

Three Process Models

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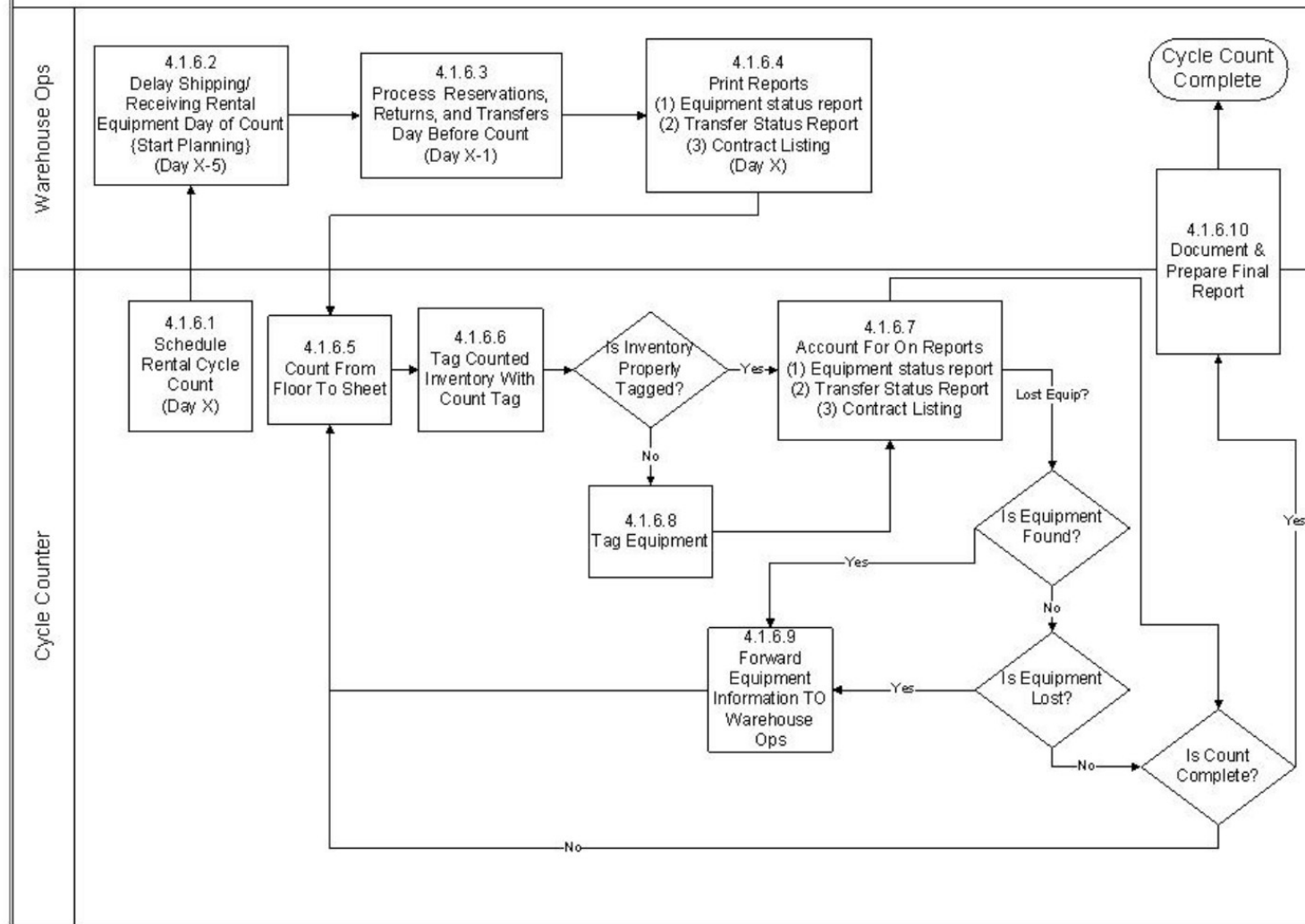
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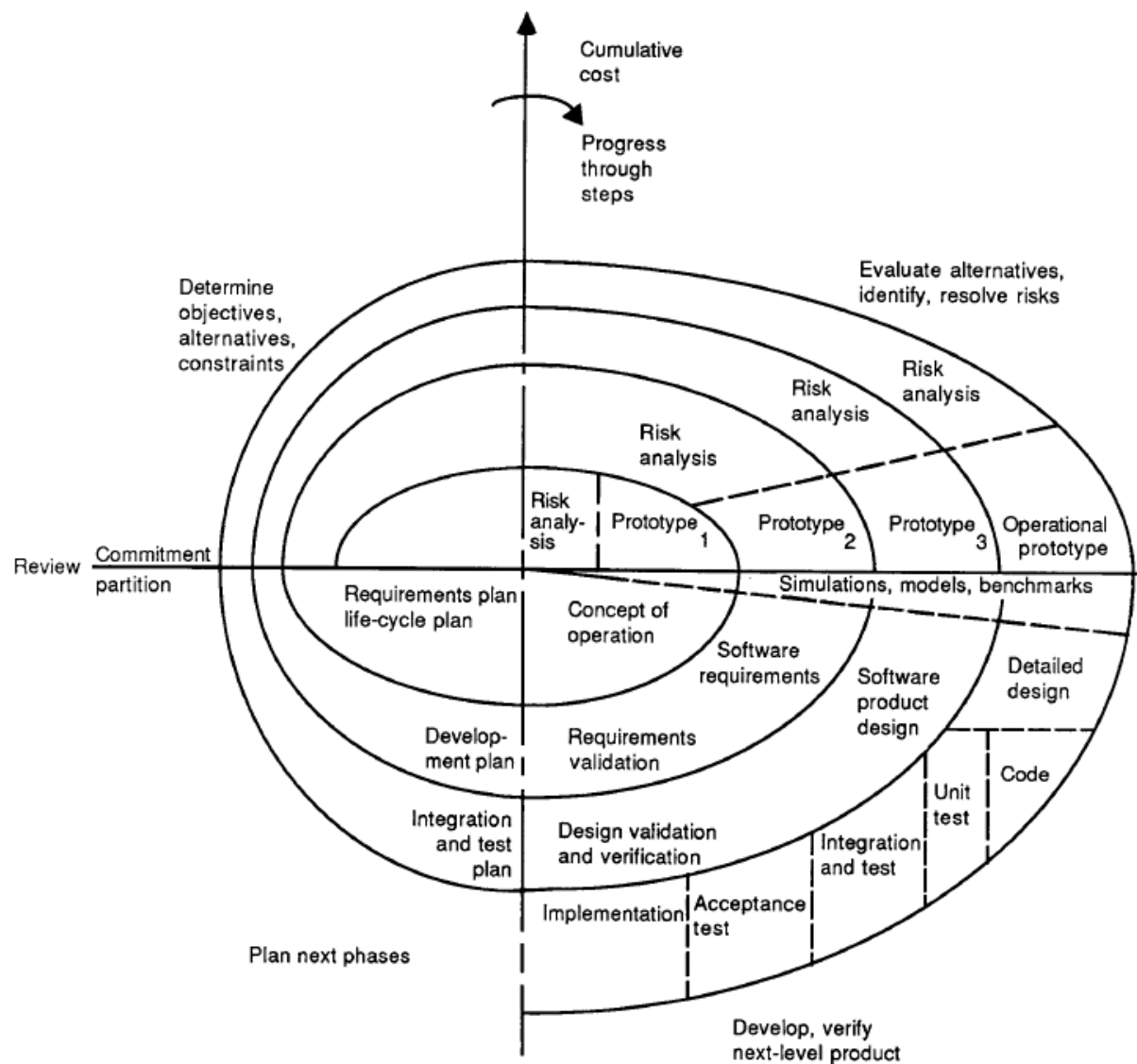
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Software Process Model [DR]

