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Dear readers,

In this rapidly changing IT and business environment most things should and could be more easy. It is no wonder that methods like Agile and Scrum are gaining popularity. New developments offer great opportunities for those willing to make the most out of it but it can be difficult not to get overwhelmed.

In the current environment with constant changes and almost infinite ways accessing information and communicating it is essential to make communication as clear as possible and ensure the quality of information. Van Haren Publishing makes general Best Practices available to provide quality, practically validated information worldwide. The use of standards and frameworks gives everyone the same language thus minimalizing the chance of errors due to unclear communication. Best Practices regarding these standards and frameworks provides you with information summarizing years of experience by the best in the industry.

Not only do we publish books on Best Practices, we also actively and independently promote the standards and frameworks via our freely accessible eKnowledge. To make communication on standards everywhere a little easier, we provide you with a basic summary of 38 relevant standards in our catalog. It is an illusion those standards will lead to better results. More important is the people factor, as without people all these things don't evolve at all. But that is beyond the service we provide, all we can do is give a start in sharing best practice and share generic solutions. The rest should come from you.

Kind regards,
Ivo van Haren, CEO Van Haren Publishing

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1. Agile

1.1 Title/definition

Agile software development approach

1.2 The basics

Agile software development is set of software development methodologies based on iterative and incremental development, where requirements and solutions evolve through collaboration between self-organizing, cross-functional teams.

1.3 Summary

Incremental software development methods have been traced back to 1957. "Lightweight' software development methods evolved in the mid-1990s as a reaction against 'heavyweight' methods, which were characterized by their critics as a heavily regulated, regimented, micromanaged, waterfall model of development. Supporters of lightweight methods (and now agile methods) contend that they are a return to earlier practices in software development.

Early implementations of lightweight methods include Scrum (1993), Crystal Clear, Extreme Programming (1996), Adaptive Software Development, Feature Driven Development, and Dynamic Systems Development Method (1995). These are now typically referred to as Agile methodologies, after the Agile Manifesto.

The Agile Manifesto was written in February 2001, at a summit of independent-minded practitioners of several programming methodologies.

Manifesto for Agile Software Development
We are uncovering better ways of developing software by doing it and helping others do it.Through this work we have come to value
Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan
That is, while there is value in the items on
the right, we value the items on the left more.

The Agile Manifesto has twelve underlying principles:

1. Customer satisfaction by rapid delivery of useful software
2. Welcome changing requirements, even late in development
3. Working software is delivered frequently (weeks rather than months)
4. Working software is the principal measure of progress
5. Sustainable development, able to maintain a constant pace
6. Close, daily co-operation between business people and developers
7. Face-to-face conversation is the best form of communication (co-location)
8. Projects are built around motivated individuals, who should be trusted
9. Continuous attention to technical excellence and good design
10. Simplicity
11. Self-organizing teams
12. Regular adaptation to changing circumstances

Agile methods break tasks into small increments with minimal planning and do not directly involve long-term planning. Iterations are short time frames. Team composition in an agile

project is usually cross-functional and self-organizing and team size is usually small (5-9 people.) The agile method encourages stakeholders to prioritize "their requirements on the basis of business value.
The Agile approach is supported by the Agile Alliance, a nonprofit organization that wants to see Agile projects start and help Agile teams perform. It is funded by individual memberships, corporate memberships, and by the proceeds from the Agile 200X series of conferences. It is not a certification body and does not endorse any certification programs.

1.4 Target audience

Anyone involved in an Agile software development project team; including analysts, architects, developers, testers and business customer/users; anyone supporting or managing an Agile project team who requires a detailed understanding of the practices and benefits of Agile software development.

1.5 Scope

Software development projects

1.6 Strengths and pitfalls in using the method

Strengths

Improved quality; higher productivity; positive effect on business satisfaction;

Pitfalls

- Distributed development efforts where teams are not located together
- Acceptance: forcing an Agile process on a development team that is unfamiliar with the approach

- Exceptions: mission-critical systems where failure is not an option at any cost (e.g. software for surgical procedures).

