



# Agile Software Requirements

*Lean Requirements Practices for Teams, Programs, and the Enterprise*

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**Dean Leffingwell**

Foreword by **Don Reinertsen**

Agile Software Development Series

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Alistair Cockburn and Jim Highsmith,  
Series Editors

# Agile Software Requirements Lean Requirements Practices For Teams Programs And The Enterprise Agile Software Development Series

**Ulrich Frank, Oscar Pastor, Pericles  
Loucopoulos, Ilias Petrounias**



## **Agile Software Requirements Lean Requirements Practices For Teams Programs And The Enterprise Agile Software Development Series:**

**Agile Software Requirements** Dean Leffingwell, 2010-12-27 We need better approaches to understanding and managing software requirements and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation. From the Foreword by Don Reinertsen, President of Reinertsen, author of *Managing the Design Factory* and leading expert on rapid product development. Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In *Agile Software Requirements*, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the big picture of Agile requirements in the enterprise and describes an overall process model for Agile requirements at the project, team, program, and portfolio levels. Part II describes a simple and lightweight yet comprehensive model that Agile project teams can use to manage requirements. Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams. Part IV guides enterprises in developing Agile requirements for ever larger systems of systems, application suites, and product portfolios. This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You'll find proven solutions you can apply right now, whether you're a software developer or tester, executive, project, program manager, architect, or team leader.

**Agile Software Architecture** Jennifer Pérez, Jessica Díaz, Juan Garbajosa, Agustín Yagüe, 2013-11-27 Agile architecting is a key issue to scale agile to develop large software systems. This chapter describes a set of mechanisms that make agile architecting feasible. These mechanisms are smoothly integrated in a tailored Scrum for agile architecting by: 1) defining product requirements in terms of features by using feature pools and feature trees to provide the portfolio and roadmap; 2) visions of a product; 3) designing highly flexible architecture called working architecture; 4) bridging user stories and software architecture through features and design decisions as traceability mechanisms; and 5) systematically assisting agile practitioners by conducting change impact analysis of features through various iterations of the agile process. This tailored Scrum for agile architecting has been successfully put into practice to develop several projects which have been deployed in a software factory set up in collaboration between the Technical University of Madrid (UPM) and the company Indra. In this chapter, one of these projects is used to illustrate how this tailored Scrum has been applied and how it can be adopted.

**Introduction to Software Engineering** Ronald J. Leach, 2018-09-03 Practical Guidance on the Efficient Development of High Quality Software. *Introduction to Software Engineering*, Second Edition, equips students with the fundamentals to

prepare them for satisfying careers as software engineers regardless of future changes in the field even if the changes are unpredictable or disruptive in nature Retaining the same organization as its predecessor this second edition adds considerable material on open source and agile development models The text helps students understand software development techniques and processes at a reasonably sophisticated level Students acquire practical experience through team software projects Throughout much of the book a relatively large project is used to teach about the requirements design and coding of software In addition a continuing case study of an agile software development project offers a complete picture of how a successful agile project can work The book covers each major phase of the software development life cycle from developing software requirements to software maintenance It also discusses project management and explains how to read software engineering literature Three appendices describe software patents command line arguments and flowcharts

**Expert PHP and MySQL** Marc Rochkind,2013-09-30 Expert PHP and MySQL takes you beyond learning syntax to showing you how to apply proven software development methods to building commerce grade PHP and MySQL projects that will stand the test of time and reliably deliver on customer needs Developers of real world applications face numerous problems that seem trivial on the surface but really do take some skill to get right Error handling is about more than just the mechanics in the PHP syntax but also about handling MySQL errors logging those errors and about hiding information about application internals that error messages sometimes can expose Meet these challenges and more head on Author Marc Rochkind shows how to begin a project right with a clear contract and set of written requirements You ll learn about project organization setting up a solid development environment connecting with client personnel Database design is essential and Expert PHP and MySQL has you covered with guidance on creating a sound model and database and on pushing functionality into the database as appropriate not everything should be done in PHP Error handling is covered at both the PHP and MySQL levels Application structure is covered Guidance is provided on reporting And finally there is conversion In Expert PHP and MySQL you ll explore the following The popular and widely used combination of PHP and MySQL Commercial grade application of language and database features Human factors such as planning and organization Organizing a project to meet requirements and satisfy the customer Structuring an application for efficient development and future modification Coding PHP for productivity reliability security Generating online downloadable and printed reports Converting existing data to the new application

