

Agile Testing A Practical For Testers And Agile Teams

It's an exciting time to be agile! Finally, our industry has found a real, sustainable way to solve problems that have perplexed generations of software developers. Agile not only leads to great results, but teams say they also have a much better time at work. Yet ... if agile is so great, why isn't everyone doing it? It turns out that agile can work well for one team and cause serious problems for another. The difference is team mindset. With this brain-friendly guide, you'll change the way you think about your projects--for the better!

Agile Practice Guide – First Edition has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

Decades of software testing experience condensed into the most important lessons learned. The world's leading software testing experts lend you their wisdom and years of experience to help you avoid the most common mistakes in testing software. Each lesson is an assertion related to software testing, followed by an explanation or example that shows you the how, when, and why of the testing lesson. More than just tips, tricks, and pitfalls to avoid, Lessons Learned in Software Testing speeds you through the critical testing phase of the software development project without the

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extensive trial and error it normally takes to do so. The ultimate resource for software testers and developers at every level of expertise, this guidebook features:

- * Over 200 lessons gleaned from over 30 years of combined testing experience
- * Tips, tricks, and common pitfalls to avoid by simply reading the book rather than finding out the hard way
- * Lessons for all key topic areas, including test design, test management, testing strategies, and bug reporting
- * Explanations and examples of each testing trouble spot help illustrate each lesson's assertion

“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 & Associates; 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

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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.

This book provides essential insights on the adoption of modern software engineering practices at large companies producing software-intensive systems, where hundreds or even thousands of engineers collaborate to deliver on new systems and new versions of already deployed ones. It is based on the findings collected and lessons learned at the Software Center (SC), a unique collaboration between research and industry, with Chalmers University of Technology, Gothenburg University and Malmö University as academic partners and Ericsson, AB Volvo, Volvo Car Corporation, Saab Electronic Defense Systems, Grundfos, Axis Communications, Jeppesen (Boeing) and Sony Mobile as industrial partners. The 17 chapters present the “Stairway to Heaven” model, which represents the typical evolution path companies move through as they develop and mature their software engineering capabilities. The chapters describe theoretical frameworks, conceptual models and, most importantly, the industrial experiences gained by the partner companies in applying novel software engineering techniques. The book’s structure consists of six parts. Part I describes the model in detail and presents an overview of lessons learned in the collaboration between industry and academia. Part II deals with the first step of the Stairway to Heaven, in which R&D adopts agile work practices. Part III of the book combines the next two phases, i.e., continuous

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integration (CI) and continuous delivery (CD), as they are closely intertwined. Part IV is concerned with the highest level, referred to as “R&D as an innovation system,” while Part V addresses a topic that is separate from the Stairway to Heaven and yet critically important in large organizations: organizational performance metrics that capture data, and visualizations of the status of software assets, defects and teams. Lastly, Part VI presents the perspectives of two of the SC partner companies. The book is intended for practitioners and professionals in the software-intensive systems industry, providing concrete models, frameworks and case studies that show the specific challenges that the partner companies encountered, their approaches to overcoming them, and the results. Researchers will gain valuable insights on the problems faced by large software companies, and on how to effectively tackle them in the context of successful cooperation projects.

In an IT world in which there are differently sized projects, with different applications, differently skilled practitioners, and on-site, off-site, and off-shored development teams, it is impossible for there to be a one-size-fits-all agile development and testing approach. This book provides practical guidance for professionals, practitioners, and researchers faced with creating and rolling out their own agile testing processes. In addition to descriptions of the prominent agile methods, the book provides twenty real-world case studies of practitioners using agile methods and draws upon their experiences to propose your own agile method; whether yours is a small, medium, large, off-site, or even off-shore project, this book provides personalized guidance on the agile best practices from which to choose to create your own effective and efficient agile method.

