

Agile Metrics Carnegie Mellon University

"When will it be done?" That is probably the first question your customers ask you once you start working on something for them. Think about how many times you have been asked that question. How many times have you ever actually been right? We can debate all we want whether this is a fair question to ask given the tremendous amount of uncertainty in knowledge work, but the truth of the matter is that our customers are going to inquire about completion time whether we like it or not. Which means we need to come up with an accurate way to answer them. The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. Until now. Topics Include Why managing for flow is the best strategy for predictability-including an introduction to Little's Law and its implications for flow. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. Why your process policies are the potentially the biggest reason that you are unpredictable.

Most information systems textbooks overwhelm business students with overly technical information they may not need in their careers. Information Systems: What Every Business Student Needs to Know takes a new approach to the required information systems course for business majors. For each topic covered, the text highlights key "Take-Aways" that alert Cyber Security Engineering is the definitive modern reference and tutorial on the full range of capabilities associated with modern cyber security engineering. Pioneering software assurance experts Dr. Nancy R. Mead and Dr. Carol C. Woody bring together comprehensive best practices for building software systems that exhibit superior operational security, and for considering security throughout your full system development and acquisition lifecycles. Drawing on their pioneering work at the Software Engineering Institute (SEI) and Carnegie Mellon University, Mead and Woody introduce seven core principles of software assurance, and show how to apply them coherently and systematically. Using these principles, they help you prioritize the wide range of possible security actions available to you, and justify the required investments. Cyber Security Engineering guides you through risk analysis, planning to manage secure software development, building organizational models, identifying required and missing competencies, and defining and structuring metrics. Mead and Woody address important topics, including the use of standards, engineering security requirements for acquiring COTS software, applying DevOps, analyzing malware to anticipate future vulnerabilities, and planning ongoing improvements. This book will be valuable to wide audiences of practitioners and managers with responsibility for systems, software, or quality engineering, reliability, security, acquisition, or operations. Whatever your role, it can help you reduce operational problems, eliminate excessive patching, and deliver software that is more resilient and secure.

Master breakthrough new approaches to enterprise software delivery that address today's radically new development and business challenges • •Helps development leaders strategically balance agility and efficiency in response to massive new global economic and technical trends. •Offers specific, practical solutions for improving control, visibility, and efficiency. •By Alan W. Brown -- IBM Distinguished Engineer, IBM Rational CTO, and one of the world's leading experts on high-value enterprise software delivery. Globalization, rapid technology churn, and massive economic shifts have made today's enterprise software delivery challenges radically different than those faced just three or four years ago. In this book, IBM Distinguished Engineer Alan W. Brown offers deep new insights into today's best approaches to enterprise software delivery. Brown guides decision-makers in choosing solutions that respond to their new challenges, and successfully anticipate what's coming next. He provides a compelling vision for 'software supply chains': one that can help software leaders create global software factories that successfully balance agility and efficiency. Brown illuminates today's new revolution in enterprise software delivery, focusing on key drivers for change, their impact on the day-to-day work of software engineers, and how enterprise software organizations are being reformed in response. He introduces the modern 'software factory' concept, addressing key trends including global outsourced teams, collaborative application lifecycle management, and cloud-based virtual infrastructures; Replete with examples, this informative, practical book will help organizations surface crucial issues they may have overlooked, and then identify and leverage the best new ways to deliver software. From start to finish, it offers powerful new opportunities to reduce costs, standardize processes, improve control and visibility, and become far more responsive to the business.

Economics and technology have dramatically re-shaped the landscape of software development. It is no longer uncommon to find a software development team dispersed across countries or continents. Geographically distributed development challenges the ability to clearly communicate, enforce standards, ensure quality levels, and coordinate tasks. Global Software Development Handbook explores techniques that can bridge distances, create cohesion, promote quality, and strengthen lines of communication. The book introduces techniques proven successful at international electronics and software giant Siemens AG. It shows how this multinational uses a high-level process framework that balances agility and discipline for globally distributed software development. The authors delineate an organizational structure that not only fosters team building, but also achieves effective collaboration among the central and satellite teams. The handbook explores the issues surrounding quality and the processes required to realize quality in a distributed environment. Communication is a tremendous challenge, especially for teams separated by several time zones, and the authors elucidate how to uncover patterns of communication among these teams to determine effective strategies for managing communication. The authors analyze successful and failed projects and apply this information to how a project can be successful with distributed teams. They also provide lightweight processes that can be dynamically adapted to the demands of any project.

