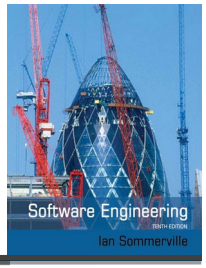
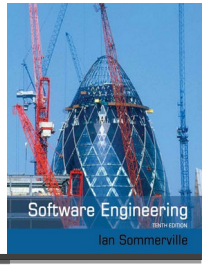


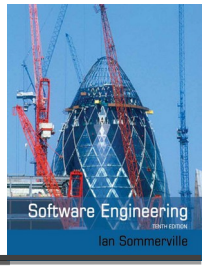
Chapter 2 – Software Processes

Topics covered



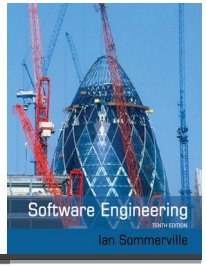
- Software process models
- Process activities
- Coping with *(đương đầu với)* change
- Process improvement

The software process



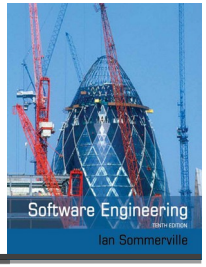
- A structured set of activities required to develop a software system.
- Many different software processes but all involve:
  - **Specification** – defining what the system should do;
  - **Design and implementation** – defining the organization of the system and implementing the system;
  - **Validation** – checking that it does what the customer wants;
  - **Evolution** *(sự tiến hóa)* – changing the system in response to changing customer needs.
- A software process model is an abstract representation of a process. It presents a description of a process from some particular perspective.

Software process descriptions

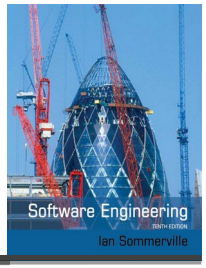


- When we describe and discuss processes, we usually talk about the activities in these processes such as specifying a data model, designing a user interface, etc. and the ordering of these activities.
- Process descriptions may also include:
  - **Products**, which are the outcomes of a process activity;
  - **Roles**, which reflect the responsibilities of the people involved in the process;
  - **Pre- and post-conditions**, which are statements that are true before and after a process activity has been enacted or a product produced.

Plan-driven and agile processes

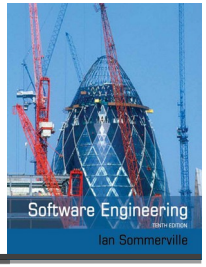


- **Plan-driven processes** are processes where all of the process activities **are planned in advance** and progress is **measured against this plan.**
- In agile processes, **planning is incremental** and it is easier to **change the process** to reflect changing customer requirements.
- In practice, most practical processes include elements of both plan-driven and agile approaches.
- There are **no right or wrong software processes**.



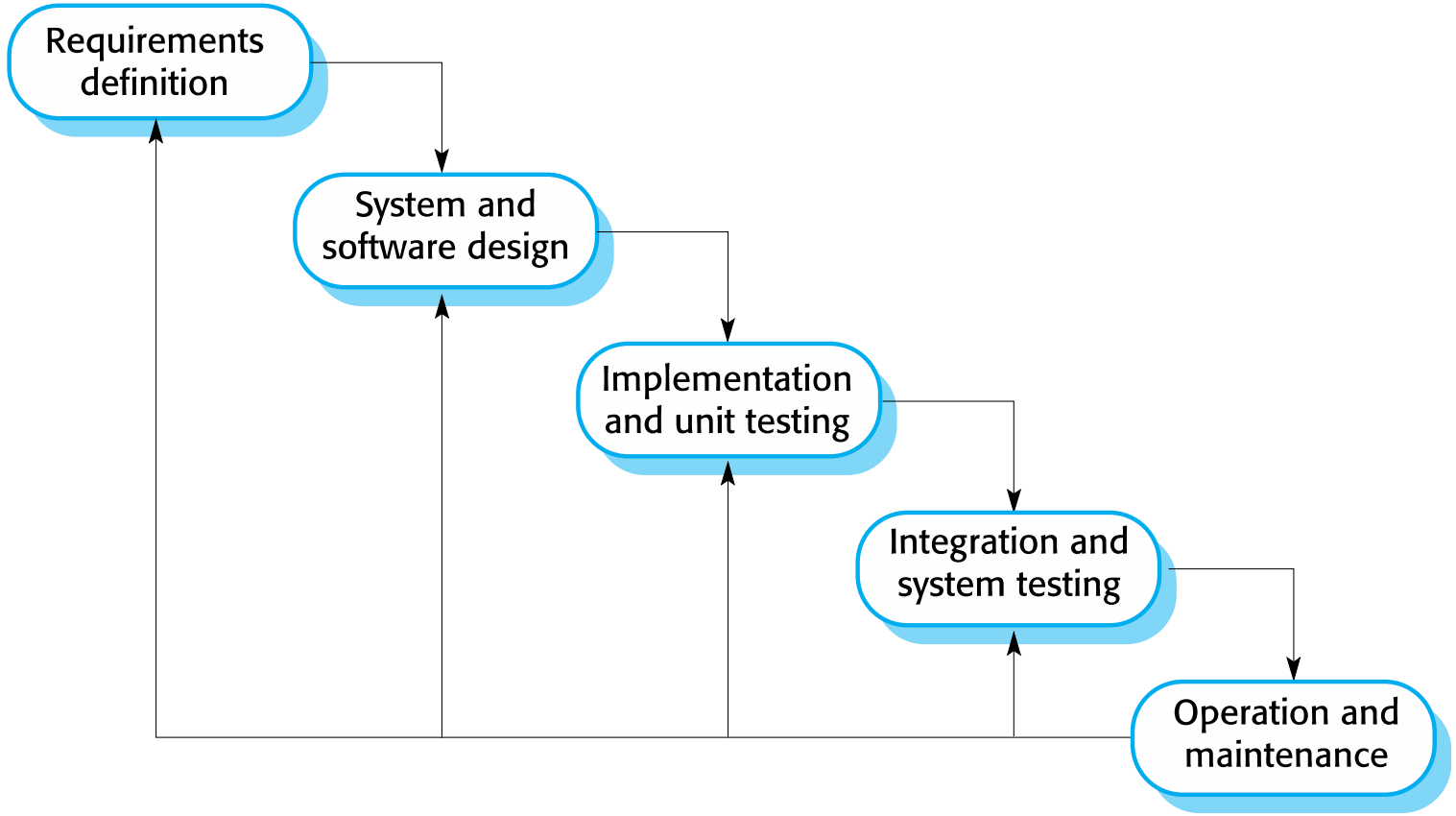
Software process models

Software process models

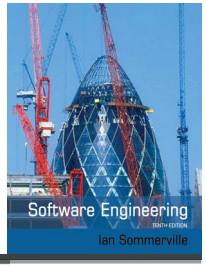


- The **waterfall** model
  - Plan-driven model. Separate and distinct phases of specification and development.
- **Incremental** development
  - Specification, development and validation **are interleaved**. May be plan-driven or agile.
- **Integration and configuration**
  - The system is assembled from existing configurable components. May be plan-driven or agile.
- In practice, most large systems are developed using a process that **incorporates elements from all of these models.**

The waterfall model

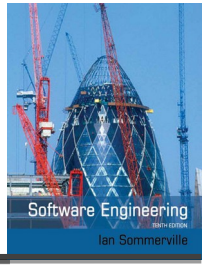


Waterfall model phases



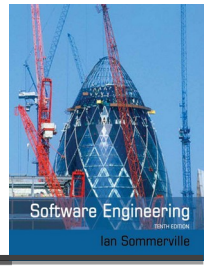
- There are separate identified phases in the waterfall model:
  - Requirements analysis and definition
  - System and software design
  - Implementation and unit testing
  - Integration and system testing
  - Operation and maintenance
- The **main drawback** of the waterfall model is the difficulty of accommodating *(dễ tính)* change after the process is underway. In principle, a phase has to be **complete** before moving onto the next phase.

