

# INDEX

## Numerics

- 1970s - iterative practice 82
- 1980s - iterative practice 85

## A

- acceptance testing 147, 295
- adaptive
  - development 15
  - planning 12, 17, 253
- Adaptive Software Development 29, 34, 38
- adoption 314, 320, 322
  - Evo 242
  - new skills 316
  - risks 303
  - Scrum 132
  - strategies 307
  - trends 22, 35
  - UP 203
  - XP 165
- affinity clustering 290
- agile 25
  - adoption trends 22, 35
  - documentation 326
  - ecosystems 39
  - failure 316
  - hype 34
  - introduction 25
  - methods 25
  - misinformation 35
  - project management 29
  - requirements 281
  - tips 247
- Agile Alliance 27
- Agile Manifesto 27, 28
- Agile Modeling 37, 281
  - walls and whiteboards 280
- Agile Principles 27, 28
- agile UP 192
- Ambler, Scott 37
- Anthill 275
- architecture 319
  - in UP 197
  - in XP 154
- Attila the Hun 109

Augustine, Sanjiv 29

## B

- Beck, Kent 139, 170
- Beedle, Mike 132
- Boehm, Barry 96, 207
- Booch, Grady 30, 86, 207
- brainstorming 289
- brainwriting 290
- Brooks, Frederick 23, 95
- business case 100

## C

- C3 XP project 170
- CAATS iterative project 86
- Capability Maturity Model 107
- CASE tools 196, 278
- ceremony and cycles classification 26
- ceremony of method 26
- change management 317
- change research 50
- chickens and pigs 119
- classification
  - ceremony and cycles 26
  - Cockburn scale 36
  - Evo 212
  - Scrum 110
  - UP 174
  - XP 138
- classification of methods 26
- client-driven planning 12
- CMM 107
- Coad, Peter 38
- Cockburn scale 36
- Cockburn, Alistair 36, 39
- code ownership 150
- coding standards 150
- common project room 120, 154, 279
- complex adaptive systems 34, 136
- cone of uncertainty 17
- Constantine, Larry 99
- continuous design improvement 149
- continuous integration 150, 275
- contracts - see fixed-price 18

cost control 309  
CruiseControl 275  
Crystal Methods 36  
Cunningham, Ward 170  
customer proxies 152  
cycles 26

## D

daily build 120  
daily tracker 154  
database design 325  
database refactoring 325  
De Luca, Jeff 38  
defined methods 32  
delivery  
    evolutionary 20  
    incremental 20  
DeMarco, Tom 39, 98  
demo 120  
development case 179  
Devlin, Mike 207  
documentation 326  
    in XP 153  
DOD Instruction 5000.2 87  
DOD-STD-2167 87, 104  
dot voting 265  
DSDM 38  
Dupont 97

## E

earned value tracking 273  
emergent behavior 34  
empirical methods 32  
empirical vs. defined 112  
estimates 17, 61  
    fixed-price contracts 18  
    XP stories 154  
estimation 259, 311, 312  
    planning 262  
    Wideband Delphi 260  
European iterative adoption 92  
evidence 63  
    business case 100  
    change research 72

defect research 78  
experts and thought leaders 93  
failure rates 100  
history 79  
iterative and evolutionary 65  
productivity 76, 299  
quality research 78  
research 65  
size research 70  
standards bodies 87  
waterfall failure 74

## Evo 211

adoption 242  
and Scrum 131, 240  
and UP 201, 240  
and XP 162, 241  
backroom 218  
classification 212  
frontroom 218  
history 244  
impact estimation table 235  
inspection 230  
mistakes 238, 242  
Planguage 231  
practices 222, 223, 237  
requirements 214  
roles 221  
sample projects 239  
strengths 243  
tracking 228  
values 237  
weaknesses 243  
workproducts 220, 231  
evolutionary 9  
    delivery 20  
    development 15  
    example 15  
    planning 17  
    requirements 15  
evolutionary project management 211, 227  
example story 41  
Extreme Programming - see XP 137

## **F**

- failure
  - iterative 316
- failure rates 100
- FDA - iterative adoption 91
- FDD 38
- Feature-Driven Development 38
- Firesmith, Don 85
- Fit testing framework 295
- fixed-price contracts 18, 301, 303
- forward-engineering 278
- frequently asked questions 297
- function points 50

## **G**

- GAM-T-17 104
- Gilb, Tom 94, 213, 244
- goals for iteration 263
- GUI modeling 289

## **H**

- Hawthorne Effect 299
- Highsmith, Jim 29, 38, 282
- history
  - case studies 79
  - Evo 244
  - iterative 79
  - Scrum 135
  - UP 207
  - waterfall 102
  - XP 170
- Hunt, Andy 38
- hype 34

