

# Lecture Notes on CIS 422 Software Methodologies

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These are Anthony Hornof's notes from:

Sommerville (2015) *Software Engineering*, 10th edition, Pearson.

Rosson & Carroll (2002). *Usability Engineering*. San Francisco: Morgan Kaufmann.

Merriam Webster and New Oxford American dictionaries.

van Vliet. (2008). *Software Engineering: Principles and Practice*.

The notes were taken to (a) learn and organize an understanding of the material and (b) prepare lectures. The notes are not at all complete. All chapters and sections are not included here. You must do the reading itself to learn the required course material.

Some of the notes are copied directly from the textbooks.

Part 1 in "Contents at a Glance" provides a good overview of most of the assigned reading.

The content in boxes, such as this, is *not* from the book.

These notes are organized around the chapters in Sommerville (2015).

## Table of Contents

<b>Chapter 1 - Introduction</b>	<b>2</b>
<b>Chapter 2 - Software Processes</b>	<b>5</b>
<b>Chapter 4 - Requirements Engineering</b>	<b>12</b>
<b>Chapter 5 - System Modeling</b>	<b>22</b>
<b>Chapter 6 - Architectural Design</b>	<b>28</b>
<b>Lecture on Software Design Principles</b>	<b>33</b>
<b>Section 7.2 - Design Patterns</b>	<b>36</b>
<b>Chapter 8 - Software Testing</b>	<b>37</b>
<b>Chapter 22 - Project Management</b>	<b>46</b>
<b>Section 23.3 - Project Scheduling</b>	<b>52</b>
<b>Chapter 5 (R&amp;C 2002) - Interaction Design</b>	<b>55</b>
<b>Chapter 7 (R&amp;C 2002) - Usability Evaluation</b>	<b>63</b>

# Chapter 1 - Introduction

**Four themes that pervade all aspects of software engineering.** (A. Hornof)

**1. Use abstractions.** Find ways to summarize detailed specifications of concepts and ideas, and use these brief summaries in place of the more complex ideas. It is imperative that all team members understand the abstractions that other team members are using.

**2. Divide and conquer.** Break a large problem into smaller pieces that can be solved individually.

**3. Propose and consider alternatives.** Nearly every activity in software engineering involves some form of *design*, in which *design* is the process of proposing, evaluating, and selecting from alternative solutions to a problem.

**4. Collaborate.** Most of the processes and techniques developed and used in software engineering are ultimately aimed at assisting groups of two or more people combine their brainpower to solve a problems together.

These notes are primarily copied from Sommerville (2015) *Software Engineering*, 10th edition.

Read the first page in class.

## ***1.0 - Intro to Chapter 1.***

Software engineering is essential for the functioning of government, society, and national and international businesses and institutions....

Software systems are abstract and intangible. They are not constrained by the properties of materials, nor are they governed by physical laws or by manufacturing processes....

There are many different types of software system, ranging from simple embedded systems to complex, worldwide information systems....

There are still many reports of software projects going wrong and of “software failures.”....

1. Increasing system complexity....
2. Failure to use software engineering methods....

### ***What is software?***

Computer programs and associated documentation, libraries, support websites, and configuration data that are needed to make these programs useful.

### ***What is software engineering?***

Software engineering is an engineering discipline that is concerned with all aspects of software production from initial conception to operation and maintenance.

### ***What is the difference between software engineering and computer science?***

Computer science focuses on theory and fundamentals; software engineering is concerned with the practicalities of developing and delivering useful software.

If you are writing a program for yourself, no one else will use it and you don't have to worry about writing program guides, documenting the program design, and so on. However, if you are writing software that other people will use and other engineers will change, then you usually have to provide additional information as well as the code of the program.

#### ***1.1.1 Software engineering***

Software engineering is an engineering discipline that is concerned with all aspects of software production from the early stages of system specification through to maintaining the system after it has gone into use. In this definition, there are two key phrases:

***1. Engineering discipline.*** Engineers make things work. They apply theories, methods, and tools where these are appropriate...., and they must look for solutions within constraints.

***2. All aspects of software production.*** Software engineering is not just concerned with the technical processes of software development. It also includes activities such as software project management....

Software engineers adopt systematic and organized approaches to their work, but engineering also requires a creative approach to solving problems.

[Skipping 1.1.2 through the end of the chapter. Students read on their own.]

[Note that 1.3 introduces the case studies used throughout the book.]

### **What is Software Engineering?** (from Stuart Faulk)

Software engineering is the process of gaining and maintaining control over the products and processes of software development. There are two kinds of control:

- “Intellectual control” means that we make rational choices based on an understanding of the effects of those choices on the qualities of the product and process.

*Such as understanding the implications of using C++ versus python.*

- “Managerial control” is related but different in focus: The purpose is to gain and maintain control of software development resources (money, time, personnel).

*Such as figuring out whether to try to hire more programmers or delay the delivery date.*

In practice, both are necessary and inseparable. It would be difficult to have managerial control if you do not first have intellectual control.

In contrast to computer science (the broad study of the basis and behavior of computing machines), software engineering is an inherently pragmatic discipline.

# Chapter 2 - Software Processes

These notes are primarily copied from Sommerville (2015).

## Overview and Concepts

A *software process* is a set of activities (or “phases”) that lead to the creation of a software system.

A *software process model* (sometimes called a *software development lifecycle model*) is an abstracted representation of the major activities required to build a software system, and the order of those activities.

They are “models” because they are representations, paper-based simulations.

The models are generic, high-level, abstract descriptions that help to explain different approaches to software development.

Note how the models (the diagrams) in this lecture show fundamentally different ways to do a project, but do so at a high level of abstraction (with little detail).

Note how the diagrams (1) use abstractions, (2) divide and conquer, (3) make it easy to consider alternatives, and (4) support collaboration.

## The Major Lifecycle Activities (the rounded boxes in the diagrams)

The models in the chapter typically include the following activities:

1. *Software specification*. The functionality of the software and constraints on its operation must be defined. This can be further broken out into:
  - (a) Requirements specification.
  - (b) Design specification.
2. *Software development*. The system is implemented to meet the specification.
3. *Software validation*. The system is tested to ensure that it does what the customer needs (validation) and that it works correctly (verification).
4. *Software evolution*. The system is modified to meet changing customer needs.

## Three Examples of Software Lifecycle Models

Chapter 2 introduces three general software process models:

1. *The waterfall model.* The major activities are requirements specification (or definition), software design, implementation, testing, and evolution. Each activity is completed separately, in order.
2. *Incremental development.* Specification, development, and validation are all done in parallel (interleaved). The system is developed as a series of versions (increments), which each version adding more functionality.
3. *Integration and Configuration.* Reusable components or systems are combined (integrated) and set up (configured) to work together to meet system requirements.

**Key:** In each model from Sommerville, the rounded boxes show activities, the square boxes show deliverables, and the arrows show the order of the activities and the output of the deliverables.

### Example Model #1 - The Waterfall Model

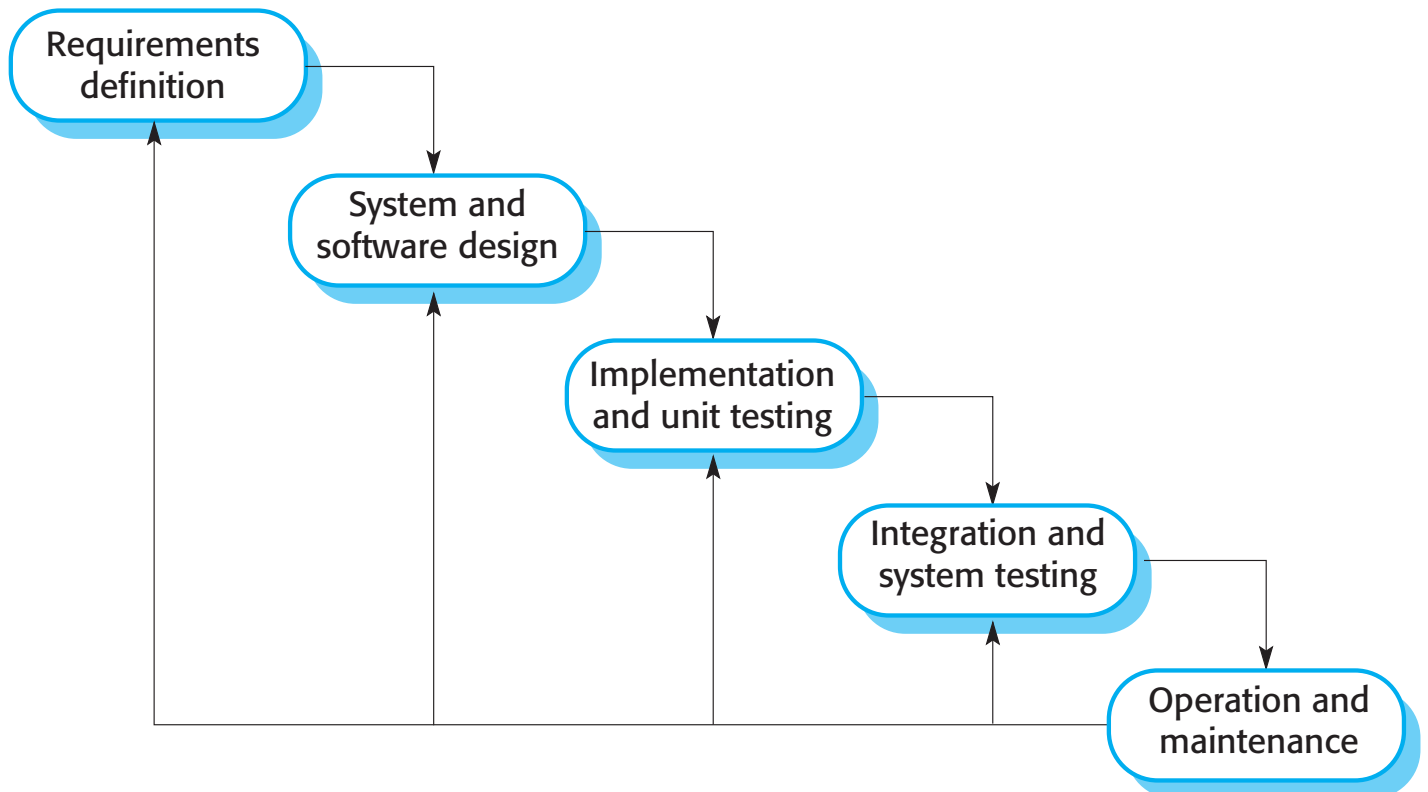


Figure 2.1. The waterfall model.

In the waterfall model, activities are done in order. Based on the waterfall model shown in Figure 2.1, you only go back to a previous phase (or activity) during the maintenance phase.

### **Example Model #2 - Incremental Development Lifecycle Model**

Incremental development is based on the idea of developing an initial implementation, getting feedback from users and others, and evolving the software through several versions until the required system has been developed (Figure 2.2). Specification, development, and validation activities are interleaved rather than separate, with rapid feedback across activities.

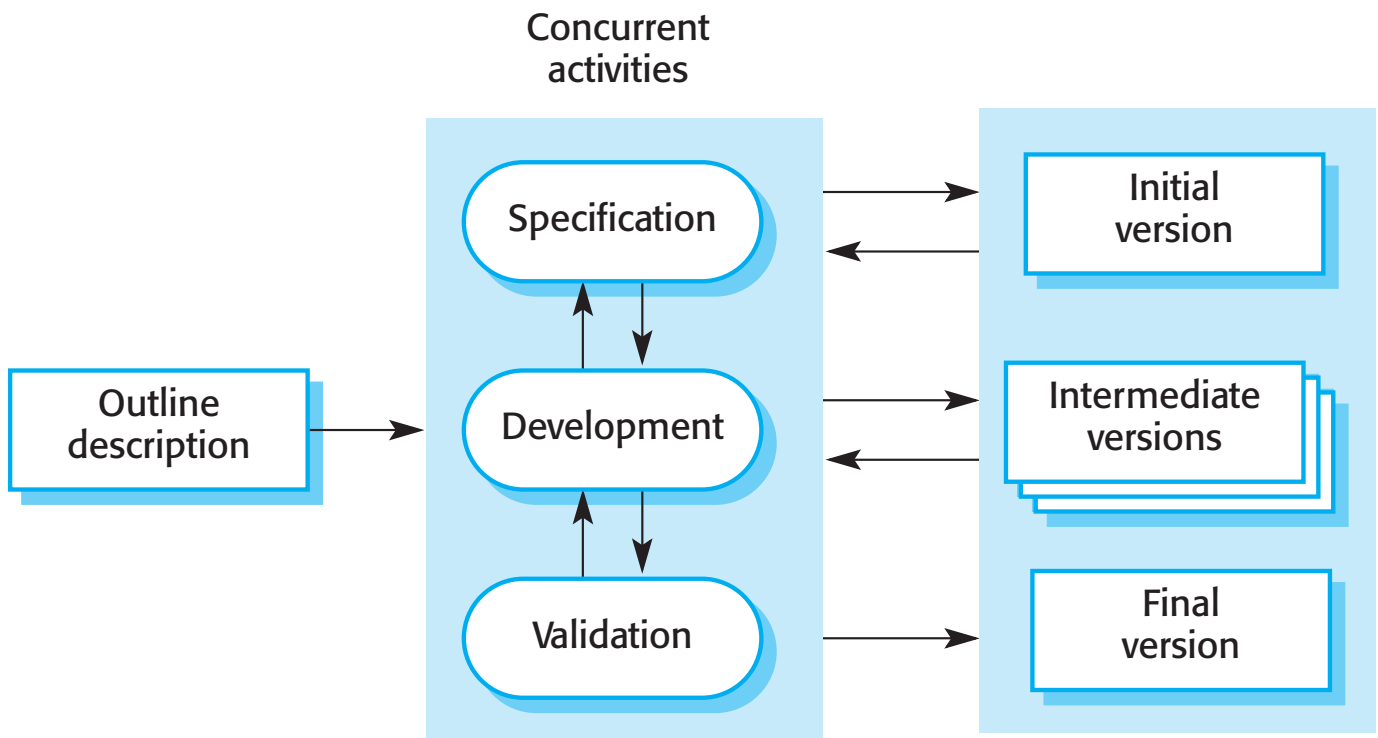


Figure 2.2. Incremental development lifecycle model.  
All activities are interleaved (done in parallel, concurrently).  
All of the deliverables on the right, including the final version,  
are produced by the concurrent execution of all activities.

## Example Model #3 - Integration and Configuration

In the majority of software projects, there is some software reuse. The integration-and-configuration software-process-model breaks down the steps involved in looking for code, modules, or components; modifying and configuring them as needed; and integrating them.

The process produces a working system.

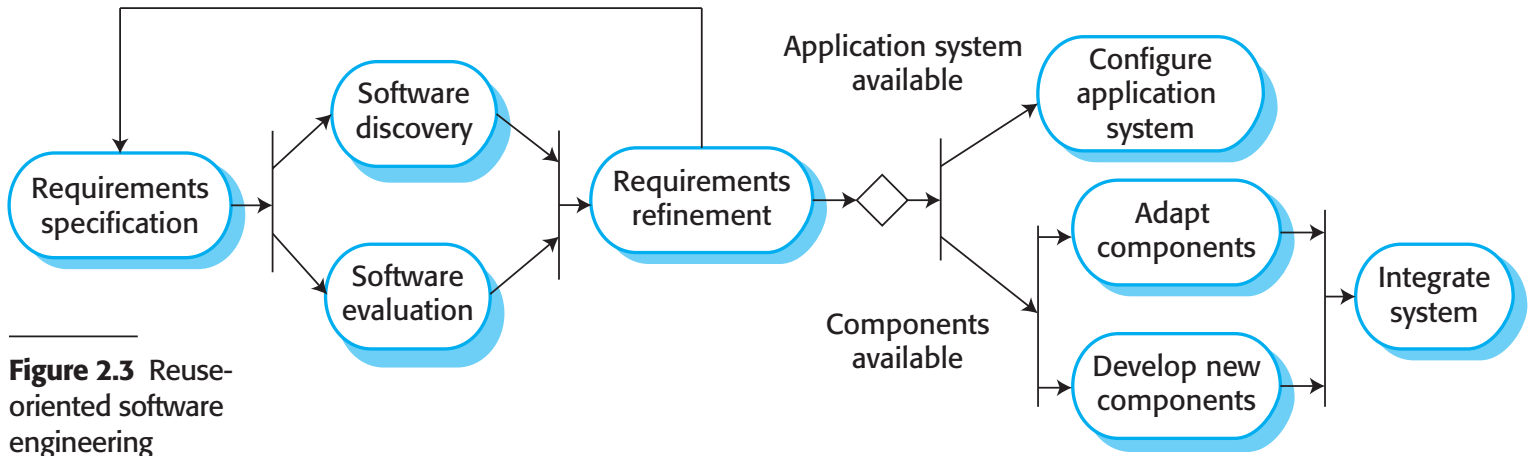


Figure 2.3. Integration and configuration lifecycle model.

Note that, in Figure 2.3, some of the activities are different from the activities in the other software lifecycle models.

## Section 2.2 - The Typical Activities in a Software Development Lifecycle

This important section describes the major activities in the software development lifecycle. This will be left to the students to read and take notes.



## Section 2.3 - Coping with Change

Change is inevitable in all large software projects. Processes should be organized to anticipate changes that will likely occur in the project.

The introduction of a new system into an existing workflow often reveals new possibilities for the system, and thus creates new software requirements.

One way to cope with an anticipated change in system requirements, is to adopt prototyping lifecycle model.

A **prototype** is an early version of a software system that is used to demonstrate concepts, try out design options, and find out more about the problem and its possible solutions. (from Sommerville, 2015)

### *Real-World Examples of Requirements Changing*

**Example #1:** EyeDraw Version 1 permitted children with severe disabilities to draw pictures using their eye movements, but also revealed the need for numerous software improvements, thus leading to Version 2.

