2006-08-30 This Seventh Edition of Donald Reifer's popular, bestselling tutorial summarizes what software project managers need to know to be successful on the job. The text provides pointers and approaches to deal with the issues, challenges, and experiences that shape their thoughts and performance. To accomplish its goals, the volume explores recent advances in dissimilar fields such as management theory, acquisition management, globalization,

knowledge management, licensing, motivation theory, process improvement, organization dynamics, subcontract management, and technology transfer. Software Management provides software managers at all levels of the organization with the information they need to know to develop their software engineering management strategies for now and the future. The book provides insight into management tools and techniques that work in practice. It also provides sufficient instructional materials to serve as a text for a course in software management. This new edition achieves a balance between theory and practical experience. Reifer systematically addresses the skills, knowledge, and abilities that software managers, at any level of experience, need to have to practice their profession effectively. This book contains original articles by leaders in the software management field written specifically for this tutorial, as well as a collection of applicable reprints. About forty percent of the material in this edition has been produced specifically for the tutorial. Contents: \* Introduction \* Life Cycle Models \* Process Improvement \* Project Management \* Planning Fundamentals \* Software Estimating \* Organizing for Success \* Staffing Essentials \* Direction Advice \* Visibility and Control \* Software Risk Management \* Metrics and Measurement \* Acquisition Management \* Emerging Management Topics The challenges faced by software project managers are the gap between what the customers can envision and the reality on the ground and how to deal with the risks associated with this gap in delivering a product that meets requirements on time and schedule at the target costs. This tutorial hits the mark by providing project managers, practitioners, and educators with source materials on how project managers can effectively deal with this risk. -Dr. Kenneth E. Nidiffer, Systems & Software Consortium, Inc. The volume has evolved into a solid set of foundation works for anyone trying to practice software management in a world that is increasingly dependent on software release quality, timeliness, and productivity. -Walker Royce, Vice President, IBM Software Services-Rational

**The Software Engineering Manager Interview Guide** Vidal Graupera, Interviewing can be challenging, time-consuming, stressful, frustrating, and full of disappointments. My goal is to help make things easier for you so you can get the engineering leadership job you want. The Software Engineering Manager Interview Guide is a comprehensive, no-nonsense book about landing an engineering leadership role at a top-tier tech company. You will learn how to master the different kinds of engineering management interview questions. If you only pick up one or two tips from this book, it could make the difference in getting the dream job you want. This guide contains a collection of 150+ real-life management and behavioral questions I was asked on phone screens and by panels during onsite interviews for engineering management positions at a variety of big-name and top-tier tech companies in the San Francisco Bay Area such as Google, Facebook, Amazon, Twitter, LinkedIn, Uber, Lyft, Airbnb, Pinterest, Salesforce, Intuit, Autodesk, et al. In this book, I discuss my experiences and reflections mainly from the candidate's perspective. Your experience will vary. The random variables include who will be on your panel, what exactly they will ask, the level of training and mood of the interviewers, their preferences, and biases. While you cannot control any of those variables, you can control how prepared you are, and hopefully, this book will help you in that process. I will share with you everything I've learned while keeping this book short enough to read on a plane ride. I will share tips I picked up along the way. If you are interviewing this guide will serve you as a playbook to prepare, or if you are hiring give you ideas as to what you might ask an engineering management candidate yourself. CONTENTS: Introduction Chapter 1: Answering Behavioral Interview Questions Chapter 2: The Job Interviews Phone Screens Prep Call with the Recruiter Onsite Company Values Coding, Algorithms and Data structures System Design and Architecture Interviews Generic Design Of A Popular System A Design Specific To A Domain Design Of A System Your Team Worked On Lunch Interview Managerial and Leadership Bar Raiser Unique One-Off Interviews Chapter 3: Tips To Succeed How To Get The Interviews Scheduling and Timelines Interview Feedback Mock Interviews Panelists First Impressions Thank You Notes Ageism Chapter 4: Example Behavioral and Competency Questions General Questions Feedback and Performance Management Prioritization and Execution Strategy and Vision Hiring Talent and Building a Team Working With Tech Leads, Team Leads and Technology Dealing With Conflicts Diversity and Inclusion

**A Manager's Guide to Software Engineering** Roger S. Pressman, 1993 Using a unique question-and-answer format coupled with pragmatic advice, readers will find solutions to more than 450 commonly-used questions and problems covering technology transitions, the software development lifecycle, methods for estimating project costs and effort, risk analysis, project scheduling, quality assurance, software configuration management, and recent technological breakthroughs.

