Software Project Management
Leveraging RUP, OpenUP, and the PMBOK

Arthur English, GreenLine Systems
My Background

- 30+ years of IT project management experience with both government and business organizations.
  - DHS Customs and Border Protection (CBP).
  - Federal Financial Institution Examination Council (FFIEC).
  - Unisys Global Justice and Public Safety Practice.
  - Merrill Lynch Global Wealth Management.

- Certified Project Management Professional (PMP) and Scrum Master (CSM).

- Received patent for “Platform Independent Model-Based Framework for Exchanging Information in the Justice System.”

- Written multiple books, whitepapers, and articles on IT software development and project management.
What is the focus of this presentation?

Open Unified Process (OpenUP)
What topics will be covered?

- A quick review of the PMBOK.
- What is the RUP?
- How can you use the RUP with the PMBOK®?
- What is OpenUP?
- How can you customize OpenUP?
- Where can you get more information?
A quick review of the PMBOK®
The PMBOK has 5 Process Groups

- Project management is accomplished through the appropriate application and integration of the 42 logically grouped project management processes comprising the 5 process groups.
PMBOK® Processes are organized into 9 Knowledge Areas

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Human Resource Management
- Communications Management
- Risk Management
- Procurement Management
## Integration Management for Example

<table>
<thead>
<tr>
<th>Initiating</th>
<th>Planning</th>
<th>Executing</th>
<th>Monitoring &amp; Control</th>
<th>Closing</th>
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<tbody>
<tr>
<td>Develop project charter</td>
<td>Develop project management plan</td>
<td>Direct &amp; manage project execution</td>
<td>Monitor &amp; control project work</td>
<td>Close project or phase</td>
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<td></td>
<td>Perform integrated change control</td>
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</table>
What is the RUP?
What is the RUP?

- The RUP is not a book, a development method developed and published once and for all in paper form. In contrast with the dusty binder approach, the RUP is designed, developed, delivered, and maintained like any software tool. The RUP shares many characteristics with software products:
  - Designed and documented using the Unified Modeling Language (UML).
  - Delivered online using Web technology.
  - Upgraded on a regular basis.
  - It can be tailored and configured using Rational Method Composer (RMC).
  - Built upon the unified method architecture meta-model.
  - It’s integrated with the other Rational tools.
RUP Architecture

Phases

<table>
<thead>
<tr>
<th>Disciplines</th>
<th>Inception</th>
<th>Elaboration</th>
<th>Construction</th>
<th>Transition</th>
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<tr>
<td>Business Modeling</td>
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<td>Requirements</td>
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<td>Analysis &amp; Design</td>
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<tr>
<td>Deployment</td>
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<td>Configuration &amp; Change Mgmt</td>
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<td>Project Management</td>
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<td>Environment</td>
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Iterations

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<th>E2</th>
<th>C1</th>
<th>C2</th>
<th>CN</th>
<th>T1</th>
<th>T2</th>
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</thead>
</table>
The RUP has two dimensions:

- The horizontal dimension represents time and shows the lifecycle aspects of the process as it unfolds.
- The vertical dimension represents core process disciplines (or workflows), which logically group software engineering activities by their nature.
How can you use the RUP with the PMBOK®?
How does the RUP compare to the PMBOK?

- **RUP**
  - Software development
  - Web-site delivery with lots of templates, whitepapers, & examples
  - Project management—as well as software development focus
  - Iterative
  - Adapt the process
  - Phases and iterations specific to software development

- **PMBOK**
  - Any project type
  - Books & 3rd party resources
  - Project management focus
  - Progressive elaboration
  - *PMBOK*® is a guide rather than a methodology that’s meant to be adapted
  - Phases are specific to project type (software development, construction, retail, etc.)
RUP PM WBS aka Workflow

