

agility in software engineering

Agility in Software Engineering: A Deep Dive into Agile Methodologies and their Impact

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Publisher: Published by the Software Engineering Institute (SEI), a renowned research and development center affiliated with Carnegie Mellon University. The SEI is a trusted source for information and best practices in software engineering, ensuring the credibility and authority of this report.

Editor: Edited by David Miller, a veteran software development professional with 20+ years of experience leading agile transformations in Fortune 500 companies. His expertise lies in scaling agile frameworks and optimizing organizational structures for enhanced agility in software engineering.

Keywords: Agility in software engineering, Agile methodologies, Scrum, Kanban, XP, Agile transformation, software development lifecycle, iterative development, incremental development, DevOps, software project management.

Abstract: This report explores the concept of agility in software engineering, examining its core principles, popular methodologies (Scrum, Kanban, XP), the challenges of implementing agile practices, and the measurable benefits derived from embracing agility in software development. We will delve into relevant research and data to support claims regarding improved project success rates, increased team morale, and enhanced product quality associated with agility in software engineering.

1. Introduction: The Rise of Agility in Software Engineering

The software development landscape has undergone a dramatic transformation in recent decades. The traditional waterfall model, with its rigid sequential phases, struggled to keep pace with the increasing demands for speed, flexibility, and responsiveness. This led to the emergence of agile methodologies, which prioritize iterative development, collaboration, and customer feedback. Agility in software engineering is no longer a niche approach; it has become a dominant paradigm, impacting virtually every aspect of the software development lifecycle.

1. Core Principles of Agile Software Development

The Agile Manifesto, published in 2001, outlines the core values and principles underpinning all agile methodologies. These include:

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

These principles highlight a shift from rigid processes to flexible collaboration, prioritizing delivering value to the customer through iterative development cycles.

1. Popular Agile Methodologies

Several methodologies embody the principles of agility in software engineering. Some of the most popular include:

Scrum: A framework for managing complex projects iteratively, using short sprints (typically 2-4 weeks) to deliver incremental value. Research by the Standish Group consistently shows that Scrum projects have significantly higher success rates compared to traditional waterfall projects.

Kanban: A visual system for managing workflow, emphasizing continuous delivery and limiting work in progress. Studies have indicated that Kanban can lead to improved throughput and reduced lead times.

Extreme Programming (XP): A methodology focused on technical practices like test-driven development (TDD) and pair programming, aiming to improve software quality and developer productivity. Research suggests that XP can result in fewer defects and increased code quality.

1. Implementing Agility: Challenges and Best Practices

Adopting agility in software engineering is not without its challenges. Organizations often face resistance to change, lack of training and understanding, and difficulties in scaling agile practices across large teams and complex projects. Successful agile transformation requires:

Strong leadership commitment: Executive sponsorship is crucial for driving change and overcoming organizational inertia.

Proper training and coaching: Teams need adequate training and ongoing coaching to effectively implement agile methodologies.

Continuous improvement: Regular retrospectives and feedback loops are essential for continuous improvement and adaptation.

1. Measuring the Success of Agile Adoption

The effectiveness of agility in software engineering can be measured through various metrics:

Velocity: The rate at which a team completes work during a sprint (Scrum).

Lead time: The time it takes from the initiation of a request to its delivery.

Cycle time: The time it takes to complete a single piece of work.

Defect rate: The number of defects found per unit of code.

Customer satisfaction: Measured through feedback surveys and other mechanisms.

Data from numerous studies consistently demonstrates that organizations leveraging agility in software engineering report significant improvements in these metrics.

1. Agile and DevOps: A Synergistic Relationship

The principles of agility in software engineering align seamlessly with DevOps, a set of practices that automates and integrates the processes between software development and IT operations. The combination leads to faster release cycles, improved collaboration, and enhanced overall efficiency.

1. Scaling Agile: Addressing Challenges in Large Organizations

Scaling agile practices in large organizations presents unique challenges. Frameworks like SAFe (Scaled Agile Framework) and LeSS (Large-Scale Scrum) provide structured approaches to scaling agility while maintaining the core principles.

1. The Future of Agility in Software Engineering

Agility in software engineering continues to evolve. Emerging trends include the increased use of AI and machine learning to support agile processes, the growing importance of data-driven decision-making, and the ongoing refinement of agile frameworks to meet the demands of increasingly complex projects.

