

Agile Software Requirements Lean Requirements Practices For Teams Programs And The Enterprise Agile Software Development

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Engineering and Managing Software Requirements - Aybüke Aurum 2006-04-07

Requirements engineering is the process by which the requirements for software systems are gathered, analyzed, documented, and managed throughout their complete lifecycle. Traditionally it has been concerned with technical goals for, functions of, and constraints on software systems. Aurum and Wohlin, however, argue that it is no longer appropriate for software systems professionals to focus only on functional and non-functional aspects of the intended system and to somehow assume that organizational context and needs are outside their remit. Instead, they call for a broader perspective in order to gain a better understanding of the interdependencies between enterprise stakeholders, processes, and software systems, which would in turn give rise to more appropriate techniques and higher-quality systems. Following an introductory chapter that provides an exploration of key issues in requirements engineering, the book is organized in three parts. Part 1 presents surveys of state-of-the-art requirements engineering process research along with critical assessments of existing models, frameworks and techniques. Part 2 addresses key areas in requirements engineering, such as market-driven requirements engineering, goal modeling, requirements ambiguity, and others. Part 3 concludes the book with articles that present empirical evidence and experiences from practices in industrial projects. Its broader perspective gives this book its distinct appeal and makes it of interest to both researchers and practitioners, not only in software engineering but also in other disciplines such as business process engineering and management science.

SAFe® 4.0 Reference Guide - Dean Leffingwell 2016-07-29

The Must-have Reference Guide for SAFe® Practitioners “There are a lot of methods of scale out there, but the Scaled Agile Framework is the one lighting up the world.” -Steve Elliot, Founder/CEO AgileCraft “You don’t have to be perfect to start SAFe because you learn as you go—learning is built in. Before SAFe, I would not know how to help my teams but now I have many tools to enable the teams. My job is really fun and the bottom line is I have never enjoyed my job more!” -Product Manager, Fortune 500 Enterprise Captured for the first time in print, the SAFe body of knowledge is now available as a handy desktop reference to help you accomplish your mission of building better software and systems. Inside, you’ll find complete coverage of what has, until now, only been available online at scaledagileframework.com. The SAFe knowledge base was developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale. This book provides comprehensive guidance for work at the enterprise Portfolio, Value Stream, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework, along with the foundational elements of values, mindset, principles, and practices. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 U.S. companies have certified SAFe practitioners and consultants, as do an increasing percentage of the Global 1000 enterprises. Case study results—visit scaledagileframework.com/case-studies—typically include: 20—50% increase in productivity 50%+ increases in quality 30—75% faster time to market Measurable increases in employee engagement and job satisfaction With results like these, the demand from enterprises seeking SAFe expertise is accelerating at a dramatic rate. Successful implementations may vary in context, but share a common attribute: a workforce well trained and educated in SAFe practices. This book—along with authorized training and certification—will help you understand how to maximize the value of your role within a SAFe organization. The result is greater alignment,

visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

SAFe 4.5 Reference Guide - Dean Leffingwell 2018-05-04

The Must-have Reference Guide for SAFe® Professionals “There are a lot of methods of scale out there, but the Scaled Agile Framework is the one lighting up the world.” -Steve Elliot, Founder/CEO AgileCraft “Since beginning our Lean-Agile journey with SAFe, Vantiv has focused its strategic efforts and its execution. We have improved the predictability of product delivery while maintaining high quality, and have become even more responsive to customers—resulting in higher customer satisfaction. And just as important, employee engagement went up over the past year.” -Dave Kent, Enterprise Agile Coach, Vantiv Fully updated to include the new innovations in SAFe 4.5, the SAFe® 4.5 Reference Guide is ideal for anyone serious about learning and implementing the world’s leading framework for enterprise agility. Inside, you’ll find complete coverage of the scaledagileframework.com knowledge base, the website that thousands of the world’s largest brands turn to for building better software and systems. SAFe was developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale. This book provides comprehensive guidance for work at the enterprise Portfolio, Large Solution, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 companies have certified SAFe professionals and consultants, as do an increasing percentage of the Global 2000. Case study results—visit scaledagileframework.com/case-studies—typically include: 30 — 75% faster time-to-market 25 — 75% increase in productivity 20 — 50% improvements in quality 10 — 50% increased employee engagement Successful implementations may vary in context but share a common attribute: a workforce well trained and educated in SAFe practices. This book—along with authorized training and certification—will help you understand how to maximize the value of your role within a SAFe organization. The result is greater alignment and visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

Emerging Innovations in Agile Software Development - Ghani, Imran 2016-01-26

Agile is a relatively recent methodology used in the development process of a project. Therefore, it is important to share new emerging knowledge with researchers and professionals interested in adopting an agile mindset. *Emerging Innovations in Agile Software Development* focuses on the use of agile methodologies to manage, design, develop, test and maintain software projects. Emphasizing research-based solutions for contemporary software development, this publication is designed for use by software developers, researchers, and graduate-level students in software engineering and project management programs.

