Chapter Five

Business Process Engineering

Outline

- Definitions
- Phases of Software Development Life Cycle
- SDLC Models

Definitions

- A process is a specific ordering of work activities across time and space, with a beginning, an end, and clearly identified inputs and outputs: a structure for action.
- A business process is a group of logically related tasks that use the firm's resources to provide customer-oriented results in support of organization's objectives.

A business process is the DNA of a company.

Definitions Cont.…

- Business process Engineering focuses (in our case) on automating business processes with software processes and on assisting the analysis, design, implementation, control, maintenance, and optimization of software development process to ensure success.

Definitions Cont.…

- Software engineering is an important and critical discipline concerned with cost effective software development.
- It is based on a systematic approach that uses appropriate tools and techniques, operates under specific constraints and most importantly follows a process.
- Read about triple constraint (project management, an umbrella activity)

The IEEE definition Software Engineering:

1) The application of a systematic, disciplined, quantifiable approach to the development, operation, and maintenance of software; that is, the application of engineering to software.

2) The study of approaches as in 1)

Software (System) development process

- Software System development process contains fundamental activities or phases.
- These phases are: Requirements engineering, followed by System Design, Implementation, Verification and Validation, and finally Maintenance.

Software (System) development process

- The steps, tools, processes and methods used to develop information systems are collectively called methodology.
- The software system development process is also called a *system development life cycle (SDLC)*.
- It is sometimes called an application development life cycle.

A Layered Technology

Software Engineering **Layers**

System Development Life Cycle (SDLC)

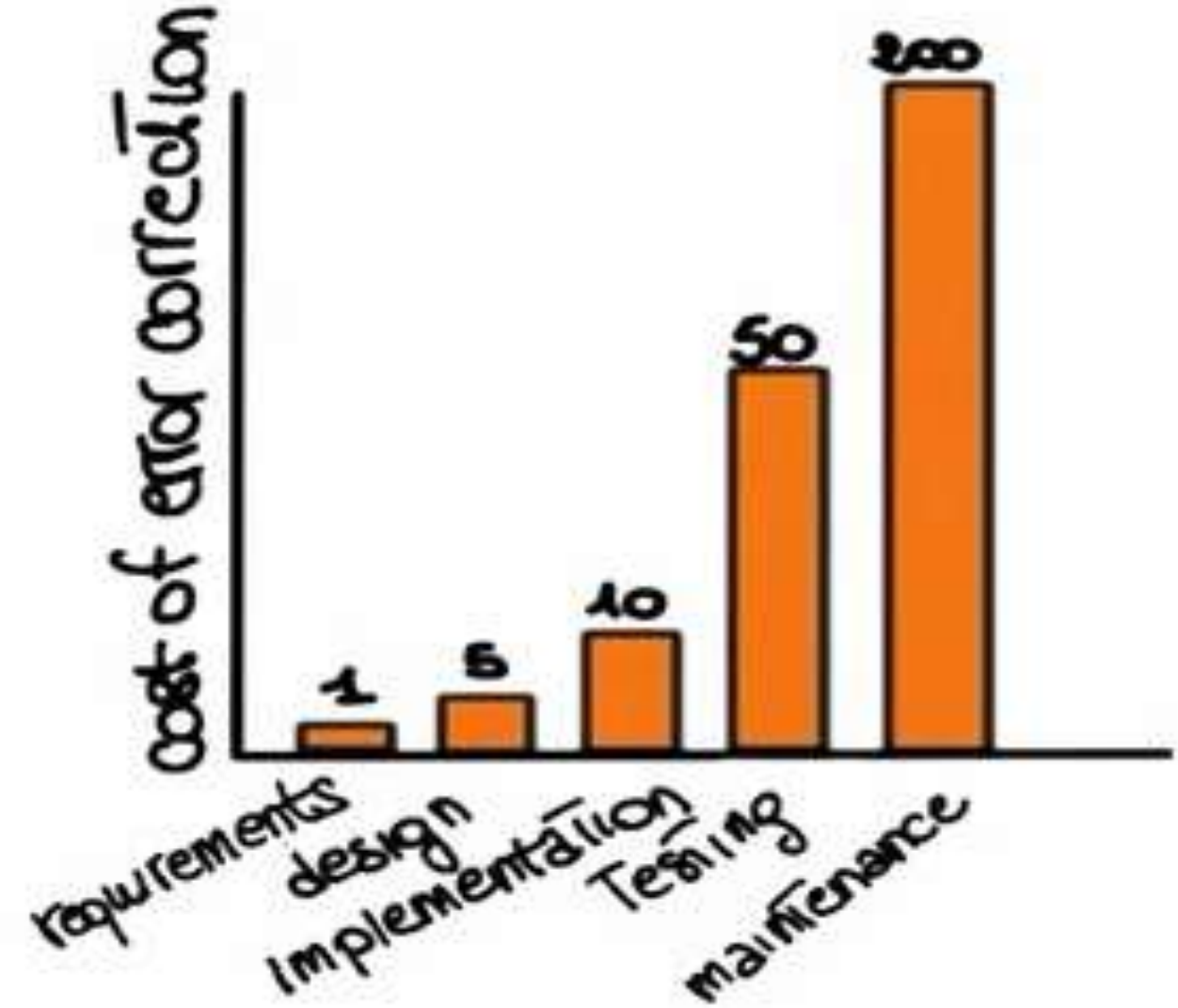
- System Development Life Cycle: is about developing a software-driven solution to a business problem
- It is about a process which takes roughly from months to years
- SDLC might more correctly be called a (Business) Solution Development Life Cycle