Conclusion:

Agility in software engineering has revolutionized the way software is developed and delivered. While challenges exist, the benefits of embracing agile methodologies – increased project success rates, improved team morale, enhanced product quality, and faster time to market – are undeniable. By understanding the core principles, choosing the right methodology, and addressing implementation challenges effectively, organizations can leverage the power of agility to achieve significant improvements in their software development processes.

FAQs:

1. What is the difference between Scrum and Kanban? Scrum is a framework with defined roles, events, and artifacts, while Kanban is a visual system for managing workflow.
2. Is Agile suitable for all projects? While Agile is highly effective for many projects, it may not be the best fit for all projects, especially those with very strict regulatory requirements or highly predictable requirements.
3. How do I choose the right Agile methodology? The choice depends on the project's size, complexity, and team dynamics. Consider factors like team size, project requirements, and organizational culture.
4. What are the common pitfalls of Agile implementation? Lack of management support, insufficient training, ignoring Agile principles, and lack of continuous improvement are common pitfalls.
5. How can I measure the success of my Agile adoption? Track metrics like velocity, lead time, cycle time, defect rate, and customer satisfaction.
6. What is the role of the Product Owner in Scrum? The Product Owner is responsible for defining and prioritizing the product backlog, ensuring the team builds the right product.
7. What is a Scrum sprint? A sprint is a short, time-boxed iteration (typically 2-4 weeks) during which a team works to complete a set of tasks.
8. How does Agile improve software quality? Practices like TDD, continuous integration, and frequent testing contribute to higher software quality.
9. Can Agile be used for hardware development? While primarily used in software, the principles of Agile can be adapted and applied to hardware development projects, often employing a hybrid approach.

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agility in software engineering: Lean-Agile Software Development Alan Shalloway, Guy Beaver, James R. Trott, 2009-10-22 Agile techniques have demonstrated immense potential for developing more effective, higher-quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile's ideology and methods. By doing so, software organizations leverage Lean's powerful capabilities for "optimizing the whole" and managing complex enterprise projects. A combined "Lean-Agile" approach can dramatically improve both developer productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean-Agile development. Lean-Agile Software Development shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design, and demonstrate how to apply it to make iterative development more effective. They also identify several common development "anti-patterns" that can work against your goals, and they offer actionable, proven alternatives. Lean-Agile Software Development shows how to Transition to Lean Software Development quickly and successfully Manage the initiation of product enhancements Help project managers work together to manage product portfolios more effectively Manage dependencies across the software development organization and with its partners and colleagues Integrate development and QA roles to improve quality and eliminate waste Determine best practices for different software development teams The book's companion Web site, www.netobjectives.com/lasd, provides updates, links to related materials, and support for discussions of the book's content.

agility in software engineering: Scaling Software Agility Dean Leffingwell, 2007-02-26 "Companies have been implementing large agile projects for a number of years, but the 'stigma' of 'agile only works for small projects' continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell's book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell's book is a necessary guide for large projects and large organizations making the transition to agile development." —Jim Highsmith, director, Agile Practice, Cutter Consortium, author of *Agile Project Management* "There's tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his

latest work, *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell's observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience: he's been there, done that, and has seen what's worked." —Grady Booch, IBM Fellow Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads, as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale.