<https://dl.acm.org/doi/abs/10.1145/1054972.1054995>

**Possible Example #2:** Facebook causes harm. There is perhaps a need for some new requirements. <https://www.wsj.com/articles/the-facebook-files-11631713039>

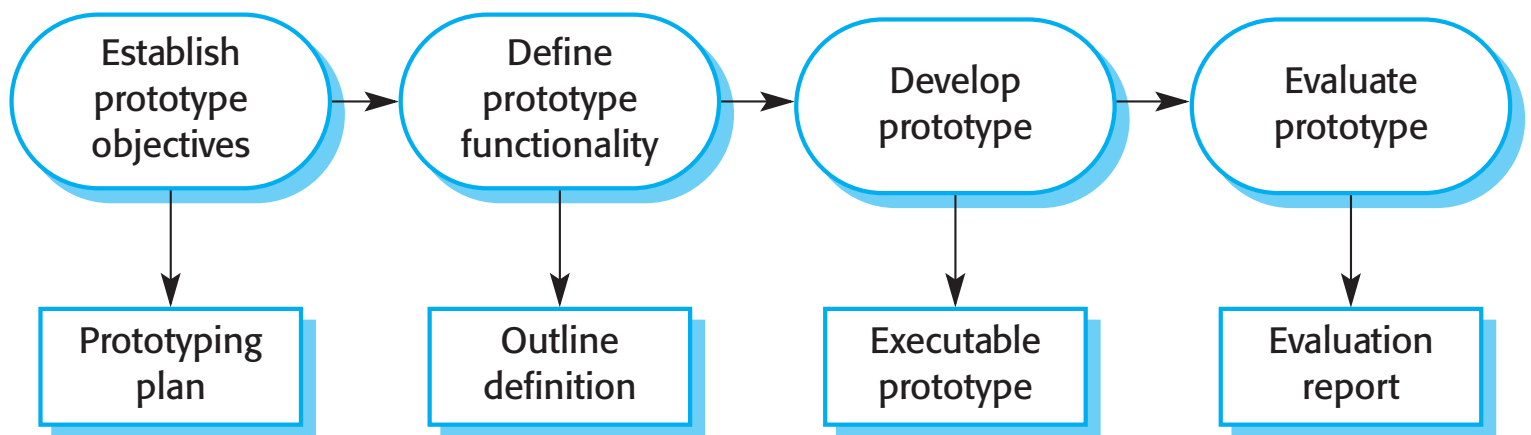
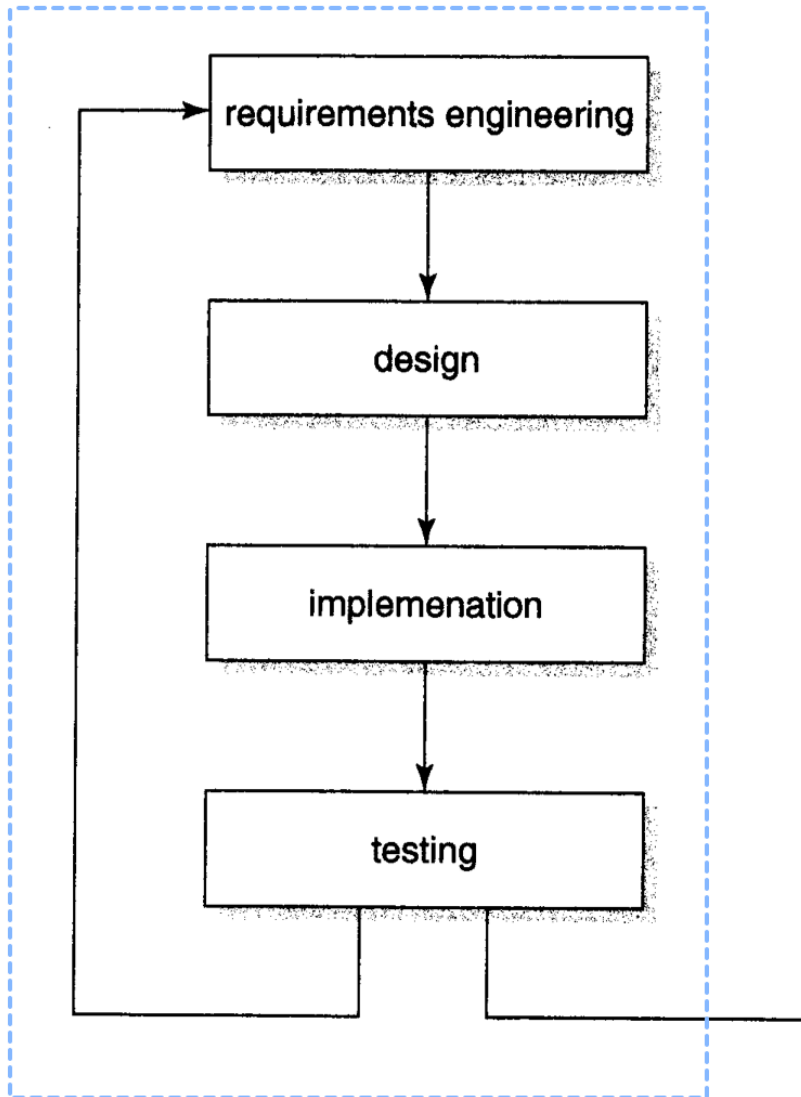


Figure 2.9. The prototyping phase of a lifecycle model. Note how this can be expanded into a full project lifecycle model, as is shown immediately below in this lecture.

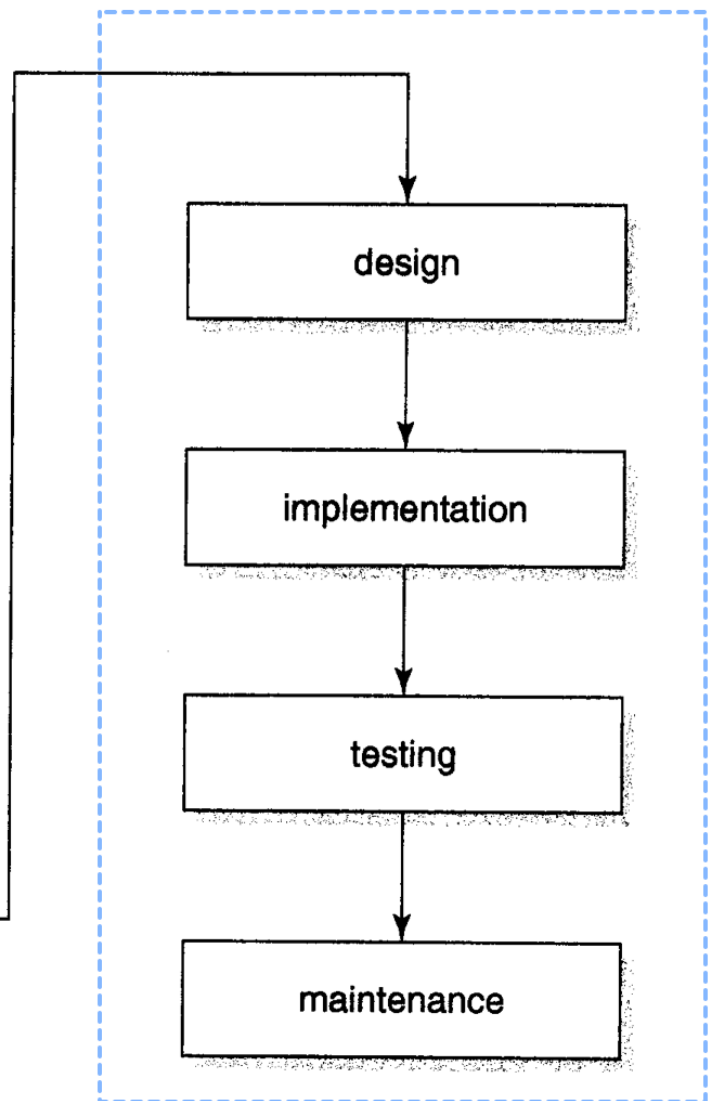


## Bonus Example Model #4 - Prototyping Lifecycle Model

### Prototyping Phase



### Final Implementation



**Figure 3.3** Prototyping as a tool for requirements engineering

Figure 3.3, adapted from van Vliet (2008), shows the entire software lifecycle model in which prototypes are iteratively developed. The prototyping phase ends when the testing of the prototype reveals that the system is ready for its final development.

**Key:** Boxes are activities, and the arrows are the order of activities. The dashed-line boxes show groups of activities, an additional layer of abstraction.

# Chapter 4 - Requirements Engineering

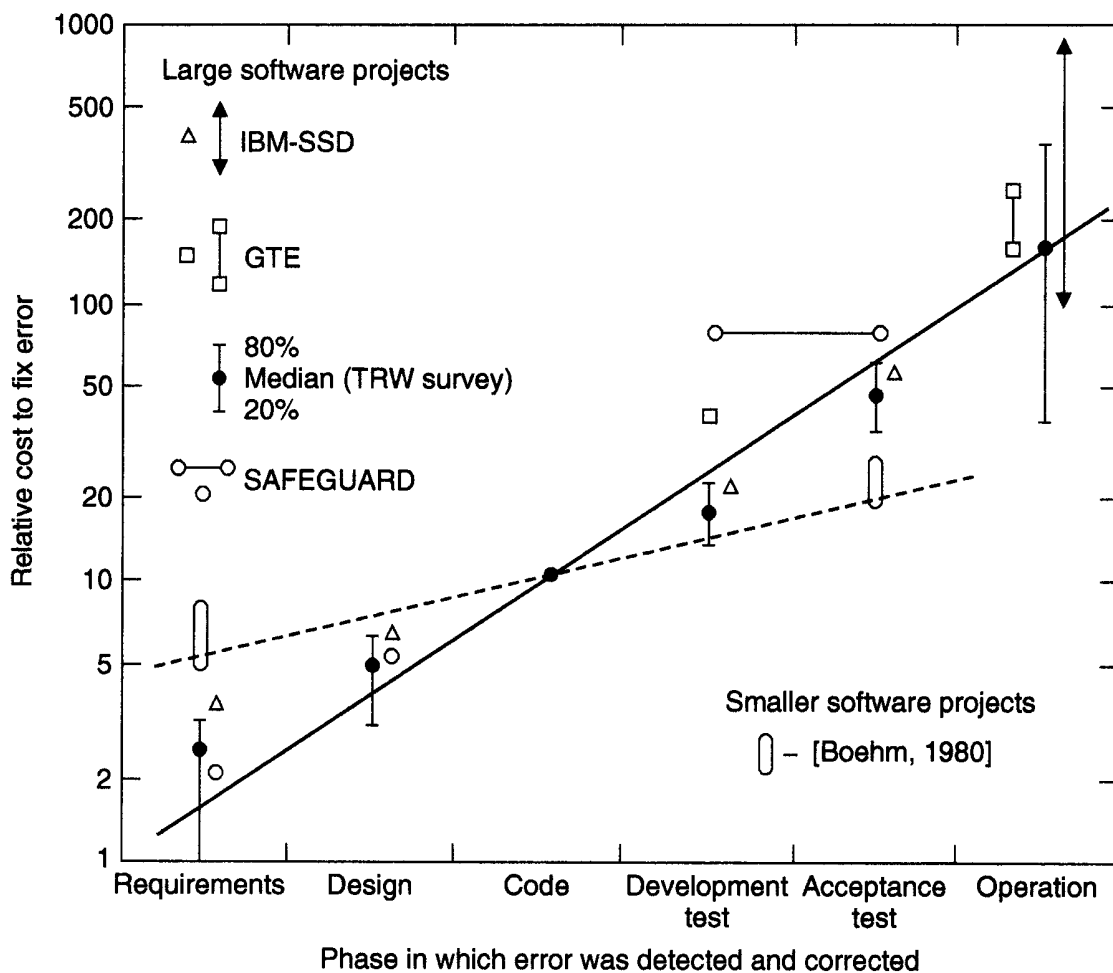
(Most of the notes below are copied directly from Sommerville, 2015.)

In short:

**Requirements** describe what the system will do.

**Design** describes how the system will work.

**Requirements engineering** (or requirements analysis) is arguably the hardest phase, and the most important. The longer it takes to find a problem in a project, the more costly it will be to recover from that problem. Errors that are not discovered until after the software is operational cost 10 to 90 times as much to fix as errors discovered during the requirements analysis phase. If you are delivering the software and realize your software is not doing what the customer needs, that is a very costly problem. See the graph below.



**Figure 13.1** Relative cost of error correction (Source: Barry B. Boehm, *Software Engineering Economics*, Figure 4.2, p. 40, ©1981, Reprinted by permission of Prentice Hall, Inc. Englewood Cliffs, NJ.) (from van Vliet, 2008)

**Example:** My Mom worked as an export specialist at Tektronix in Beaverton, Oregon, from 1975 to 2000. Some time in the 1990s, Tektronix hired a major consulting company to build a new export order-entry system.

To establish the requirements, the consultants met with the export managers, but not the export specialists who actually did the order entry.

The system was deployed. On its first day of use, my Mom called the special hotline to ask how to split an order across two invoices (to accommodate bureaucratic needs for foreign customers). The consultants told her to just put it onto one order. My Mom explained “Hmm, I can’t do that. In order for me to sell this product to this customer in this country, I have to split the order.”

The functionality was not implemented because the consultants did an inadequate requirements analysis. They only met with the managers, not the export specialists. And the managers did not know how the export specialists did their jobs, or even how to enter an order.

The consultants had to re-define the system requirements. They had to go back and re-implement major portions of the system. It was expensive.

## 4.0 INTRODUCTION TO REQUIREMENTS ENGINEERING

The *requirements* for a system is a description of (a) the *services* that a system should provide and (b) the *constraints* on its operation. These requirements capture what the customer needs in the system.

**Requirements engineering** (RE) is the process of finding out, analyzing, documenting and checking these services and constraints. This is a difficult process. It is often difficult to figure out, in advance, what the client needs.

One general approach to solving this challenge, as with many challenges in software engineering, is to break the problem up in to smaller pieces, and solve each problem, and do it separately. For example...

Separate out the *user requirements* from the *system requirements*, and be sure to cover both.

1. ***User requirements***: The services the system is expected to provide to users, and the constraints under which the system must operate. The user requirements should be understandable by any stakeholder familiar with the application domain. In the SRS Template, this is “2. The Concept of Operations (ConOps)”.
2. ***System requirements***: A more detailed descriptions of the software system’s functions, services, and operational constraints. This is a functional specification that defines exactly what is to be implemented. In the SRS Template, this is “3. Specific Requirements”.

See the [SRS Template](#) for this class.

...

## 4.1 FUNCTIONAL AND NON-FUNCTIONAL REQUIREMENTS

Within the system requirements, you can also “divide and conquer” by separating the *functional requirements* from the *non-functional requirements*.

1. ***Functional requirements***: Statements of the services that the system must provide, or descriptions of how computations must be done. For example, how the system should respond to specific inputs, or compute statistics.
2. ***Non-functional requirements***: Constraints on the system and the development process used to build it. For example, timing requirements, display parameters, ranges of inputs accepted, or the requirement to use a particular IDE or software development lifecycle model.

See the [SRS for the NRL Dual Task software](#).

It is useful to separate *functional* and *non-functional* requirements, but this creates the challenge of positioning related requirements near each other in the SRS, so they can be considered side-by-side. You can solve this problem by structuring your SRS around major functions, such as shown here, and listing the functional and non-functional requirements by major function.

System Requirements for the HTML editor.

...

### 3. Editing

#### 3.1. Functional

3.1.1. The user can edit the preview of the web page.

...

#### 3.2. Nonfunctional:

3.2.1. The preview rendering must be compliant with HTML5.

...

### 4. Printing

#### 4.1. Functional:

4.1.1. The user can send the web page to the printer.

...

#### 4.2. Nonfunctional:

4.2.1. The default printer settings (set within the OS) will be used.

...

## 4.2 REQUIREMENTS ENGINEERING PROCESSES

The *requirements engineering* process includes:

- |   |                     |
|---|---------------------|
| 1. Requirements <i>elicitation</i> (Section 4.3).   | Pulling it out.     |
| 2. Requirements <i>specification</i> (Section 4.4). | Writing it down.    |
| 3. Requirements <i>validation</i> (Section 4.5).    | Double-checking it. |
| 4. Requirements <i>management</i> (Section 4.6).    | Updating it.        |

Each is defined below.

...

## 4.3 REQUIREMENTS ELICITATION

*Requirements elicitation* is the process of drawing out information from relevant stakeholders.

“Elicit” means “to bring out” or “to extract”. For example, raising your hand and asking a question usually elicits a response from the instructor.

Requirements elicitation is an iterative (repeating) process that includes a spiral of activities—requirements *discovery*, requirements *classification and organization*, requirements *negotiation*, and requirements *documentation*.

Eliciting and understanding requirements from system stakeholders is a difficult process for several reasons:

1. Stakeholders often don't know what they want from a system, have a hard time expressing it in a useful way, or have unrealistic hopes and dreams.

For example, requests might be too general (such as “a system to track our inventory”) or too specific (such as “a button that prints a report...”) or unrealistic (such as “a system that permits our daughter to communicate”).

2. Stakeholders express requirements with implicit knowledge of their work.

For example, asking why deejays in Berlin still used vinyl in 2008, a store owner offered a few reasons including ‘you don't kill your mother’, ‘you can just look at the vinyl’, and ‘because I can afford my rent’.

3. Different stakeholders express their requirements in different ways.

An assistive technology device can “provide a sense of agency”, “enable her to do something for herself”, or “help her to learn cause and effect”.

4. Office politics can influence the requirements of a system.

For examples, managers might want reports that make them look good.

5. The economic and work environment can change.

Funds become available or dry up. New stakeholders join the project.

...



### 4.3.1 Requirements elicitation techniques

**To successfully elicit requirements, you must be curious.**

Sommerville does a good job in this section but leaves out a number of big ways to elicit requirements:

1. **Read.** Read scholarly articles written by experts, interviews of experts, and books written by experts. The experts would have first-hand knowledge on the task your system aims to support.

For example, if you want to build a system to track a global pandemic, you do not start by trying to interview experts. Instead, you start by reading scholarly literature on how to track global pandemics.

2. **Study existing systems.** Acquire software that accomplishes the tasks, or close to the tasks, that you want your system to support. You can discover requirements you had not thought of, and identify functionality that is missing, thus motivating the system you aim to build.

There are three fundamental approaches to requirements elicitation:

1. Interviewing, in which you ask people about what they do.

For example, [interview parents of children with severe disabilities](#).

2. Observation, in which you watch people doing their job to see how they do their job, what artifacts they use, how they use them, and so on.

For example, [observe researchers collecting data at a Tetris competition](#).

2. Ethnography, in which you *get a job* in the work environment where the system would be used, and gain first-hand knowledge of exactly how the work really gets done, and how people truly function in that environment.

For example, [volunteer at a home for children with severe disabilities](#).

...

### 4.3.1.1 Interviewing

**To do a good interview, you must be curious.**

#### **How to prepare for an interview**

1. Before the interview, learn everything you can from published materials.
2. Recruit appropriate people to interview. These will ideally be people who are established experts at doing exactly the task your system is designed to support. (But not just any random people for a new social networking app.)
3. Prepare a script of all of the questions you might like to ask. But don't follow the script precisely. Make it a conversation. But be sure to mark the essential questions that you really want to ask.

#### **Two kinds of questions:**

1. Open-ended questions such as:
  - “Please tell me about working here.”
  - “Please tell me about the people that you interact with here.”
  - “Please walk me through a typical day.”
  - “Please tell me more about that.”
2. Specific questions such as:
  - “How many people do you typically feed in any given day?”
  - “What motivates your customers to install solar panels?”
  - “Please walk me through the patient intake process.”

Start with open-ended questions and gradually transition to specific questions.

Listen and take short notes on things they say that you want to follow up on.