1.7 Relevant links (web links)

http://agilemanifesto.org/ and http://www.agilealliance.org

2. Amsterdam Framework for Information Management

2.1 Title/definition

Amsterdam Framework for Information Management

2.2 The basics

The Amsterdam framework for information management provides a mapping of the relationships between organization and information.

2.3 Summary

The Amsterdam Framework for Information Management was developed in at the University of Amsterdam (Contouren van een generiek model voor informatiemanagement, 1997). It can be used as a tool for positioning and interrelating information management functions. It can be applied to the areas of business-IT alignment and sourcing, and can be of use when considering IT governance. It offers a high level view of the entire scope of information management; its main application is in the analysis of organization and responsibilities.

The Amsterdam Framework for Information Management can be used to support strategic discussions in three different ways, as shown in the diagram below (Figure 2.1):

- Descriptive, orientation – the framework offers a map of the entire information management domain, and can be used for positioning specific information management processes in the organization.

- Specification, design – the framework can be used to re-organize the information management organization, e.g. to specify the role of the Chief Information Officer (CIO) or determine the responsibilities of the retained organization in the case of outsourcing.
- Prescriptive, normative – the framework can be used as a diagnostic instrument to find gaps in an organization's information management, and specifically aimed at identifying missing interrelationships between the various components of the framework.

On the horizontal axis, the framework distinguishes three domains of governance:

1. Business – This domain comprises all standard business functions such as management, HR, resources and processes.
2. Information and Communication (information domain – This domain describes how information and communication supports the business. In this domain, business requirements are translated into the IT (technology) capabilities that are needed to support the business.
3. Technology (IT domain) – This domain specifically describes the development and management of IT solutions.

The vertical axis describes the three levels of governance:

- Strategy (scope, core competencies and governance);
- Structure (architecture and competencies);
- Operations (processes and skills).

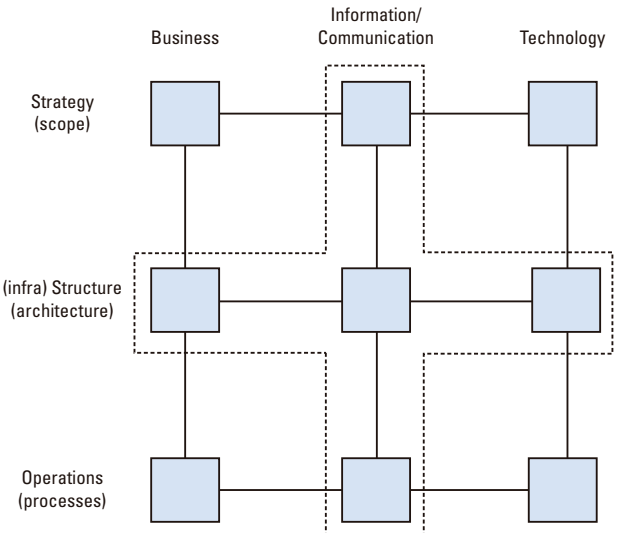

Figure 2.1: Amsterdam Framework for information Management

The Amsterdam Framework for Information Management intrinsically connects Information/Communication and Structure as the central components of Information Management.

2.4 Target audience

The framework was developed for information managers, enterprise architects and IT architects.

2.5 Scope

The scope of the framework is the information management domain.

2.6 Strengths and pitfalls

This framework enables discussions on the topic of business and IT alignment, but it does not provide information on how organizations can actually achieve better communications between business and IT. The framework is not a method, and cannot be used in a descriptive way; however, it can be a useful addition to enterprise architecture frameworks such as TOGAF.

2.7 Relevant links (web links)

The framework can be downloaded for free from the website of the University of Amsterdam (Dutch): http://primavera.fee.uva.nl

Descriptive English language papers can be found on the Internet by searching for “Amsterdam Framework for Information Management”.