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TOM DEMARCO & TIMOTHY LISTER

Waltzing With Bears Managing Risk On Software Projects

Rodger D. Drabick



Waltzing With Bears Managing Risk On Software Projects:

Waltzing with Bears Tom DeMarco, Timothy R. Lister, 2003 Any software project that's worth starting will be vulnerable to risk. Since greater risks bring greater rewards, a company that runs away from risk will soon find itself lagging behind its more adventurous competition. By ignoring the threat of negative outcomes in the name of positive thinking or a Can Do attitude, software managers drive their organizations into the ground. In *Waltzing with Bears*, Tom DeMarco and Timothy Lister, the best-selling authors of *Peopleware*, show readers how to identify and embrace worthwhile risks. Developers are then set free to push the limits. You'll find that risk management makes aggressive risk taking possible, protects management from getting blindsided, provides minimum cost downside protection, reveals invisible transfers of responsibility, isolates the failure of a subproject, and teaches readers to identify the most common risks faced by software projects: schedule flaws, requirements inflation, turnover, specification breakdown, and under performance. Packed with provocative insights, real-world examples, and project-saving tips, *Waltzing with Bears* is your guide to mitigating the risks before they turn into problems. **Just Enough Requirements Management** Alan Mark Davis, 2013 This is the digital version of the printed book. Copyright 2005. If you develop software without understanding the requirements, you're wasting your time. On the other hand, if a project spends too much time trying to understand the requirements, it will end up late and/or over budget. And products that are created by such projects can be just as unsuccessful as those that fail to meet the basic requirements. Instead, every company must make a reasonable trade-off between what's required and what time and resources are available. Finding the right balance for your project may depend on many factors, including the corporate culture, the time to market pressure, and the criticality of the application. That is why requirements management—gathering requirements, identifying the right ones to satisfy, and documenting them—is essential. *Just Enough Requirements Management* shows you how to discover, prune, and document requirements when you are subjected to tight schedule constraints. You'll apply just enough process to minimize risks while still achieving desired outcomes. You'll determine how many requirements are just enough to satisfy your customers while still meeting your goals for schedule, budget, and resources. If your project has insufficient resources to satisfy all the requirements of your customers, you must read *Just Enough Requirements Management*. **Peopleware** Tom DeMarco, Tim Lister, 2013-07-15 Few books in computing have had as profound an influence on software management as *Peopleware*. The unique insight of this longtime best-seller is that the major issues of software development are human, not technical. They're not easy issues, but solve them, and you'll maximize your chances of success. *Peopleware* has long been one of my two favorite books on software engineering. Its underlying strength is its base of immense real experience, much of it quantified. Many many varied projects have been reflected on and distilled, but what we are given is not just lifeless distillate, but vivid examples from which we share the authors' inductions. Their premise is right: most software project problems are sociological, not technological. The insights on team jelling and work environment have changed my thinking and teaching. The third

edition adds strength to strength Frederick P Brooks Jr Kenan Professor of Computer Science University of North Carolina at Chapel Hill Author of *The Mythical Man Month* and *The Design of Design Peopleware* is the one book that everyone who runs a software team needs to read and reread once a year In the quarter century since the first edition appeared it has become more important not less to think about the social and human issues in software development This is the only way we're going to make more humane productive workplaces Buy it read it and keep a stock on hand in the office supply closet Joel Spolsky Co founder Stack Overflow When a book about a field as volatile as software design and use extends to a third edition you can be sure that the authors write of deep principle of the fundamental causes for what we readers experience and not of the surface that everyone recognizes And to bring people actual human beings into the mix How excellent How rare The authors have made this third edition with its additions entirely terrific Lee Devin and Rob Austin Co authors of *The Soul of Design* and *Artful Making* For this third edition the authors have added six new chapters and updated the text throughout bringing it in line with today's development environments and challenges For example the book now discusses pathologies of leadership that hadn't previously been judged to be pathological an evolving culture of meetings hybrid teams made up of people from seemingly incompatible generations and a growing awareness that some of our most common tools are more like anchors than propellers Anyone who needs to manage a software project or software organization will find invaluable advice throughout the book