Get people to talk about *how they do their job*—the thing they are truly expert at—not their guesses of what they want in a system, or how it should work.

#### **How to capture the interview:**

1. ***One team member leads*** the interview, and ***other team members furiously take notes***. Review the notes together immediately after the interview.
2. ***Audio record*** the interview and transcribe afterwards (time consuming).

...

### **4.3.2 Stories and Scenarios**

People find it easier to relate to real-life examples than abstract descriptions. Stories and scenarios (the two are essentially the the same thing) are ways of capturing how a system would work in a specific real-world setting.

...

Figuring out the appropriate requirements for a system is challenging.

You must learn as much as you can about the task, the users, and the environment in which the system will be used, and figure out ways that a system could do a good job supporting that task.

...

## **4.4 REQUIREMENTS SPECIFICATION**

Requirements specification is the process of formally documenting the user and system requirements and creating a software requirements document.

The software requirements document is an agreed statement of the system requirements. It should be organized so that both system customers and software developers can use it.

It should be easy to reference, and easy to update.

The SRS Template on the course web site provides an excellent start.

...

## 4.5 REQUIREMENTS VALIDATION

Requirements validation is the process of checking the requirements for validity, consistency, completeness, realism, and verifiability.

### Requirements should be:

1. **Valid.** The requirements should reflect *the real needs* of system users.
2. **Consistent.** Requirements should not contradict each other.
3. **Complete.** The requirements should define all functions and constraints needed by the system user.
4. **Realistic.** It should be possible to implement the requirements using existing technologies.
5. **Verifiable.** The requirements should be written so that it can be objectively determined, such as with a defined test, whether each requirement been met.

### Requirements can be validated through:

1. **Requirements reviews.** A team systematically analyzes the requirements, making sure each requirements meets all five of the above criteria.
2. **Prototyping.** An executable model of the system is built. Customers use it, ideally in a real-world setting. It is determined whether it meets the user's needs and expectations. Requirements can be updated.
3. **Test-case generation.** For each requirement, ask "How will I test this?" and include that test as part of the requirement. If you cannot describe a test for a requirement, the requirement needs to be revised.

For example, "The system will be easy to use" cannot stand on its own, but needs to be defined in terms of specific terms, such as the speed and accuracy with which a typical user can accomplishing specific tasks.

...

## 4.6 REQUIREMENTS MANAGEMENT

Business, organizational, and technical changes inevitably lead to changes to the requirements for a software system. **Requirements management** is the process of controlling, and making decisions about, these changes.

A *problem statement* provides a high-level description of the requirements.

---

### **Problem Statement for a Library Catalog** (van Vliet, Figure 12.24)

---

Design the software to support the operation of a public library. The system has a number of stations for customer transactions. These stations are operated by library employees. When a book is borrowed, the identification card of the client is read. Next, the station's bar code reader reads the book's code. When a book is returned, the identification card is not needed – only the book's code needs to be read.

Clients may search the library catalog from any of a number of PCs located in the library. When doing so, the user is first asked to indicate how the search is to be done: by author, by title, or by keyword.

...

Special functionality of the system concerns changing the contents of the catalog and the handling of fines. This functionality is restricted to library personnel. A password is required for these functions.

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### **Problem Statement for an Automated Teller Machine** (from Rumbaugh et al., 1991, p.151)

---

Design the software to support a computerized banking network including both human cashiers and automatic teller machines (ATMs) to be shared by a consortium of banks.

Each bank provides its own computer to maintain its own accounts and process transactions against them. Cashier stations are owned by individual banks and communicate directly with their own bank's computers. Human cashiers enter account and transaction data.

Automatic teller machines communicate with a central computer which clears transactions with the appropriate banks. An automatic teller machine accepts a cash card, interacts with the user, communicates with the central system to carry out the transaction, dispenses cash, and prints receipts.

The system requires appropriate recordkeeping and security provisions. The system must handle concurrent accesses to the same account correctly.

The banks will provide their own software for their own computers.

You are to design the software for the ATMs and the network. The cost of the shared system will be apportioned to the banks according to the number of customers with cash cards.

# Chapter 5 - System Modeling

- Take blank overheads and pens to class. In class, students create dynamic models/diagrams to explain something new about how their project will function.
- Perhaps print and handout UML quick reference.
- Take printout of problem statements.

The chapters introduce a number of diagramming techniques that are commonly used to communicate aspects of a system design.

The diagrams are called “models” because they serve as small-scale representations, or paper-based simulations, of aspects of the system.

**‘The fundamental driver behind graphical modeling languages is that programming languages are not at a high enough level of abstraction to facilitate discussions about design.’** (Fowler, 2004.)

The models are **static** or **dynamic**.

*Static* show structure.

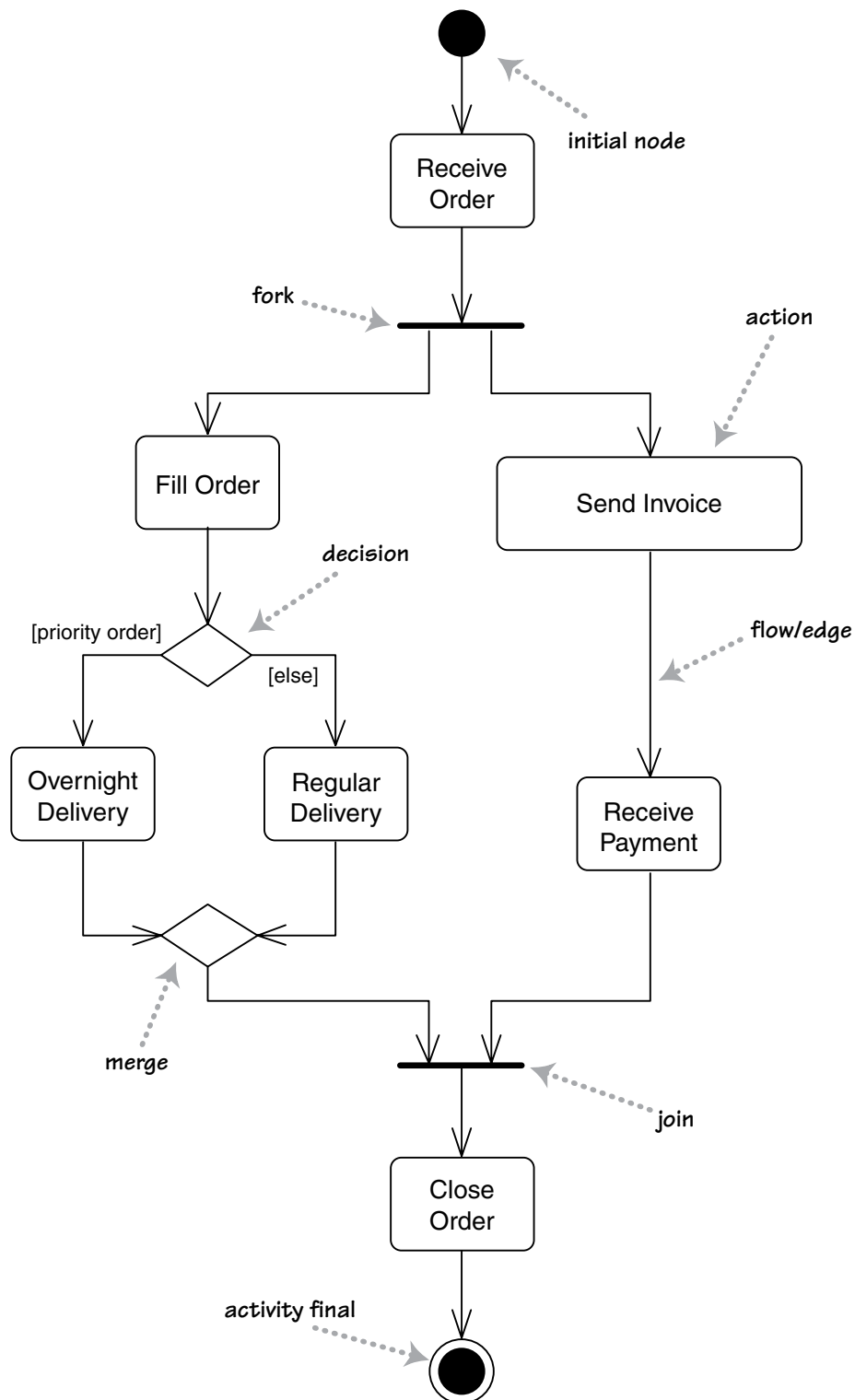
*Dynamic* show behavior.

**Flowcharts** are a classic *dynamic* model to show the flow of control of an algorithm. UML **activity diagrams** are very similar.

UML uses the terms "flow" and "edge" synonymously. (Fowler)

In any diagram, you generally need a key that explains what the boxes and lines represent.

However, if you are correctly using an established diagramming technique, citing a source can suffice.



*A simple activity diagram, annotated (Fowler, 2004)*

## The Unified Modeling Language

Diagramming techniques used in OOA and OOD (analysis and design).

Integrates and “unifies” the notations and methods of Booch, Jacobson, and Rumbaugh (object modeling technique, OMT), late 1980s and early 1990s. There is also a UML *process*, but the language is still useful without the process.

(UML notes adapted from Sommerville, 2000, Software Engineering.)

**There are other standard diagramming (modeling) techniques such as:**

1. Entity Relationship Diagrams (ERDs) - similar to UML class diagrams.
2. Data Flow Diagrams - similar to UML sequence diagrams.

This lecture focuses on UML.

**There are 13 different UML Diagrams, in the following hierarchy:**

*Structure:* Class

Component

Composite Structure

Deployment

Object

Package

The underlined diagrams are those that are perhaps most commonly used.

*Behavior:* Activity

Use Case

State Machine

*Interaction:* Sequence

Communication

Interaction Overview

Timing

Boxes and lines mean different things in each type of model.

Note how there is a fundamental distinction between static and dynamic.

## Major diagrams used in UML:

**Class diagrams:** Static. Descriptions of the types of objects in the system, and the various kinds of static relationships that exist among them.

**State-transition diagrams:** Dynamic. Show all possible states (modes) that an object can get into as a result of events that reach that object.

**Sequence diagrams:** Dynamic. Describe how groups of objects collaborate in some behavior. Show the sequence of object interactions

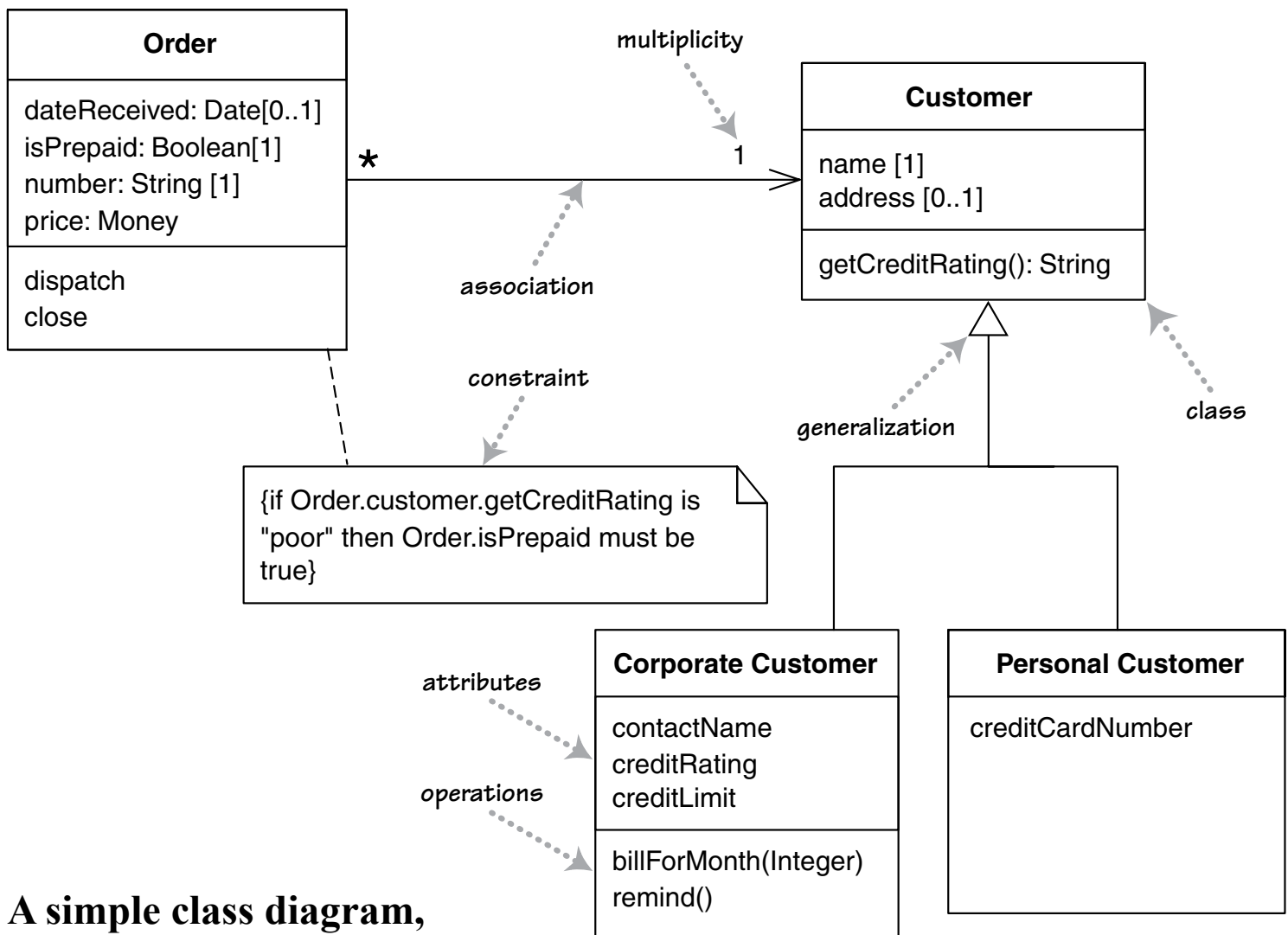
(UML notes adapted from Sommerville, 2000, Software Engineering.)

## UML Class diagrams

Descriptions of the types of objects in the system, and the various kinds of static relationships that exist among them. Static model.

Include: Name of class, attributes and operations, inheritance (specialization).

Associations, such as is-a-member-of, cardinalities.



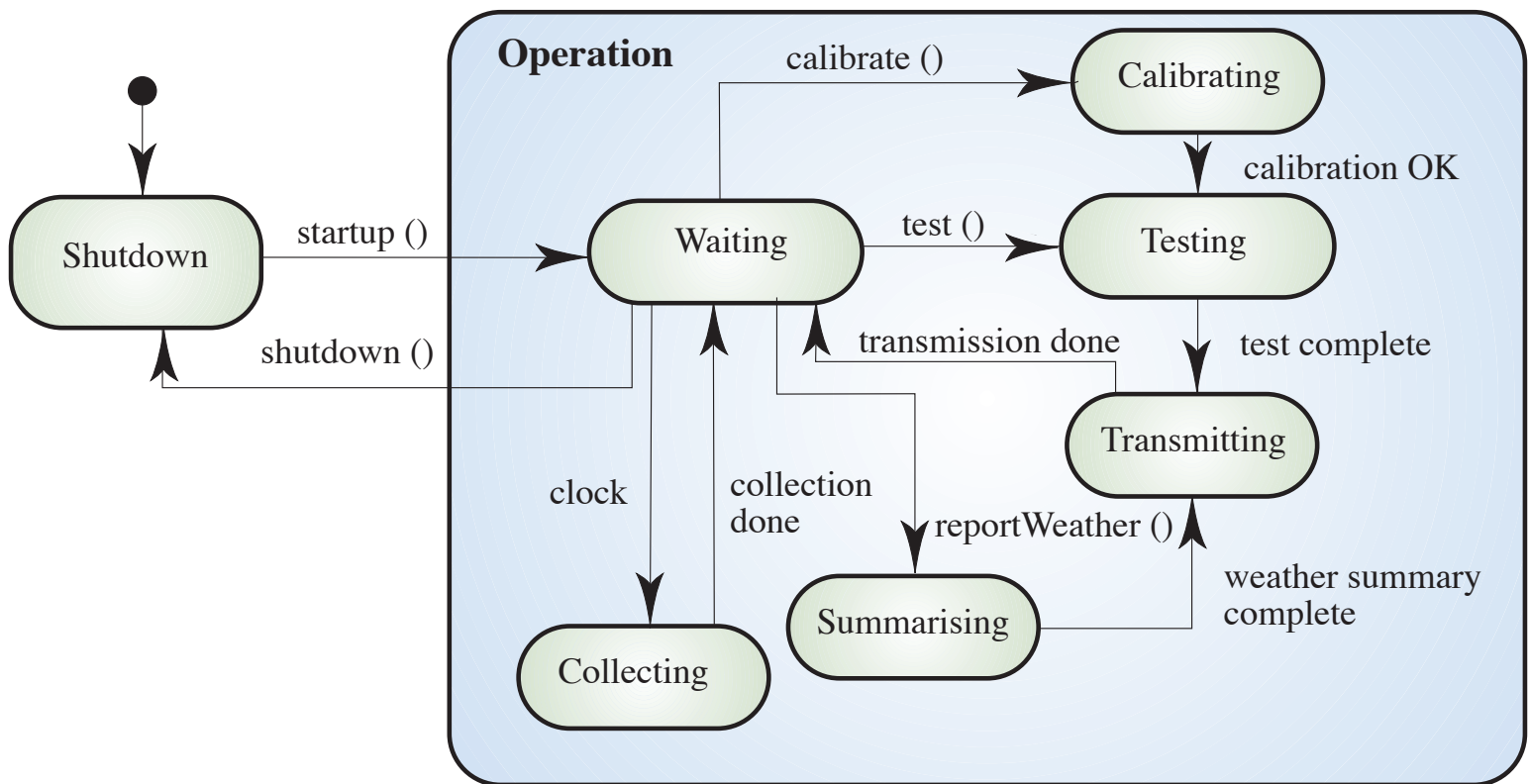
**A simple class diagram, annotated** (adapted from Fowler, 2004, Figure 3.1)



But *dynamic* models are also necessary to describe how a computer program works because a program executes over time. (A screenshot does not describe a user interface; you also need to describe the dynamic aspects.)

## UML State Diagrams

A *dynamic* model illustrates the restricted states of an object or system. The ovals are states and the arcs are events that cause the state to change. Can have hierarchies of states, introducing abstraction. Permit stakeholders to understand the of dynamic aspects of the system.

