

Achieving CMMI Level 2 with Enhanced Extreme Programming Approach

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Abstract. The relationship between agile methods and Software Engineering Institute's CMM approach is often debated. Some authors argue that the approaches are compatible, while others have criticized the application of agile methods from the CMM perspective. Only few CMM based assessments have been performed on projects using agile approaches. This paper explores an empirical case where a project using Extreme Programming (XP) based approach was assessed using the CMMI framework. The results provide empirical evidence pointing out that it is possible to achieve maturity level 2 with approach based on XP. Yet, the results confirm that XP, as it is defined, is not sufficient. This study demonstrates that it is possible to use the CMMI for assessing and improving agile processes. However, the analysis reveals that assessing an agile organization requires more interpretations than normally would be the case. It is further concluded that the CMMI model does not always support interpretations in an agile context.

1 Introduction

Agile software development approaches have generated a lot of interest in the field of software engineering in the last few years. A number of studies have shown that agile solutions are a viable option for many software companies producing software in a volatile business environment. Volatility has been contrasted with the stability. In fact, one of the more interesting debates in software engineering community is concerned with two apparently very different approaches for software process improvement: CMM¹ promoted by Software Engineering Institute (SEI) [1] and Extreme Programming developed by Beck [2]. CMM is often seen as the arch-type of traditional SW development and contradicted with agile development practices. Many

¹ CMM and Capability Maturity Model are registered in the US Patent and Trademark Office. CMMI and SCAMPI are service marks of Carnegie Mellon University. Term CMM is used in this article to include both Software Capability Maturity Model (SW-CMM) and Capability Maturity Model Integration (CMMI).

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Michelle Tullier



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Extreme Programming and Agile Methods - XP/Agile Universe 2002 Don Wells, Lauris Williams, 2003-08-02 The second XP Universe and first Agile Universe brought together many people interested in building software in a new way Held in Chicago August 4-7 2002 it attracted software experts educators and developers Unlike most conferences the venue was very dynamic Many activities were not even well defined in advance All discussions were encouraged to be spontaneous Even so there were some written words available and you are holding all of them now We have collected as much material as possible together into this small volume It is just the tip of the iceberg of course A reminder to us of what we learned the people we met and the ideas we expressed The conference papers including research and experience papers are reproduced in these proceedings Forty one 41 papers were submitted Each submitted paper received three reviews by program committee members The program committee consisted of 40 members Papers submitted by program committee members were refereed separately This ensured that reviewers could provide an honest feedback not seen by the paper submitters In many cases the program committee shepherded authors to significantly improve their initial submission prior to completing the version contained in these proceedings In the end the program committee chose 25 papers for publication 60% acceptance *Software Process Improvement* Rory O'Connor, Nathan Baddoo, Juan J. Cuadrado-Gallego, Ricardo Rejas Muslera, Kari Smolander, Richard Messnarz, 2009-08-21 This textbook is intended for SPI software process improvement managers and searchers quality managers and experienced project and research managers The papers constitute the research proceedings of the 16th EuroSPI European Software Process Improvement www.eurospi.net conference held in Alcalá Madrid region September 2-4 2009 Spain Conferences have been held since 1994 in Dublin 1995 in Vienna Austria 1997 in Budapest Hungary 1998 in Gothenburg Sweden 1999 in Pori Finland 2000 in Copenhagen Denmark 2001 in Limerick Ireland 2002 in Nuremberg Germany 2003 in Graz Austria 2004 in Trondheim Norway 2005 in Budapest Hungary 2006 in Joensuu Finland 2007 in Potsdam Germany 2008 in Dublin Ireland and 2009 in Alcalá Spain EuroSPI established an experience library library.eurospi.net which will be continuously extended over the next few years and will be made available to all attendees EuroSPI also created an umbrella initiative for establishing a European Qualification Network in which different SPINs and national initiatives join mutually beneficial collaborations ECQA European Certification and Qualification Association www.ecqa.org With a general assembly during October 15-16 2007 through EuroSPI partners and networks in collaboration with the European Union supported by the EU Leonardo da Vinci Programme a European certification association has been created www.eucertificates.org www.ecqa.org for the IT and services sector to offer SPI knowledge and certificates to industry establishing close knowledge transfer links between research and industry *Beautiful Teams* Andrew Stellman, Jennifer Greene, 2009-03-21 What's it like to work on a great software development team facing an impossible problem How do you build an effective team Can a group of people who don't get along still build good software How does a team leader keep everyone on track