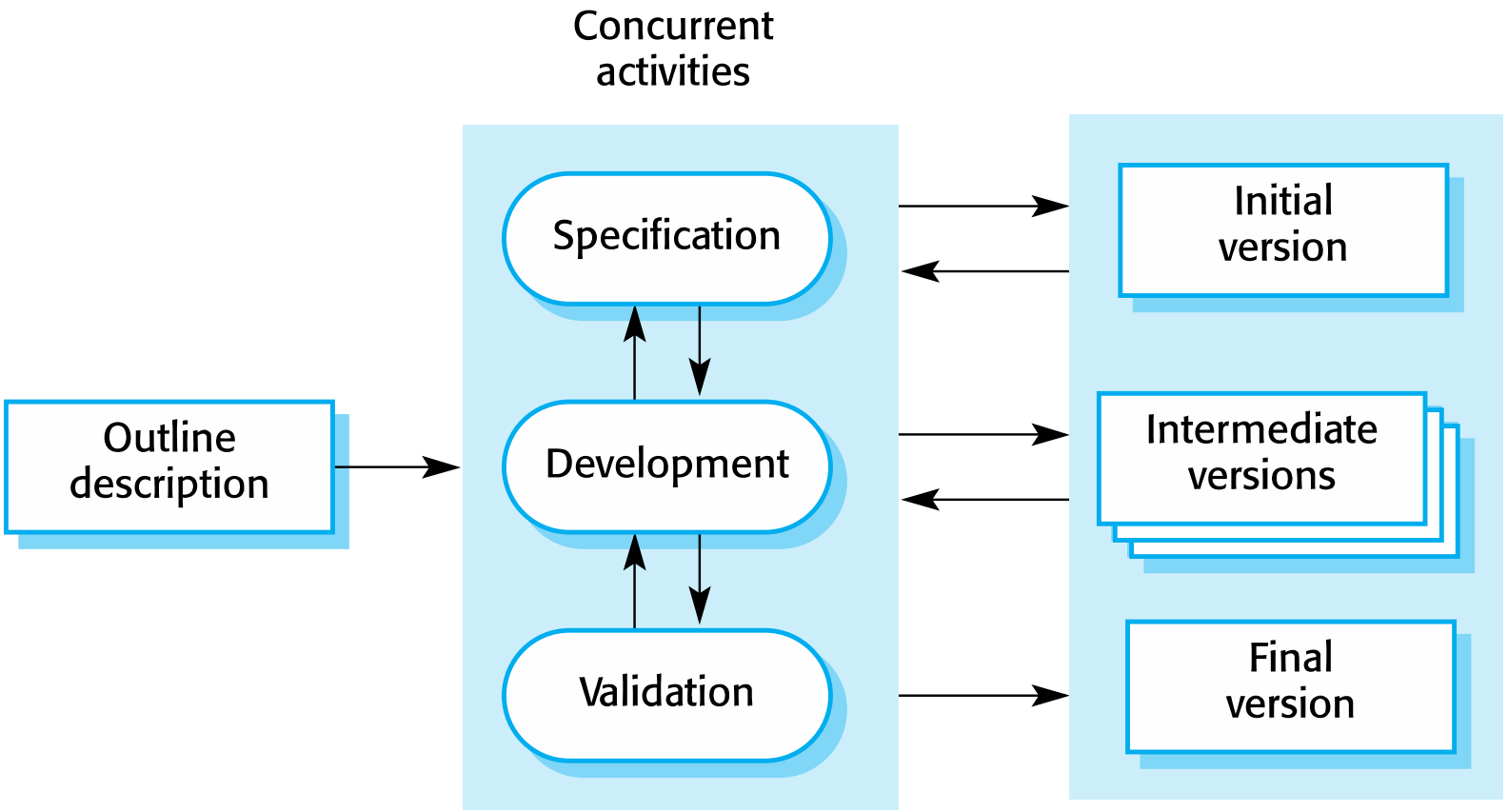
Waterfall model problems



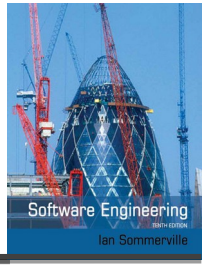
- Inflexible *(cứng rắn)* partitioning of the project into distinct stages makes it difficult to **respond** to changing customer requirements.
  - Therefore, this model is only appropriate when the requirements are well-understood and changes will be fairly limited during the design process.
  - Few business systems have stable requirements.
- The waterfall model is mostly used for large systems engineering projects where a system is developed at several sites.
  - In those circumstances, the plan-driven nature of the waterfall model helps coordinate the work.

Incremental development



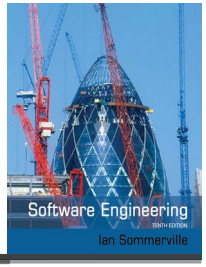


Incremental development benefits



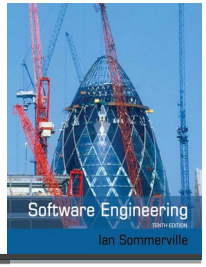
- The cost of accommodating changing customer requirements is reduced.
  - The amount of analysis and documentation that has to be redone is much less than is required with the waterfall model.
- It is easier to get customer feedback on the development work that has been done.
  - Customers can comment on demonstrations of the software and see how much has been implemented.
- More rapid delivery and deployment of useful software to the customer is possible.
  - Customers are able to use and gain value from the software earlier than is possible with a waterfall process.

Incremental development problems



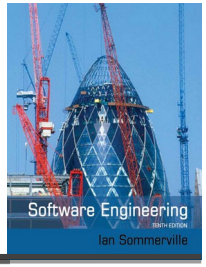
- The process is not visible.
  - Managers need regular deliverables to measure progress. If systems are developed quickly, it is not cost-effective to produce documents that reflect every version of the system.
- System structure tends to degrade as new increments are added.
  - **Unless time and money is spent on refactoring to improve the software**, regular change tends to corrupt its structure. Incorporating further software changes becomes increasingly difficult and costly.

Integration and configuration



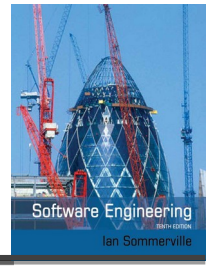
- Based on software reuse where systems are integrated from existing components or application systems (sometimes called COTS -Commercial-off-the-shelf) systems).
- Reused elements may be configured to adapt their behaviour and functionality to a user's requirements
- Reuse is now the standard approach for building many types of business system
  - Reuse covered in more depth in Chapter 15.

