

Stories Applied For Agile Software Development Addison Wesley Signature

[#Agile Software Development](#) [#User Stories](#) [#Addison Wesley Signature](#) [#Agile Methodologies](#) [#Software Engineering Practices](#)

Explore the power of user stories in agile software development with Addison Wesley Signature's insightful resources. Learn how to effectively utilize stories to guide your development process, improve team collaboration, and deliver valuable software solutions that meet user needs and business objectives. Discover practical techniques and real-world examples to master the art of writing, managing, and implementing user stories within an agile framework.

All syllabi are reviewed for clarity, accuracy, and academic integrity.

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User Stories Applied

"Offers a requirements process that saves time, eliminates rework, and leads directly to better software. A great 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. ... [the author] 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, [the author] shows how to organize them, prioritize them, and use them for planning, management, and testing"--Back cover.

User Stories Applied

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.

User Stories Applied

This is the eBook version of the printed book. If the print book includes a CD-ROM, this content is not included within the eBook version. Agile requirements: discovering what your users really want. With

this book, you will learn to: Flexible, quick and practical requirements that work Save time and develop better software that meets users' needs Gathering user stories -- even when you can't talk to users How user stories work, and how they differ from use cases, scenarios, and traditional requirements Leveraging user stories as part of planning, scheduling, estimating, and testing Ideal fo.

Succeeding with Agile

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 Software Requirements

"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 Estimating and Planning

Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan-and then what makes it agile.

Using the techniques in Agile Estimating and Planning, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days—and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How to plan iterations and predict your team's initial rate of progress How to schedule projects that have unusually high uncertainty or schedule-related risk How to estimate projects that will be worked on by multiple teams Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

Writing Effective Use Cases

Writing use cases as a means of capturing the behavioral requirements of software systems and business processes is a practice that is quickly gaining popularity. Use cases provide a beneficial means of project planning because they clearly show how people will ultimately use the system being designed. On the surface, use cases appear to be a straightforward and simple concept. Faced with the task of writing a set of use cases, however, practitioners must ask: "How exactly am I supposed to write use cases?" Because use cases are essentially prose essays, this question is not easily answered, and as a result, the task can become formidable. In *Writing Effective Use Cases*, object technology expert Alistair Cockburn presents an up-to-date, practical guide to use case writing. The author borrows from his extensive experience in this realm, and expands on the classic treatments of use cases to provide software developers with a "nuts-and-bolts" tutorial for writing use cases. The book thoroughly covers introductory, intermediate, and advanced concepts, and is, therefore, appropriate for all knowledge levels. Illustrative writing examples of both good and bad use cases reinforce the author's instructions. In addition, the book contains helpful learning exercises—with answers—to illuminate the most important points. Highlights of the book include: A thorough discussion of the key elements of use cases—actors, stakeholders, design scope, scenarios, and more A use case style guide with action steps and suggested formats An extensive list of time-saving use case writing tips A helpful presentation of use case templates, with commentary on when and where they should be employed A proven methodology for taking advantage of use cases With this book as your guide, you will learn the essential elements of use case writing, improve your use case writing skills, and be well on your way to employing use cases effectively for your next development project.

Agile Software Development

Alastair Cockburn offers advice on bringing difficult software development projects to a successful conclusion with a minimum of stress. The volume is based on over 10 years of interviewing software project teams.

Implementing Lean Software Development

"This remarkable book combines practical advice, ready-to-use techniques, and a deep understanding of why this is the right way to develop software. I have seen software teams transformed by the ideas in this book." --Mike Cohn, author of *Agile Estimating and Planning* "As a lean practitioner myself, I have loved and used their first book for years. When this second book came out, I was delighted that it was even better. If you are interested in how lean principles can be useful for software development organizations, this is the book you are looking for. The Poppendiecks offer a beautiful blend of history, theory, and practice." --Alan Shalloway, coauthor of *Design Patterns Explained* "I've enjoyed reading the book very much. I feel it might even be better than the first lean book by Tom and Mary, while that one was already exceptionally good! Mary especially has a lot of knowledge related to lean techniques in product development and manufacturing. It's rare that these techniques are actually translated to software. This is something no other book does well (except their first book)." --Bas Vodde "The new book by Mary and Tom Poppendieck provides a well-written and comprehensive introduction to lean principles and selected practices for software managers and engineers. It illustrates the application of the values and practices with well-suited success stories. I enjoyed reading it." --Roman Pichler "In *Implementing Lean Software Development*, the Poppendiecks explore more deeply the themes they introduced in *Lean Software Development*. They begin with a compelling history of lean thinking, then move to key areas such as value, waste, and people. Each chapter includes exercises to

help you apply keypoints. If you want a better understanding of how lean ideas can work with software, this book is for you." --Bill Wake, independent consultant

