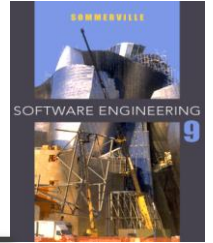


Chapter 3 – Agile Software Development

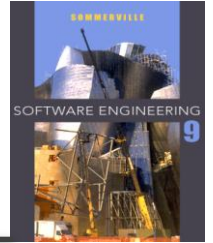
Ian Sommerville,
Software Engineering, 9th Edition
Pearson Education, Addison-Wesley

Topics covered



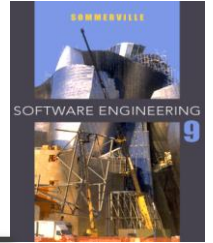
- ✧ Agile methods
- ✧ Plan-driven and agile development
- ✧ Extreme programming (XP)
- ✧ Scrum
- ✧ Scaling up agile methods

Rapid software development



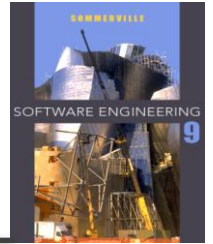
- ✧ **Rapid development and delivery** is now often the most important requirement for software systems
 - Businesses operate in a fast-changing environment
 - Software has to evolve quickly to reflect changing business needs
- ✧ **Rapid software development**
 - Specification, design and implementation are inter-leaved
 - System is developed as a series of versions with stakeholders involved in version evaluation
 - User interfaces are often developed using an IDE and graphical toolset

Agile Methods



- ✧ Dissatisfaction with the overheads involved in software design methods of the 1980s and 1990s led to the creation of *agile methods*. These methods:
 - Focus on the code rather than the design
 - Are based on an iterative approach to software development
 - Are intended to deliver working software quickly and evolve this quickly to meet changing requirements
- ✧ The aim of agile methods is to **reduce overheads** in the software process (e.g. by limiting documentation) and to be able to **respond quickly to changing requirements** without excessive rework

Agile Manifesto



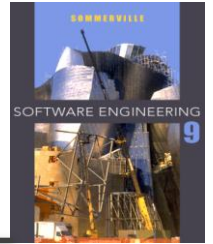
✧ *“We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:*

Individuals and interactions over *processes and tools*;
Working software over *comprehensive documentation*;
Customer collaboration over *contract negotiation*;
Responding to change over *following a plan*;

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

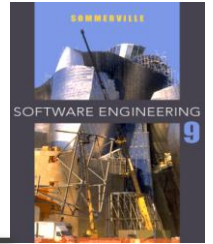
The principles of agile methods

Principle	Description
Customer involvement	Customers should be involved throughout the development process. Their role is provide and prioritize new system requirements and to evaluate the iterations of the system.
Incremental delivery	The software is developed in increments with the customer specifying the requirements to be included in each increment.
People not process	The skills of the development team should be recognized and exploited. Team members should be left to develop their own ways of working without prescriptive processes.
Embrace change	Expect the system requirements to change and so design the system to accommodate these changes.
Maintain simplicity	Focus on simplicity in both the software being developed and in the development process. Wherever possible, actively work to eliminate complexity from the system.



Agility Principles - I

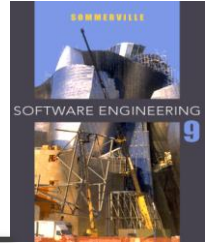
1. Our highest priority is to **satisfy the customer** through early and continuous delivery of valuable software.
2. **Welcome changing** requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. **Deliver working software frequently**, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together **daily** throughout the project.
5. Build projects around **motivated individuals**. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is **face-to-face** conversation.



Agility Principles - II

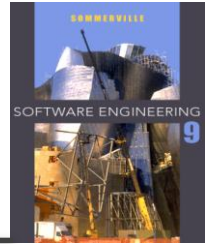
7. **Working software** is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain **a constant pace** indefinitely.
9. Continuous attention to **technical excellence** and **good design** enhances agility.
10. **Simplicity** – the art of maximizing the amount of work not done – is essential.
11. The best architectures, requirements, and designs emerge from **self-organizing** teams.
12. At regular intervals, the team reflects on how to become more effective, then **tunes and adjusts** its behavior accordingly.

Agile method applicability



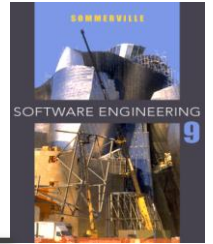
- ✧ Product development where a software company is developing a **small** or **medium-sized** product for sale
- ✧ Custom system development within an organization, where there is a clear **commitment from the customer** to become involved in the development process and where there are not a lot of external rules and regulations that affect the software
- ✧ Because of their **focus on small, tightly-integrated teams**, there are problems in scaling agile methods to large systems

Problems with agile methods



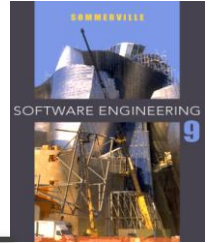
- ✧ It can be difficult to keep the **interest of customers** who are involved in the process
- ✧ Team members may be **unsuited** to the intense involvement that characterizes agile methods
- ✧ **Prioritizing changes** can be difficult where there are multiple stakeholders
- ✧ **Maintaining simplicity** requires extra work
- ✧ **Contracts** may be a problem as with other approaches to iterative development

Agile methods and software maintenance



- ✧ Most organizations spend more on maintaining existing software than they do on new software development. So, if agile methods are to be successful, they have to support maintenance as well as original development
- ✧ Two **key issues**:
 - Are systems that are developed using an agile approach **maintainable**, given the emphasis in the development process of minimizing formal documentation?
 - Can agile methods be used effectively for **evolving a system** in response to customer change requests?
- ✧ Problems may arise if original development team cannot be maintained.

