

# Patterns for Effective Use Cases

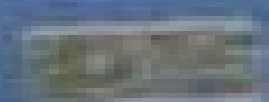
The Agile Software  
Development Series

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Principal Development

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A Senior Development  
and Project Manager

Reviewed by David Johnson

Published by Agile Software  
Development



Agile software development is a new way of developing software that focuses on the customer and on frequent releases of software. This book provides a practical guide to agile software development, covering the theory, practice, and tools of agile software development. It is a must-read for anyone involved in agile software development.

# Patterns For Effective Use Cases The Agile Software Development Series

**Mary Poppendieck, Tom Poppendieck**



## **Patterns For Effective Use Cases The Agile Software Development Series:**

*Patterns for Effective Use Cases* Steve Adolph, Paul Bramble, 2003 Simple elegant and proven solutions to the specific problems of writing use cases on real projects this workbook has 36 specific guidelines that readers can use to measure the quality of their use cases This is the first book to specifically address use cases with the proven and popular development concept of patterns

*Writing Effective Use Cases* Alistair Cockburn, 2000-10-06 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** Alistair Cockburn, 2006-10-19 Agile Software Development is a highly stimulating and rich book The author has a deep background and gives us a tour de force of the emerging agile methods Tom Gilb The agile model of software development has taken the world by storm Now in *Agile Software Development Second Edition* one of agile's leading pioneers updates his Jolt Productivity award winning book to reflect all that's been learned about agile development since its original introduction Alistair Cockburn begins by updating his powerful model of software development as a cooperative game of invention and communication Among the new ideas he introduces harnessing competition without damaging collaboration learning lessons from lean manufacturing and balancing strategies for communication Cockburn also explains how the cooperative game is played in business and on engineering projects not just software development Next he systematically illuminates the agile model shows how it has evolved and answers the questions developers and project managers ask most often including Where

does agile development fit in our organization How do we blend agile ideas with other ideas How do we extend agile ideas more broadly Cockburn takes on crucial misconceptions that cause agile projects to fail For example you ll learn why encoding project management strategies into fixed processes can lead to ineffective strategy decisions and costly mistakes You ll also find a thoughtful discussion of the controversial relationship between agile methods and user experience design Cockburn turns to the practical challenges of constructing agile methodologies for your own teams You ll learn how to tune and continuously reinvent your methodologies and how to manage incomplete communication This edition contains important new contributions on these and other topics Agile and CMMI Introducing agile from the top down Revisiting custom contracts Creating change with stickers In addition Cockburn updates his discussion of the Crystal methodologies which utilize his cooperative game as their central metaphor If you re new to agile development this book will help you succeed the first time out If you ve used agile methods before Cockburn s techniques will make you even more effective

**Configuration Management Principles and Practice** Anne Mette Jonassen Hass,2003 Anne Mette Jonassen Hass explains the principles and benefits of a sound configuration management strategy This volume is designed to help the professional put that strategy into action **Agile and Iterative Development** Craig Larman,2004 This is the definitive guide for managers and students to agile and iterativedevelopment methods what they are how they work how to implement them andwhy they should **The Software Project Manager's Bridge to Agility** Michele Sliger,Stacia Broderick,2008-05-19 When software development teams move to agile methods experienced project managers often struggle doubtful about the new approach and uncertain about their new roles and responsibilities In this book two long time certified Project Management Professionals PMPRs and Scrum trainers have built a bridge to this dynamic new paradigm They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaboration not command and control The authors begin by explaining how agile works how it differs from traditional plan driven methodologies the benefits it promises and the real world results it delivers Next they systematically map the Project Management Institute s classic methodology independent techniques and terminology to agile practices They cover both process and project lifecycles and carefully address vital issues ranging from scope and time to cost management and stakeholder communication Finally drawing on their own extensive personal experience they put a human face on your personal transition to agile covering the emotional challenges personal values and key leadership traits you ll need to succeed Coverage includes Relating the PMBOKR Guide ideals to agile practices similarities overlaps and differences Understanding the role and value of agile techniques such as iteration release planning and retrospectives Using agile techniques to systematically and continually reduce risk Implementing quality assurance QA where it belongs in analysis design defect prevention and continuous improvement Learning to trust your teams and listen for their discoveries Procuring purchasing and contracting for software in agile collaborative environments Avoiding the common mistakes software teams