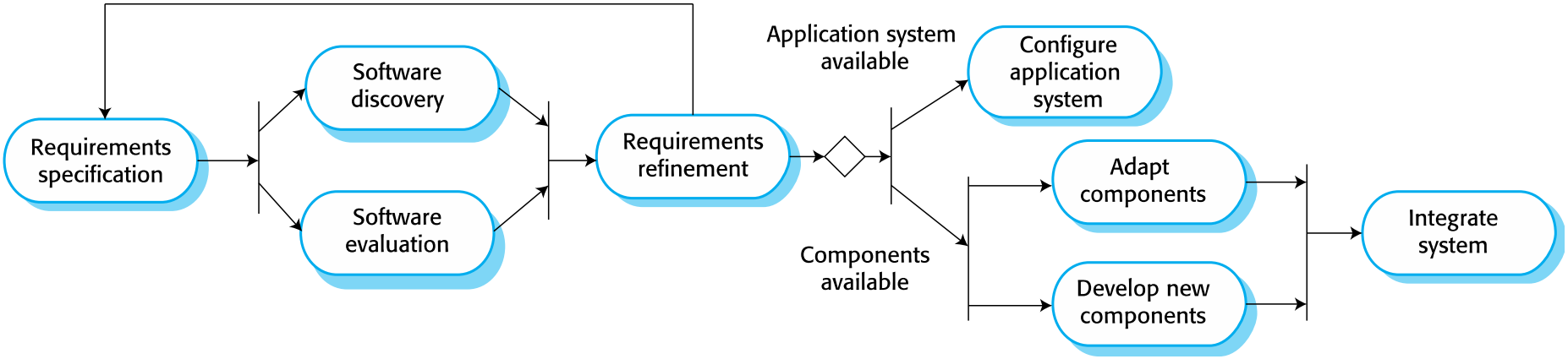
Types of reusable software



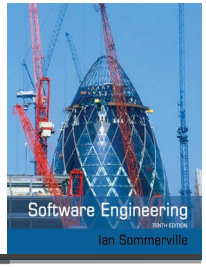
- Stand-alone application systems (sometimes called COTS) that are configured for use in a particular environment.
- Collections of objects that are developed as a package to be integrated with a component framework such as .NET or J2EE.
- Web services that are developed according to service standards and which are available for remote invocation.

Reuse-oriented software engineering



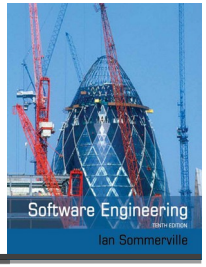


Key process stages

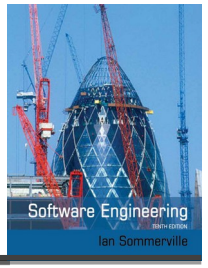


- Requirements specification
- Software discovery and evaluation
- Requirements refinement
- Application system configuration
- Component adaptation and integration

Advantages and disadvantages

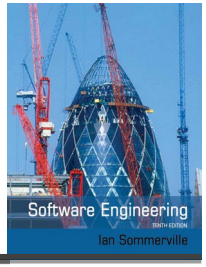


- Reduced costs and risks as less software is developed from scratch
- Faster delivery and deployment of system
- But requirements compromises are inevitable so system may not meet real needs of users
- Loss of control over evolution of reused system elements



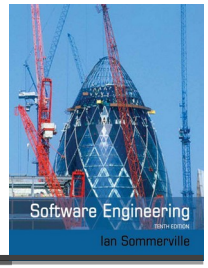
Process activities

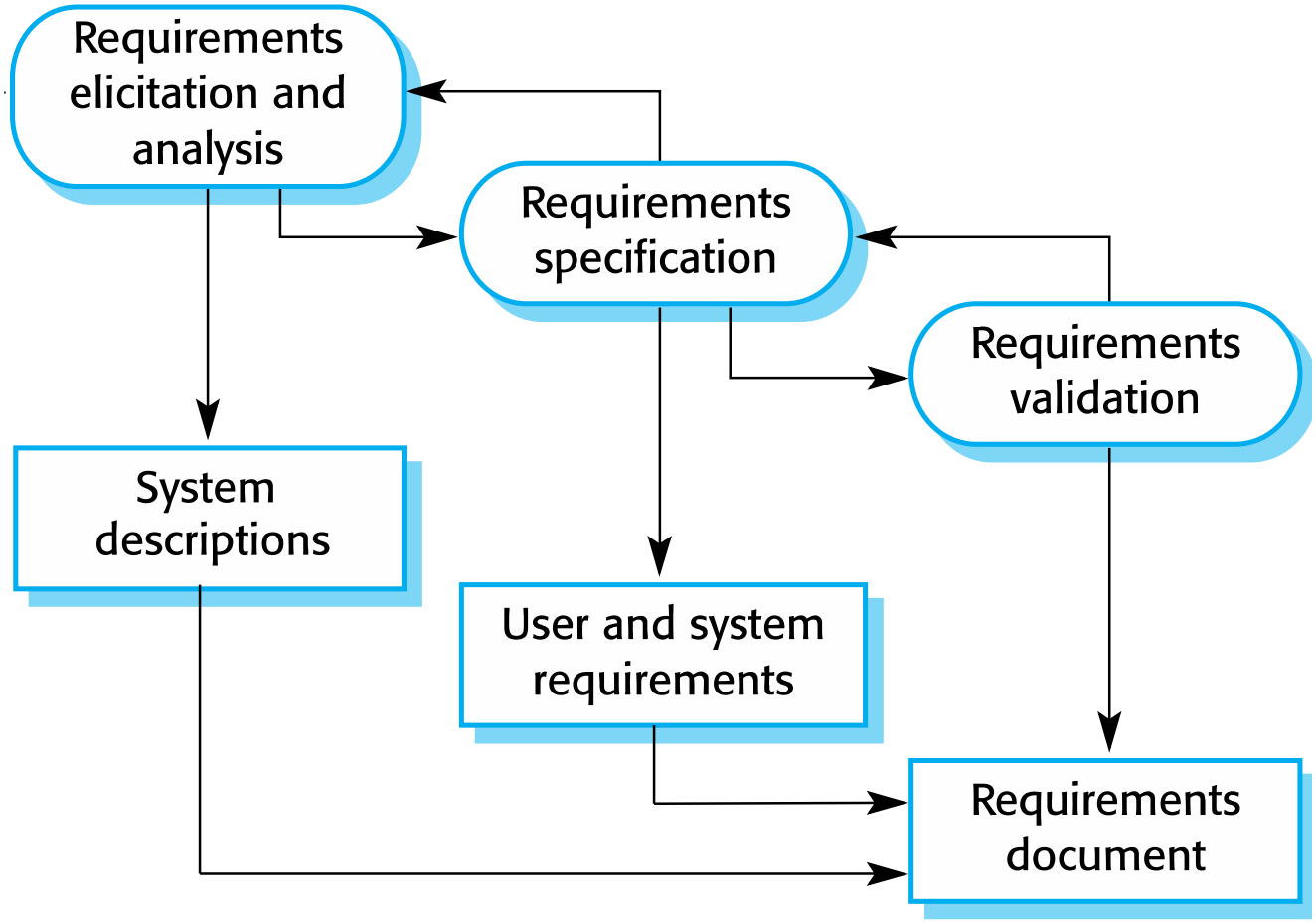
Process activities



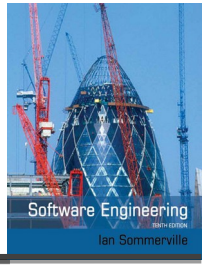
- Real software processes are inter-leaved sequences of technical, collaborative and managerial activities with the overall goal of specifying, designing, implementing and testing a software system.
- The four basic process activities of specification, development, validation and evolution are organized differently in different development processes.
- For example, in the waterfall model, they are organized in sequence, whereas in incremental development they are interleaved.

