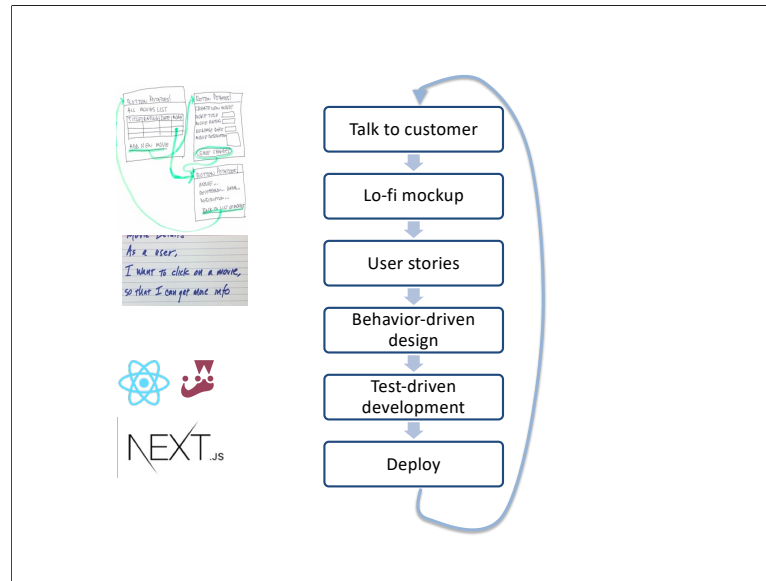


## What are you hoping to get out this class?

CS312 learning goals:






1. Describe and employ modern methodologies for managing SW development, specifically Agile and Scrum
2. Use tools and services that support those processes, such as version control, GitHub, continuous integration, etc.
3. Describe and employ SW development principles, patterns and best-practices, such as design patterns, SOLID, test-driven development (TDD), etc.
4. Describe, evaluate and employ technologies for full stack web development and single page web applications (SPAs)
5. Complete a large software development project as part of a team

Alongside the more formal learning goals I hope you will gain some important development skills that are not necessarily are part of your other courses, such as a focus on software design (particularly, designing for maintainability), testing, working with non-technical customers and more.



The workflow we will implement has some key “technical” steps, but also a number of steps that are equally important for ensuring that we develop the right software, that is software that actually solves the user’s actual problem.

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Technology	Tools	Process
HTML JavaScript CSS Frameworks Databases   	VCS Testing frameworks Linter Continuous Integration (CI) PaaS & IaaS  	Agile (Scrum) Test-driven development (TDD) DevOps Design patterns

Here are some of the tools and technologies we will use. These specific tools and technologies are a means to an end. We care more that you learn the “why” for these tools than the “how” of particular technologies, frameworks, etc.

This class has a lot of moving parts. And I have made a lot of choices for tools, techniques, methodologies. In some cases, it is a choice among many similar alternatives where there is no “right” answer. That is, I don’t want you to get bogged down in questions of whether any particular tool or technology is the best in a technical or other sense (we often are optimizing for the best class experience, not the best tool). You may be more familiar with the alternatives. As we will discuss later, I ask you to “do the class” with the class tools. Doing so will make your teams more efficient. At the same time, if our approach seems to conflict with best practices, don’t hesitate to ask me about it - we will both learn from the ensuing discussion.

Why this set of tools? Let’s talk a little bit about the context we are working in...

## Context: Evolving ecosystem

Shrink wrapped	⇒	Software-as-a-Service
Monolithic	⇒	Services
On-premise	⇒	Cloud

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## Shrink wrapped software (SWS) ⇒ Software-as-a-Service (SaaS)

### SWS

Client-specific binaries that must work in many HW/SW environments

+ Rich user experience

- Hard to maintain, with extensive compatibility testing required

### SaaS

Online client-server model

+ One copy of SW, one HW environment (controlled by developers)

+ Easy to release updates

+ Easier to enable user collaboration

- Limited by online latency, capabilities of browser

*What about mobile native applications?*

What about mobile native applications? A counter example for this trend?