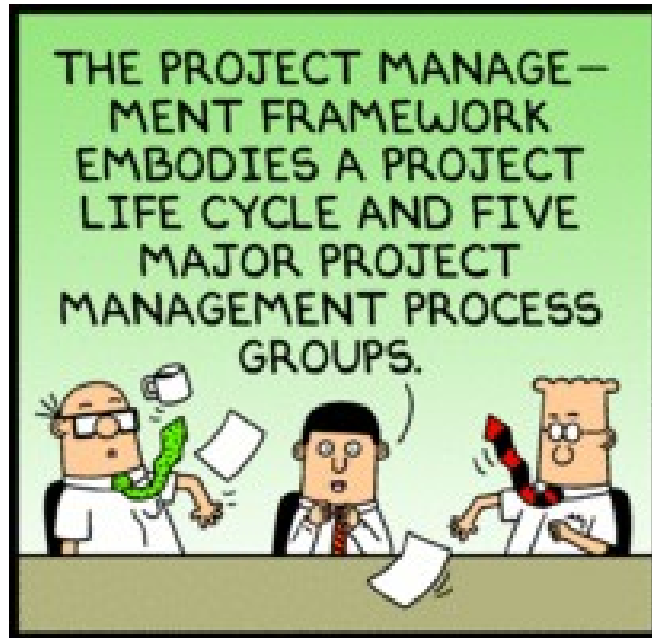
- A **software process**
 - Is a **process** performed with goal of creating and evolving software
- A **software process model**
 - Is a **model** of a **software process**
- Software process **model elements**
 - Comprises **roles, practices, and artifacts**
 - That describe the **valid software process instances**