This well structured book discusses lifecycle optimization of software projects for crisis management by means of software engineering methods and tools. Its outcomes are based on lessons learned from the software engineering crisis which started in the 1960s. The book presents a systematic approach to overcome the crisis in software engineering depends which not only depends on technology-related but also on human-related factors. It proposes an adaptive methodology for software product development, which optimizes the software product lifecycle in order to avoid "local" crises of software production. The general lifecycle pattern and its stages are discussed, and their impact on the time and budget of the software product development is analyzed. The book identifies key advantages and disadvantages for various models selected and concludes that there is no "silver bullet", or universal model, which suits all software products equally well. It approaches software architecture in terms of process, data and system perspectives and proposes an incremental methodology for crisis-agile development of large-scale, distributed heterogeneous applications. The book introduces a number of specialized approaches which are widely used in industry but are often ignored in general writings because of

their vendor-specificity. In doing so, the book builds a helpful bridge from academic conceptions of software engineering to the world of software engineering practice. With its systematic coverage of different software engineering methodologies and the presented rich systems engineering examples the book will be beneficial for a broader audience.

This open access book constitutes the proceedings of 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. The 15 full papers presented in this volume were carefully reviewed and selected from 45 submissions. They were organized in topical sections named: agile adoption, agile practices; large-scale agile; agility beyond IT, and the future of agile.

Managing Technical Debt Reducing Friction in Software Development Addison-Wesley Professional

This is the eagerly-anticipated revision to one of the seminal books in the field of software architecture which clearly defines and explains the topic.

Intended for both undergraduate and postgraduate students of computer science and engineering, information technology, students of computer applications, and working IT professionals, this text describes the practices necessary for the development of quality software. The contents of the book have been framed based on the syllabi prescribed by different Universities and also covers the topics required for working in the IT industry. Based on the experience of the author in the industry, academics, consultancy and corporate trainings in India and abroad, the book covers the methodologies, techniques, and underlying concepts used in Software Quality Assurance and Testing. The treatment of the topics is crisp and accompanied with illustrative examples with minimum jargons. Topics of relevance in the industry, which a student must be familiar with before start of a career, are covered in the book. The book also discusses the concepts that a working IT professional should know. The book provides an insight into the tools available for different types of testing. Each chapter contains Quizzes, Multiple Choice Questions and Review Questions which help the readers to qualify in the international certification examinations. Key features • Covers topics relevant to the industry • Concepts discussed in an easy to understand way and illustrated with practical examples and figures wherever required • Contains “Objective Questions” at the end of the book • Includes topics prescribed in international certification exams in Software Quality and Testing

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

This book constitutes the refereed proceedings of two joint events: the 25th International Workshop on Software Measurement (IWSM) and the 10th International Conference on Software Process and Product Measurement (Mensura), referred to as IWSM?Mensura 2015 and held in Kraków, Poland, in October 2015. Software measurement is a key methodology in estimating, managing, and controlling software development and management projects. The 13 papers presented in this volume were carefully reviewed and selected from 32 submissions. They present various theoretical and empirical results related to software measurement and its application in industrial projects.

This book outlines the development currently underway in the technology of new media and looks further to examine the unforeseen effects of this phenomenon on our culture, our philosophies, and our spiritual outlook. The digital revolution is something fundamentally different from simply the introduction of yet another medium to our culture: it marks a paradigm shift in our relation to all media, to all our senses, all our expressions. The new media are transforming our definitions of culture and knowledge and transcending barriers in ways that will have lasting implications for generations to come.

A Framework for Managing, Measuring, and Predicting Attributes of Software Development Products and Processes Reflecting the immense progress in the development and use of software metrics in the past decades, Software Metrics: A Rigorous and Practical Approach, Third Edition provides an up-to-date, accessible, and comprehensive introduction to software metrics. Like its popular predecessors, this third edition discusses important issues, explains essential concepts, and offers new approaches for tackling long-standing problems. New to the Third Edition This edition contains new material relevant to object-oriented design, design patterns, model-driven development, and agile development processes. It includes a new chapter on causal models and Bayesian networks and their application to software engineering. This edition also incorporates recent references to the latest software metrics activities, including research results, industrial case studies, and standards. Suitable for a Range of Readers With numerous examples and exercises, this book continues to serve a wide audience. It can be used as a textbook for a software metrics and quality assurance course or as a useful supplement in any software engineering course. Practitioners will appreciate the important results that have previously only appeared in research-oriented publications. Researchers will welcome

the material on new results as well as the extensive bibliography of measurement-related information. The book also gives software managers and developers practical guidelines for selecting metrics and planning their use in a measurement program.

