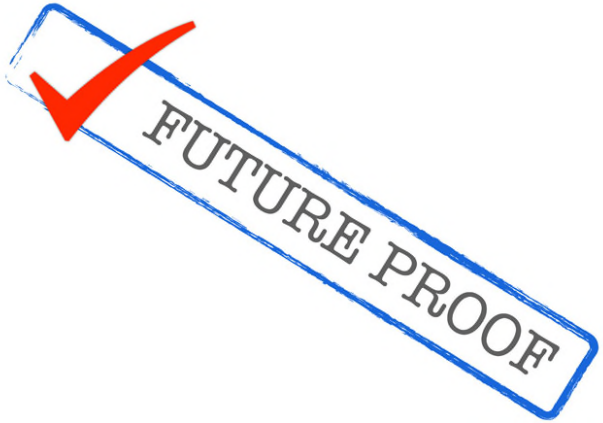


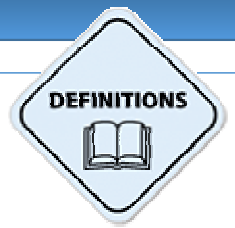
Future-Proof Software-Systems (FPSS)

Part 3D: Special Topics (2)

Lecture WS 2017/18: Prof. Dr. Frank J. Furrer

Version 1.0

Agile Manifesto and Future-Proof Software-Systems ?



Agile Method:

An agile method is a software development method that is people-focused, communications-oriented, flexible, speedy, lean, responsive, and learning.

Qumer & Sellers, 2007

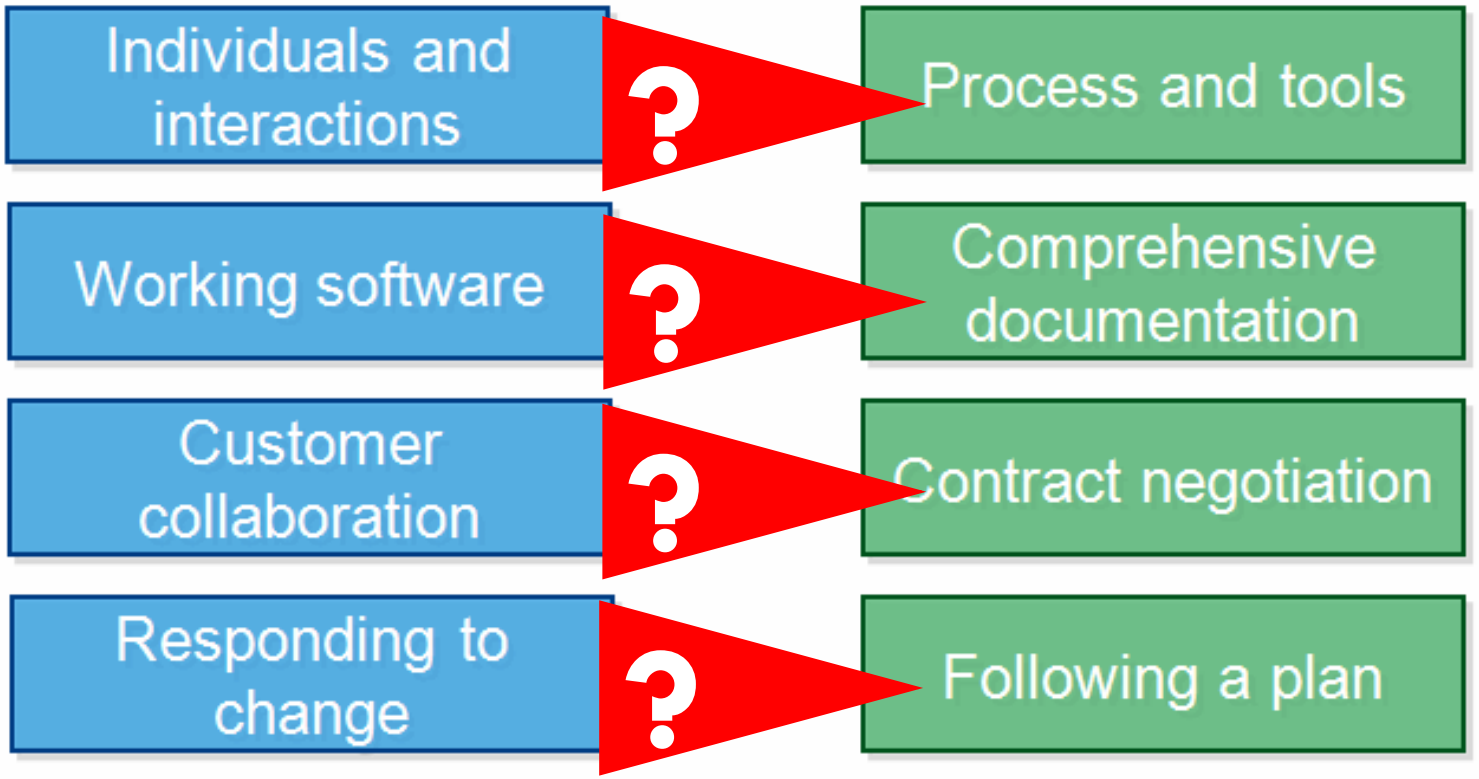
In 2001, a group of 17 programming gurus got together and developed the "**Agile Manifesto**"

Agile Methods ⇔ Future-Proof Software-Systems ??

1 Agile methods are the pathway to efficient and effective software production

2 Agile methods are an excuse to avoid serious software engineering work

The Agile Manifesto – a statement of values

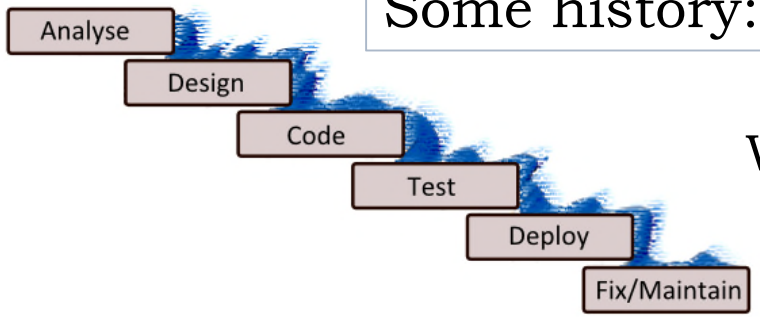


What followed ?

Agilists ⟷ Traditionalists

http://www.trucker.de

Some history: 1980 … 2000:

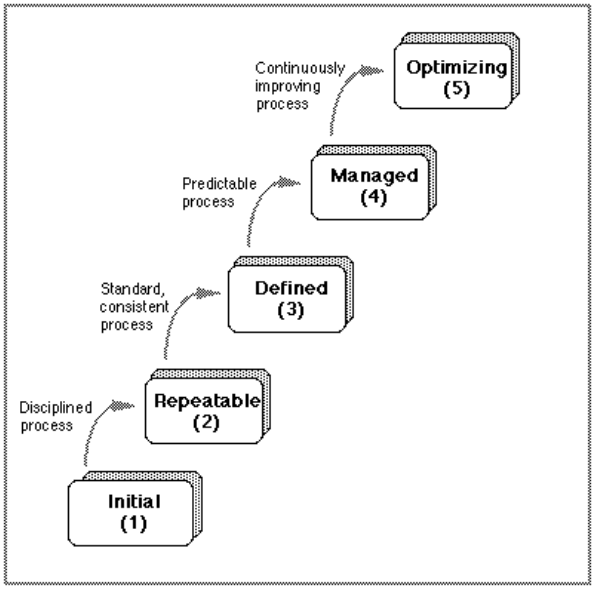


https://french.kwiziq.com

Waterfall development process

Capability Maturity Model Integration

http://www.signavio.com



http://people.cs.ksu.edu

… The software engineering process became seriously overloaded and slow

Consequence:

http://yinyangmother.com

… (very) heavy & slow development processes

http://img-aws.ehowcdn.com

… Frustrated users and customers

http://portfolio.goldlilys-media.com

«We need something radically new»: Agile Methods

https://s-media-cache-ak0.pinimg.com

… soon, new ***lightweight*** SW development processes came up:

Scrum

XP (Extreme Programming)

AUP, or Agile Unified Process

RAD (Rapid Application Development)

http://www.hydromaxx40coupon.com

Agile! ≠ Changeability

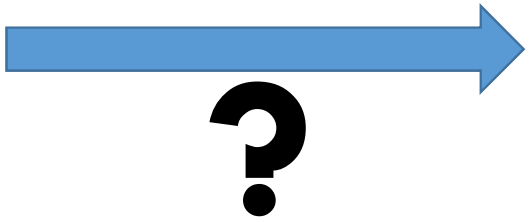
Set of development **methodologies** to shorten the SW-development cycle

Measurable **property** of a software-system to respond to new requirements:

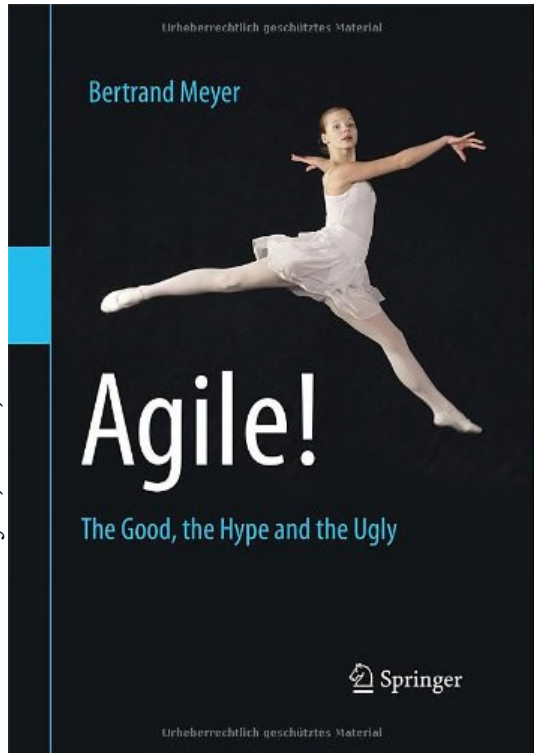
- In adequate time (TtM)
- With reasonable cost (DevC)

Agilists ? Traditionalists

Agile! Methods



Future-Proof Software



Bertrand Meyer, 2014, ISBN 978-3-319-05154-3

Agile texts defy a simple judgment:

- you may find in one paragraph a *brilliant insight*,
- in the next paragraph a *harmless platitude*,
- and in the one after some *freakish advice* guaranteed to damage your software process and products

What is the situation today ?

Agilists ⟷ **Traditionalists**

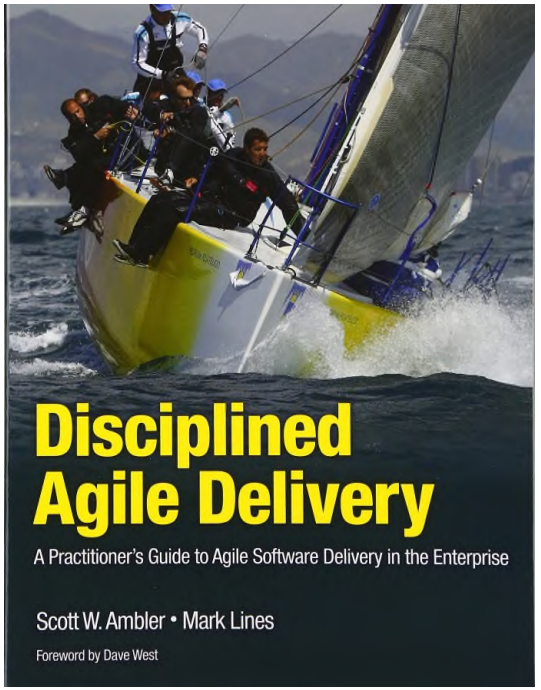
http://i.huffpost.com

Mohammed Seyam

Agile Methodologies in Information Systems Development

How to be Agile, without losing the disciplines of being Traditional

LAMBERT Academic Publishing



There is still serious ***mistrust***

… but even enterprise architects are now learning from agilists

Agile Methods:

Effect on Future-Proof Software:

https://thumbs.dreamstime.com

Conclusions:

1. The agile canon ***misses*** the foundation of future-proof software (e.g. requirements gathering, formal modeling, **architecture** development & maintenance, system optimization)

2. Agile methods bring benefits to the work of small programming teams (< 25)

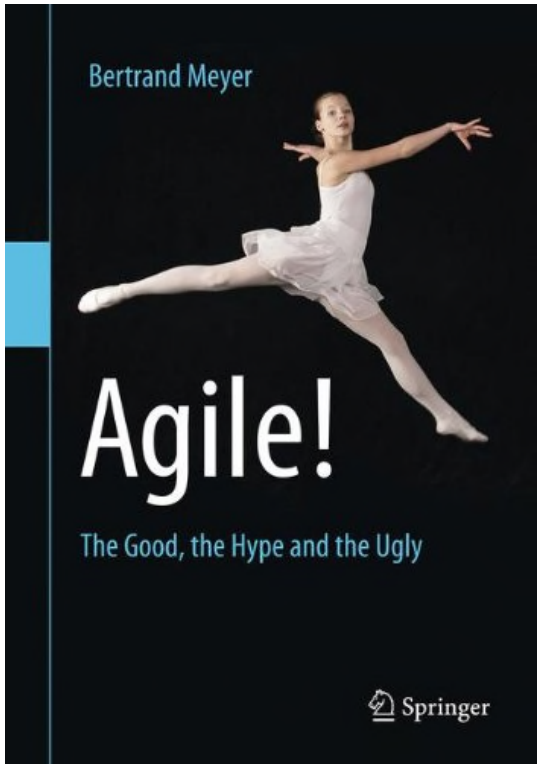
3. Some agile ideas are useful in improving processes also for very large information systems («Disciplined Agile Delivery»

Recommendations

Architecture Recommendations for Agile Methods

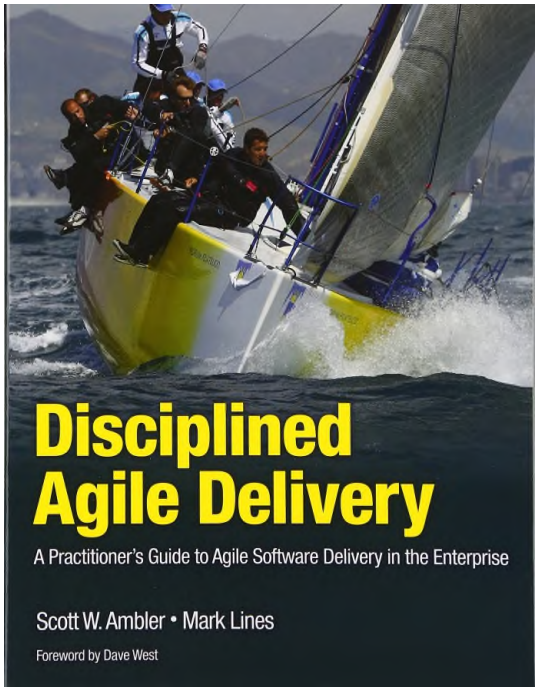
1. **Never** compromise the foundation of future-proof software-systems, i.e. architecture, models etc. for the sake of «agile»
2. Assure in the development process that – despite agile methods – no technical debt is accumulated
3. Compensate architecture erosion/divergence as soon as possible

Textbook



Bertrand Meyer:
Agile! – The Good, the Hype and the Ugly
Springer-Verlag, Germany, 2014. ISBN 978-3-3190-51543

