

**IS HISTORY  
TEACHING US THAT  
AGILE IS DEAD?**

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**WRITING A BOOK ON AGILE**

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# METHODOLOGY

**"A SET OF METHODS, RULES, OR IDEAS THAT ARE IMPORTANT IN A SCIENCE OR ART : A PARTICULAR PROCEDURE OR SET OF PROCEDURES"\***

**\* MERRIAM-WEBSTER DICTIONARY**

# TECHNOLOGY

”THAT **COOL** THING WE USE FOR  
OUR PROJECTS”\*

\* EVERY DEVELOPER EVER

# WHY METHODOLOGY?

**NO SINGLE DEVELOPER  
CAN DELIVER LARGE  
PROJECTS IN REASONABLE  
TIME**

# THE SOLUTION

**FORM** A TEAM OF PEOPLE  
TO DO THE JOB.

# WHICH BRINGS US TO FORMATION

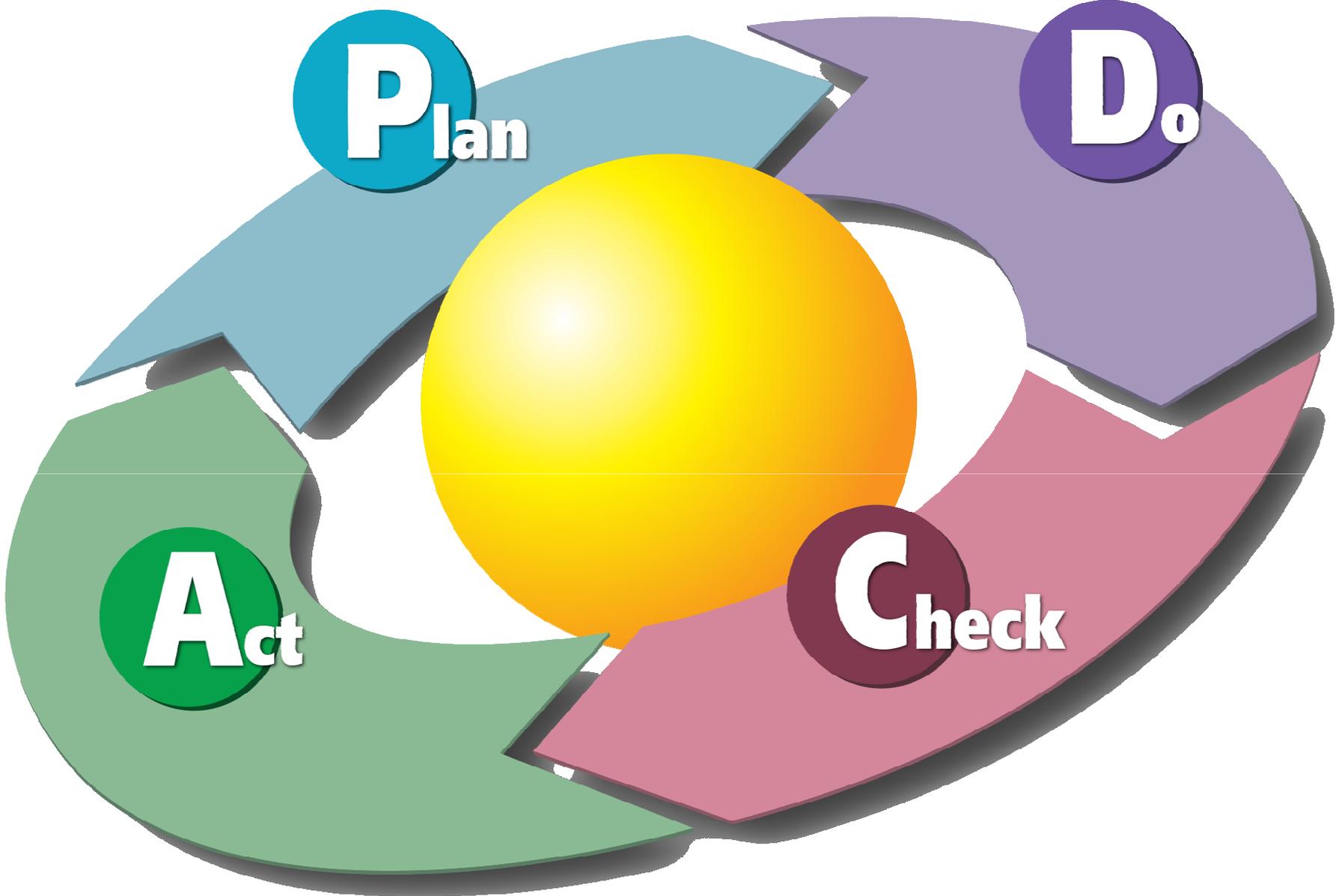




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# THE HISTORY OF SOFTWARE DEVELOPMENT METHODS

# 1960'S



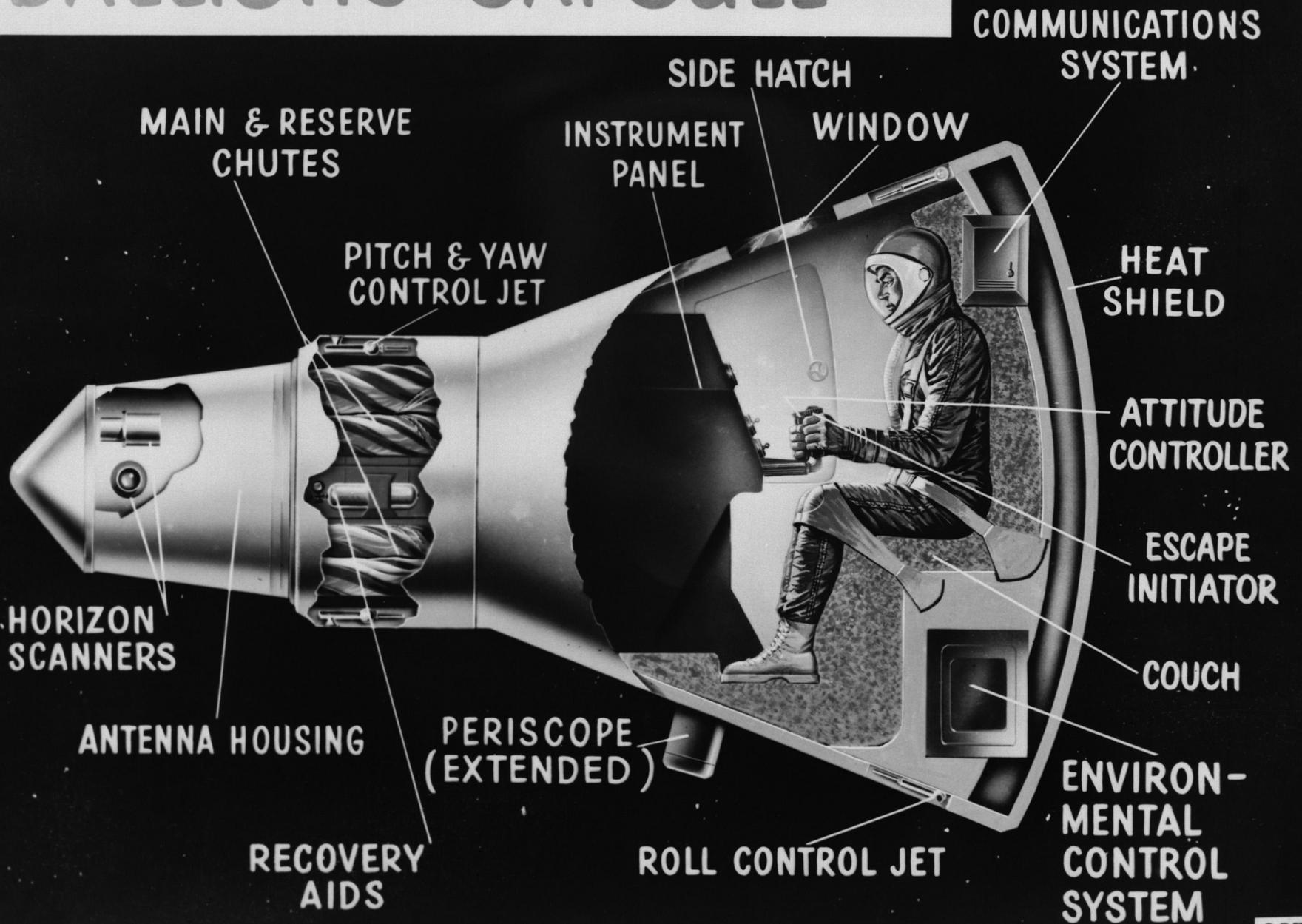
**P**lan

**D**o

**C**heck

**A**ct

# PROJECT MERCURY BALLISTIC CAPSULE



# MEANTIME IN TECHNOLOGY:

COBOL, FORTRAN,  
PL/1, LISP, AGOLA,  
SMALLTALK, BASIC, A,  
B, LOGO

# 1970'S

# MANAGING THE DEVELOPMENT OF LARGE SOFTWARE SYSTEMS

*Dr. Winston W. Royce*

## INTRODUCTION

I am going to describe my personal views about managing large software developments. I have had various assignments during the past nine years, mostly concerned with the development of software packages for spacecraft mission planning, commanding and post-flight analysis. In these assignments I have experienced different degrees of success with respect to arriving at an operational state, on-time, and within costs. I have become prejudiced by my experiences and I am going to relate some of these prejudices in this presentation.