The requirements engineering process



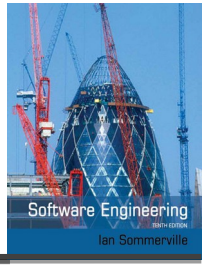


Software specification



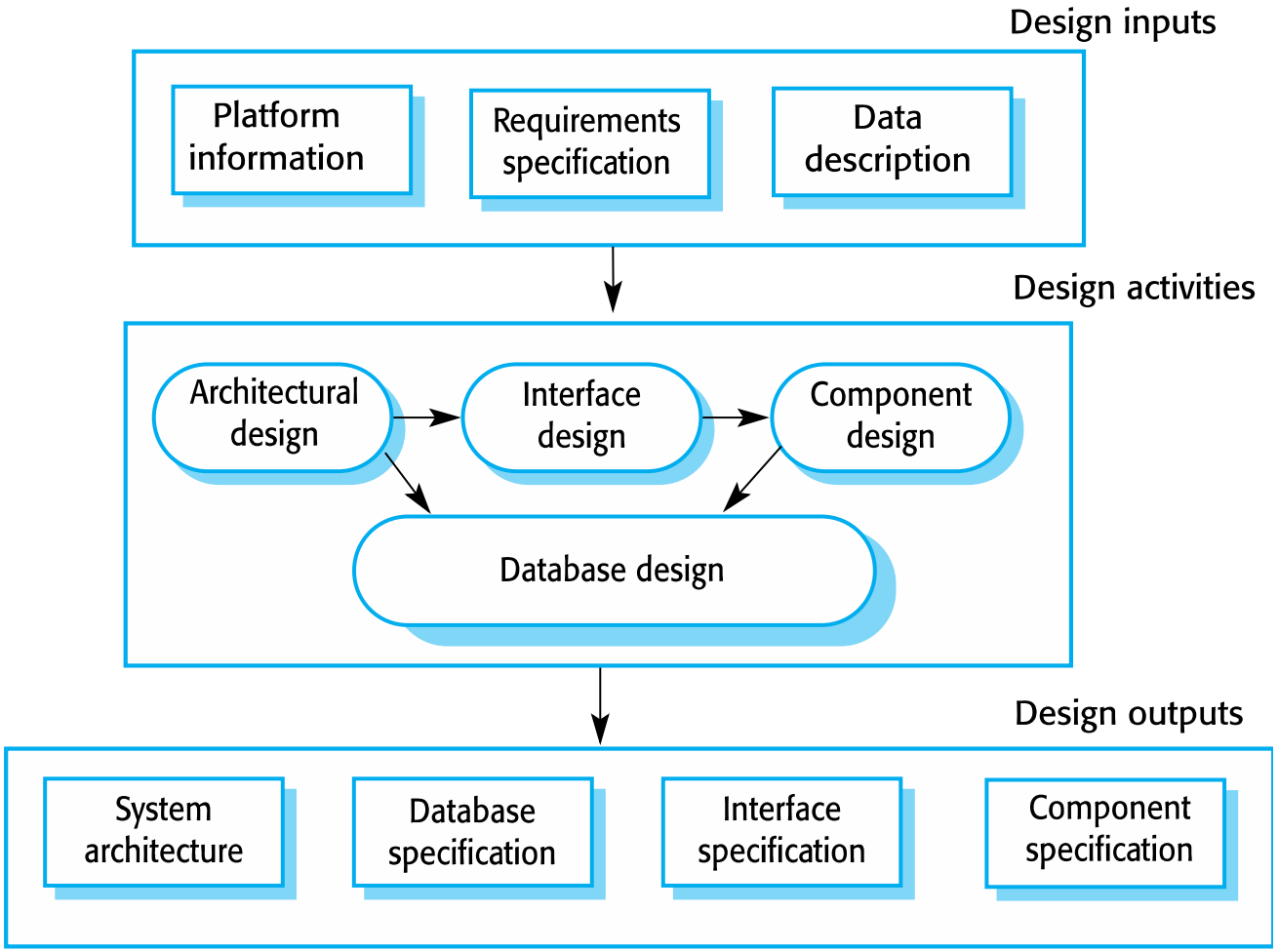
- The process of establishing what services are required and the constraints on the system's operation and development.
- Requirements engineering process
  - Requirements elicitation and analysis
    - What do the system stakeholders require or expect from the system?
  - Requirements specification
    - Defining the requirements in detail
  - Requirements validation
    - Checking the validity of the requirements

Software design and implementation

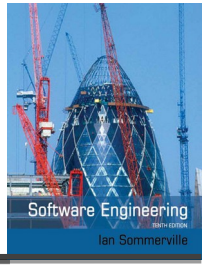


- The process of converting the system specification into an executable system.
- Software design
  - Design a software structure that realises the specification;
- Implementation
  - Translate this structure into an executable program;
- The activities of design and implementation are closely related and may be inter-leaved.

A general model of the design process

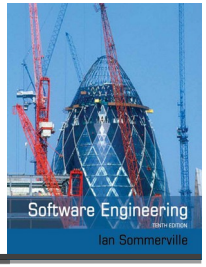


Design activities



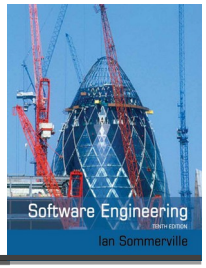
- *Architectural design,* where you identify the overall structure of the system, the principal components (subsystems or modules), their relationships and how they are distributed.
- *Database design,* where you design the system data structures and how these are to be represented in a database.
- *Interface design,* where you define the interfaces between system components.
- *Component selection and design,* where you search for reusable components. If unavailable, you design how it will operate.

System implementation



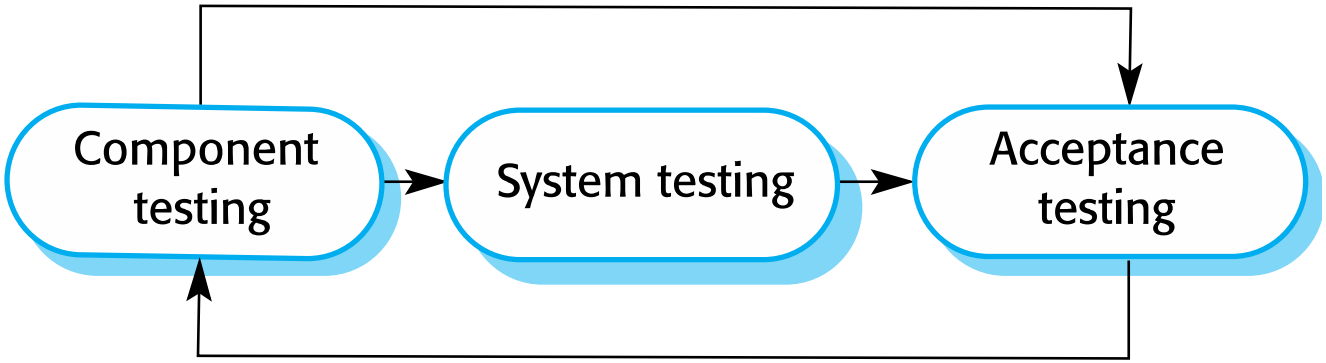
- The software is implemented either by developing a program or programs or by configuring an application system.
- Design and implementation are interleaved activities for most types of software system.
- Programming is an individual activity with no standard process.
- Debugging is the activity of finding program faults and correcting these faults.