In 2003, Mary and Tom Poppendieck's *Lean Software Development* introduced breakthrough development techniques that leverage Lean principles to deliver unprecedented agility and value. Now their widely anticipated sequel and companion guide shows exactly how to implement Lean software development, hands-on. This new book draws on the Poppendiecks' unparalleled experience helping development organizations optimize the entire software value stream. You'll discover the right questions to ask, the key issues to focus on, and techniques proven to work. The authors present case studies from leading-edge software organizations, and offer practical exercises for jumpstarting your own Lean initiatives. Managing to extend, nourish, and leverage agile practices Building true development teams, not just groups Driving quality through rapid feedback and detailed discipline Making decisions Just-in-Time, but no later Delivering fast: How PatientKeeper delivers 45 rock-solid releases per year Making tradeoffs that really satisfy customers Implementing Lean Software Development is indispensable to anyone who wants more effective development processes--managers, project leaders, senior developers, and architects in enterprise IT and software companies alike.

Leading Lean Software Development

Building on their breakthrough bestsellers *Lean Software Development* and *Implementing Lean Software Development*, Mary and Tom Poppendieck's latest book shows software leaders and team members exactly how to drive high-value change throughout a software organization—and make it stick. They go far beyond generic implementation guidelines, demonstrating exactly how to make lean work in real projects, environments, and companies. The Poppendiecks organize this book around the crucial concept of frames, the unspoken mental constructs that shape our perspectives and control our behavior in ways we rarely notice. For software leaders and team members, some frames lead to long-term failure, while others offer a strong foundation for success. Drawing on decades of experience, the authors present twenty-four frames that offer a coherent, complete framework for leading lean software development. You'll discover powerful new ways to act as competency leader, product champion, improvement mentor, front-line leader, and even visionary. Systems thinking: focusing on customers, bringing predictability to demand, and revamping policies that cause inefficiency Technical excellence: implementing low-dependency architectures, TDD, and evolutionary development processes, and promoting deeper developer expertise Reliable delivery: managing your biggest risks more effectively, and optimizing both workflow and schedules Relentless improvement: seeing problems, solving problems, sharing the knowledge Great people: finding and growing professionals with purpose, passion, persistence, and pride Aligned leaders: getting your entire leadership team on the same page From the world's number one experts in Lean software development, *Leading Lean Software Development* will be indispensable to everyone who wants to transform the promise of lean into reality—in enterprise IT and software companies alike.

The Rails Way

The expert guide to building Ruby on Rails applications Ruby on Rails strips complexity from the development process, enabling professional developers to focus on what matters most: delivering business value. Now, for the first time, there's a comprehensive, authoritative guide to building production-quality software with Rails. Pioneering Rails developer Obie Fernandez and a team of experts illuminate the entire Rails API, along with the Ruby idioms, design approaches, libraries, and plug-ins that make Rails so valuable. Drawing on their unsurpassed experience, they address the real challenges development teams face, showing how to use Rails' tools and best practices to maximize productivity and build polished applications users will enjoy. Using detailed code examples, Obie systematically covers Rails' key capabilities and subsystems. He presents advanced programming techniques, introduces open source libraries that facilitate easy Rails adoption, and offers important insights into testing and production deployment. Dive deep into the Rails codebase together, discovering why Rails behaves as it does—and how to make it behave the way you want it to. This book will help you Increase your productivity as a web developer Realize the overall joy of programming with Ruby on Rails Learn what's new in Rails 2.0 Drive design and protect long-term maintainability with TestUnit and RSpec Understand and manage complex program flow in Rails controllers Leverage Rails' support for designing REST-compliant APIs Master sophisticated Rails routing concepts and techniques Examine and troubleshoot Rails routing Make the most of ActiveRecord object-relational mapping Utilize Ajax within your Rails applications Incorporate logins and authentication into your application Extend Rails

with the best third-party plug-ins and write your own Integrate email services into your applications with ActionMailer Choose the right Rails production configurations Streamline deployment with Capistrano

Lean Software Development

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.