Software (System) development process phases: SDLC phases

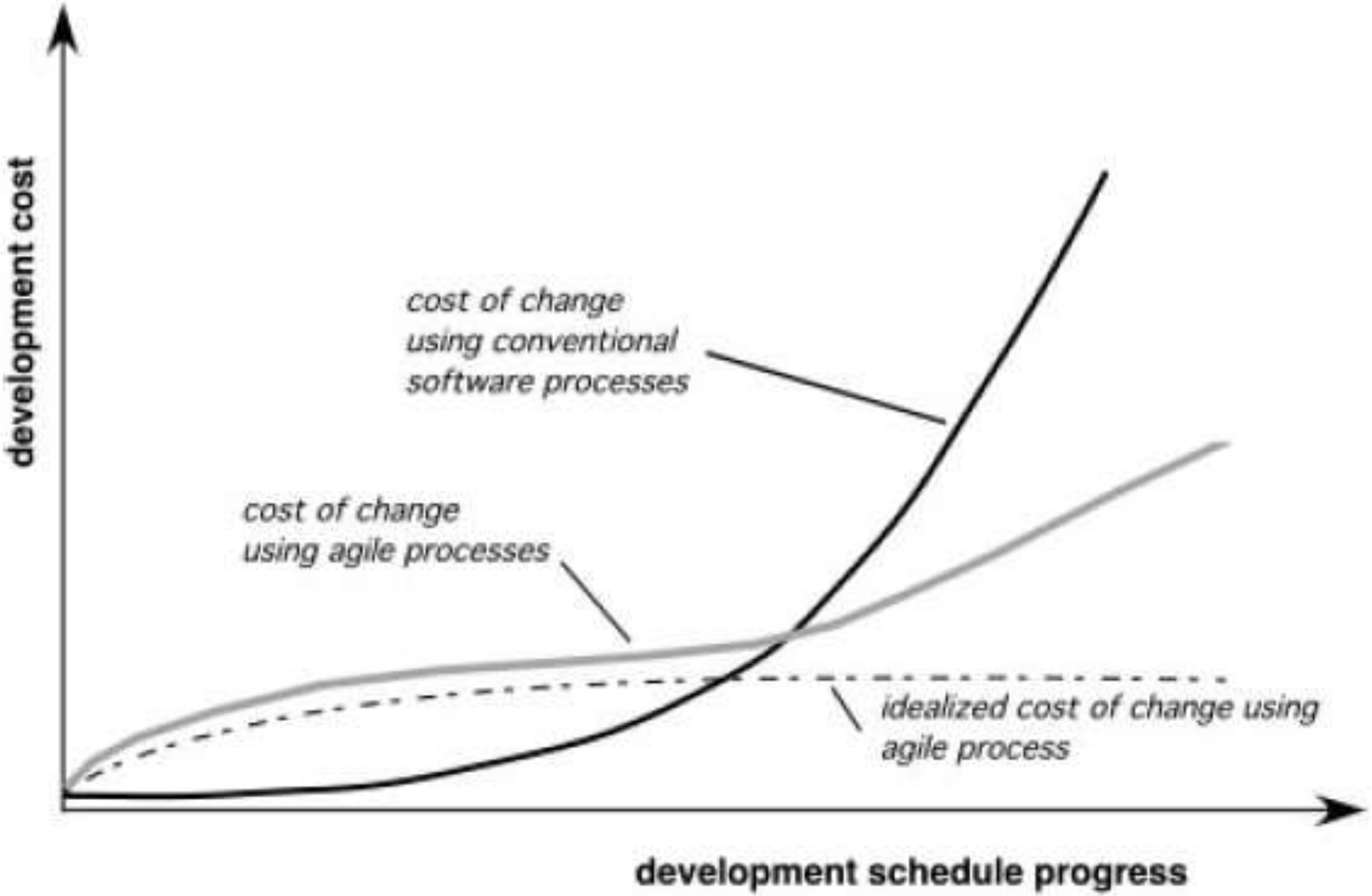
1) Requirements Engineering: is the process of establishing the needs of stakeholders that are to be solved by software.