Plan-driven and agile development



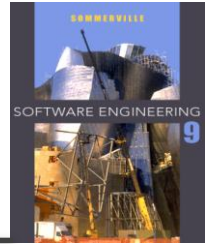
✧ Plan-driven development

- A plan-driven approach to software engineering is based around separate development stages with the outputs to be produced at each of these stages planned in advance
- Not necessarily waterfall model – plan-driven, incremental development is also possible
- Iteration occurs within activities

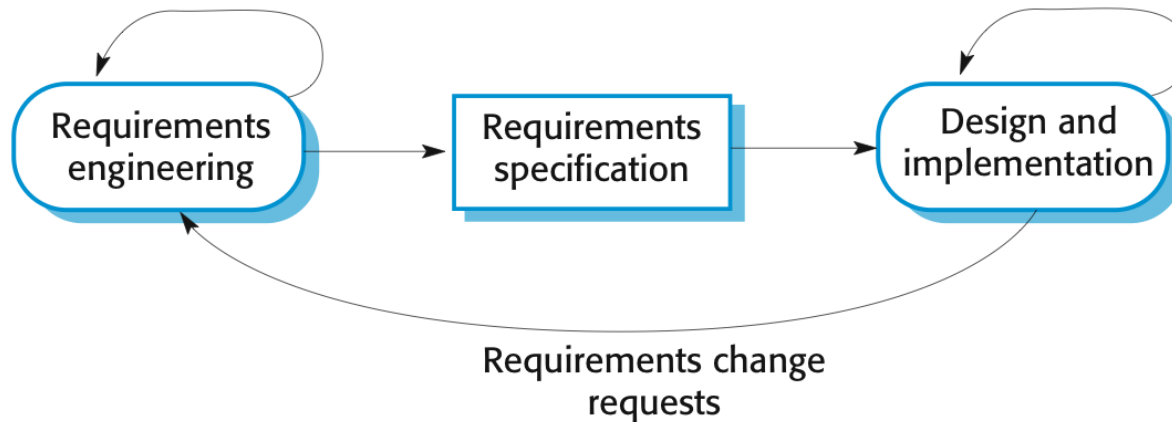
✧ Agile development

- Specification, design, implementation and testing are interleaved and the outputs from the development process are decided through a process of negotiation during the software development process

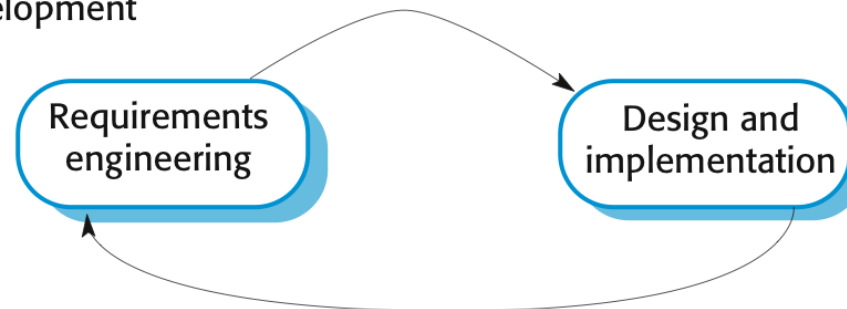
Plan-driven and agile specification



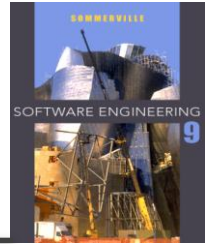
Plan-based development



Agile development

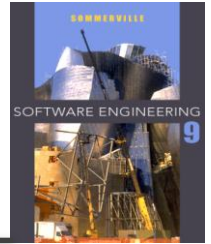


Technical, human, organizational issues



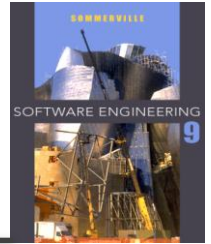
- ✧ Most projects include elements of plan-driven and agile processes. Deciding on the balance depends on:
 - Is it important to have a **very detailed specification and design** before moving to implementation? If so, you probably need to use a plan-driven approach
 - Is an **incremental delivery strategy**, where you deliver the software to customers and get rapid feedback from them, realistic? If so, consider using agile methods.
 - **How large is the system** that is being developed? Agile methods are most effective when the system can be developed with a small co-located team who can communicate informally. This may not be possible for large systems that require larger development teams so a plan-driven approach may have to be used.

Technical, human, organizational issues



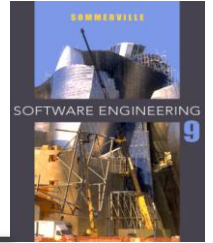
- What **type of system** is being developed?
 - Plan-driven approaches may be required for systems that require a lot of analysis before implementation (e.g. real-time system with complex timing requirements)
- What is the expected **system lifetime**?
 - Long-lifetime systems may require more design documentation to communicate the original intentions of the system developers to the support team
- What **technologies** are available to support system development?
 - Agile methods rely on good tools to keep track of an evolving design
- How is the **development team** organized?
 - If the development team is distributed or if part of the development is being outsourced, then you may need to develop design documents to communicate across the development teams

Technical, human, organizational issues



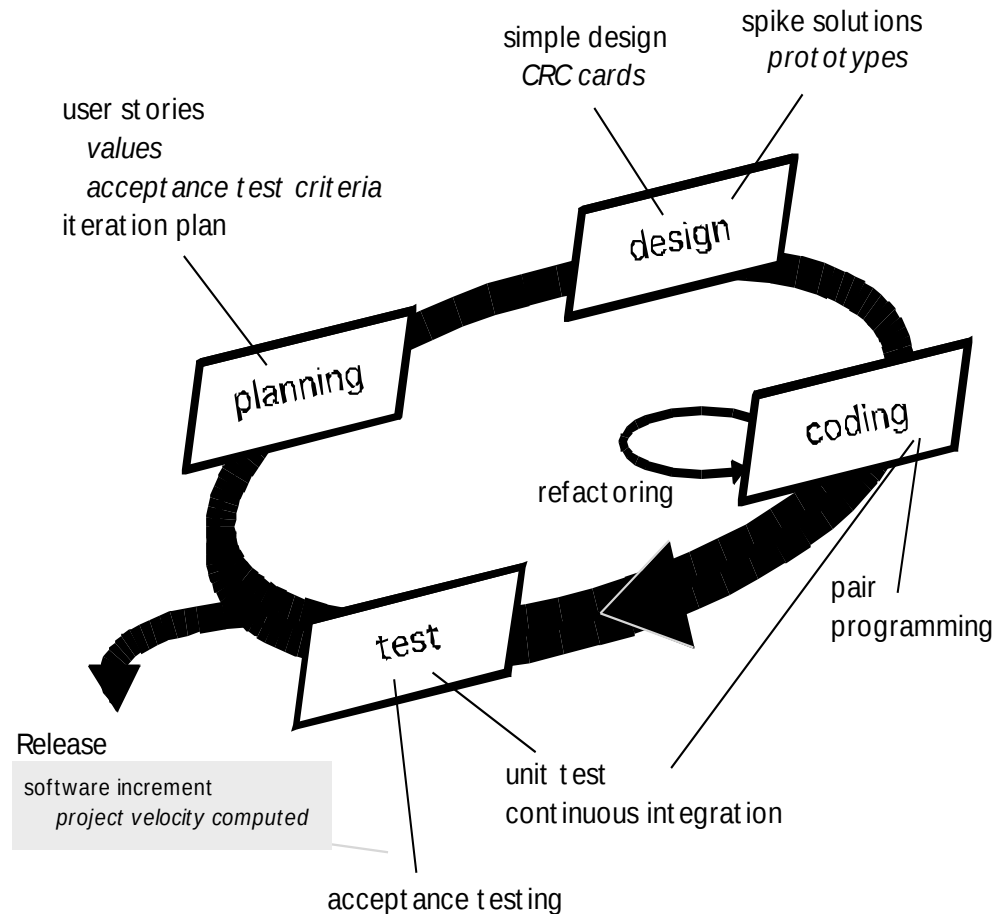
- Are there **cultural or organizational issues** that may affect the system development?
 - Traditional engineering organizations have a culture of plan-based development, as this is the norm in engineering
- **How good are the designers and programmers** in the development team?
 - It is sometimes argued that agile methods require higher skill levels than plan-based approaches in which programmers simply translate a detailed design into code
- Is the system subject to **external regulation**?
 - If a system has to be approved by an external regulator (e.g. the FAA approve software that is critical to the operation of an aircraft) then you will probably be required to produce detailed documentation as part of the system safety case