1. Conceive New Project
2. Evaluate Project Scope and Risk
3. Plan the Project
   - [Project Plans Approved]
   - [Project Cancelled]
4. Plan Remainder of Initial Iteration
5. Manage Iteration
   - [Iteration Successful]
   - [Project Cancelled]
6. Reevaluate Project Scope and Risk
7. Monitor & Control Project
8. Close-Out Project
   - [Project Complete]
   - [Failed Acceptance]
9. Plan for Next Iteration
10. Refine the Development Plan
   - [Iteration End]
   - [Iteration Successful]
   - [Iteration End]
11. [Project End]
12. [Phase End]
13. [Phase Complete]
PM Activity Tasks

Activity: Conceive New Project

This activity brings a project from the initial germ of an idea to a point at which a reasoned decision can be made to continue or abandon the project.

Description | Work Breakdown Structure | Team Allocation | Work Product Usage

Workflow

- Business Case
- Project Manager
- Identify and Assess Risks
- Develop Business Case
- Initiate Project
- Risk List
- Business Case
- Software Development Plan
Project Manager Responsibilities

Roles
- Analysts
- Developers
- Testers
- Managers
  - Change Control Manager
  - Configuration Manager
  - Deployment Manager
  - Management Reviewer
  - Project Manager
  - System Administrator
  - Test Manager

Production & Support
- General Roles

Perform:
- Acquire Staff
- Assess Iteration
- Compile Software Development Plan
- Define Monitoring & Control Processes
- Define Project Organization and Staffing
- Develop Business Case
- Develop Iteration Plan

Performs:
- Develop Measurement Plan
- Develop Problem Resolution Plan
- Develop Product Acceptance Plan
- Develop Quality Assurance Plan
- Develop Risk Management Plan
- Handle Exceptions and Problems
- Identify and Assess Risks

Responsible for:
- Initiate Iteration
- Initiate Project
- Monitor Project Status
- Plan Phases and Iterations
- Prepare for Phase Close-Out
- Prepare for Project Close-Out
- Report Status

- Schedule and Assign Work

- Business Case
- Issues List
- Iteration Assessment
- Iteration Plan
- Measurement Plan
- Problem Resolution Plan
- Product Acceptance Plan

- Project Measurements
- Quality Assurance Plan
- Risk List
- Risk Management Plan
- Software Development Plan
- Status Assessment
- Work Order
RUP PM Tasks

- Small projects have 17 RUP tasks.
- Large projects have 32 RUP tasks.
- PMBOK® has 42 processes. Not all PMBOK® processes map to RUP tasks.

<table>
<thead>
<tr>
<th>Small Project</th>
<th>Large Project</th>
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<tbody>
<tr>
<td>Acquire Staff</td>
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<tr>
<td>Assess Iteration</td>
<td>Assess Iteration</td>
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<tr>
<td>Conduct Review</td>
<td>Compile Software Development Plan</td>
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<td>Define Project Organization and Staffing</td>
<td>Conduct Review</td>
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<td>Develop Business Case</td>
<td>Define Monitoring &amp; Control Processes</td>
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<td>Develop Iteration Plan</td>
<td>Define Project Organization and Staffing</td>
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<td>Identify and Assess Risks</td>
<td>Develop Business Case</td>
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<tr>
<td>Initiate Iteration</td>
<td>Develop Iteration Plan</td>
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<tr>
<td>Initiate Project</td>
<td>Develop Measurement Plan</td>
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<tr>
<td>Iteration Evaluation Criteria Review</td>
<td>Develop Problem Resolution Plan</td>
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<td>Develop Product Acceptance Plan</td>
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<tr>
<td>Organize Review</td>
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<tr>
<td>Plan Phases and Iterations</td>
<td>Develop Risk Management Plan</td>
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<td>Project Approval Review</td>
<td>Handle Exceptions and Problems</td>
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<tr>
<td>Project Planning Review</td>
<td>Identify and Assess Risks</td>
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<tr>
<td>Report Status</td>
<td>Initiate Iteration</td>
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<tr>
<td>Schedule and Assign Work</td>
<td>Initiate Project</td>
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<td>Iteration Acceptance Review</td>
<td>Iteration Acceptance Review</td>
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<td>Iteration Plan Review</td>
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<td>Plan Acceptance Review</td>
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<td>Report Status</td>
<td>Report Status</td>
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<tr>
<td>Schedule and Assign Work</td>
<td>Schedule and Assign Work</td>
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### RUP Activities & Tasks for Large Projects (1 of 2)