## **I**

- IBM - early iterative practice 82
- ideal engineering hours 154
- IID 9
- impact estimation table 235
- incremental delivery 20
- incremental development 9
- inspection
  - in Evo 230

- integration engineering 82
- integration problems 60
- inventive projects 3
- iteration release 9
- iterations 263
  - day to end 258
  - definition 9
  - goals ranking 264
  - length 267
  - multiteam or multisite 248, 249
  - number of 11
  - pipelining 251
  - planning 261, 267
  - planning first 268
  - ranking goals 266
  - ranking risks 273, 274
  - scenarios 269
  - short projects 320
  - timeboxed 13
  - tracking progress 271, 272, 273
  - use cases 269
- iterative 9
  - adoption trends 22
  - development 9
  - failure 316
  - history 35
  - planning 12
  - tips 247

## **J**

- Jacobson, Ivar 207
- Jeffries, Ron 154, 170
- JSP-188 104
- JUnit 148

## **K**

- knowledge capture on Wikis 277
- Kruchten, Philippe 86, 207

## **L**

- Larman, Craig 208
- Lean Development 38
- length of iterations 267

Lister, Tim 39, 98

## M

maintenance 326

Malotaux, Niels 218, 245

map maps 291

Martin, James 97

MBASE Spiral Model 22

McConnell, Steve 23

measurement 153

in XP 152

meeting 259

in XP 154

Scrum 118, 120

method

agile 25

ceremony 26

iterative 9

weight 26, 36

methods

adoption trends 22

classification 26

defined 32

empirical 32

prescriptive 32

Microsoft Solutions Framework 22

MIL-498 87

Mills, Harlan 93

MIL-STD-1521B 104

misinformation

on agile methods 35

mistakes

Evo 238

Scrum 127

UP 194

when adopting iterative/agile 21

XP 156

modeling 278, 280

in XP 153

motivation for iterative or agile 49, 51

multisite 248, 249

multiteam 248, 249, 251, 310

## N

NASA - early iterative practice 84

new product development 3

new skills 316

## O

Ogannaike, Babatunde 112

onsite customers 147, 156

OPEN Process 22

overtime 150

## P

pair programming 149, 158, 159

people over process 30

PeopleWare 98

PERT charts 112, 125, 300

pipelining iterations 251

Planguage 231

planning

a Sprint 117

adaptive 12, 17, 253

client-driven 12

detailed schedules 300

estimation 259, 260, 262

evolutionary 17

first iteration 268

iteration goals 263

iterations 261, 267, 324

iterations by use cases 269

iterative 12

meeting 259

predictive 17, 253

predictive plans 324

ranking goals 264, 265, 266, 270

ranking risks 273, 274

risk-driven 12, 273, 274

rolling wave 253

scenarios 269

tasks 262

use cases 269, 312

visible plans 263

Planning Game 148

PMBOK 107

- PMI 107
- Poppendieck, Mary and Tom 38
- Pragmatic Programming 38
- predictable manufacturing 3
- predictive planning 17, 253, 324
- prescriptive methods 32
- principles
  - agile 28
- process
  - agile 25
  - defined 32
  - empirical 32
  - iterative 9
  - prescriptive 32
- process frameworks 175
- Product Backlog 123
- product sheets 284
- productivity 299
- productivity research 76
- progress tracking 271, 272, 273
- project information on Wikis 277
- project management
  - agile 29, 248
  - evolutionary 211, 227
  - iterative 248
  - multisite 248, 249
  - multiteam 248, 249, 251
  - tips 247, 248
  - values 62
  - volunteering 263
- Project Management Institute 107

## Q

- quality measurements 309
- quality research 78
- questions 297

## R

- RAD 38, 97
- Rational 86, 207
- Rational Unified Process - see UP 173
- refactoring 149, 157, 319
  - databases 325
  - XP 149, 157

- Reitman, Rich 207
- release
  - internal 9
  - of iteration 9
  - production 9
- requirements 281
  - affinity clustering 290
  - analysis 17
  - and architecture 319
  - brainstorming 289
  - brainwriting 290
  - challenge 55
  - engineering 64
  - Evo 214
  - evolutionary 15, 55
  - iterative 55
  - mind maps 291
  - product sheets 284
  - top-ten lists 17
  - tracking 286
  - use cases 287
  - user interface 289
  - vision 282
  - vision box 282
  - workshop 15
  - workshops 284
- research evidence 65
- reverse-engineering 278
- RIPP 97
- risk profiles of waterfall vs. iterative 57
- risk-driven iterations 263
- risk-driven planning 12, 263, 273, 274
- risks 273, 274
  - adoption 303
- rolling wave planning 253
- Royce, Walker 207
- Royce, Winston 102
- RUP - see UP 173