A Practical Approach to Large-Scale Agile Development - Gary Gruver 2012-11-15

Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider’s look at how they’ve succeeded with agile in one of the company’s most mission-critical software environments: firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it

really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves repeatedly in HP’s challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes:

- Tightly linking agile methods and enterprise architecture with business objectives
- Focusing agile practices on your worst development pain points to get the most bang for your buck
- Abandoning classic agile methods that don’t work at the largest scale
- Employing agile methods to establish a new architecture
- Using metrics as a “conversation starter” around agile process improvements
- Leveraging continuous integration and quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline
- Taming the planning beast with “light-touch” agile planning and lightweight long-range forecasting
- Implementing effective project management and ensuring accountability in large agile projects
- Managing tradeoffs associated with key decisions about organizational structure
- Overcoming U.S./India cultural differences that can complicate offshore development
- Selecting tools to support quantum leaps in productivity in your organization
- Using change management disciplines to support greater enterprise agility

Beyond Requirements - Kent J. McDonald 2015-08-29

Satisfy Stakeholders by Solving the Right Problems, in the Right Ways In *Beyond Requirements*, Kent J. McDonald shows how applying analysis techniques with an agile mindset can radically transform analysis from merely “gathering and documenting requirements” to an important activity teams use to build shared understanding. First, McDonald discusses the unique agile mindset, reviews the key principles underlying it, and shows how these principles link to effective analysis. Next, he puts these principles to work in four wide-ranging and thought-provoking case studies. Finally, he drills down on a full set of techniques for effective agile analysis, using examples to show how, why, and when they work. McDonald’s strategies will teach you how to understand stakeholders’ needs, identify the best solution for satisfying those needs, and build a shared understanding of your solution that persists throughout the product lifecycle. He also demonstrates how to iterate your analysis, taking advantage of what you learn throughout development, testing, and deployment so that you can continuously adapt, refine, and improve. Whether you’re an analysis practitioner or you perform analysis tasks as a developer, manager, or tester, McDonald’s techniques will help your team consistently find and deliver better solutions. Coverage includes Core concepts for analysis: needs/ solutions, outcome/output, discovery/delivery Adapting Lean Startup ideas for IT projects: customer delivery, build-measure-learn, and metrics Structuring decisions, recognizing differences between options and commitments, and overcoming cognitive biases Focusing on value: feature injection, minimum viable products, and minimum marketable features Understanding how analysis flows alongside your project’s lifecycle Analyzing users: mapping stakeholders, gauging commitment, and creating personas Understanding context: performing strategy (enterprise) analysis Clarifying needs: applying decision filters, assessing project opportunities, stating problems Investigating solutions: impact and story mapping, collaborative modeling, and acceptance criteria definition Kent J. McDonald uncovers better ways of delivering value. His experience includes work in business analysis, strategic planning, project management, and product development in the financial services, health insurance, performance marketing, human services, nonprofit, and automotive industries. He has a BS in industrial engineering from Iowa State University and an MBA from Kent State University. He is coauthor of *Stand Back and Deliver: Accelerating Business Agility* (Addison-Wesley, 2009).

Advanced Information Systems Engineering - Matthias Jarke 2014-06-05

This book constitutes the proceedings of 26th International Conference on Advanced Information Systems Engineering, CAiSE 2014, held in Thessaloniki, Greece in June 2014. The 41 papers and 3 keynotes presented were carefully reviewed and selected from 226 submissions. The accepted papers were presented in 13 sessions: clouds and services; requirements; product lines; requirements elicitation; processes; risk and security; process models; data mining and streaming; process mining;

models; mining event logs; databases; software engineering.

Agile Software Development Ecosystems - James A. Highsmith 2002

Traditional software development methods struggle to keep pace with the accelerated pace and rapid change of Internet-era development. Several “agile methodologies” have been developed in response -- and these approaches to software development are showing exceptional promise. In this book, Jim Highsmith covers them all -- showing what they have in common, where they differ, and how to choose and customize the best agile approach for your needs. KEY TOPICS: Highsmith begins by introducing the values and principles shared by virtually all agile software development methods. He presents detailed case studies from organizations that have used them, as well as interviews with each method's principal authors or leading practitioners. Next, he takes a closer look at the key features and techniques associated with each major Agile approach: Extreme Programming (XP), Crystal Methods, Scrum, Dynamic Systems Development Method (DSDM), Lean Development, Adaptive Software Development (ASD), and Feature-Driven Development (FDD). In Part III, Highsmith offers practical advice on customizing the optimal agile discipline for your own organization. MARKET: For all software developers, project managers, and other IT professionals seeking more flexible, effective approaches to developing software.

