



Peopleware

Productive Projects and Teams



Second Edition Featuring Eight All-New Chapters

Tom DeMarco
&
Timothy Lister

Peopleware Productive Projects And Teams Second Edition

**Serge Demeyer, Stéphane
Ducasse, Oscar Nierstrasz**



Peopleware Productive Projects And Teams Second Edition:

Peopleware Tom DeMarco, Tim Lister, 2013-07-15 Few books in computing have had as profound an influence on software management as *Peopleware*. The unique insight of this longtime best seller is that the major issues of software development are human not technical. They're not easy issues but solve them and you'll maximize your chances of success. *Peopleware* has long been one of my two favorite books on software engineering. Its underlying strength is its base of immense real experience much of it quantified. Many many varied projects have been reflected on and distilled but what we are given is not just lifeless distillate but vivid examples from which we share the authors' inductions. Their premise is right: most software project problems are sociological not technological. The insights on team jelling and work environment have changed my thinking and teaching. The third edition adds strength to strength. Frederick P. Brooks Jr., Kenan Professor of Computer Science, University of North Carolina at Chapel Hill. Author of *The Mythical Man Month* and *The Design of Design*. *Peopleware* is the one book that everyone who runs a software team needs to read and reread once a year. In the quarter century since the first edition appeared it has become more important not less to think about the social and human issues in software development. This is the only way we're going to make more humane productive workplaces. Buy it, read it, and keep a stock on hand in the office supply closet. Joel Spolsky, Co-founder, Stack Overflow. When a book about a field as volatile as software design and use extends to a third edition, you can be sure that the authors write of deep principle of the fundamental causes for what we, readers, experience and not of the surface that everyone recognizes. And to bring people actual human beings into the mix. How excellent. How rare. The authors have made this third edition with its additions entirely terrific. Lee Devin and Rob Austin, Co-authors of *The Soul of Design* and *Artful Making*. For this third edition, the authors have added six new chapters and updated the text throughout, bringing it in line with today's development environments and challenges. For example, the book now discusses pathologies of leadership that hadn't previously been judged to be pathological: an evolving culture of meetings, hybrid teams made up of people from seemingly incompatible generations, and a growing awareness that some of our most common tools are more like anchors than propellers. Anyone who needs to manage a software project or software organization will find invaluable advice throughout the book.

Scrum and XP from the Trenches - 2nd Edition Henrik Kniberg, 2015 This book aims to give you a head start by providing a detailed down-to-earth account of how one Swedish company implemented Scrum and XP with a team of approximately 40 people and how they continuously improved their process over a year's time. Under the leadership of Henrik Kniberg, they experimented with different team sizes, different sprint lengths, different ways of defining done, different formats for product backlogs and sprint backlogs, different testing strategies, different ways of doing demos, different ways of synchronizing multiple Scrum teams, etc. They also experimented with XP practices, different ways of doing continuous build, pair programming, test-driven development, etc., and how to combine this with Scrum. This second edition is an annotated version, a director's cut, where Henrik reflects upon the