4.1.6 Perform Cycle/Physical Counts (Rental)





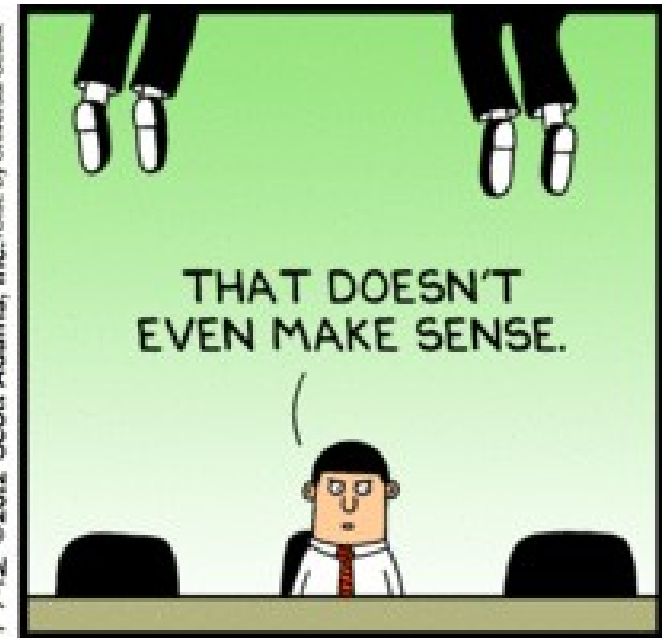
Project Management Frameworks



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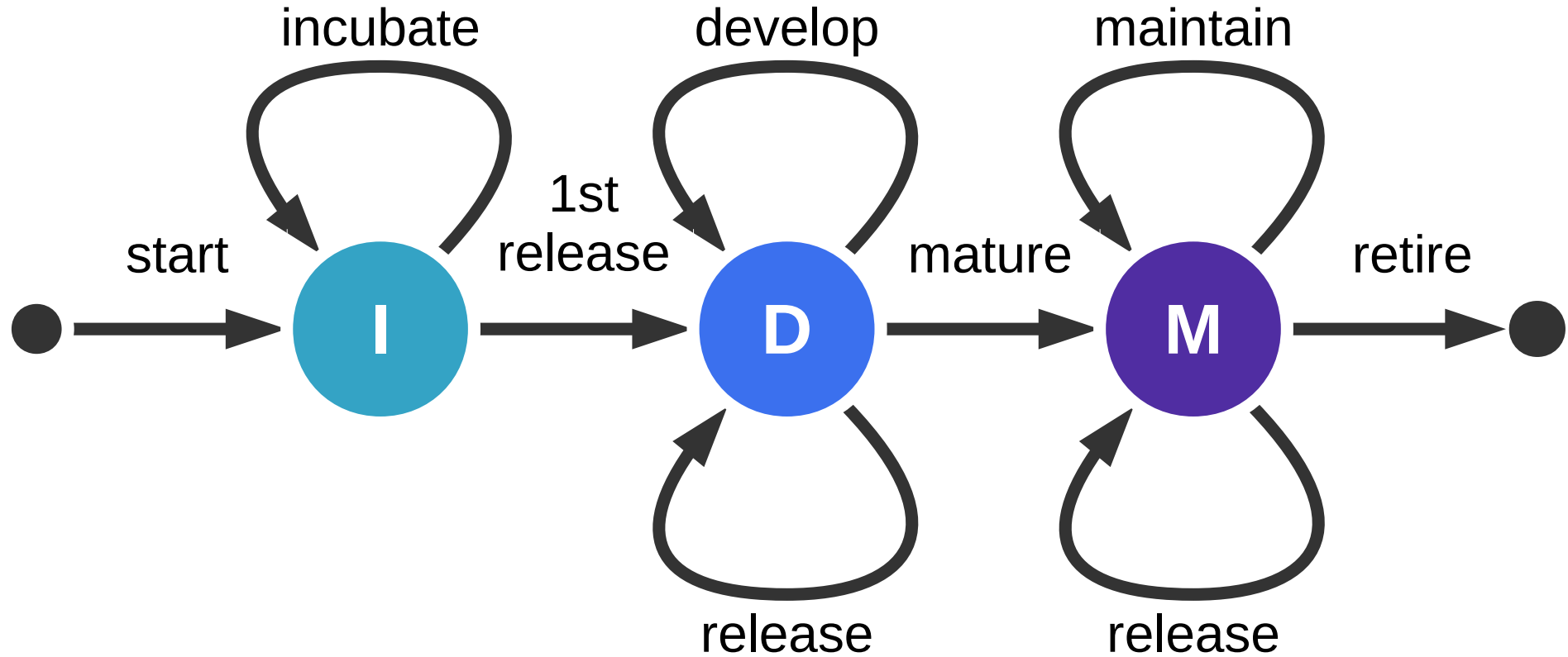