+ Use HW features unavailable in HTML5

+ *May* be faster...or not (many just HTML5 apps in native “container”)

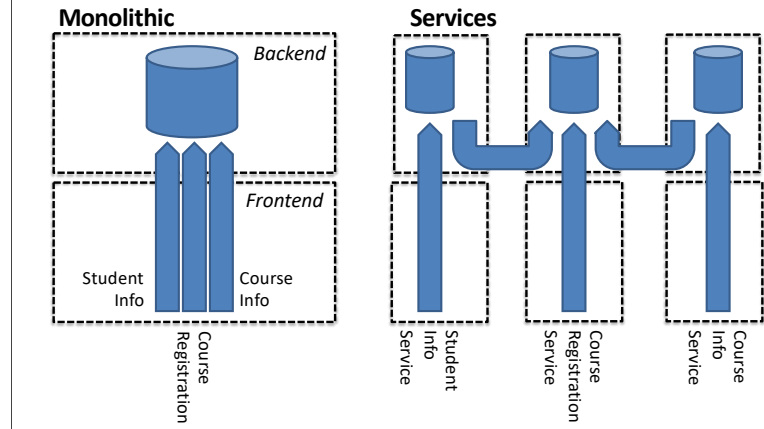
+ Your brand is on user’s home screen (though can get this with bookmarks too)

- Harder to maintain

- Upgrades now once again user’s problem

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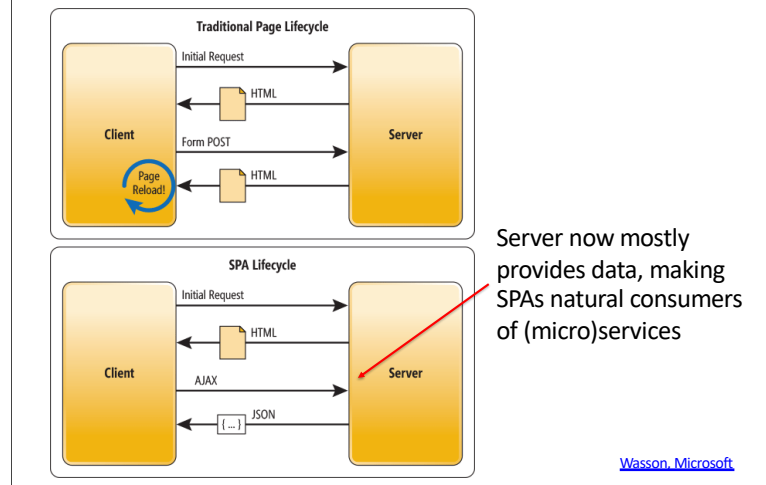
## Monolithic $\Rightarrow$ Multiple services



This approach achieves code reuse, but at the level of whole services. Think of using Google Maps like a library. A recent-ish variant of this approach is Microservices in which applications are composed from independently deployable services (<https://martinfowler.com/articles/microservices.html>)

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## Single Page Applications (SPA)



### Traditional "thin client" model

1. User enters an address
2. Browser requests a resource from the address
3. Server at that address returns the resource
4. Browser renders the resource
5. User clicks link or fills in form
6. Browser makes new request to server
7. Server returns **\_new\_** resource
8. Browser loads new resource and displays it

This is a "thin client" model in which all the real work is happening and all state is maintained on the server. JavaScript may be used, but only for simple tasks: form validation, layout tricks, and interactive - but stateless - features like an accordion.

### Single page application or "thick" client

Google (with the help of some Microsoft technology) upturned this model with the introduction of Google maps. Prior maps applications, e.g., Mapquest, would request a new page from the server when you wanted to navigate. In contrast Google used an MS technology called AJAX which allows JavaScript to make requests to the server without loading a new page in the browser. In this "thick client" approach, much of the application functionality is implemented in the browser with communication

happening behind the scenes. The result was (is) an experience much closer to a desktop application. While this approach is commonplace now, it was revolutionary at the time.

We would choose such an approach when we need to implement an application with extensive user interaction that primarily interacts with an API (that may already exist or is needed to support other clients). This last aspect makes SPAs natural consumers of (micro)services



## SaaS 3 demands on infrastructure

1. **Communication:** Customers must be to interact with service
2. **Scalability:** Respond to fluctuations in demand or new services adding users rapidly
3. **Dependability:** Service & communication available 24x7

*Cloud providers can offer all three on a pay-as-you-go basis (utility) at hard to match prices*

Below a certain scale, it is hard to compete on price with experienced data center operators building warehouse-scale computers. Economies of scale and relentless optimization pushed down cost of largest datacenters manifold (estimates of 3-8X)

The barrier to entry is now very low (don't need to buy HW up front) and individual developers have access to same computing power as the big players. Infrastructure-as-a-service (IaaS), e.g., the "original" AWS, is increasing becoming platform-as-a-service, PaaS, e.g., Heroku, in the developer connects many "higher-level" services instead of provisioning the underlying servers, storage, etc.