These days, more and more software development projects are being carried out using agile methods like Scrum. Agile

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software development promises higher software quality, a shorter time to market, and improved focus on customer needs. However, the transition to working within an agile methodology is not easy. Familiar processes and procedures change drastically. Software testing and software quality assurance have a crucial role in ensuring that a software development team, department, or company successfully implements long-term agile development methods and benefits from this framework. This book discusses agile methodology from the perspective of software testing and software quality assurance management. Software development managers, project managers, and quality assurance managers will obtain tips and tricks on how to organize testing and assure quality so that agile projects maintain their impact. Professional certified testers and software quality assurance experts will learn how to work successfully within agile software teams and how best to integrate their expertise. Topics include: Agile methodology and classic process models How to plan an agile project Unit tests and test first approach Integration testing and continuous integration System testing and test nonstop Quality management and quality assurance Also included are five case studies from the manufacturing, online-trade, and software industry as well as test exercises for self-assessment. This book covers the new ISTQB Syllabus for Agile Software Testing and is a relevant resource for all students and trainees worldwide who plan to undertake this ISTQB certification.

Written by a leading expert in the field, this unique volume contains current test design approaches and focuses only on software test design. Copeland illustrates each test design through detailed examples and step-by-step instructions. Today, even the largest development organizations are

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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 organizations, 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

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- 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 organizational structure
 - Overcoming U.S./India cultural differences that can complicate offshore development
 - Selecting tools to support quantum leaps in productivity in your organization
 - Using change management disciplines to support greater enterprise agility
- How do successful agile teams deliver bug-free, maintainable software—iteration after iteration? The answer is: By seamlessly combining development and testing. On such teams, the developers write testable code that enables them to verify it using various types of automated tests. This approach keeps regressions at bay and prevents “testing crunches”—which otherwise may occur near the end of an iteration—from ever happening. Writing testable code, however, is often difficult, because it requires knowledge and skills that cut across multiple disciplines. In *Developer Testing*, leading test expert and mentor Alexander Tarlinder presents concise, focused guidance for making new and legacy code far more testable. Tarlinder helps you answer questions like: When have I tested this enough? How many tests do I need to write? What should my tests verify? You’ll learn how to design for testability and

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utilize techniques like refactoring, dependency breaking, unit testing, data-driven testing, and test-driven development to achieve the highest possible confidence in your software. Through practical examples in Java, C#, Groovy, and Ruby, you'll discover what works—and what doesn't. You can quickly begin using Tarlinder's technology-agnostic insights with most languages and toolsets while not getting buried in specialist details. The author helps you adapt your current programming style for testability, make a testing mindset "second nature," improve your code, and enrich your day-to-day experience as a software professional. With this guide, you will

- Understand the discipline and vocabulary of testing from the developer's standpoint
- Base developer tests on well-established testing techniques and best practices
- Recognize code constructs that impact testability
- Effectively name, organize, and execute unit tests
- Master the essentials of classic and "mockist-style" TDD
- Leverage test doubles with or without mocking frameworks
- Capture the benefits of programming by contract, even without runtime support for contracts
- Take control of dependencies between classes, components, layers, and tiers
- Handle combinatorial explosions of test cases, or scenarios requiring many similar tests
- Manage code duplication when it can't be eliminated
- Actively maintain and improve your test suites
- Perform more advanced tests at the integration, system, and end-to-end levels
- Develop an understanding for how the organizational context influences quality assurance
- Establish well-balanced and effective testing strategies suitable for agile teams

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There are a few books on the market that discuss agile testing from a practitioner perspective. But this is the first book that looks at the organizational moves that are required to pull together an effective Agile Quality and Testing strategy. One that shows leaders and coaches how to effectively establish agile practices using the Three Pillars model. The book is chock-full of real world stories from two coaches who

The Agile Software Testing course covers the methodologies and testing approaches but also the techniques and tools used in software testing in agile projects. The first section of this course is on Methodologies and Testing Approaches. Agile software development lifecycles are comprised of short iterations with working software released at the end of each iteration. In this section, you will have overview of agile development and cover some of the different approaches, including Extreme Programming, Scrum, and Kanban. You will learn the key aspects of testing in an agile environment, as well as the skillset that an agile tester should have. More specifically we are going to cover the following: -Agile Software Development Fundamentals which includes Agile Software Development and the Agile Manifesto, The Twelve Principles of the Agile Manifesto, The Whole Team Approach, Early and Frequent Feedback; -Aspects of Agile Approach which includes Extreme Programming (XP), Scrum, Kanban, Collaborative User Stories, Creation of User Stories, Retrospectives, Continuous Integration, Release and Iteration Planning; -Testing in Agile Approaches which includes Agile Testing and