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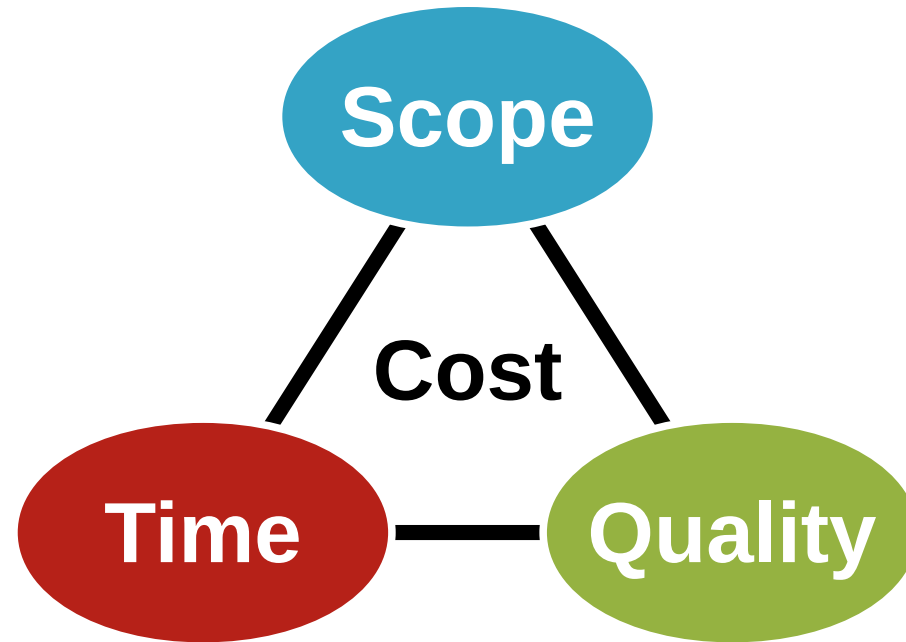
- 1. Planning**
- 2. Execution**
- 3. Review**
- 4. Release**

Example of a Software Product Life-Cycle



I: Incubation
D: Development
M: Maintenance

(One Version of) The Magic Triangle



Cost is usually assumed fixed (defined team).
Because “adding manpower to a late project makes it later.” [B75]

- 1. Plan-Driven**
- 2. Agile Methods**
- 3. Open Source**

Plan-Driven Development

- Linear, phase-oriented, software process models
 - Intend to minimize risk through up-front planning
 - Expect only one iteration, start to finish, not many
 - Equate phases with activities
- Examples: Waterfall, V-Modell, RUP



The Waterfall Model [R04]