when the stakes are high and the schedule is tight Beautiful Teams takes you behind the scenes with some of the most interesting teams in software engineering history You ll learn from veteran team leaders successes and failures told through a series of engaging personal stories and interviews by leading programmers architects project managers and thought leaders This book includes contributions from Tim O Reilly Scott Berkun Mark Healey Bill DiPierre Andy Lester Keoki Andrus Tom Tarka Auke Jilderda Grady Booch Jennifer Greene Mike Cohn Cory Doctorow Neil Siegel Trevor Field James Grenning Steve McConnell Barry Boehm and Maria H Penedo Peter Gluck Karl E Wieggers Alex Martelli Karl Fogel Michael Collins Karl Rehmer Andrew Stellman Ned Robinson Scott Ambler Johanna Rothman Mark Denovich and Eric Renkey Patricia Ensworth Andy Oram Tony Visconti Beautiful Teams is edited by Andrew Stellman and Jennifer Greene veteran software engineers and project managers who have been writing bestselling books for O Reilly since 2005 including Applied Software Project Management Head First PMP and Head First C **Dr. Dobb's Journal** ,2006 **Product Focused Software Process**

Improvement ,2002 Applied Software Measurement : Global Analysis of Productivity and Quality Capers Jones,2008-04-11 Effectively forecast manage and control software across the entire project lifecycle Accurately size estimate and administer software projects with real world guidance from an industry expert Fully updated to cover the latest tools and techniques Applied Software Measurement Third Edition details how to deploy a cost effective and pragmatic analysis strategy You will learn how to use function points and baselines implement benchmarks and tracking systems and perform efficiency tests Full coverage of the latest regulations metrics and standards is included Measure performance at the requirements coding testing and installation phases Set function points for efficiency cost market share and customer satisfaction Analyze quality and productivity using assessments benchmarks and baselines Design and manage project cost defect and quality tracking systems Use object oriented reusable component Agile CMM and XP methods Assess defect removal efficiency using unit tests and multistage test suites **IEEE Joint International Conference on Requirements Engineering** ,2002 This text contains information on software design and development as presented at the 10th Anniversary IEEE Joint International Requirements Engineering RE 2002 **Encyclopedia of Networked and Virtual Organizations** Goran Putnik,Maria Manuela Cunha,2008 This book documents the most relevant contributions to the introduction of networked dynamic agile and virtual organizational models definitions taxonomies opportunities and reference models and architectures It creates a repository of the main developments regarding the virtual organization compiling definitions characteristics comparisons advantages practices enabling technologies and best practices Provided by publisher

Software Evolution and Feedback Nazim H. Madhavji,Juan Fernandez-Ramil,Dewayne Perry,2006-05-18 Covering conceptual phenomenological empirical technological and theoretical aspects of the field of software evolution this text features contributions from the leading authors in the field of software evolution *The Unofficial Guide to Landing a Job* Michelle Tullier,2005-01-28 The inside scoop for when you want more than the official line Today s job market is more

competitive than ever How can you distinguish yourself from the competition and get the job you really want The Unofficial Guide to Landing a Job walks both new and veteran job hunters through every aspect of landing a great position from understanding how hiring decisions are made to evaluating and negotiating offers and everything in between Whether you re new to the job market changing careers or seeking a new position after a layoff or termination this all inclusive guide covers all the bases from defining your niche and writing your r sum to developing top notch communication skills researching potential employers and even bouncing back from rejection Packed with up to date information and tips and tricks you won t find anywhere else it delivers all the know how you need to make yourself the top candidate knock em dead in the interview and get hired Vital Information on hiring decisions that other sources don t reveal Insider Secrets on what employers are looking for avoiding the biggest r sum mistakes and negotiating the best offer Time Saving Tips on getting organized developing a job search strategy and preparing powerful self marketing tools The Latest Trends in finding a job from the advertised and hidden marketplaces to networking recruiters and using the Internet Handy Checklists and Charts to help you prepare for an interview clinch the deal and manage your career *Extreme Programming Refactored* Don Rosenberg,Matt Stephens,2008-01-01 *Extreme Programming Refactored* The Case Against XP featuring Songs of the Extremos takes a satirical look at the increasingly hyped extreme programming XP methodology It explores some quite astonishing Extremo quotes that have typified the XP approach quotes such as XPers are not afraid of oral documentation Schedule is the customer s problem Dependencies between requirements are more a matter of fear than reality and Concentration is the enemy In between the chuckles though there is a serious analysis of XP s many flaws The authors also examine C3 the first XP project whose team most of whom went on to get XP book deals shortly before C3 s cancellation described themselves as the best team on the face of the Earth In a later chapter the authors also note that one problem which can affect pair programmers is overconfidence or is that eXcessive courage The authors examine whether the problems that led to C3 s inexplicable cancellation could also afflict present day XP projects In the final chapter Refactoring XP Matt and Doug suggest some ways of achieving the agile goals of XP using some XP practices used in moderation combined with other less risk laden methods *Agile Processes in Software Engineering and Extreme Programming* Pekka Abrahamsson,Michele Marchesi,Frank Maurer,2009-05-19 The field of software engineering is characterized by speed and turbulence in many regards While new ideas are proposed almost on a yearly basis very few of them live for a decade or a longer Lightweight software development methods were a new idea in the latter part of the 1990s Now ten years later they are better known as agile software development methods and an active community driven by practitioners has formed around the new way of thinking Agile software development is currently being embraced by the research community as well As a sign of increased research activity most research oriented conferences have an agile software development track included in the conference program The XP conference series established in 2000 was the first conference dedicated to agile processes in software