Managing Software Requirements - Dean Leffingwell 2000

A classic treatise that defined the field of applied demand analysis, *Consumer Demand in the United States: Prices, Income, and Consumption Behavior* is now fully updated and expanded for a new generation. Consumption expenditures by households in the United States account for about 70% of America’s GDP. The primary focus in this book is on how households adjust these expenditures in response to changes in price and income. Econometric estimates of price and income elasticities are obtained for an exhaustive array of goods and services using data from surveys conducted by the Bureau of Labor Statistics, providing a better understanding of consumer demand. Practical models for forecasting future price and income elasticities are also demonstrated. Fully revised with over a dozen new chapters and appendices, the book revisits the original Taylor-Houthakker models while examining new material as well, such as the use of quantile regression and the stationarity of consumer preference. It also explores the emerging connection between neuroscience and consumer behavior, integrating the economic literature on demand theory with psychology literature. The most comprehensive treatment of the topic to date, this volume will be an essential resource for any researcher, student or professional economist working on consumer behavior or demand theory, as well as investors and policymakers concerned with the impact of economic fluctuations.

Agile and Lean Service-Oriented Development: Foundations, Theory, and Practice - Wang, Xiaofeng 2012-11-30

Challenges in unpredictable markets, changing customer requirements, and advancing information technologies have led to progression towards service oriented engineering and agile and lean software development. These prevailing approaches to software systems provide solutions to challenges in demanding business environments. *Agile and Lean Service-Oriented Development: Foundations, Theory and Practice* explores the groundwork of service-oriented and agile and lean development and the conceptual basis and experimental evidences for the combination of the two approaches. Highlighting the best tools and guidelines for these developments in practice, this book is essential for researchers and practitioners in the software development and service computing fields.

Scaling Software Agility - Dean Leffingwell 2007-02-26

“Companies have been implementing large agile projects for a number of years, but the ‘stigma’ of ‘agile only works for small projects’ continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell’s book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell’s book is a necessary guide for large projects and large organizations making the transition to agile development.” —Jim Highsmith, director, Agile Practice, Cutter Consortium, author of *Agile Project Management* “There’s tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, *Scaling Software Agility*, Dean Leffingwell shows how to achieve a

pragmatic balance among these forces. Leffingwell's observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience: he's been there, done that, and has seen what's worked." —Grady Booch, IBM Fellow Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads, as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale.

Lean Architecture - James O. Coplien 2011-01-06

More and more Agile projects are seeking architectural roots as they struggle with complexity and scale - and they're seeking lightweight ways to do it Still seeking? In this book the authors help you to find your own path Taking cues from Lean development, they can help steer your project toward practices with longstanding track records Up-front architecture? Sure. You can deliver an architecture as code that compiles and that concretely guides development without bogging it down in a mass of documents and guesses about the implementation Documentation? Even a whiteboard diagram, or a CRC card, is documentation: the goal isn't to avoid documentation, but to document just the right things in just the right amount Process? This all works within the frameworks of Scrum, XP, and other Agile approaches **Research Anthology on Agile Software, Software Development, and Testing** - Management Association, Information Resources 2021-11-26

Software development continues to be an ever-evolving field as organizations require new and innovative programs that can be implemented to make processes more efficient, productive, and cost-effective. Agile practices particularly have shown great benefits for improving the effectiveness of software development and its maintenance due to their ability to adapt to change. It is integral to remain up to date with the most emerging tactics and techniques involved in the development of new and innovative software. The *Research Anthology on Agile Software, Software Development, and Testing* is a comprehensive resource on the emerging trends of software development and testing. This text discusses the newest developments in agile software and its usage spanning multiple industries. Featuring a collection of insights from diverse authors, this research anthology offers international perspectives on agile software. Covering topics such as global software engineering, knowledge management, and product development, this comprehensive resource is valuable to software developers, software engineers, computer engineers, IT directors, students, managers, faculty, researchers, and academicians.

SAFe 4.0 Distilled - Richard Knaster 2017-04-04

SAFe®: The World's Leading Framework for Enterprise Agility "SAFe® 4.0 Distilled is the book we've all been waiting for. It breaks down the complexity of the Framework into easily digestible explanations and actionable guidance. A must-have resource for beginners as well as seasoned practitioners." —Lee Cunningham, Sr. Director, Enterprise Agile Strategy at VersionOne, Inc. To succeed in today's adapt-or-die marketplace, businesses must be able to rapidly change the way they create and deliver value to their customers. Hundreds of the world's most successful companies—including Hewlett Packard Enterprise, AstraZeneca, Cisco, and Philips—have turned to the Scaled Agile Framework® (SAFe®) to achieve agility at scale and maintain a competitive edge. SAFe® 4.0 Distilled: Applying the Scaled Agile Framework® for Lean Software and Systems Engineering explains how adopting SAFe can quickly improve time to market and increase productivity, quality, and employee engagement. In this book, you will Understand the business case for SAFe: its benefits, the problems it solves, and how to apply it Get an overview of SAFe across all parts of the business: team, program, value stream, and portfolio Learn why SAFe works: the power of SAFe's Lean-Agile mindset, values, and principles Discover how systems thinking, Agile development, and Lean

product development form the underlying basis for SAFe Learn how to become a Lean-Agile leader and effectively drive an enterprise-wide transformation