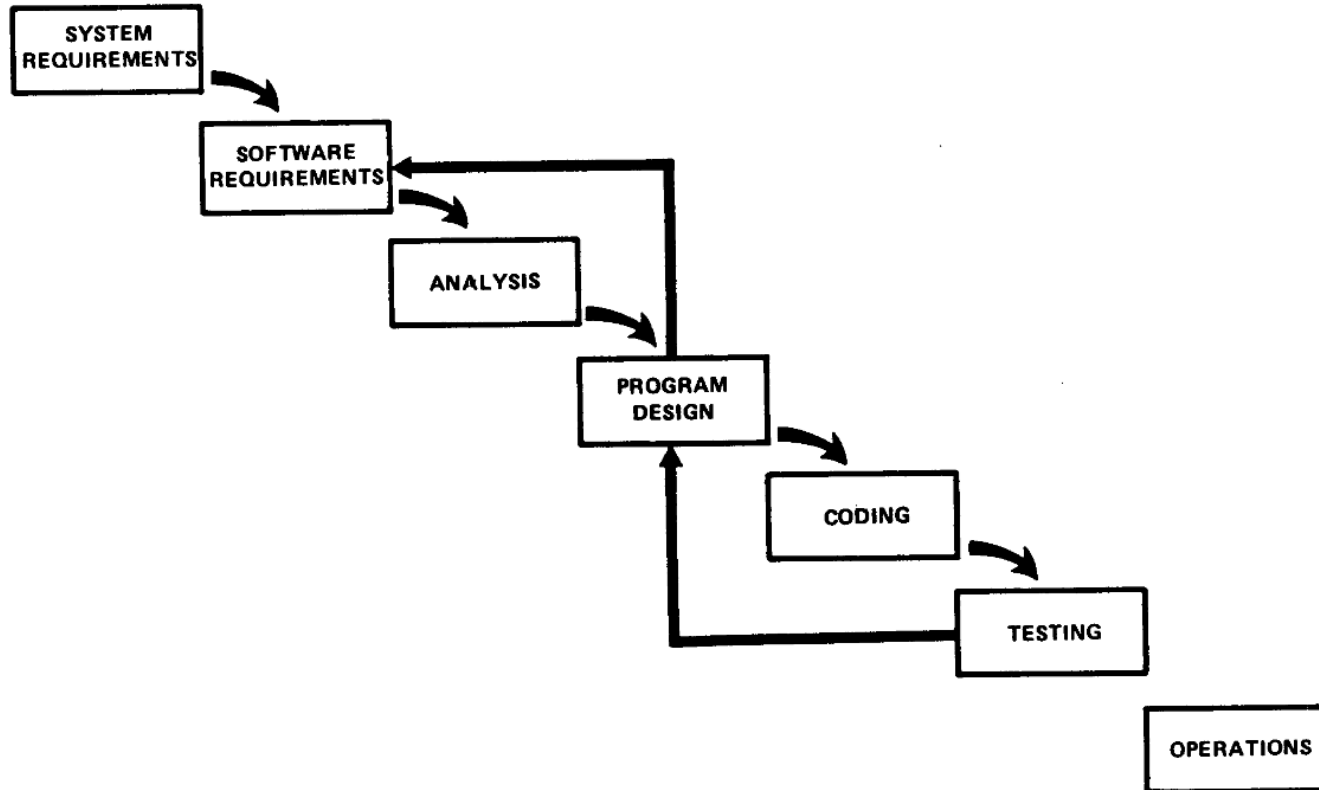


Figure 4. Unfortunately, for the process illustrated, the design iterations are never confined to the successive steps.

Planning in Plan-Driven Development

- Project definition
- Requirements analysis
- System analysis
- Contract negotiation
- ...

Execution in Plan-Driven Development

- Architecture definition
- System design
- User interface design
- Implementation
- Integration
- ...

Review in Plan-Driven Development

- System test
- Acceptance test
- Contract validation
- ...

Release in Plan-Driven Development

- Hand-over
- Deployment
- ...



Waterfall 2006

About The Conference

Date: April 1, 2006

Location: Niagara Falls,
NY

[Register Now](#)

[Interview with Scott
Ambler](#)

Keynotes

[Put Testing Where It
Belongs--At the End](#) by
Brian Marick

Dead Fish Can't Swim
But They Can Float
Down a Waterfall by Tim
Lister

[Extreme Programming
Uninstalled](#) by Ron
Jeffries

Super Model Driven
Architecture: An Update
From the OMG by Tyra
Banks

Contact Information

Waterfall 2006

After years of being disparaged by some in the software development community, the waterfall process is back with a vengeance. You've always known a good waterfall-based process is the right way to develop software projects. Come to the Waterfall 2006 conference and see how a sequential development process can benefit your next project. Learn how slow, deliberate handoffs (with signatures!) between groups can slow the rate of change on any project so that development teams have more time to spend on anticipating user needs through big, upfront design.

Attend these valuable tutorials:

- Take Control of Your Team's Decisions NOW! by Ken Schwaber
- Avoiding the Seven Pitfalls of Lean by Mary Poppendieck
- Pair Managing: Two Managers per Programmer by Jim Highsmith
- [Two-Phase Waterfall: Implementation Considered Harmful](#) by Robert C. Martin
- User Interaction: It Was Hard to Build, It Should Be Hard to Use by Jeff Patton
- FIT Testing In When You Can; Otherwise Skip It by Ward Cunningham
- [The Joy of Silence: Cube Farm Designs That Cut Out Conversation](#) by Alistair Cockburn
- [wordUnit: A Document Testing Framework](#) by Kent Beck
- Slash and Burn: Rewrite Your Enterprise Applications Twice a Year by Michael Feathers
- Very Large Projects: How to Go So Slow No One Knows You'll Never Deliver by Jutta Eckstein
- [Eliminating Collaboration: Get More Done Alone](#) by Jean Tabaka
- Retrospectives: Looking Back...Looking Aaaaall the Way Back by Diana Larsen

Aphorisms on Predicting and Planning

- **“Prediction is very difficult, especially about the future.”**
 - Attributed to Niels Bohr, date unknown
- **“Kein Plan überlebt die erste Feindberührung.”**
 - Helmuth (Karl Bernhard) von Moltke, date unknown
- **“Plans are worthless, but planning is everything.”**
 - Dwight D. Eisenhower, Nov 14, 1957

Phases \neq Activities

(Activity = performing a practice)

Video on Predictability of Processes



Video Lesson

- It is impossible to predict such a flight
 - Little bumps on the way have big consequences
 - Little wind gusts will get you way off track
- Executing a plan without steering is dangerous
 - There is no way to ensure you will achieve the desired outcome
 - Belief in flawless execution is, well, flawed and risky

Agile Methods

- Invented during the late 1990ties
 - In response to failure of plan-driven methods
 - Driven by consultants as a significant business opportunity
- Repeated iteration over short linear process models
 - Defined equal-length iterations with deliverables
 - Consistent involvement of users for feedback

Examples of Agile Methods

- Scrum
- XP (eXtreme Programming)
- Adaptive Software Development
- The (set of) Crystal Methods
- Feature-Driven Development
- Pragmatic Programming

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler

James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick

Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

- 1. Individuals and Interactions**
(over Processes and Tools)
- 2. Working Software**
(over Comprehensive Documentation)
- 3. Customer Collaboration**
(over Contract Negotiation)
- 4. Responding to Change**
(over Following a Plan)

Individuals and Interactions over ...