Adapted from Armando Fox and David Patterson (Berkeley cs169) under CC-BY-SA-NC license

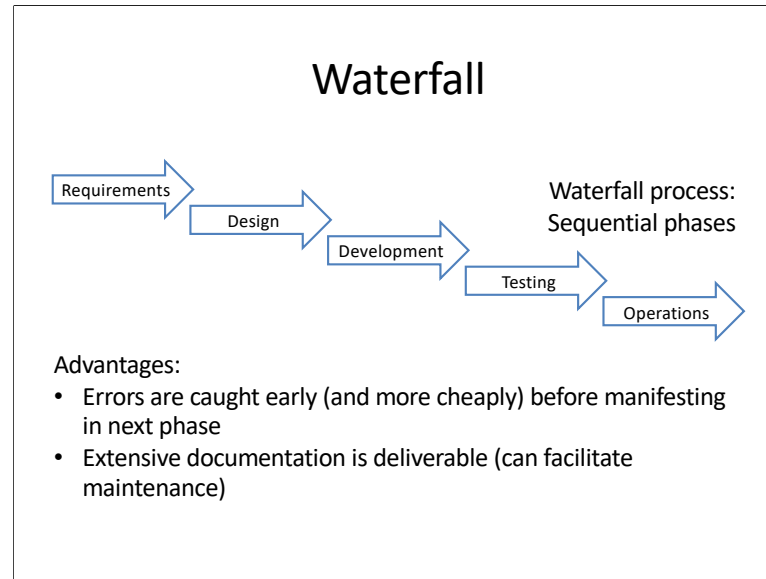
## Plan & Document ⇒ Agile

“Plan-and-Document”:

1. Before coding, the project manager makes plan
2. Write detailed documentation for all phases of the plan
3. Progress measured against the plan
4. Changes to project must be reflected in changes to documentation and the plan

Implementations: Waterfall, Spiral, ...

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Waterfall: Sequential phases of project (like a cascading waterfall).

Spiral: "Spiralling" iterations of  
Determine objectives and constraints  
Evaluate alternatives and identify and resolve risks  
Develop and verify prototype  
Plan next iterations

Spiral could be described as Waterfall with prototyping. Both involve a lot of planning and long phase changes (i.e., iterations can be long)

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What is a major challenge faced by P&D processes such as Waterfall, Spiral and RUP?

- A. Careful planning, then measuring progress against the plan
- B. Reacting to changes in a particular phase after that phase is done
- C. Using prototypes to get customer feedback

Answer: B

P&D assumes a phase is done once we move on. But we can imagine that during development, testing, deployment, etc. we observe we need to change the design. Revisiting the design process can be challenging at that point in these processes.

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## Agile Manifesto (2001)

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.

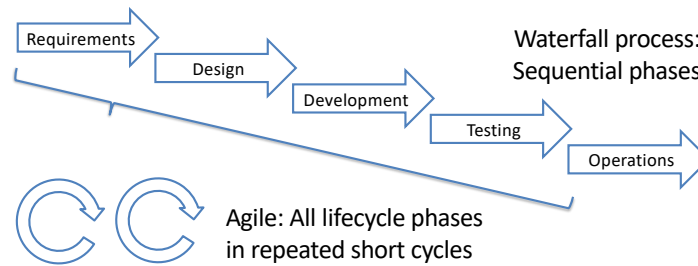
<http://agilemanifesto.org>

<http://agilemanifesto.org>

## Plan & Document $\Rightarrow$ Agile



Dilbert 11/26/17



Waterfall: Sequential phases of project (like a cascading waterfall).

In contrast Agile, implements multiple iterations of those lifecycles in short repeated cycles. Embraces change as a fact of life: continuous improvement instead of a single planning phase. Team continuously improves working but incomplete prototype until customer satisfied (with customer feedback on at each 1-2 week iteration).

Note that when we talk about agile, we are talking as a project management “philosophy” (like P&D is a description of more than just Waterfall). Scrum, Extreme Programming (XP) are specific methodologies guided by the Agile philosophy.