*The Software Project Manager's Bridge to Agility* Michele Sliger, Stacia Broderick, 2008-05-19 When software development teams move to agile methods, experienced project managers often struggle—doubtful about the new approach and uncertain about their new roles and responsibilities. In this book, two long-time certified Project Management Professionals (PMRs) and Scrum trainers have built a bridge to this dynamic new paradigm. They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaboration, not “command and control.” The authors begin by explaining how agile works: how it differs from traditional “plan-driven” methodologies, the benefits it promises, and the real-world results it delivers. Next, they systematically map the Project Management Institute's classic, methodology-independent techniques and terminology to agile practices. They cover both process and project lifecycles and carefully address vital issues ranging from scope and time to cost management and stakeholder communication. Finally, drawing on their own extensive personal experience, they put a human face on your personal transition to agile—covering the emotional challenges, personal values, and key leadership traits you'll need to succeed. Coverage includes Relating the PMBOKR Guide ideals to agile practices: similarities, overlaps, and differences Understanding the role and value of agile techniques such as iteration/release planning and retrospectives Using agile techniques to systematically and continually reduce risk Implementing quality assurance (QA) where it belongs: in analysis, design, defect prevention, and continuous improvement Learning to trust your teams and listen for their discoveries Procuring, purchasing, and contracting for software in agile, collaborative environments Avoiding the common mistakes software teams make in transitioning to agile Coordinating with project management offices and non-agile teams “Selling” agile within your teams and throughout your organization For every project manager who wants to become more agile. Part I An Agile Overview 7 Chapter 1 What is Agile? 9 Chapter 2 Mapping from the PMBOKR Guide to Agile 25 Chapter 3 The Agile Project Lifecycle in Detail 37 Part II The Bridge: Relating PMBOKR Guide Practices to Agile Practices 49 Chapter 4 Integration Management 51 Chapter 5 Scope Management 67 Chapter 6 Time Management 83 Chapter 7 Cost Management 111 Chapter 8 Quality Management 129 Chapter 9 Human Resources Management 143 Chapter 10 Communications Management 159 Chapter 11 Risk Management 177 Chapter 12 Procurement Management 197 Part III Crossing the Bridge to Agile 215 Chapter 13 How Will My Responsibilities Change? 217 Chapter 14 How Will

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**The Complete Software Project Manager** Anna P. Murray, 2016-01-26 Your answer to the software project management gap The Complete Software Project Manager: From Planning to Launch and Beyond addresses an interesting problem experienced by today's project managers: they are often leading software projects, but have no background in technology. To close this gap in experience and help you improve your software project management skills, this essential text covers key topics, including: how to understand software development and why it is so difficult, how to plan a project, choose technology platforms, and develop project specifications, how to staff a project, how to develop a budget, test software development progress, and troubleshoot problems, and what to do when it all goes wrong. Real-life examples, hints, and management tools help you apply these new ideas, and lists of red flags, danger signals, and things to avoid at all costs assist in keeping your project on track. Companies have, due to the nature of the competitive environment, been somewhat forced to adopt new technologies. Oftentimes, the professionals leading the development of these technologies do not have any experience in the tech field—and this can cause problems. To improve efficiency and effectiveness, this groundbreaking book offers guidance to professionals who need a crash course in software project management. Review the basics of software project management, and dig into the more complicated topics that guide you in developing an effective management approach Avoid common pitfalls by perusing red flags, danger signals, and things to avoid at all costs Leverage practical roadmaps, charts, and step-by-step processes Explore real-world examples to see effective software project management in action The Complete Software Project Manager: From Planning to Launch and Beyond is a fundamental resource for professionals who are leading software projects but do not have a background in technology.

**Agile Management for Software Engineering** David J. Anderson, 2003-09-17 A breakthrough approach to managing agile software development, Agile methods might just be the alternative to outsourcing. However, agile development must scale in scope and discipline to be acceptable in the boardrooms of the Fortune 1000. In Agile Management for Software Engineering, David J. Anderson shows managers how to apply management science to gain the full business benefits of agility through application of the focused approach taught by Eli Goldratt in his Theory of Constraints. Whether you're using XP, Scrum, FDD, or another agile approach, you'll learn how to develop management discipline for all phases of the engineering process, implement realistic financial and production metrics, and focus on building software that delivers maximum customer value and outstanding business results. Coverage includes: Making the business case for agile methods: practical tools and disciplines How to choose an agile method for your next project Breakthrough application of Critical Chain Project Management and constraint-driven control of the flow of value Defines the four new roles for the agile manager in software projects—and competitive IT organizations Whether you're a development manager, project manager, team leader, or senior IT executive, this book will help you achieve all four of your most urgent challenges: lower cost, faster delivery, improved quality, and focused alignment with the business.