make in transitioning to agile Coordinating with project management offices and non agile teams Selling agile within your teams and throughout your organization For every project manager who wants to become more agile Part I An Agile Overview 7 Chapter 1 What is Agile 9 Chapter 2 Mapping from the PMBOKR Guide to Agile 25 Chapter 3 The Agile Project Lifecycle in Detail 37 Part II The Bridge Relating PMBOKR Guide Practices to Agile Practices 49 Chapter 4 Integration Management 51 Chapter 5 Scope Management 67 Chapter 6 Time Management 83 Chapter 7 Cost Management 111 Chapter 8 Quality Management 129 Chapter 9 Human Resources Management 143 Chapter 10 Communications Management 159 Chapter 11 Risk Management 177 Chapter 12 Procurement Management 197 Part III Crossing the Bridge to Agile 215 Chapter 13 How Will My Responsibilities Change 217 Chapter 14 How Will I Work with Other Teams Who Aren't Agile 233 Chapter 15 How Can a Project Management Office Support Agile 249 Chapter 16 Selling the Benefits of Agile 265 Chapter 17 Common Mistakes 285 Appendix A Agile Methodologies 295 Appendix B Agile Artifacts 301 Glossary 321 Bibliography 327 Index 333

Collaboration Explained Jean Tabaka, 2006-01-06 Collaboration Explained is a deeply pragmatic book that helps agile practitioners understand and manage complex organizational and team dynamics As an agile coach I've found the combination of straightforward advice and colorful anecdotes to be invaluable in guiding and focusing interactions with my teams Jean's wealth of experience is conveyed in a carefully struck balance of reference guides and prose facilitating just in time learning in the agile spirit All in all a superb resource for building stronger teams that's fit for agile veterans and neophytes alike Arlen Bankston Lean Agile Practice Manager CC Pace If Agile is the new what then surely Collaboration is the new how There are many things I really like about Jean's new book Right at the top of the list is that I don't have to make lists of ideas for collaboration and facilitation anymore Jean has it all Not only does she have those great ideas for meetings retrospectives and team decision making that I need to remember but the startling new and thought provoking ideas are there too And the stories the stories the stories The best way to transfer wisdom Thanks Jean Linda Rising Independent Consultant The Hands On Guide to Effective Collaboration in Agile Projects To succeed an agile project demands outstanding collaboration among all its stakeholders But great collaboration doesn't happen by itself it must be carefully planned and facilitated throughout the entire project lifecycle Collaboration Explained is the first book to bring together proven start to finish techniques for ensuring effective collaboration in any agile software project Since the early days of the agile movement Jean Tabaka has been studying and promoting collaboration in agile environments Drawing on her unsurpassed experience she offers clear guidelines and easy to use collaboration templates for every significant project event from iteration and release planning through project chartering all the way through post project retrospectives Tabaka's hands on techniques are applicable to every leading agile methodology from Extreme Programming and Scrum to Crystal Clear Above all they are practical grounded in a powerful understanding of the technical business and human challenges you face as a project manager or development team member Build collaborative software development cultures leaders and teams Prepare

yourself to collaborate and prepare your team Define clear roles for each participant in promoting collaboration Set your collaborative agenda Master tools for organizing collaboration more efficiently Run effective collaborative meetings including brainstorming sessions Promote better small group and pair programming collaboration Get better information and use it to make better decisions Use non abusive conflict to drive positive outcomes Collaborate to estimate projects and schedules more accurately Strengthen collaboration across distributed virtual teams Extend collaboration from individual projects to the entire development organization