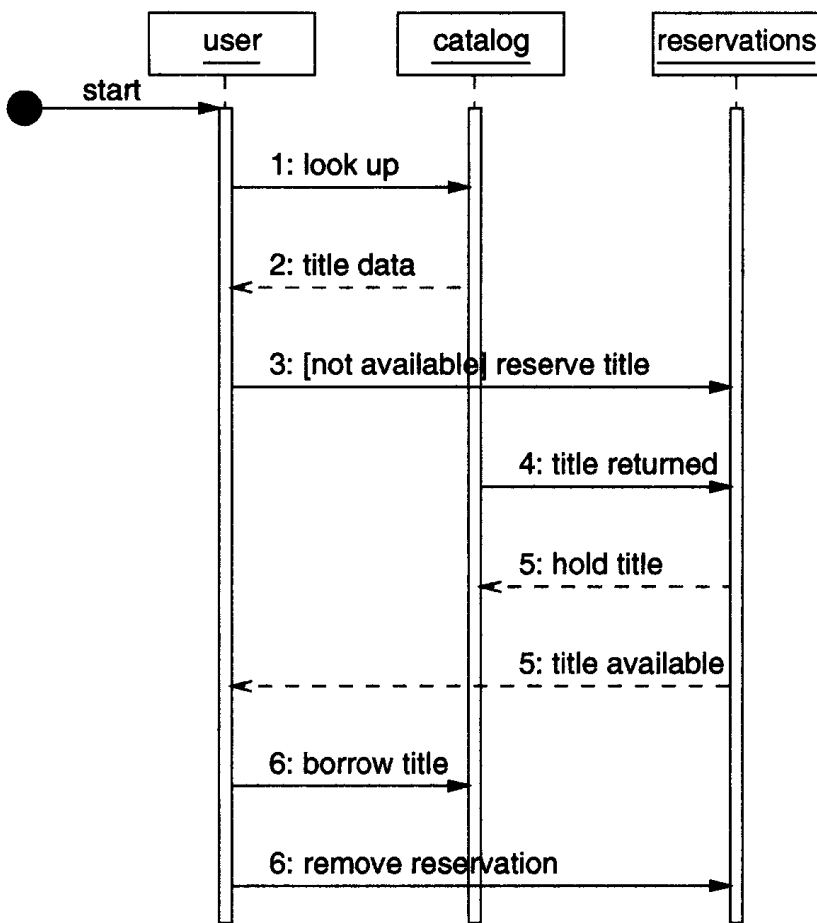


**A state diagram for a weather station that, every five minutes, collects data, performs some data processing, and transmits this data.**

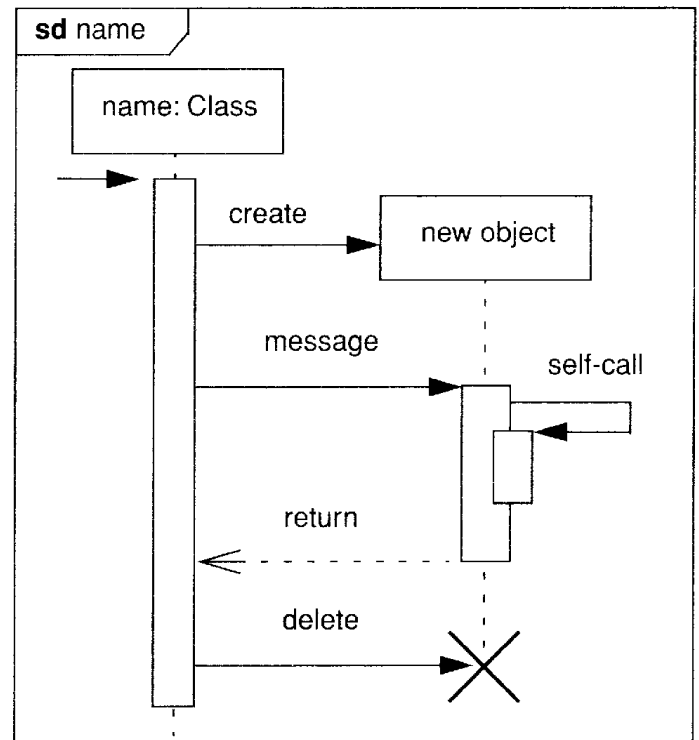
(From Sommerville, 2000, Software Engineering)

## UML Sequence Diagrams

Dynamic models that describe how groups of objects collaborate to produce a system service or behavior. Shows the sequence of object interactions. Objects and users are shown at the top, each with vertical dashed *lifelines*. Rectangles on the lifelines show when the object is active. Time moves down. Solid lines show messages between objects. Dashed lines indicate a return.



A UML sequence diagram for reserving a title (vanVliet, 2008)



The template or key for a sequence diagram (Fowler, 2004)

### The difference between a State Diagram and a Sequence Diagram

A state diagram says “All allowable sequences *must* conform to this state machine” whereas an interaction diagram says “Here is one possible sequence of actions.” (Prof. Young, 11-9-2010)

**Conclusion:** UML evolved from earlier OOA and OOD methods, which evolved from earlier non-OO diagramming and design techniques.

All diagramming (modeling) techniques arrive at roughly the same models.

When you think about a piece of code that you are going to write, you think about the static and dynamic aspects of how that code will work.

Use standardized diagramming techniques to sketch out your ideas, both for yourself to think things through, and to communicate, record, and evaluate ideas with other team members and stakeholders.

Use these techniques to creatively propose and consider alternative designs. Software design modeling is an important aspect of software engineering, the study of the full lifecycle of writing the code that run on computers.

## Sommerville Chapter 5

(Some material is copied directly from the chapter.)

The chapter is consistent with the lecture above, but just offers a different presentation of the material.

### The chapter focuses on five UML diagrams:

1. Activity diagrams.
2. Use case diagrams.
3. Sequence diagrams.
4. Class diagrams.
5. State diagrams.

UML diagrams can be developed to show **different perspectives of a system.**

1. An *external* perspective, showing the context or environment of the system.
2. An *interaction* perspective, showing the exchanges between a system and its environment, or between the components of a system.
3. A *structural* perspective, showing the organization of a system or of the data processed by the system.
4. A *behavioral* perspective, showing the dynamic occurrences of the system and how it responds to events.

### The following organization is offered:

#### UML Models

Context models: shows the environment of the system.

Activity diagrams

Context model" (which is not UML, but looks like an architecture).

Interaction Models: between a system and its environment.

Use case diagrams (overly simple, but do focus on user task)

Sequence diagrams

#### Structural Models

Class diagram

#### Behavioral Models

Activity diagram

Sequence diagram

State diagram.

(Section 5.5 Model-driven engineering can be skipped.)

# Chapter 6 - Architectural Design

(Most of the text below is copied directly from Sommerville, 2015.)

## Overview

Software architecture: The large-scale (or top-level) decomposition of a system into its major components together with a characterization of how those components interact.

We are not talking about building architecture.

In computer science:

“Architecture” refers to the the design of the logic circuits in the chips.

“Software architecture” is what we are talking about today.

An architecture is typically a static (not dynamic) diagram.

“Module” implies static.

Specifying a software architecture for a system is an example of *modular programming*, which has long been understood as a key component of good programming.

## Sommerville Section 6.0

Section 6.0 provides such a good overview of software architectures that I want to read it to the entire class, or have students take turns reading it to the class.

(The next sentences are topic statements copied from Sommerville, 2015.)

Architectural design is concerned with understanding how a software system should be organized and designing the overall structure of that system....

Architectural design is the first stage in the software design process

In agile processes, it is generally accepted that an early stage of an agile development process should focus on designing an overall system architecture. Incremental development of architectures is not usually successful.

To help you understand what I mean by system architecture, look at Figure 6.1. This diagram shows an abstract model of the architecture for a packing robot system.

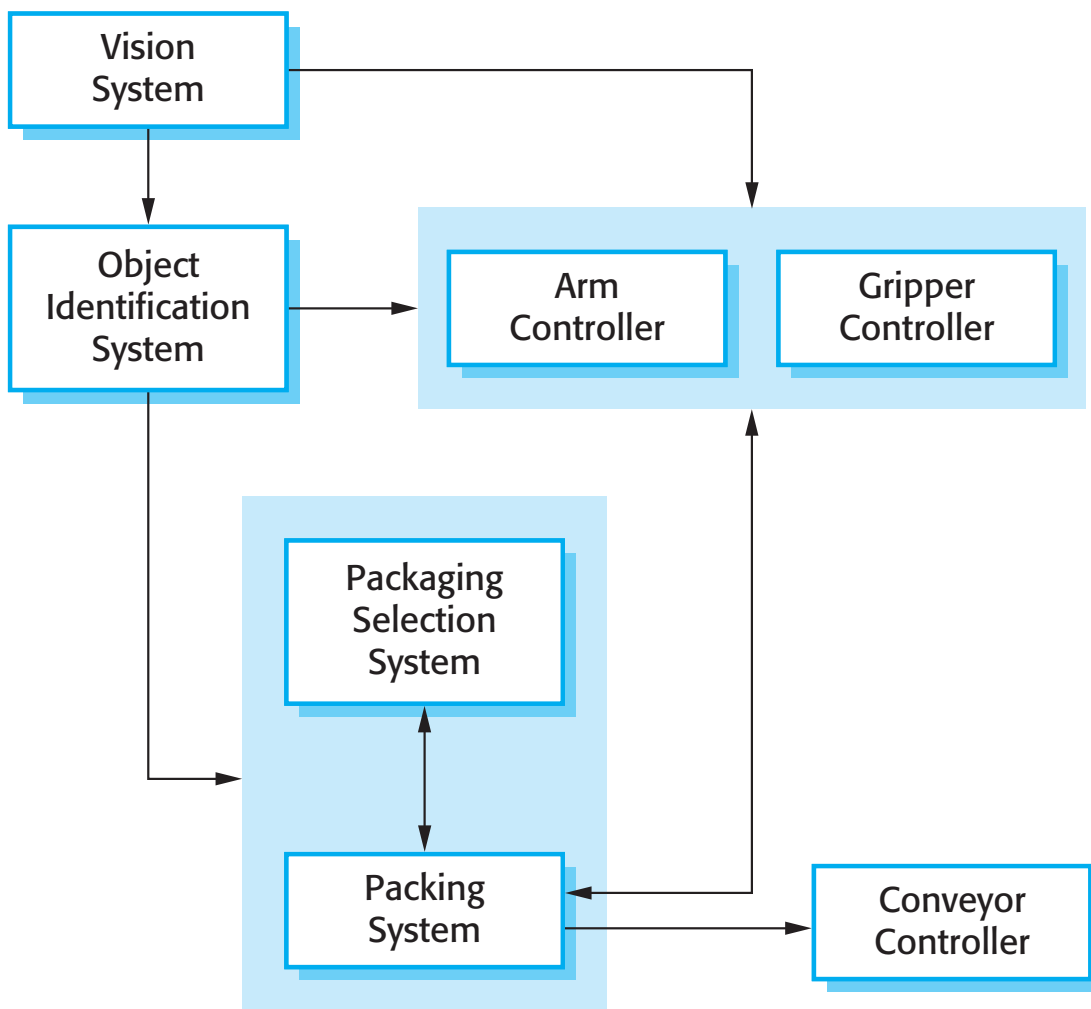


Figure 6.1. The architecture of a packing robot control system.

In practice, there is a significant overlap between the processes of requirements engineering and architectural design. Ideally, a system specification should not include any design information. This ideal is unrealistic, however, except for very small systems.

You can design software architectures at two levels of abstraction, which I call *architecture in the small* and *architecture in the large*:

1. *Architecture in the small* is concerned with the architecture of individual programs.
2. *Architecture in the large* is concerned with the architecture of complex enterprise systems that include other systems, programs, and program components.

Software architecture is important because it affects the performance, robustness, distributability, and maintainability of a system (Bosch 2000).

Designing and documenting software architecture has three advantages:

1. Communication among stakeholders.

Q: Who are the stakeholders in the systems you are building now?

*Stakeholders* are all people with an interest in the system.

2. ***Captures design decisions.***

The global structure of the system. Can provide insights into the software qualities of the system (reliability, correctness, efficiency, portability, ...) and work breakdown.

3. ***Transferable abstraction of a system.***

A basis for reuse. Captures the essential design decisions. Provide a basis for a family of similar systems, or a product line, a “valued business entity” (Faulk).

System architectures are often modeled informally using simple block diagrams, as in Figure 6.1. Each box in the diagram represents a component. Boxes within boxes indicate that the component has been decomposed to subcomponents. Arrows mean that data and or control signals are passed from component to component in the direction of the arrows.

In spite of their widespread use, Bass et al. (Bass, Clements, and Kazman 2012) dislike informal block diagrams for describing an architecture. They claim that these informal diagrams are poor architectural representations....

The apparent contradictions between architectural theory and industrial practice arise because there are two ways in which an architectural model of a program is used:

1. ***As a way of encouraging discussions about the system design.*** A high-level architectural view of a system is useful for communication with system stakeholders and project planning because it is not cluttered with detail.

2. ***As a way of documenting an architecture that has been designed.*** The aim here is to produce a complete system model.... The argument for such a model is that such a detailed architectural description makes it easier to understand and evolve the system.

Block diagrams are a good way of supporting communications between the people involved in the software design process. They are intuitive, and domain experts and software engineers can relate to them....

They are widely used in industry.

## 6.1 Architectural design decisions

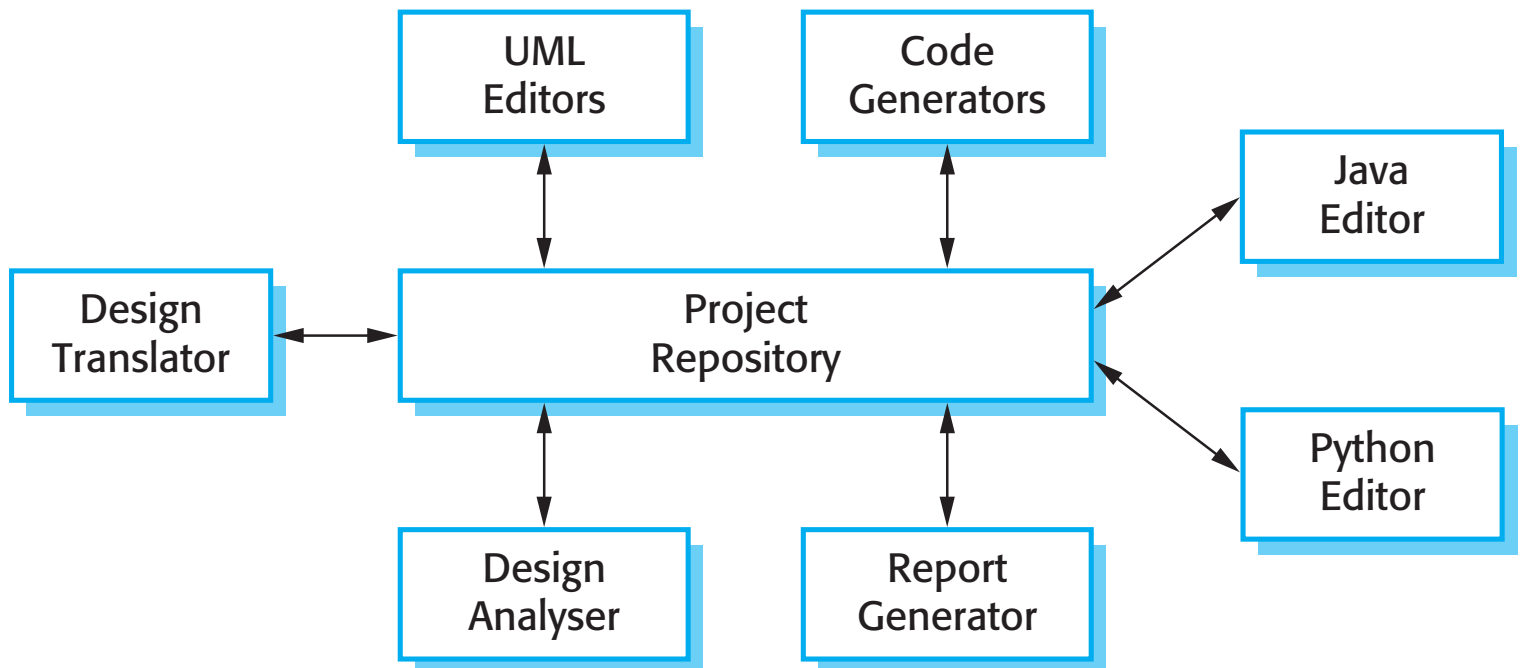
“Architectural design is a creative process in which you design a system organization that will satisfy the functional and non-functional requirements of a system.”

...

## Some Software Architecture Examples from Chapter 6

### 6.3.2 Repository Architecture

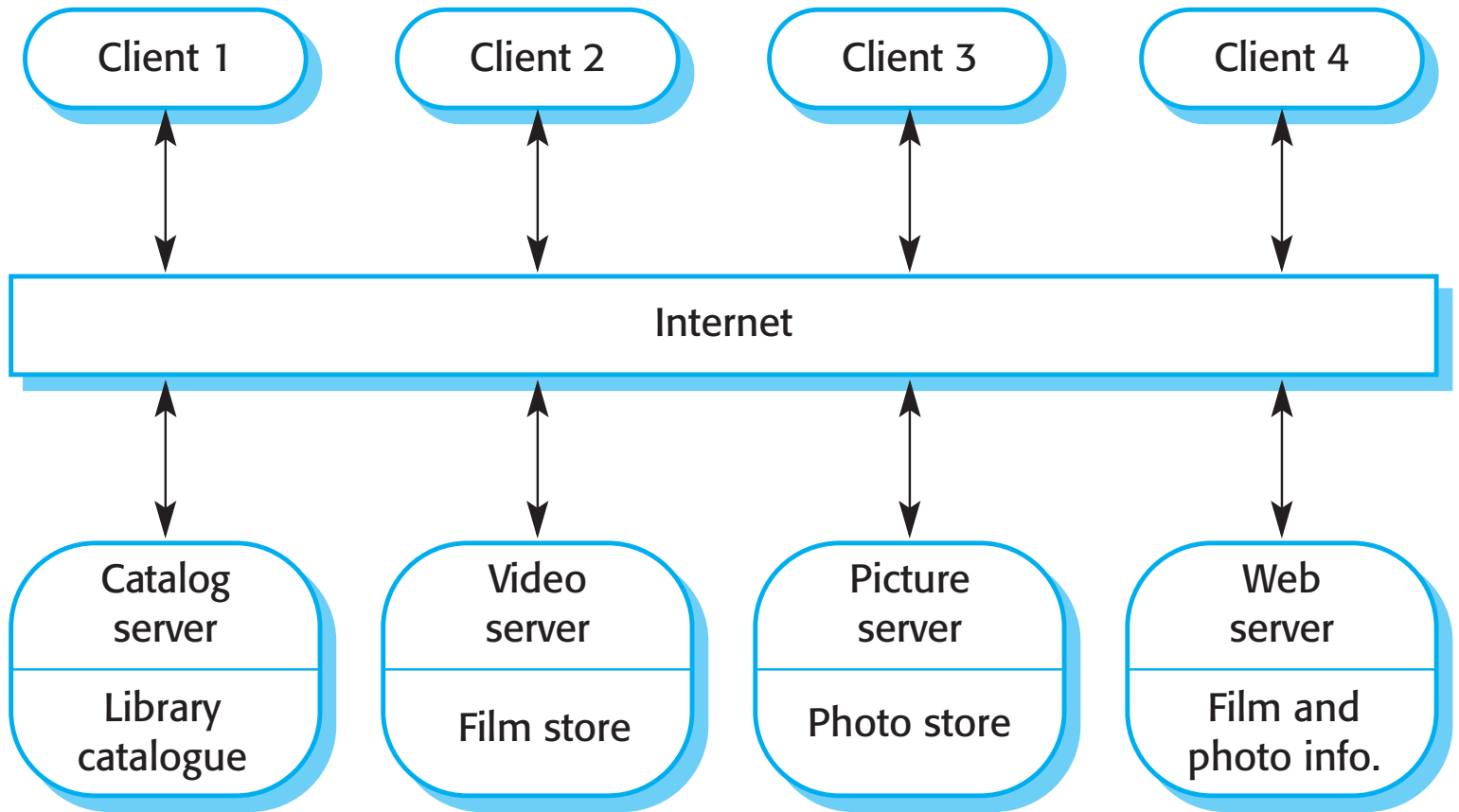
The Repository architecture describes how a set of interacting components can share data. In this architecture, all system data is managed in a central repository that is accessible to all system components. Components do not interact directly, but only through the repository.