engineering The idea of the conference is to offer a unique setting for advancing the state of the art in research and practice of agile processes This year s conference was the tenth consecutive edition of this international event Due to the diverse nature of different activities during the conference XP is claimed to be more of an experience rather than a regular conference It offers several different ways to interact and strives to create a truly collaborative environment where new ideas and exciting findings can be presented and shared This is clearly visible from this year s program as well

CMMI Survival Guide Suzanne Garcia,Richard Turner,2007 The Software Engineering Institute s Capability Maturity Model Integration CMMI provides best practices that span a product s life cycle from conception through delivery and maintenance Employing real life examples and practical advice authors Garcia and Turner tap their extensive experience working with diverse organizations to help readers survey the CMMI territory

Extreme Programming Source Wikipedia,2013-09 Please note that the content of this book primarily consists of articles available from Wikipedia or other free sources online Pages 41 Chapters Chrysler Comprehensive Compensation System Class responsibility collaboration card Code refactoring Continuous integration CppUnit CsUnit Daily build Database refactoring Dave Astels DUnit Extreme programming practices Extreme project management FUnit Google Guice Jeff Sutherland JRipples Jtest JUnit Kent Beck Ken Schwaber Martin Fowler Mauve test suite Mike Cohn Mock object MSTest Multi stage continuous integration NUnit NUnitAsp Pair programming PHPUnit PyUnit Regression testing Ron Jeffries SafetyNet Saros software Test driven development Test Driven Development by Example TestDox Unit Unit testing User story Visual Studio Unit Testing Framework Ward Cunningham

Excerpt Extreme Programming XP is a software development methodology which is intended to improve software quality and responsiveness to changing customer requirements As a type of agile software development it advocates frequent releases in short development cycles which is intended to improve productivity and introduce checkpoints where new customer requirements can be adopted Other elements of Extreme Programming include programming in pairs or doing extensive code review unit testing of all code avoiding programming of features until they are actually needed a flat management structure simplicity and clarity in code expecting changes in the customer s requirements as time passes and the problem is better understood and frequent communication with the customer and among programmers The methodology takes its name from the idea that the beneficial elements of traditional software engineering practices are taken to extreme levels Critics have noted several potential drawbacks including problems with unstable requirements no documented compromises of user conflicts and a lack of an

Questioning Extreme Programming Pete McBreen,2003 Ever since Extreme Programming burst on to the application development scene in 1998 it has been a lightning rod for controversy In *Questioning Extreme Programming* author McBreen puts this agile approach to application development under the microscope and closely examines both sides of this heated debate

Software Development Rhythms Kim Man Lui,Keith C. C. Chan,2008-04-30 An accessible innovative perspective on using the flexibility of agile practices to increase software quality and profitability When

agile approaches in your organization don't work as expected or you feel caught in the choice between agility and discipline it is time to stop and think about software development rhythms Agile software development is a popular development process that continues to reshape philosophies on the connections between disciplined processes and agile practices In Software Development Rhythms authors Lui and Chan explain how adopting one practice and combining it with another builds upon the flexibility of agile practices to create a type of synergy defined as software development rhythms The authors demonstrate how these rhythms can be harmonized to achieve synergies making them stronger together than they would be apart Software Development Rhythms provides programmers with a powerful metaphor for resolving some classic software management controversies and dealing with some common difficulties in agile software management Software Development Rhythms is divided into two parts and covers Essentials provides an introduction to software development rhythms explores the programmer's unconscious mind at work on software methodology discusses the characteristics of the iterative cycle and open source software development and introduces the topic of agile values and agile practices Rhythms compares plagiarism programming with cut paste programming provides an in depth discussion of different ways to approach collaborative programming demonstrates how to combine and harmonize these practices so they can be applied to common software management problems such as motivating programmers discovering solution patterns managing software teams and rescuing troubled IT projects and takes a comprehensive look at Scrum CMMI Just In Time Lean Software Development and Test Driven Development from a software development rhythm perspective Abundantly illustrated with informative graphics and amusing cartoons Software Development Rhythms is a comprehensive and thought provoking introduction to some of the most advanced concepts in current software management Written in a refreshingly easy to read style and filled with interesting anecdotes simulation exercises and case studies Software Development Rhythms is suitable for the practitioner and graduate student alike It offers readers practical guidance on how to take the themes and concepts presented in this book back to their own projects to harmonize their software practices and release the synergies of their own teams

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