**Lean Software Development** Mary Poppendieck, Tom Poppendieck, 2003-05-08  
 Lean Software Development An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager project manager and technical leader Lean software development applying agile principles to your organization In Lean Software Development Mary and Tom Poppendieck identify seven fundamental lean principles adapt them for the world of software development and show how they can serve as the foundation for agile development approaches that work Along the way they introduce 22 thinking tools that can help you customize the right agile practices for any environment Better cheaper faster software development You can have all three if you adopt the same lean principles that have already revolutionized manufacturing logistics and product development Iterating towards excellence software development as an exercise in discovery Managing uncertainty decide as late as possible by building change into the system Compressing the value stream rapid development feedback and improvement Empowering teams and individuals without compromising coordination Software with integrity promoting coherence usability fitness maintainability and adaptability How to see the whole even when your developers are scattered across multiple locations and contractors Simply put Lean Software Development helps you refocus development on value flow and people so you can achieve breakthrough quality savings speed and business alignment

*Agile Project Management* Jim Highsmith, 2004-04-06 Please note there is now a second edition of this book available with the ISBN of 0321658396 Jim Highsmith is one of a few modern writers who are helping us understand the new nature of work in the knowledge economy Rob Austin Assistant Professor Harvard Business School This is the project management book we've all been waiting for the book that effectively combines Agile methods and rigorous project management Not only does this book help us make sense of project management in this current world of iterative incremental Agile methods but it's an all around good read Lynne Ellen Sr VP CIO DTE Energy Finally a book that reconciles the passion of the Agile Software movement with the needed disciplines of project management Jim's book has provided a service to all of us Neville Roy Singham CEO ThoughtWorks Inc The world of product development is becoming more dynamic and uncertain Many managers cope by reinforcing processes adding documentation or further honing costs This isn't working Highsmith brilliantly guides us into an alternative that fits the times Preston G Smith principal New Product Dynamics coauthor Developing Products in Half the Time One of the field's leading experts brings together all the knowledge

and resources you need to use APM in your next project Jim Highsmith shows why APM should be in every manager's toolkit thoroughly addressing the questions project managers raise about Agile approaches He systematically introduces the five phase APM framework then presents specific proven tools for every project participant Coverage includes Six principles of Agile Project Management How to capitalize on emerging new product development technologies Putting customers at the center of your project where they belong Creating adaptive teams that respond quickly to changes in your project's ecosystem Which projects will benefit from APM and which won't APM's five phases Envision Speculate Explore Adapt Close APM practices including the Product Vision Box and Project Data Sheet Leveraging your PMI skills in Agile environments Scaling APM to larger projects and teams For every project manager team leader and team member Software Configuration Management Patterns Steve Berczuk, Brad Appleton, 2020-05-21 Stereotypes portray software engineers as a reckless lot and stereotypes paint software configuration management SCM devotees as inflexible Based on these impressions it is no wonder that projects can be riddled with tension The truth probably lies somewhere in between these stereotypes and this book shows how proven SCM practices can foster a healthy team oriented culture that produces better software The authors show that workflow when properly managed can avert delays morale problems and cost overruns A patterns approach proven solutions to recurring problems is outlined so that SCM can be easily applied and successfully leveraged in small to medium sized organizations The patterns are presented with an emphasis on practicality The results speak for themselves improved processes and a motivated workforce that synergize to produce better quality software

*Scaling Software Agility* Dean Leffingwell, 2007-02-26 Companies have been implementing large agile projects for a number of years but the stigma of agile only works for small projects continues to be a frequent barrier for newcomers and a rallying cry for agile critics What has been missing from the agile literature is a solid practical book on the specifics of developing large projects in an agile way Dean Leffingwell's book *Scaling Software Agility* fills this gap admirably It offers a practical guide to large project issues such as architecture requirements development multi level release planning and team organization Leffingwell's book is a necessary guide for large projects and large organizations making the transition to agile development Jim Highsmith director Agile Practice Cutter Consortium author of *Agile Project Management* There's tension between building software fast and delivering software that lasts between being ultra responsive to changes in the market and maintaining a degree of stability In his latest work *Scaling Software Agility* Dean Leffingwell shows how to achieve a pragmatic balance among these forces Leffingwell's observations of the problem his advice on the solution and his description of the resulting best practices come from experience he's been there done that and has seen what's worked Grady Booch IBM Fellow Agile development practices while still controversial in some circles offer undeniable benefits faster time to market better responsiveness to changing customer requirements and higher quality However agile practices have been defined and recommended primarily to small teams In *Scaling Software Agility* Dean Leffingwell describes how agile