**Figure 6.11 A repository-based software architecture for an integrated development environment (IDE) (Sommerville).**

## A Client-Server Software Architecture

A system that follows the Client–Server pattern is organized as a set of services and associated servers, and clients that access and use the services.



**Figure 6.13 A client-server architecture for a film library**

“Figure 6.13 is an example of a system that is based on the client–server model. [Though with a rather complex set of servers.] This is a multiuser, web-based system for providing a film and photograph library. In this system, several servers manage and display the different types of media. Video frames need to be transmitted quickly and in synchrony but at relatively low resolution. They may be compressed in a store, so the video server can handle video compression and decompression in different formats. Still pictures, however, must be maintained at a high resolution, so it is appropriate to maintain them on a separate server.” (Sommerville, 6.3.3)

Most email usage follows a form of client-server architecture. You use one central email server, but many email clients to access that server. Each client needs to be configured for things like (a) the email host name and (b) having your full name appear in the “From:” header of emails you send.



# Lecture on Software Design Principles

These notes are derived from Chapter 12 of van Vliet. (2008). *Software Engineering: Principles and Practice*.

This lecture introduces concepts that should help to guide your consideration of how to best break up a software system into modules.

## Design Considerations

1. Abstraction
2. Modularity (coupling and cohesion)
3. Information hiding
4. Complexity (size based, structure based)
5. System structure

## Abstraction

Abstraction is the process or outcome of concentrating on the essential properties of, and ignoring the details of, a set of related things.

Concentrate on the essential features and ignore—abstract from—those irrelevant to the current level. (For example, a sorting module sorts. You don't always care how.)

Procedural abstraction: The process or outcome of concentrating on the essential properties of, and ignoring the details of, *services or functions*.  
Examples: a *read*, *sort*, or *compute* module.

Data abstraction: The process or outcome of concentrating on the essential properties of, and ignoring the details of, *information or information structures*. Examples: a queue, a customer class. Object-oriented design identifies an abstract hierarchy in the program's data. Primitive structures such as booleans, ints chars, strings, are a form of data abstraction.

## More examples of abstractions:

(This list is possibly from Michal Young.)

<b>Interface</b>	<b>Provides abstract service</b>	<b>Abstracts over</b>
<b>TCP</b> (Transmission Control Protocol)	Reliable communication.	Routing, transport, comm. protocols.
<b>SQL</b> (Structured Query Language)	Relational database.	Storage structure, concurrency control.
<b>Java Swing</b>	GUI widgets, interaction.	OSs, window system, graphics toolkits.

## Modularity

Modules are separable pieces of code. The function of each module and each interface between modules needs to be defined precisely.

Parnas (1972) states the benefits of modular design:

- (1) *Managerial*: Development time should be shortened because separate groups can work in parallel, with minimal communication.
- (2) *Product flexibility*: It should be possible to make drastic changes to one module without changing the others.
- (3) *Comprehensibility*: It should be possible to study and understand one module at a time.

Comparing different modular decompositions and interfaces reveals two structural design criteria: ***Coupling and Cohesion***.

***Coupling*** is a measure of the strength or number of intermodule connections. In general you do not want strong dependence between modules. Rather, you want “loose” coupling between modules so that modules can be understood and developed independently. Tight coupling would result in any changes creating a large ripple effect across other modules.

Loose coupling might be achieved in different ways for different programs, such as sometimes by grouping similar services (putting all the reading and writing functions in one module), and sometimes by grouping services for a particular kind of data (putting all the functions for modifying customer records in one module).

***Cohesion*** is a measure of the similarity, or mutual affinity, of the components within a module. You want “strong” cohesion within a module, meaning that similar components are grouped together. Cohesion is like the “glue” that holds a module together.

There are many ways to group components into modules: logical (input versus output), temporal, procedural, communication with other systems. You should be able to write down a single purpose for each module.

## Information Hiding

Information hiding is the process or outcome of keeping implementation details hidden within a component, such as within a module, function, or data structure. It does *not* relate to data security, such as making sure that certain

users don't have access to certain data. It *does* relate to the data and functions in a component (such as a class or a module) that are made available to other components, such as through "getters" and "setters", or through an application programming interface (API). It helps you to organize your code. (It is a little like the hints or mnemonics you use to remember someone's name. Don't tell them!)

Don't tell them!

It is usually easier to use a software interface if its behavior is well-specified, and you only need to know how to use it, not how it works internally.

When designing a program, you need to decide what can be kept a secret, and what other components "need to know".

Information hiding is related to abstraction, cohesion, and coupling.

Information hiding can improve cohesion and decrease coupling.

**Complexity** (This is *not* "Big-O" complexity.)

It is a measure of how complicated is the system. For example:

- intra-module connections (attribute of individual module)
- inter-module connections
- size-based (i.e. LOC == lines of code). Perhaps limit the size of modules.
- structure-based (complicated control structure)

## System Structure

An outcome of design: modules and dependencies.

Relations can include:

Module A *contains* Module B

Module A *follows* Module B

Module A *delivers data to* Module B

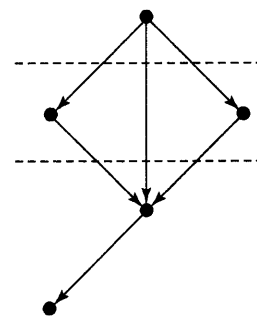
Module A *uses* Module B  $\longrightarrow$

The use-relations shown in the "call graph".

If acyclic, we can identify a hierarchy.

We can measure the *size*, *depth*, and *width* of graph.

We (pre)tend to follow a top-down decomposition.



## In-class exercise:

- Work in pairs and focus on one or more of these design considerations as you design or re-design your architecture or a component.
- Identify how these design considerations have already influenced your architectures or the plan for a component.

## Section 7.2 - Design Patterns

“Software Design Patterns” are solutions to recurring problems in computer programming, usually object-oriented computer programming.

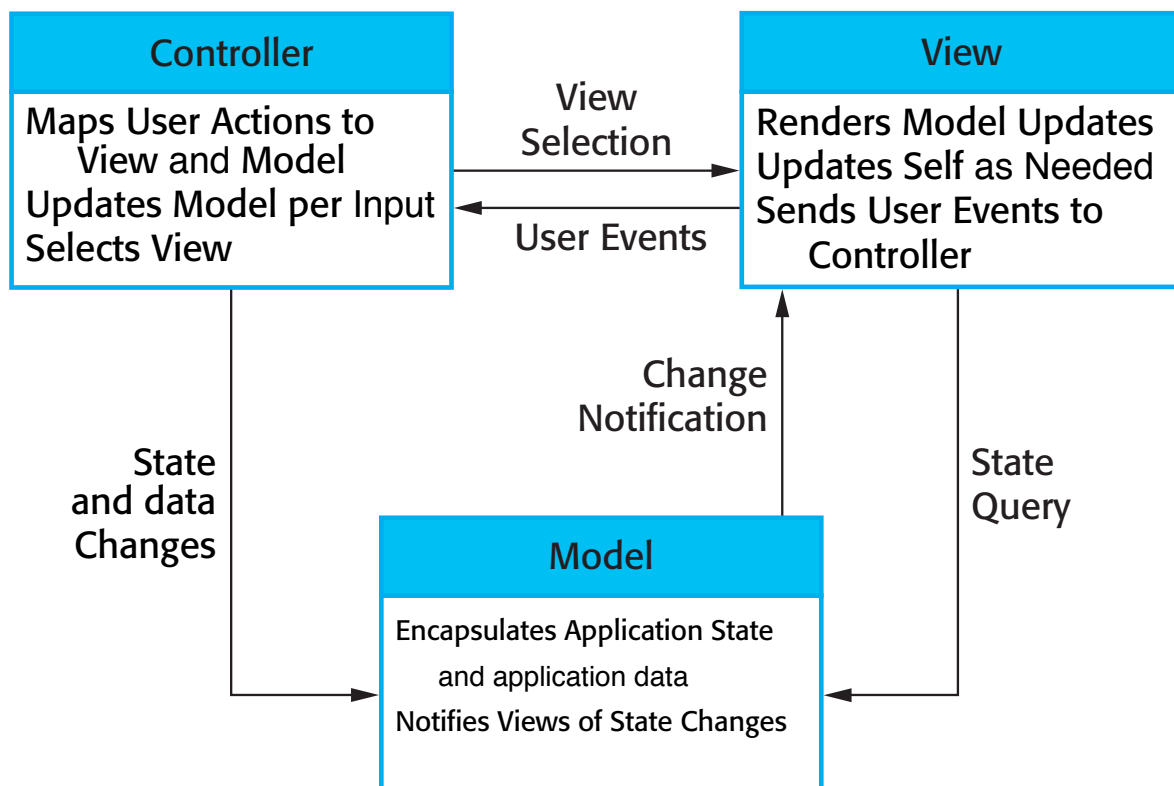
"Patterns have made a huge impact on object-oriented software design. As well as being tested solutions to common problems, they have become a vocabulary for talking about a design. You can therefore explain your design by describing the patterns that you have used. This is particularly true for the best known design patterns that were originally described by the 'Gang of Four' in their patterns book, published in 1995 (Gamma et al. 1995)."

(Sommerville Section 7.2)

“Design Patterns” in *building* architecture refer to an approach to design, and a book by Christopher Alexander (“A Pattern Language,” 1977). For what it's worth, the book is embraced by some architects, dismissed by others.

(See Saunders, 2002, A Pattern Language. Harvard Design Magazine, Winter/Spring 2002, 16.)

*Software* design patterns, however, are widely accepted by programmers. The model-view-controller architecture is the archetypal software design pattern. ("archetypal" == "that which captures the essence of")



The model-view-controller (MVC) software architecture (Sommerville).

Other Patterns: Observer (in the book), State (in CIS 443), Singleton, Factory.

# Chapter 8 - Software Testing

The lecture is derived, and copied directly, from:

A guest lecture in this class on 11-7-04 by from Greg Foltz, a software tester from Microsoft.  
Sommerville (2015) *Software Engineering*, 10th edition, Pearson.  
van Vliet. (2008). *Software Engineering: Principles and Practice*.

Topics:

- Concepts and Terms
- Testing across the lifecycle. (Draw it and check off the boxes.)
- Microsoft interview question.
- Three approaches to testing.
- First Principles

## Concepts and Terms

Testing is intended to show that a program does what it is intended to do, and to discover program defects before it is put into use.

When you test software, you are trying to do two things:

1. Demonstrate to the developer and the customer that the software meets its requirements. (**Validation** testing: Show that it does the right thing.)
2. Find inputs or input sequences where the behavior of the software is incorrect, undesirable, or does not conform to its specification. (**Defect** testing: Expose problems.)

[Example: helping software developers fix errors with Bookends.app]

**“Testing can only show the presence of errors, not their absence.”**

Testing cannot demonstrate that the software is free of defects or that it will behave as specified in every circumstance. It is always possible that a test you have overlooked could reveal further problems with the system.

**Validation and Verification (or V&V):**

**Validation:** Are we building the right product?

**Verification:** Are we building the product right?

**Commercial software typically goes through *three stages of testing*:**

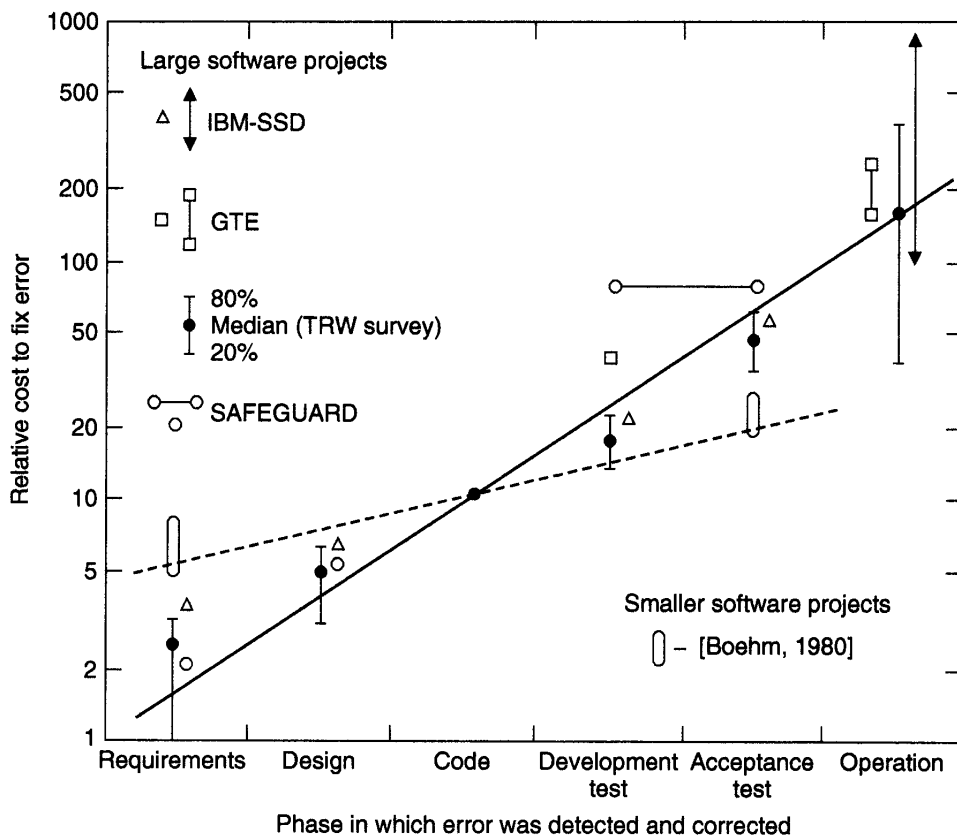
1. ***Development testing***, in which the system is evaluated during the implementation to discover bugs and defects. System designers and programmers are likely to be involved in the testing process.
2. ***Release testing***, in which a separate testing team evaluates a complete version of the system before it is released. The goal is to make sure that the system meets the system requirements.
3. ***User testing***, in which real users use the system to do real tasks in a real-world environment. ***Acceptance testing*** is one type of user testing in which the customer formally tests a system to decide if it should be “accepted” from the system supplier, or if further development is required.

## **Testing across the lifecycle**

The conventional breakdown of the software development process puts testing as a phase that occurs between implementation and maintenance.

The fact is, testing is an activity that occurs throughout the entire process.

The longer it takes to find an error, the more costly it is, and the cost goes up exponentially with each phase. Excellent graph. Conveys a lot of information, but is drawn to make a central point. (The median is the value that separates one half from the other.)



**Figure 13.1** Relative cost of error correction (Source: Barry B. Boehm, *Software Engineering Economics*, Figure 4.2, p. 40, ©1981, Reprinted by permission of Prentice Hall, Inc. Englewood Cliffs, NJ.)

The graph reminds us how even the waterfall model has V&V in every phase.

**Validation** - Are we building the right product? Will it satisfy the requirements, the customer's needs?

**Verification** - Are we building the product right? Will it work? Will it accept the correct range of inputs, and map them to the correct outputs?

**Requirements:** What the system will do.

**Design:** How the system will do it.

Microsoft hires roughly one tester for each developer. The test team becomes the model user, the lead advocate for the user.

## Testing in the Requirements Phase - V&V

Requirements: Is this what the customer wants? Are the features correctly prioritized? Do we have a good set of requirements to start the design?  
(Validation)

Requirements must be

- feasible (can it be built? tested? Easy to develop  $\neq$  easy to test.)
  - testable (objectively verifiable),
  - consistent (internally (no conflict w/ others) and externally (w/ other components))
  - complete (covers all cases, hardest to accomplish)
- (Verification, or at least *preparing for* verification.)

When I critique your requirements and tell you to make them more objectively verifiable, it's not just an exercise in documentation. I'm trying to help you learn how to build better software systems by showing you how to evaluate, you might say *test*, your requirements.

How do you do it with these projects? As a group, have a session where you go through every single requirement, discuss whether it meets all of the above criteria. That is what we did with the NRL Dual Task Experiment software. It had to be implemented, and the main programmer and unit tester was one of the stakeholders—he or she needed to know what to do.

Verification: Testing in the requirements phase is mostly *planning* for verification. For every requirement, you should think ahead and plan on *how* to verify that requirement.

Designing test cases is creative work.

A description of the test case can serve as part of the requirement.

This points to the need for requirements to be precise and objectively verifiable.

## **Testing in the *Design* Phase**

Design must also be

- feasible
- testable
- consistent
- complete

When I critique your designs and ask for more diagrams and specification of how the system is going to work, how it is going to be built, it's not (just) an



exercise in writing specs or diagrams, it is to give you the opportunity to evaluate whether the thing will actually work. Many problems that come up near the end (such as a difficulty in both recording and listening to Skype audio) could have been identified earlier on through a rigorous design process, and consistency-checking with external components.

## Testing in the *Implementation* Phase

This is where we typically think of testing being done.

**Unit testing:** Evaluate individual components such as methods or classes, called with different input parameters, and in different program states.

- Use test-case design techniques to develop thorough tests.
- Usually done individually in conjunction with coding. Usually.
- Done during implementation.

**Component testing:** Evaluate multiple components that interact with each other. Similar to unit testing, but you are now testing some integration.

- For example: evaluate programming interfaces, shared memory, called procedures, and messages that get passed.

**System (or Integration) testing:** Join components together to create a version of the system, and evaluate that integrated (joined-together) system.

- Done during the Implementation or Testing phases.
- Usually involves multiple team members.