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Development Activities, Agile Project Work Products, Agile Test Levels, Agile Testing and Configuration Management, Agile and Independent Testing;-Test Status in Agile Projects which includes Communicating Test Status and Product Quality, Managing Risk Regression;-Role and Skills of an Agile Tester which includes Skills of an Agile Tester, Role of an Agile Tester.The second section of this course is on Techniques and Tools.Agile approaches include the complementary techniques of test-driven development, acceptance test- driven development, and behavior-driven developmentIn this section, we will explore the key features of agile testing and how techniques such as black box testing can be applied in agile projects. We will also take a look at various tools that are available to agile testers, everything from task management and tracking tools, to communication and configuration tools.More specifically we are going to cover the following: -Agile Testing and Risk Assessment which includes Test-driven and Behavior-driven Development, Test Levels, A Scrum Tester, Quality Risks in Agile Projects;-Techniques in Agile Projects which includes Estimation of Testing Effort, Test Basis in Agile Projects, Definition of Done, Acceptance Test-driven Development, Functional and Nonfunctional Black Box Test Design, Exploratory Testing;-Tools for Testing in Agile Projects which includes Task Management and Tracking Tools, Communication and Information-sharing Tools, Test Development and Configuration Tools. The classic, landmark work on software testing The hardware and software of computing have changed

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markedly in the three decades since the first edition of *The Art of Software Testing*, but this book's powerful underlying analysis has stood the test of time. Whereas most books on software testing target particular development techniques, languages, or testing methods, *The Art of Software Testing, Third Edition* provides a brief but powerful and comprehensive presentation of time-proven software testing approaches. If your software development project is mission critical, this book is an investment that will pay for itself with the first bug you find. The new Third Edition explains how to apply the book's classic principles to today's hot topics including: Testing apps for iPhones, iPads, BlackBerrys, Androids, and other mobile devices Collaborative (user) programming and testing Testing for Internet applications, e-commerce, and agile programming environments Whether you're a student looking for a testing guide you'll use for the rest of your career, or an IT manager overseeing a software development team, *The Art of Software Testing, Third Edition* is an expensive book that will pay for itself many times over. Agile is an iterative approach to software development that has rapidly gained popularity in the wider IT industry. For software testers, Agile testing brings many advantages to teams, from increasing overall product quality to providing greater scope for flexibility. Building on the ISTQB Foundation Level Agile Tester syllabus, this book covers Agile principles, methods, techniques and tools in the context of software testing. The book is perfect for software testers interested in the benefits of Agile testing, working in an Agile environment or

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undertaking the ISTQB Foundation Level Agile Tester exam.

How to Find and Fix the Killer Software Bugs that Evade Conventional Testing In Exploratory Software Testing, renowned software testing expert James Whittaker reveals the real causes of today's most serious, well-hidden software bugs--and introduces powerful new "exploratory" techniques for finding and correcting them. Drawing on nearly two decades of experience working at the cutting edge of testing with Google, Microsoft, and other top software organizations, Whittaker introduces innovative new processes for manual testing that are repeatable, prescriptive, teachable, and extremely effective. Whittaker defines both in-the-small techniques for individual testers and in-the-large techniques to supercharge test teams. He also introduces a hybrid strategy for injecting exploratory concepts into traditional scripted testing. You'll learn when to use each, and how to use them all successfully. Concise, entertaining, and actionable, this book introduces robust techniques that have been used extensively by real testers on shipping software, illuminating their actual experiences with these techniques, and the results they've achieved. Writing for testers, QA specialists, developers, program managers, and architects alike, Whittaker answers crucial questions such as:

- Why do some bugs remain invisible to automated testing--and how can I uncover them?
- What techniques will help me consistently discover and eliminate "show stopper" bugs?
- How do I make manual testing more effective--and less boring and unpleasant?
- What's the most effective high-level test

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strategy for each project? • Which inputs should I test when I can't test them all? • Which test cases will provide the best feature coverage? • How can I get better results by combining exploratory testing with traditional script or scenario-based testing? • How do I reflect feedback from the development process, such as code changes?