methods can be applied to enterprise class development Part I provides an overview of the most common and effective agile methods Part II describes seven best practices of agility that natively scale to the enterprise level Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale This book is invaluable to software developers testers and QA personnel managers and team leads as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale *Contracts, Scenarios and Prototypes* Reinhold Ploesch, 2011-06-27 What is this Book About At the beginning of the 21st century computer systems and especially so ware play an important role in our society Software is contained in virtually every technical device that we use in everyday life e g cellular phones and cars Furthermore computers and their software are used for leisure purposes at home the Internet and computer games at the office e g writing letters and order processing and for more complicated tasks such as controlling steel plants or insuring flight safety Therefore the quality of software e g its correctness re ability and efficiency has become important not only in the context of critical systems e g nuclear power plants but also for our entire society from business to leisure Software engineering is the practical application of scientific knowledge for the economical production and use of high quality software Pomberger<sup>96</sup> The discipline aims at developing methods techniques tools and standards to fulfill these aims The number of methods and tools available to the software engineer nowadays is overwhelming nevertheless many software projects fail that is do not meet their schedules are over budget do not meet the user needs or simply have considerable quality defects The numerous possible explanations for this situation include poor project management unsuitable methods and tools used in the project and poorly developed skills of the participating software engineers Transdisciplinary Systems Engineering Azad M. Madni, 2017-10-05 This book explores the ways that disciplinary convergence and technological advance are transforming systems engineering to address gaps in complex systems engineering Transdisciplinary Systems Engineering TSE TSE reaches beyond traditional disciplines to find connections and this book examines a range of new methods from across such disparate areas of scholarship as computer science social science human studies and systems design to reveal patterns efficiencies affordances and pathways to intuitive design Organized to serve multiple constituencies the book stands as an ideal textbook supplement for graduate courses in systems engineering a reference text for program managers and practicing engineers in all industries and a primary source for researchers engaged in multidisciplinary research in systems engineering and design Agile Documentation Andreas Rüping, 2005-01-14 Software documentation forms the basis for all communication relating to a software project To be truly effective and usable it should be based on what needs to be known Agile Documentation provides sound advice on how to produce lean and lightweight software documentation It will be welcomed by all project team members who want to cut out the fat from this time consuming task Guidance given in pattern form easily digested and cross



referenced provides solutions to common problems Straightforward advice will help you to judge What details should be left in and what left out When communication face to face would be better than paper or online How to adapt the documentation process to the requirements of individual projects and build in change How to organise documents and make them easily accessible When to use diagrams rather than text How to choose the right tools and techniques How documentation impacts the customer Better than offering pat answers or prescriptions this book will help you to understand the elements and processes that can be found repeatedly in good project documentation and which can be shaped and designed to address your individual circumstance The author uses real world examples and utilises agile principles to provide an accessible practical pattern based guide which shows how to produce necessary and high quality documentation **Extreme**

**Programming and Agile Processes in Software Engineering** Jutta Eckstein, Hubert Baumeister, 2004-05-14 Software development is being revolutionized The heavy weight processes of the 1980s and 1990s are being replaced by light weight so called agile processes Agile processes move the focus of software development back to what really matters running software This is only made possible by accepting that software development is a creative job done by with and for individual human beings For this reason agile software development encourages interaction communication and fun This was the focus of the Fifth International Conference on Extreme P