In class we will implement one version of Agile, Scrum, and do so in a way tailored to a class. Our approach is not the only one (or necessarily the best – a matter of opinion) or even appropriate for all applications/industries. But it will give us hands-on experience with these approaches to project management.

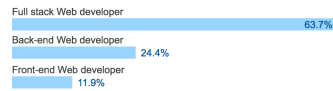
Agile is also a “brand” with consultants, etc. We are really aiming to be “lowercase a” agile, that is demonstrate agility, as opposed to the “capital A” Agile, the formal process that someone might want to sell you.

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license.

## “Full-Stack”, “DevOps” and other buzzwords...

Web Developers   Mobile Developers   Other Occupat



10,696 responses; select all that apply  
[StackOverflow 2017 developer survey](#)

*"A Full-Stack Web Developer is someone who is able to work on both the front-end and back-end portions of an application."*[\[1\]](#)

DevOps? Cross-functional (no more silos) teams that:

- Apply “development” practices to operations, e.g., infrastructure as code
- Automate everything
- Integrate operations into developer role

The front-end is typically the portion of the application the user interacts with directly (and runs in the browser), while the back-end is the portion of the application that provides resources (data) to the front-end (e.g., implements persistent datastores, business logic, etc.).

"Being a Full-Stack Developer doesn't mean that you have necessarily mastered everything required to work with the front-end or back-end, but it means that you are able to work on both sides and understand what is going on when building an application."

[1](<https://medium.com/coderbyte/a-guide-to-becoming-a-full-stack-developer-in-2017-5c3c08a1600c>)

“DevOps essentially extends the continuous development goals of the Agile movement to [continuous integration](#) and continuous delivery.”

<https://www.ansible.com/blog/confessions-of-a-full-stack-devop>

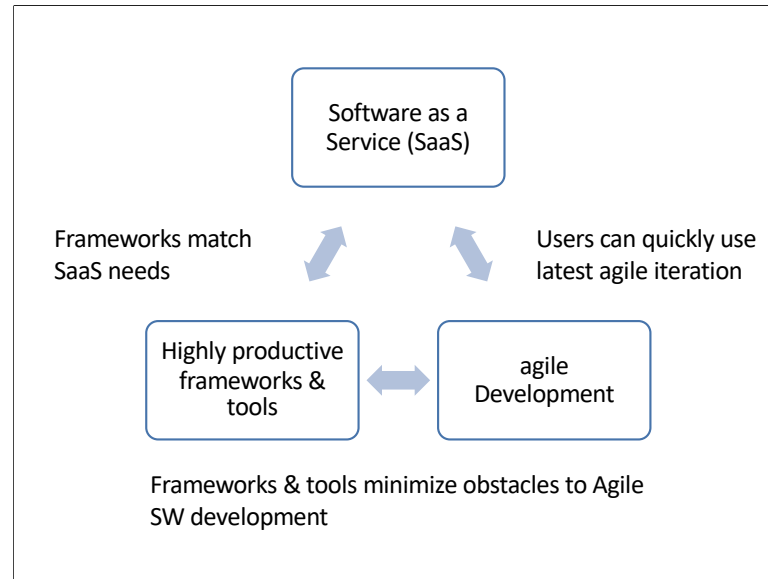
<https://newrelic.com/devops/what-is-devops>



## Summarizing our (the) landscape

- SW (can) evolve quickly to match user needs
- But doing so requires a development process that *embraces change*
- *agile* is a process that embraces change (as opposed to plan & document, etc.)
- SaaS is an ideal domain for agile processes
- Cloud gives everyone access to scalable HW and services for implementing SaaS
- SPAs are natural consumers of these services

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Synergistic methods (deliver software as a service), tools (frameworks, etc.) and processes

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Which aspect of the software lifecycle consumes the most resources?

- A. Design
- B. Development
- C. Testing/debugging
- D. Maintenance

Correct: D.

We will do a lot of "greenfield" development in class but that is not necessarily true of your future tasks. A lot of code has already been written, and SW maintenance (adding new features to legacy SW) is ~60% of SW costs. Working with legacy code matters. Part of what we will learn is how to write code that is maintainable, and by virtue of working with large teams, how to work with code others have written. Whenever you are about to disregard legacy SW, remember that legacy code is successful code, otherwise it wouldn't still be around.