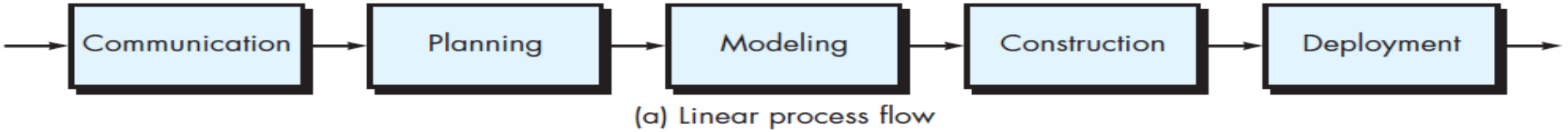
   Why is this phase so important? In general the cost of correcting an error depends on the number of subsequent decisions that are based on it. Therefore, error made in understanding requirements have the potential for greater cost because many design and other following phase decisions depend on RE results.

Cost of late correction

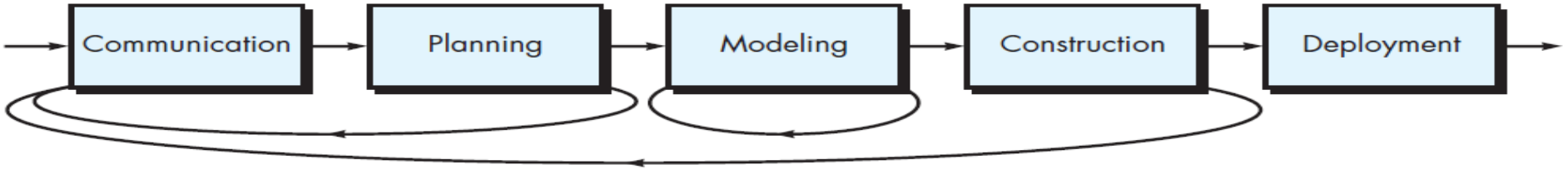


Agility and the Cost of Change

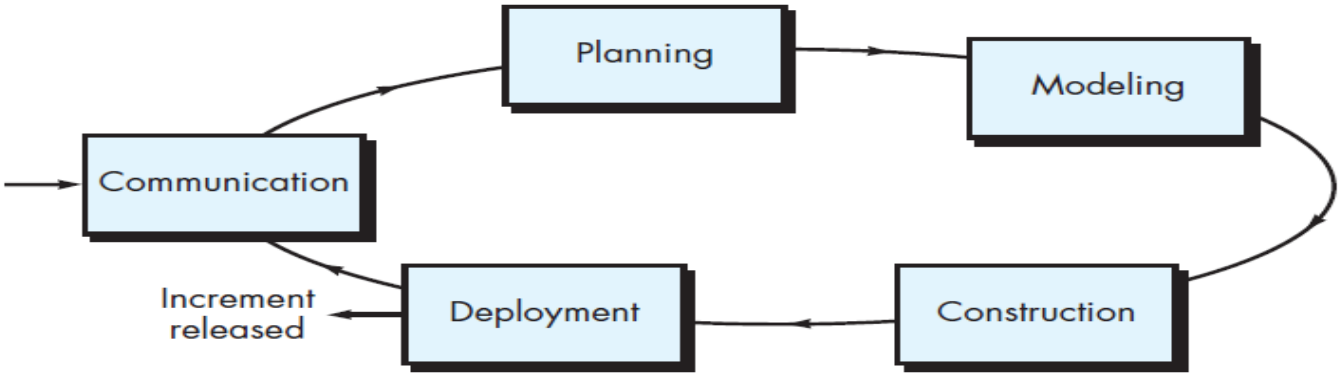




(a) Linear process flow

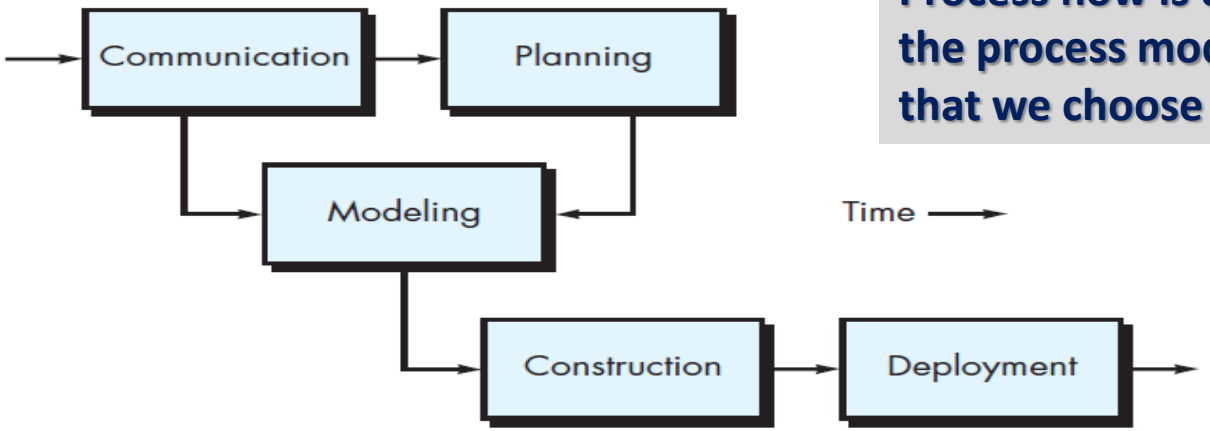


(b) Iterative process flow



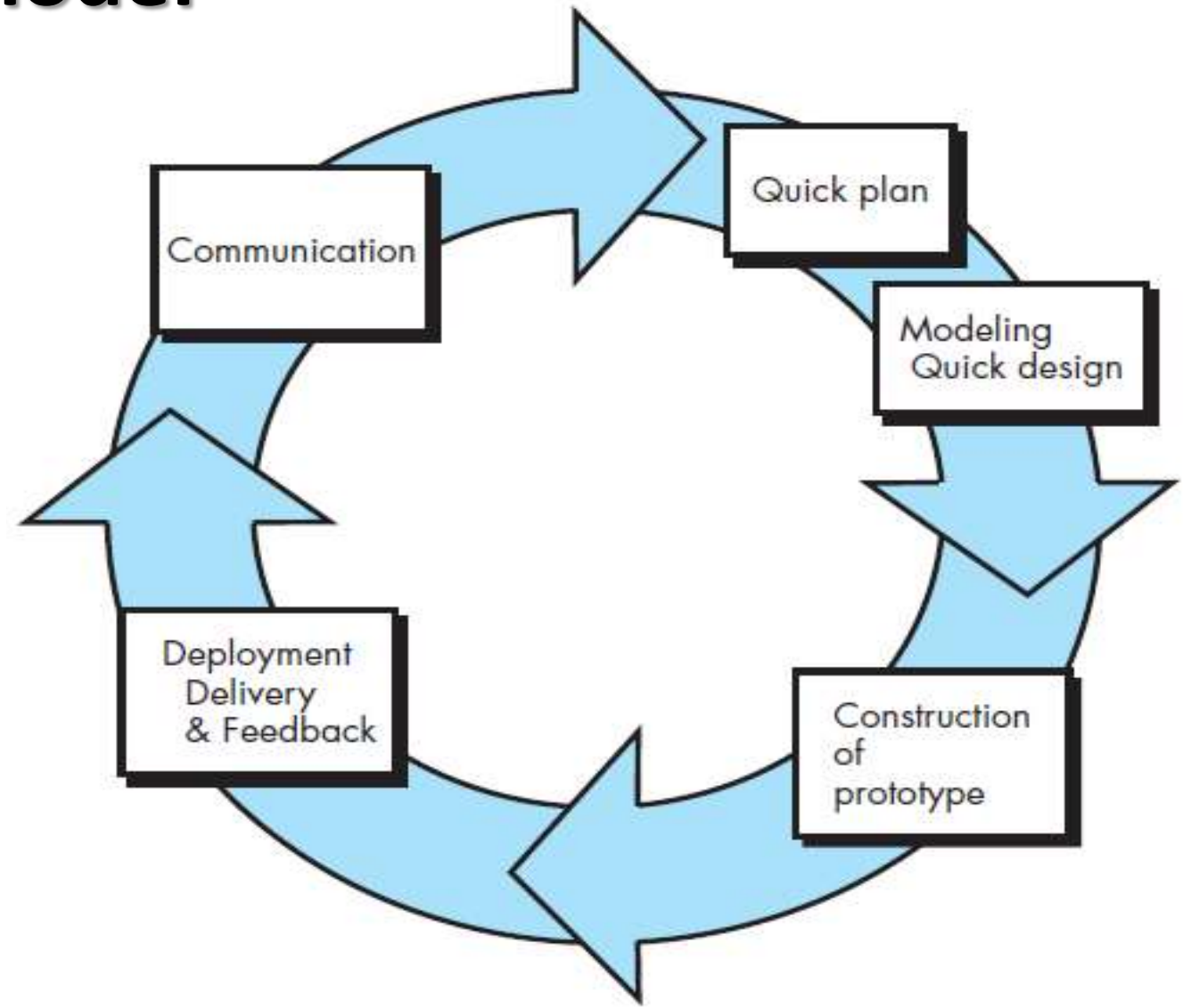
(c) Evolutionary process flow

Process flow is determined by the process model or framework that we choose for development



(d) Parallel process flow

The Prototyping Paradigm or model



Requirements Engineering

- Also called requirements analysis and specification
- How can we collect the right requirements? Traditional requirements engineering does so through a set of steps: The first step is Elicitation which is the collection of requirements from stakeholders and other sources and can be done in a variety of ways [through questionnaire survey, interview, brainstorming, prototype, document analysis, physical work observation, and so on]

Requirements Engineering Cont.

- The second step is requirements analysis which involves the study and deeper understanding of the collected requirements.