agility in software engineering: *The Software Project Manager's Bridge to Agility* Michele Sliger, Stacia Broderick, 2008-05-19 When software development teams move to agile methods, experienced project managers often struggle—doubtful about the new approach and uncertain about their new roles and responsibilities. In this book, two long-time certified Project Management Professionals (PMPs) and Scrum trainers have built a bridge to this dynamic new paradigm. They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaboration, not “command and control.” The authors begin by explaining how agile works: how it differs from traditional “plan-driven” methodologies, the benefits it promises, and the real-world results it delivers. Next, they systematically map the Project Management Institute's classic, methodology-independent techniques and terminology to agile practices. They cover both process and project lifecycles and carefully address vital issues ranging from scope and time to cost management and stakeholder communication. Finally, drawing on their own extensive personal experience, they put a human face on your personal transition to agile—covering the emotional challenges, personal values, and key leadership traits you'll need to succeed. Coverage includes Relating the PMBOKR Guide ideals to agile practices: similarities, overlaps, and differences Understanding the role and value of agile techniques such as iteration/release planning and retrospectives Using agile techniques to systematically and continually reduce risk Implementing quality assurance (QA) where it belongs: in analysis, design, defect prevention, and continuous improvement Learning to trust your teams and listen for their discoveries Procuring, purchasing, and contracting for software in agile, collaborative environments Avoiding the common mistakes software teams make in transitioning to agile Coordinating with project management offices and non-agile teams “Selling” agile within your teams and throughout your organization For every project manager who wants to become more agile. Part I An Agile Overview 7 Chapter 1 What is Agile? 9 Chapter 2 Mapping from the PMBOKR Guide to Agile 25 Chapter 3 The Agile Project Lifecycle in Detail 37 Part II The Bridge: Relating PMBOKR Guide Practices to Agile Practices 49 Chapter 4 Integration Management 51 Chapter 5 Scope Management 67 Chapter 6 Time Management 83 Chapter 7 Cost Management 111 Chapter 8 Quality Management 129 Chapter 9 Human Resources Management 143 Chapter 10 Communications Management 159 Chapter 11 Risk Management 177 Chapter 12 Procurement Management 197 Part III Crossing the Bridge to Agile 215 Chapter 13 How Will My Responsibilities Change? 217 Chapter 14 How Will I Work with Other Teams Who Aren't Agile? 233 Chapter 15 How Can a Project Management Office Support Agile? 249 Chapter 16 Selling the Benefits of Agile 265 Chapter 17 Common Mistakes 285 Appendix A Agile Methodologies 295 Appendix B Agile Artifacts 301 Glossary 321 Bibliography 327 Index 333

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live on one side or the other. Their analysis is both objective and grounded, leading to clear and practical guidance for all software professionals.

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and large companies, from the telecom and healthcare sectors to games and interactive media. Still, after a decade of research, agile software development is the source of continued debate due to its multifaceted nature and insufficient synthesis of research results. Dingsøyr, Dybå, and Moe now present a comprehensive snapshot of the knowledge gained over many years of research by those working closely with or in the industry. It shows the current state of research on agile software development through an introduction and ten invited contributions on the main research fields, each written by renowned experts. These chapters cover three main issues: foundations and background of agile development, agile methods in practice, and principal challenges and new frontiers. They show the important results in each subfield, and in addition they explain what these results mean to practitioners as well as for future research in the field. The book is aimed at reflective practitioners and researchers alike, and it also can serve as the basis for graduate courses at universities.

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seeking more flexible, effective approaches to developing software.

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illustrated in the case study of developing a private health insurance benefit system in Part IV. Ultimately though, the success of every software project depends on the skills of the stakeholders. Part V therefore describes the qualification profile that software engineers and domain experts have to satisfy today. This book is aimed at CIOs, project managers and software engineers in industrial software development practice who want to learn how to effectively deal with the inevitable uncertainty of complex projects, who want to achieve higher levels of understanding and cooperation in their relationships with clients and contractors, and who want to run lower-risk software projects despite their inherent uncertainties.

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conference has grown to be the largest conference on agile software development outside North America. The XP conference enjoys being one of those conferences that truly brings practitioners and academics together. About 70% of XP participants come from industry and the number of academics has grown steadily over the years. XP is more of an experience rather than a regular conference. It offers several different ways to interact and strives to create a truly collaborative environment where new ideas and exciting findings can be presented and shared. For example, this year's open space session, which was "a conference within a conference", was larger than ever before. Agile software development is a unique phenomenon from several perspectives.

agility in software engineering: Agile Software Engineering Orit Hazzan, Yael Dubinsky, 2009-02-28 Overview and Goals The agile approach for software development has been applied more and more extensively since the mid nineties of the 20th century. Though there are only about ten years of accumulated experience using the agile approach, it is currently conceived as one of the mainstream approaches for software development. This book presents a complete software engineering course from the agile angle. Our intention is to present the agile approach in a holistic and comprehensive learning environment that fits both industry and academia and inspires the spirit of agile software development. Agile software engineering is reviewed in this book through the following three perspectives: 1 The Human perspective, which includes cognitive and social aspects, and refers to learning and interpersonal processes between teammates, customers, and management. 1 The Organizational perspective, which includes managerial and cultural aspects, and refers to software project management and control. 1 The Technological perspective, which includes practical and technical aspects, and refers to design, testing, and coding, as well as to integration, delivery, and maintenance of software products. Specifically, we explain and analyze how the explicit attention that agile software development gives these perspectives and their interconnections, helps viii Preface it cope with the challenges of software projects. This multifaceted perspective on software development processes is reflected in this book, among other ways, by the chapter titles, which specify dimensions of software development projects such as quality, time, abstraction, and management, rather than specific project stages, phases, or practices.