Software validation

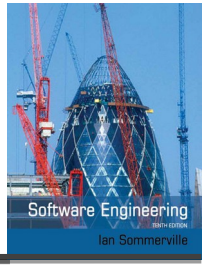


- Verification and validation (V & V) is intended to show that a system conforms to its specification and meets the requirements of the system customer.
- Involves checking and review processes and system testing.
- System testing involves executing the system with test cases that are derived from the specification of the real data to be processed by the system.
- Testing is the most commonly used V & V activity.

Stages of testing

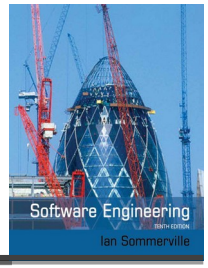


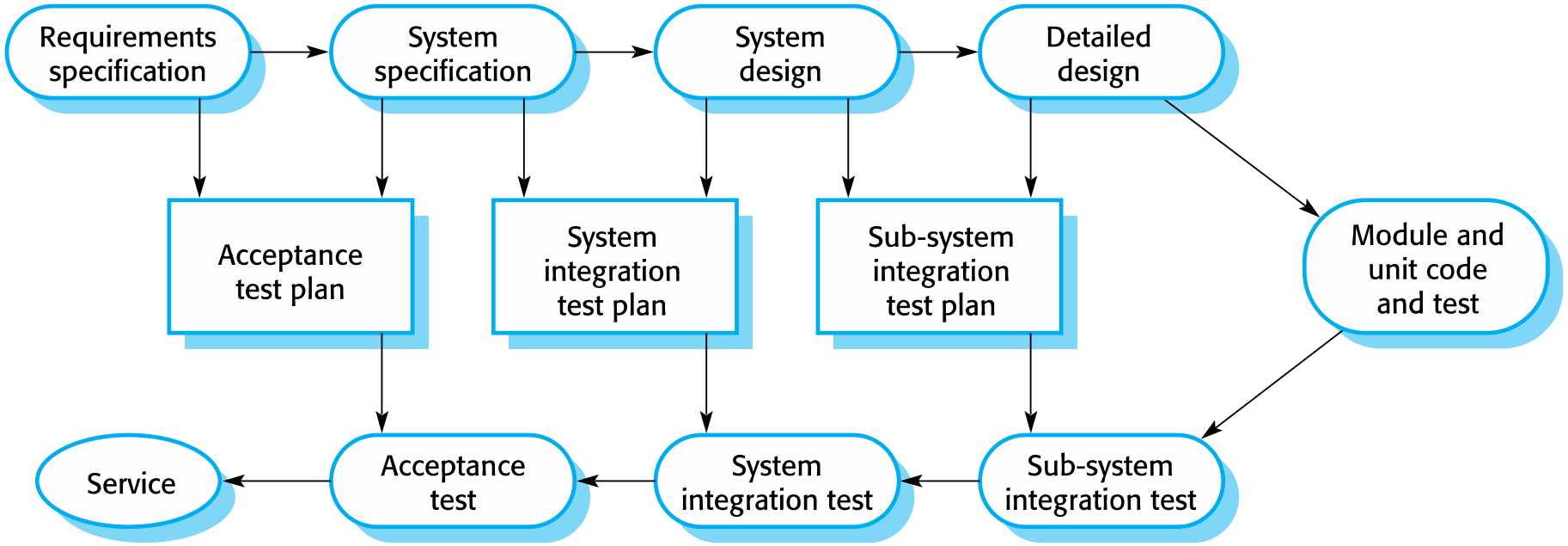
Testing stages



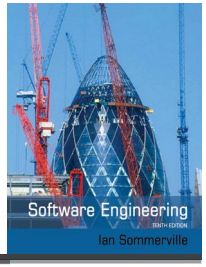
- Component testing
  - Individual components are tested independently;
  - Components may be functions or objects or coherent groupings of these entities.
- System testing
  - Testing of the system as a whole. Testing of emergent properties is particularly important.
- Customer testing
  - Testing with customer data to check that the system meets the customer’s needs.

Testing phases in a plan-driven software process (V-model)



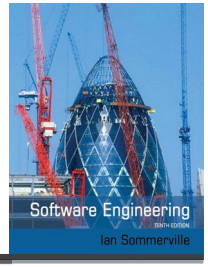


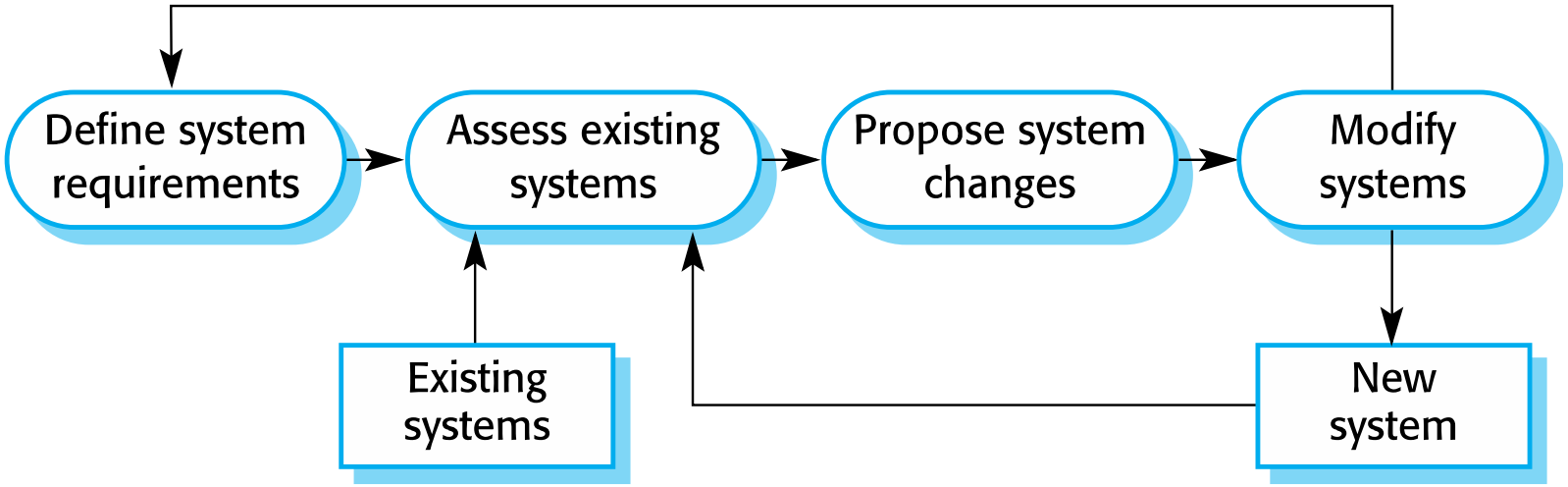
Software evolution

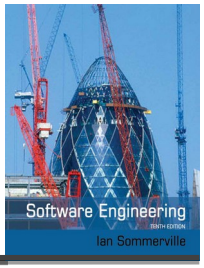


- Software is inherently flexible and can change.
- As requirements change through changing business circumstances, the software that supports the business must also evolve and change.
- Although there has been a demarcation between development and evolution (maintenance) this is increasingly irrelevant as fewer and fewer systems are completely new.