Safe 5.0 Distilled: Achieving Business Agility with the Scaled Agile Framework - RICHARD. LEFFINGWELL KNASTER (DEAN.) 2020-08-08

Lean Software Development - Mary Poppendieck 2003-05-08

Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager, project manager, and technical leader Lean software development: applying agile principles to your organization In *Lean Software Development*, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three—if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: "decide as late as possible" by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting coherence, usability, fitness, maintainability, and adaptability How to "see the whole"—even when your developers are scattered across multiple locations and contractors Simply put, *Lean Software Development* helps you refocus development on value, flow, and people—so you can achieve breakthrough quality, savings, speed, and business alignment.

Agile Processes in Software Engineering and Extreme Programming - Hubert Baumeister 2017-04-12

This book is open access under a CC BY license. The volume constitutes the proceedings of the 18th International Conference on Agile Software Development, XP 2017, held in Cologne, Germany, in May 2017. The 14 full and 6 short papers presented in this volume were carefully reviewed and selected from 46 submissions. They were organized in topical sections named: improving agile processes; agile in organization; and safety critical software. In addition, the volume contains 3 doctoral symposium papers (from 4 papers submitted).

The Essence of Software Engineering - Ivar Jacobson 2013-01-11

SEMAT (Software Engineering Methods and Theory) is an international initiative designed to identify a common ground, or universal standard, for software engineering. It is supported by some of the most distinguished contributors to the field. Creating a simple language to describe methods and practices, the SEMAT team expresses this common ground as a kernel—or framework—of elements essential to all software development. The *Essence of Software Engineering* introduces this kernel and shows how to apply it when developing software and improving a team's way of working. It is a book for software professionals, not methodologists. Its usefulness to development team members, who need to evaluate and choose the best practices for their work, goes well beyond the description or application of any single method. "Software is both a craft and a science, both a work of passion and a work of principle. Writing good software requires both wild flights of imagination and creativity, as well as the hard reality of engineering tradeoffs. This book is an attempt at describing that balance." —Robert Martin (unclebob) "The work of Ivar Jacobson and his colleagues, started as part of the SEMAT initiative, has taken a systematic approach to identifying a 'kernel' of software engineering principles and practices that have stood the test of time and recognition." —Bertrand Meyer "The software development industry needs and demands a core kernel and language for defining software development practices—practices that can be mixed and matched, brought on board from other organizations; practices that can be measured; practices that can be integrated; and practices that can be compared and contrasted for speed, quality, and price. This thoughtful book gives a good grounding in ways to think about the problem, and a language to address the need, and every software engineer should read it." —Richard Soley

User Stories Applied - Mike Cohn 2004-03-01

Thoroughly reviewed and eagerly anticipated by the agile community, *User Stories Applied* offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories":

simple, clear, brief descriptions of functionality that will be valuable to real users. In *User Stories Applied*, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other "proxies" Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises *User Stories Applied* will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

Agile Software Requirements - Dean Leffingwell 1900

"We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation."--The Foreword by Don Reinertsen, President of Reinertsen & Associates; author of *Managing the Design Factory*; and leading expert on rapid product development Effective requirements discovery and analysis is a crit.

Succeeding with Agile - Mike Cohn 2010

Proven, 100% Practical Guidance for Making Scrum and Agile Work in Any Organization This is the definitive, realistic, actionable guide to starting fast with Scrum and agile-and then succeeding over the long haul. Leading agile consultant and practitioner Mike Cohn presents detailed recommendations, powerful tips, and real-world case studies drawn from his unparalleled experience helping hundreds of software organizations make Scrum and agile work. *Succeeding with Agile* is for pragmatic software professionals who want real answers to the most difficult challenges they face in implementing Scrum. Cohn covers every facet of the transition: getting started, helping individuals transition to new roles, structuring teams, scaling up, working with a distributed team, and finally, implementing effective metrics and continuous improvement. Throughout, Cohn presents "Things to Try Now" sections based on his most successful advice. Complementary "Objection" sections reproduce typical conversations with those resisting change and offer practical guidance for addressing their concerns. Coverage includes Practical ways to get started immediately-and "get good" fast Overcoming individual resistance to the changes Scrum requires Staffing Scrum projects and building effective teams Establishing "improvement communities" of people who are passionate about driving change Choosing which agile technical practices to use or experiment with Leading self-organizing teams Making the most of Scrum sprints, planning, and quality techniques Scaling Scrum to distributed, multiteam projects Using Scrum on projects with complex sequential processes or challenging compliance and governance requirements Understanding Scrum's impact on HR, facilities, and project management Whether you've completed a few sprints or multiple agile projects and whatever your role-manager, developer, coach, ScrumMaster, product owner, analyst, team lead, or project lead-this book will help you succeed with your very next project. Then, it will help you go much further: It will help you transform your entire development organization.