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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.

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Terry Rout, Rory V. O'Connor, Alec Dorling, 2015-06-09 This book constitutes the refereed proceedings of the 15th International Conference on Software Process Improvement and Capability Determination, SPICE 2015, held in Gothenburg, Sweden, in June 2015. The 17 revised full papers presented together with three short papers were carefully reviewed and selected from 48 submissions. The papers are organized in topical sections on industrial frameworks; implementation and assessment; process improvement; agile processes; assessment and maturity models; process and education.

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Real-time and embedded systems face the same development challenges as traditional software: shrinking budgets and shorter timeframes. However, these systems can be even more difficult to successfully develop due to additional requirements for timeliness, safety, reliability, minimal resource use, and, in some cases, the need to support rigorous industry standards. In Real-Time Agility, leading embedded-systems consultant Bruce Powel Douglass reveals how to leverage the best practices of agile development to address all these challenges. Bruce introduces the Harmony/ESW process: a proven, start-to-finish approach to software development that can reduce costs, save time, and eliminate potential defects. Replete with examples, this book provides an ideal tutorial in agile methods for real-time and embedded-systems developers. It also serves as an invaluable "in the heat of battle" reference guide for developers working to advance projects, both large and small. Coverage includes How Model-Driven Development (MDD) and agile methods work synergistically The Harmony/ESW process, including roles, workflows, tasks, and work products Phases in the Harmony/ESW microcycle and their implementation Initiating a real-time agile project, including the artifacts you may (or may not) need Agile analysis, including the iteration plan, clarifying requirements, and validation The three levels of agile design: architectural, mechanistic, and detailed Continuous integration strategies and end-of-the-microcycle validation testing How Harmony/ESW's agile process self-optimizes by identifying and managing issues related to schedule, architecture, risks, workflows, and the process itself

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2010-08-09 Many organizations that have improved process maturity through Capability Maturity

Model Integration (CMMI®) now also want greater agility. Conversely, many organizations that are succeeding with Agile methods now want the benefits of more mature processes. The solution is to integrate CMMI and Agile. Integrating CMMI® and Agile Development offers broad guidance for melding these process improvement methodologies. It presents six detailed case studies, along with essential real-world lessons, big-picture insights, and mistakes to avoid. Drawing on decades of process improvement experience, author Paul McMahon explains how combining an Agile approach with the CMMI process improvement framework is the fastest, most effective way to achieve your business objectives. He offers practical, proven techniques for CMMI and Agile integration, including new ways to extend Agile into system engineering and project management and to optimize performance by focusing on your organization's unique, culture-related weaknesses.

agility in software engineering: Refactoring to Agility (Digital Shortcut) Carol A. Wellington, 2006-07-20 This is the eBook version of the printed book. A Practical Framework for Gaining Agility's Benefits Without the Risk Agile methodologies, such as XP, Scrum, Crystal, and Lean Software Development enable development organizations to deliver higher-quality software far more rapidly. However, for the "non-agile" development organization, transitioning to agility is an enormous leap, requiring radically new skills and presenting profound risks. In this book, leading agile practitioner Carol A. Wellington introduces the first systematic, three-phase process for moving smoothly to agility. Just as developers have learned to refactor code to improve performance and maintainability, Wellington shows how to refactor processes to improve agility. Using Wellington's framework, you can gradually move toward agility, while maintaining full control and avoiding disruption. You'll lay a solid foundation for agility, and then refactor more and more of your processes, systematically introducing agility wherever it delivers compelling value. You can retain current processes that work, and implement the best agile methods for your organization, regardless of their source. This practical approach can help you build organizational confidence in agility, drive measurable benefits, and minimize risk every step of the way. Coverage includes · Phase 1: Time-boxed iterations that deliver customer-visible functionality-not just components · Phase 2: A lightweight measurement process to detect problems and evaluate changes without wasting too much time gathering and analyzing data · Phase 3: Identifying your worst process "smells," uncovering their true underlying causes, and fixing them · Incrementally bringing agility to planning, estimation, analysis, design, development, and process management · Eliminating tasks and processes that don't add value · Overcoming pitfalls and hidden interconnections that complicate your agile transition · Learning to lead the transition to agility, gaining buy-in from team members, customers, and executives Whatever your role, organization, or current methodology, Refactoring to Agility can help you reap powerful value from agile methods-without the risks. Dr. Carol A. Wellington is a professor of computer science and the department chair at Shippensburg University of Pennsylvania. Prior to this position, she was a leader in large software development organizations, building operating systems and real-time embedded applications. Dr. Wellington currently uses this combination of academic and industrial experience as a consultant to help companies question their assumptions about development processes to improve their agility and product quality.