- **Individuals**

- Trust people
- Allow for self-organization
- Adjust process to people

- **Interactions**

- Get results from collaboration
- Get innovation from people

- **Processes**

- Control people
- Enforce a rigid process
- Adjust people to process

- **Tools**

- Get results from using tools
- Keep people aligned with tools

Working Software over ...

- **Working Software**

- Get feedback quickly
- Learn from working software
- Steer project from feedback
- Create incremental progress

- **Comprehensive Docs**

- Wait until the end
- Don't learn at all along the way
- Follow plan until the end
- Delay results until the end

Customer Collaboration over ...

- **Customer Collaboration**

- Collaborate with customers
- Steer using customer feedback
- Create feedback rhythm
- Allow for change

- **Contract Negotiation**

- Minimize customer contact
- Follow contract-based plan
- Avoid customer feedback
- Stick to agreement

Responding to Change over ...

- **Responding to Change**

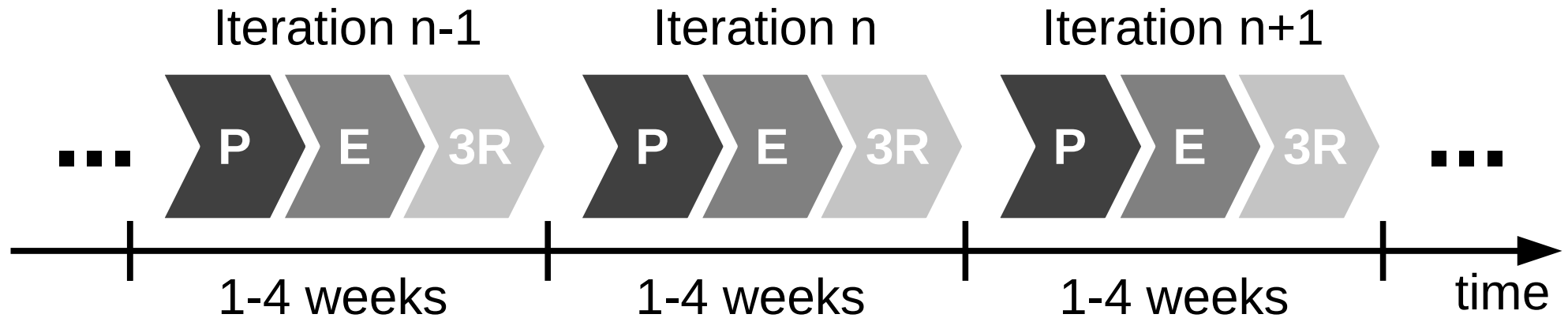
- Adjust to changing reality
- Deliver what customer needs

- **Following a Plan**

- Stick to outdated reality
- Deliver what was negotiated

Agile Development Process

- Succession of **equal-length iterations** (“time-boxes”)
- Intervention points are during planning and review
- User feedback only available during review