A Practical Approach to Large-Scale Agile Development

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

Essential Scrum

This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

Agile Game Development with Scrum

Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in crisis—facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It's no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that offer more entertainment value; and make life more fulfilling for development teams at the same time. You'll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum's goals, roles, and practices in the context of game development Communicating and planning your game's vision, features, and progress Using iterative techniques to put your game into a playable state every two to four weeks— even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started: overcoming inertia and integrating Scrum into your studio's current processes Increasingly, game developers and managers are recognizing that things can't go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development.

Implementation Patterns

Software Expert Kent Beck Presents a Catalog of Patterns Infinitely Useful for Everyday Programming Great code doesn't just function: it clearly and consistently communicates your intentions, allowing other programmers to understand your code, rely on it, and modify it with confidence. But great code doesn't just happen. It is the outcome of hundreds of small but critical decisions programmers make every single day. Now, legendary software innovator Kent Beck—known worldwide for creating Extreme Programming and pioneering software patterns and test-driven development—focuses on these critical decisions, unearthing powerful “implementation patterns” for writing programs that are simpler, clearer, better organized, and more cost effective. Beck collects 77 patterns for handling everyday programming tasks and writing more readable code. This new collection of patterns addresses many aspects of development, including class, state, behavior, method, collections, frameworks, and more. He uses diagrams, stories, examples, and essays to engage the reader as he illuminates the patterns. You'll find proven solutions for handling everything from naming variables to checking exceptions.

Coaching Agile Teams

The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it's a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from “command and control” to agile coaching requires a whole new mind-set. In *Coaching Agile Teams*, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You'll gain a deep view into the role of the agile coach, discover what works and what doesn't, and learn how to adapt powerful skills from many allied disciplines, including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coach Creating an environment where self-organized, high-performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth Recognizing failure, recovery, and success modes in your coaching Getting the most out of your own personal agile coaching journey Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

Agile Software Development Quality Assurance

"This book provides the research and instruction used to develop and implement software quickly, in small iteration cycles, and in close cooperation with the customer in an adaptive way, making it possible to react to changes set by the constant changing business environment. It presents four values explaining extreme programming (XP), the most widely adopted agile methodology"--Provided by publisher.

Growing Object-Oriented Software, Guided by Tests

Test-Driven Development (TDD) is now an established technique for delivering better software faster. TDD is based on a simple idea: Write tests for your code before you write the code itself. However, this "simple" idea takes skill and judgment to do well. Now there's a practical guide to TDD that takes you beyond the basic concepts. Drawing on a decade of experience building real-world systems, two TDD pioneers show how to let tests guide your development and “grow” software that is coherent, reliable, and maintainable. Steve Freeman and Nat Pryce describe the processes they use, the design principles they strive to achieve, and some of the tools that help them get the job done. Through an extended worked example, you'll learn how TDD works at multiple levels, using tests to drive the features and the object-oriented structure of the code, and using Mock Objects to discover and then describe relationships between objects. Along the way, the book systematically addresses challenges that development teams encounter with TDD—from integrating TDD into your processes to testing your most difficult features. Coverage includes Implementing TDD effectively: getting started, and maintaining your momentum throughout the project Creating cleaner, more expressive, more sustainable code Using tests to stay relentlessly focused on sustaining quality Understanding how TDD, Mock Objects, and Object-Oriented Design come together in the context of a real software development project Using Mock Objects to guide object-oriented designs Succeeding where TDD is difficult: managing complex test data, and testing persistence and concurrency

Agile Project Management

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using *Agile Project Management (APM)*, project managers can achieve all these goals without compromising value, quality, or business discipline. In *Agile Project Management, Second Edition*, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices

into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith's new coverage of promoting agility through performance measurements based on value, quality, and constraints. This edition's coverage includes: Understanding the agile revolution's impact on product development Recognizing when agile methods will work in project management, and when they won't Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The "Agile Triangle": measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader

Fifty Quick Ideas to Improve Your User Stories

This book will help you write better stories, spot and fix common issues, split stories so that they are smaller but still valuable, and deal with difficult stuff like crosscutting concerns, long-term effects and non-functional requirements. Above all, this book will help you achieve the promise of agile and iterative delivery: to ensure that the right stuff gets delivered through productive discussions between delivery team members and business stakeholders. Who is this book for? This is a book for anyone working in an iterative delivery environment, doing planning with user stories. The ideas in this book are useful both to people relatively new to user stories and those who have been working with them for years. People who work in software delivery, regardless of their role, will find plenty of tips for engaging stakeholders better and structuring iterative plans more effectively. Business stakeholders working with software teams will discover how to provide better information to their delivery groups, how to set better priorities and how to outrun the competition by achieving more with less software. What's inside? Unsurprisingly, the book contains exactly fifty ideas. They are grouped into five major parts: - Creating stories: This part deals with capturing information about stories before they get accepted into the delivery pipeline. You'll find ideas about what kind of information to note down on story cards and how to quickly spot potential problems. - Planning with stories: This part contains ideas that will help you manage the big-picture view, set milestones and organise long-term work. - Discussing stories: User stories are all about effective conversations, and this part contains ideas to improve discussions between delivery teams and business stakeholders. You'll find out how to discover hidden assumptions and how to facilitate effective conversations to ensure shared understanding. - Splitting stories: The ideas in this part will help you deal with large and difficult stories, offering several strategies for dividing them into smaller chunks that will help you learn fast and deliver value quickly. - Managing iterative delivery: This part contains ideas that will help you work with user stories in the short and mid term, manage capacity, prioritise and reduce scope to achieve the most with the least software. About the authors: Gojko Adzic is a strategic software delivery consultant who works with ambitious teams to improve the quality of their software products and processes. Gojko's book *Specification by Example* was awarded the #2 spot on the top 100 agile books for 2012 and won the Jolt Award for the best book of 2012. In 2011, he was voted by peers as the most influential agile testing professional, and his blog won the UK agile award for the best online publication in 2010. David Evans is a consultant, coach and trainer specialising in the field of Agile Quality. David helps organisations with strategic process improvement and coaches teams on effective agile practice. He is regularly in demand as a conference speaker and has had several articles published in international journals.

More Agile Testing

Janet Gregory and Lisa Crispin pioneered the agile testing discipline with their previous work, *Agile Testing*. Now, in *More Agile Testing*, they reflect on all they've learned since. They address crucial emerging issues, share evolved agile practices, and cover key issues agile testers have asked to learn more about. Packed with new examples from real teams, this insightful guide offers detailed information about adapting agile testing for your environment; learning from experience and continually improving your test processes; scaling agile testing across teams; and overcoming the pitfalls of automated testing. You'll find brand-new coverage of agile testing for the enterprise, distributed teams, mobile/embedded systems, regulated environments, data warehouse/BI systems, and DevOps practices. You'll come away understanding • How to clarify testing activities within the team • Ways to collaborate with business experts to identify valuable features and deliver the right capabilities • How to

design automated tests for superior reliability and easier maintenance • How agile team members can improve and expand their testing skills • How to plan “just enough,” balancing small increments with larger feature sets and the entire system • How to use testing to identify and mitigate risks associated with your current agile processes and to prevent defects • How to address challenges within your product or organizational context • How to perform exploratory testing using “personas” and “tours” • Exploratory testing approaches that engage the whole team, using test charters with session- and thread-based techniques • How to bring new agile testers up to speed quickly—without overwhelming them The eBook edition of *More Agile Testing* also is available as part of a two-eBook collection, *The Agile Testing Collection* (9780134190624).

User Story Mapping

User story mapping is a valuable tool for software development, once you understand why and how to use it. This insightful book examines how this often misunderstood technique can help your team stay focused on users and their needs without getting lost in the enthusiasm for individual product features. Author Jeff Patton shows you how changeable story maps enable your team to hold better conversations about the project throughout the development process. Your team will learn to come away with a shared understanding of what you're attempting to build and why. Get a high-level view of story mapping, with an exercise to learn key concepts quickly Understand how stories really work, and how they come to life in Agile and Lean projects Dive into a story's lifecycle, starting with opportunities and moving deeper into discovery Prepare your stories, pay attention while they're built, and learn from those you convert to working software

Agile Software Development with Scrum

Arguably the most important book about managing technology and systems development efforts, this book describes building systems using the deceptively simple process, Scrum. Readers will come to understand a new approach to systems development projects that cuts through the complexity and ambiguity of complex, emergent requirements and unstable technology to iteratively and quickly produce quality software. **BENEFITS** Learn how to immediately start producing software incrementally regardless of existing engineering practices or methodologies Learn how to simplify the implementation of Agile processes Learn how to simplify XP implementation through a Scrum wrapper Learn why Agile processes work and how to manage them Understand the theoretical underpinnings of Agile processes