content and shares new insights gained since the first version of the book

Team Topologies Matthew Skelton, Manuel Pais, 2023-11-28 Mit gut geplanten Teamstrukturen die Softwareentwicklung nachhaltig beschleunigen International richtungsweisende Methode um leistungsfähige Teams zu formen Anwendbares Praxiswissen Wie Sie funktionierende Teamgrenzen bestimmen und Team APIs entwerfen Kombiband Enthält neben dem Hauptwerk Team Topologies das Workbook zur Interaktion verteilter arbeitender Teams Effektive Softwareteams sind für jedes Unternehmen unerlässlich um kontinuierlich und nachhaltig Werte zu schaffen Team Topologies ist ein praktisches schrittweise anpassbares Modell für die Gestaltung von Organisationen und die Interaktion von Teams Es basiert auf vier Teamtypen und drei Formen der Teaminteraktion und versteht Teams als entscheidenden Faktor der Wertschöpfung Mit der technologischen und organisatorischen Reife einer Organisation werden sich Teamstrukturen und Kommunikationswege kontinuierlich weiterentwickeln Im Bestseller Team Topologies präsentieren die IT Berater Matthew Skelton und Manuel Pais eine grundlegende Weiterentwicklung des Organisationsdesigns für die Entwicklung von Software Anhand von Fallstudien und Beispielen aus der Industrie beschreiben sie eine klar definierte Vorgehensweise für die Interaktion und das Zusammenwirken von Teams Ihre Methode trägt entscheidend dazu bei die Architektur von Software klarer und nachhaltiger zu gestalten und Probleme zwischen Teams in wertvolle Signale für eine sich selbst lenkende Organisation zu verwandeln Verstehen Sie das Conway'sche Gesetz und seine Bedeutung Vereinfachen Sie mit vier Teamtypen die Organisation moderner Softwareteams Gestalten Sie Teamgrenzen und APIs und reduzieren Sie die kognitive Belastung Ihrer Entwicklungsteams Verbessern Sie durch drei Formen der Interaktion die Bereitstellung von Software Nutzen Sie den Betrieb der Software als sensorischen Input zur Selbststeuerung Ihrer Organisation

Project Management for Trainers, 2nd Edition Lou Russell, 2015-10-30 Define a development project before you start planning the details A seat of the pants approach to project management is no longer viable Today's trainer is taking on truly unique projects and often many at once Whether you're developing materials on unfamiliar topics or writing courses for others to deliver using new technology now is the time to strengthen your project management process Seasoned learning and leadership expert Lou Russell offers a structured approach to moving projects from conception to completion In Project Management for Trainers you'll discover how to maintain a clear focus on client goals no matter how many changes they request or how many people get involved This refreshed second edition also guides you through managing consulting projects and suppliers This book is an essential guide to Building a project charter to document business objectives project objectives scope risks and constraints Creating a project schedule to determine task order establish milestones and due dates and assign task owners Conducting a post project review to capture lessons learned

A Down-To-Earth Guide To SDLC Project Management (2nd Edition) Joshua Boyde, 2014-07-01 This book has been crafted for both the project management novice who is ready to confront their first real project through to the seasoned veteran with several project battle campaigns under their belt This

book is based on many years of real world System Development Life Cycle SDLC project management as well as the Project Management Body Of Knowledge PMBOK the blending of the useful elements from other management practices principles and the incorporation of the past experiences the lessons learnt from the various industrial backgrounds of those persons who graciously contributed to this book s creation Described within is the practical application of field tested project management techniques to actual situations and prevailing circumstances where the realities of commercial necessities have to be given serious consideration Additionally this book does cover some topics and ugly truths that are often not acknowledged in academic textbooks on project management Contains over 100 explanatory diagrams real example cases candid comments from project program managers and over 100 cartoons to emphasize the key points **MDA®** Volker Gruhn, Daniel Pieper, Carsten Röttgers, 2007-06-01 Dieses Buch liefert sowohl die theoretischen Grundlagen als auch das praktische Handwerkszeug zur Anwendung der Model Driven Architecture der OMG Nach einer Definition und der Einordnung des Ansatzes in die heutige Welt des Software Engineering sowie der Vorstellung der notwendigen Grundlagen entwickeln die Autoren anhand eines Fallbeispiels ein prototypisches MDA Framework und setzen so die zuvor erarbeiteten Erkenntnisse in die Praxis um Besonderes Augenmerk wird dabei auf die Verwendung von Open Source Technologien insbesondere der Eclipse Plattform und ihrer untergliederten Projekte gelegt Eine bersicht ber verwandte Ans tze und sinnvolle Erg nzung zum vorgestellten Vorgehen sowie eine abschlie ende Bewertung und ein vorsichtiger Ausblick in die Zukunft runden die Darstellung ab Das Buch richtet sich damit sowohl an Entscheider die ein fundiertes Basiswissen zur MDA erlangen wollen als auch an Praktiker die Antworten auf konkrete Fragestellungen zur Umsetzung ben tigen