- Structuring (modeling) of system requirements is also part of this activity.
- The third one is the specification of requirements in which the collected requirements are suitably represented organized and saved so that they can be shared (**SRS**).
- They can be validated and delivered (**SRS**).
- Requirements management may account to changes to requirements during the life time of the project.

System Design

- It is the phase where the description of the **internal structure** and **organization of the system** are produced and this description will serve as the basis for the **construction** of the actual system.
- Design activities normally consist of architectural design, abstract specification, interface design, component or subsystem design, and so on.
- These activities result in a set of design products which describe various characteristics of the system.

Implementation

- Here what we do is basically realizing the design of the system that we just created and create an actual software system.
- There are four fundamental principles or pillars that can affect the way software is constructed.
- The first is the reduction of complexity (Usability).
- The second is the anticipation of diversity (Agility).
- The third pillar is the structuring for validation (Testability).
- Finally it is important that the SW conforms to standards.

Verification and Validation

- After we have built the system, here is the phase where we check that the software system meet its specification and fulfills its intended purpose.
- Validation is the activity that answers the question, did we build the right system?
- Verification answers a different question, did we build the system right? Did we build the system that actually implement the specification that we defined?
- Verification can be performed at the unit level, integration level, and finally the system as a whole.

Verification and Validation Cont.

- Thus, in verification, we want to make sure that the different modules talk to each other in the right way.
- During system testing, we test the system as a whole and want to make sure all the system, all the different pieces of the system work together in the right way. This is also the level at which we apply validation and some other testing techniques like stress testing or robustness testing and so on.

Maintenance

- Software development effort normally result in the delivery of a software product that satisfies the user requirements. However, when the software is in operation many things can happen.
- The environment might change (there might be new libraries, new operating systems) in which our software system has to operate.
- There may be feature request that the users might want to do something different with the product that we gave them.
- Or users might have problems with the software and may file bug report.

Maintenance Cont.