Continuous Integration

For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

The Art of Agile Development

Agile techniques have demonstrated immense potential for developing more effective, higher-quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile's ideology and methods. By doing so, software organizations leverage Lean's powerful capabilities for “optimizing the whole” and managing complex enterprise projects. A combined “Lean-Agile” approach can dramatically improve both developer productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean-Agile development. *Lean-Agile Software Development* shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design, and demonstrate how to apply it to make iterative development more effective. They also identify several common development “anti-patterns” that can work against your goals, and they offer actionable, proven alternatives. *Lean-Agile Software Development* shows how to Transition to Lean Software Development quickly and successfully Manage the initiation of product enhancements Help project managers work together to manage product portfolios more effectively Manage dependencies across the software development organization and with its partners and colleagues Integrate development and QA roles to improve quality and eliminate waste Determine best practices for different software development teams The book's companion

Web site, www.netobjectives.com/lasd, provides updates, links to related materials, and support for discussions of the book's content.

Lean-Agile Software Development

The First Guide to Scrum-Based Agile Product Management In Agile Product Management with Scrum, leading Scrum consultant Roman Pichler uses real-world examples to demonstrate how product owners can create successful products with Scrum. He describes a broad range of agile product management practices, including making agile product discovery work, taking advantage of emergent requirements, creating the minimal marketable product, leveraging early customer feedback, and working closely with the development team. Benefitting from Pichler's extensive experience, you'll learn how Scrum product ownership differs from traditional product management and how to avoid and overcome the common challenges that Scrum product owners face. Coverage includes Understanding the product owner's role: what product owners do, how they do it, and the surprising implications Envisioning the product: creating a compelling product vision to galvanize and guide the team and stakeholders Grooming the product backlog: managing the product backlog effectively even for the most complex products Planning the release: bringing clarity to scheduling, budgeting, and functionality decisions Collaborating in sprint meetings: understanding the product owner's role in sprint meetings, including the dos and don'ts Transitioning into product ownership: succeeding as a product owner and establishing the role in the enterprise This book is an indispensable resource for anyone who works as a product owner, or expects to do so, as well as executives and coaches interested in establishing agile product management.

Agile Product Management with Scrum

For courses in Advanced Software Engineering or Object-Oriented Design. This book covers the human and organizational dimension of the software improvement process and software project management - whether based on the CMM or ISO 9000 or the Rational Unified Process. Drawn from a decade of research, it emphasizes common-sense practices. Its principles are general but concrete; every pattern is its own built-in example. Historical supporting material from other disciplines is provided. Though even pattern experts will appreciate the depth and currency of the material, it is self-contained and well-suited for the layperson.

Organizational Patterns of Agile Software Development

Delivers the cutting - edge of proven practices crafted to your needs for immediate and long - term success with your development efforts.

Sustainable Software Development

This is the eBook of the printed book and may not include any media, website access codes, or print supplements that may come packaged with the bound book. The Fast, Focused, Practical Guide to Excellence with Scrum The Great ScrumMaster: #ScrumMasterWay is your complete guide to becoming an exceptionally effective ScrumMaster and using Scrum to dramatically improve team and organizational performance. Easy to digest and highly visual, you can read it in a weekend...and use it for an entire career. Drawing on 15 years of pioneering experience implementing Agile and Scrum and helping others do so, Zuzana Šochová guides you step by step through all key facets of success as a ScrumMaster in any context. Šochová reviews the ScrumMaster's responsibilities, introduces her powerful State of Mind model and #ScrumMasterWay approach, and teaches crucial metaskills that every ScrumMaster needs. Learn how to build more effective teams, manage change in Agile environments, and take full advantage of the immensely powerful ScrumMaster toolbox. Throughout, Šochová illuminates each concept with practical, proven examples that show how to move from idea to successful execution. Understand the ScrumMaster's key role in creating high-performance self-organizing teams Master all components of the ScrumMaster State of Mind: teaching/mentoring, removing impediments, facilitation, and coaching Operate effectively as a ScrumMaster at all levels: team, relationships, and the entire system Sharpen key ScrumMaster cognitive strategies and core competencies Build great teams, and improve teams that are currently dysfunctional Drive deeper change in a safer environment with better support for those affected Make the most of Shu Ha Ri, System Rule, Root Cause Analysis, Impact Mapping, and other ScrumMaster tools Whether you're a long-time Certified ScrumMaster (CSM) or participating in your first Scrum project, this guide will help you leverage world-class insight in all you do and get the outstanding results you're looking for. Register

your product at informit.com/register for convenient access to downloads, updates, and corrections as they become available