System evolution

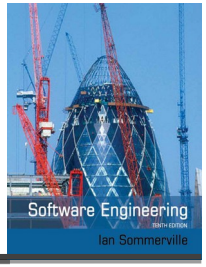






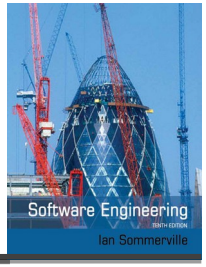
Coping with change

Coping with change



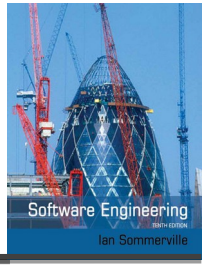
- Change is inevitable in all large software projects.
  - Business changes lead to new and changed system requirements
  - New technologies open up new possibilities for improving implementations
  - Changing platforms require application changes
- Change leads to rework so the costs of change include both rework (e.g. re-analysing requirements) as well as the costs of implementing new functionality

Reducing the costs of rework



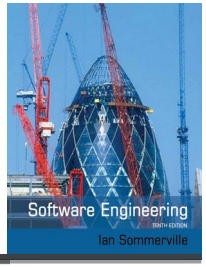
- Change anticipation, where the software process includes activities that can anticipate possible changes before significant rework is required.
  - For example, a prototype system may be developed to show some key features of the system to customers.
- Change tolerance, where the process is designed so that changes can be accommodated at relatively low cost.
  - This normally involves some form of incremental development. Proposed changes may be implemented in increments that have not yet been developed. If this is impossible, then only a single increment (a small part of the system) may have be altered to incorporate the change.

Coping with changing requirements



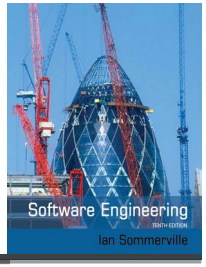
- System prototyping, where a version of the system or part of the system is developed quickly to check the customer's requirements and the feasibility of design decisions. This approach supports change anticipation.
- Incremental delivery, where system increments are delivered to the customer for comment and experimentation. This supports both change avoidance and change tolerance.

Software prototyping



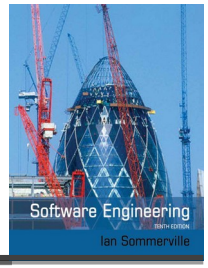
- A prototype is an initial version of a system used to demonstrate concepts and try out design options.
- A prototype can be used in:
  - The requirements engineering process to help with requirements elicitation and validation;
  - In design processes to explore options and develop a UI design;
  - In the testing process to run back-to-back tests.

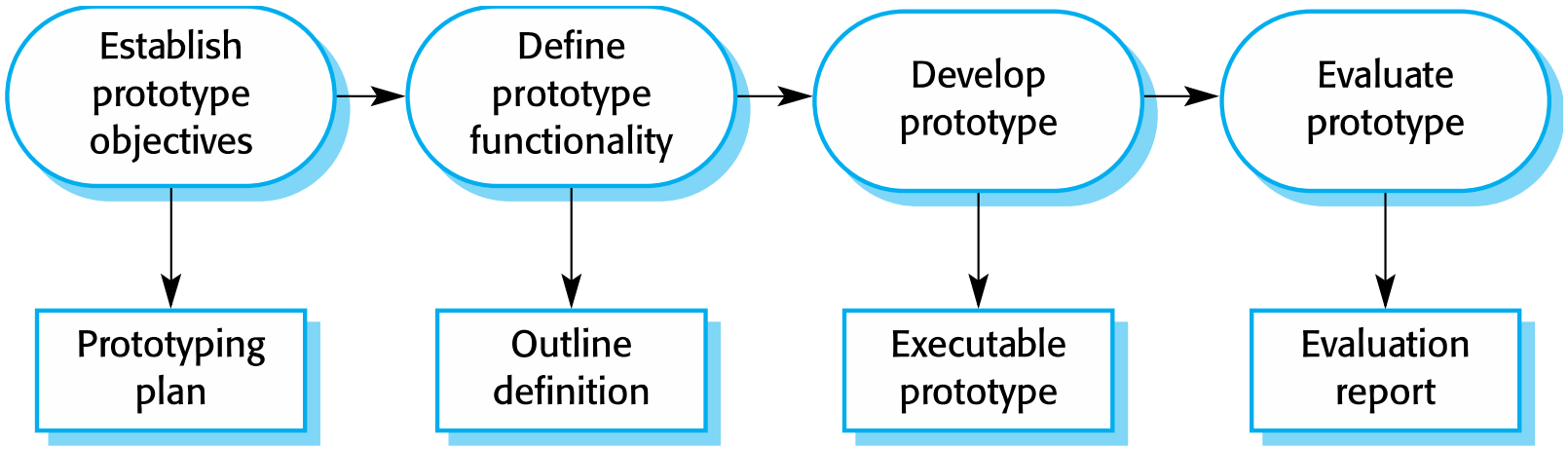
Benefits of prototyping



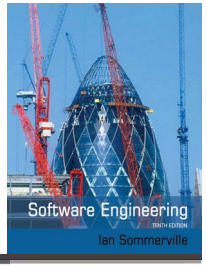
- Improved system usability.
- A closer match to users' real needs.
- Improved design quality.
- Improved maintainability.
- Reduced development effort.

The process of prototype development



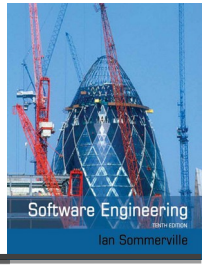


Prototype development



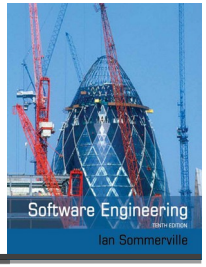
- May be based on rapid prototyping languages or tools
- May involve leaving out functionality
  - Prototype should focus on areas of the product that are not well-understood;
  - Error checking and recovery may not be included in the prototype;
  - Focus on functional rather than non-functional requirements such as reliability and security

Throw-away prototypes



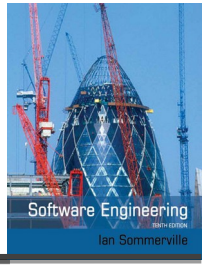
- Prototypes should be discarded after development as they are not a good basis for a production system:
  - It may be impossible to tune the system to meet non-functional requirements;
  - Prototypes are normally undocumented;
  - The prototype structure is usually degraded through rapid change;
  - The prototype probably will not meet normal organisational quality standards.