Textbook



Mark W. Lines, Scott Ambler:
Disciplined Agile Delivery – *A Practitioner's Guide to Agile Software Delivery in the Enterprise*
Prentice Hall Inc. (IBM Press), USA, 2012. ISBN 978-0-132-81013-5

Domain Software Engineering

https://cimx.wordpress.com

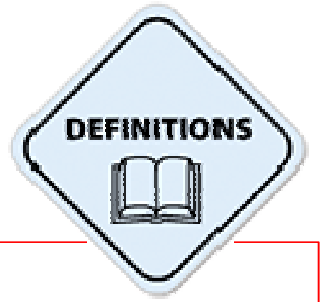
«Software design is a constant battle with **complexity**»

Eric Evans, 2015

If we don't manage it well
⇒ Divergence

https://i0.wp.com

http://www.sutherlandweston.com

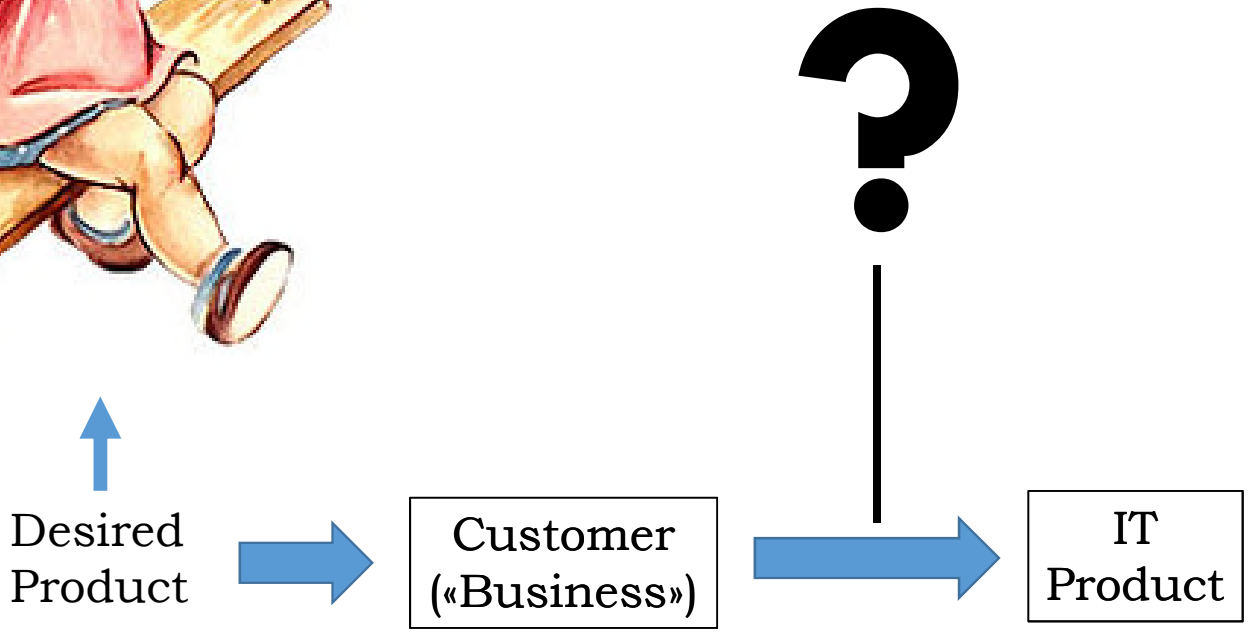


Divergence =

Mismatch between *Business Needs* and *IT-Implementation*

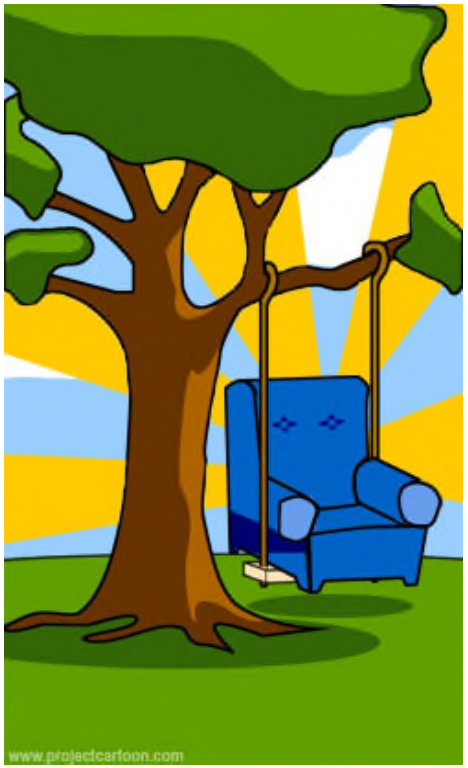
Example: Swing

http://de.clipartlogo.com

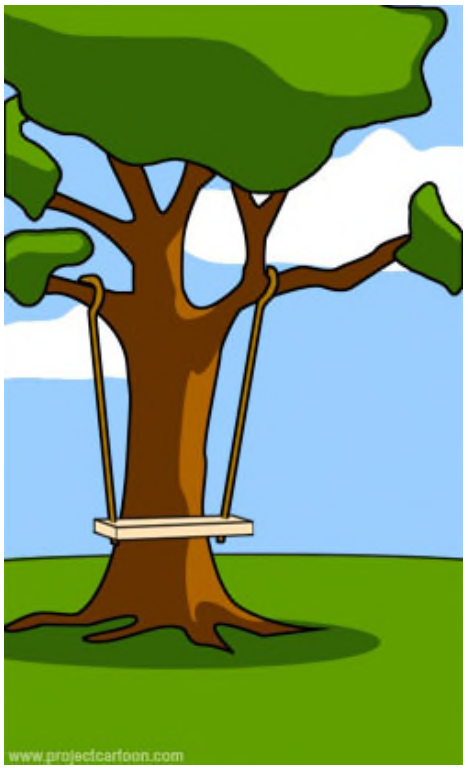


Requirements → Specifications

How the customer explained it



How the business consultant described it

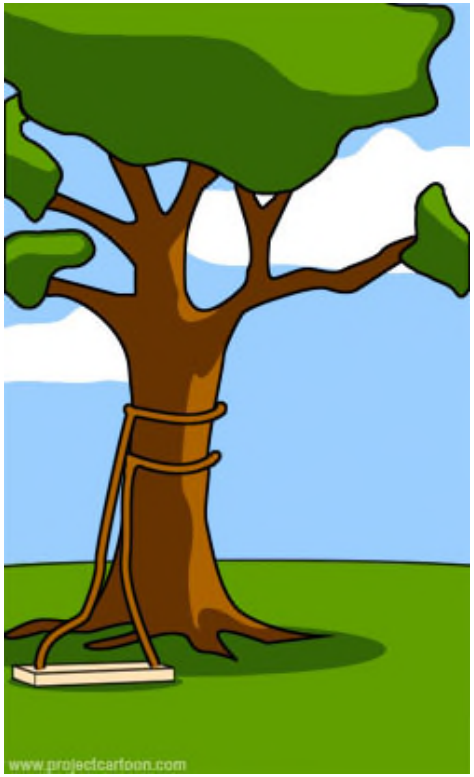


How the project leader understood it

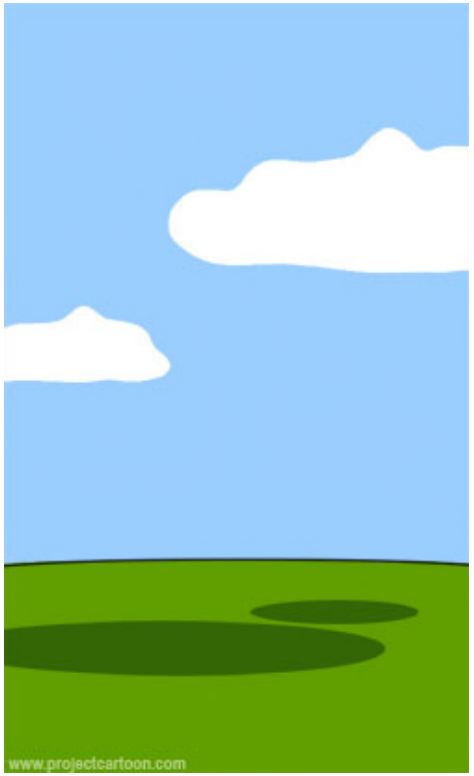
http://projectcartoon.com/create/

Implementation

How the analyst designed it



