

Gerald M. Weinberg

Quality Software Management

Volume

2

First-Order Measurement

Quality Software Management Vol 2 Firstorder Measurement

Norman L. Kerth



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The Software Project Manager's Handbook Dwayne Phillips, 2004-07-01 Software project managers and their team members work individually towards a common goal This book guides both emphasizing basic principles that work at work Software at work should be pleasant and productive not just one or the other This book emphasizes software project management at work The author's unique approach concentrates on the concept that success on software projects has more to do with how people think individually and in groups than with programming He summarizes past successful projects and why others failed Visibility and communication are more important than SQL and C The book discusses the technical and people aspects of software and how they relate to one another The first part of the text discusses four themes 1 people process product 2 visibility 3 configuration management and 4 IEEE Standards These themes stress thinking organization using what others have built and people The second part describes the software management principles of process planning and risk management Part three discusses software engineering principles the technical aspects of software projects The fourth part examines software practices giving practical meaning to the individual topics covered in the preceding chapters The final part of this book continues these practical aspects by illustrating a sample project through seven distinctive documents

PDCA/Test William Lewis, 2020-03-05 Most manuals assume software testing is being performed as part of a well defined structured development cycle based on clearly stated requirements and standards Unfortunately this is not often the case in the real world Indeed the one true constant in software development is change PDCA TEST presents a continuous quality framework bas

Software Testing and Continuous Quality Improvement William E. Lewis, Gunasekaran Veerapillai, 2004-10-14 Software Testing and Continuous Quality Improvement Second Edition illustrates a quality framework for software testing in traditional structured and unstructured environments It explains how a continuous quality improvement approach promotes effective testing and it analyzes the various testing tools and techniques that you can choose

Five Core Metrics Lawrence H. Putnam, Ware Myers, 2013-07-18 This is the digital version of the printed book Copyright 2003 To succeed in the software industry managers need to cultivate a reliable development process By measuring what teams have achieved on previous projects managers can more accurately set goals make bids and ensure the successful completion of new projects Acclaimed long time collaborators Lawrence H Putnam and Ware Myers present simple but powerful measurement techniques to help software managers allocate limited resources and track project progress Drawing new findings from an extensive database of software project metrics the authors demonstrate how readers can control projects with just Five Core Metrics Time Effort Size Reliability and Process Productivity With these metrics managers can adjust ongoing projects to changing conditions surprises that would otherwise cause project failure

Software Development Patterns and Antipatterns Capers Jones, 2021-08-26 Software development has been a troubling since it first started There are seven chronic problems that have plagued it from the beginning Incomplete and ambiguous user

requirements that grow by 2% per month Major cost and schedule overruns for large applications 35% higher than planned Low defect removal efficiency DRE Cancelled projects that are not completed 30% above 10 000 function points Poor quality and low reliability after the software is delivered 5 bugs per FP Breach of contract litigation against software outsource vendors Expensive maintenance and enhancement costs after delivery These are endemic problems for software executives software engineers and software customers but they are not insurmountable In *Software Development Patterns and Antipatterns* software engineering and metrics pioneer Capers Jones presents technical solutions for all seven The solutions involve moving from harmful patterns of software development to effective patterns of software development The first section of the book examines common software development problems that have been observed in many companies and government agencies The data on the problems comes from consulting studies breach of contract lawsuits and the literature on major software failures This section considers the factors involved with cost overruns schedule delays canceled projects poor quality and expensive maintenance after deployment The second section shows patterns that lead to software success The data comes from actual companies The section's first chapter on Corporate Software Risk Reduction in a Fortune 500 company was based on a major telecom company whose CEO was troubled by repeated software failures The other chapters in this section deal with methods of achieving excellence as well as measures that can prove excellence to C level executives and with continuing excellence through the maintenance cycle as well as for software development