**Operations Management Unleashed: Streamlining Efficiency and Innovation** Dr.Garima Mathura,2023-08-17 Unleash the potential of operations management with strategies to streamline efficiency and foster innovation This book provides practical guidance for managers aiming to optimize processes and drive operational excellence

**Handbook of Research on Emerging Advancements and Technologies in Software Engineering** Ghani, Imran,Kadir, Wan Mohd Nasir Wan,Ahmad, Mohammad Nazir,2014-04-30 Advanced approaches to software engineering and design are capable of solving complex computational problems and achieving standards of performance that were unheard of only

decades ago Handbook of Research on Emerging Advancements and Technologies in Software Engineering presents a comprehensive investigation of the most recent discoveries in software engineering research and practice with studies in software design development implementation testing analysis and evolution Software designers architects and technologists as well as students and educators will find this book to be a vital and in depth examination of the latest notable developments within the software engineering community

*A Practical Approach to Large-Scale Agile Development* Gary Gruver, Mike Young, Pat Fulghum, 2012 Today even the largest development organisations are turning to agile methodologies seeking major productivity and quality improvements However large scale agile development is difficult and publicly available case studies have been scarce Now three agile pioneers at Hewlett Packard present a candid start to finish insider s look at how they ve succeeded with agile in one of the company s most mission critical software environments firmware for HP LaserJet printers This book tells the story of an extraordinary experiment and journey Could agile principles be applied to re architect an enormous legacy code base Could agile enable both timely delivery and ongoing innovation Could it really be applied to 400 developers distributed across four states three continents and four business units Could it go beyond delivering incremental gains to meet the stretch goal of 10x developer productivity improvements It could and it did but getting there was not easy Writing for both managers and technologists the authors candidly discuss both their successes and failures presenting actionable lessons for other development organisations as well as approaches that have proven themselves repeatedly in HP s challenging environment They not only illuminate the potential benefits of agile in large scale development they also systematically show how these benefits can actually be achieved Coverage includes Tightly linking agile methods and enterprise architecture with business objectives Focusing agile practices on your worst development pain points to get the most bang for your buck Abandoning classic agile methods that don t work at the largest scale Employing agile methods to establish a new architecture Using metrics as a conversation starter around agile process improvements Leveraging continuous integration and quality systems to reduce costs accelerate schedules and automate the delivery pipeline Taming the planning beast with light touch agile planning and lightweight long range forecasting Implementing effective project management and ensuring accountability in large agile projects Managing tradeoffs associated with key decisions about organisational structure Overcoming U S India cultural differences that can complicate offshore development Selecting tools to support quantum leaps in productivity in your organisation Using change management disciplines to support greater enterprise agility

**Enterprise Agility Uncovered** Eduardo Avila Alvim, Enterprise Agility Uncovered is your comprehensive guide to understanding the nuances of agility from every major role within an organization By adopting a role based approach to business transformation this book bridges the gap between different functions enabling everyone from the CEO to the CHRO to contribute to the Agile transformation At its core it deciphers the Agile methodologies highlighting their importance across varied business landscapes It also provides practical strategies techniques and real life

case studies that serve to guide each role in their Agile journey This book demystifies the often intimidating world of Enterprise Agility presenting it in an accessible and relatable format It allows readers to grasp the essence of agility from their unique perspectives fostering a culture of shared understanding and collaborative growth Enterprise Agility Uncovered ultimately serves as a toolkit for leaders and professionals equipping them with the knowledge and strategies needed to navigate their way towards a successful Agile transformation It s more than just a book it s the compass that guides you towards an Agile and future ready enterprise