It may surprise you to learn that Microsoft employs as many software testers as developers. Less surprising is the emphasis the company places on the testing discipline—and its role in managing quality across a diverse, 150+ product portfolio. This book—written by three of Microsoft's most prominent test professionals—shares the best practices, tools, and systems used by the company's 9,000-strong corps of testers. Learn how your colleagues at Microsoft design and manage testing, their approach to training and career development, and what challenges they see ahead. Most important, you'll get practical insights you can apply for better results in your organization. Discover how to: Design effective tests and run them throughout the product lifecycle Minimize cost and risk with functional tests, and know when to apply structural techniques Measure code complexity to identify bugs and potential maintenance issues Use models to generate test cases, surface unexpected application behavior, and manage risk Know when to employ automated tests, design them for long-term use, and plug into an automation infrastructure Review the hallmarks of great testers—and the tools they use to run tests, probe systems, and track progress efficiently

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Explore the challenges of testing services vs. shrink-wrapped software

Practical, Step-by-Step Scrum Techniques for Improving Processes, Actions, and Outcomes The widespread adoption and success of Scrum can be attributed in large part to its perceived intuitiveness and simplicity. But when new Scrum practitioners attempt to apply Scrum theory and high-level approaches in actual projects, they often find it surprisingly difficult. In *Scrum Shortcuts without Cutting Corners*, Scrum expert Ilan Goldstein helps you translate the Scrum framework into reality to meet the Scrum challenges your formal training never warned you about. Drawing on his extensive agile experience in a wide range of projects and environments, Goldstein presents thirty proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks you through applying a Scrum approach to achieve a tangible output. These easy-to-digest, actionable patterns address a broad range of topics including getting started, quality and metrics, team members and roles, managing stakeholders, estimation, continuous improvement and much more. Whatever your role, *Scrum Shortcuts without Cutting Corners* will help you take your Scrum skills to the next level and achieve better results in any project you participate in.

Successful software depends as much on

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scrupulous testing as it does on solid architecture or elegant code. But testing is not a routine process, it's a constant exploration of methods and an evolution of good ideas. Beautiful Testing offers 23 essays from 27 leading testers and developers that illustrate the qualities and techniques that make testing an art. Through personal anecdotes, you'll learn how each of these professionals developed beautiful ways of testing a wide range of products -- valuable knowledge that you can apply to your own projects. Here's a sample of what you'll find inside: Microsoft's Alan Page knows a lot about large-scale test automation, and shares some of his secrets on how to make it beautiful Scott Barber explains why performance testing needs to be a collaborative process, rather than simply an exercise in measuring speed Karen Johnson describes how her professional experience intersected her personal life while testing medical software Rex Black reveals how satisfying stakeholders for 25 years is a beautiful thing Mathematician John D. Cook applies a classic definition of beauty, based on complexity and unity, to testing random number generators All author royalties will be donated to the Nothing But Nets campaign to save lives by preventing malaria, a disease that kills millions of children in Africa each year. This book includes contributions from: Adam Goucher Linda Wilkinson Rex Black Martin Schröder Clint Talbert Scott Barber Kamran Khan Emily Chen

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Brian Nitz Remko Tronçon Alan Page Neal Norwitz
Michelle Levesque Jeffrey Yasskin John D. Cook
Murali Nandigama Karen N. Johnson Chris
McMahon Jennitta Andrea Lisa Crispin Matt Heusser
Andreas Zeller David Schuler Tomasz Kojm Adam
Christian Tim Riley Isaac Clerencia

Rely on this robust and thorough guide to build and maintain successful test automation. As the software industry shifts from traditional waterfall paradigms into more agile ones, test automation becomes a highly important tool that allows your development teams to deliver software at an ever-increasing pace without compromising quality. Even though it may seem trivial to automate the repetitive tester's work, using test automation efficiently and properly is not trivial. Many test automation endeavors end up in the "graveyard" of software projects. There are many things that affect the value of test automation, and also its costs. This book aims to cover all of these aspects in great detail so you can make decisions to create the best test automation solution that will not only help your test automation project to succeed, but also allow the entire software project to thrive. One of the most important details that affects the success of the test automation is how easy it is to maintain the automated tests. Complete Guide to Test Automation provides a detailed hands-on guide for writing highly maintainable test code. What You'll Learn Know the real value to be expected from test