The Art of Agile Practice: A Composite Approach for Projects and Organizations presents a consistent, integrated, and strategic approach to achieving "Agility" in your business. Transcending beyond Agile as a software development method, it covers the gamut of methods in an organization-including business processes, governance standards, project ma

The six-volume set LNCS 8579-8584 constitutes the refereed proceedings of the 14th International Conference on Computational Science and Its Applications, ICCSA 2014, held in Guimarães, Portugal, in June/July 2014. The 347 revised papers presented in 30 workshops and a special track were carefully reviewed and selected from 1167. The 289 papers presented in the workshops cover various areas in computational science ranging from computational science technologies to specific areas of computational science such as computational geometry and security.

This book teaches how to collect and analyze data about past software projects and how to build credible estimation models using simple statistical techniques. End-of-chapter exercises Over 100 figures illustrating the concepts presented throughout the book Examples incorporated with industry data

Presents a novel metrics-based approach for detecting design problems in object-oriented software. Introduces an important suite of detection strategies for the identification of different well-known design flaws as well as some rarely mentioned ones.

Today's high-speed and rapidly changing development environments demand equally high-speed security practices. Still, achieving security remains a human endeavor, a core part of designing, generating and verifying software. Dr. James Ransome and Brook S.E. Schoenfield have built upon their previous works to explain that security starts with people; ultimately, humans generate software security. People collectively act through a particular and distinct set of methodologies, processes, and technologies that the authors have brought together into a newly designed, holistic, generic software development lifecycle facilitating software security at Agile, DevOps speed. —Eric. S. Yuan, Founder and CEO, Zoom Video Communications, Inc. It is essential that we embrace a mantra that ensures security is baked in throughout any development process. Ransome and Schoenfield leverage their abundance of experience and knowledge to clearly define why and how we need to build this new model around an understanding that the human element is the ultimate key to success. —Jennifer Sunshine Steffens, CEO of IOActive Both practical and strategic, Building in Security at Agile Speed is an invaluable resource for change leaders committed to building secure software solutions in a world characterized by increasing threats and uncertainty. Ransome and Schoenfield brilliantly demonstrate why creating robust software is a result of not only technical, but deeply human elements of agile ways of working. —Jorgen Hesselberg, author of Unlocking Agility and Cofounder of Comparative Agility The proliferation of open source components and distributed software services makes the principles detailed in Building in Security at Agile Speed more relevant than ever. Incorporating the principles and detailed guidance in this book into your SDLC is a must for all software developers and IT organizations. —George K Tsantes, CEO of Cyberphos, former partner at Accenture and Principal at EY Detailing the people, processes, and technical aspects of software security, Building in Security at Agile Speed emphasizes that the people element remains critical because software is developed, managed, and exploited by humans. This book presents a step-by-step process for software security that is relevant to today's technical, operational, business, and development environments with a focus on what humans can do to control and manage the process in the form of best practices and metrics.

Today, the world is trying to create and educate data scientists because of the phenomenon of Big Data. And everyone is looking deeply into this technology. But no one is looking at the larger architectural picture of how Big Data needs to fit within the existing systems (data warehousing systems). Taking a look at the larger picture into which Big Data fits gives the data scientist the necessary context for how pieces of the puzzle should fit together. Most references on Big Data look at only one tiny part of a much larger whole. Until data gathered can be put into an existing framework or architecture it can't be used to its full potential. Data Architecture a Primer for the Data Scientist addresses the larger architectural picture of how Big Data fits with the existing information infrastructure, an essential topic for the data scientist. Drawing upon years of practical experience and using numerous examples and an easy to understand framework. W.H. Inmon, and Daniel Linstedt define the importance of data architecture and how it can be used effectively to harness big data within existing systems. You'll be able to: Turn textual information into a form that can be analyzed by standard tools. Make the connection between analytics and Big Data Understand how Big Data fits within an existing systems environment Conduct analytics on repetitive and non-repetitive data Discusses the value in Big Data that is often overlooked, non-repetitive data, and why there is significant business value in using it Shows how to turn textual information into a form that can be analyzed by standard tools Explains how Big Data fits within an existing systems environment Presents new opportunities that are afforded by the advent of Big Data Demystifies the murky waters of repetitive and non-repetitive data in Big Data