The Great ScrumMaster

How do successful agile teams deliver bug-free, maintainable software—iteration after iteration? The answer is: By seamlessly combining development and testing. On such teams, the developers write testable code that enables them to verify it using various types of automated tests. This approach keeps regressions at bay and prevents “testing crunches”—which otherwise may occur near the end of an iteration—from ever happening. Writing testable code, however, is often difficult, because it requires knowledge and skills that cut across multiple disciplines. In *Developer Testing*, leading test expert and mentor Alexander Tarlinder presents concise, focused guidance for making new and legacy code far more testable. Tarlinder helps you answer questions like: When have I tested this enough? How many tests do I need to write? What should my tests verify? You’ll learn how to design for testability and utilize techniques like refactoring, dependency breaking, unit testing, data-driven testing, and test-driven development to achieve the highest possible confidence in your software. Through practical examples in Java, C#, Groovy, and Ruby, you’ll discover what works—and what doesn’t. You can quickly begin using Tarlinder’s technology-agnostic insights with most languages and toolsets while not getting buried in specialist details. The author helps you adapt your current programming style for testability, make a testing mindset “second nature,” improve your code, and enrich your day-to-day experience as a software professional. With this guide, you will

- Understand the discipline and vocabulary of testing from the developer’s standpoint
- Base developer tests on well-established testing techniques and best practices
- Recognize code constructs that impact testability
- Effectively name, organize, and execute unit tests
- Master the essentials of classic and “mockist-style” TDD
- Leverage test doubles with or without mocking frameworks
- Capture the benefits of programming by contract, even without runtime support for contracts
- Take control of dependencies between classes, components, layers, and tiers
- Handle combinatorial explosions of test cases, or scenarios requiring many similar tests
- Manage code duplication when it can’t be eliminated
- Actively maintain and improve your test suites
- Perform more advanced tests at the integration, system, and end-to-end levels
- Develop an understanding for how the organizational context influences quality assurance
- Establish well-balanced and effective testing strategies suitable for agile teams

Developer Testing

Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you’ll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes

- Bringing teams and new team members on board
- Creating a workable definition of “done”
- Planning for short-term wins, and removing impediments to success
- Balancing predictability and adaptability in release planning
- Running productive daily scrums
- Fixing failing sprints
- Accurately costing projects, and measuring the value they deliver
- Managing risks in dynamic Scrum projects
- Prioritizing and estimating backlogs
- Working with distributed and offshore teams
- Institutionalizing improvements, and extending agility throughout the organization

Packed with real-world examples straight from Lacey’s experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to get back on track.

The Scrum Field Guide

“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.

Scaling Software Agility

With Acceptance Test-Driven Development (ATDD), business customers, testers, and developers can collaborate to produce testable requirements that help them build higher quality software more rapidly. However, ATDD is still widely misunderstood by many practitioners. *ATDD by Example* is the first practical, entry-level, hands-on guide to implementing and successfully applying it. ATDD pioneer Markus Gartner walks readers step by step through deriving the right systems from business users, and then implementing fully automated, functional tests that accurately reflect business requirements, are intelligible to stakeholders, and promote more effective development. Through two end-to-end case studies, Gartner demonstrates how ATDD can be applied using diverse frameworks and languages. Each case study is accompanied by an extensive set of artifacts, including test automation classes, step definitions, and full sample implementations. These realistic examples illuminate ATDD's fundamental principles, show how ATDD fits into the broader development process, highlight tips from Gartner's extensive experience, and identify crucial pitfalls to avoid. Readers will learn to Master the thought processes associated with successful ATDD implementation Use ATDD with Cucumber to describe software in ways businesspeople can understand Test web pages using ATDD tools Bring ATDD to Java with the FitNesse wiki-based acceptance test framework Use examples more effectively in Behavior-Driven Development (BDD) Specify software collaboratively through innovative workshops Implement more user-friendly and collaborative test automation Test more cleanly, listen to test results, and refactor tests for greater value If you're a tester, analyst, developer, or project manager, this book offers a concrete foundation for achieving real benefits with ATDD now-and it will help you reap even more value as you gain experience.