Incremental delivery



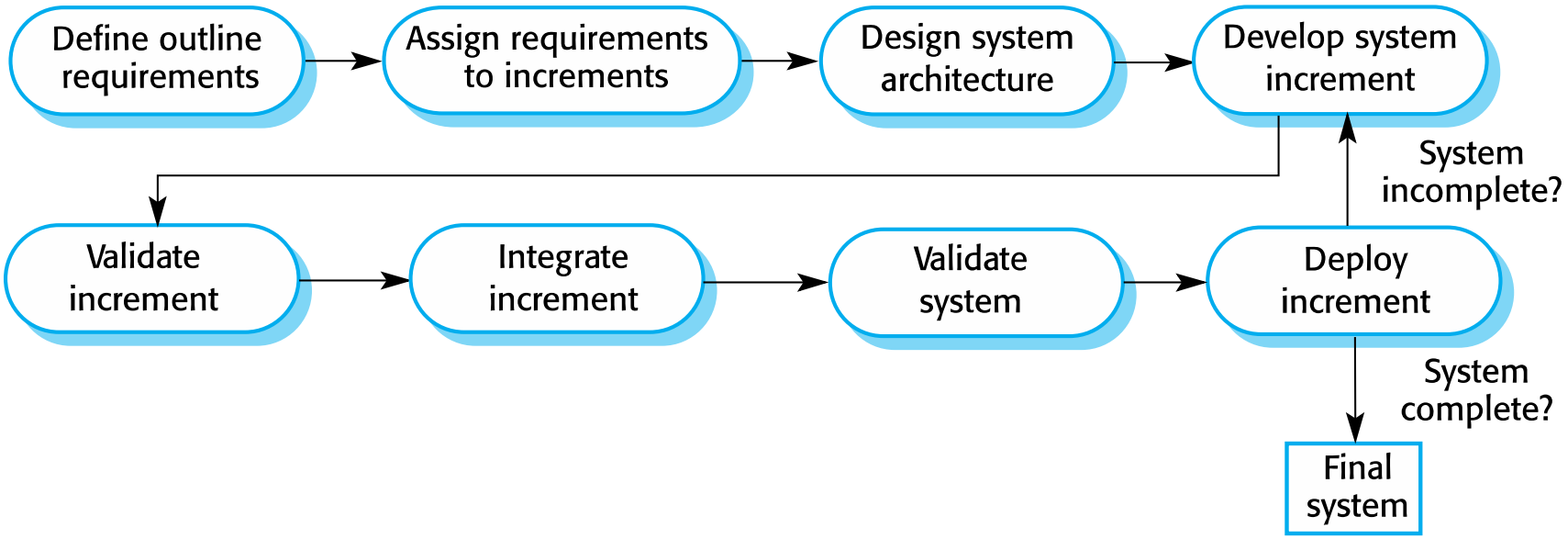
- Rather than deliver the system as a single delivery, the development and delivery is broken down into increments with each increment delivering part of the required functionality.
- User requirements are prioritised and the highest priority requirements are included in early increments.
- Once the development of an increment is started, the requirements are frozen though requirements for later increments can continue to evolve.

Incremental development and delivery

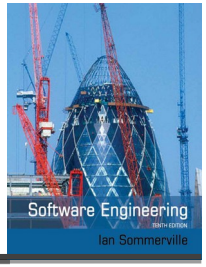


- Incremental development
  - Develop the system in increments and evaluate each increment before proceeding to the development of the next increment;
  - Normal approach used in agile methods;
  - Evaluation done by user/customer proxy.
- Incremental delivery
  - Deploy an increment for use by end-users;
  - More realistic evaluation about practical use of software;
  - Difficult to implement for replacement systems as increments have less functionality than the system being replaced.

Incremental delivery

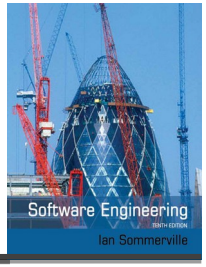


Incremental delivery advantages

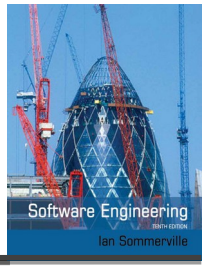


- Customer value can be delivered with each increment so system functionality is available earlier.
- Early increments act as a prototype to help elicit requirements for later increments.
- Lower risk of overall project failure.
- The highest priority system services tend to receive the most testing.

Incremental delivery problems

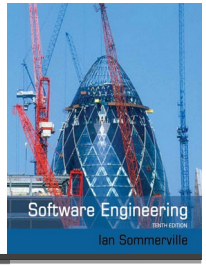


- Most systems require a set of basic facilities that are used by different parts of the system.
  - As requirements are not defined in detail until an increment is to be implemented, it can be hard to identify common facilities that are needed by all increments.
- The essence of iterative processes is that the specification is developed in conjunction with the software.
  - However, this conflicts with the procurement model of many organizations, where the complete system specification is part of the system development contract.



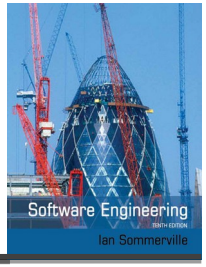
Process improvement

Process improvement



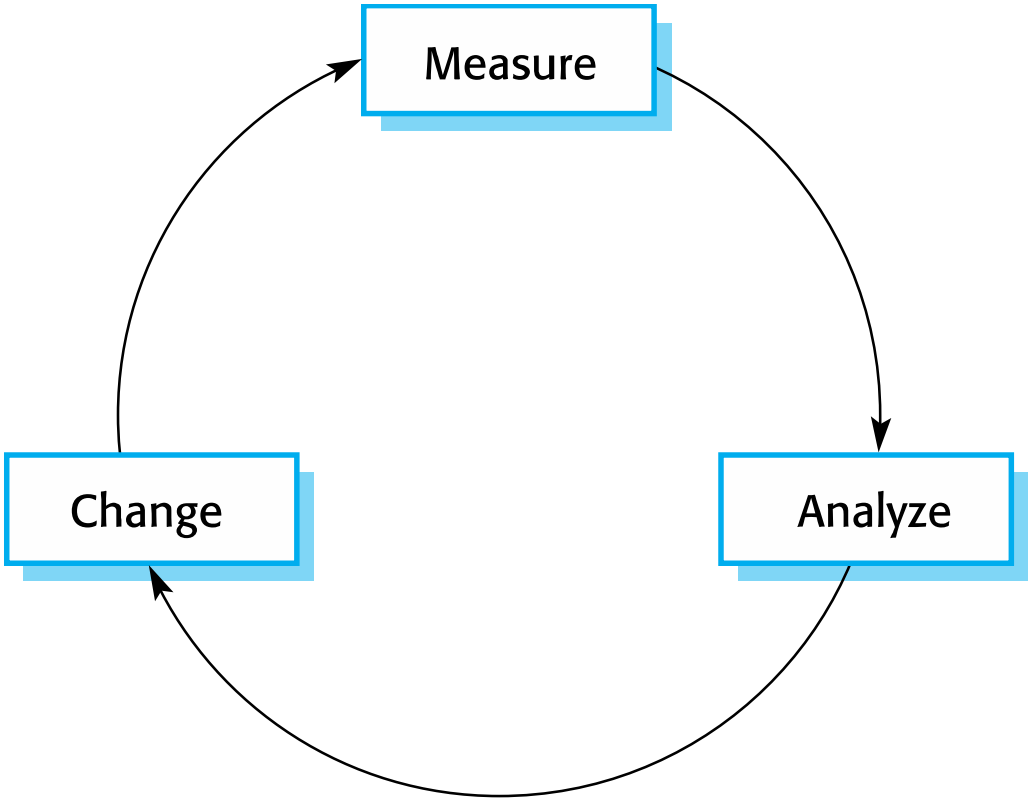
- Many software companies have turned to software process improvement as a way of enhancing the quality of their software, reducing costs or accelerating their development processes.
- Process improvement means understanding existing processes and changing these processes to increase product quality and/or reduce costs and development time.

Approaches to improvement

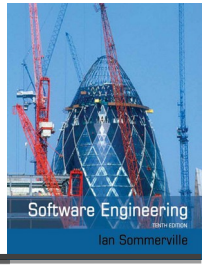


- The process maturity approach, which focuses on improving process and project management and introducing good software engineering practice.
  - The level of process maturity reflects the extent to which good technical and management practice has been adopted in organizational software development processes.
- The agile approach, which focuses on iterative development and the reduction of overheads in the software process.
  - The primary characteristics of agile methods are rapid delivery of functionality and responsiveness to changing customer requirements.