### 8.1.2 Choosing unit test cases

- **Coverage-based:** Makes sure that some aspect of the product is evaluated exhaustively. Such as, *every* function call is called at least once, or *every* requirement is specifically evaluated, or *every* state-transition gets tried.
- **Error-based:** Focus on situations or places in which problems are likely to occur. Such as looking at the boundary conditions (where errors likely occur).

In all cases, you compare the real output to the expected output:

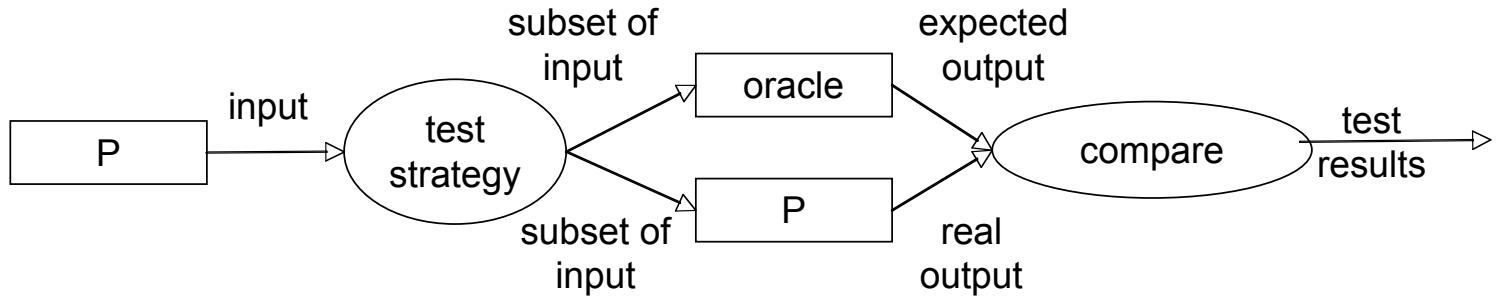


Figure 13.2 Global view of the test process. (vanVliet)

Interview question from Microsoft Interview:

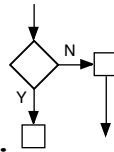
A function takes a description of two rectangles in 2D space, and returns True if the two rectangles overlap, and False otherwise.

How would you test a function that returns the intersection of two rectangles?

Specifically, what are all the inputs that you would provide to the test function? Presume that each rectangle is described by either (a) two  $(x, y)$  coordinates or (b) one  $(x, y)$  coordinate, an  $l$ , and a  $w$ . (droppeimage.pdf below in Pages)

***Coverage-Based Techniques***

In principle, every code segment that you write should have at least one associated test.



Path-testing or control-flow coverage.

Branch coverage.

Data-flow coverage - how variables are treated down various paths.

Coverage of sequences of state transitions:

For example: Every possible path through the states in which every possible loop occurs 1 time.

Shutdown → Running → Shutdown

Configuring → Running → Testing → Transmitting → Running

Running → Collecting → Running → Summarizing → Transmitting  
→ Running


...

[See Chapter 5. System Modeling]

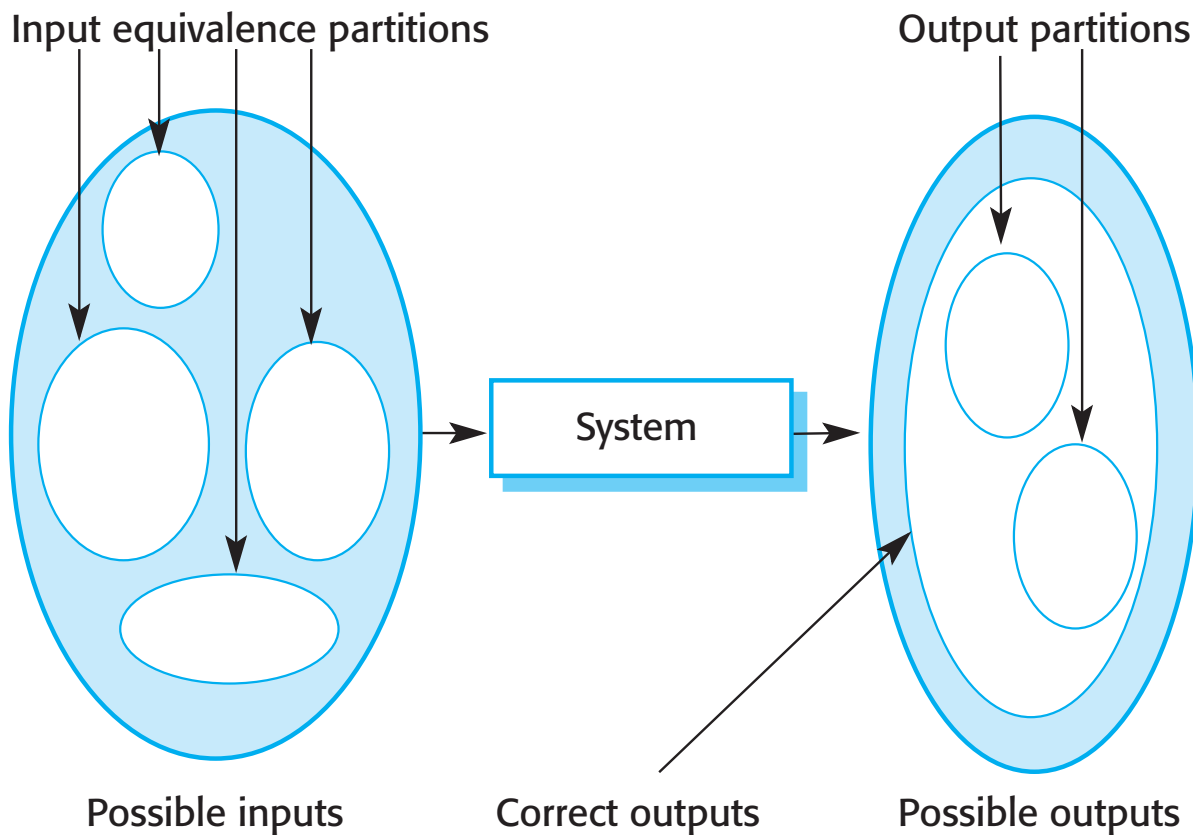
Note how a good design specification helps you to design good coverage-based tests.

Equivalence partitioning: Break the input into domains and assume that all inputs in a given range are equivalent. (You can do the same for ranges of output.)

For example, your function expects a number between 1 and 100, inclusive.

You test in each region:  You assume equivalence within the partitions, or walls. (For output, you might have three dialog boxes, and you just make sure that each will appear at one correct time.)

Same class: 



**Figure 8.5: Equivalence partitioning.** The large shaded oval on the left represents the set of all possible inputs to the program that is being tested. The smaller unshaded ovals represent equivalence partitions. The expectation is that a program being tested will process all of the members of an input equivalence partition in the same way.

[Sommerville, 2015]

## Guideline-Based Techniques

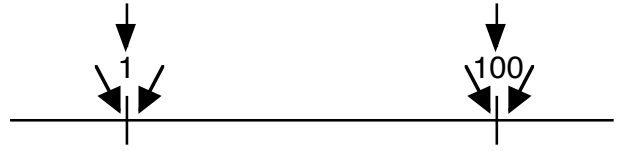
(Sometimes called (error-based”.)

Complementary to coverage-based.

Identify where errors are likely to occur based on the kinds of errors that programmers are likely to make.

Such as on the boundaries, “fencepost errors” and other “off by one” errors.

Test right on, and around each boundary:



Faults are likely to occur when two modules developed by different teams interact, so focus testing on the interaction between the these modules.

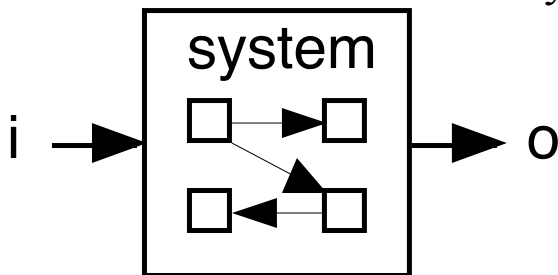
Another way to organize testing approaches:

- **Black-box testing** (functional or specification-based). Test cases derived from specifications with little consideration of implementation details.



Examples: Equivalence classes and boundary testing.

- **White-box testing** (structural or program-based). Puts more emphasis on how the software works internally.



Example: You have to test a function that reverses a string. A naive way to program the function is to create a new string. A better way is to reverse in place. What are two different important test cases? Strings of even and odd length, to make sure the item in the middle is handled correctly in the strings

of odd length.



## Testing in the *Test Phase*

“Code complete.” All features are implemented. (Jargon. Book by McConnell.)

**System testing** or **Acceptance testing**, often driven by use case scenarios, how the system would likely be used.

System test days - at Microsoft, the developers or testers would try to do a real project with the system.

Regression testing: After a system is modified, you make sure new bugs were not introduced, that the code did not regress (go backwards). “Code churn causes bugs.” 0.5 million bugs in building Microsoft Office.

## Testing in the *Maintenance Phase*

Continue with all of the activities above as long as your software is being used.

If your software is used, it will be modified.

## First Principles

- **Bugs happen.** Faults are an integral part of the s/w development process. Anticipate them. But...
- **Impossible to test everything.**
- **And... Testing shows the *presence* of bugs, not their absence.**  
So...
- **Develop a plan.** Develop a system, an approach to do your testing.
- **Test early:** Early fault detection is important.
- **Test often:** In every phase.

# Chapter 22 - Project Management

These notes are primarily copied from Sommerville (2015), and cover just a subsection of the assigned reading. Students should do all of the reading on their own following the SQ3R method.

## Section 22.2 Managing People

Productivity is achieved when people are respected by the organization and are assigned responsibilities that reflect their skills and experience.

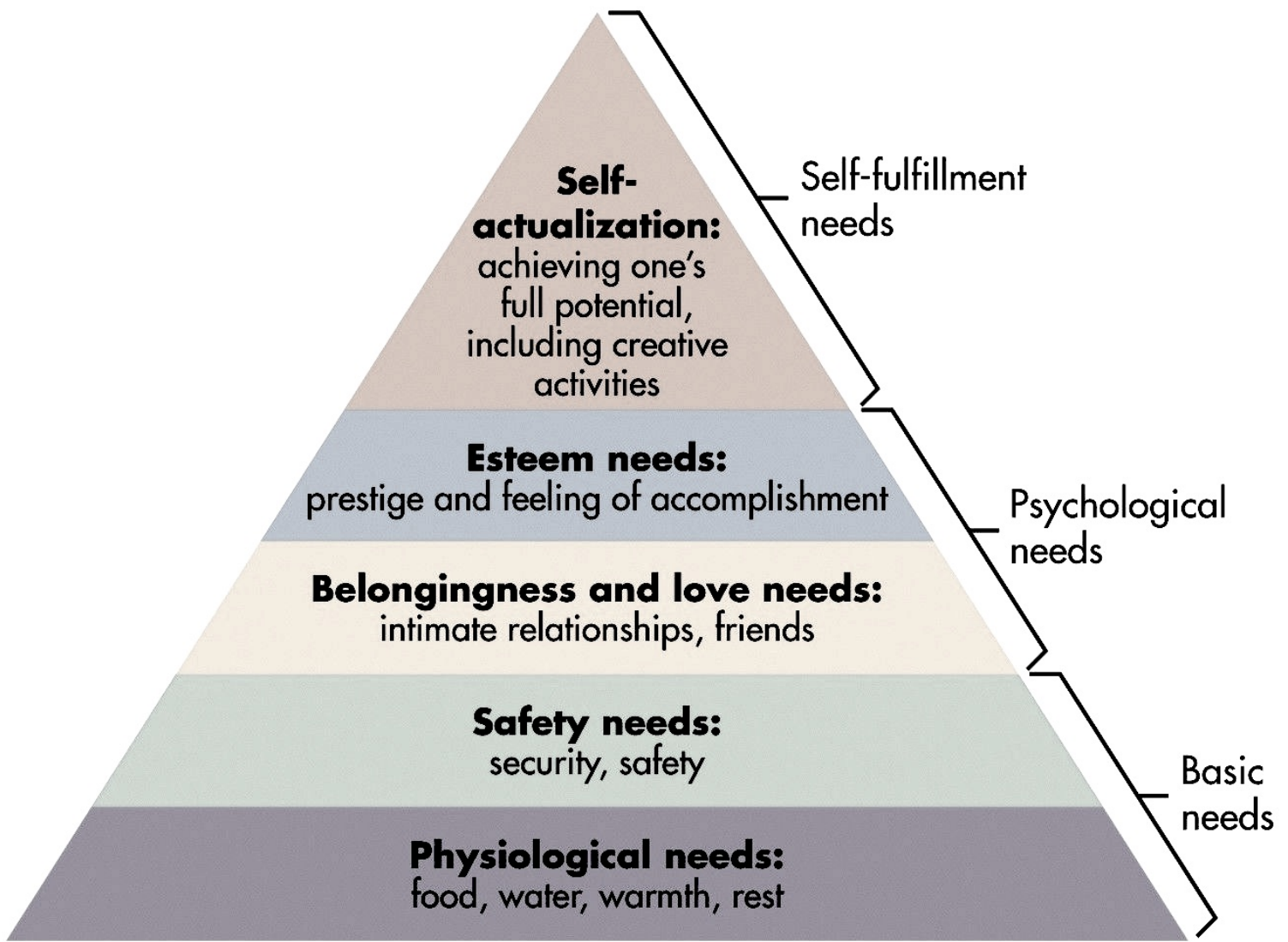
Four critical factors that influence the relationship between a manager and the people that he or she manages:

1. Consistency. People are treated the same, and held to the same expectations (given each individual's ability to contribute).
2. Respect. Different people have different skills. Everyone should be given the chance to contribute. [In this class, each student should be given a good opportunity to make a technical contribution.]
3. Inclusion. All ideas from all team members should be considered. Try to develop participation techniques to elicit contributions from team members who are more reflective, and less assertive in meetings. [Such as a quiet individual brainstorm followed by input from everyone.]
4. Honesty. Everyone should be clear and up front about what is going well, and what is not going well.

*"The only thing worse than bad news is bad news late."*

### Section 22.2.1 Motivating People

One way to think about motivating people is in the context of Maslow's hierarchy of human needs. In this hierarchy, each lower needs must be met before any of the higher needs can be met.



**Figure X. Maslow's Hierarchy of Human Needs**

(from <https://www.simplypsychology.org/maslow-pyramid.jpg> - 1-10-2022)

Human needs, starting from the bottom of the hierarchy.

**1. Physiological.** Team members must get enough sleep have adequate access to food. [Randy Pausch's Tips for Working Successfully in a Group.]

**2. Safety.** This includes team members feeling completely unthreatened in the workplace. ["Sexual Harassment In Silicon Valley: Still Rampant As Ever". September 15, 2020. *Forbes*.]

**3. Belongingness.** Team members should be recognized and appreciated as individuals. ["I see you." "I hear you."]

**4. Self-esteem.** People's contributions to the project, and to meetings, should be acknowledged.

**5. Self-realization.** People should be able to work at their level of ability, and to learn new things. [This does not mean to "follow your dreams".]

Maslow's hierarchy is a useful framework, but it does take a somewhat self-centered perspective, which can conflict with the need for a group to be cohesive and work well together. [Ask instead how you can contribute.]

***Project Questions on Motivating People:***

What are some ways that your group could better address either (a) Maslow's hierarchy of human needs or (b) Randy Pausch's "Tips for Working Successfully in a Group"?

Devise a specific proposal or request, and describe exactly how you will present it to your group.

**Section 22.3 Teamwork**

Teams need to be managed.

This is a task unto itself.

It requires consideration of alternatives.

*cohesion* means "sticking together tightly" or "forming a united whole".

A cohesive group values the group more highly than individuals in the group. Members of a well-led cohesive group are loyal to the group.

***Benefits to a cohesive group include:***

1. When the group makes decisions independently of outside influences, this contributes to a sense of independence and autonomy, and also of belonging.
2. Team members learn from each other.
3. Knowledge is shared so that people can help cover each other's tasks.
4. There is continual improvement to the overall product, not just parts of it.



Good project managers encourage group cohesiveness.

[Group cohesion among college football fans

<https://www.nytimes.com/interactive/2014/10/03/upshot/ncaa-football-fan-map.html>]

*"One of the most effective ways of promoting cohesion is to be inclusive."*

Treat group members as responsible and trustworthy, and make information freely available to everyone in the group. Everyone should know what is going on, should be able to name and contact all other group members, and have in mind at all times a general idea of what everyone is working on.

### ***Project Questions on Teamwork:***

What are some activities that your group does to promote cohesion?  
inclusion?

Does everyone in the group know everyone else in the group, and have one or more ways to communicate with that person? Such that the whole group can see the communication?

Does everyone in the group know what everyone else is working on? If not, what are a few different ways that could be improved?

What are some ways that any of the above might be improved?

### ***Three factors that have a big effect on team work include:***

- 1. Who is in the group.** There should be a mix of skills.
- 2. How the group is organized.** People should be able to contribute at their level of ability, and complete tasks as expected.
- 3. Technical and management communication.** Good communication among all team members is essential

### ***22.2.3 Group Organization***

Important organizational decisions include:

1. Should the project manager and technical lead be the same person?
2. Who will be involved in making critical decisions, and how will the decisions be made?
3. How will interactions with external stakeholders be managed?
4. How will groups interact with team members who are not co-located?
5. How will knowledge be shared across the group?

***Project Questions on Group Organization:***

How are decisions being made about who will do what?

How are technical decisions being made?

Are there any policies about how to contact the professor?

How are co-located team members included (during Covid)?

What are some ways that any of the above might be improved?

***Project Questions on Motivating People:***

What are some ways that your group could better address either (a) Maslow's hierarchy of human needs or (b) Randy Pausch's "Tips for Working Successfully in a Group"?

Devise a specific proposal or request, and describe exactly how you will present it to your group.

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***Project Questions on Group Organization:***

How are decisions being made about who will do what?

How are technical decisions being made?

Are there any policies about how to contact the professor?

How are co-located team members included (during Covid)?

What are some ways that any of the above might be improved?

## Section 23.3 - Project Scheduling

Some of these notes are from material that is not in Sommerville (2015).

Recall that software engineering is the process of gaining and maintaining control over the products and processes of software development.

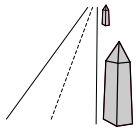
- “Intellectual control” ...
- “Managerial control” focuses on gaining and maintain control over software development resources (money, time, personnel).

This lecture focuses on control of the resources of time and personnel.

*Plans are nothing. Planning is everything.* (Attributed to President Eisenhower)

“Begin with the end in mind” . (Franklin Covey. 1989. The 7 Habits of Highly Effective People)

### Project Planning Terminology



**Milestones** are distinctly identifiable points in the project timeline, named after stones that appear along the side of a road.



**Deliverables** are well-defined physical or digital objects that are handed over from one stakeholder to another.

Every deliverable can be a milestone, but every milestone does not necessarily have a deliverable associated with it (such as simply starting a task).