Project

Retrospectives Norman L. Kerth, 2013-07-15 This is the digital copy of the printed book Copyright 2001 With detailed scenarios imaginative illustrations and step by step instructions consultant and speaker Norman L Kerth guides readers through productive empowering retrospectives of project performance Whether your shop calls them postmortems or postpartums or something else project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project These lessons and the changes identified by the community will foster stronger teams and savings on subsequent efforts For a retrospective to be effective and successful though it needs to be safe Kerth shows facilitators and participants how to defeat the fear of retribution and establish an air of mutual trust One tool is Kerth's Prime Directive Regardless of what we discover we must understand and truly believe that everyone did the best job he or she could given what was known at the time his or her skills and abilities the resources available and the situation at hand Applying years of experience as a project retrospective facilitator for software organizations Kerth reveals his secrets for managing the sensitive often emotionally charged issues that arise as teams relive and learn from each project

Mastering the Requirements Process Suzanne Robertson, James Robertson, 2013 Mastering the Requirements Process Getting Requirements Right sets out an industry proven process for gathering and verifying requirements regardless of whether you work in a traditional or agile development environment In this sweeping update of the bestselling guide the authors show how to discover precisely what the customer wants and needs in the most efficient manner possible

Software Endgames Robert Galen,2013-07-15 This is the digital version of the printed book Copyright 2005 Take Control of Your Project in the Final Stage of Software Development In software development projects are won or lost during the project endgame that final stage of software development between release for testing and release to customers Software Endgames Eliminating Defects Controlling Change and the Countdown to On Time Delivery presents the core strategies for delivering working software to your customers Focusing solely on the endgame the book provides hard won hands on strategies and practices for delivering real value In the endgame effective management and repair of defects is crucial Experienced project manager and consultant Robert Galen shows readers how to conduct effective defect triage analyzing understanding and categorizing defects in preparation for scheduling repairs Readers will learn how to transform the endgame from a time of rampant defects and utter chaos into a time of focused repairs effective teamwork and change management You ll set release criteria establish endgame release plans and utilize a variety of change reduction and endgame management techniques Topics include developing various forms of release criteria and leveraging them to guide your teams efforts strategies for reducing the rate of change change control and triage techniques that lead to efficient and effective defect repair decisions alternative methods of defect repair for decision making flexibility setting up a defect tracking system managing defects and gathering standard metrics for endgame defect trending techniques for repair planning and efficiency agile extensions how to apply these techniques to agile projects how to mine your endgames for overall software development improvements

The Art of Software Modeling Benjamin A. Lieberman,2006-12-26 Modeling complex systems is a difficult challenge and all too often one in which modelers are left to their own devices Using a multidisciplinary approach The Art of Software Modeling covers theory practice and presentation in detail It focuses on the importance of model creation and demonstrates how to create meaningful models Presenting three self contained sections the text examines the background of modeling and frameworks for organizing information It identifies techniques for researching and capturing client and system information and addresses the challenges of presenting models to specific audiences Using concepts from art theory and aesthetics this broad based approach encompasses software practices cognitive science and information presentation The book also looks at perception and cognition of diagrams view composition color theory and presentation techniques Providing practical methods for investigating and organizing complex information The Art of Software Modeling demonstrates the effective use of modeling techniques to improve the development process and establish a functional useful and maintainable software system

Managing Expectations Naomi Karten,2013-07-15 This is the digital version of the printed book Copyright 1994 People have expectations Your clients for example Sometimes their expectations of you seem unreasonable But sometimes your expectations of them seem just as unreasonable in their eyes The problem is that these mismatched expectations can lead to misunderstandings frayed nerves and ruffled feathers More seriously they often lead to flawed systems failed projects and a drain on resources Managing Expectations shows how

to identify expectations and suggests ways to gain more control of them In today s turbulent business world understanding and meeting your customers expectations is indeed a challenge and it s not hard to understand why Expectations affect a range of interactions including service responsiveness service capability product functionality and project success Expectations are difficult to control and impossible to turn off However by learning to identify and influence what your customers expect you can dramatically improve the quality impact and effectiveness of your services Contents include sections on communication skills information gathering policies and practices building win win relationships as well as a concluding chapter on how to formulate an action plan A Step by Step Guide to Managing Expectations Guard Against Conflicting Messages Use Jargon with Care Identify Communication Preferences Listen Persuasively Help Customers Describe Their Needs Become an Information Gathering Skeptic Understand Your Customers Context Try the Solution On for Size Clarify Perceptions Set Uncertainty Managing Service Standards When Appropriate Just Say Whoa Build Win Win Relationships Formulate an Action Plan