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automation Discover the key traits that will make your test automation project succeed Be aware of the different considerations to take into account when planning automated tests vs. manual tests Determine who should implement the tests and the implications of this decision Architect the test project and fit it to the architecture of the tested application Design and implement highly reliable automated tests Begin gaining value from test automation earlier Integrate test automation into the business processes of the development team Leverage test automation to improve your organization's performance and quality, even without formal authority Understand how different types of automated tests will fit into your testing strategy, including unit testing, load and performance testing, visual testing, and more Who This Book Is For Those involved with software development such as test automation leads, QA managers, test automation developers, and development managers. Some parts of the book assume hands-on experience in writing code in an object-oriented language (mainly C# or Java), although most of the content is also relevant for nonprogrammers. Uncover surprises, risks, and potentially serious bugs with exploratory testing. Rather than designing all tests in advance, explorers design and execute small, rapid experiments, using what they learned from the last little experiment to inform the next.

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Learn essential skills of a master explorer, including how to analyze software to discover key points of vulnerability, how to design experiments on the fly, how to hone your observation skills, and how to focus your efforts. Software is full of surprises. No matter how careful or skilled you are, when you create software it can behave differently than you intended. Exploratory testing mitigates those risks. Part 1 introduces the core, essential skills of a master explorer. You'll learn to craft charters to guide your exploration, to observe what's really happening (hint: it's harder than it sounds), to identify interesting variations, and to determine what expected behavior should be when exercising software in unexpected ways. Part 2 builds on that foundation. You'll learn how to explore by varying interactions, sequences, data, timing, and configurations. Along the way you'll see how to incorporate analysis techniques like state modeling, data modeling, and defining context diagrams into your explorer's arsenal. Part 3 brings the techniques back into the context of a software project. You'll apply the skills and techniques in a variety of contexts and integrate exploration into the development cycle from the very beginning. You can apply the techniques in this book to any kind of software. Whether you work on embedded systems, Web applications, desktop applications, APIs, or something else, you'll find this book contains a wealth of concrete and practical advice about

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exploring your software to discover its capabilities, limitations, and risks.

Are you in charge of your own testing? Do you have the advice you need to advance your test approach? "Dear Evil Tester" contains advice about testing that you won't hear anywhere else. "Dear Evil Tester" is a three pronged publication designed to: -provoke not placate, -make you react rather than relax, -help you laugh not languish. Starting gently with the laugh out loud Agony Uncle answers originally published in 'The Testing Planet'. "Dear Evil Tester" then provides new answers, to never before published questions, that will hit your beliefs where they change. Before presenting you with essays that will help you unleash your own inner Evil Tester. With advice on automating, communication, talking at conferences, psychotherapy for testers, exploratory testing, tools, technical testing, and more. Dear Evil Tester randomly samples the Software Testing stomping ground before walking all over it. "Dear Evil Tester" is a revolutionary testing book for the mind which shows you an alternative approach to testing built on responsibility, control and laughter. Read what our early reviewers had to say: "Wonderful stuff there. Real deep." Rob Sabourin, @RobertASabourin Author of "I Am a Bug" "The more you know about software testing, the more you will find to amuse you." Dot Graham, @dorothygraham Author of "Experiences of Test

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Automation" "laugh-out-loud episodes" Paul Gerrard, @paul_gerrard Author of "The Tester's Pocketbook"

"A great read for every Tester." Andy Glover, @cartoontester Author of "Cartoon Tester"

Thoroughly reviewed and eagerly anticipated by the agile community, *User Stories Applied* offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories": simple, clear, brief descriptions of functionality that will be valuable to real users. In *User Stories Applied*, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other "proxies" Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises User

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Stories Applied will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

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Agile methods are gaining more and more interest both in industry and in research. Many industries are transforming their way of working from traditional waterfall projects with long duration to more incremental, iterative and agile practices. At the same time, the need to evaluate and to obtain evidence for different processes, methods and tools has been emphasized. Lech Madeyski offers the first in-depth evaluation of agile methods. He presents in detail the results of three different experiments, including concrete examples of how to conduct statistical analysis with meta analysis or the SPSS package, using as evaluation indicators the number of acceptance tests passed (overall and per hour) and design complexity metrics. The book is appropriate for graduate students, researchers and advanced professionals in software engineering. It proves the real benefits of agile software development, provides readers with in-depth insights into experimental methods in the context of agile development, and discusses various validity threats in empirical studies.