Selbstorganisierte Teams f hren Siegfried Kaltenecker, 2018-02-15 Die besten Architekturen Anforderungen und Entw rfe entstehen durch selbstorganisierte Teams behauptet das Agile Manifest Diese Behauptung wirft einige Fragen auf Wie sehen solche Teams aus Welche Form der F hrung brauchen sie Und wie kann diese so umgesetzt werden dass sie Selbstorganisation f rdert Dieses Buch bietet praxisorientierte Antworten auf all diese Fragen Siegfried Kaltenecker beschreibt wie F hrung in einem sich selbstorganisierenden Umfeld funktioniert und gibt viele Hinweise wie die eigenen F hrungskompetenzen ausgebaut werden k nnen Er f hrt in die Grundlagen und die Grundwerte selbstorganisierter Teams ein Commitment Einfachheit Respekt und Mut Anhand von konkreten Fallbeispielen aus der Lean und agilen Welt beschreibt er sodann ausf hrllich die handlungsleitenden Kernkompetenzen Fokussieren Designen Moderieren und Ver ndern F r jede Kompetenz hat er konkrete Werkzeuge parat wie z B Kunden Radar visuelles Arbeitsmanagement bescheidenes Befragen oder Feedback Planer mit denen der Leser die Umsetzung in der Praxis nachvollziehen kann Sie erfahren in diesem Buch wie interdisziplin re F hrung und geteilte Managementverantwortung in der Praxis gelebt werden k nnen und erhalten dar ber hinaus viele Anregungen um Ihre eigenen Skills gezielt zu erweitern Die 2 Auflage wurde um neue Werkzeuge z B Wertstromanalyse Design Thinking Delegation Board oder Kl rungsgespr ch und weitere Fallbeispiele zur agilen Teamf hrung

erg nzt **Maximizing The Enterprise Information Assets** Timothy Wells,Christine Sevilla,2003-05-27 The ramifications of this new Information Age are still not well understood Most businesses do not know how to turn their information into a beneficial capital asset Unfortunately their focus has been almost exclusively on technology while human and managerial factors are left unexplored Maximizing the Enterprise Information Assets defi **A Scrum Book** Jeff Sutherland,James O. Coplien,2019-08-16 Building a successful product usually involves teams of people and many choose the Scrum approach to aid in creating products that deliver the highest possible value Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals The ninety four patterns contained within are elaborated nuggets of insight into Scrum s building blocks how they work and how to use them They offer novices a roadmap for starting from scratch yet they help intermediate practitioners fine tune or fortify their Scrum implementations Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development The patterns are written in the well known Alexandrian form whose roots in architecture and design have enjoyed broad application in the software world The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work The patterns flow together naturally through the context sections at their beginning and end Learn everything you need to know to master and implement Scrum one step at a time the agile way **Remote Pairing** Joe Kutner,2013-12-02 You ve heard about pair programming s benefits fewer bugs improved skills and faster delivery But what happens when you want to pair with someone in another city country or even hemisphere With the right tools you won t have to relocate to refactor In this book you ll learn techniques used by the most productive remote programmers in the industry to pair with anyone on the globe on any kind of project You ll use collaborative editors screen sharing secure networking and virtualization to create a remote pairing environment that feels as if your partner is sitting right next to you Two heads are better than one but only if they re working on the same problem When pairing remotely this requires a specialized environment that you ll learn how to create We ll use the same open source tools as the pros to improve collaboration and increase productivity You ll learn techniques patterns and best practices you can apply to projects of all kinds These tools are so effective that many co located programmers use them despite sitting side by side you don t have to work outside of an office for this book to improve your programming techniques We ll start by creating a secure collaborative editing environment capable of handling the low bandwidth networks at some coffee shops Then we ll share your screen using free open source tools and protocols We ll deploy all of this to a server in the cloud so you can access your development environment from anywhere Then we ll use one of the most advanced integrated development environments to collaborate sketch on a virtual whiteboard and resolve conflicts Finally we ll talk with programmers at Pivotal Labs Big Nerd Ranch and other top notch distributed development firms to learn how they handle the challenges of remote pairing on a daily basis