How the programmers implemented it



How the project was documented

http://projectcartoon.com/create/

Deployment → Operation

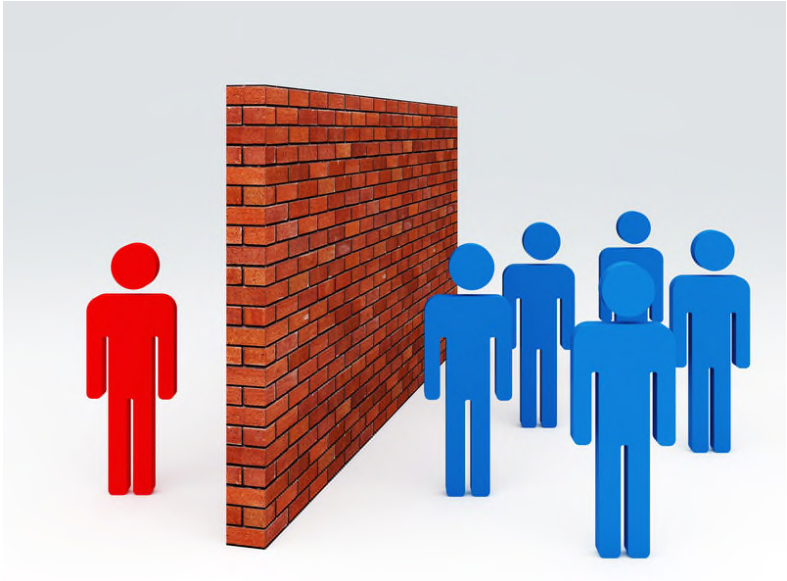
http://projectcartoon.com/create/

When the project was delivered

What the customer really wanted

What is the reason?

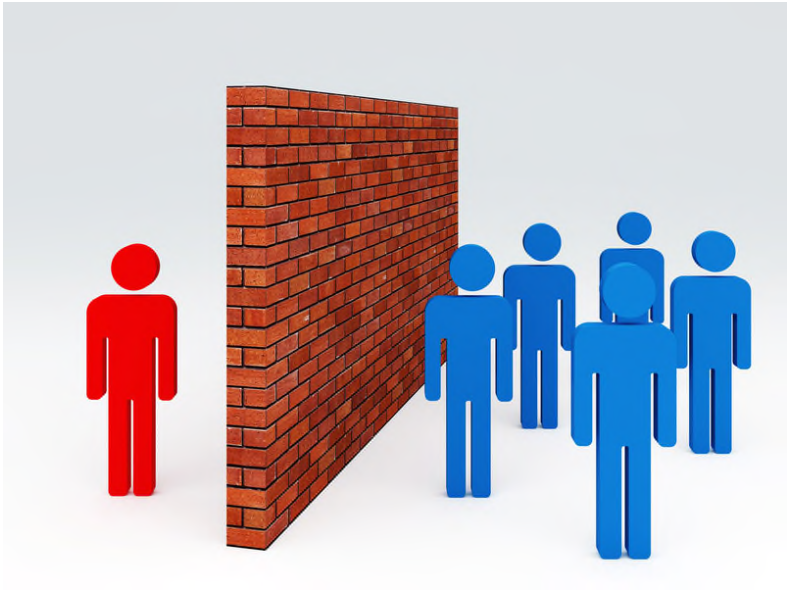
Failed Communications!



http://mayrsom.com

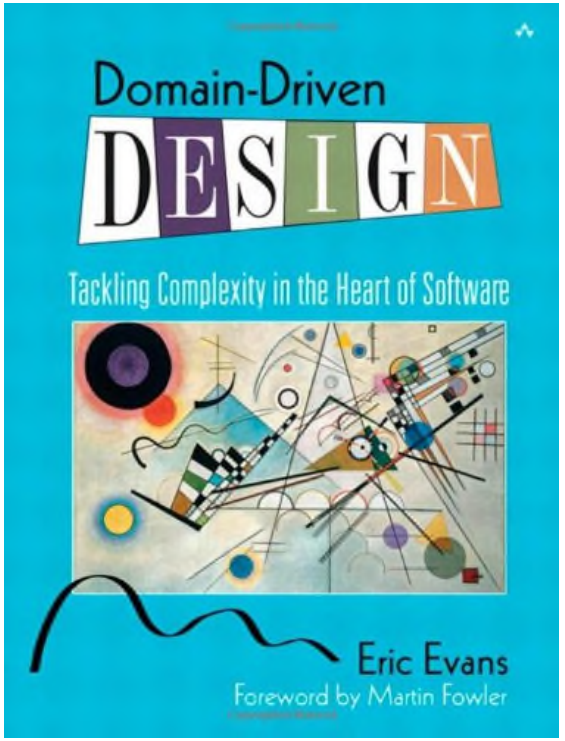
- Different *vocabulary* between business and IT
- Lots of *implicit* knowledge and assumptions
- No common *model*

Failed Communications!



http://mavrsom.com

Eric Evans, 2003



How can we significantly ***improve*** the communications between business and IT ?

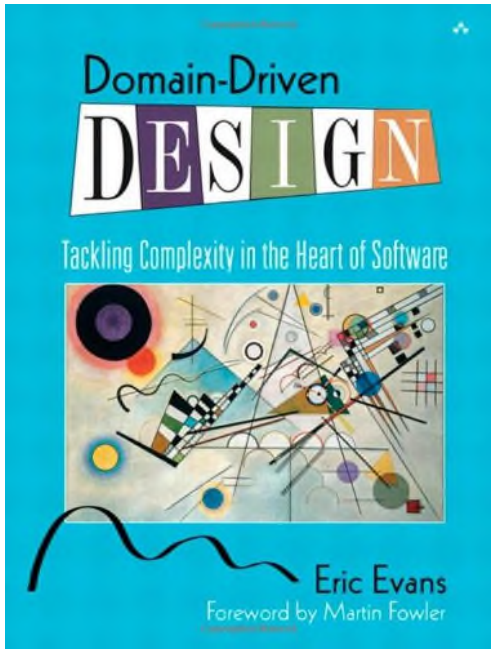
⇒ **Domain Software Engineering**

Domain-Driven Design [DDD]
Domain Engineering [DE]
Domain-Specific Languages [DSL]
Domain Language Engineering [DLE]
Domain-Specific Modeling [DSM]

Domain Software Engineering [DSE]

The start:

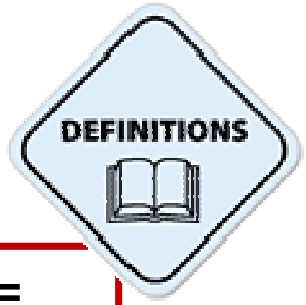
Seminal Work 2003



Excellent Summary:

Abel Avram, Floyd Marinescu:
Domain-Driven Design - Quickly
C4Media Inc., USA, 2006.
ISBN 978-1-4116-0925-9
Download:
http://www.infoq.com/minibooks/domain-driven-design-quickly
[last accessed: 2.12.2015]

http://blogs.msdn.com



Domain Software Engineering [DSE] =

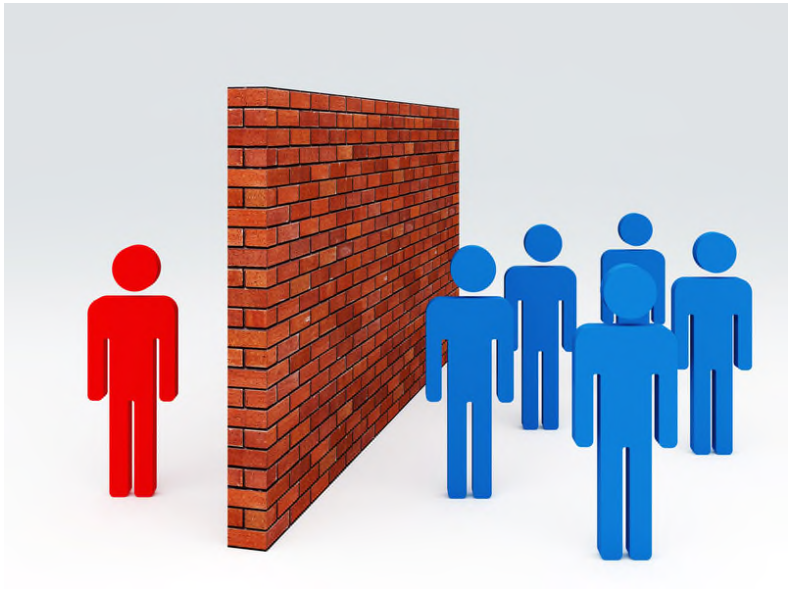
an architectural ***methodology***

for evolving a *software* system

that closely aligns to *business* domains

Important note:

All architecture principles remain strictly valid in DSE



http://mayrsom.com

Why does communications between business and IT increase the complexity ?

Because it needs a ***translation*** between the «business world» and the «IT world»

Error-prone
Time-consuming
Annoying

Essential complexity

… is the *inherent* complexity of the system to be built.

Essential complexity for a given problem *cannot* be reduced.

It can only be lessened by *simplifying* the requirements for the system extension.

Manage essential complexity

Accidental Complexity

… is *introduced* by our development activities or by constraints from our environment.

This is unnecessary and can be *reduced* or eliminated.

⇒ Development methodology!

Combat accidental complexity

http://www.experto.de

http://year7historygr.edublogs.org

Domain Logic Complexity

Legacy code base complexity

deliberate

accidental

Software Complexity

blurred lines

Complexity form technical solution

https://cimx.wordpress.com

© Toni Esteves

Frustration !

Divergence =

Mismatch between:

Business Needs ⇔ IT-Implementation

Essential Complexity

DSE

Accidental Complexity

http://clipartzebraz.com

Misunderstandings

Lack of Precision

Semantic Differences

https://cimx.wordpress.com

Customer/Business Needs

IT Implementation

DSE

Customer/Business Needs

IT Implementation

Which are the key elements of DSE (Domain Software Engineering?)

1. Understanding the Business/Application Domain in terms of the business
   (⇒ Domain Model)
2. Use of an ubiquitous language — Universale Ausdrucksform
   (Business ⇔ IT alignment)
3. Software: Implementation of Business Domain concepts
   (Concepts ⇒ Business objects ⇒ Programm objects)

http://blogs.msdn.com

Domain Software Engineering (DSE)

DSE Concepts

- Business/Application Domain
- Bounded Context
- Domain Model
- Anticorruption Layer

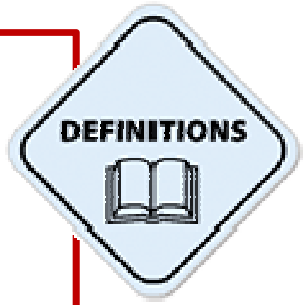
Business/Application Domain =

A Domain is a Sphere of Knowledge, Influence or Activity.

A Domain lives within a Bounded Context.

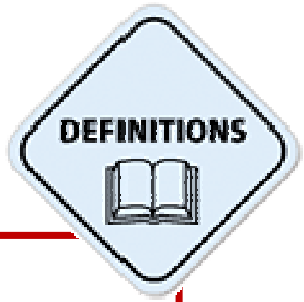
A Domain represents a well-defined Part of the Real World.

A Domain encapsulates a Domain Model.



www.thinkddd.com

http://blogs.msdn.com



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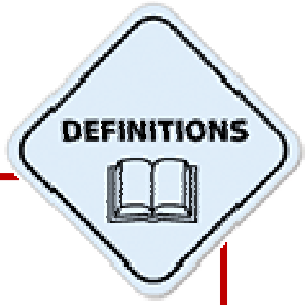
www.thinkddd.com

https://thoughtsfromthisflower.wordpress.com



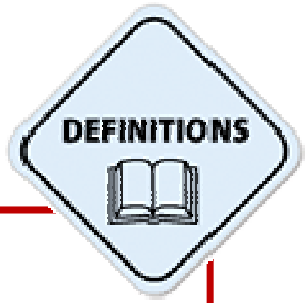
Bounded Context =

The Bounded Context is the Boundary of a Model.

When you have multiple Models you should define Bounded Contexts.

To map between Bounded Contexts you use a Context Map.

http://cliparts.co/meeting-pictures



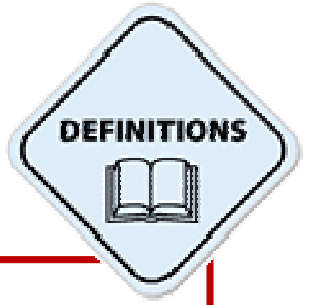
Domain Model =

A Domain Model is a representation of the Entities, Relationships and their Properties in your Domain

The Domain Model should be recognizable and understandable by the business and IT

The domain model has sufficient essential details

www.thinkddd.com



Anticorruption Layer =

An Anti-Corruption Layer is a method to isolate two domains or systems, allowing systems to be integrated without knowledge of each other

An Anti-Corruption Layer presents a Facade to both systems, defined in terms of their specific models

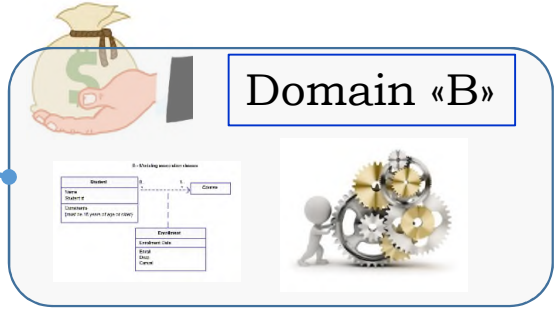
Anti-Corruption Layers maintain the integrity of differing systems and models

www.thinkddd.com

DSE Definitions: **Summary**

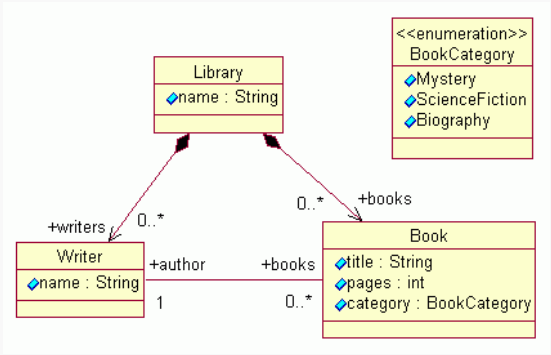
http://clipartzebraz.com

Bounded Contex «B»



Bounded Contex «A»

Business/Application Domain «A»



Domain Model «A»

IT Implementation «A»