The process improvement cycle

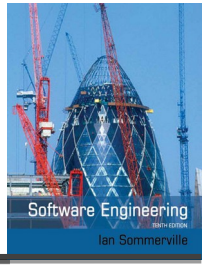


Process improvement activities



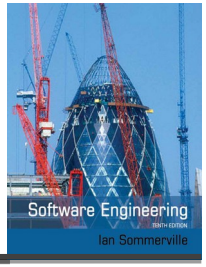
- *Process measurement*
  - You measure one or more attributes of the software process or product. These measurements forms a baseline that helps you decide if process improvements have been effective.
- *Process analysis*
  - The current process is assessed, and process weaknesses and bottlenecks are identified. Process models (sometimes called process maps) that describe the process may be developed.
- *Process change*
  - Process changes are proposed to address some of the identified process weaknesses. These are introduced and the cycle resumes to collect data about the effectiveness of the changes.

Process measurement



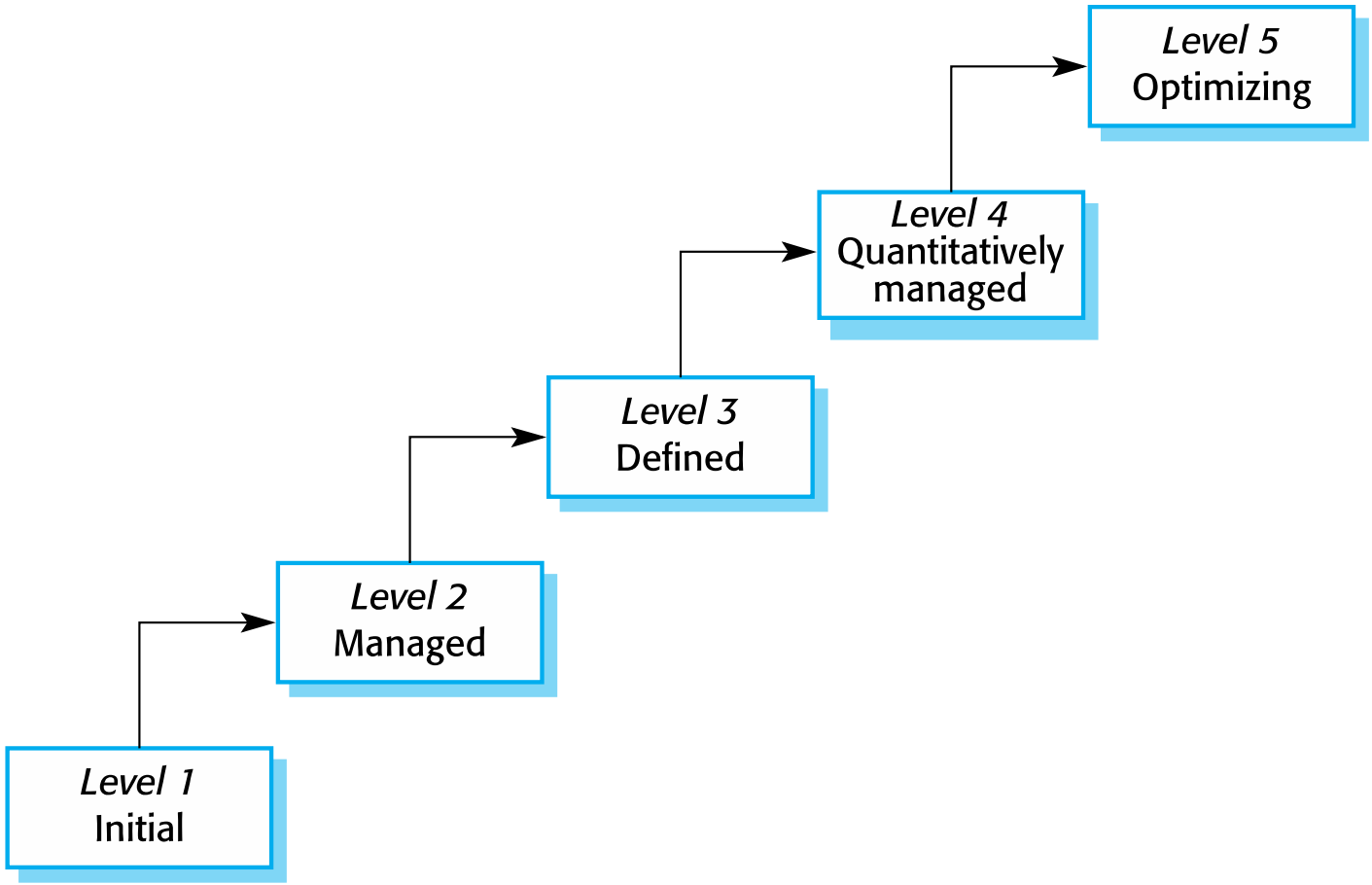
- Wherever possible, quantitative process data should be collected
  - However, where organisations do not have clearly defined process standards this is very difficult as you don't know what to measure. A process may have to be defined before any measurement is possible.
- Process measurements should be used to assess process improvements
  - But this does not mean that measurements should drive the improvements. The improvement driver should be the organizational objectives.

Process metrics

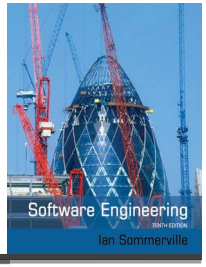


- Time taken for process activities to be completed
  - E.g. Calendar time or effort to complete an activity or process.
- Resources required for processes or activities
  - E.g. Total effort in person-days.
- Number of occurrences of a particular event
  - E.g. Number of defects discovered.

Capability maturity levels

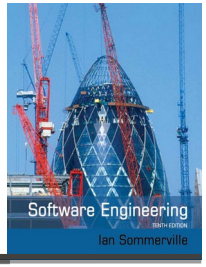


The SEI capability maturity model



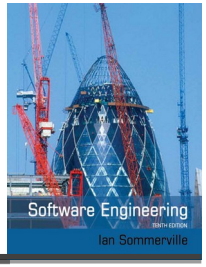
- Initial
  - Essentially uncontrolled
- Repeatable
  - Product management procedures defined and used
- Defined
  - Process management procedures and strategies defined and used
- Managed
  - Quality management strategies defined and used
- Optimising
  - Process improvement strategies defined and used

Key points



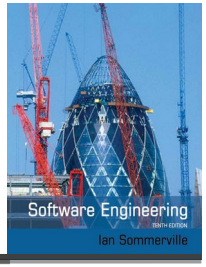
- Software processes are the activities involved in producing a software system. Software process models are abstract representations of these processes.
- General process models describe the organization of software processes.
  - Examples of these general models include the ‘waterfall’ model, incremental development, and reuse-oriented development.
- Requirements engineering is the process of developing a software specification.

Key points



- Design and implementation processes are concerned with transforming a requirements specification into an executable software system.
- Software validation is the process of checking that the system conforms to its specification and that it meets the real needs of the users of the system.
- Software evolution takes place when you change existing software systems to meet new requirements. The software must evolve to remain useful.
- Processes should include activities such as prototyping and incremental delivery to cope with change.

Key points



- Processes may be structured for iterative development and delivery so that changes may be made without disrupting the system as a whole.
- The principal approaches to process improvement are agile approaches, geared to reducing process overheads, and maturity-based approaches based on better process management and the use of good software engineering practice.
- The SEI process maturity framework identifies maturity levels that essentially correspond to the use of good software engineering practice.