Extreme programming

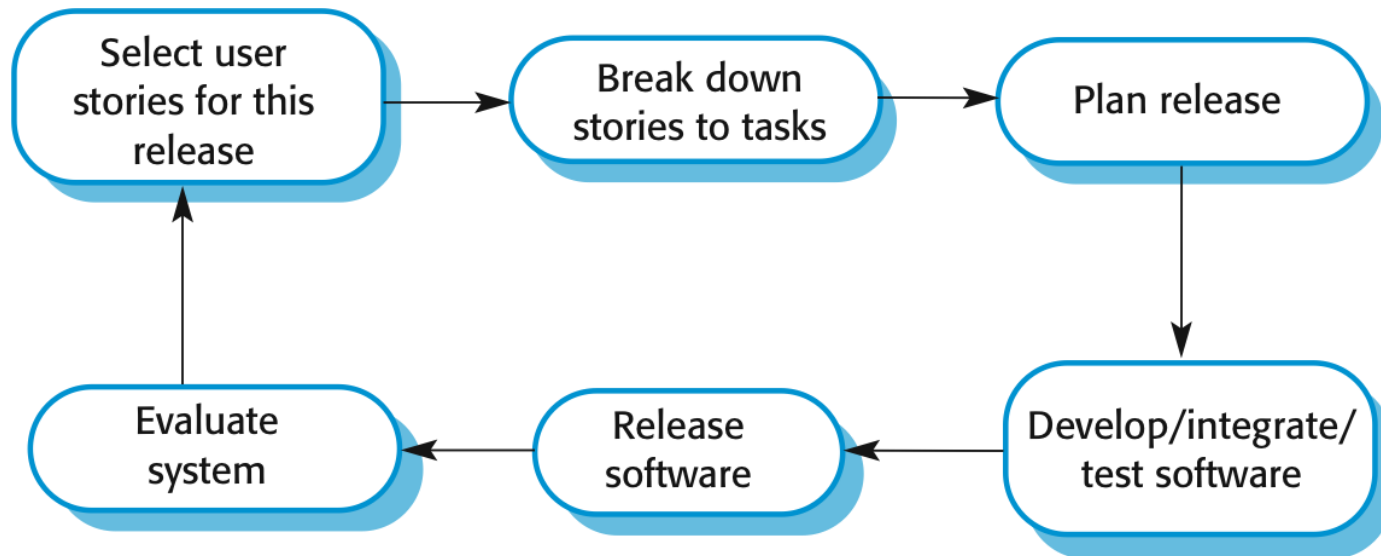
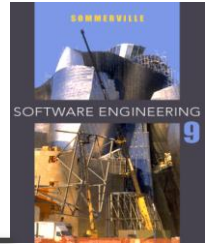


- ✧ Perhaps the best-known and most widely used agile method.
- ✧ **Extreme Programming (XP)** takes an “extreme” approach to iterative development
 - New versions may be built several times per day;
 - Increments are delivered to customers every 2 weeks;
 - All tests must be run for every build and the build is only accepted if tests run successfully

Extreme Programming (XP)



The extreme programming release cycle



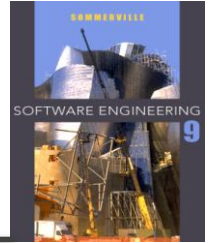
Extreme programming practices (a)

Principle or practice	Description
Incremental planning	Requirements are recorded on story cards and the stories to be included in a release are determined by the time available and their relative priority. The developers break these stories into development 'Tasks'. See Figures 3.5 and 3.6.
Small releases	The minimal useful set of functionality that provides business value is developed first. Releases of the system are frequent and incrementally add functionality to the first release.
Simple design	Enough design is carried out to meet the current requirements and no more.
Test-first development	An automated unit test framework is used to write tests for a new piece of functionality before that functionality itself is implemented.
Refactoring	All developers are expected to refactor the code continuously as soon as possible code improvements are found. This keeps the code simple and maintainable.

Extreme programming practices (b)

Pair programming	Developers work in pairs, checking each other's work and providing the support to always do a good job.
Collective ownership	The pairs of developers work on all areas of the system, so that no islands of expertise develop and all the developers take responsibility for all of the code. Anyone can change anything.
Continuous integration	As soon as the work on a task is complete, it is integrated into the whole system. After any such integration, all the unit tests in the system must pass.
Sustainable pace	Large amounts of overtime are not considered acceptable as the net effect is often to reduce code quality and medium term productivity
On-site customer	A representative of the end-user of the system (the customer) should be available full time for the use of the XP team. In an extreme programming process, the customer is a member of the development team and is responsible for bringing system requirements to the team for implementation.