Transformation

Anticorruption Layer

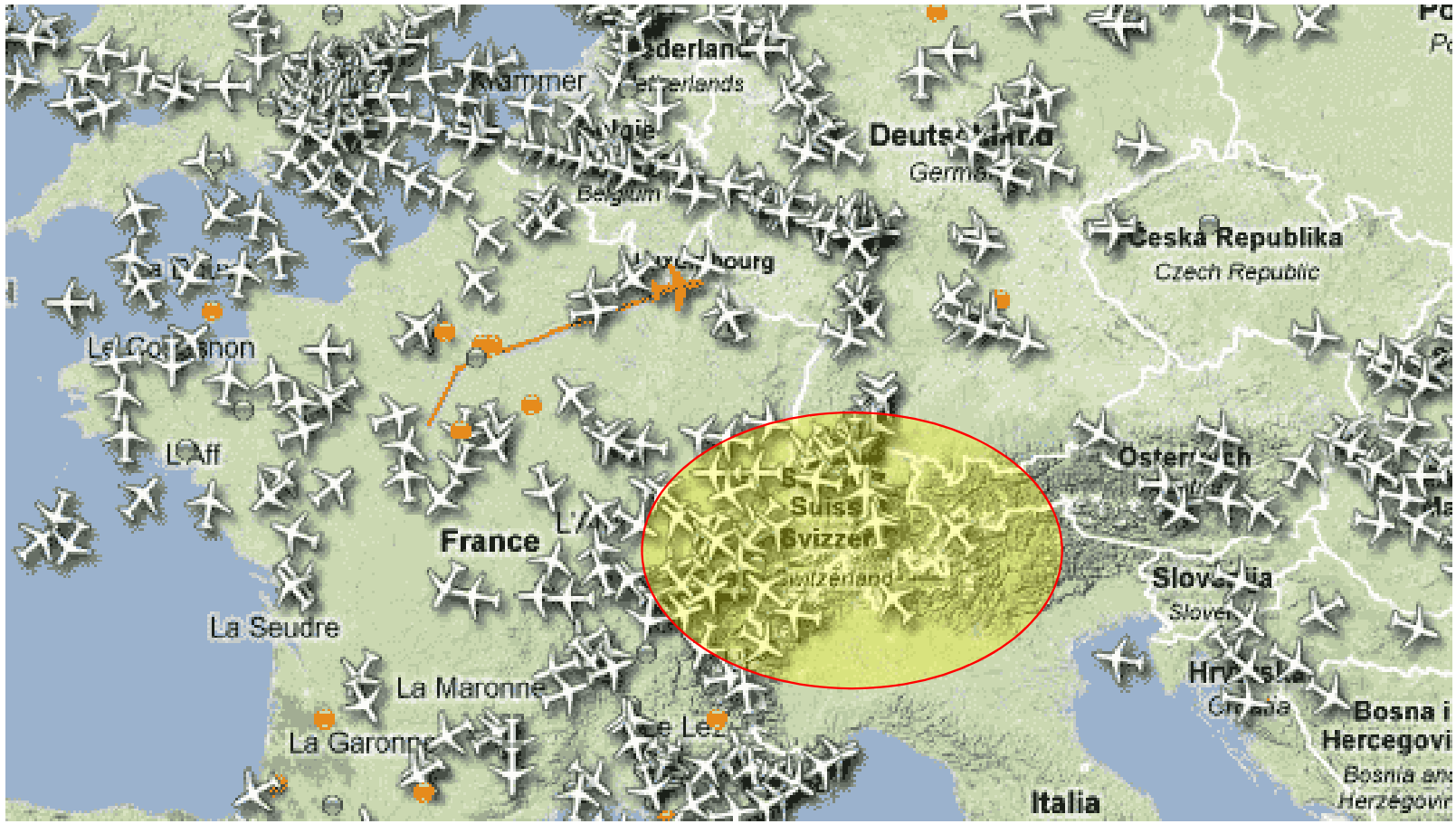
Example: Business/Application Domain

http://www.skyguide.ch

Domain = Flight Monitoring

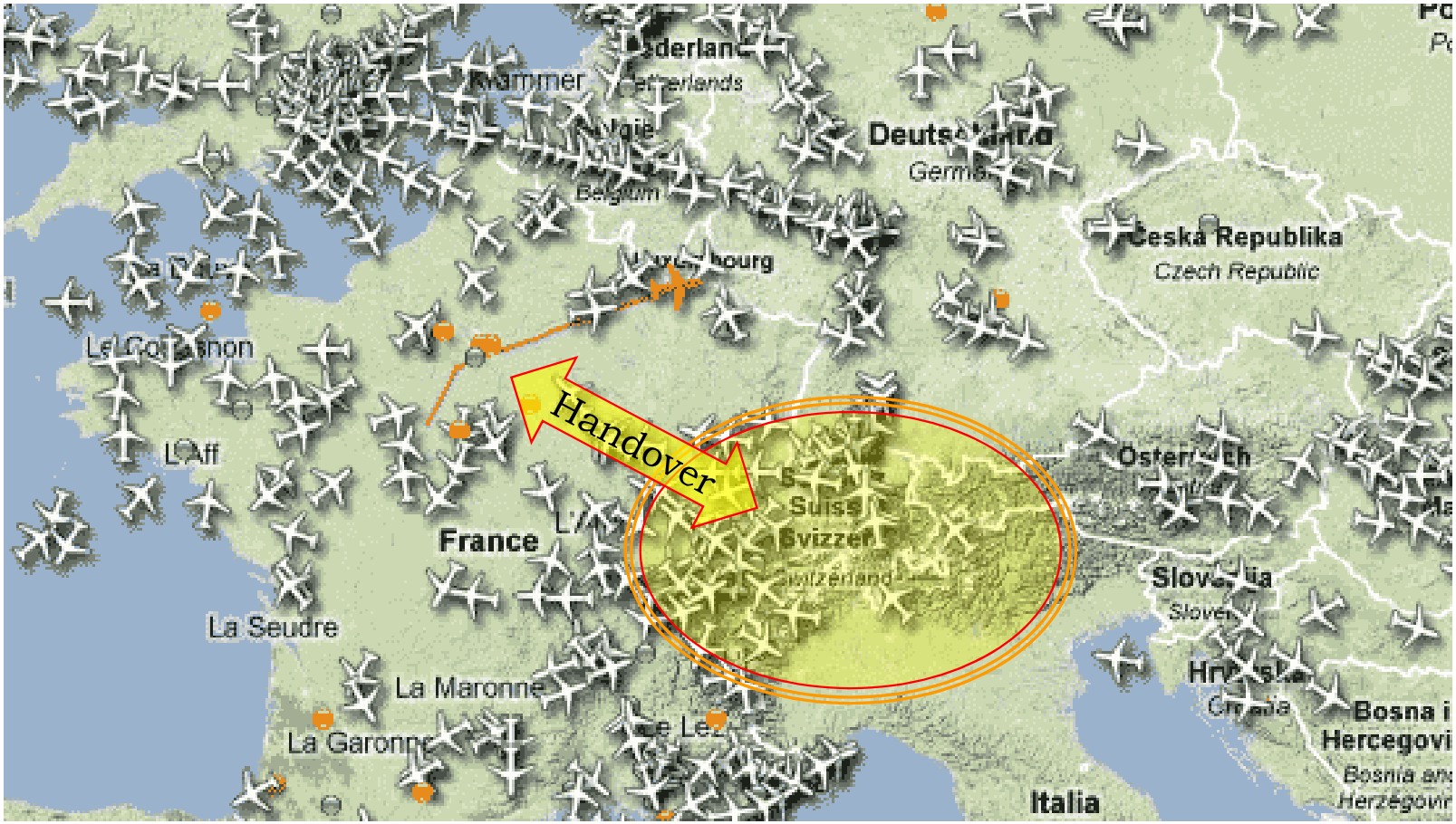
Context:
Thousands of planes are in the air all over the planet. The flight monitoring systems track every flight and avoid mid-air collisions