For those considering Extreme Programming, this book

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provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly. "This remarkable book combines practical advice, ready-to-use techniques, and a deep understanding of why this is the right way to develop software. I have seen software teams transformed by the ideas in this book." --Mike Cohn, author of Agile Estimating and Planning "As a lean practitioner myself, I have loved and used their first book for years. When this second book came out, I was delighted that it was even better. If you are interested in how lean principles can be useful for software development organizations, this is the book you are looking for. The Poppendiecks offer a beautiful blend of history, theory, and practice." --Alan Shalloway, coauthor of Design Patterns Explained "I've enjoyed reading the book very much. I feel it might even be better than the first lean book by Tom and Mary, while that one was already exceptionally good! Mary especially has a lot of knowledge related to lean techniques in product development and manufacturing. It's rare that these techniques are actually translated to software. This is something no other book does well (except their first book)." --Bas Vodde "The new book by Mary and Tom Poppendieck provides a well-written and comprehensive introduction to lean principles and selected practices for software managers and engineers. It illustrates the application of the values and practices with well-suited success stories. I enjoyed reading it." --Roman Pichler

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"In *Implementing Lean Software Development*, the Poppendiecks explore more deeply the themes they introduced in *Lean Software Development*. They begin with a compelling history of lean thinking, then move to key areas such as value, waste, and people. Each chapter includes exercises to help you apply key points. If you want a better understanding of how lean ideas can work with software, this book is for you." --Bill Wake, independent consultant

In 2003, Mary and Tom Poppendieck's *Lean Software Development* introduced breakthrough development techniques that leverage Lean principles to deliver unprecedented agility and value. Now their widely anticipated sequel and companion guide shows exactly how to implement Lean software development, hands-on. This new book draws on the Poppendiecks' unparalleled experience helping development organizations optimize the entire software value stream. You'll discover the right questions to ask, the key issues to focus on, and techniques proven to work. The authors present case studies from leading-edge software organizations, and offer practical exercises for jumpstarting your own Lean initiatives.

Managing to extend, nourish, and leverage agile practices
Building true development teams, not just groups
Driving quality through rapid feedback and detailed discipline
Making decisions Just-in-Time, but no later
Delivering fast: How PatientKeeper delivers 45 rock-solid releases per year
Making tradeoffs that really satisfy customers
Implementing Lean Software Development is indispensable to anyone who wants more effective development processes--managers,

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project leaders, senior developers, and architects in enterprise IT and software companies alike. Testing is a key component of agile development. The widespread adoption of agile methods has brought the need for effective testing into the limelight, and agile projects have transformed the role of testers. Much of a tester's function, however, remains largely misunderstood. What is the true role of a tester? Do agile teams actually need members with QA backgrounds? What does it really mean to be an "agile tester?" Two of the industry's most experienced agile testing practitioners and consultants, Lisa Crispin and Janet Gregory, have teamed up to bring you the definitive answers to these questions and many others. In *Agile Testing*, Crispin and Gregory define agile testing and illustrate the tester's role with examples from real agile teams. They teach you how to use the agile testing quadrants to identify what testing is needed, who should do it, and what tools might help. The book chronicles an agile software development iteration from the viewpoint of a tester and explains the seven key success factors of agile testing. Readers will come away from this book understanding

- How to get testers engaged in agile development
- Where testers and QA managers fit on an agile team
- What to look for when hiring an agile tester
- How to transition from a traditional cycle to agile development
- How to complete testing activities in short iterations
- How to use tests to successfully guide development
- How to overcome barriers to test automation

This book is a must for agile testers, agile teams, their managers, and their customers.

