













Table 2.3 Agile development principles

Involve the customer

Involve customers closely with the software development team. Their role is to provide and prioritize new system requirements and to evaluate each increment of the system.

Embrace change

Expect the features of the product and the details of these features to change as the development team and the product manager learn more about it. Adapt the software to cope with changes as they are made.

Develop and deliver incrementally

Always develop software products in increments. Test and evaluate each increment as it is developed and feed back required changes to the development team.

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Table 2.4 Widely adopted XP practices

Incremental planning/user stories

There is no 'grand plan' for the system. Instead, what needs to be implemented (the requirements) in each increment are established in discussions with a customer representative. The requirements are written as user stories. The stories to be included in a release are determined by the time available and their relative priority.

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 previous release.

Test-driven development

Instead of writing code then tests for that code, developers write the tests first. This helps clarify what the code should actually do and that there is always a 'tested' version of the code available. An automated unit test framework is used to run the tests after every change. New code should not 'break' code that has already been implemented.

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Table 2.5 Scrum terminology

Scrum

A daily team meeting where progress is reviewed and work to be done that day as discussed and agreed.

ScrumMaster

A team coach who guides the team in the effective use of Scrum.

Potentially shippable product increment

The output of a sprint which should be of high enough quality to be deployed for customer use.

Velocity

An estimate of how much work a team can do in a single sprint.

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Table 2.7 Product backlog item states

Ready for consideration

These are high-level ideas and feature descriptions that will be considered for inclusion in the product. They are tentative so may radically change or may not be included in the final product.

Ready for refinement

The team has agreed that this is an important item that should be implemented as part of the current development. There is a reasonably clear definition of what is required. However, work is needed to understand and refine the item.

Ready for implementation

The PBI has enough detail for the team to estimate the effort involved and to implement the item. Dependencies on other items have been identified.

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