XP and agile principles

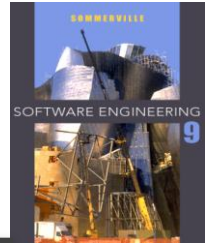


- ✧ **Incremental development** is supported through small, frequent system releases
- ✧ **Customer involvement** means full-time customer engagement with the team
- ✧ **People not process** through pair programming, collective ownership and a process that avoids long working hours.
- ✧ **Change** supported through regular system releases
- ✧ **Maintaining simplicity** through constant refactoring of code

Requirements scenarios

- ✧ In XP, a **customer** or **user** is part of the XP team and is responsible for making decisions on requirements.
- ✧ User requirements are expressed as **scenarios** or **user stories**.
- ✧ These are written on cards and the development team break them down into **implementation tasks**. These tasks are the basis of schedule and cost estimates.
- ✧ The customer chooses the stories for inclusion in the next release based on their priorities and the schedule estimates.

A 'prescribing medication' story



Prescribing medication

The record of the patient must be open for input. Click on the medication field and select either 'current medication', 'new medication' or 'formulary'.

If you select 'current medication', you will be asked to check the dose; If you wish to change the dose, enter the new dose then confirm the prescription.

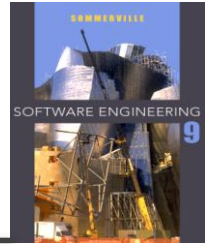
If you choose, 'new medication', the system assumes that you know which medication you wish to prescribe. Type the first few letters of the drug name. You will then see a list of possible drugs starting with these letters. Choose the required medication. You will then be asked to check that the medication you have selected is correct. Enter the dose then confirm the prescription.

If you choose 'formulary', you will be presented with a search box for the approved formulary. Search for the drug required then select it. You will then be asked to check that the medication you have selected is correct. Enter the dose then confirm the prescription.

In all cases, the system will check that the dose is within the approved range and will ask you to change it if it is outside the range of recommended doses.

After you have confirmed the prescription, it will be displayed for checking. Either click 'OK' or 'Change'. If you click 'OK', your prescription will be recorded on the audit database. If you click 'Change', you reenter the 'Prescribing medication' process.

Examples of task cards for prescribing medication



Task 1: Change dose of prescribed drug

Task 2: Formulary selection

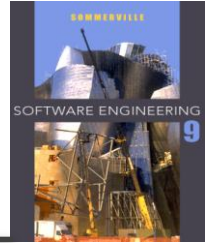
Task 3: Dose checking

Dose checking is a safety precaution to check that the doctor has not prescribed a dangerously small or large dose.

Using the formulary id for the generic drug name, lookup the formulary and retrieve the recommended maximum and minimum dose.

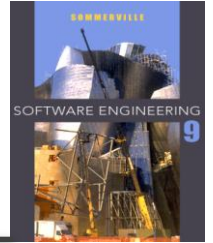
Check the prescribed dose against the minimum and maximum. If outside the range, issue an error message saying that the dose is too high or too low. If within the range, enable the 'Confirm' button.

XP and change



- ✧ Conventional wisdom in software engineering is to **design for change**. It is worth spending time and effort anticipating changes as this reduces costs later in the life cycle.
- ✧ XP, however, maintains that this is not worthwhile as **changes cannot be reliably anticipated**
- ✧ Rather, it proposes **constant code improvement (refactoring)** to make changes easier when they have to be implemented

Refactoring

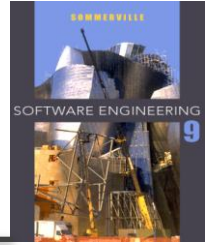


- ✧ Programming team look for possible software **improvements** and make these improvements even where there is no immediate need for them
- ✧ This improves the **understandability** of the software and so reduces the need for documentation
- ✧ Changes are easier to make because the code is well-structured and clear
- ✧ However, some changes requires architecture refactoring and this is much more expensive

Examples of refactoring

- ✧ Re-organization of a class hierarchy to remove duplicate code
- ✧ Tidying up and renaming attributes and methods to make them easier to understand
- ✧ The replacement of inline code with calls to methods that have been included in a program library

Testing in XP

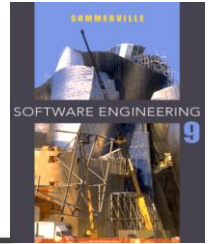


- ✧ **Testing** is central to XP and XP has developed an approach where the program is tested after every change has been made.
- ✧ XP testing features:
 - **Test-first development**
 - **Incremental test development** from scenarios
 - **User involvement** in test development and validation
 - **Automated test harnesses** are used to run all component tests each time that a new release is built

Test-first development

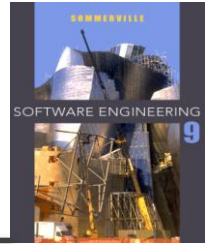
- ✧ **Writing tests before code** clarifies the requirements to be implemented
- ✧ Tests are written as programs rather than data so that they can be executed automatically. The test includes a check that it has executed correctly.
 - Usually relies on a testing framework such as Junit
- ✧ **All previous and new tests are run automatically** when new functionality is added, thus checking that the new functionality has not introduced errors

Customer involvement



- ✧ The role of the **customer** in the testing process is to help develop acceptance tests for the stories that are to be implemented in the next release of the system.
- ✧ The customer who is part of the team writes tests as development proceeds. All new code is therefore **validated** to ensure that it is what the customer needs.
- ✧ However, people adopting the customer role have limited time available and so cannot work full-time with the development team. They may feel that providing the requirements was enough of a contribution and so may be reluctant to get involved in the testing process.

Test case description for dose checking



Test 4: Dose checking

Input:

1. A number in mg representing a single dose of the drug.
2. A number representing the number of single doses per day.

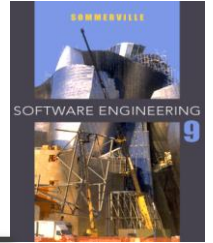
Tests:

1. Test for inputs where the single dose is correct but the frequency is too high.
2. Test for inputs where the single dose is too high and too low.
3. Test for inputs where the single dose * frequency is too high and too low.
4. Test for inputs where single dose * frequency is in the permitted range.

Output:

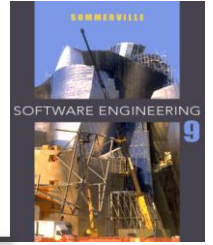
OK or error message indicating that the dose is outside the safe range.