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Get past the myths of testing in agile environments - and implement agile testing the RIGHT way. * * For everyone concerned with agile testing: developers, testers, managers, customers, and other stakeholders. * Covers every key issue: Values, practices, organizational and cultural challenges, collaboration, metrics, infrastructure, documentation, tools, and more. * By two of the world's most experienced agile testing practitioners and consultants. Software testing has always been crucial, but it may be even more crucial in agile environments that rely heavily on repeated iterations of software capable of passing tests. There are, however, many myths associated with testing in agile environments. This book helps agile team members overcome those myths -- and implement testing that truly maximizes software quality and value. Long-time agile testers Lisa Crispin and Janet Gregory offer powerful insights for three large, diverse groups of readers: experienced testers who are new to agile; members of newly-created agile teams who aren't sure how to perform testing or work with testers; and test/QA managers whose development teams are implementing agile. Readers will learn specific agile testing practices and techniques that can mean the difference between success and failure; discover how to transition 'traditional' test teams to agile; and learn how to integrate testers smoothly into agile teams. Drawing on extensive experience, the authors illuminate topics ranging from culture to test planning to automated tools. They cover every form of testing: business-facing tests, technology-facing tests, exploratory tests, context-driven and scenario tests, load, stability, and endurance tests,

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and more. Using this book's techniques, readers can improve the effectiveness and reduce the risks of any agile project or initiative.

Agile continues to be the most adopted software development methodology among organizations worldwide, but it generally hasn't integrated well with traditional security management techniques. And most security professionals aren't up to speed in their understanding and experience of agile development. To help bridge the divide between these two worlds, this practical guide introduces several security tools and techniques adapted specifically to integrate with agile development. Written by security experts and agile veterans, this book begins by introducing security principles to agile practitioners, and agile principles to security practitioners. The authors also reveal problems they encountered in their own experiences with agile security, and how they worked to solve them. You'll learn how to: Add security practices to each stage of your existing development lifecycle Integrate security with planning, requirements, design, and at the code level Include security testing as part of your team's effort to deliver working software in each release Implement regulatory compliance in an agile or DevOps environment Build an effective security program through a culture of empathy, openness, transparency, and collaboration

Write clean code that works with the help of this groundbreaking software method. Example-driven teaching is the basis of Beck's step-by-step instruction that will have readers using TDD to further their projects.

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Provides recommendations and case studies to help with the implementation of Scrum.

A Comprehensive Collection of Agile Testing Best Practices: Two Definitive Guides from Leading Pioneers Janet Gregory and Lisa Crispin haven't just pioneered agile testing, they have also written two of the field's most valuable guidebooks. Now, you can get both guides in one indispensable eBook collection: today's must-have resource for all agile testers, teams, managers, and customers. Combining comprehensive best practices and wisdom contained in these two titles, The Agile Testing Collection will help you adapt agile testing to your environment, systematically improve your skills and processes, and strengthen engagement across your entire development team. The first title, Agile Testing: A Practical Guide for Testers and Agile Teams, defines the agile testing discipline and roles, and helps you choose, organize, and use the tools that will help you the most. Writing from the tester's viewpoint, Gregory and Crispin chronicle an entire agile software development iteration, and identify and explain seven key success factors of agile testing. The second title, More Agile Testing: Learning Journeys for the Whole Team, addresses crucial emerging issues, shares evolved practices, and covers key issues that delivery teams want to learn more about. It offers powerful new insights into continuous improvement, scaling agile testing across teams and the enterprise, overcoming pitfalls of automation, testing in regulated environments, integrating DevOps practices, and testing mobile/embedded and business intelligence systems. The Agile Testing Collection will help you do all

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this and much more. Customize agile testing processes to your needs, and successfully transition to them Organize agile teams, clarify roles, hire new testers, and quickly bring them up to speed Engage testers in agile development, and help agile team members improve their testing skills Use tests and collaborate with business experts to plan features and guide development Design automated tests for superior reliability and easier maintenance Plan “just enough,” balancing small increments with larger feature sets and the entire system Test to identify and mitigate risks, and prevent future defects Perform exploratory testing using personas, tours, and test charters with session- and thread-based techniques Help testers, developers, and operations experts collaborate on shortening feedback cycles with continuous integration and delivery Both guides in this collection are thoroughly grounded in the authors’ extensive experience, and supported by examples from actual projects. Now, with both books integrated into a single, easily searchable, and cross-linked eBook, you can learn from their experience even more easily.