Being a certified bibliophile and a professional geek, I have more shelf space devoted to books on software methods than any reasonable human should possess. Balancing Agility and Discipline has a prominent place in that section of my library, because it has helped me sort through the noise and smoke of the current method wars. --From the Foreword by Grady Booch This is an outstanding book on an emotionally complicated topic. I applaud the authors for the care with which they have handled the subject. --From the Foreword by Alistair Cockburn The authors have done a commendable job of identifying five critical factors--personnel, criticality, size, culture, and dynamism--for creating the right balance of flexibility and structure. Their thoughtful analysis will help developers who must sort through the agile-disciplined debate, giving them guidance to create the right mix for their projects. --From the Foreword by Arthur Pyster Agility and discipline: These apparently opposite attributes are, in fact, complementary values in software development. Plan-driven developers must also be agile; nimble developers must also be disciplined. The key to success is finding the right balance between the two, which will vary from project to project according to the circumstances and risks involved. Developers, pulled toward opposite ends by impassioned arguments, ultimately must learn how to give each value its due in their particular situations. Balancing Agility and Discipline sweeps aside the

rhetoric, drills down to the operational core concepts, and presents a constructive approach to defining a balanced software development strategy. The authors expose the bureaucracy and stagnation that mark discipline without agility, and liken agility without discipline to unbridled and fruitless enthusiasm. Using a day in the life of two development teams and ground-breaking case studies, they illustrate the differences and similarities between agile and plan-driven methods, and show that the best development strategies have ways to combine both attributes. Their analysis is both objective and grounded, leading finally to clear and practical guidance for all software professionals--showing how to locate the sweet spot on the agility-discipline continuum for any given project. 0321186125B10212003

Applying methodologies of Software Process Improvement (SPI) is an effective way for businesses to remain competitive in the software industry. However, many organizations find implementing software process initiatives challenging. Agile Estimation Techniques and Innovative Approaches to Software Process Improvement reviews current SPI techniques and applications through discussions on current and future trends as well as the presentation of case studies on SPI implementation. Ideal for use by academics, students, and policy-makers, as well as industry professionals and managers, this publication provides a complete overview of current tools and methodologies regarding Software Process Improvement.

Learn the agile philosophy of lean processes, incremental delivery, deep client participation, decentralized authority, and just-in-time planning to bring speed, creativity, empowerment and increased productivity to product development. This book is your guide to becoming the go-to advisor for the enterprise agile transition. Many organizations have brought in agile coaches and achieved great progress in software development productivity, only to find teams slipping back into old methods as they encounter enterprise resistance and dysfunction. The consultative skills required to engage at the enterprise level differ greatly from those needed to coach teams in agile practices. Agile coaches and consultants need to up their game to successfully partner with executives, managers, and PMOs to evolve from traditional methods to a lean, agile mindset. The Agile Consultant, by former Intel Worldwide Project Management Director and agile expert Rick Freedman, author of Amazon best-seller The IT Consultant, shows how to overcome transition challenges and move beyond team-level practice coaching to guide the entire organization to enterprise agility. Agile methods are displacing traditional, process-heavy project management techniques, and are poised to migrate from software development to the rest of IT, and to the entire enterprise. Agile's rapid adoption proves a simple truth: agility works! Agile methods are here to stay, and will continue to expand within the organization. Enterprises are rapidly moving beyond agile development to agile IT, agile marketing, and agile strategic planning. Enterprises need agile coaches and consultants to guide them towards achieving the benefits of agility. What You'll Learn Instill effective agile practices across the enterprise Coach teams, managers, and executives in learning, adopting, and practicing lean and agile strategies Diagnose the roadblocks and obstacles most organizations encounter during the transition to agile Use recognized change-management techniques to guide the enterprise to agility while minimizing disruption and resistance Navigate the many challenges that can derail the transition to agility Demonstrate the critical mix of facilitation, interpersonal, and relationship skills to help organizations succeed with agile Guide the corporate culture toward agility from the top down and the bottom up Evolve from old school project management thinking to a lean, agile mindset Who This Book Is For Besides IT consultants, The Agile Consultant will also appeal to developer teams, internal IT staffers and their managers, and to executives leading the transition to agile development.