ATDD by Example

In many organizations, management is the biggest obstacle to successful Agile development. Unfortunately, reliable guidance on Agile management has been scarce indeed. Now, leading Agile manager Jurgen Appelo fills that gap, introducing a realistic approach to leading, managing, and growing your Agile team or organization. Writing for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Appelo's Management 3.0 model recognizes that today's organizations are living, networked systems; and that management is primarily about people and relationships. Management 3.0 doesn't offer mere checklists or prescriptions to follow slavishly; rather, it deepens your understanding of how organizations and Agile teams work and gives you tools to solve your own problems. Drawing on his extensive experience as an Agile manager, the author identifies the most important practices of Agile management and helps you improve each of them. Coverage includes • Getting beyond "Management 1.0" control and "Management 2.0" fads • Understanding how complexity affects your organization • Keeping your people active, creative, innovative, and motivated •

Giving teams the care and authority they need to grow on their own • Defining boundaries so teams can succeed in alignment with business goals • Sowing the seeds for a culture of software craftsmanship • Crafting an organizational network that promotes success • Implementing continuous improvement that actually works Thoroughly pragmatic—and never trendy—Jurgen Appelo's Management 3.0 helps you bring greater agility to any software organization, team, or project.

Management 3.0

Accountability. Transparency. Responsibility. These are not words that are often applied to software development. In this completely revised introduction to Extreme Programming (XP), Kent Beck describes how to improve your software development by integrating these highly desirable concepts into your daily development process. The first edition of Extreme Programming Explained is a classic. It won awards for its then-radical ideas for improving small-team development, such as having developers write automated tests for their own code and having the whole team plan weekly. Much has changed in five years. This completely rewritten second edition expands the scope of XP to teams of any size by suggesting a program of continuous improvement based on: Five core values consistent with excellence in software development Eleven principles for putting those values into action Thirteen primary and eleven corollary practices to help you push development past its current business and technical limitations Whether you have a small team that is already closely aligned with your customers or a large team in a gigantic or multinational organization, you will find in these pages a wealth of ideas to challenge, inspire, and encourage you and your team members to substantially improve your software development. You will discover how to: Involve the whole team—XP style Increase technical collaboration through pair programming and continuous integration Reduce defects through developer testing Align business and technical decisions through weekly and quarterly planning Improve teamwork by setting up an informative, shared workspace You will also find many other concrete ideas for improvement, all based on a philosophy that emphasizes simultaneously increasing the humanity and effectiveness of software development. Every team can improve. Every team can begin improving today. Improvement is possible—beyond what we can currently imagine. Extreme Programming Explained, Second Edition, offers ideas to fuel your improvement for years to come.

Extreme Programming Explained

Practical, Step-by-Step Scrum Techniques for Improving Processes, Actions, and Outcomes The widespread adoption and success of Scrum can be attributed in large part to its perceived intuitiveness and simplicity. But when new Scrum practitioners attempt to apply Scrum theory and high-level approaches in actual projects, they often find it surprisingly difficult. In Scrum Shortcuts without Cutting Corners, Scrum expert Ilan Goldstein helps you translate the Scrum framework into reality to meet the Scrum challenges your formal training never warned you about. Drawing on his extensive agile experience in a wide range of projects and environments, Goldstein presents thirty proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks you through applying a Scrum approach to achieve a tangible output. These easy-to-digest, actionable patterns address a broad range of topics including getting started, quality and metrics, team members and roles, managing stakeholders, estimation, continuous improvement and much more. Whatever your role, Scrum Shortcuts without Cutting Corners will help you take your Scrum skills to the next level and achieve better results in any project you participate in.

Scrum Shortcuts without Cutting Corners

This is the definitive guide for managers and students to agile and iterative development methods: what they are, how they work, how to implement them, and why they should.

Agile and Iterative Development

Adopting an Agile approach can revolutionize the way business analysts work. It enables clearer vision and success measure definitions, better stakeholder engagement and a greater understanding of customer needs, amongst other benefits. This book provides a comprehensive introduction to Agile methodologies and explains these in the context of business analysis. It is ideal for business analysts wanting to learn Agile practices, working in an Agile environment, or undertaking Agile certifications.

Agile and Business Analysis