<table>
<thead>
<tr>
<th>Activities</th>
<th>Tasks</th>
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<tbody>
<tr>
<td>Conceive New Project</td>
<td>Identify and Assess Risks</td>
</tr>
<tr>
<td>Evaluate Project Scope and Risk</td>
<td>Identify and Assess Risks</td>
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<tr>
<td>Plan the Project</td>
<td>Develop Measurement Plan</td>
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<td></td>
<td>Develop Quality Assurance Plan</td>
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<td>Compile Software Development Plan</td>
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<tr>
<td>Plan Remainder of Initial Iteration</td>
<td>Develop Iteration Plan</td>
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<tr>
<td>Manage Iteration</td>
<td>Acquire Staff</td>
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<tr>
<td>Reevaluate Project Scope and Risk</td>
<td>Identify and Assess Risks</td>
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<tr>
<td>Monitor &amp; Control Project</td>
<td>Schedule and Assign Work</td>
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<td>Plan for Next Iteration</td>
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## RUP Activities & Tasks for Large Projects (2 of 2)

<table>
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<tr>
<td>Redefine the Development Plan</td>
<td>Develop Measurement Plan</td>
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<td>Develop Risk Management Plan</td>
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<td>Develop Product Acceptance Plan</td>
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<td>Develop Problem Resolution Plan</td>
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<tr>
<td>Develop Quality Assurance Plan</td>
<td>Define Project Organization and Staffing</td>
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<tr>
<td>Compile Software Development Plan</td>
<td>Project Planning Review</td>
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<td>Close-Out Phase</td>
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<td>Close-Out Project</td>
<td>Prepare for Project Close-Out</td>
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<td>Project Acceptance Review</td>
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</table>
### PMBOK® Processes to RUP Activity Mapping (1 of 3)

<table>
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<th>PMBOK Processes</th>
<th>RUP Tasks</th>
<th>Notes</th>
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<td>4.1 Develop project charter</td>
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<td>Project Approval Review</td>
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<td>4.2 Develop project management plan</td>
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<td>Develop Measurement Plan</td>
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<td>Develop Iteration Plan</td>
<td>Develop Product Acceptance Plan</td>
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<tr>
<td>4.3 Direct and manage project execution</td>
<td>Schedule and Assign Work</td>
<td>Handle Exceptions &amp; Problems</td>
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<td>Iteration Acceptance Review</td>
<td>Iteration Plan Review</td>
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<td>Iteration Evaluation Criteria Review</td>
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<td>4.4 Monitor and control project</td>
<td>Monitor Project Status</td>
<td>Report Status</td>
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<td>4.5 Perform integrated change control</td>
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<td>4.6 Close project or phase</td>
<td>Prepare for Phase Close-Out</td>
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<td>Project Acceptance Review</td>
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<td>5.1 Collect requirements</td>
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<td>5.2 Define scope</td>
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<td>5.3 Create WBS</td>
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<td>5.4 Verify scope</td>
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<td>Plan Phases and Iterations</td>
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<td>6.1 Define activities</td>
<td>Plan Phases and iterations</td>
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<td>PMBOK Processes</td>
<td>RUP Tasks</td>
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<td>6.2 Sequence activities</td>
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<td>6.3 Estimate activity resources</td>
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<td>6.4 Estimate activity durations</td>
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<tr>
<td>6.5 Develop schedule</td>
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<td>6.6 Control schedule</td>
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<td>7.1 Estimate costs</td>
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<td>7.3 Control costs</td>
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<td>Handle Exceptions &amp; Problems</td>
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<td>10.3 Distribute information</td>
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<td>10.4 Manage stakeholder expectations</td>
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<td>10.5 Report performance</td>
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<td>11.2 Identify risks</td>
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<td>11.5 Plan risk responses</td>
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<td>11.6 Monitor and control risks</td>
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</table>
What about process inputs and outputs aka artifacts?
RUP Artifacts