**Getting Results from Software Development Teams** Lawrence J. Peters, 2008-04-30 Learn best practices for software development project management—and lead your teams and projects to success. Dr. Lawrence Peters is an industry-recognized expert with decades of experience conducting research and leading real-world software projects. Beyond getting the best developers, equipment, budget, and timeline possible—Peters concludes that no factor is more critical to project success than the manager's role. Drawing on proven practices from allied industries such as business, psychology, accounting, and law, he describes a broader project-management methodology—with principles that software managers can readily adapt to help increase their own effectiveness and the productivity of their teams. Unlike other books on the topic, this book focuses squarely on the manager—and shows how to get results without adopting philosophies from Genghis Khan or Machiavelli. (There is mention of Godzilla, however.) Packed with real-world examples and pragmatic advice, this book shows any software development manager—new or experienced—how to lead teams in delivering the right results for their business.

**Quality Software Project Management** Robert T. Futrell, Donald F. Shafer, Linda Shafer, 2002 The book is based on the best practices of the UT Software Quality Institute Software Project Management certificates program. Quality Software Project Management identifies and teaches 34 essential project management competencies project managers can use to minimize cost, risk, and time-to-market. Covers the entire project lifecycle: planning, initiation, monitoring/control, and closing. Illuminates its techniques with real-world software management case studies. Authors (leading practitioners) address the pillars of any successful software venture: process, project, and people. Endorsed by the Software Quality Institute.

**Applied Software Project Management** Andrew Stellman, Jennifer Greene, 2005-11-18 Provides information on planning and managing a software project.

**Managing the Unmanageable** Mickey W. Mantle, Ron Lichty, 2013 This book has assembled a guide that will help you hire, motivate, and mentor a software development team that functions at the highest level. Their rules of thumb and coaching advice form a great blueprint for new and experienced software engineering managers alike. All too often, software development is deemed unmanageable. The news is filled with stories of projects that have run catastrophically over schedule and budget.

**An Elegant Puzzle** Will Larson, 2019-05-20 A human-centric guide to solving complex problems in engineering management, from sizing teams to handling technical debt. There's a saying that people don't leave companies, they leave managers. Management is a key part of any organization, yet the discipline is often self-taught and unstructured. Getting to the good solutions for complex management challenges can make the difference between fulfillment and frustration for teams—and, ultimately, between the success and failure of companies. Will Larson's An Elegant Puzzle focuses on the particular challenges of engineering management—from sizing teams to handling technical debt to performing succession planning—and provides a path to the good solutions. Drawing from his experience at Digg, Uber, and Stripe, Larson has developed a thoughtful approach to engineering management for leaders of all levels at companies of all sizes. An Elegant Puzzle balances structured principles and human-centric thinking to help any leader create more effective and rewarding organizations for engineers to thrive in.

**The Software Project Manager's Handbook** Dwayne Phillips, 2004-07-01 Software project managers and their team members work individually towards a common goal. This book guides both, emphasizing basic principles that work at work. Software at work should be pleasant and productive, not just one or the other. This book emphasizes

software project management at work. The author's unique approach concentrates on the concept that success on software projects has more to do with how people think individually and in groups than with programming. He summarizes past successful projects and why others failed. Visibility and communication are more important than SQL and C. The book discusses the technical and people aspects of software and how they relate to one another. The first part of the text discusses four themes: (1) people, process, product, (2) visibility, (3) configuration management, and (4) IEEE Standards. These themes stress thinking, organization, using what others have built, and people. The second part describes the software management principles of process, planning, and risk management. Part three discusses software engineering principles, the technical aspects of software projects. The fourth part examines software practices giving practical meaning to the individual topics covered in the preceding chapters. The final part of this book continues these practical aspects by illustrating a sample project through seven distinctive documents.

*Software Leadership* Murray Cantor,2002 Software and project management consultant Murray Cantor discusses how to be a good manager and how to build a competitive software team. The text is intended to be accessible to managers with little software background as well as those with extensive experience. A sampling of topics includes software architecture, developing products, improving the efficiency of the organization, the Rational Unified Process, and team leadership. c. Book News Inc.

*Software Quality* Alan Gillies,2011 Software Quality: Theory and Management has been in print around the world since 1992. After the publisher accidentally removed it from the European market in 1998, it continued to sell well in South East Asia and has to date sold over 10,000 copies world-wide. Originally used with BSc and MSc students at the University of Salford, previous editions have been used as a textbook in the UK, Europe, North America and Asia.However, the contents of the second edition look sadly dated by now, and even core concepts such as development methodologies have moved on substantially.Therefore, I have decided to produce a third edition which has been updated in both content and method of delivery.

**Software Manager** Book Review: Unveiling the Magic of Language

In an electronic era where connections and knowledge reign supreme, the enchanting power of language has be much more apparent than ever. Its capability to stir emotions, provoke thought, and instigate transformation is really remarkable. This extraordinary book, aptly titled "**Software Manager**," written by a very acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound impact on our existence. Throughout this critique, we shall delve into the book is central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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