rogramming and Agile Processes in Software Engineering which took place between June 6 and June 10 2004 at the conference center in Garmisch Partenkirchen at the foot of the Bavarian Alps near Munich Germany In this way the conference provided a unique forum for industry and academic professionals to discuss their needs and ideas for incorporating Extreme Programming and Agile Methodologies into their professional life under consideration of the human factor We celebrated this year's conference by reflecting on what we had achieved in the last half decade and we also focused on the challenges we will face in the near future *Crystal Clear* Alistair Paul Becker, Alistair Cockburn, 2004-10-19 Carefully researched over ten years and eagerly anticipated by the agile community *Crystal Clear* A Human Powered Methodology for Small Teams is a lucid and practical introduction to running a successful agile project in your organization Each chapter illuminates a different important aspect of orchestrating agile projects Highlights include Attention to the essential human and communication aspects of successful projects Case studies examples principles strategies techniques and guiding properties Samples of work products from real world projects instead of blank templates and toy problems Top strategies used by software teams that excel in delivering quality code in a timely fashion Detailed introduction to emerging best practice techniques such as Blitz Planning Project 360° and the essential Reflection Workshop Question and answer with the author about how he arrived at these recommendations including where they fit with CMMI ISO RUP XP and other methodologies A detailed case study including an ISO auditor's analysis of the project Perhaps the most important contribution this book offers is the Seven Properties of Successful Projects The author has studied successful agile projects and identified common traits they share

These properties lead your project to success conversely their absence endangers your project     **Just Enough Software Architecture** George Fairbanks,2010-08-30 This is a practical guide for software developers and different than other software architecture books Here s why It teaches risk driven architecting There is no need for meticulous designs when risks are small nor any excuse for sloppy designs when risks threaten your success This book describes a way to do just enough architecture It avoids the one size fits all process tar pit with advice on how to tune your design effort based on the risks you face It democratizes architecture This book seeks to make architecture relevant to all software developers Developers need to understand how to use constraints as guiderails that ensure desired outcomes and how seemingly small changes can affect a system s properties It cultivates declarative knowledge There is a difference between being able to hit a ball and knowing why you are able to hit it what psychologists refer to as procedural knowledge versus declarative knowledge This book will make you more aware of what you have been doing and provide names for the concepts It emphasizes the engineering This book focuses on the technical parts of software development and what developers do to ensure the system works not job titles or processes It shows you how to build models and analyze architectures so that you can make principled design tradeoffs It describes the techniques software designers use to reason about medium to large sized problems and points out where you can learn specialized techniques in more detail It provides practical advice Software design decisions influence the architecture and vice versa The approach in this book embraces drill down pop up behavior by describing models that have various levels of abstraction from architecture to data structure design

*Principles of Health Interoperability HL7 and SNOMED* Tim Benson,2010-05-06 Joined up healthcare makes information available when and where it is needed to improve safety efficiency and effectiveness Politicians may take interoperability between healthcare computer systems for granted but it is non trivial Healthcare integration projects are notoriously underestimated and come in over budget and over time Joined up healthcare depends on standards The two leading standards are the SNOMED CT which is a clinical terminology semantics and HL7 Version 3 which is a specialised healthcare interoperability language syntax Both are new complex and fit for purpose Tim Benson believes there is an unmet need for a book on Healthcare Integration Some health informatics textbooks include chapters on HL7 and or SNOMED but these are usually quite short and cannot provide even an adequate introduction There is little of much value on the Internet or in journals or conference proceedings     **Object Design** Rebecca Wirfs-Brock,Alan McKean,2003 Object technology pioneer Wirfs Brock teams with expert McKean to present a thoroughly updated modern and proven method for the design of software The book is packed with practical design techniques that enable the practitioner to get the job done

**Pattern-Oriented Software Architecture, On Patterns and Pattern Languages** Frank Buschmann,Kevin Henney,Douglas C. Schmidt,2007-04-30 Software patterns have revolutionized the way developers think about how software is designed built and documented and this unique book offers an in depth look of what patterns are what they are not and

how to use them successfully The only book to attempt to develop a comprehensive language that integrates patterns from key literature it also serves as a reference manual for all pattern oriented software architecture POSA patterns Addresses the question of what a pattern language is and compares various pattern paradigms Developers and programmers operating in an object oriented environment will find this book to be an invaluable resource

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