**SAFe 4.0 Distilled** Richard Knaster, Dean Leffingwell, 2017-04-04 SAFe The World s Leading Framework for Enterprise Agility SAFe 4 0 Distilled is the book we ve all been waiting for It breaks down the complexity of the Framework into easily digestible explanations and actionable guidance A must have resource for beginners as well as seasoned practitioners Lee Cunningham Sr Director Enterprise Agile Strategy at VersionOne Inc To succeed in today s adapt or die marketplace businesses must be able to rapidly change the way they create and deliver value to their customers Hundreds of the world s most successful companies including Hewlett Packard Enterprise AstraZeneca Cisco and Philips have turned to the Scaled Agile Framework SAFe to achieve agility at scale and maintain a competitive edge SAFe 4 0 Distilled Applying the Scaled Agile Framework for Lean Software and Systems Engineering explains how adopting SAFe can quickly improve time to market and increase productivity quality and employee engagement In this book you will Understand the business case for SAFe its benefits the problems it solves and how to apply it Get an overview of SAFe across all parts of the business team program value stream and portfolio Learn why SAFe works the power of SAFe s Lean Agile mindset values and principles Discover how systems thinking Agile development and Lean product development form the underlying basis for SAFe Learn how to become a Lean Agile leader and effectively drive an enterprise wide transformation

**The Openxp Solution** Dr. Sandra Walsh, 2016-03-31 Over recent decades an abundance of reports have established that significant difficulties are experienced with the development of requirements in software projects Traditionally requirements are documented prior to development remaining fixed with little scope for subsequent change However for competitive domains change to initial expectations frequently occurs and should be accommodated to increase the likelihood of project success Agile Methods AMs recognise this creating shorter development cycles and increased customer involvement thus contributing toward higher levels of adaptability for changing requirements However despite widespread adoption problems still remain as considerable difficulty exists in managing negotiation between interdisciplinary stakeholder groups Specific problems include difficulty achieving a collaborative approach early detection and resolution of requirements conflict and limited access to suitable stakeholders also contributes toward developers not fully understanding the domain In response to these challenges this book has been written to address the inclusion of input from critical stakeholders on software development projects This is achieved by utilizing Home Care Systems HCS as an exemplar for Dynamically Adaptive Systems DAS illustrating how AMs can be extended to better suit the desirable characteristics for an

evolutionary Requirements Engineering RE approach to be developed The findings from multiple studies both academic and industry based inform the development of a novel evolutionary framework called OpenXP to improve the facilitation of agile requirements elicitation in complex business domains OpenXP provides the Agile Business Analyst with a practical solution to the strategic consolidation of multiple diverse viewpoints in developing a representative perspective of the overall project goal Specifically this novel approach introduces a more participatory elicitation process extending hands on support for prioritization decision making and the provision of an informative workspace including upper level business context needed for developing user stories The OpenXP framework is a three phased solution consisting of nine specific steps linked with four broader facets Each facet is then responsible for implementing one or more strategic functions that comprise Stakeholder Coordination Business and IT Alignment Effective Communication Adaptability Integration on agile software projects

**Human-Computer Interaction** Masaaki Kurosu,Ayako Hashizume,2025-07-07 This seven volume set constitutes the refereed proceedings of the Human Computer Interaction thematic area of the 27th International Conference on Human Computer Interaction HCII 2025 held in Gothenburg Sweden during June 22 27 2025 The HCI Thematic Area constitutes a forum for scientific research and addressing challenging and innovative topics in Human Computer Interaction theory methodology and practice including for example novel theoretical approaches to interaction novel user interface concepts and technologies novel interaction devices UI development methods environments and tools multimodal user interfaces emotions in HCI aesthetic issues HCI and children evaluation methods and tools and many others *The 10th International Conference on Engineering, Project, and Production Management* Kriengsak Panuwatwanich,Chien-Ho Ko,2020-03-03 This book gathers the proceedings of the EPPM 2019 conference and highlights innovative work by researchers and practitioners active in various industries around the globe Recent advances in science and technology have made it possible to seamlessly connect and integrate various elements of engineering systems and opened the door for innovations that have transformed how we live and work While these developments have yielded enhanced efficiency and numerous improvements in our current practices the problems caused by the increased complexity of these integrated systems can be extremely difficult Accordingly solving these problems involves applying cross disciplinary expertise to address the heterogeneity of the various elements inherent in the system These proceedings address four main themes I Smart and Sustainable Construction II Advances in Project Management Practices III Toward Safety and Productivity Improvement and IV Smart Manufacturing Design and Logistics As such they will be of interest to and valuable to researchers and practitioners in a range of industries seeking an update on the translational fields of engineering project and production management

