Five Core Metrics

"An invaluable resource for project managers and project leaders. . . .

"The insight gained into the world of software management and its metrics would surely benefit any organization preparing to take the leap into the world of contract software development."

—**Michelle Giles,** Stickyminds.com

". . . presents simple but powerful measurement techniques to help software managers allocate limited resources and track development progress."

—*IEEE Computer*

". . . a must-read for managers who want to bring development under control.

". . . intended to be used by software development managers, and their bosses, and provides a comprehensive approach to achieving predictability in the software development process."

—**Joe Saur,** *ACM Software Engineering Notes*

". . . a 'reader friendly' instructional how-to guide to utilizing the reliable development processes and techniques that help software managers efficiently allocate limited resources and carefully track progress, ensuring optimum quality software with a minimum of wasted effort. . . . An exceptional business guide in its field . . . highly recommended reading for anyone charged with the responsibility of using and creating software projects using or incoporating metric measurements."
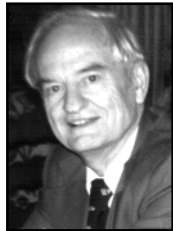
—*The Midwest Book Review*

About the Authors

Larry Putnam, Sr., and Ware Myers have written three previous books and numerous articles together over many years. Mr. Putnam, a leading expert in the software estimation and management field, is the president of Quantitative Software Management, a software management consulting firm based in McLean, Virginia.

Ware Myers is an independent consultant and a long-time contributing editor to *Computer* and *IEEE Software.* His current interests include the application of metrics to software planning, estimating, bidding, and project control.
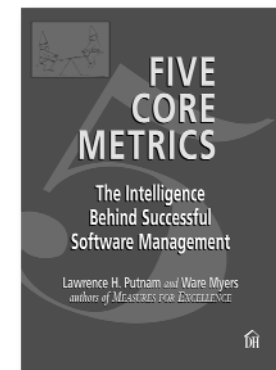
Partial Contents

Five Core Metrics

The Intelligence Behind Successful Software Management

by Lawrence H. Putnam
and Ware Myers

How to Bid, Control, and Complete Your Software Projects Using Metrics

To succeed in the software industry, managers need to cultivate a reliable development process. By measuring what teams have achieved on previous projects, managers can more accurately set goals, make bids, and ensure the successful completion of new projects.

Acclaimed long-time collaborators Lawrence H. Putnam and Ware Myers present simple but powerful measurement techniques to help software managers allocate limited resources and track progress.

Drawing new findings from an extensive database of software projects, the authors demonstrate how readers can control projects with just five core metrics—Time, Effort, Size, Reliability, and Process Productivity. With these metrics, managers can adjust ongoing projects to changing conditions—surprises that would otherwise cause instant failure.

"Whether it's a single company making use of metrics or nine companies finding out from measurements how much difference a new technology made, metrics can tell us that we are doing things right. Metrics provide and enable the following:
- *dependable estimates of project effort, schedule, and reliability*
- *control of the project during its course*
- *ability to replan an errant project along the way*
- *master-planning the assignment of resources to all projects within the organization*
- *monitoring process improvement from year to year"*

—*from Chapter 1*

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