This book analyses state-of-the-art techniques in business process management as drivers of advanced entrepreneurship, financial management, supply chain management, and sustainability management. The role of management in a rapidly-changing environment and the use of innovative methods and techniques to address and solve key management problems are also explored.

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Testing is a cornerstone of XP, as tests are written for every piece of code before it is programmed. This workbook helps testers learn XP, and XP devotees learn testing. This new book defines how an XP tester can optimally contribute to a project, including what testers should do, when they should do it, and how they should do it.

Janet Gregory and Lisa Crispin pioneered the agile testing discipline with their previous work, *Agile Testing*. Now, in *More Agile Testing*, they reflect on all they've learned since. They address crucial emerging issues, share evolved agile practices, and cover key issues agile testers have asked to learn more about. Packed with new examples from real teams, this insightful guide offers detailed information about adapting agile testing for your environment; learning from experience and continually improving your test processes; scaling agile testing across teams; and overcoming the pitfalls of automated testing. You'll find brand-new coverage of agile testing for the enterprise, distributed teams, mobile/embedded systems, regulated environments, data warehouse/BI systems, and DevOps practices. You'll come away understanding

- How to clarify testing activities within the team
- Ways to collaborate with business experts to identify valuable features and deliver the right capabilities
- How to design automated tests for superior reliability and easier maintenance
- How

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agile team members can improve and expand their testing skills • How to plan “just enough,” balancing small increments with larger feature sets and the entire system • How to use testing to identify and mitigate risks associated with your current agile processes and to prevent defects • How to address challenges within your product or organizational context • How to perform exploratory testing using “personas” and “tours” • Exploratory testing approaches that engage the whole team, using test charters with session- and thread-based techniques • How to bring new agile testers up to speed quickly—without overwhelming them The eBook edition of More Agile Testing also is available as part of a two-eBook collection, The Agile Testing Collection (9780134190624).

This book is open access under a CC BY license. The volume constitutes the proceedings of the 18th International Conference on Agile Software Development, XP 2017, held in Cologne, Germany, in May 2017. The 14 full and 6 short papers presented in this volume were carefully reviewed and selected from 46 submissions. They were organized in topical sections named: improving agile processes; agile in organization; and safety critical software. In addition, the volume contains 3 doctoral symposium papers (from 4 papers submitted).
How to scale ATDD to large projects --
This book is written by testers for testers. In ten

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chapters, the authors provide answers to key questions in agile projects. They deal with cultural change processes for agile testing, with questions regarding the approach and organization of software testing, with the use of methods, techniques and tools, especially test automation, and with the redefined role of the tester in agile projects. The first chapter describes the cultural change brought about by agile development. In the second chapter, which addresses agile process models such as Scrum and Kanban, the authors focus on the role of quality assurance in agile development projects. The third chapter deals with the agile test organization and the positioning of testing in an agile team. Chapter 4 discusses the question of whether an agile tester should be a generalist or a specialist. In Chapter 5, the authors turn to the methods and techniques of agile testing, emphasizing the differences from traditional, phase-oriented testing. In Chapter 6, they describe which documents testers still need to create in an agile project. Next, Chapter 7 explains the efficient use of test automation, which is particularly important in agile development, as it is the main instrument for project acceleration and is necessary to support state-of-the-art DevOps approaches and Continuous Integration. Chapter 8 then adds examples from test tool practice extending test automation to include test management functionality. Chapter 9 is dedicated to training and its importance,

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emphasizing the role of employee training in getting started with agile development. Finally, Chapter 10 summarizes the results of the agile journey in general with a special focus on testing. To make the aspects described even more tangible, the specific topics of this book are accompanied by the description of experiences from concrete software development projects of various organizations. The examples demonstrate that different approaches can lead to solutions that meet the specific challenges of agile projects.

Features and Benefits

- Provides a complete and concise overview about software testing in agile projects
- Includes experiences and examples from concrete software development projects of various companies
- Describes the use of methods, techniques and tools, especially test automation, and the redefined role of the tester in agile projects.

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