## S

- sample projects - see each method 130
- scenarios 269
- schedules 17, 61, 253
- Schwaber, Ken 112, 135

- Scrum 34, 35, 109
  - adoption 132
  - and Evo 240
  - and UP 201
  - and XP 132, 163
  - chickens and pigs 119
  - classification 110
  - common room 120
  - daily build 120
  - demo 120
  - history 135
  - meeting 118, 120
  - mistakes 127
  - practices 116, 117, 125
  - problems 133, 134
  - Product Backlog 123
  - roles 115
  - sample projects 130
- Scrum Master 119, 126
- self-directed team 118
- Sprint 117
  - Sprint Backlog 124
  - Sprint Backlog Graph 125
  - Sprint planning 117
  - Sprint review 120
  - strengths 134
  - tracking 125
  - values 126
  - workproducts 114, 123
- Scrum Master 119, 126
- Scrum meeting 118, 120
- SEI 107
- self-directed team 118
- Shultz, Scott 97
- Sprint 117
  - review 120
- Sprint Backlog 124, 125
- Sprint Backlog Graph 125
- standards
  - DOD-STD-2167 104
  - JSP-188, V-Model, GAM-T-17 104
  - MIL-STD-1521B 104
- standards-body evidence 87
- story cards 148, 151
- story example 41

- structured analysis and design 99
- subcontractors 310
- subteams 310
- subteams - see multiteam 310
- sustainable pace 150
- Sutherland, Jeff 113, 135
- system metaphor in XP 151

## T

- task lists 152
- tasks
  - planning 262
  - volunteering 263
- team 251
  - multisite 248, 249
- teams
  - as complex adaptive systems 34
- test-driven development 148, 292
- test-first development 148, 292
- testing 292
  - acceptance 295
  - Fit 295
  - in XP 147, 148
- Thomas, Dave 38
- thought leader evidence 93
- timeboxed 13
- timeboxing 13
  - at Dupont 97
  - benefits 54
- tips 247
- tracking 153, 154, 271, 272, 273, 286, 313
  - earned value 273
  - in Evo 228
  - in Scrum 125
  - in XP 152

## U

- UML 37, 196, 278
- Unified Process - see UP 173
- UP 173
  - adoption 203
  - adoption trends 22
  - agile vs. heavy 192
  - and Evo 201, 240

- and RUP 207
- and Scrum 131, 201
- and XP 164, 202
- architecture 197
- artifacts 176
- best practices 188
- classification 174
- construction 181
- development case 179, 196
- disciplines 176, 178
- elaboration 181
- guidelines 187
- history 207
- inception 180
- mistakes 194, 205
- phases 180, 182
- practices 186, 187, 188, 190
- roles 185
- sample projects 199
- strengths 205
- tailoring 179
- transition 181
- use cases 191
- values 190, 191
- weaknesses 206
- workproducts 184, 190
- use cases 191, 269, 287, 312, 313
- user interface modeling 289
- user stories 151

## V

- values
  - Evo 237
  - project management 62
  - Scrum 126
  - UP 191
  - XP 155
- vision 282
  - vision box 282
- V-Model 104
- volunteering 153, 263

## W

- waterfall

- failure research 74
- history 102
- problems with 57
  - why promoted? 105
- WBS 327
- Web resources for agile and iterative 6
- Weinberg, Gerald 81
- Wells, Don 140
- whiteboards 280
- whole team 147
- Wideband Delphi 260
- Wikis 170, 277
- WinWin Spiral Model 22
- work breakdown structure 327
- workshops 284

## X

- XBreed 132
- XP 35, 137
  - adoption 165
  - and Evo 162, 241
  - and Scrum 132, 163
  - and UP 164, 202
  - architecture 154
  - classification 138
  - code ownership 150
  - coding standards 150
  - common project room 154
  - continuous design improvement 149
  - continuous integration 150, 275
  - customer proxies 152
  - daily tracker 154
  - documentation 153
  - estimates 154
  - history 170
  - meeting 154
  - mistakes 156, 167
  - modeling 153
  - onsite customer 152
  - onsite customers 147, 156
  - pair programming 149, 158, 159
  - Planning Game 148
  - practices 146, 147, 152
  - roles 145

- sample projects 161
- story cards 148, 151
- strengths 168
- sustainable pace 150
- system metaphor 151
- task list 152
- test-driven development 292
- test-first development 292
- testing 147
- tracking 152, 153, 154
- user stories 151
- values 155
- volunteering 153
- weaknesses 169
- whole team 147
- workproducts 144, 151

XUnit 148

## **Y**

Yourdon, Ed 99