XP testing difficulties

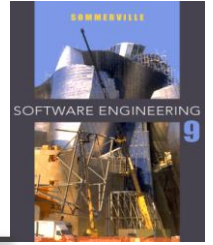


- ✧ Programmers prefer programming to testing and sometimes they take short cuts when writing tests. For example, they may write incomplete tests that do not check for all possible exceptions that may occur.
- ✧ Some tests can be difficult to write incrementally. For example, in a complex user interface, it is often difficult to write unit tests for the code that implements the 'display logic' and workflow between screens.
- ✧ It is difficult to judge the completeness of a set of tests. Although you may have a lot of system tests, your test set may not provide complete coverage.

Pair programming



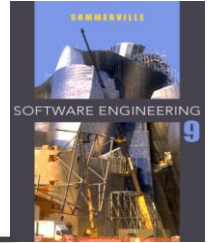
- ✧ In XP, **programmers work in pairs**, sitting together to develop code
- ✧ This helps develop common **ownership of code** and spreads knowledge across the team
- ✧ It serves as an **informal review process** as each line of code is looked at by more than one person
- ✧ It encourages **refactoring** as the whole team can benefit from this
- ✧ Measurements suggest that development **productivity** with pair programming is similar to that of two people working independently



Advantages of pair programming

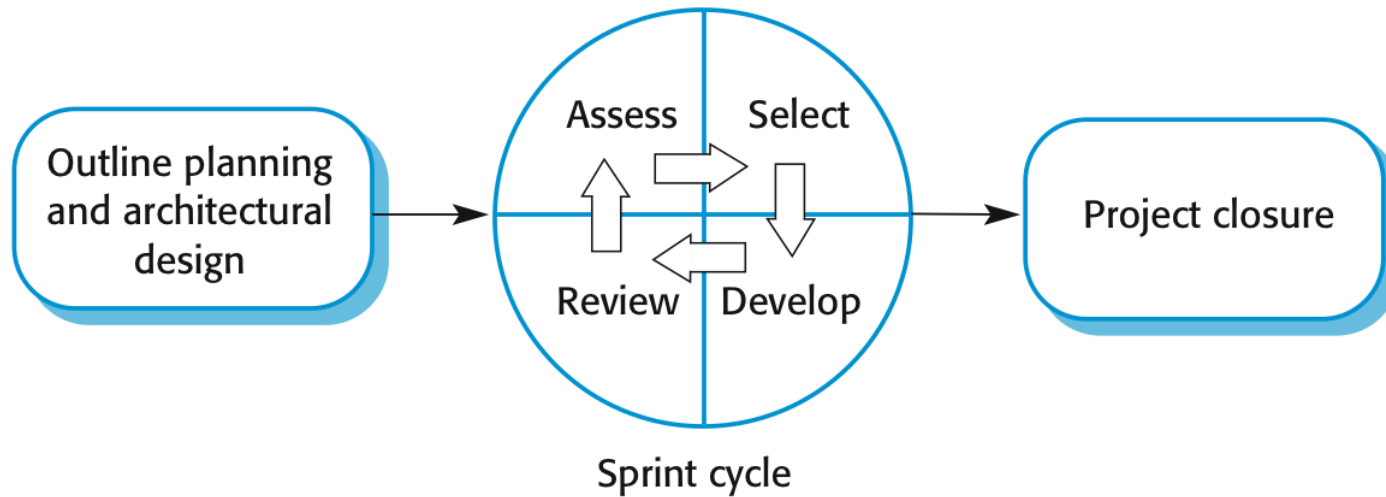
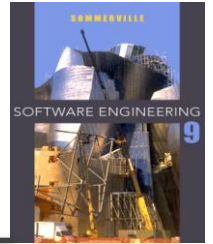
- ✧ It supports the idea of **collective ownership and responsibility** for the system
 - Individuals are not held responsible for problems with the code. Instead, the team has collective responsibility for resolving these problems.
- ✧ It acts as an **informal review process** because each line of code is looked at by at least two people
- ✧ It helps support **refactoring**, which is a process of software improvement
 - Where pair programming and collective ownership are used, others benefit immediately from the refactoring so they are likely to support the process

Scrum

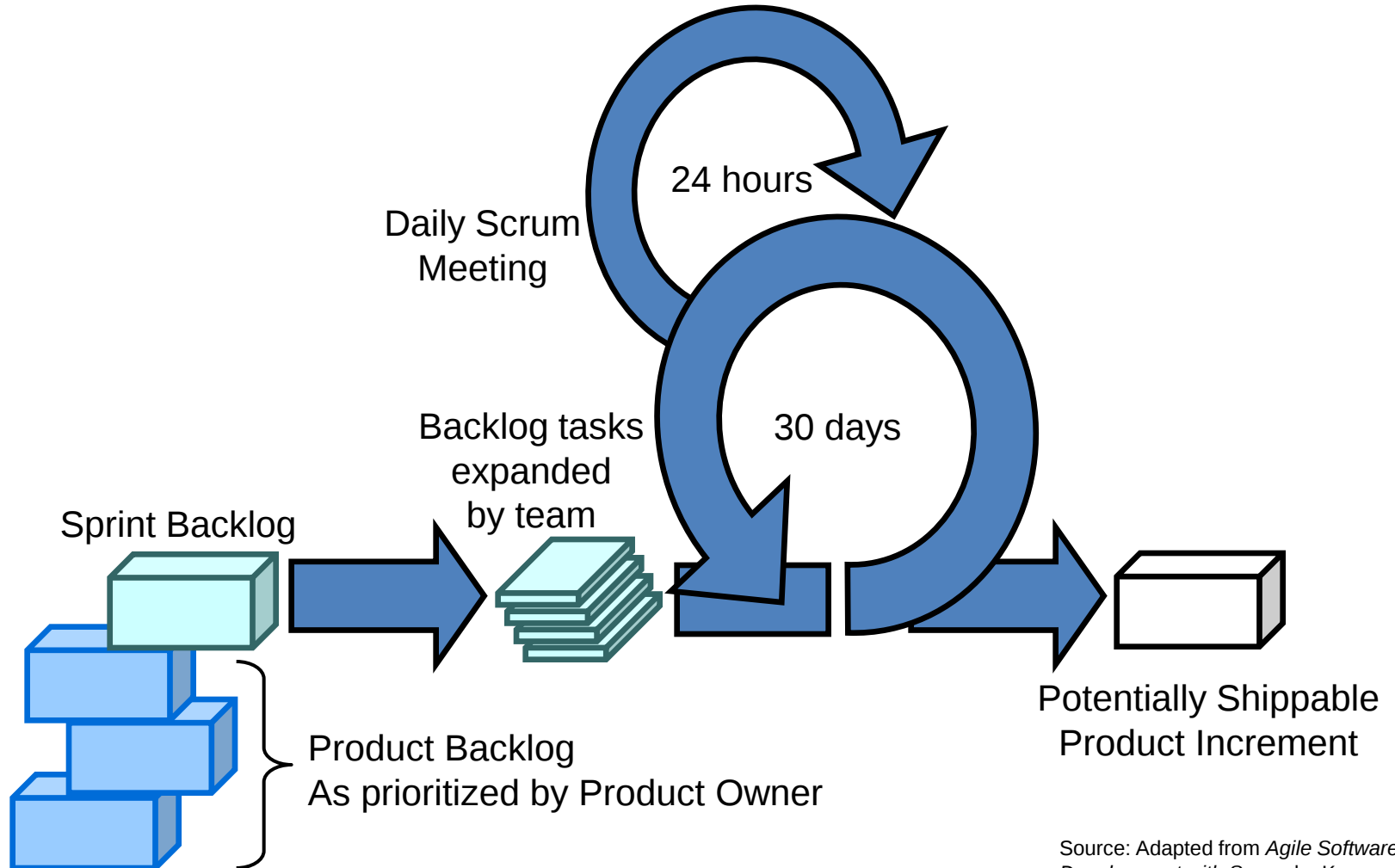
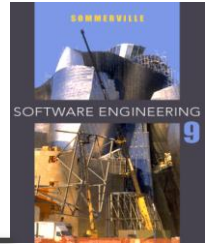