Quality Software Management Gerald M. Weinberg, 1991

A Hero Behind Every Tree Russell Mullen, Steve Caudill, 2009-01-01 Everybody wants to be a project hero don t you IT project heroes work long hours attend endless meetings do their own work along with everyone else s and sacrifice family hobbies and any form of personal life for the sake of the project Is this the heroism to which we aspire Steve Caudill and Russell Mullen veterans of both successful and failed IT projects over the past 20 years share their insights into IT project failure They provide simple and effective techniques to combat common non technical issues A Hero Behind Every Tree is packed with real life stories of dismal failure and soaring success along with practical approaches to getting more success and less failure in your IT projects If you are tired of investing good money after bad in IT projects that fall short of your expectations don t buy another project management methodology software quality tool or IT training program Read this book

Software Measurement and Estimation Linda M. Laird, M. Carol Brennan, 2006-06-12 An effective quantitative approach for estimating and managing software projects How many people do I need When will the quality be good enough for commercial sale Can this really be done in two weeks Rather than relying on instinct the authors of Software Measurement and Estimation offer a new tested approach that includes the quantitative tools data and knowledge needed to make sound estimations The text begins with the foundations of measurement identifies the appropriate metrics and then focuses on techniques and tools for estimating the effort needed to reach a given level of quality and performance for a software project All the factors that impact estimations are thoroughly examined giving you the tools needed to regularly adjust and improve your estimations to complete a project on time within budget and at an expected level of quality This text includes several features that have proven to be successful in making the material accessible and easy to master Simple straightforward style and logical presentation and organization enables you to build a solid foundation of theory and techniques to tackle complex estimations Examples provided throughout the text illustrate how to use theory to solve real world problems Projects included in each chapter enable you to apply your

newfound knowledge and skills Techniques for effective communication of quantitative data help you convey your findings and recommendations to peers and management Software Measurement and Estimation A Practical Approach allows practicing software engineers and managers to better estimate manage and effectively communicate the plans and progress of their software projects With its classroom tested features this is an excellent textbook for advanced undergraduate level and graduate students in computer science and software engineering An Instructor Support FTP site is available from the Wiley editorial department

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

Living Documentation Cyrille Martraire,2019-05-25 Use an Approach Inspired by Domain Driven Design to Build Documentation That Evolves to Maximize Value Throughout Your Development Lifecycle Software documentation can come to life stay dynamic and actually help you build better software Writing for developers coding architects and other software professionals Living Documentation shows how to create documentation that evolves throughout your entire design and development lifecycle Through patterns clarifying illustrations and concrete examples Cyrille Martraire demonstrates how to use well crafted artifacts and automation to dramatically improve the value of documentation at minimal extra cost Whatever your domain language or technologies you don t have to choose between working software and comprehensive high quality documentation you can have both Extract and augment available knowledge and make it useful through living curation Automate the creation of documentation and diagrams that evolve as knowledge changes Use development tools to refactor documentation Leverage documentation to improve software designs Introduce living documentation to new and legacy environments

A Tale of Two Systems Michael K. Levine,2009-06-24 This business parable reviews two different systems development projects One project was an abject expensive failure while the other succeeded in creating a major new revenue stream bringing in new customers By reviewing the tales of these two systems readers will develop a better understanding of what works and what doesn t when it comes to