## COMPUTER PROGRAM DEVELOPMENT FUNCTIONS

There are two essential steps common to all computer program developments, regardless of size or complexity. There is first an analysis step, followed second by a coding step as depicted in Figure 1. This sort of very simple implementation concept is in fact all that is required if the effort is sufficiently small and if the final product is to be operated by those who built it — as is typically done with computer programs for internal use. It is also the kind of development effort for which most customers are happy to pay, since both steps involve genuinely creative work which directly contributes to the usefulness of the final product. An implementation plan to manufacture larger software systems, and keyed only to these steps, however, is doomed to failure. Many additional development steps are required, none contribute as directly to the final product as analysis and coding, and all drive up the development costs. Customer personnel typically would rather not pay for them, and development personnel would rather not implement them. The prime function of management is to sell these concepts to both groups and then enforce compliance on the part of development personnel.



# MEANTIME IN TECHNOLOGY: C, PASCAL, MODULA, AWK, ADA, MS BASIC

# 1980'S



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**PRINCIPLES OF  
SOFTWARE  
ENGINEERING  
MANAGEMENT**



# MEANTIME IN TECHNOLOGY:

SMALLTALK,  
OBJECTIVE C, C++,  
SELF, EIFFEL, PERL,  
SML

1990-

2000's

# FIRST OF ALL, MONEY

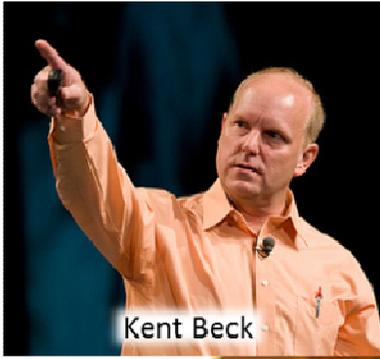








FP



Kent Beck



Mike Beedle



Arie van Bennekum



Alistair Cockburn



Ward Cunningham



Martin Fowler



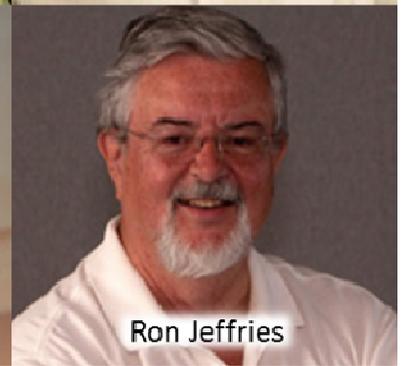
James Grenning



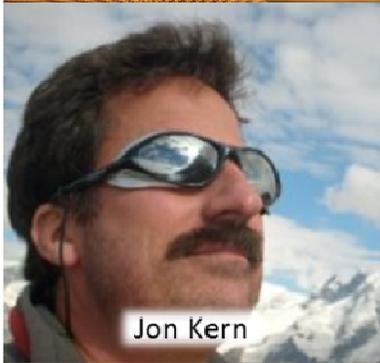
Jim Highsmith



Andrew Hunt



Ron Jeffries



Jon Kern



2011 Photo by + 'The Lodge' at Snowbird Ski Resort - 17 Thinkers = Agile Manifesto



Brian Marick



Bob Martin



Stephen Mellor



Jeff Sutherland



Ken Schwaber



Dave Thomas



**REFACTORING**





**YOU GET THE  
PICTURE (PUN  
INTENDED)**

# MEANTIME IN TECHNOLOGY:

HASKELL, JAVA,  
PYTHON, RUBY,  
JAVASCRIPT, C#, VB,  
DELPHI, SCALA

# WHAT DOES THE FUTURE BRING FOR METHODS?

**CHANGE IS A  
JOURNEY, IT IS NOT  
SOMETHING THAT  
TAKES PLACE AND  
FINISHES**

**METHODS ARE AT  
THE MATURITY LEVEL  
OF 1970S  
DEVELOPMENT  
LANGUAGES**

**THERE IS NO PROOF  
WHICH METHOD IS  
BETTER, NO REAL  
DATA**

**BASED ON THE  
„WATERFALL  
ACCIDENT”, CAN WE  
ASSUME THAT SCRUM  
IS AN ACCIDENT?**

**WE CAN SAFELY  
ASSUME THAT THE  
BETTER METHOD IS  
COMING**

# Q&A

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