"Don's book is a very good addition both to the testing literature and to the literature on quality assurance and software engineering... [It] is likely to become a standard for test training as well as a good reference for professional testers and developers. I would also recommend this book as background material for negotiating outsourced software contracts. I often work as an expert witness in litigation for software with very poor quality, and this book might well reduce or eliminate these lawsuits..." –Capers Jones, VP and CTO, Namcook Analytics LLC Software and system testers repeatedly fall victim to the same pitfalls. Think of them as "anti-patterns": mistakes that make testing far less effective and efficient than it ought to be. In Common System and Software Testing Pitfalls, Donald G. Firesmith catalogs 92 of these pitfalls. Drawing on his 35 years of software and system engineering experience, Firesmith shows testers and technical managers and other stakeholders how to avoid falling into these pitfalls, recognize when they have already fallen in, and escape while minimizing their negative consequences. Firesmith writes for testing professionals and other stakeholders involved in large or medium-sized projects. His anti-patterns and solutions address both "pure software" applications and "software-reliant systems," encompassing heterogeneous subsystems, hardware, software, data, facilities, material, and personnel. For each pitfall, he identifies its applicability, characteristic symptoms, potential negative consequences and causes, and offers specific actionable recommendations for avoiding it or limiting its consequences. This guide will help you Pinpoint testing processes that need improvement—before, during, and after the project Improve shared understanding and collaboration among all project participants Develop, review, and optimize future project testing programs Make your test documentation far more useful Identify testing risks and appropriate risk-mitigation strategies Categorize testing problems for metrics collection, analysis, and reporting Train new testers, QA specialists, and other project stakeholders With 92 common testing pitfalls organized into 14 categories, this taxonomy of testing pitfalls should be relatively complete. However, in spite of its comprehensiveness, it is also quite likely that additional pitfalls and even missing categories of pitfalls will be identified over time as testers read this book and compare it to their personal experiences. As an enhancement to the print edition, the author has provided the following location on the web where readers can find major additions and modifications to this taxonomy of pitfalls: <http://donald.firesmith.net/home/common-testing-pitfalls> Please send any recommended changes and additions to dgf (at) sei (dot) cmu (dot) edu, and the author will consider them for publication both on the website and in future editions of this book.

Accelerating Process Improvement Using Agile Techniques explains how agile programming is applied to standard process improvement. By applying agile techniques, IT organizations can speed up process improvement initiatives, minimize the resources these initiatives require, and maximize the benefits of process improvement. The book details step-by-step how to implement the Accelerating Process Improvement Methodology (APIM) and how to integrate APIM with various standard process improvement models and methodologies, including the ISO 9000 series, SPICE, TQM, SPIRE, PMBOK, and CMM/CMMI. Agile process improvement enables organizations to rapidly set strategic goals, meet a greater percentage of user requirements, and realize a quicker return on investment. About the Author Deb Jacobs is a Professional Consultant with Focal Point Associates specializing in process improvement and project management. She currently provides support to organizations in training, process improvement consulting, project management consulting, software engineering consulting, and proposal development. Ms.

Jacobs has over 25 year's in project management, process improvement management, system/software engineering, and proposal development with a BS in Computer Science.

The First Complete Guide to DevOps for Software Architects DevOps promises to accelerate the release of new software features and improve monitoring of systems in production, but its crucial implications for software architects and architecture are often ignored. In DevOps: A Software Architect's Perspective, three leading architects address these issues head-on. The authors review decisions software architects must make in order to achieve DevOps' goals and clarify how other DevOps participants are likely to impact the architect's work. They also provide the organizational, technical, and operational context needed to deploy DevOps more efficiently, and review DevOps' impact on each development phase. The authors address cross-cutting concerns that link multiple functions, offering practical insights into compliance, performance, reliability, repeatability, and security. This guide demonstrates the authors' ideas in action with three real-world case studies: datacenter replication for business continuity, management of a continuous deployment pipeline, and migration to a microservice architecture.