The **critical path** is the sequence of activities in a project such that, if any of these activities is delayed, the entire project is delayed.

(Not "the longest sequence of dependent tasks" as in Sommerville, 2015.)

(Yes "the longest-in-duration sequence of dependent tasks".)

You should always be working on activities that are on the critical path.

In the PERT chart below: How many days to complete project? What happens if the steam shovel breaks you have to dig the moat by hand, for 50 days?

**Slippage** is the time a task (or project) is late compared to the original deadline.

Slippage delays the project if the tasks with slippage are on the critical path.

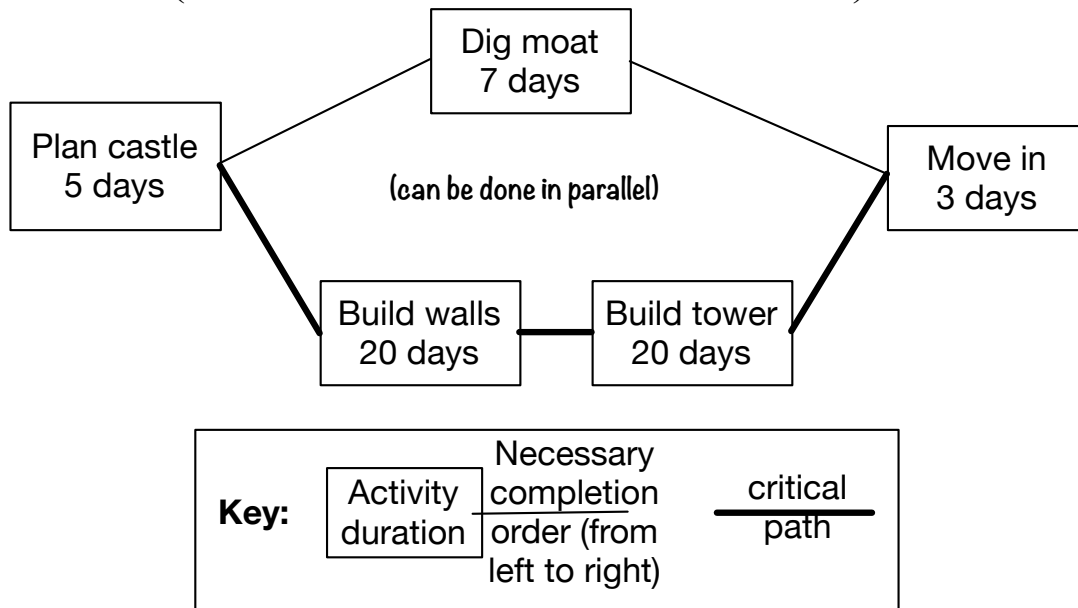
**Slack time** is the time that a task can be delayed without delaying the project.

## PERT Charts

Process Evaluation and Review Technique

(Developed during the 1950s Polaris missile program.)

The basic idea: Each activity gets a box. Lines indicate the necessary completion order (because of some kind of constraint).



**A PERT chart for building and moving in to a castle.**

Questions: How many days to complete the project? What happens if the steam shovel breaks you have to dig the moat by hand, for 50 days?

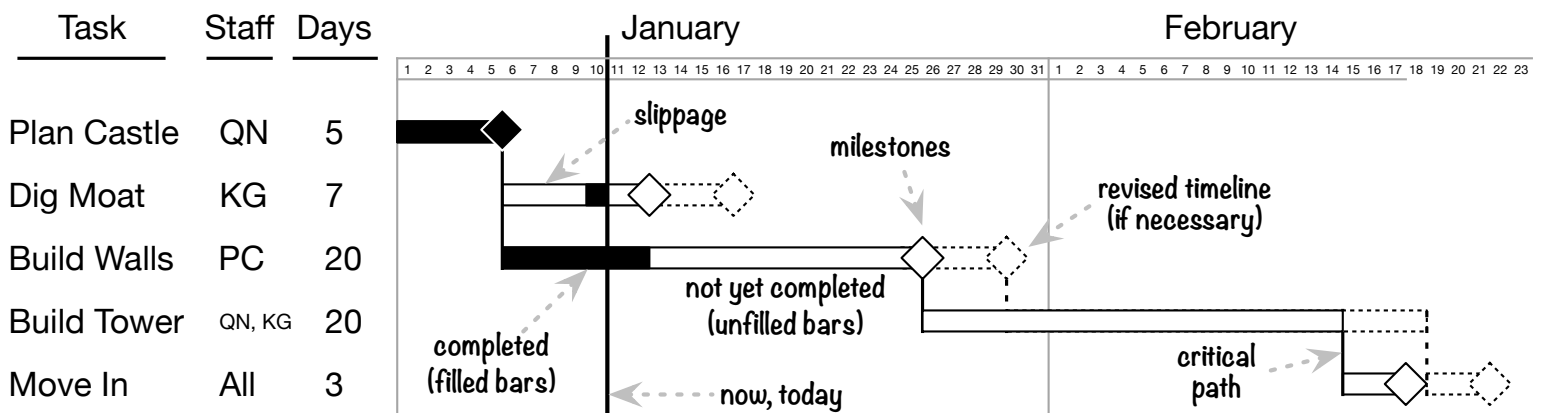
PERT charts emphasize the *critical path*.

## Gantt Charts (Timelines)

Named after Henry Gantt. (He developed them around 1910 to maximize the productivity of factory workers.)

The basic idea is as follows, though they can be drawn in many different ways. Time moves from left to right.

The time scale depends on the size of the project and the scope of the chart.



**A Gantt chart for building and moving in to a castle.**

The critical path can be drawn, but it is not as salient as it is in the PERT chart. Other columns can be added, such as start and end dates, resources needed, etc. A Gantt charts emphasize task duration, start/end dates, and task overlap. Both diagrams are very useful but can be tedious to keep up-to-date. Both both can be extremely useful for planning and communicating. They must be updated regularly. Save a dated copy every time you update.

I recommend using a simple spreadsheet or direct drawing editor, not a complicated task management software such as Asana. You want easy and direct editing on a single page. (I disagree with Sommerville, 2015, in this regard.)

	B	D	E	F	G
5		February			
6	Tasks and Milestones	5	6	7	8
8	Observe Users				
9	Analyze Current Systems				

The diagrams provide well-established conventions.

If you can communicate time and task needs, you can gain power and control.

(LTCB story: 1 week, 2 weeks, 3 weeks, 2 weeks.)

### ***Project Questions on Project Scheduling:***

Draw a Gantt chart to explain to a student in a different group (and then to the class) how your group is using its time. This can be explained at the level of the entire group, or at the level of each individual team member.

Propose two fundamentally different order of activities that could be done on this project. Each of the two should have real strengths. Start with a brainstorm of all of the activities that need to get done. Generate a different graphical view of each order of activities.

Each Gantt chart should include indications of the critical path.

# Chapter 5 (R&C 2002) - Interaction Design

Notes from Rosson & Carroll (2002) by A. Hornof in 2012, 2015.

## First Principles of Interaction Design:

- 1. You first need to understand what is the user's task.**
- 2. People function as if they were a computer.**
- 3. The goal in interaction design is to help people to build the mental computer programs that they need to use your program to do tasks.**

### **1. You first need to understand what is the user's task.**

The most useful user interfaces are designed with a good understanding of what is the user's task. The task is a specific piece of work that a user needs to do, with a clear goal state, and with steps needed to get to the goal.

For example:

1. Propose an alternative Congressional redistricting for Oregon.
  - 1a. Load the current districting into an open source GIS (geographic information system) program.

...

### **2. People function as if they were a computer.**

In effect, people have the following hardware:

Inputs; outputs; hard drives, RAM, and CPUs.

And the following software:

Data archives, RAM cache, data, computer programs.

The psychology terms for the hardware are, for the hardware:

sense organs; effectors; and brain

And for the software:

Long term and short term memory; declarative and procedural memory.

- 3. The goal in interaction design is to help people to build the mental computer programs that they need to use your program to do tasks.**

*Information* design focused on figuring out what task objects and actions to show, and how to represent them. The goal of *interaction* design is to specify the mechanisms for accessing and manipulating task information.

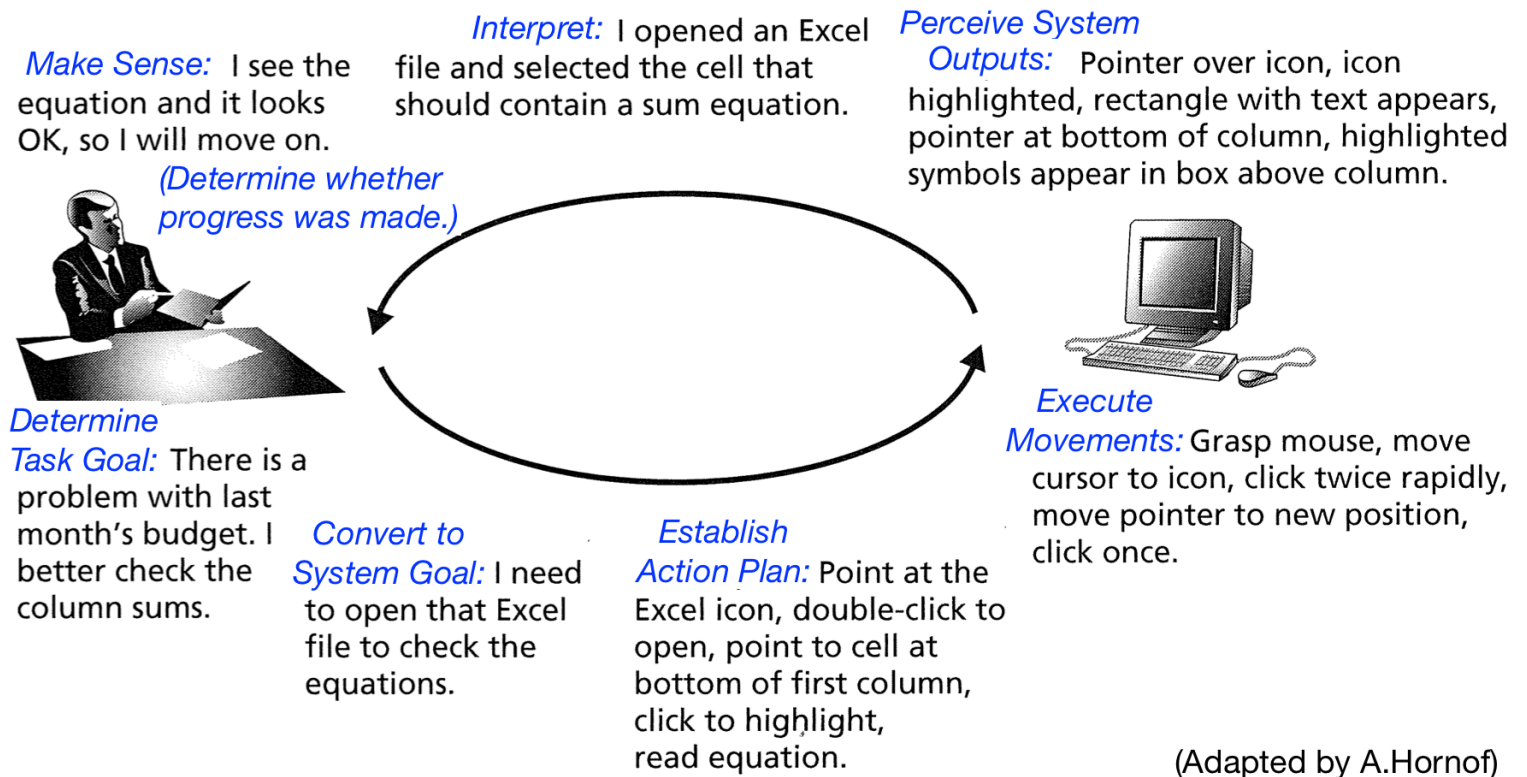
(Don Norman’s example of a wall of doors with identical handles.)

Interaction design tries to make sure that people can do the right things at the right time.

The interaction design that you build into a system will determine the activities that your users can engage in.

The human-computer interaction cycle: Establish a human goal, translate it into a system goal, develop an action plan, execute the plan, perceive the results of the execution, interpret the results, and decide whether the goal has been accomplished.

## The plan-execute-perceive cycle of human-computer interaction



**Figure 5.1** Stages of action in a budget problem: choosing, planning, and executing an action, and then perceiving, interpreting, and making sense of the computer’s response.



Interaction design relates to how easy it is for a user to (a) translate his or her goals into the procedures for using a system to accomplish those goals, (b) carry out those procedures, and (c) determine that he or she is making progress towards his or her goals.

(Example: Installing Keynote on iPad.)

## 5.1 Selecting a System Goal

People approach a computer with a human goal. They translate it into a **system goal** and determine and execute an appropriate **task strategy** to accomplish the human goal using the system.

An **affordance** refers to perceivable characteristics of an object that helps a person to know (not “that makes it obvious” as the book defines) what the object can do, and how it can be manipulated. It relates to “stimulus-response compatibility”, which is a measure of the speed and accuracy with which a person can learn, execute, and retain knowledge of the mappings between stimuli and responses. Such as, the mappings between four lights and four buttons.

When one of these lights turn on → ① ② ③ ④

Press the button it is mapped to → J K L ;

Stimulus-response compatible mappings: 1J 2K 3L 4;

Stimulus-response *incompatible* mappings: 1L 2J 3; 4K

The **gulf of execution** refers to the difficulty that people have in determining the physical actions needed to accomplish a task with an interface. The **gulf of evaluation** refers to the difficulty that people have in determining whether they are making progress towards those goals after executing an action. (Neither is the “psychological distance” of anything as the book states because there is no such measure.) These two “gulf of” terms are not actually used very often, but they are terms from an 1980s book popularizing human factors (Norman’s *POET* book). And the fundamental concepts are *very* important in UI design and analysis (but I prefer plain words).

**Direct manipulation** is thought to make computers easy to use by introducing graphical user interfaces (GUIs) rather than command-line interfaces because GUIs perhaps reduce the gulf of execution by making screen objects look and sort-of behave like things in the world. And because it makes it difficult for programmers to get away with assigning radically different functions to the same actions. Though they sometimes do, such as how dragging a file or a folder to the trash deletes it, but dragging a floppy disk to the trash ejects it.

Direct manipulation started with WIMP interfaces: Windows, Icons, Menus, Pointers. Touchscreen displays, such as with tablets and smartphones, take direct manipulation to a greater extreme. But all kinds of inconsistencies are introduced. For example, what is “clickable” still needs to be made very clear, and often is not. Direct manipulation is not a magical way to make interfaces easier to use. For example, on a touchscreen, there is no “right click” to see a number of potential commands for an object. And you cannot rest your finger on a button while deciding whether to press it, or touch type. And it introduces many, many modes.

**5.2 Planning an action sequence:** People develop and execute task strategies. When interacting with computers, these typically include perceptual and motor. They can also be purely cognitive. They can be planned ahead, prepared. So consistency matters a lot, because they permit a user to plan a few steps in advance based on how they expect the functionality to be accessed, and how the computer will behave. (Such as, when you encounter a couple fields that say “username” and “password,” to be able to type your username, tab, your password, and enter. This was not the case on DuckWeb a few years ago.)

<b>UO ID:</b>	<input type="text" value="..."/>
<b>PAC:</b>	<input type="text"/>

Action sequences, or cognitive strategies, are planned and executed on the micro level (tasks that last a few seconds, such as above) as well as the macro level (tasks that last minutes, such as connecting to a network and sending a print job to a printer).

The UI designer’s challenge is to support the user at every step in their action plan, and to make it clear to them what functionality is available so that the users can map that functionality to their tasks and goals. Such as, if a user wants to print double-sided, make it clear whether that functionality is available, and if it is how to access it.

Consistency is important. People can **chunk** interaction sequences such as typing in a username and password, copying and pasting, opening applications. To “chunk” is to join several interrelated pieces of data into a single piece of data. Such as how encoding LBT WCP ULO may require more than just three chunks, but other arrangements should take just three chunks. You can also chunk procedural knowledge, such as how scrolling down in a document should be consistent across all applications, and the same actions should always accomplish it (whether it be two fingers up—or down—on a trackpad, moving your hand to and rolling the scroll wheel on the mouse in a manner that can be prepared before your hand arrives.

A expert-user command sequence for....

Opening a program: Command-Space and the first few chars of the application name.

Googling something: Command-Space, “Fire”, Enter, Command-L Tab.

Turning off unwanted “help” in PyCharm: See “+Notes on Using PyCharm IDE.pages”

Action sequences—or task strategies—should be consistent across applications, and should not conflict. This permits the user to plan and prepare the execution of the strategy before initiating the task. When the system fails to support the prepared and executed action sequence, not only does the user have to diagnose, troubleshoot, and experiment to figure out how to do it; but all of the preparation for the initial execution is also wasted. And the interaction with the device becomes the primary task, not the human-centered goal that initiated the interaction. For example: You go to print or scan a document, and it doesn’t work.

**Mistakes:** An inappropriate intention is established and pursued. More common among novice users. Buying a copy of “Garage Band” because you want to start a band in your garage.

**Slip:** The correct goal is attempted, but a problem arises along the way. More common among experts. Example: The goal is to get cash from an ATM; you do it but you leave your ATM card. Can often be avoided by improving the interaction design, such as by giving back the card before the cash.

More examples on page 169, with design approaches to avoid the problems.

**Modes** should, in general, be avoided in UI design. Modes are restricted interaction states in which only certain actions are possible. Such as a “modal” dialog box that requires a response before you can do anything else with your computer; some reminders software work this way, such as to alert you of a scheduled event. A pop-up window on a web page asking you to take a survey is a modal dialog box within the context of that web page. Smartphones use modes extensively; it contribute to their reconfigurable flexibility, but it also requires lots and lots of extra button presses and swipes to switch from one mode to another.

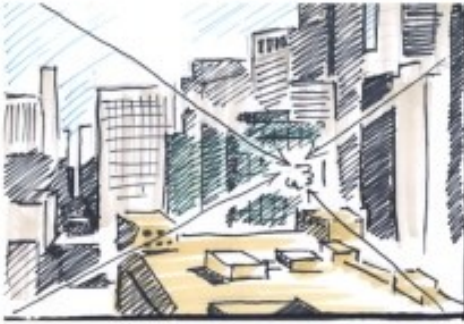
**Articulatory directness**—how directly a device maps to its input requirements—is interesting to think about in terms of touch-displays. Spreading two fingers is surely like stretching something, to zoom, but a four-finger versus a three-finger swipe does not seem to have articulatory directness with anything in particular.

### **Interpreting System Feedback**

Give the user feedback with regards to how they are progressing towards their goals, at multiple time scales, including responding to any input within 100 ms, just to show that the system received your command, but also on the time scale of seconds, showing progress towards the goal. (Unix does not give great feedback. Many direct manipulation interfaces do.)