With their help and advice you can be productive from any location on the planet What You Need Many of the examples in this book require an internet connection You ll only need one computer for most of the exercises and you can run them by yourself But having a second computer and even a second person may improve the experience **Software Project Effort Estimation** Adam Trendowicz,Ross Jeffery,2014-05-07 Software effort estimation is one of the oldest and most important problems in software project management and thus today there are a large number of models each with its own unique strengths and weaknesses in general and even more importantly in relation to the environment and context in which it is to be applied Trendowicz and Jeffery present a comprehensive look at the principles of software effort estimation and support software practitioners in systematically selecting and applying the most suitable effort estimation approach Their book not only presents what approach to take and how to apply and improve it but also explains why certain approaches should be used in specific project situations Moreover it explains popular estimation methods summarizes estimation best practices and provides guidelines for continuously improving estimation capability Additionally the book offers invaluable insights into project management in general discussing issues including project trade offs risk assessment and organizational learning Overall the authors deliver an essential reference work for software practitioners responsible for software effort estimation and planning in their daily work and who want to improve their estimation skills At the same time for lecturers and students the book can serve as the basis of a course in software processes software estimation or project management

Object-Oriented Reengineering Patterns Serge Demeyer,Stéphane Ducasse,Oscar Nierstrasz,2002-07-16 The documentation is missing or obsolete and the original developers have departed Your team has limited understanding of the system and unit tests are missing for many if not all of the components When you fix a bug in one place another bug pops up somewhere else in the system Long rebuild times make any change difficult All of these are signs of software that is close to the breaking point Many systems can be upgraded or simply thrown away if they no longer serve their purpose Legacy software however is crucial for operations and needs to be continually available and upgraded How can you reduce the complexity of a legacy system sufficiently so that it can continue to be used and adapted at acceptable cost Based on the authors industrial experiences this book is a guide on how to reverse engineer legacy systems to understand their problems and then reengineer those systems to meet new demands Patterns are used to clarify and explain the process of understanding large code bases hence transforming them to meet new requirements The key insight is that the right design and organization of your system is not something that can be evident from the initial requirements alone but rather as a consequence of understanding how these requirements evolve Describes how to reverse engineer a monolithic system to understand how it really works and how to identify potential problems Includes reengineering patterns that tackle well known reengineering techniques often encountered in object oriented programming such as introducing polymorphism factoring out common behavior detecting duplicated code and understanding design Shows how to build a culture of

continuous reengineering for achieving flexible and maintainable object oriented systems **Software Development, Design and Coding** John F. Dooley, 2017-11-25 Learn the principles of good software design and how to turn those principles into great code This book introduces you to software engineering from the application of engineering principles to the development of software You ll see how to run a software development project examine the different phases of a project and learn how to design and implement programs that solve specific problems It s also about code construction how to write great programs and make them work Whether you re new to programming or have written hundreds of applications in this book you ll re examine what you already do and you ll investigate ways to improve Using the Java language you ll look deeply into coding standards debugging unit testing modularity and other characteristics of good programs With Software Development Design and Coding author and professor John Dooley distills his years of teaching and development experience to demonstrate practical techniques for great coding What You ll Learn Review modern agile methodologies including Scrum and Lean programming Leverage the capabilities of modern computer systems with parallel programming Work with design patterns to exploit application development best practices Use modern tools for development collaboration and source code controls Who This Book Is For Early career software developers or upper level students in software engineering courses