Agile Portfolio Management - Jochen Krebs 2008-07-16

Agile development processes foster better collaboration, innovation, and results. So why limit their use to software projects—when you can transform your entire business? Written by agile-mentoring expert Jochen Krebs, this book illuminates the opportunities—and rewards—of applying agile processes to your overall IT portfolio. Whether project manager, business analyst, or executive—you'll understand the business drivers behind agile portfolio management. And learn best practices for optimizing results. Use agile processes to align IT and business strategy Adapt and extend core agile processes Orchestrate the collaboration between IT and business vision Eliminate wish-list driven requirements, and manage expectations instead Optimize the balance of projects, resources, and assets in your portfolio Use metrics to communicate project status, quality, even team morale Create a portfolio strategy consistent with the goals of the organization Achieve organizational and process transparency Manage your business with agility—and help

maximize the returns!

Software Requirements - Karl Eugene Wiegers 1999

In *Software Requirements*, you'll discover practical, effective techniques for managing the requirements engineering process all the way through the development cycle—including tools to facilitate that all-important communication between users, developers, and management. Use them to: Book jacket.

Agile Methods. Large-Scale Development, Refactoring, Testing, and Estimation - Torgeir Dingsøy 2014-12-06

This book constitutes the refereed proceedings of three international workshops held in Rome, Italy, in conjunction with the 15th International Conference on Agile Software Development, XP 2014, in May 2014. The workshops comprised Principles of Large-Scale Agile Development, Refactoring & Testing (RefTest 2014), and Estimations in the 21st Century Software Engineering (EstSE21 2014). The 13 revised full papers presented were carefully reviewed and selected from 28 submissions. In addition, an introduction and a keynote paper are included.

Agile Data Warehousing for the Enterprise - Ralph Hughes 2015-09-19

Building upon his earlier book that detailed agile data warehousing programming techniques for the Scrum master, Ralph's latest work illustrates the agile interpretations of the remaining software engineering disciplines: Requirements management benefits from streamlined templates that not only define projects quickly, but ensure nothing essential is overlooked. Data engineering receives two new "hyper modeling" techniques, yielding data warehouses that can be easily adapted when requirements change without having to invest in ruinously expensive data-conversion programs. Quality assurance advances with not only a stereoscopic top-down and bottom-up planning method, but also the incorporation of the latest in automated test engines. Use this step-by-step guide to deepen your own application development skills through self-study, show your teammates the world's fastest and most reliable techniques for creating business intelligence systems, or ensure that the IT department working for you is building your next decision support system the right way. Learn how to quickly define scope and architecture before programming starts Includes techniques of process and data engineering that enable iterative and incremental delivery Demonstrates how to plan and execute quality assurance plans and includes a guide to continuous integration and automated regression testing Presents program management strategies for coordinating multiple agile data mart projects so that over time an enterprise data warehouse emerges Use the provided 120-day road map to establish a robust, agile data warehousing program

The Art of Avoiding a Train Wreck: Tips and Tricks for Launching Safe Agile Release Trains - Em Campbell-Pretty 2020-03-09

In *The ART of Avoiding a Train Wreck*, Em and Adrienne share their "trade secrets" for launching and operating powerful and effective Agile Release Trains. There's a lot at stake when launching an Agile Release Train. When taking on an Enterprise Lean-Agile Transformation you only get one shot at a first impression. Runaway trains are expensive. Money gets wasted, time gets lost and the reputational damage can take years to repair. Going well beyond the standard SAFe training, this book deep dives into the practical tips and tricks that only over 15 years of combined real world experience can teach. You will learn how to get a ticket on the SAFe railway, load the cargo on your train, set the timetable, SAFely board and stay on the tracks. No matter your context, you are sure to find plenty of actionable ideas for launching and operating Agile Release Trains.