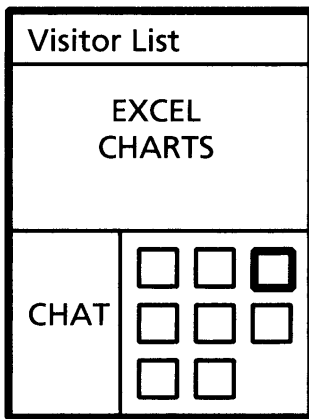
### **Storyboards**

A **storyboard** is an event-by-event description of a sequence of interactions between a user and a device. They are named after the comic-book-like sequences that are used to plan movie shots.

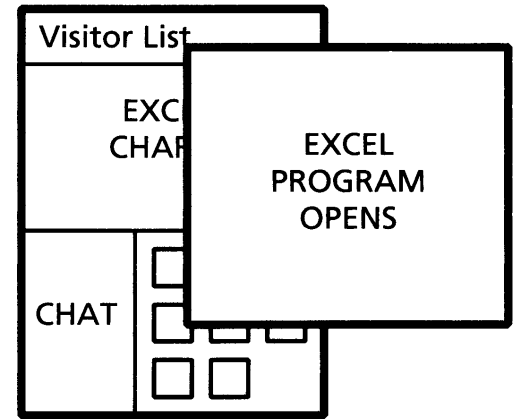


**A storyboard of the start of the bank robbery in *Batman - The Dark Knight* (2008)**

[http://s3images.coroflot.com/user\\_files/individual\\_files/152129\\_WOEkopMM6ezXqt52G9vrtE758.jpg](http://s3images.coroflot.com/user_files/individual_files/152129_WOEkopMM6ezXqt52G9vrtE758.jpg)



Delia double-clicks on the Excel miniature...



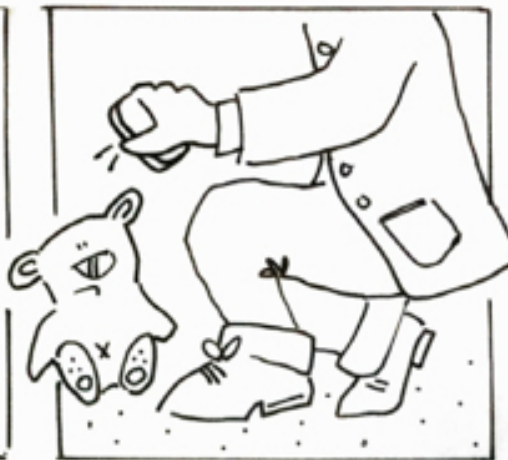
1. Alicia and Delia look at the Excel charts Sally has prepared.

2. The Excel application is launched on the data files Sally has provided; Delia works with Excel independently of the exhibit.

From Figure 5.7 in Rosson & Carroll



On a walk through the park, Marco stumbles across a teddy bear fallen on the side of the path.



Realizing it must be lost, he uses his mobile phone to photograph it where he found it, and takes the bear home.



Once home, Marco uploads the photo to iFound®. The MapIt! function uses the GPS from the photo to record where the bear was found.

**Part of a storyboard for an “iFound” app, which would interact with “iLost”.**

<http://web.mit.edu/2.744/www/Project/Assignments/userExperienceDesign/ifound.jpg>

Storyboards are not interfaces but they capture, in a static representation, the time-based element of the interface, which makes it easier to consider alternative designs side-by-side.

(Perhaps show the EyeMusic storyboards, annotating sound file, and the NIME promo video.)

How can you represent interaction sequences? Remember, a screenshot is not an interface. You must show how an interface evolves over time, such as with a storyboard. “Here is what the user sees. If they click here, then they see this....” The challenge is to represent a dynamic artifact.

**Action sequences can be studied, and improved, at different time scales, including the fractions of a second needed to move the mouse to click on a target, or press keystrokes.**

Fitts’ law predicts pointing time as a function of distance (d) and width (w). There is a logarithmic relationship between d/w and pointing time.  $MT = a + b \log(d/w) + 1$ . The main point is that tiny targets are very slow and difficult to click on, and the edges of the screen have certain advantages. But overall pointing-and-clicking is quite slow for time-pressured practiced tasks. You should learn keyboard shortcuts, even for responding to dialog boxes. (It is sort of foolish not to.) A good interface design should support keyboard shortcuts. One of the big differences between software for the masses like iPhoto and software for the pros such as Lightroom is that the pro versions support *lots* of keyboard shortcuts, such as to rate a photo *and* advance to the next photo with a single keystroke. (My friend Mark in NYC took my advice.)

# Chapter 7 (R&C 2002) - Usability Evaluation

## 7.1 - Usability Specification for Evaluation

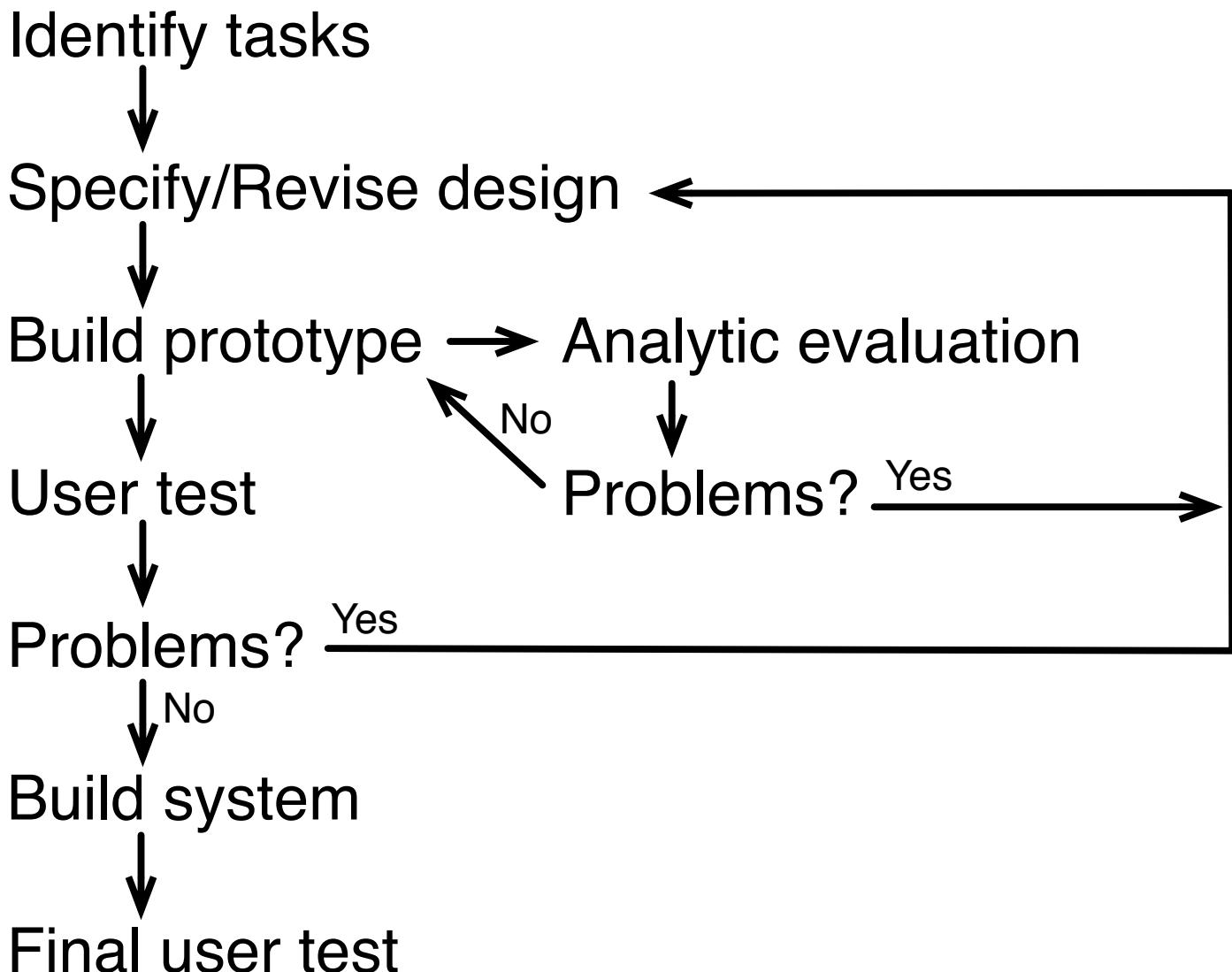
A **usability evaluation** is a study to determine the ease of use and ease of learning of a system. **Ease of use** is a measure of how well a system supports users accomplishing tasks.

**Formative Evaluation**  
takes place during the design process—how are we doing?

vs.

**Summative Evaluation**  
takes place after the design process—how did we do?

How usability evaluation fits into a software development process model:



## 7.3 - Analytical Methods

### **Analytic Evaluation**

vs.

### **Empirical Evaluation**

Studying or modeling the interface without users.

Observe real users doing real tasks.

Cheaper, faster, sometimes can help to show *what* is wrong.

Slow, expensive, does not always reveal *why* better or worse.

Follows the pattern of a psychological experiment.

Two examples of analytic evaluation techniques:

**The keystroke level model (KLM)** is an analytic usability evaluation technique in which you basically:

1. Count the number of keystrokes and mouse moves and clicks (or touchscreen presses and swipes) necessary to do a task with a particular UI or UI design.
2. Assign appropriate timings to each keystroke (0.28s) and mouse move and click (1.3s).
3. Add up the time required to do all of the actions.
4. Use that time as a basis for comparison to benchmarks, or comparison to alternative designs.

(See Card, Moran, and Newell, 1983, for more information on KLM.)



**Heuristic Evaluation** (Nielsen, from 1994 *Usability Inspection Methods*) is an analytic usability evaluation technique in which you make passes through the interface, inspecting for problems based on these heuristics, or guidelines:

- *Visibility of system status*: The system should always keep users informed about what is going on, through appropriate feedback within reasonable time.
- *Match between system and the real world*: The system should speak the users' language, with words, phrases, and concepts familiar to the user, rather than system-oriented terms. Follow real-world conventions, making information appear in a natural and logical order.
- *User control and freedom*: Users often choose system functions by mistake and will need a clearly marked “emergency exit” to leave the unwanted state without having to go through an extended dialogue. Support undo and redo.
- *Consistency and standards*: Users should not have to wonder whether different words, situations, or actions mean the same thing. Follow platform conventions.
- *Error prevention*: Even better than good error messages is a careful design which prevents a problem from occurring in the first place.
- *Recognition rather than recall*: Make objects, actions, and options visible. The user should not have to remember information from one part of the dialogue to another. Instructions for use of the system should be visible or easily retrievable whenever appropriate.
- *Flexibility and efficiency of use*: Accelerators—unseen by the novice user—may often speed up the interaction for the expert user to such an extent that the system can cater to both inexperienced and experienced users. Allow users to tailor frequent actions.
- *Aesthetic and minimalist design*: Dialogues should not contain information which is irrelevant or rarely needed. Every extra unit of information in a dialogue competes with the relevant units of information and diminishes their relative visibility.
- *Help users recognize, diagnose, and recover from errors*: Error messages should be expressed in plain language (no codes), precisely indicate the problem, and constructively suggest a solution.
- *Help and documentation*: Even though it is better if the system can be used without documentation, it may be necessary to provide help and documentation. Any such information should be easy to search, focused on the user's task, list concrete steps to be carried out, and not be too large.

## 7.3 - Empirical Methods

This section in the textbook provides a very accurate and relevant discussion of how to conduct a usability study. This is perhaps the most important section in the textbook for you to learn. All of the terms that are in bold in this section are very important terms.

(The Appendix on "Inferential Statistics" is also very good, on p.363.)

“The gold standard for usability evaluation is empirical data.”

**Empirical:** Based on observation (not theory or conjecture).

You are looking to establish a cause-and-effect relationship between characteristics of the system and ease of use. You want to claim that your interface causes a task to be easy to perform for a population.

### **Validity**

You want your experiment to have good “validity”.

Validity refers to the best available approximation to the truth of propositions.

External validity is the extent to which the experiment measures and shows something that is true about the world.

Internal validity is the extent to which the experiment truly measures what it tries to measure; that is, within the context of this particular experiment.

Is this really the kind of person who will use our system?

Is the prototype missing any important features?

How much of what I see is specific to this user?

Will people be more distracted in their offices?



Will our actual users do tasks like these?

**Test participant working on a task in a usability lab**

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**Figure 7.3** Validity concerns that arise in usability testing done in a laboratory.

## Example script for a usability study

Roles: Test monitor, technicians, users or “participants”.

Recruitment criteria (for this example):

1. Users who have never used an iPad, iPhone, or iPod touch.
2. Users who have used the iPhone (or iPod touch) calendar (at least once a day for at least a year? month? And who find it relatively easy to use). And who love their iPhone?

Purpose of observation: I am trying to learn how people might use the iPod Touch (or iPhone) to enter an appointment in a calendar.

This study should take about five to ten minutes. Feel free to quit any time.

I would like to ask you to think-aloud while you do the task. By this I mean to say what comes to your mind as you are working. To help you do this, I am going to ask the two of you to work together and to agree on every action that you take, and to make sure that both of you understand what is happening all the time. (The think-aloud protocol can be facilitated by two users doing “co-discovery.”)

Your first task is to create an appointment this Saturday from noon to 4PM to grade papers.

Your second task is create an appointment on June 13 to attend commencement.

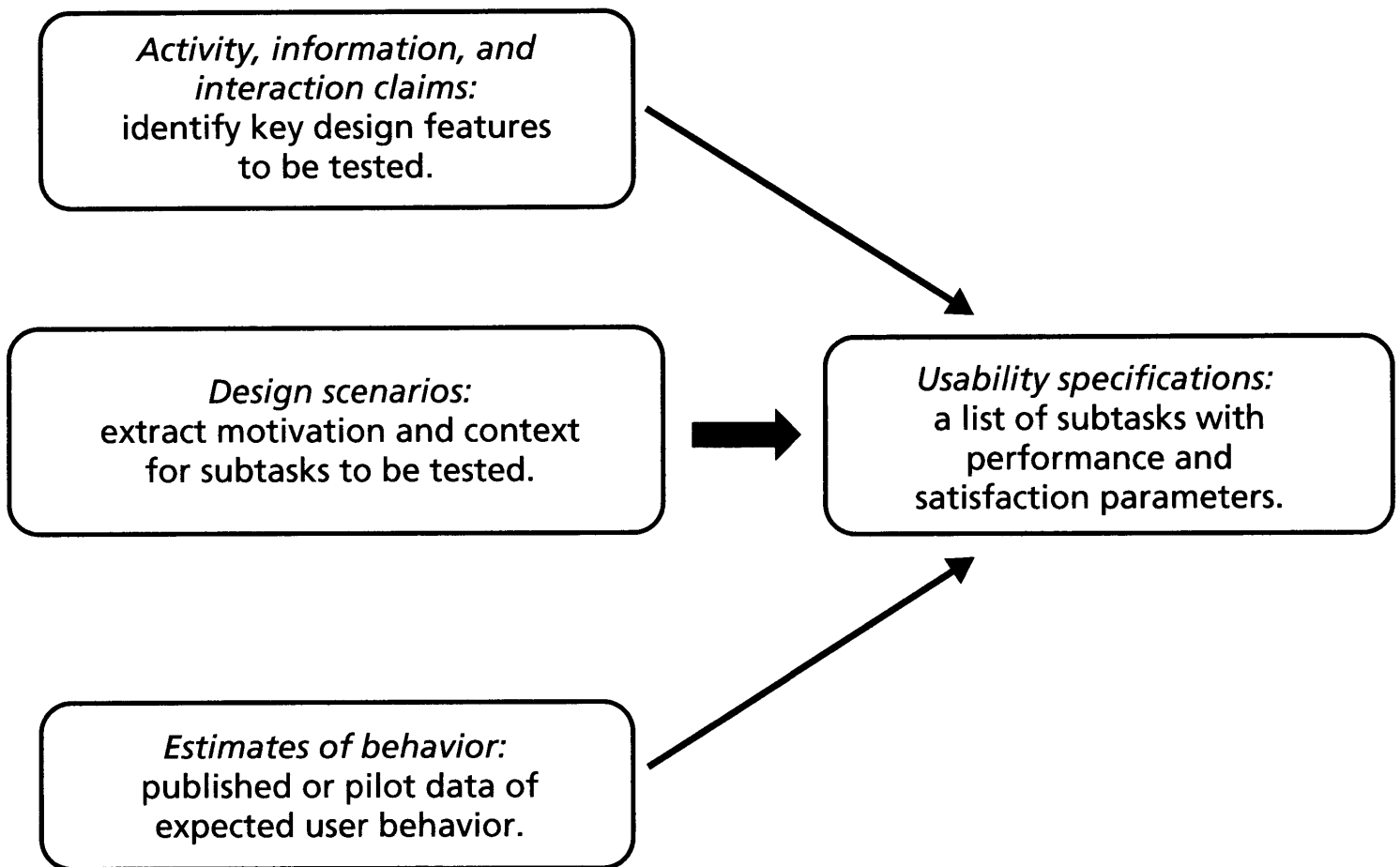
Debriefing questions:

1. What did you think?
2. How did you do the tasks?
3. How did you figure out how the calendar worked?
4. Did the system respond as you expected? Always?
5. Was there anything about the task that seemed particularly easy or difficult?
6. What were some of the feelings that you had as you did the task?
7. Do you think the calendar is easy or difficult to use?
8. Is there anything else that you would like to share about this?
9. Those are all of my questions. The study was designed for the hypothesis below. Do you have any questions for me?

My hypothesis is that the iPhone calendar interface causes difficulty in recording appointments. (I have told you before that this is an unnecessarily difficult task.) I will operational my hypotheses to be:

H1: In order to enter an appointment, a novice user will require at least twenty screen touches (in which a swipe will count as two screen touches) in addition to the appointment's text string.

H2: In order to enter an appointment, even an expert user will require at least twenty screen touches (in which a swipe will count as two screen touches) in addition to the appointment's text string. And at least one error will occur for every appointment entered, in which an "error" is any undesired system response that requires the user to make an extra movement.



**Figure 7.4** Developing usability specifications for formative evaluation.

## **Important Topics in Empirical Methods**

Think-aloud protocol - prompting a user to verbalize what they are doing as they proceed.

Co-discovery - having two users work together and agree on each step aloud.

Controlled experiments versus field studies.

Independent variable - characteristic that is manipulated to create different experimental conditions.

Dependent variable - an experimental outcome.

Hypotheses - predictions of causal relationships between dependent and independent variables.

Experimental design - the details of how a cause-and-effect relationship is explored between independent and dependent variables.

Within-subject - all participants see all conditions.

Between-subject - different groups see different conditions.

Random assignment to remove order effects.

A major goal in experimental design is remove alternative explanations as to why the dependent variables changed when you changed the independent variables.

Informed consent - confidentiality, can quit any time without penalty. This is to protect participants.

The VSF examples are very good. The assistance policy, for example.