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## Beautiful code



earthcam.com

Beautiful code:

- Meets customer needs
- Easy to evolve

The "cruft" that makes enhancements expensive is the *technical debt* created by doing the easy thing, not the "Right Thing"

The only people that can see the Statue of Liberty's hair are those that climb up the torch. Yet the artist(s) included hair anyway!

Adapted from Armando Fox and David Patterson (Berkeley cs169) under CC-BY-SA-NC license.

## Tactical vs. strategic programming

- Tactical: The focus is getting something, anything, working  
“You tell yourself that it’s OK to add a bit of complexity or introduce a small kludge or two, if that allows the current task to be completed more quickly. This is how systems become complicated.”
- Strategic: Working code is not enough  
“It’s not acceptable to introduce unnecessary complexities in order to finish your current task faster, [...] Most of the code in any system is written by extending the existing code base, so your most important job as a developer is to facilitate those future extensions.”

Ousterhout, John K. . A Philosophy of Software Design,

“All programming requires is a creative mind and the ability to organize your thoughts. If you can visualize a system, you can probably implement it in a computer program. This means that the greatest limitation in writing software is our ability to understand the systems we are creating.”

Complexity is our enemy. The tools and processes we will learn about are designed to help minimize and/or overcome complexity. But tools alone are not enough. We have to design software to be simpler. How can we do so? 1) Actively try at each moment to make our code simpler and more obvious, 2) encapsulate the complexity we can’t eliminate. We will see and do both this semester.

[click]

We have all done this (I am doubtful of anyone who says otherwise...) And the structure of most courses actually encourages “tactical programming”. Most programming assignments are greenfield (you start from scratch), there are often hard deadlines, and you rarely need to use the code you write in the future, so there is minimal cost to introducing complexity.

“Almost every software development organization has at least one developer who takes tactical programming to the extreme: a tactical tornado. The tactical tornado is a prolific programmer who pumps out code far faster than others but works in a

totally tactical fashion. When it comes to implementing a quick feature, nobody gets it done faster than the tactical tornado. In some organizations, management treats tactical tornadoes as heroes. However, tactical tornadoes leave behind a wake of destruction. They are rarely considered heroes by the engineers who must work with their code in the future. Typically, other engineers must clean up the messes left behind by the tactical tornado, which makes it appear that those engineers (who are the real heroes) are making slower progress than the tactical tornado.”

There are no absolutes – moderation in all things. We don’t to spend so much time coming up the “best” design that we don’t accomplish anything. We should think about this from an investment perspective. We are continually making small investment (say 10-20% of our time) make the system better. This may be proactive – spending a little more time up front to improve our design, or reactive – fixing a design problem instead of working around it.

Ousterhout, John K. . A Philosophy of Software Design, 2nd Edition

## Signs complexity is winning

1. Change is hard: Seemingly simple changes require modifying code in many places
2. High cognitive load: Lots of work to figure out how to complete your task correctly
3. Unknown unknowns: Not clear what you need to change to complete your task

Ousterhout, John K. . A Philosophy of Software Design,

“Of the three manifestations of complexity, unknown unknowns are the worst. An unknown unknown means that there is something you need to know, but there is no way for you to find out what it is, or even whether there is an issue. You won’t find out about it until bugs appear after you make a change. Change amplification is annoying, but as long as it is clear which code needs to be modified, the system will work once the change has been completed. Similarly, a high cognitive load will increase the cost of a change, but if it is clear which information to read, the change is still likely to be correct. With unknown unknowns, it is unclear what to do or whether a proposed solution will even work.”

More generally we will see this warning signs in slightly different forms – different people use different descriptions, but there are crosscutting ideas about the difficulty of making changes/improvements.

Ousterhout, John K. . A Philosophy of Software Design, 2nd

## What I ask of you

### ***“Do the class”***

- Commit to the CS312 tools and processes

*Perfect practice makes perfect*

- Be a ~~good~~ great teammate

*Be responsible for your learning, don't get left behind*

*Use your knowledge to make your team better*

One goal of this course is to practice formal SW development methodologies. That is the process itself is important. Our goal is to practice strategic programming, i.e., working code is not our only goal. Recall that *perfect* practice makes perfect. I want you to “slow down” and make those investments and the structure of the course is intended to enable you to do so!