Capability Pattern: Project Management

This capability pattern covers the activities and workflow for the Project Management discipline.

Description | Work Breakdown Structure | Team Allocation | Work Product Usage
---|---|---|---

Workflow

[Start of Project Only]

- Conceive New Project
- Plan the Project
- Plan Remainder of Initial Iteration
- Evaluate Project Scope and Risk
- Reevaluate Project Scope and Risk
- Manage Iteration
- Monitor & Control Project

[All Subsequent Iterations]

- [Project Cancelled]
- [Iteration Successful]
- [Iteration End]
- [Phase End]
- [Project Complete]
- [Project Cancelled]
- Close-Out Phase
- Close-Out Project
- [Project Cancelled]
## RUP inputs and outputs aka artifacts

### Capability Pattern: Project Management

This capability pattern covers the activities and workflow for the Project Management discipline.

<table>
<thead>
<tr>
<th>Breakdown Element</th>
<th>Model Info</th>
<th>Entry State</th>
<th>Exit State</th>
<th>Deliverable</th>
<th>Type</th>
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<tr>
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<td>Artifact</td>
<td>✔️</td>
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</tbody>
</table>
How can you use the RUP with the PMBOK®?

- Leverage RUP first, then PMBOK®
  - RUP principles, processes, templates, and examples focus on software development
- Leverage the PMBOK® after the RUP
  - Use the PMBOK® to build upon the RUP where PMBOK® processes such as Cost, Time, and Quality Management add to the RUP
- Become familiar with both the RUP and PMBOK® templates
  - Choose and adapt the template that works best
What is OpenUP?
What is OpenUP?

- OpenUP is one of the agile development processes created by IBM and the Eclipse Foundation.
- OpenUP applies iterative and incremental approaches to a structured SDLC.
- OpenUP is tools agnostic.
- OpenUP can be customized using the open source tool Eclipse Process Framework (EPF) composer.
- OpenUP is the primary practice library published by EPF. The others include ABRD, Scrum, and XP.
OpenUP Architecture

What is OpenUP?

OpenUP is a lean Unified Process that applies iterative and incremental approaches within a structured lifecycle. OpenUP embraces a pragmatic, agile philosophy that focuses on the collaborative nature of software development. It is a tool-agnostic, low-ceremony process that can be extended to address a broad variety of project types.
OpenUP Value Proposition

- Provides transparency and visibility on project progress throughout the SDLC process
- Business value is delivered earlier in the SDLC process
- Easily adapts to changing requirements
- Risk is mitigated earlier in the development process
OpenUP Activities

**Inception**
- Define project scope and architecture
- Define requirements

**Elaboration**
- Prioritize work streams with business stakeholders
- Develop schedule and cost estimate

**Construction**
- Incrementally develop, test, and deliver work packages
- Demo solution increments to business and get feedback

**Transition**
- Beta test solution to validate that business expectations are met
- Achieve business concurrence that solution is complete
RUP Dimensions

Disciplines
- Business Modeling
- Requirements
- Analysis & Design
- Implementation
- Test
- Deployment
- Configuration & Change Mgmt
- Project Management
- Environment

Phases
- Inception
- Elaboration
- Construction
- Transition

Iterations
- Initial
- E1
- E2
- C1
- C2
- CN
- T1
- T2

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The Deployment Discipline is not included in OpenUP. It was added for GreenLine Systems projects.
How does OpenUP compare to the RUP?