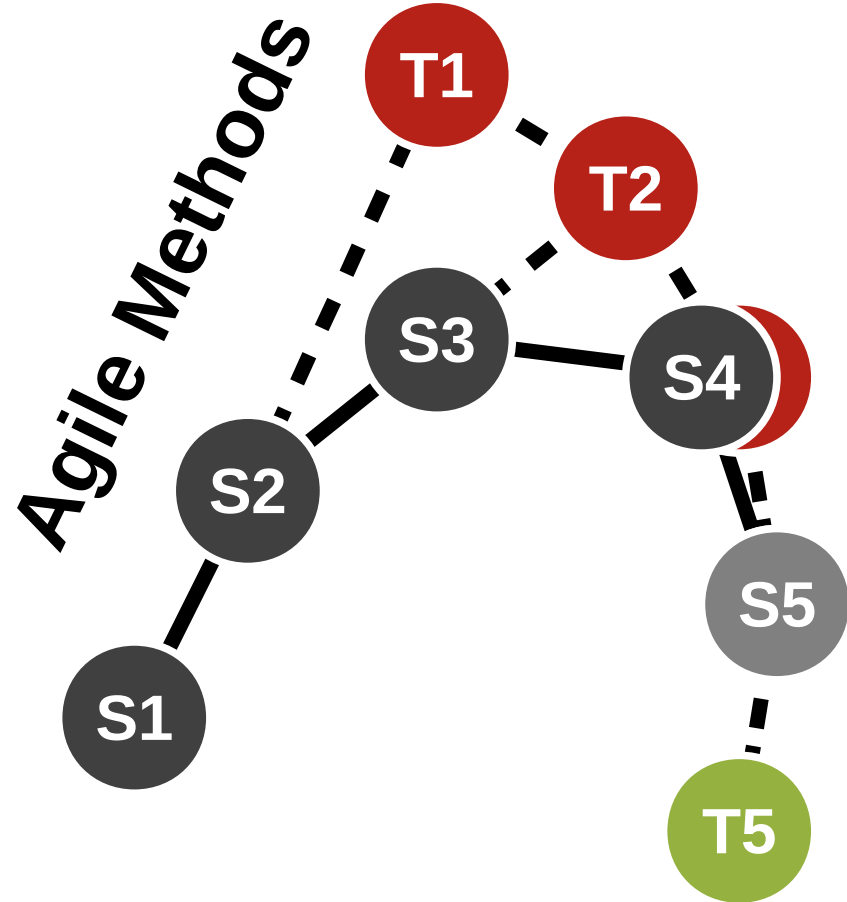
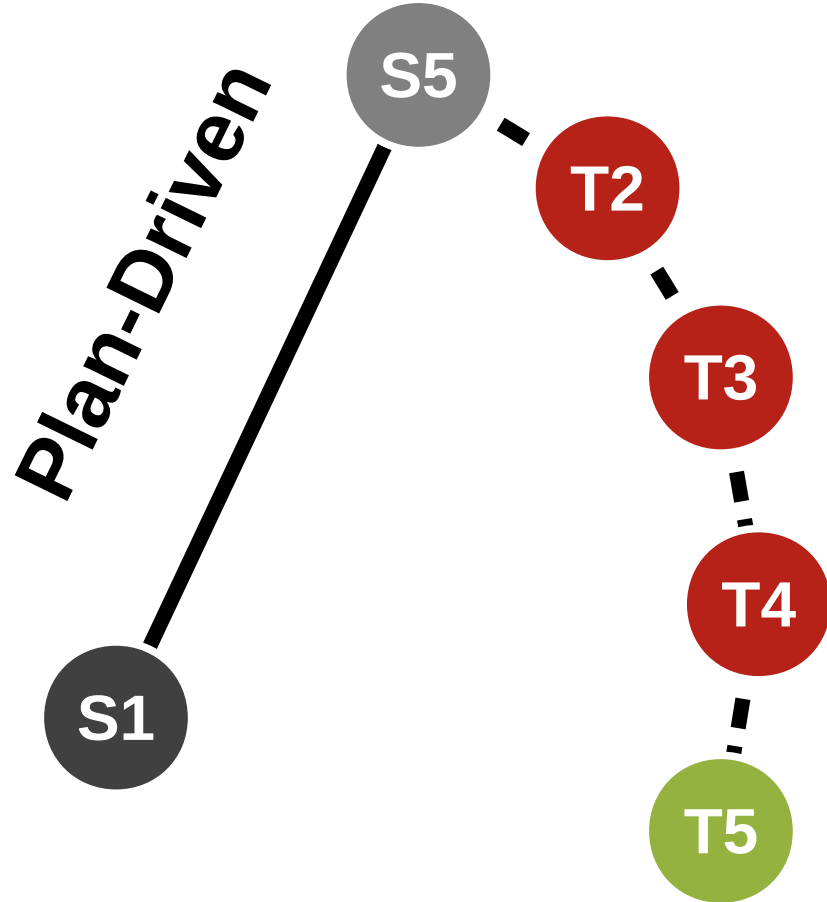


P: Planning
E: Execution
3R: Review, release, and retrospective

Short Iterations and User Feedback

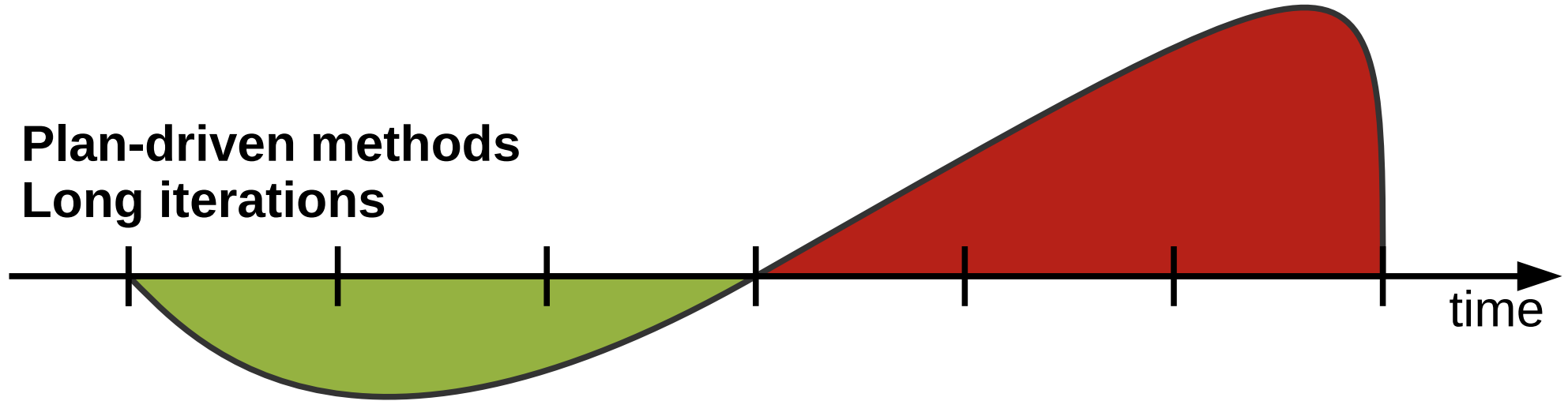
- Short iterations
 - Short iterations lead to focus on high-value features first
 - Established well-worn rhythm is sustainable, avoids burnout
 - Partial functionality is better than none
- User feedback
 - User feedback helps team steer product to meeting needs right
 - Feedback loop ensures that problems surface early
 - Feedback helps recognize and realize new innovative features