Example: Bounded Context ⇔ SKYGUIDE Switzerland



Boundary = Contractual Responsibility within the European System

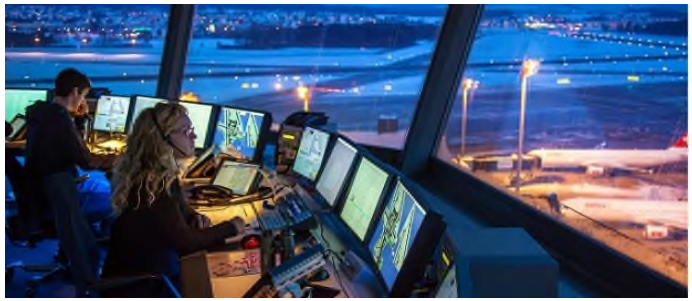
Example: Bounded Context



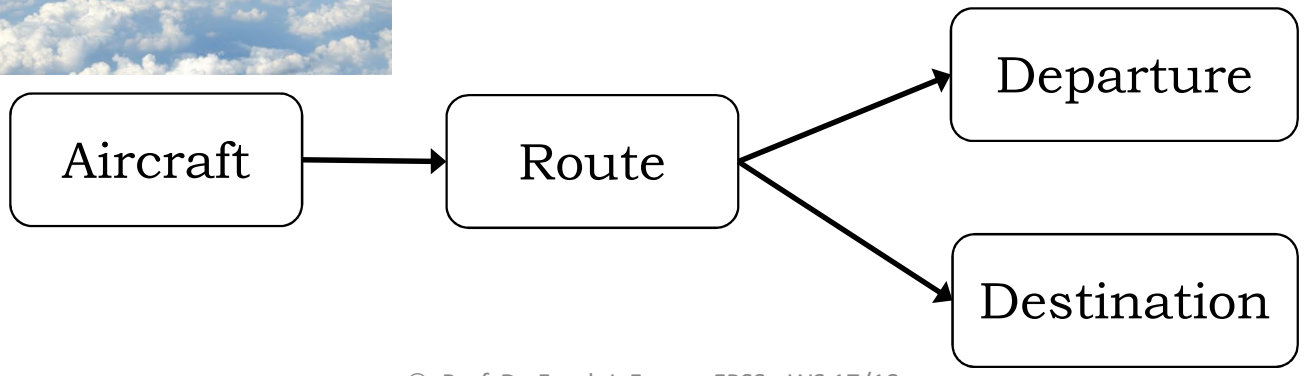
https://www.flightradar24.com

Anticorruption Layer = X-Compatibility Layer

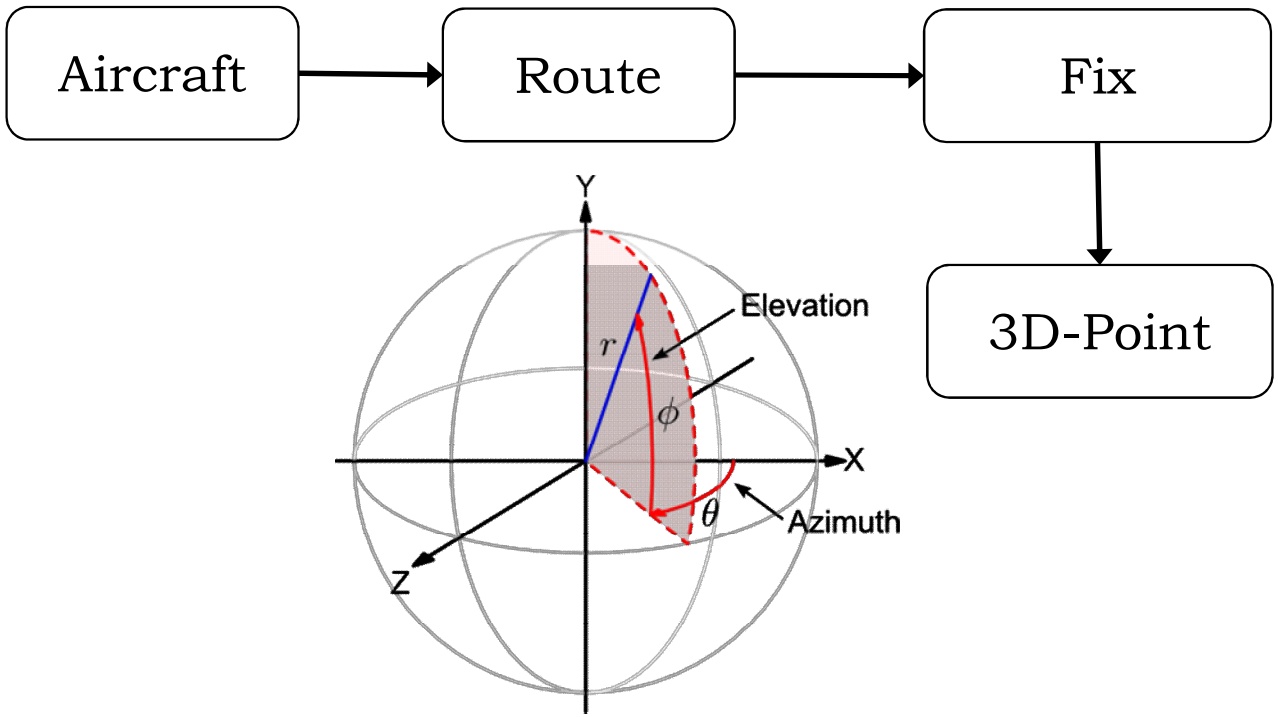
Example:
Flight Monitoring **Domain Model**



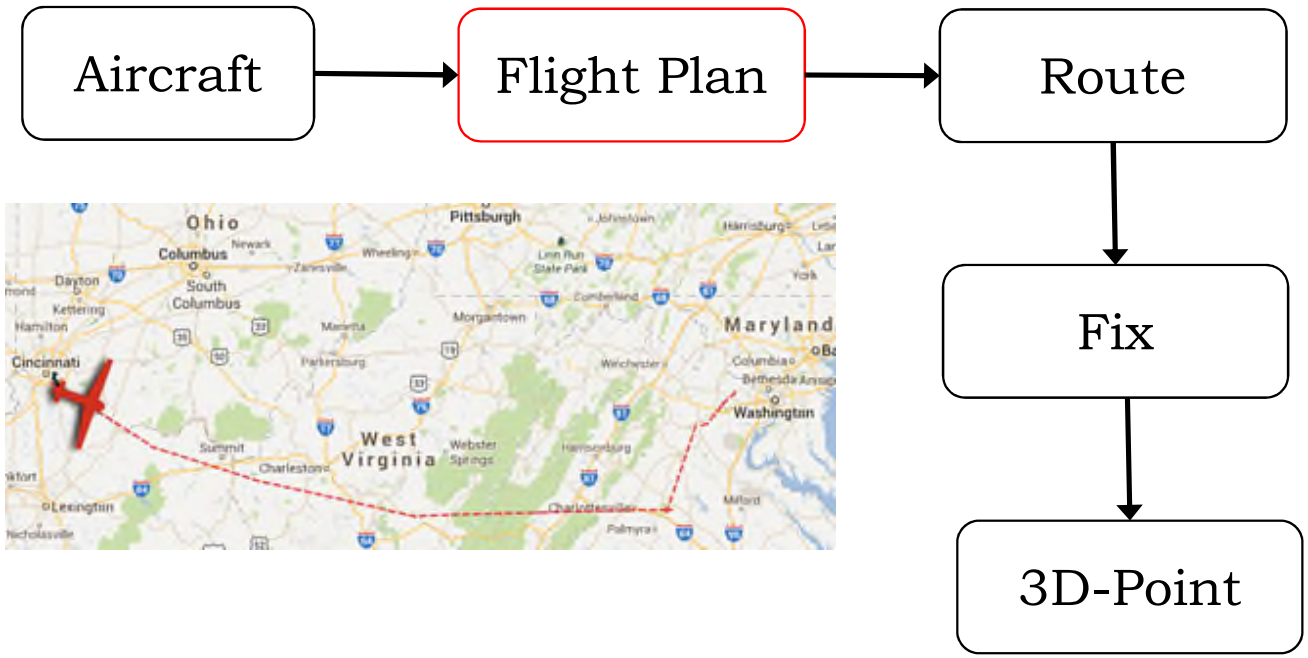
… Development of the Domain Model
⇒ Search & Definition of **Key Concepts**