- OpenUP is free. RUP costs $$$.
- Both OpenUP and RUP are tailorable.
- The OpenUP tailoring tool, Eclipse Process Framework (EPF) Composer, is free. The RUP tailoring tool, Rational Method Composer, costs $$$.
- The RUP is iterative and can be agile. OpenUP is iterative and agile.
- Both OpenUP and RUP are well defined. Both OpenUP and RUP are complete development processes.
- Both OpenUP and RUP have Phases and Disciplines.
  - OpenUP has 5 Disciplines.
  - RUP has 9 Disciplines.
- Both OpenUP and RUP have roles.
  - OpenUP has 7 roles.
  - RUP has 6 role groups with 36 roles.
- Both OpenUP and RUP have Work Products (AKA Artifacts).
  - OpenUP has 17 Work Products.
  - RUP has 76 Work Products.
How can you customize OpenUP?
EPF Composer

- EPF Composer is built upon the Eclipse platform.
- Supports many of the Eclipse plug-ins.
- Different Views present specific information.
  - For example, Library view shows plug-ins and their content.
- Perspectives group related views to support a workflow.
- Standard Perspectives are:
  - Authoring: for editing method content.
  - Browsing: for previewing published elements.
EPF Composer Compared to Rational Method Composer

• The Eclipse Process Framework (EPF) is an open-source project at eclipse.org.

• As proposed, IBM will donate major tool components and content from the next-generation RUP platform.

• The EPF tool contains full process-authoring and publishing capabilities.

• The main difference between EPF and the Rational Method Composer tool is:
  – Lack of integration with other IBM Rational tools such as Rational Portfolio Manager and Rational Software Architect
  – Lack of a migration capability from Rational Process Workbench.

• The second part of this donation will include content supporting the new Basic Unified Process, a new agile process for small teams applying RUP principles and practices.

• For more information see:
EPF Composer Authoring Perspective

Form based plain text or…

…Rich Text editors
Where can you get more information?
For RUP & RMC check out IBM developerWorks

Rational Method Composer
Includes IBM Rational Unified Process (RUP)

Considerations in opening the mainframe to mobile devices
This guide for enterprise teams working on mobile applications explains the IBM approach to mobile application development, which exploits existing information and transaction systems for maximum speed to market and reuse of services.

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- Adopt and automate proven processes with Rational and Jazz tools, Parts 1-4
- New Rational Method Composer solution offers simplified workflows, tool integrations
- IBM Rational Method Composer V7.5.1 delivers IBM Rational Team Concert interoperability and simplified method authoring

More content

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For OpenUP check out the EPF website

EPF Published Websites

EPF Published Websites Downloads

EPF Practices

This website lists all the practices included in EPF. It is intended to be used by a process engineer to learn about the practices in order to make decisions about which practices to include in a process configuration.

Download published Website: EPF Practices 1.5.1.5 (New!)

OpenUP

OpenUP is a lean Unified Process that applies iterative and incremental approaches within a structured lifecycle. OpenUP embraces a pragmatic, agile philosophy that focuses on the collaborative nature of software development. It is a tools-agnostic, low-ceremony process that can be extended to address a broad variety of project types. See also OpenUP vision

Download published Website: OpenUP 1.5.1.5 (New!), OpenUP/DSDM 1.0, OpenUP Português 1.0

ABRD

Agile Business Rule Development is a practice to implement business application using business rule management system and rule engine technology.

Download published Website: ABRD 1.5.1.5

Scrum

Scrum is an empirical Agile project management framework used to deliver increments of high value to the customer iteratively. Scrum relies on self-organizing, empowered teams to deliver the product increments. It also relies on a customer, or Product Owner, to provide a team with a list of desired features using business value as the priority mechanism.

Download published Website: Scrum 1.5, Scrum Português 1.5

Questions?
Thank you for your time!