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- The transition to agile management approaches for software development has introduced several challenges for cost estimating teams, especially as they support long-term budget development and program execution
  - Required software capabilities are mapped to short release cycles/increments, focusing on the immediate cycle in-work.
  - Software development and testing are accomplished in short term iterations, such as sprints.
  - Daily changes may occur in the order and priority for work to be completed in each release cycle
  - Effort is measured based on qualitative sizing (e.g., story points) relative to the specific software being used and the development cycle in-work.
  - A “story point” does not have a standard, well-defined meaning, and changes from programmer to programmer
- Cost Estimators must adapt to agile programs by using estimating methods that capture the flexibility and dynamics of rapid iterations, increased automation, and frequent deliveries of working software features inherent to agile software development techniques