Preface

The subject of this book is the skills that are needed for managing software projects in the Internet era, when projects evolve rapidly, requirements change often, and new methodologies, techniques, and tools for management emerge.

In this book, I have tried to transfer all my experience and the lessons learned about the different topics that are discussed — how to deal with people; how to manage a group; and how to develop, manage, and maintain a software project (Section I of the book).

While reading the book, consider that the experiences described and the methodologies and techniques discussed are based mainly on a particular target business environment that is described in Section II of the book and that is more and more common in the Internet era — small companies or small teams in large companies that deal with small to medium projects that adopt leading edge technologies and therefore are subject to vast changes during their lifetime.

I have focused on describing the Agile methodologies for software development and management, since I think that they are the most suitable approach when one is faced with a rapidly changing IT project. Obviously, I also have introduced classical methodologies, since one must know enough of all the methodologies in order to select the most suitable one.

Last, but not least, I also have presented the Agile methodology that I have developed (ADPD), which also can be employed suitably in all environments that classically are against the Agile approach, since it can be stated that ADPD

is compliant to CMM-SW Level 3 and, during its adoption, software measurement and UML can be adopted profitably without abandoning the Agile approach.

I hope that you enjoy the reading of this book.

Book Organization

This book is organized into two main sections: the first is related to project management and to the skills that a team manager or a project manager must have; the second is related more directly to software production process and assessment. While the first part of the book is less technically oriented, the second part contains an overview of methodologies, software life cycles, and techniques for software development focusing on Agile programming and also giving the reader an overview of techniques for UML and software measurements adoption.

Section I is divided in six chapters: Team Working, Time Management, Presentation, Training, People Management, and Delegation.

Section II is divided in nine chapters: The Target Business Environment, Classical Methodologies, Techniques, and Tools for Project Management, Agile Development, eXtreme Programming, Agile and Defined Project Development, ADPD and SW-CMM, ADPD and UML Adoption, Software Measurement, and Project Maintenance.

At the end of each chapter is a figure that reports the lessons learned in the topic and an optional bibliography section that is related only to the chapter topics.

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