Encyclopedia of Information Science and Technology, Fourth Edition - Khosrow-Pour, D.B.A., Mehdi 2017-06-20

In recent years, our world has experienced a profound shift and progression in available computing and knowledge sharing innovations. These emerging advancements have developed at a rapid pace, disseminating into and affecting numerous aspects of contemporary society. This has created a pivotal need for an innovative compendium encompassing the latest trends, concepts, and issues surrounding this relevant discipline area. During the past 15 years, the *Encyclopedia of Information Science and Technology* has become recognized as one of the landmark sources of the latest knowledge and discoveries in this discipline. The *Encyclopedia of Information Science and Technology, Fourth Edition* is a 10-volume set which includes 705 original and previously unpublished research articles covering a full range of perspectives, applications, and techniques contributed by thousands of experts and researchers from around the globe. This authoritative

encyclopedia is an all-encompassing, well-established reference source that is ideally designed to disseminate the most forward-thinking and diverse research findings. With critical perspectives on the impact of information science management and new technologies in modern settings, including but not limited to computer science, education, healthcare, government, engineering, business, and natural and physical sciences, it is a pivotal and relevant source of knowledge that will benefit every professional within the field of information science and technology and is an invaluable addition to every academic and corporate library.

Agile Software Requirements - Dean Leffingwell 2010-12-27

"We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation." -From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of *Managing the Design Factory*; and leading expert on rapid product development

Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In *Agile Software Requirements*, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the "big picture" of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels. Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements. Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams. Part IV guides enterprises in developing Agile requirements for ever-larger "systems of systems," application suites, and product portfolios. This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You'll find proven solutions you can apply right now—whether you're a software developer or tester, executive, project/program manager, architect, or team leader.

Agile Software Requirements - Dean Leffingwell 2011

This text includes comprehensive solutions, proven processes and real-world insights for capturing requirements at the right level of detail without compromising agility.

The Enterprise and Scrum - Ken Schwaber 2007-06-13

It's time to extend the benefits of Scrum—greater agility, higher-quality products, and lower costs—from individual teams to your entire enterprise. However, with Scrum's lack of prescribed rules, the friction of change can be challenging as people struggle to break from old project management habits. In this book, agile-process revolution leader Ken Schwaber takes you through change management—for your organizational and interpersonal processes—explaining how to successfully adopt Scrum across your entire organization. A cofounder of Scrum, Ken draws from decades of experience, answering your questions through case studies of proven practices and processes. With them, you'll learn how to adopt—and adapt—Scrum in the enterprise. And gain profound levels of transparency into your development processes.

Discover how to:

- Evaluate the benefits of adopting Scrum in any size organization
- Initiate an enterprise transition project
- Implement a single, prioritized Product Backlog
- Organize effective Scrum teams using a top-down approach
- Adapt and apply solutions for integrating engineering practices across multiple teams
- Shorten release times by managing high-value increments
- Refine your Scrum practices and help reduce the length of Sprints

Disciplined Agile Delivery - Scott W. Ambler 2012-05-31

Master IBM's Breakthrough DAD Process Framework for Succeeding with Agile in Large, Complex, Mission-Critical IT Projects. It is widely recognized that moving from traditional to agile approaches to build software solutions is a critical source of competitive advantage. Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger, complex enterprise projects. In *Disciplined Agile Delivery*, Scott W. Ambler and Mark Lines introduce IBM's breakthrough Disciplined Agile Delivery (DAD) process framework, which describes how to do this tailoring. DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives. Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling (AM),

Extreme Programming (XP), Kanban, Unified Process (UP), and other proven methods to provide a hybrid approach that is adaptable to your organization's unique needs. They candidly describe what practices work best, why they work, what the trade-offs are, and when to consider alternatives, all within the context of your situation. *Disciplined Agile Delivery* addresses agile practices across the entire lifecycle, from requirements, architecture, and development to delivery and governance. The authors show how these best-practice techniques fit together in an end-to-end process for successfully delivering large, complex systems—from project initiation through delivery. Coverage includes Scaling agile for mission-critical enterprise endeavors Avoiding mistakes that drive poorly run agile projects to chaos Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps, architecture, and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts, research, and extensive experience, this book will be an indispensable resource for every enterprise software leader and practitioner—whether they're seeking to optimize their existing agile/Scrum process or improve the agility of an iterative process.

Managing Software Requirements the Agile Way - Fred Heath 2020-08-14

Learn how to deliver software that meets your clients' needs with the help of a structured, end-to-end methodology for managing software requirements and building suitable systems

Key Features

- Learn how to communicate with a project's stakeholders to elicit software requirements
- Deal every phase of the requirement life cycle with pragmatic methods and techniques
- Manage the software development process and deliver verified requirements using Scrum and Kanban