- ✧ The **Scrum** approach is a general agile method but its **focus is on managing iterative development** rather than specific agile practices
- ✧ There are **three phases** in Scrum:
 - The initial phase is an **outline planning** phase where you establish the general objectives for the project and design the software architecture
 - This is followed by a **series of sprint cycles**, where each cycle develops an increment of the system
 - The project **closure phase** wraps up the project, completes required documentation such as system help frames and user manuals and assesses the lessons learned from the project

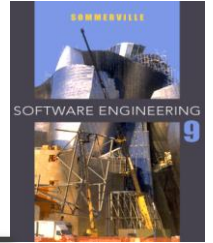
The Scrum process



Scrum at a Glance

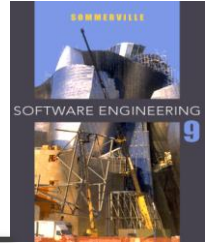


The Sprint cycle



- ✧ **Sprints** are fixed length, normally 2–4 weeks. They correspond to the development of a release of the system in XP.
- ✧ The starting point for planning is the **product backlog**, which is the list of work to be done on the project
- ✧ The **selection phase** involves all of the project team who work with the customer to select the features and functionality to be developed during the sprint

The Sprint cycle



- ✧ Once these are agreed, the team organize themselves to develop the software. During this stage the team is isolated from the customer and the organization, with all communications channelled through the so-called **Scrum master**
- ✧ The role of the Scrum master is to protect the development team from external distractions
- ✧ At the end of the sprint, the work done is reviewed and presented to stakeholders. The next sprint cycle then begins.

Scrum Framework

Roles

- Product owner
- Scrum Master
- Team

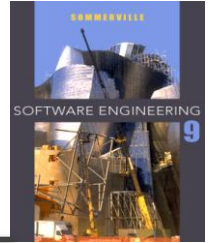
Ceremonies

- Sprint planning
- Sprint review
- Sprint retrospective
- Daily scrum meeting

Artifacts

- Product backlog
- Sprint backlog
- Burndown charts

Scrum Roles



- Product Owner

- Possibly a Product Manager or Project Sponsor
- Decides features, release date, prioritization, \$\$\$



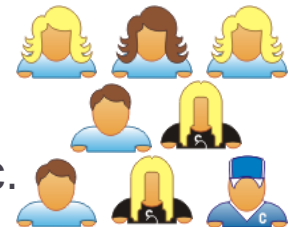
- Scrum Master

- Typically a Project Manager or Team Leader
- Responsible for enacting Scrum values and practices
- Remove impediments / politics, keeps everyone productive

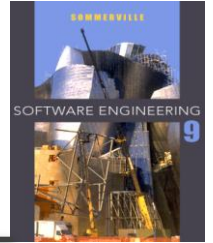


- Project Team

- 5-10 members; Teams are self-organizing
- Cross-functional: QA, Programmers, UI Designers, etc.
- Membership should change only between sprints



Teamwork in Scrum



- ✧ The **Scrum master** is a facilitator who arranges daily meetings, tracks the backlog of work to be done, records decisions, measures progress against the backlog and communicates with customers and management outside of the team
- ✧ The whole team attends **short daily meetings** where all team members share information, describe their progress since the last meeting, problems that have arisen and what is planned for the following day
 - This means that everyone on the team knows what is going on and, if problems arise, can re-plan short-term work to cope with them

Daily Scrum Meeting

- Parameters

Daily, ~15 minutes, Stand-up

Anyone late pays a \$1 fee

- Not for problem solving

Whole world is invited

Only team members, Scrum Master, product owner, can talk

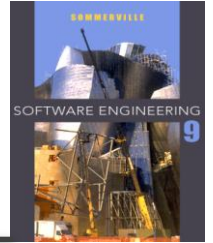
Helps avoid other unnecessary meetings

- Three questions answered by each team member:

1. What did you do yesterday?
2. What will you do today?
3. What obstacles are in your way?



Scrum's Artifacts



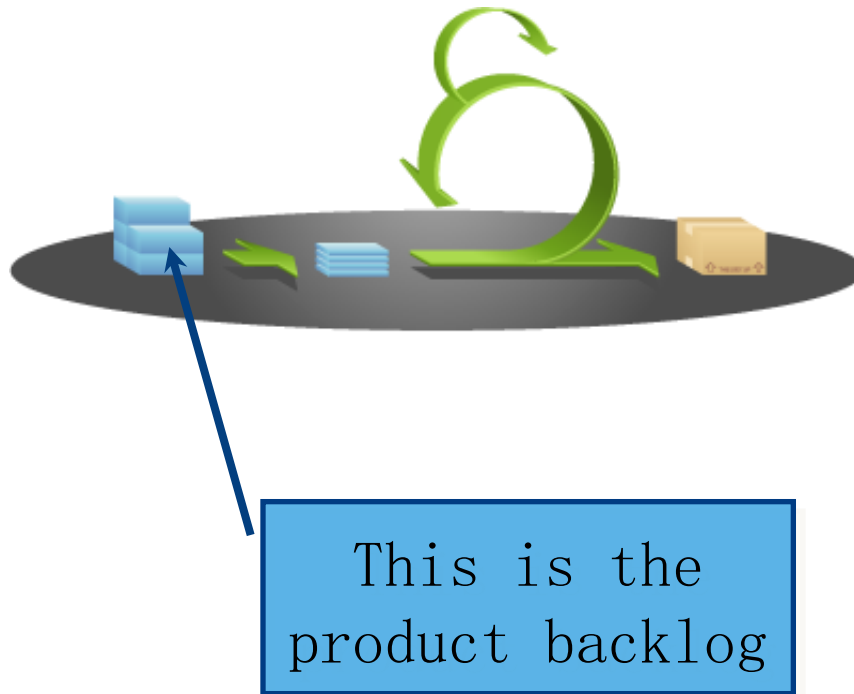
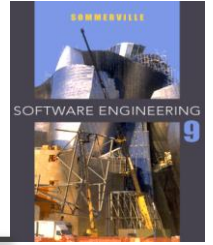
✧ Scrum has remarkably few artifacts

- Product Backlog
- Sprint Backlog
- Burndown Charts

✧ Can be managed using just an Excel spreadsheet

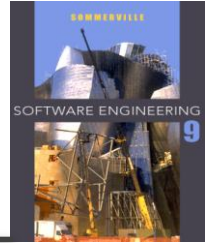
- More advanced / complicated tools exist:
 - Expensive
 - Web-based – no good for Scrum Master/project manager who travels
 - Still under development

Product Backlog



- The requirements
- A list of all desired work on project
- Ideally expressed as a list of user stories along with "story points", such that each item has value to users or customers of the product
- Prioritized by the product owner
- Reprioritized at start of each sprint

User Stories



✧ Instead of Use Cases, Agile project owners do "user stories"

- **Who** (user role) – Is this a customer, employee, admin, etc.?
- **What** (goal) – What functionality must be achieved/developed?
- **Why** (reason) – Why does user want to accomplish this goal?

As a [user role], I want to [goal], so I can [reason].

✧ Example:

- "As a user, I want to log in, so I can access subscriber content."

✧ **story points:** Rating of effort needed to implement this story

- common scales: 1-10, shirt sizes (XS, S, M, L, XL), etc.

Sample Product Backlog

Backlog item	Estimate
Allow a guest to make a reservation	3 (story points)
As a guest, I want to cancel a reservation.	5
As a guest, I want to change the dates of a reservation.	3
As a hotel employee, I can run RevPAR reports (revenue-per-available-room)	8
Improve exception handling	8
...	30
...	50

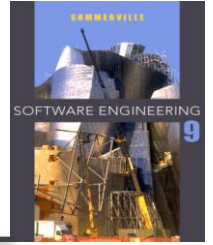
Sample Product Backlog 2



Product Backlog Estimating System Upgrade

Sprint	ID	Backlog Item	Owner	Estimate (days)	Remaining (days)
1	1 Minor	Remove user kludge in .dpr file	BC	1	1
1	2 Minor	Remove cdlap/cdMenu/cdMenuSize from disciplines.pas	BC	1	1
1	3 Minor	Create "Legacy" discipline node with old civils and E&I content	BC	1	1
1	4 Major	Augment each tbl operation to support network operation	BC	10	10
1	5 Major	Extend Engineering Design estimate items to include summaries	BC	2	2
1	6 Super	Supervision/Guidance	CAM	4	4
	7 Minor	Remove Custodian property from AppConfig class in globals.pas	BC	1	
	8 Minor	Remove LOC_ constants in globals.pas and main.pas	BC	1	
	9 Minor	New E&I section doesn't have lblCaption set	BC	1	
	10 Minor	Delay in main.releaseform doesn't appear to be required	BC	1	
	11 Minor	Undo modifications to Other Major Equipment in formExcel.pas	BC	1	
	12 Minor	AJACS form to be centred on the screen	BC	1	
	13 Major	Extend DUnit tests to all 40 disciplines	BC	6	

Sprint Backlog



- ✧ Individuals sign up for work of their own choosing
 - Work is never assigned
- ✧ Estimated work remaining is updated daily
- ✧ Any team member can add, delete change sprint backlog
- ✧ Work for the sprint emerges
- ✧ If work is unclear, define a sprint backlog item with a larger amount of time and break it down later
- ✧ Update work remaining as more becomes known

Sample Sprint backlog

Tasks	Mon	Tue	Wed	Thu	Fri
Code the user interface	8	4	8		
Code the middle tier	16	12	10	4	
Test the middle tier	8	16	16	11	8
Write online help	12				
Write the Foo class	8	8	8	8	8
Add error logging			8	4	

Sample Sprint Backlog



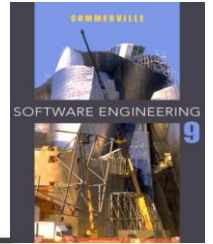
Sprint 1

01/11/2004		Sprint Day		1	2	3	4	5	6	7
				Mo	Tu	We	Th	Fr	Sa	Su
19 days work in this sprint		Hours remaining		152	152	152	152	152	152	152
Backlog Item	Backlog Item	Owner	Estimate							
1 Minor	Remove user kludge in .dpr file	BC	8	8	8	8	8	8	8	8
2 Minor	Remove cMap/cMenu/cMenuSize from disciplines.pas	BC	8	8	8	8	8	8	8	8
3 Minor	Create "Legacy" discipline node with old civils and E&I content	BC	8	8	8	8	8	8	8	8
4 Major	Augment each tbl operation to support network operation	BC	80	80	80	80	80	80	80	80
5 Major	Extend Engineering Design estimate items to include summaries	BC	16	16	16	16	16	16	16	16
6 Super	Supervision/Guidance	CAM	32	32	32	32	32	32	32	32