**Software Architecture** Danny Weyns,Raffaella Mirandola,Ivica Crnkovic,2015-09-02 This book constitutes the proceedings of the 9th European Conference on Software Architecture ECSA 2015 held in Cavtat Croatia in September 2015 The 12 full papers and 15 short papers presented together with three education and training papers in this

volume were carefully reviewed and selected from 100 submissions They are organized in topical sections named adaptation design approaches decisions and social aspects education and training cloud and green agile and smart systems analysis and automation services and ecosystems

**UNDERSTANDING CAPITALISM** Shawn Armstrong, 2025-04-19 Chapter 1 The Weight of Decision Unraveling Human Nature and the Price We Pay for Choice This chapter delves into the intrinsic nature of human decision making exploring how choices shape our lives and the inherent costs associated with them It examines the psychological and emotional burdens that accompany decision making emphasizing that every choice carries a weight that influences our overall well being and societal dynamics Chapter 2 Navigating the Balance Understanding Profit Loss and the Economic Fabric of Society Here the discussion shifts to the foundational concepts of profit and loss within an economic framework The chapter illustrates how these elements are critical in shaping the economic landscape affecting everything from individual businesses to broader societal structures It highlights the importance of understanding these concepts to navigate the complexities of modern economies Chapter 3 The Mechanics of Production Understanding the Role of Division of Labor in Economic Efficiency This chapter focuses on the division of labor as a cornerstone of economic efficiency It explains how specialization enhances productivity by allowing individuals to focus on specific tasks leading to greater output and innovation The mechanics behind this process are analyzed to showcase its significance in both historical and contemporary contexts Chapter 4 Harnessing Efficiency An In Depth Analysis of Economies of Scale and Scope An exploration of economies of scale and scope reveals how businesses can optimize production processes to reduce costs and increase efficiency This chapter discusses various strategies companies employ to achieve these economies illustrating their impact on competitive advantage and market dynamics Chapter 5 Navigating Global Markets The Role of Trade and Comparative Advantage in Economic Growth In this chapter the focus is on global trade and its vital role in fostering economic growth It introduces the concept of comparative advantage explaining how countries can benefit from specializing in goods they produce most efficiently The implications for international relations and economic policy are also considered Chapter 6 Harnessing Innovation The Role of Technology in Resource Management This chapter highlights the transformative power of technology in resource management It discusses how innovation drives efficiency in various sectors enabling better allocation and utilization of resources The relationship between technological advancement and sustainable development is examined emphasizing its importance for future economic stability Chapter 7 The Interplay of Prosperity Morality and Freedom A Triad for a Just Society The final chapter presents a philosophical exploration of prosperity morality and freedom as interconnected pillars for a just society It argues that true economic success is not merely measured by wealth but also by ethical considerations and individual freedoms The chapter advocates for a balanced approach to governance that promotes both economic growth and moral responsibility Overall these chapters collectively provide a comprehensive examination of key economic principles while intertwining human behavior societal values and technological