Comprehensive coverage includes • Why DevOps can require major changes in both system architecture and IT roles • How virtualization and the cloud can enable DevOps practices • Integrating operations and its service lifecycle into DevOps • Designing new systems to work well with DevOps practices • Integrating DevOps with agile methods and TDD • Handling failure detection, upgrade planning, and other key issues • Managing consistency issues arising from DevOps' independent deployment models • Integrating security controls, roles, and audits into DevOps • Preparing a business plan for DevOps adoption, rollout, and measurement

"... an engaging book that will empower readers in both large and small software development and engineering organizations to build security into their products. ... Readers are armed with firm solutions for the fight against cyber threats." —Dr. Dena Haritos Tsamitis, Carnegie Mellon University "... a must read for security specialists, software developers and software engineers. ... should be part of every security professional's library." —Dr. Larry Ponemon, Ponemon Institute "... the definitive how-to guide for software security professionals. Dr. Ransome, Anmol Misra, and Brook Schoenfield deftly outline the procedures and policies needed to integrate real security into the software development process. ...A must-have for anyone on the front lines of the Cyber War ..." —Cedric Leighton, Colonel, USAF (Ret.), Cedric Leighton Associates "Dr. Ransome, Anmol Misra, and Brook Schoenfield give you a magic formula in this book - the methodology and process to build security into the entire software development life cycle so that the software is secured at the source! " —Eric S. Yuan, Zoom Video Communications There is much publicity regarding network security, but the real cyber Achilles' heel is insecure software. Millions of software vulnerabilities create a cyber house of cards, in which we conduct our digital lives. In response, security people build ever more elaborate cyber fortresses to protect this vulnerable software. Despite their efforts, cyber fortifications consistently fail to protect our digital treasures. Why? The security industry has failed to engage fully with the creative, innovative people who write software. Core Software Security expounds developer-centric software security, a holistic process to engage creativity for security. As long as software is developed by humans, it requires the human element to fix it. Developer-centric security is not only feasible but also cost effective and operationally relevant. The methodology builds security into software development, which lies at the heart of our cyber infrastructure. Whatever development method is employed, software must be secured at the source. Book Highlights: Supplies a practitioner's view of the SDL Considers Agile as a security enabler Covers the privacy elements in an SDL Outlines a holistic business-savvy SDL framework that includes people, process, and technology Highlights the key success factors, deliverables, and metrics for each phase of the SDL Examines cost efficiencies, optimized performance, and organizational structure of a developer-centric software security program and PSIRT Includes a chapter by noted security architect Brook Schoenfield who shares his insights and experiences in applying the book's SDL framework View the authors' website at <http://www.androidinsecurity.com/>

CERT® Resilience Management Model (CERT-RMM) is an innovative and transformative way to manage operational resilience in complex, risk-evolving environments. CERT-RMM distills years of research into best practices for managing the security and survivability of people, information, technology, and facilities. It integrates these best practices into a unified, capability-focused maturity model that encompasses security, business continuity, and IT operations. By using CERT-RMM, organizations can escape silo-driven approaches to managing operational risk and align to achieve strategic resilience management goals. This book both introduces CERT-RMM and presents the model in its entirety. It begins with essential background for all professionals, whether they have previously used process improvement models or not. Next, it explains CERT-RMM's Generic Goals and Practices and discusses various approaches for using the model. Short essays by a number of contributors illustrate how CERT-RMM can be applied for different purposes or can be used to improve an existing program. Finally, the book provides a complete baseline understanding of all 26 process areas included in CERT-RMM. Part One summarizes the value of a process improvement approach to managing resilience, explains CERT-RMM's conventions and core principles, describes the model architecturally, and shows how it supports relationships tightly linked to your objectives. Part Two focuses on using CERT-RMM to establish a foundation for sustaining operational resilience management processes in complex environments where risks rapidly emerge and change. Part Three details all 26 CERT-RMM process areas, from asset definition through vulnerability resolution. For each, complete descriptions of goals and practices are presented, with realistic examples. Part Four contains appendices, including Targeted Improvement Roadmaps, a glossary, and other reference materials. This book will be valuable to anyone seeking to improve the mission assurance of high-value services, including leaders of large enterprise or organizational units, security or business continuity specialists, managers of large IT operations, and those using methodologies such as ISO 27000, COBIT, ITIL, or CMMI.