Book Description

Difficulty in accurately capturing and managing requirements is the most common cause of software project failure. Learning how to analyze and model requirements and produce specifications that are connected to working code is the single most fundamental step that you can take toward project success. This book focuses on a delineated and structured methodology that will help you analyze requirements and write comprehensive, verifiable specifications. You'll start by learning about the different entities in the requirements domain and how to discover them based on customer input. You'll then explore tried-and-tested methods such as impact mapping and behavior-driven development (BDD), along with new techniques such as D3 and feature-first development. This book takes you through the process of modeling customer requirements as impact maps and writing them as executable specifications. You'll also understand how to organize and prioritize project tasks using Agile frameworks, such as Kanban and Scrum, and verify specifications against the delivered code. Finally, you'll see how to start implementing the requirements management methodology in a real-life scenario. By the end of this book, you'll be able to model and manage requirements to create executable specifications that will help you deliver successful software projects. What you will learn

- Kick-start the requirements-gathering and analysis process in your first meeting with the client
- Accurately define system behavior as features
- Model and describe requirement entities using Impact Mapping and BDD
- Create a feature-based product backlog and use it to drive software development
- Write verification code to turn features into executable specifications
- Deliver the right software and respond to change using either Scrum or Kanban
- Choose appropriate software tools to provide transparency and traceability to your clients

Who this book is for

This book is for software engineers, business analysts, product managers, project managers, and software project stakeholders looking to learn a variety of techniques and methodologies for collating accurate software requirements. A fundamental understanding of the software development life cycle (SDLC) is needed to get started with this book. Although not necessary, basic knowledge of the Agile philosophy and practices, such as Scrum, along with some programming experience will help you to get the most out of this book.

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Seventh Edition and The Standard for Project Management (BRAZILIAN PORTUGUESE) - Project Management Institute Project Management Institute 2021-08-01

PMBOK® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, *The Standard for Project Management* enumerates 12 principles of project management and the PMBOK®

Guide &- Seventh Edition is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK® Guide:

- Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);
- Provides an entire section devoted to tailoring the development approach and processes;
- Includes an expanded list of models, methods, and artifacts;
- Focuses on not just delivering project outputs but also enabling outcomes; and
- Integrates with PMI standards+™ for information and standards application content based on project type, development approach, and industry sector.

Mastering Non-Functional Requirements - Sameer Paradkar
2017-05-18

This book covers the most critical 24 NFRs that are applicable to IT applications and systems. About This Book Explains three stages of nonfunctional requirements, that is, analysis, architecture, and assessment In-depth knowledge of NFR framework and taxonomy that provides guidance around the modelling phase for the NFRs Coverage of 24 critical and pivotal NFRs, including the analysis, architecture, and assessment. Who This Book Is For The primary audience for this title are the gamut of roles starting from IT consultant to chief architects who are responsible to deliver strategic, tactical, and operational engagements for fortune 100 customers worldwide. Nonfunctional requirements are the key to any software / IT program. They cannot be overlooked or ignored. The book provides a comprehensive approach from analysis, architecture, and measurement of nonfunctional requirements. The book includes considerations for bespoke (Java, .Net, and COTS applications). These are applicable to IT applications from various domains. The book outlines the methodology for capturing the NFRs and also describes a framework that can be leveraged by analysts and architects for tackling NFRs for various engagements. The audience for this book include business analysts, enterprise architects, business architects, solution architects, technical architects/designers, domain/security/integration architects, software developers, support engineers and test engineers, technical project managers, project leads/technical leads/technical project managers, and students from the computer science/IT stream

What You Will Learn Learn techniques related to the analysis, architecture, and monitoring of NFRs Understand the various tools, techniques, and processes in order to improve the overall quality of the desired outcomes Embrace the best practices of architecting, metrics, and success factors for NFRs Identify the common pitfalls to be avoided and the patterns to leverage Understand taxonomy and framework for NFRs Learn the design guidelines for architecting applications and systems relating to NFRs Abstract different methodologies to analyze and gather NFRs In Detail Non-functional Requirements are key to any software/IT program and cannot be overlooked or ignored. This book provides a comprehensive approach to the analysis, architecture, and measurement of NFRs. It includes considerations for bespoke Java, .NET, and COTS applications that are applicable to IT applications/systems in different domains. The book outlines the methodology for capturing the NFRs and also describes a framework that can be leveraged by analysts and architects for tackling NFRs for various engagements. This book starts off by explaining the various KPIs, taxonomies, and methods for identifying NFRs. Learn the design guidelines for architecting applications and systems relating to NFRs and design principles to achieve the desired outcome. We will then move on to various key tiers/layers and patterns pertaining to the business, database, and integrating tiers. After this, we will dive deep into the topics pertaining to techniques related to monitoring and measurement of NFRs, such as sizing, analytical modeling, and quality assurance. Lastly, we end the book by describing some pivotal NFRs and checklists for the software quality attributes related to the business, application, data, and infrastructure domains. Style and approach The book takes a pragmatic approach, describing various techniques related to the analysis of NFRs, the architecture of NFRs, and assessment of NFRs.

Managing the Design Factory - Donald Reinertsen 1997-10

From the bestselling author of *Developing Products in Half the Time*, this book presents a comprehensive approach to managing design-in-process inventory.