Best Practices for the Formal Software Testing Process Rodger D. Drabick, 2013 This is the digital version of the printed book Copyright 2004 Testing is not a phase Software developers should not simply throw software over the wall to test engineers when the developers have finished coding A coordinated program of peer reviews and testing not only supplements a good software development process it supports it A good testing life cycle begins during the requirements elucidation phase of software development and concludes when the product is ready to install or ship following a successful system test Nevertheless there is no one true way to test software the best one can hope for is to possess a formal testing process that fits the needs of the testers as well as those of the organization and its customers A formal test plan is more than an early step in the software testing process it's a vital part of your software development life cycle This book presents a series of tasks to help you develop a formal testing process model as well as the inputs and outputs associated with each task These tasks include review of program plans development of the formal test plan creation of test documentation test design test cases test software and test procedures acquisition of automated testing tools test execution updating the test documentation tailoring the model for projects of all sizes Whether you are an experienced test engineer looking for ways to improve your testing process a new test engineer hoping to learn how to perform a good testing process a newly assigned test manager or team leader who needs to learn more about testing or a process improvement leader this book will help you maximize your effectiveness

The ASQ Certified Software Quality Engineer Handbook Linda Vogelsong Westfall, 2025-01-05 The ASQ Certified Software Quality Engineer Handbook Third Edition contains information and

guidance that supports all the topics within the 2023 version of the Certified Software Quality Engineer CSQE Body of Knowledge BoK Armed with the knowledge in this handbook qualified software quality practitioners will be prepared for the ASQ CSQE exam It is also helpful for any practitioner or manager who needs to understand the aspects of software quality that impacts their work

Agility and Discipline Made Easy Per Kroll, Bruce MacIsaac, 2006-05-19 The Japanese samurai Musashi wrote One can win with the long sword and one can win with the short sword Whatever the weapon there is a time and situation in which it is appropriate Similarly we have the long RUP and the short RUP and all sizes in between RUP is not a rigid static recipe and it evolves with the field and the practitioners as demonstrated in this new book full of wisdom to illustrate further the liveliness of a process adopted by so many organizations around the world Bravo Philippe Kruchten Professor University of British Columbia The Unified Process and its practices have had and continue to have a great impact on the software industry This book is a refreshing new look at some of the principles underlying the Unified Process It is full of practical guidance for people who want to start or increase their adoption of proven practices No matter where you are today in terms of software maturity you can start improving tomorrow Ivar Jacobson Ivar Jacobson Consulting Kroll and MacIsaac have written a must have book It is well organized with new principles for software development I encounter many books I consider valuable I consider this one indispensable especially as it includes over 20 concrete best practices If you are interested in making your software development shop a better one read this book Ricardo R Garcia President Global Rational User Group Council www.rational.com/ug/index.php Agile software development is real it works and it's here to stay Now is the time to come up to speed on agile best practices for the Unified Process and this book provides a great starting point Scott W Ambler practice leader Agile Modeling IBM and the global economy have become increasingly dependent on software over the last decade and our industry has evolved some discriminating best practices Per and Bruce have captured the principles and practices of success in this concise book a must for executives project managers and practitioners These ideas are progressive but they strike the right balance between agility and governance and will form the foundation for successful systems and software developers for a long time Walker Royce Vice President IBM Software Services Rational Finally the RUP is presented in digestible byte size pieces Kroll and MacIsaac effectively describe a set of practices that can be adopted in a low ceremony ad hoc fashion suited to the culture of the more agile project team while allowing them to understand how to scale their process as needed Dean Leffingwell author and software business advisor and executive This text fills an important gap in the knowledge base of our industry providing agile practices in the proven scalable framework of the Unified Process With each practice able to be throttled to the unique context of a development organization Kroll and MacIsaac provide software teams with the ability to balance agility and discipline as appropriate for their specific needs Brian G Lyons CTO Number Six Software Inc In **Agility and Discipline Made Easy** Rational Unified Process RUP and Open Unified Process OpenUP experts Per Kroll and Bruce MacIsaac share twenty well defined best practices that you and your