This is the digital version of the printed book (Copyright © 1996). Based on an award-winning doctoral thesis at Carnegie Mellon University, Measuring and Managing Performance in Organizations presents a captivating analysis of the perils of performance measurement systems. In the book's foreword, Peopleware authors Tom DeMarco and Timothy Lister rave, "We believe this is a book that needs to be on the desk of just about anyone who manages anything." Because people often react with unanticipated sophistication when they are being measured, measurement-based management systems can become dysfunctional, interfering with achievement of intended results. Fortunately, as the author shows, measurement dysfunction follows a pattern that can be identified and avoided. The author's findings are bolstered by interviews with eight recognized experts in the use of measurement to manage computer software development: David N. Card, of Software Productivity Solutions; Tom DeMarco, of the Atlantic Systems Guild; Capers Jones, of Software Productivity Research; John Musa, of AT&T Bell Laboratories; Daniel J. Paulish, of Siemens Corporate Research; Lawrence H. Putnam, of Quantitative Software Management; E. O. Tilford, Sr., of Fissure; plus the anonymous Expert X. A

practical model for analyzing measurement projects solidifies the text—don't start without it!

Updated revision of the best selling book on CMMI – now covering version 1.2.

This newest book from Watts Humphrey is a hands-on introduction to basic disciplines of software engineering. Designed as a workbook companion to any introductory programming or software-engineering text, Humphrey provides here the practical means to integrate his highly regarded Personal Software Process (PSP) into college and university curricula. The book may also be adapted for use in industrial training or for self-improvement by practicing software engineers. Applying the book's exercises to their course assignments, students learn both to manage their time effectively and to monitor the quality of their work, good practices they will need to be successful in their future careers. The book is supported by its own electronic supplement, which includes spreadsheets for data entry and analysis. A complete instructor's package is also available. By mastering PSP techniques early in their studies, students can avoid—or overcome—the popular "hacker" ethic that leads to so many bad habits. Employers will appreciate new hires prepared to do competent professional work without, as now is common, expensive retraining and years of experience.

This volume constitutes the refereed proceedings of the 20th EuroSPI conference, held in Dundalk, Ireland, in June 2013. The 31 revised papers presented in this volume were carefully reviewed and selected. They are organized in topical sections on SPI Safety and Regulation Issues; SPI Lifecycle and Models; SPI Quality and Testing Issues; SPI Networks and Teams; SPI and Reference Models; SPI Implementation; Agile organisations and an agile management process group; Managing Diversity and Innovation; SPI and Measurement; Risk Management and Functional Safety Standards.

“This is an incredibly wise and useful book. The authors have considerable real-world experience in delivering quality systems that matter, and their expertise shines through in these pages. Here you will learn what technical debt is, what is it not, how to manage it, and how to pay it down in responsible ways. This is a book I wish I had when I was just beginning my career. The authors present a myriad of case studies, born from years of experience, and offer a multitude of actionable insights for how to apply it to your project.” –Grady Booch, IBM Fellow Master Best Practices for Managing Technical Debt to Promote Software Quality and Productivity As software systems mature, earlier design or code decisions made in the context of budget or schedule constraints increasingly impede evolution and innovation. This phenomenon is called technical debt, and practical solutions exist. In *Managing Technical Debt*, three leading experts introduce integrated, empirically developed principles and practices that any software professional can use to gain control of technical debt in any software system. Using real-life examples, the authors explain the forms of technical debt that afflict software-intensive systems, their root causes, and their impacts. They introduce proven approaches for identifying and assessing specific sources of technical debt, limiting new debt, and “paying off” debt over time. They describe how to establish managing technical debt as a core software engineering practice in your organization. Discover how technical debt damages manageability, quality, productivity, and morale—and what you can do about it Clarify root causes of debt, including the linked roles of business goals, source code, architecture, testing, and infrastructure Identify technical debt items, and analyze their costs so you can prioritize action Choose the right solution for each technical debt item: eliminate, reduce, or mitigate Integrate software engineering practices that minimize new debt *Managing Technical Debt* will be a valuable resource for every software professional who wants to accelerate innovation in existing systems, or build new systems that will be easier to maintain and evolve.