Agile Processes in Software Engineering and Extreme Programming - Workshops - Rashina Hoda 2019-08-30

This open access book constitutes the research workshops, doctoral symposium and panel summaries presented at the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019. XP is the premier agile software development

conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2019 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. Research papers and talks submissions were invited for the three XP 2019 research workshops, namely, agile transformation, autonomous teams, and large scale agile. This book includes 15 related papers. In addition, a summary for each of the four panels at XP 2019 is included. The panels were on security and privacy; the impact of the agile manifesto on culture, education, and software practices; business agility - agile's next frontier; and Agile - the next 20 years.

SAFe 4.5 Distilled - Richard Knaster 2018-07-20

SAFe®: The World's Leading Framework for Enterprise Agility "Philips is continuously driving to develop high-quality software in a predictable, fast, and Agile way. SAFe addresses this primary goal, and offers these further benefits: reduced time-to-market, improved quality, stronger alignment across geographically distributed multi-disciplinary teams, and collaboration across teams to deliver meaningful value to customers with reduced cycle time." —Sundaresan Jagadeesan, SW CoE Program Director, Philips To succeed in today's adapt-or-die marketplace, businesses must be able to rapidly change the way they create and deliver value to their customers. Hundreds of the world's most successful companies—including Intel, Capital One, AstraZeneca, Cisco, and Philips—have turned to the Scaled Agile Framework® (SAFe®) to achieve agility at scale and maintain a competitive edge. SAFe® 4.5 Distilled: Applying the Scaled Agile Framework® for Lean Enterprises explains how adopting SAFe can quickly improve time to market and increase productivity, quality, and employee engagement. In this book, you will Understand the business case for SAFe: its benefits, the problems it solves, and how to apply it Get an overview of SAFe across all parts of the business: team, program, value stream, and portfolio Learn why SAFe works: the power of SAFe's Lean-Agile mindset, values, and principles Discover how systems thinking, Agile development, and Lean product development form the underlying basis for SAFe Learn how to become a Lean-Agile leader and effectively drive an enterprise-wide transformation Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Executable Specifications with Scrum - Mario Cardinal 2013-07-11

Most books about specifications still assume that requirements can be known up front and won't change much during your project. In today's "real world," however, you must specify and build software in the face of high and continuing uncertainty. Scrum and other agile methods have evolved to reflect this reality. Now, there's a complete guide to specifying software in agile environments when prerequisites are unclear, requirements are difficult to grasp, and anything about your project could change. Long-time agile coach and enterprise architect Mario Cardinal shows how to create executable specifications and use them to test software behavior against requirements. Cardinal shows how to trawl requirements incrementally, step-by-step, using a vision-centric and emergent iterative practice that is designed for agility. Writing for analysts, architects, developers, and managers, Cardinal makes a strong case for the iterative discovery of requirements. Then, he moves from theory to practice, fully explaining the technical mechanisms and empirical techniques you need to gain full value from executable specifications. You'll learn to connect specifications with software under construction, link requirements to architecture, and automate requirements verification within the Scrum framework. Above all, Cardinal will help you solve the paramount challenge of software development: not only to solve the problem right, but also to solve the right problem. You will learn how to

- Establish more effective agile roles for analysts and architects
- Integrate and simplify the best techniques from FIT, ATDD, and BDD
- Identify "core certainties" on which your project team should rely to ensure requirements discovery
- Manage uncertainty by discovering stakeholder desires through short feedback loops
- Specify as you go while writing small chunks of requirements
- Use storyboarding and paper prototyping to improve conversations with stakeholders
- Express stakeholder desires that are requirements with user stories
- Refine your user stories, and plan more effective Scrum sprints
- Confirm user stories by scripting behaviors with scenarios
- Transform scenarios into automated tests that easily confirm your software's expected behavior as designs emerge and specifications

evolve • Ensure higher-quality software by specifying nonfunctional requirements

Large-Scale Scrum - Craig Larman 2016-09-23

In *Large-Scale Scrum*, Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and stakeholders, *Large-Scale Scrum* offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you: Implement proven Scrum frameworks for large-scale developments Scale requirements, planning, and product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize

the value of Scrum in large, complex projects.

Agile Project Management For Dummies - Mark C. Layton 2017-09-05

Flex your project management muscle Agile project management is a fast and flexible approach to managing all projects, not just software development. By learning the principles and techniques in this book, you'll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You'll discover how to manage scope, time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months—and *Agile Project Management For Dummies* can help you do just that. Providing a simple, step-by-step guide to Agile project management approaches, tools, and techniques, it shows product and project managers how to complete and implement projects more quickly than ever. Complete projects in weeks instead of months Reduce risk and leverage core benefits for projects Turn Agile theory into practice for all industries Effectively create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.