The Pragmatic Programmer Andrew Hunt, David Thomas, 1999-10-20 What others in the trenches say about The Pragmatic Programmer The cool thing about this book is that it s great for keeping the programming process fresh The book helps you to continue to grow and clearly comes from people who have been there Kent Beck author of Extreme Programming Explained Embrace Change I found this book to be a great mix of solid advice and wonderful analogies Martin Fowler author of Refactoring and UML Distilled I would buy a copy read it twice then tell all my colleagues to run out and grab a copy This is a book I would never loan because I would worry about it being lost Kevin Ruland Management Science MSG Logistics The wisdom and practical experience of the authors is obvious The topics presented are relevant and useful By far its greatest strength for me has been the outstanding analogies tracer bullets broken windows and the fabulous helicopter based explanation of the need for orthogonality especially in a crisis situation I have little doubt that this book will eventually become an excellent source of useful information for journeymen programmers and expert mentors alike John Lakos author of Large Scale C Software Design This is the sort of book I will buy a dozen copies of when it comes out so I can give it to my clients Eric Vought Software Engineer Most modern books on software development fail to cover the basics of what makes a great software developer instead spending their time on syntax or technology where in reality the greatest leverage possible for any software team is in having talented developers who really know their craft well An excellent book Pete McBreen Independent Consultant Since reading this book I have implemented many of the practical suggestions and tips it contains Across the board they have saved my company time and money while helping me get my job done quicker This should be a desktop reference for everyone who works with code for a living Jared Richardson Senior Software Developer

Renaissance Inc I would like to see this issued to every new employee at my company Chris Cleeland Senior Software Engineer Object Computing Inc If I'm putting together a project it's the authors of this book that I want And failing that I'd settle for people who've read their book Ward Cunningham Straight from the programming trenches The Pragmatic Programmer cuts through the increasing specialization and technicalities of modern software development to examine the core process taking a requirement and producing working maintainable code that delights its users It covers topics ranging from personal responsibility and career development to architectural techniques for keeping your code flexible and easy to adapt and reuse Read this book and you'll learn how to Fight software rot Avoid the trap of duplicating knowledge Write flexible dynamic and adaptable code Avoid programming by coincidence Bullet proof your code with contracts assertions and exceptions Capture real requirements Test ruthlessly and effectively Delight your users Build teams of pragmatic programmers and Make your developments more precise with automation Written as a series of self contained sections and filled with entertaining anecdotes thoughtful examples and interesting analogies The Pragmatic Programmer illustrates the best practices and major pitfalls of many different aspects of software development Whether you're a new coder an experienced programmer or a manager responsible for software projects use these lessons daily and you'll quickly see improvements in personal productivity accuracy and job satisfaction You'll learn skills and develop habits and attitudes that form the foundation for long term success in your career You'll become a Pragmatic Programmer

Software Engineering Practice Thomas B. Hilburn, Massood Towhidnejad, 2020-12-15 This book is a broad discussion covering the entire software development lifecycle It uses a comprehensive case study to address each topic and features the following A description of the development by the fictional company Homeowner of the DigitalHome DH System a system with smart devices for controlling home lighting temperature humidity small appliance power and security A set of scenarios that provide a realistic framework for use of the DH System material Just in time training each chapter includes mini tutorials introducing various software engineering topics that are discussed in that chapter and used in the case study A set of case study exercises that provide an opportunity to engage students in software development practice either individually or in a team environment Offering a new approach to learning about software engineering theory and practice the text is specifically designed to Support teaching software engineering using a comprehensive case study covering the complete software development lifecycle Offer opportunities for students to actively learn about and engage in software engineering practice Provide a realistic environment to study a wide array of software engineering topics including agile development Software Engineering Practice A Case Study Approach supports a student centered active learning style of teaching The DH case study exercises provide a variety of opportunities for students to engage in realistic activities related to the theory and practice of software engineering The text uses a fictitious team of software engineers to portray the nature of software engineering and to depict what actual engineers do when practicing software engineering All the DH case study exercises can be used as team or

group exercises in collaborative learning Many of the exercises have specific goals related to team building and teaming skills The text also can be used to support the professional development or certification of practicing software engineers The case study exercises can be integrated with presentations in a workshop or short course for professionals