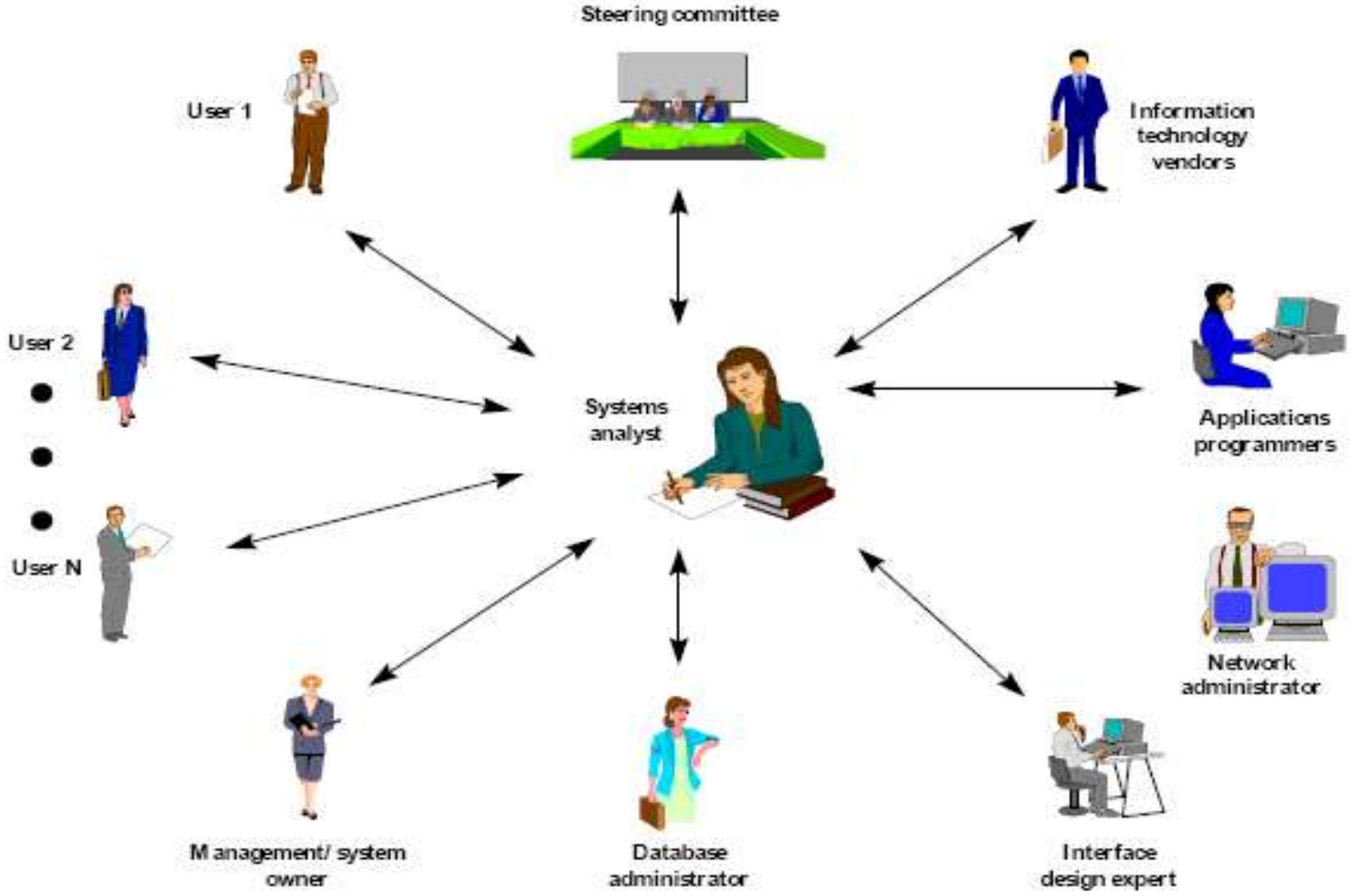
- Software maintenance is the activity that sustains the software product as it evolves throughout its lifecycle.
- Development organizations should perform three kinds of maintenance activities:
  - Corrective maintenance to eliminate problems with the code (bug).
  - Perfective maintenance to accommodate feature requests (and in some cases just to improve the software for example to make it more efficient).
  - Adaptive maintenance to take care of environment changes.

Maintenance Cont.

- And after these activities have been performed, the software developer will produce a new version of the application and will release it and the cycle will continue throughout the lifetime of the software.
- That is why maintenance is a fundamental activity and very expensive one.
- One of the reasons, in addition to the reasons in the previous slide, why maintenance is expensive is regression testing. Regression testing is the activity of retesting software after it has been modified.

Participants

- As to the participants of a given information system development, the following are major ones:
  - system owners/clients or financers,
  - system users/stakeholders,
  - system designers/software engineers,
  - system builders/programmers,
  - system analyst – agent of change
  - and IT vendors & Consultants


Steering committee
User 1
Information technology vendors
User 2
Systems analyst
Applications programmers
User N
Network administrator
Management/ system owner
Database administrator
Interface design expert

Assignment:

- Make a research about SDLC process models and write your findings. Specify the advantages and disadvantages of each model. Include the open source model in your discussion.
- Work in groups of two students.