advancements to present a holistic view of modern economics      A Seat at the Table and The Art of Business Value Mark Schwartz, 2017-10-10 A Seat at the Table Agile Lean and DevOps approaches are radical game changers They provide a fundamentally different way to think about how IT fits into the enterprise how IT leaders lead and how IT can harness technology to accomplish the objectives of the enterprise But honest and open conversations are not taking place at the interface between management and Agile delivery teams In A Seat at the Table CIO Mark Schwartz explores the role of IT leadership as it is now and the role of IT leadership as it should be an integral part of the value creation engine Asking two critical questions how can IT harness Agility to achieve the best value for the enterprise and how can IT redefine its relationship with the enterprise to maximize this value and in the process earn that seat at the table Schwartz shows that the only way to become an Agile IT leader in today's world is to be courageous to throw off many of the attitudes and assumptions that have left CIOs struggling to gain a seat at the table to proceed in bold strokes and to lead the enterprise in seizing opportunities to create business value through technology The Art of Business Value Do you really understand what business value is Information technology can and should deliver business value But the Agile literature has paid scant attention to what business value means and how to know whether or not you are delivering it This problem becomes ever more critical as you push value delivery toward autonomous teams and away from requirements tossed over the wall by business stakeholders An empowered team needs to understand its goal Playful and thought provoking The Art of Business Value explores what business value means why it matters and how it should affect your software development and delivery practices More than any other IT delivery approach DevOps and Agile thinking in general makes business value a central concern This book examines the role of business value in software and makes a compelling case for why a clear understanding of business value will change the way you deliver software This book will make you think deeply about not only what it means to deliver value but also the relationship of the IT organization to the rest of the enterprise It will give you the language to discuss value with the business methods to cut through bureaucracy and strategies for incorporating Agile teams and culture into the enterprise Most of all this book will startle you into new ways of thinking about the cutting edge of Agile practice and where it may lead      **Enterprise Interoperability V** Raúl Poler, Guy Doumeingts, Bernhard Katzy, Ricardo Chalmata, 2012-02-24 Within a scenario of globalised markets where the capacity to efficiently cooperate with other firms starts to become essential in order to remain in the market in an economically socially and environmentally cost effective manner it can be seen how the most innovative enterprises are beginning to redesign their business model to become interoperable This goal of interoperability is essential not only from the perspective of the individual enterprise but also in the new business structures that are now emerging such as supply chains virtual enterprises interconnected organisations or extended enterprises as well as in mergers and acquisitions Composed of over 40 papers Enterprise Interoperability V ranges from academic research through case studies to industrial and administrative experience of

interoperability The international nature of the authorship continues to broaden Many of the papers have examples and illustrations calculated to deepen understanding and generate new ideas The I ESA 12 Conference from which this book is drawn was organized by Polytechnic University of Valencia on behalf INTERVAL and the European Virtual Laboratory for Enterprise Interoperability INTEROP VLab and sponsored by the International Federation for Information Processing IFIP and the International Federation of Automatic Control IFAC A concise reference to the state of the art in systems interoperability Enterprise Interoperability V will be of great value to engineers and computer scientists working in manufacturing and other process industries and to software engineers and electronic and manufacturing engineers working in the academic environment

Foundations of Software Engineering Ashfaq Ahmed, Bhanu Prasad, 2016-08-25 The best way to learn software engineering is by understanding its core and peripheral areas Foundations of Software Engineering provides in depth coverage of the areas of software engineering that are essential for becoming proficient in the field The book devotes a complete chapter to each of the core areas Several peripheral areas are also explained by assigning a separate chapter to each of them Rather than using UML or other formal notations the content in this book is explained in easy to understand language Basic programming knowledge using an object oriented language is helpful to understand the material in this book The knowledge gained from this book can be readily used in other relevant courses or in real world software development environments This textbook educates students in software engineering principles It covers almost all facets of software engineering including requirement engineering system specifications system modeling system architecture system implementation and system testing Emphasizing practical issues such as feasibility studies this book explains how to add and develop software requirements to evolve software systems This book was written after receiving feedback from several professors and software engineers What resulted is a textbook on software engineering that not only covers the theory of software engineering but also presents real world insights to aid students in proper implementation Students learn key concepts through carefully explained and illustrated theories as well as concrete examples and a complete case study using Java Source code is also available on the book's website The examples and case studies increase in complexity as the book progresses to help students build a practical understanding of the required theories and applications