Software Development and Professional Practice John Dooley, 2011-10-13 Software Development and Professional Practice reveals how to design and code great software What factors do you take into account What makes a good design What methods and processes are out there for designing software Is designing small programs different than designing large ones How can you tell a good design from a bad one You ll learn the principles of good software design and how to turn those principles back into great code Software Development and Professional Practice is also about code construction how to write great programs and make them work What you say You ve already written eight gazillion programs Of course I know how to write code Well in this book you ll re examine what you already do and you ll investigate ways to improve Using the Java language you ll look deeply into coding standards debugging unit testing modularity and other characteristics of good programs You ll also talk about reading code How do you read code What makes a program readable Can good readable code replace documentation How much documentation do you really need This book introduces you to software engineering the application of engineering principles to the development of software What are these engineering principles First all engineering efforts follow a defined process So you ll be spending a bit of time talking about how you run a software development project and the different phases of a project Secondly all engineering work has a basis in the application of science and mathematics to real world problems And so does software development You ll therefore take the time to examine how to design and implement programs that solve specific problems Finally this book is also about human computer interaction and user interface design issues A poor user interface can ruin any desire to actually use a program in this book you ll figure out why and how to avoid those errors Software Development and Professional Practice covers many of the topics described for the ACM Computing Curricula 2001 course C292c Software Development and Professional Practice It is designed to be both a textbook and a manual for the working professional

Debugging Teams Brian W. Fitzpatrick, Ben Collins-Sussman, 2015-10-13 In the course of their 20 year engineering careers authors Brian Fitzpatrick and Ben Collins Sussman have picked up a treasure trove of wisdom and anecdotes about how successful teams work together Their conclusion Even among people who have spent decades learning the technical side of their jobs most haven t really focused on the human component Learning to collaborate is just as important to success If you invest in the soft skills of your job you can have a much greater impact for the same amount of effort The authors share their insights on how to lead a team effectively navigate an organization and build a healthy relationship with the users of your software This is valuable information from two respected software engineers whose popular series of talks including Working with Poisonous People has attracted hundreds of thousands of followers

Softwareprozessverbesserungsprojekte Bernhard Kölmel, 2001-09

Effective Project Management Robert K. Wysocki, 2011-09-26 Expert guidance on ensuring project success the latest edition Many projects fail to deliver on time and within budget and often poor project management is to blame If you re a project manager the newest edition of this expert and top selling book will help you avoid the pitfalls and manage projects successfully Covering the major project management techniques including Traditional Linear and Incremental Agile Iterative and Adaptive and Extreme this book lays out a comprehensive overview of all of the best of breed project management approaches and tools today You ll learn how to use these approaches effectively to achieve better outcomes Fresh topics in this new edition include critical chain project management using the Requirements Management Lifecycle as a key driver career and professional development for project managers and more This book is packed with step by step instruction and practical case studies and a companion web site offers additional exercises and solutions Gives new or veteran project managers a comprehensive overview of the best of breed project management approaches and tools today Shows readers through step by step instruction and practical case studies how to use these tools effectively Updated new edition adds new material on career and professional development for project managers critical chain project management and more If you re seeking to improve your professional project management skills the latest edition of this popular successful and in depth book is the place to start Visit <http://wysockiepm.com> for support materials and to connect with the author

Software Cost Estimation, Benchmarking, and Risk Assessment Adam Trendowicz, 2013-01-10 Software effort estimation is a key element of software project planning and management Yet in industrial practice the important role of effort estimation is often underestimated and or misunderstood In this book Adam Trendowicz presents the CoBRA method an abbreviation for Cost Estimation Benchmarking and Risk Assessment for estimating the effort required to successfully complete a software development project which uniquely combines human judgment and measurement data in order to systematically create a custom specific effort estimation model CoBRA goes far beyond simply predicting the development effort it supports project decision makers in negotiating the project scope managing project risks benchmarking productivity and directing improvement activities To illustrate the method s practical use the book reports several real world cases where CoBRA was applied in various industrial contexts These cases represent different estimation contexts in terms of software project environment estimation objectives and estimation constraints This book is the result of a successful collaboration between the process management division of Fraunhofer IESE and many software companies in the field of software engineering technology transfer It mainly addresses software practitioners who deal with planning and managing software development projects as part of their daily work and is also of interest for students or courses specializing in software engineering or software project management

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Peopleware Productive Projects And Teams Second Edition Introduction

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