This is the first book that comprehensively describes the underlying principles that create flow in product development processes. It covers 175 principles organized into eight major areas. It is of interest to managers and technical professionals responsible for product development processes.

Attaining meaningful cybersecurity presents a broad societal challenge. Its complexity and the range of systems and sectors in which it is needed mean that successful approaches are necessarily multifaceted. Moreover, cybersecurity is a dynamic process involving human attackers who continue to adapt. Despite considerable investments of resources and intellect, cybersecurity continues to pose serious challenges to national security, business performance, and public well-being. Modern developments in computation, storage and connectivity to the Internet have brought into even sharper focus the need for a better understanding of the overall security of the systems we depend on. *Foundational Cybersecurity Research* focuses on foundational research strategies for organizing people, technologies, and governance. These strategies seek to ensure the sustained support needed to create an agile, effective research community, with collaborative links across disciplines and between research and practice. This report is aimed primarily at the cybersecurity research community, but takes a broad view that efforts to improve foundational cybersecurity research will need to include many disciplines working together to achieve common goals.

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.

Software architecture—the conceptual glue that holds every phase of a project together for its many stakeholders—is widely recognized as a critical element in modern software development. Practitioners have increasingly discovered that close attention to a software system's architecture pays valuable dividends. Without an architecture that is appropriate for the problem being solved, a project will stumble along or, most likely, fail. Even with a superb architecture, if that architecture is not well understood or well communicated the project is unlikely to succeed. *Documenting Software Architectures, Second Edition*, provides the most complete and current guidance, independent of language or notation, on how to capture an architecture in a commonly understandable form. Drawing on their extensive experience, the authors first help you decide what

information to document, and then, with guidelines and examples (in various notations, including UML), show you how to express an architecture so that others can successfully build, use, and maintain a system from it. The book features rules for sound documentation, the goals and strategies of documentation, architectural views and styles, documentation for software interfaces and software behavior, and templates for capturing and organizing information to generate a coherent package. New and improved in this second edition: Coverage of architectural styles such as service-oriented architectures, multi-tier architectures, and data models Guidance for documentation in an Agile development environment Deeper treatment of documentation of rationale, reflecting best industrial practices Improved templates, reflecting years of use and feedback, and more documentation layout options A new, comprehensive example (available online), featuring documentation of a Web-based service-oriented system Reference guides for three important architecture documentation languages: UML, AADL, and SysML

The Software Engineering Institute's Capability Maturity Model(Integration (CMMI) provides best practices that span a product's life cycle, from conception through delivery and maintenance. Employing real-life examples and practical advice, authors Garcia and Turner tap their extensive experience working with diverse organizations to help readers survey the CMMI territory.

When everything goes right, you end up with high-quality software in half the time for a fraction of the cost. But over 50% of offshore outsourcing projects do not achieve their cost-saving goals or timelines . . . or just fail completely. The mistakes and missteps are costly and painful, but NOW you don't have to go there. This book shows you step-by-step how to make software development outsourcing work, from concept to completion. You'll discover how to: Choose the right vendor quickly and confidently? Stay in control of your outsourced software development project ? Achieve on-time, on-scope, and on-budget results ? Fiercely protect your intellectual property? Decide when to create a subsidiary for even greater savings

Building the Agile Business through Digital Transformation is a guide for organizational development professionals and change managers needing to better understand, implement and lead digital transformation in the workplace. It sets aside traditional thinking and outdated strategies to explain what steps need to be taken for an organization to become truly agile. It addresses how to build organizational velocity and establish iterative working, remove unnecessary process, embed innovation, map strategy to motivation and develop talent to succeed. Building the Agile Business through Digital Transformation provides guidance on how to set the pace and frequency for change and shows how to break old habits and reform the behaviours of a workforce to embed digital transformation, achieve organizational agility and ensure high performance. Full of practical advice, examples and real-life insights from organizational development professionals at the leading edge of digital transformation, this book is an essential guide to building an agile business.

Many systems development practitioners find traditional "one-size-fits-all" processes inadequate for the growing complexity, diversity, dynamism, and assurance needs of their products and services. The Incremental Commitment Spiral Model (ICSM) responds with a principle- and risk-based framework for defining and evolving your project and corporate process assets. This book explains ICSM's framework of decision criteria and principles, and shows how to apply them through relevant examples.

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