We have a wide variety of backgrounds:

- Some of you have learned these technologies in/for another class
- Some of you have used these technologies in an internship or summer research, and
- Some of you have never touched these technologies before...

In some of these aspects, CS312 will be similar to your future working environments but more challenging (a company doesn't usually create a team of composed only of new developers). To overcome these challenges, I expect you to:

\* Be responsible for independently picking up the details of unfamiliar tools or technologies.

\* Put in the effort to make sure you don't get left behind. Use the resources on the course page (and others) and make sure to ask me and others for help when you need it. Don't be the teammate that can't contribute because you don't know what is going on!



If you have prior experience, we expect you to:

- \* Use your knowledge to actively make your team better, not to sit back in judgement or frustration. Recall the often the best way to learn is to teach (e.g., "see one, do one, teach one"); you will get more out of the class if you actively engage with all of your classmates, including those with less experience.
- \* Understand you can't do it alone. It may seem like you can do the project better or faster by yourself, but the end product will actually be worse if the whole team can't (or doesn't) contribute.

# Being a great teammate

Li et al. study “What Makes a Great Software Engineer”

TABLE 4. GREAT SOFTWARE ENGINEERS’ ENGAGEMENT WITH TEAMMATES. ATTRIBUTES DISCUSSED IN DETAIL ARE IN BOLD.

Attribute and description	Excerpt that capture interviewees’ sentiment
<b>Creates shared context</b> —molding another person’s understanding of the situation while tailoring the message to be relevant and comprehensible to the other person.	<i>“Most compellingly relate the value of that abstraction as it goes to non-abstract to very abstract to each person... empathize with your audience... get them to get it.”</i> -SDE2, Windows
<b>Creates shared success</b> —enabling success for everyone involved, possibly involving personal compromises.	<i>“Find the common good in a solution... express here’s the value for you... It’s a win-win situation.”</i> -Senior Dev Lead, Windows
<b>Creates a safe haven</b> —creating a safe setting where engineers can learn and improve from mistakes and situations without negative consequences.	<i>“If you learn something from a failure, that’s a wonderful sort of thing... [but not] If you’re afraid of getting smacked upside the head... encourage the people to experiment, possibly succeed, possibly fail”</i> . -Senior SDE, Office
<b>Honest</b> —truthful (i.e. no sugar coating or spinning the situation for their own benefit).	<i>“When you do make mistakes, you’ve got admit you made a mistake. If you try to cover up or kind of downplayed mistake, everybody will see it, it’s super obvious. It affects your effectiveness.”</i> -Partner Dev Manager, Corp Dev

- **Creates shared context**: Molding another person’s understanding of the situation while tailoring the message to be relevant and comprehensible to the other person.
- **Creates shared success**: Enabling success for everyone involved, possibly involving personal compromises.
- **Creates a safe haven**: Creating a safe setting where engineers can learn and improve from mistakes and situations without negative consequences.
- **Honest**: Truthful (i.e., no sugar coating or spinning the situation for their own benefit).

## Course logistics

- Partially flipped, with content to review before class to create time for in-class work (“practicals”)
- Specification grading
- 4 programming assignments in weeks 1-5 prepare for the project
  - Meaningful attempt by initial deadline “unlocks” later final deadline
  - Combination of automated testing and manual feedback
- Ongoing “practical” exercises with automated testing
- Exam partway through the semester tied to class Learning Targets with optional retest during finals
- Large team project starting in week 6!
- Ed discussion board for Q&A, go/cshelp for peer assistant hours

Experiment with Specification grading. No “points” or partial credit. Everything is graded on a form of satisfactory/not yet satisfactory. All elements have an opportunity to receive feedback and resubmit (for programming assignments, project) or retake a similar problem (exams). Final grade is determined by the bundles described in the syllabus. Why? A grade should reflect your demonstrated understanding of the material at the end of the course. Assessing your work is a necessary but imperfect proxy for assessing understanding. My goal and responsibility is to create the best structures possible for you to demonstrate your true understanding. And your corresponding responsibility is to do everything you can to make your work accurately reflect your true understanding. Note that is an experiment. This is a new system for me, and this course and it will almost certainly require tweaking. I welcome your feedback and am ready to change any aspects that are not working.

There is extensive “Getting Started” page with software to install. Please “get started” so you are ready to go on Thursday and we can resolve any setup problems.