team can start adopting today to improve the agility predictability speed and cost of software development Kroll and MacIsaac outline proven principles for software development and supply a number of supporting practices for each You ll learn what problems each practice addresses and how you can best leverage RUP and OpenUP an open source version of the Unified Process to make the practice work for you You ll find proactive prescriptive guidance on how to adopt the practices with minimal risk and implement as much or as little of RUP or OpenUP as you want Learn how to apply sample practices from the Unified Process so you can Execute your project in iterations Embrace and manage change Test your own code Describe requirements from the user perspective Architect with components and services Model key perspectives Whether you are interested in agile or disciplined development using RUP OpenUP or other agile processes this book will help you reduce the anxiety and cost associated with software improvement by providing an easy non intrusive path toward improved results without overwhelming you and your team Mastering the Requirements Process Suzanne Robertson,James C. Robertson,2006-03-17 If the purpose is to create one of the best books on requirements yet written the authors have succeeded Capers Jones It is widely recognized that incorrect requirements account for up to 60 percent of errors in software products and yet the majority of software development organizations do not have a formal requirements process Many organizations appear willing to spend huge amounts on fixing and altering poorly specified software but seem unwilling to invest a much smaller amount to get the requirements right in the first place Mastering the Requirements Process Second Edition sets out an industry proven process for gathering and verifying requirements with an eye toward today s agile development environments In this total update of the bestselling guide the authors show how to discover precisely what the customer wants and needs while doing the minimum requirements work according to the project s level of agility Features include The Volere requirements process completely specified and revised for compatibility with agile environments A specification template that can be used as the basis for your own requirements specifications New agility ratings that help you funnel your efforts into only the requirements work needed for your particular development environment and project How to make requirements testable using fit criteria Iterative requirements gathering leading to faster delivery to the client Checklists to help identify stakeholders users nonfunctional requirements and more Details on gathering and implementing requirements for iterative releases An expanded project sociology section for help with identifying and communicating with stakeholders Strategies for exploiting use cases to determine the best product to build Methods for reusing requirements and requirements patterns Examples showing how the techniques and templates are applied in real world situations *The Certified Software Quality Engineer Handbook* Linda Westfall,2016-09-23 This handbook contains information and guidance that supports all of the topics of the 2016 version of the CSQE Body of Knowledge BoK upon which ASQ s Certified Software Quality Engineer CSQE exam is based Armed with the knowledge presented in this handbook to complement the required years of actual work experience qualified software quality practitioners may feel confident they have taken appropriate steps

in preparation for the ASQ CSQE exam However the goals for this handbook go well beyond it being a CSQE exam preparation guide Its author designed this handbook not only to help the software quality engineers but as a resource for software development practitioners project managers organizational managers other quality practitioners and other professionals who need to understand the aspects of software quality that impact their work It can also be used to benchmark their or their organization s understanding and application of software quality principles and practices against what is considered a cross industry good practice baseline After all taking stock of strengths and weaknesses software engineers can develop proactive strategies to leverage software quality as a competitive advantage New software quality engineers can use this handbook to gain an understanding of their chosen profession Experienced software quality engineers can use this handbook as a reference source when performing their daily work It is also hoped that trainers and educators will use this handbook to help propagate software quality engineering knowledge to future software practitioners and managers Finally this handbook strives to establish a common vocabulary that software quality engineers and others in their organizations can use to communicate about software and quality Thus increasing the professionalism of the industry and eliminating the wastes that can result from ambiguity and misunderstandings

The Art of Agile Development James Shore,Shane Warden,2008 For those considering Extreme Programming this book provides no nonsense advice on agile planning development delivery and management taken from the authors many years of experience While plenty of books address the what and why of agile development very few offer the information users can apply directly

Novel Six Sigma Approaches to Risk Assessment and Management Bubevski, Vojo,2017-07-12 The progression of risk management techniques provides the crucial applications and benefits to all of society By analyzing the current trends and techniques used to assess and mitigate risks safer processes can be used for all professional fields as well as society as a whole Novel Six Sigma Approaches to Risk Assessment and Management is a vital scholarly resource that provides an in depth examination on innovative Six Sigma methods for risk mitigation initiatives Featuring an array of relevant topics such as project management production scheduling information systems security and agricultural planning this is an ideal reference book for professionals academicians students and researchers interested in detailed research on recent advancements in the management of risk in all fields

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