Sprint 1

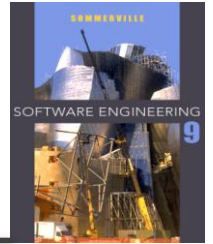
01/11/2004		Sprint Day		1	2	3	4	5	6	7
				Mo	Tu	We	Th	Fr	Sa	Su
19 days work in this sprint		Hours remaining		152	150	140	130	118	118	118
Backlog Item	Backlog Item	Owner	Estimate							
1 Minor	Remove user kludge in .dpr file	BC	8	8	8	4	2	0		
2 Minor	Remove cMap/cMenu/cMenuSize from disciplines.pas	BC	8	8	8	4	0			
3 Minor	Create "Legacy" discipline node with old civils and E&I content	BC	8	8	8	8	6	0		
4 Major	Augment each tbl operation to support network operation	BC	80	80	80	80	80	78	78	78
5 Major	Extend Engineering Design estimate items to include summaries	BC	16	16	16	16	16	16	16	16
6 Super	Supervision/Guidance	CAM	32	32	30	28	26	24	24	24

Scrum benefits



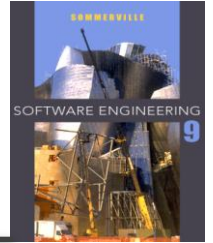
- ✧ The product is broken down into a set of manageable and understandable chunks
- ✧ Unstable requirements do not hold up progress
- ✧ The whole team have visibility of everything and consequently team communication is improved
- ✧ Customers see on-time delivery of increments and gain feedback on how the product works
- ✧ Trust between customers and developers is established and a positive culture is created in which everyone expects the project to succeed

Scaling agile methods



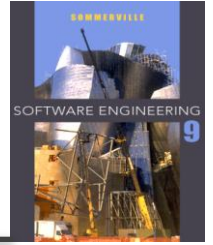
- ✧ Agile methods have proved to be **successful for small and medium sized projects** that can be developed by a small co-located team
- ✧ It is sometimes argued that the success of these methods comes because of **improved communications** which is possible when everyone is working together
- ✧ **Scaling up agile methods** involves changing these to cope with larger, longer projects where there are multiple development teams, perhaps working in different locations

Large systems development



- ✧ Large systems are usually **collections of separate, communicating systems**, where separate teams develop each system. Frequently, these teams are working in **different places**, sometimes in different time zones.
- ✧ Large systems are '**brownfield systems**', that is they include and interact with a number of existing systems. Many of the system requirements are concerned with this interaction and so don't really lend themselves to flexibility and incremental development.
- ✧ Where several systems are integrated to create a system, a significant fraction of the development is concerned with **system configuration** rather than original code development.

Large system development

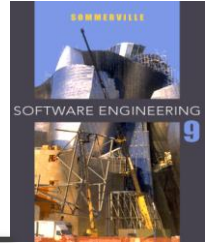


- ✧ Large systems and their development processes are often constrained by **external rules and regulations** limiting the way that they can be developed
- ✧ Large systems have a **long procurement and development time**. It is difficult to maintain coherent teams who know about the system over that period as, inevitably, people move on to other jobs and projects.
- ✧ Large systems usually have a **diverse set of stakeholders**. It is practically impossible to involve all of these different stakeholders in the development process.

Scaling out and scaling up

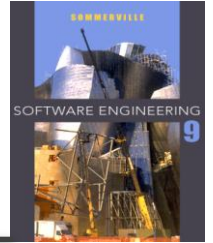
- ✧ **Scaling up** is concerned with using agile methods for developing large software systems that cannot be developed by a small team
- ✧ **Scaling out** is concerned with how agile methods can be introduced across a large organization with many years of software development experience
- ✧ When scaling agile methods it is essential to maintain **agile fundamentals**
 - Flexible planning, frequent system releases, continuous integration, test-driven development, and good team communications

Scaling up to large systems



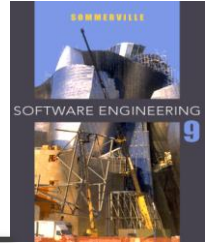
- ✧ For large systems development, it is not possible to focus only on the code of the system. You need to do more **up-front design and system documentation**.
- ✧ **Cross-team communication** mechanisms have to be designed and used. This should involve regular phone and video conferences between team members and frequent, short electronic meetings where teams update each other on progress.
- ✧ **Continuous integration**, where the whole system is built every time any developer checks in a change, **is practically impossible**. However, it is essential to maintain frequent system builds and regular releases of the system.

Scaling out to large companies



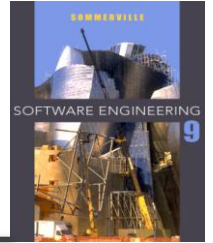
- ✧ **Project managers** who do not have experience of agile methods may be reluctant to accept the risk of a new approach
- ✧ Large organizations often have **quality procedures** and standards that all projects are expected to follow and, because of their bureaucratic nature, these are likely to be incompatible with agile methods
- ✧ Agile methods seem to work best when team members have a relatively **high skill level**. However, within large organizations, there are likely to be a wide range of skills and abilities
- ✧ There may be **cultural resistance to agile methods**, especially in those organizations that have a long history of using conventional systems engineering processes

Key points



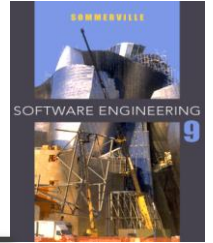
- ✧ **Agile methods** are incremental development methods that focus on rapid development, frequent releases of the software, reducing process overheads and producing high-quality code. They involve the customer directly in the development process.
- ✧ The decision on whether to use an **agile or a plan-driven** approach to development should depend on the type of software being developed, the capabilities of the development team, and the culture of the company developing the system
- ✧ **Extreme programming** is a well-known agile method that integrates a range of good programming practices such as frequent releases of the software, continuous software improvement and customer participation in the development team

Key points



- ✧ A particular strength of extreme programming is the development of **automated tests** before a program feature is created. All tests must successfully execute when an increment is integrated into a system.
- ✧ The **Scrum** method is an agile method that provides a project management framework. It is centred round a set of sprints, which are fixed time periods when a system increment is developed.
- ✧ **Scaling agile methods** for large systems is difficult. Large systems need up-front design and a lot of documentation

Home work



- ✧ Exercise 3.4 3.8 of Sommerville 's textbook.
- ✧ Exercise 4.3 of Pressman.