**SAFe 4.5 Reference Guide** Dean Leffingwell, 2018-05-04 The Must have Reference Guide for SAFe Professionals There are a lot of methods of scale out there but the Scaled Agile Framework is the one lighting up the world Steve Elliot Founder CEO AgileCraft Since beginning our Lean Agile journey with SAFe Vantiv has focused its strategic efforts and its execution We have improved the predictability of product delivery while maintaining high quality and have become even more responsive to customers resulting in higher customer satisfaction And just as important employee engagement went up over the past year Dave Kent Enterprise Agile Coach Vantiv Fully updated to include the new innovations in SAFe 4.5 the SAFe 4.5 Reference Guide is ideal for anyone serious about learning and implementing the world's leading framework for enterprise

agility Inside you ll find complete coverage of the scaledagileframework com knowledge base the website that thousands of the world s largest brands turn to for building better software and systems SAFe was developed from real world field experience and provides proven success patterns for implementing Lean Agile software and systems development at enterprise scale This book provides comprehensive guidance for work at the enterprise Portfolio Large Solution Program and Team levels including the various roles activities and artifacts that constitute the Framework Education Training Key to Success The practice of SAFe is spreading rapidly throughout the world The majority of Fortune 100 companies have certified SAFe professionals and consultants as do an increasing percentage of the Global 2000 Case study results visit scaledagileframework com case studies typically include 30 75% faster time to market 25 75% increase in productivity 20 50% improvements in quality 10 50% increased employee engagement Successful implementations may vary in context but share a common attribute a workforce well trained and educated in SAFe practices This book along with authorized training and certification will help you understand how to maximize the value of your role within a SAFe organization The result is greater alignment and visibility improved performance throughout the enterprise and ultimately better outcomes for the business

**Agile Methods. Large-Scale Development, Refactoring, Testing, and Estimation** Torgeir Dingsøy, Nils Brede Moe, Roberto Tonelli, Steve Counsell, Cigdem Gencel, Kai Petersen, 2014-12-06 This book constitutes the refereed proceedings of three international workshops held in Rome Italy in conjunction with the 15th International Conference on Agile Software Development XP 2014 in May 2014 The workshops comprised Principles of Large Scale Agile Development Refactoring Testing RefTest 2014 and Estimations in the 21st Century Software Engineering EstSE21 2014 The 13 revised full papers presented were carefully reviewed and selected from 28 submissions In addition an introduction and a keynote paper are included

Industrial DevOps Dr. Suzette Johnson, Robin Yeman, 2023-10-10 The benefits of adopting agile ways of working are well understood in the digital world But those in cyber physical systems combining software hardware and firmware think it is risky But with today s speed of change maybe the risk is in not changing Industrial DevOps Build Better Systems Faster shows readers how applying Agile and DevOps ways of working into cyber physical systems presents the opportunity to reap huge rewards including increased adaptability shorter delivery schedules reduced development cost increased quality and higher transparency into delivery This book shows you how to couple the results of Agile and DevOps implementation in development with Lean and Agile in manufacturing Through a successful application of 9 key principles Industrial DevOps provides the foundational success patterns for the development of cyber physical systems in the digital age The benefits that have been obtained across industries can be transferred to the cyber physical domain and they have the potential to provide an even greater impact in the delivery of products

## **Agile Software Requirements Lean Requirements Practices For Teams Programs And The Enterprise Agile Software Development Series** Book Review: Unveiling the Magic of Language

In a digital era where connections and knowledge reign supreme, the enchanting power of language has become much more apparent than ever. Its ability to stir emotions, provoke thought, and instigate transformation is actually remarkable. This extraordinary book, aptly titled "**Agile Software Requirements Lean Requirements Practices For Teams Programs And The Enterprise Agile Software Development Series**," written by a very acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound effect on our existence. Throughout this critique, we will delve into the book's central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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## **Agile Software Requirements Lean Requirements Practices For Teams Programs And The Enterprise Agile Software Development Series Introduction**

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