Rapid Development Steve McConnell,1996-07-02 Corporate and commercial software development teams all want solutions for one important problem how to get their high pressure development schedules under control In RAPID DEVELOPMENT author Steve McConnell addresses that concern head on with overall strategies specific best practices and valuable tips that

help shrink and control development schedules and keep projects moving Inside you ll find A rapid development strategy that can be applied to any project and the best practices to make that strategy work Candid discussions of great and not so great rapid development practices estimation prototyping forced overtime motivation teamwork rapid development languages risk management and many others A list of classic mistakes to avoid for rapid development projects including creeping requirements shortchanged quality and silver bullet syndrome Case studies that vividly illustrate what can go wrong what can go right and how to tell which direction your project is going RAPID DEVELOPMENT is the real world guide to more efficient applications development

Creating a Software Engineering Culture Karl E. Wiegers, 2013-07-15 This is the digital version of the printed book Copyright 1996 Written in a remarkably clear style Creating a Software Engineering Culture presents a comprehensive approach to improving the quality and effectiveness of the software development process In twenty chapters spread over six parts Wiegers promotes the tactical changes required to support process improvement and high quality software development Throughout the text Wiegers identifies scores of culture builders and culture killers and he offers a wealth of references to resources for the software engineer including seminars conferences publications videos and on line information With case studies on process improvement and software metrics programs and an entire part on action planning called What to Do on Monday this practical book guides the reader in applying the concepts to real life Topics include software culture concepts team behaviors the five dimensions of a software project recognizing achievements optimizing customer involvement the project champion model tools for sharing the vision requirements traceability matrices the capability maturity model action planning testing inspections metrics based project estimation the cost of quality and much more Principles from Part 1 Never let your boss or your customer talk you into doing a bad job People need to feel the work they do is appreciated Ongoing education is every team member s responsibility Customer involvement is the most critical factor in software quality Your greatest challenge is sharing the vision of the final product with the customer Continual improvement of your software development process is both possible and essential Written software development procedures can help build a shared culture of best practices Quality is the top priority long term productivity is a natural consequence of high quality Strive to have a peer rather than a customer find a defect A key to software quality is to iterate many times on all development steps except coding Do this once Managing bug reports and change requests is essential to controlling quality and maintenance If you measure what you do you can learn to do it better You can t change everything at once Identify those changes that will yield the greatest benefits and begin to implement them next Monday Do what makes sense don t resort to dogma

Encyclopedia of Software Engineering Three-Volume Set (Print) Phillip A. Laplante, 2010-11-22 Software engineering requires specialized knowledge of a broad spectrum of topics including the construction of software and the platforms applications and environments in which the software operates as well as an understanding of the people who build and use the software Offering an authoritative perspective the two volumes of the

Encyclopedia of Software Engineering cover the entire multidisciplinary scope of this important field More than 200 expert contributors and reviewers from industry and academia across 21 countries provide easy to read entries that cover software requirements design construction testing maintenance configuration management quality control and software engineering management tools and methods Editor Phillip A Laplante uses the most universally recognized definition of the areas of relevance to software engineering the Software Engineering Body of Knowledge SWEBOK as a template for organizing the material Also available in an electronic format this encyclopedia supplies software engineering students IT professionals researchers managers and scholars with unrivaled coverage of the topics that encompass this ever changing field Also Available Online This Taylor E mail e reference taylorandfrancis com International Tel 44 0 20 7017 6062 E mail online sales tandf co uk

Blame, Culture and Child Protection Jadwiga Leigh, 2017-05-23 In recent years child protection issues have dominated media and public discourse in the UK This book offers a unique perspective by giving voice to those social workers working within a profession which has become increasingly embedded in a culture of blame Exploring how statutory child protection agencies function Leigh also reveals how organisational culture can significantly affect the way in which social work is practised Providing a comparative analysis between the UK and Belgium Leigh uses ethnography to illuminate the differences between the settings by examining how interactions and affected atmospheres impact on their identities This book reveals how practitioners perceive themselves differently in such environments and explores the impact this has on their identity as well as the work they carry out with children and families Leigh s enquiry and compelling critique into social work identity and organisations calls for mutual understanding and respect rather than a culture of blame

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