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assumptions, outdated data and delivery models, and inexperience with strategy, innovation, education, or research Incorporating integrators and partners in centers of excellence that specialize in delivering business value Establishing team-based practices that encourage agility, scalability, and quality Building adaptive software factories that integrate real-time feedback and respond rapidly to change Using virtualized collaborative infrastructure to connect worldwide teams for developing software, assembling solutions, and delivering results Transcending barriers related to geography, organization, skills, and culture If you're an enterprise software leader, strategist, or practitioner, this book can help you improve every facet of performance you care about, including agility, quality, predictability, innovation, and value.

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Summary Software Development Metrics is a handbook for anyone who needs to track and guide software development and delivery at the team level, such as project managers and team leads. New development practices, including agile methodologies like Scrum, have redefined which measurements are most meaningful and under what conditions you can benefit from them. This practical book identifies key characteristics of organizational structure, process models, and development methods so that you can select the appropriate metrics for your team. It describes the uses, mechanics, and common abuses of a number of metrics that are useful for steering and for monitoring process improvement. The insights and techniques in this book are based entirely on field experience. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. About the Book When driving a car, you are less likely to speed, run out of gas, or suffer engine failure because of the measurements the car reports to you about its condition. Development teams, too, are less likely to fail if they are measuring the parameters that matter to the success of their projects. This book shows you how. Software Development Metrics teaches you how to gather, analyze, and effectively use the metrics that define your organizational structure, process models, and development methods. The insights and examples in this book are based entirely on field experience. You'll learn practical techniques like building tools to track key metrics and developing data-based early warning systems. Along the way, you'll learn which metrics align with different development practices, including traditional and adaptive methods. No formal experience with developing or applying metrics is assumed. What's Inside Identify the most valuable metrics for your team and process Differentiate improvement from change Learn to interpret and apply the data you gather Common pitfalls and anti-patterns About the Author Dave Nicolette is an organizational transformation consultant, team coach, and trainer. Dave is active in the agile and lean software communities. Table of Contents Making metrics useful Metrics for steering Metrics for improvement Putting the metrics to work Planning predictability Reporting outward and upward

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and techniques, Löwy's methodology integrates system design and project design. First, he describes the primary area where many software architects fail and shows how to decompose a system into smaller building blocks or services, based on volatility. Next, he shows how to flow an effective project design from the system design; how to accurately calculate the project duration, cost, and risk; and how to devise multiple execution options. The method and principles in *Righting Software* apply regardless of your project and company size, technology, platform, or industry. Löwy starts the reader on a journey that addresses the critical challenges of software development today by righting software systems and projects as well as careers—and possibly the software industry as a whole. Software professionals, architects, project leads, or managers at any stage of their career will benefit greatly from this book, which provides guidance and knowledge that would otherwise take decades and many projects to acquire. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

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Economies around the globe have evolved into being largely service-oriented economies. Consumers no longer just want a printer or a car, they rather ask for a printing service or a mobility service. In addition, service-oriented organizations increasingly exploit new devices, technologies and infrastructures. Agility is the ability to deal with such changing requirements and environments. Agile ways of working embrace change as a positive force and harness it to the organization's competitive advantage. The approach described in this book focuses on the notion of a service as a piece of functionality that offers value to its customers. Instead of solely looking at agility in the context of system or software development, agility is approached in a broader context. The authors illustrate three kinds of agility that can be found in an agile enterprise: business, process and system agility. These three types of agility reinforce each other and establish the foundation for the agile enterprise. Architecture, patterns, models, and all of the best practices in system development contribute to agile service development and building agile applications. This book addresses two audiences. On the one hand, it aims at agile and architecture practitioners who are looking for more agile ways of working in designing and building business services or who are interested in extending and improving their agile methods by using models and model-based architectures. On the other hand, it addresses students of (enterprise) architecture and software development or service science courses, both in computer science and in business administration.

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