Plan-Driven vs. Agile Processes

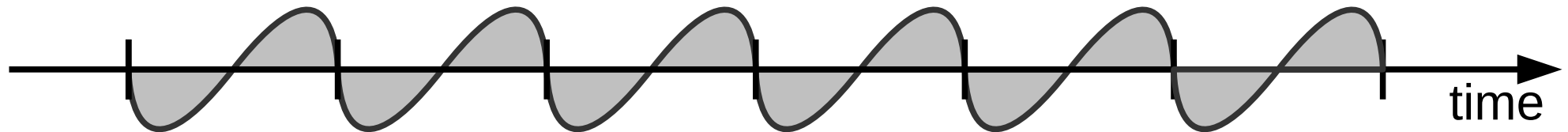


Plan-Driven vs. Agile Work Rhythms

Plan-driven methods
Long iterations



Agile methods
Short iterations

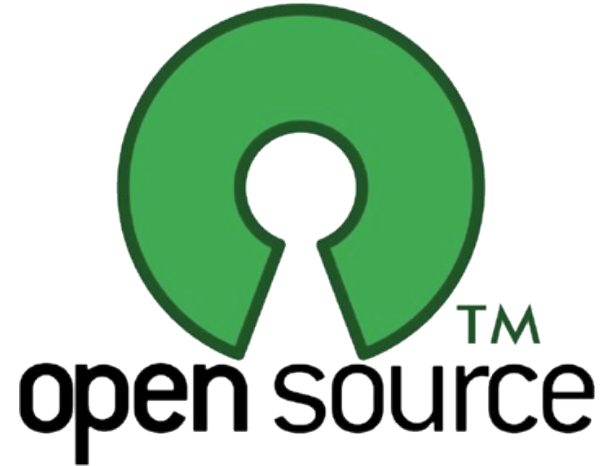


**Agile methods
are high-discipline**

(more so than plan-driven methods)

Legal Definition of Open Source

- Definition of open source software
 - Software that is provided under an OSI-approved license
 - OSI = Open Source Initiative, <http://opensource.org>
 - Tried (but failed) to register the “open source” trademark
- Characteristics of an OSI-approved license
 - Source code is available and accessible
 - Modifications of code are allowed
 - Distribution of source and binary code is unrestricted
- Free software is (mostly) a subset of open source software
 - Historically, free software predates open source software
 - Invented “copyleft” (reciprocal) licensing



“Open source is a **development method** for software that harnesses the power of **distributed peer review** and **transparency of process**. The promise of open source is **better quality, higher reliability, more flexibility, lower cost, and an end to predatory vendor lock-in.**” [O12]

- 1. Egalitarian**
- 2. Meritocratic**
- 3. Self-organizing**

Traditional Work vs. Open Collaboration

- **Traditional work**

- Hierarchical
 - Closed and hidden silos
 - Assigned to project
- Status-oriented
 - Public + private discussions
 - Hierarchical status decides
- Assigned tasks
 - Prescribed process
 - Prescribed jobs

- **Open collaboration**

- Egalitarian
 - Open for contribution
 - Everyone can contribute
- Meritocratic
 - Public discussion process
 - Decisions based on merit
- Self-organizing
 - People find their project
 - People create their process

Comparison of Process Model Types

		Need to Change	
		No	Yes
Need to Scale	No	Plan-Driven Agile Methods Open Source	Plan-Driven Agile Methods Open Source
	Yes	Agile Methods Plan-Driven Open Source	Open Source

Quiz on Types of Projects

1. Which process model fits Fixed-Price-Projects?
 1. Plan-driven process
 2. Agile methods process
 3. Open source process
2. Which process model fits Time-and-Materials-Projects?
 1. Plan-driven process
 2. Agile methods process
 3. Open source process
3. Which process model fits Inter-Firm-Collaboration-Projects?
 1. Plan-driven process
 2. Agile methods process
 3. Open source process

Review / Summary of Session

- Key activities in software engineering
- Main categories of process models
 - Plan-driven methods
 - Agile methods
 - Open source
- Plan-driven vs. agile methods
 - Predictability of the future
 - The agile manifesto

Thank you! Questions?

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