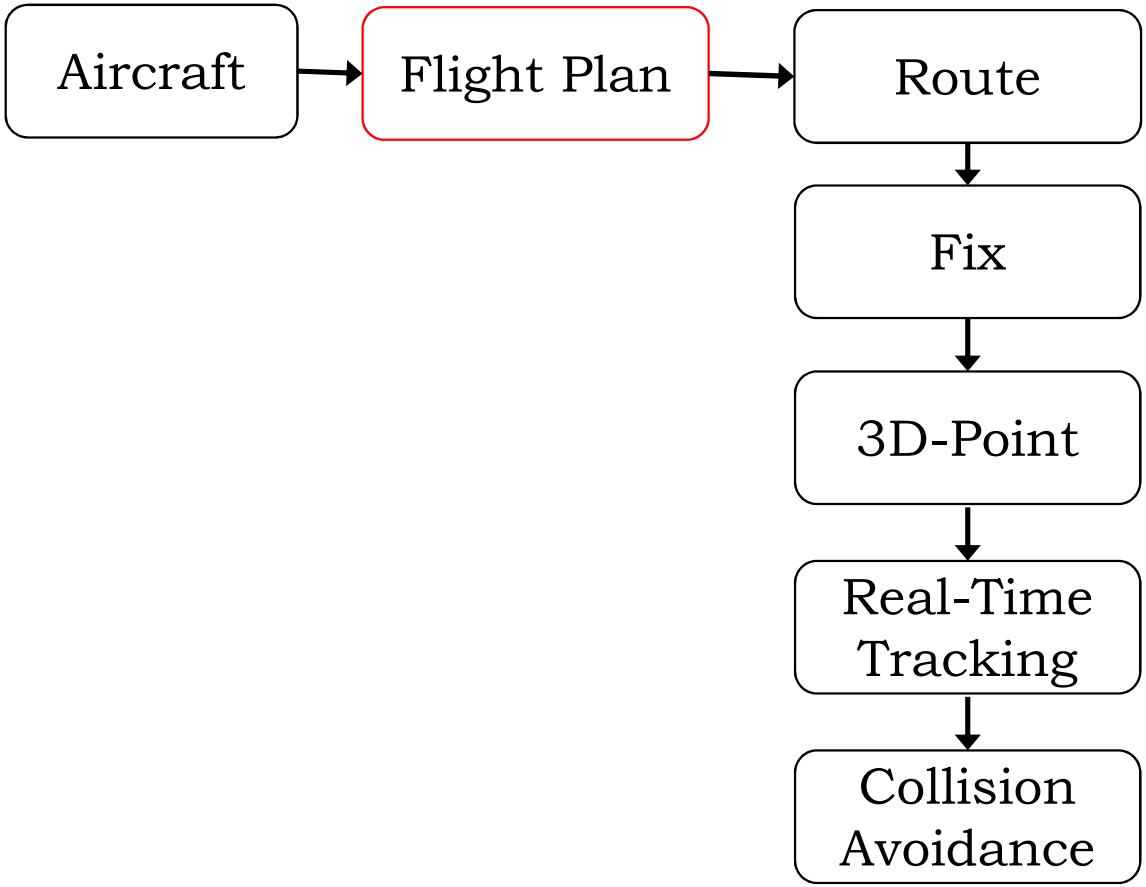
Example:
Flight Monitoring **Domain Model**



Example:
Flight Monitoring **Domain Model**



Example:
Flight Monitoring **Domain Model**



Example:
Concept «Time»

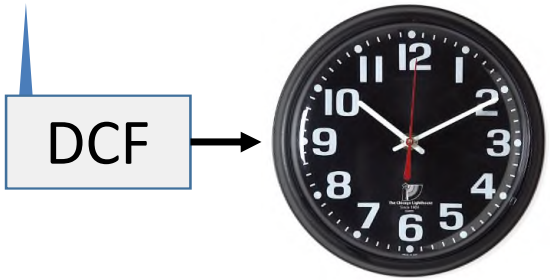
Anticorruption Layer
- Domain concepts
- Models
- Implementation

`Get{time}`

`22:09:01`

`E287A19B5`

System «A»



- Reference: DCF77
- Resolution: 1 sec
- Operation: continuous

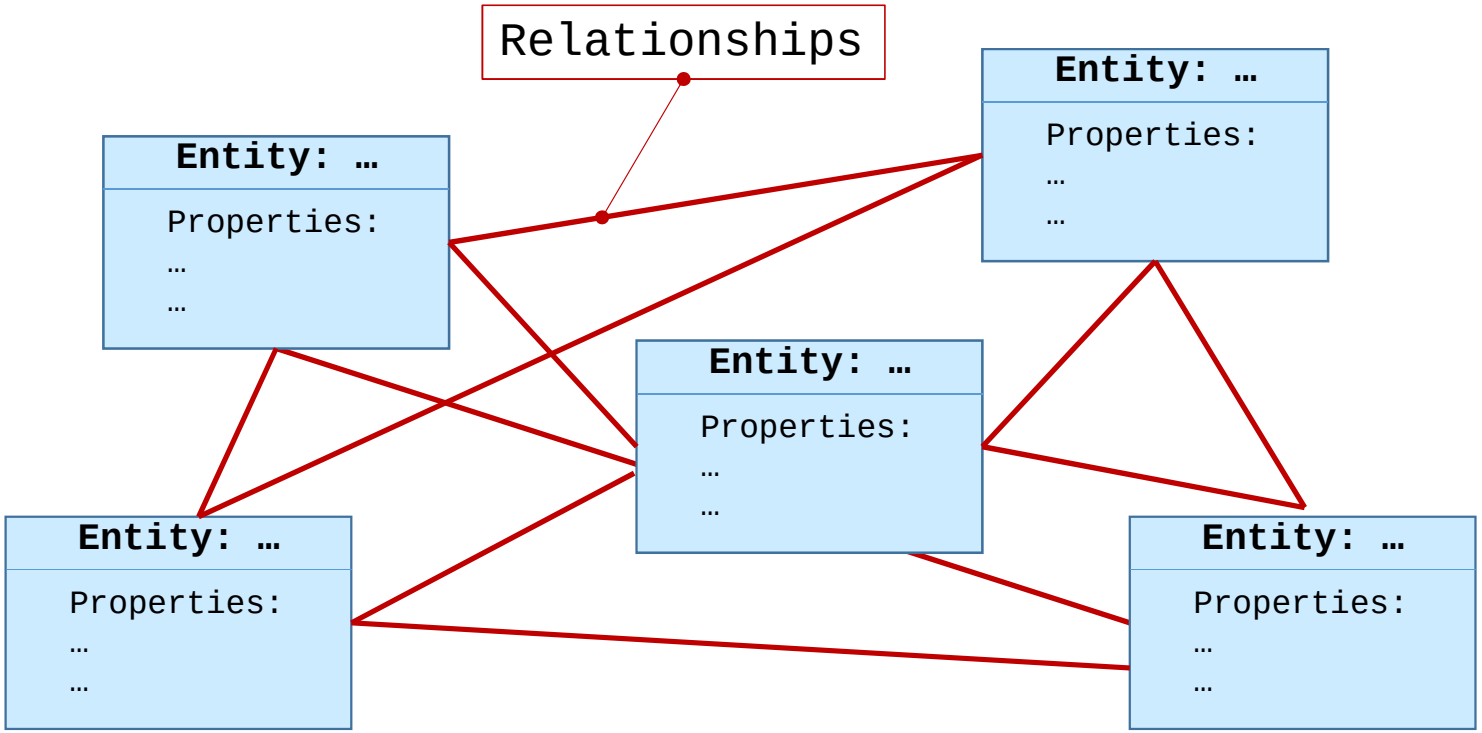
System «B»

E287A19B5

- Reference: quartz impulses
- Resolution: 1 msec
- Operation: counter
- Nulled at power-up

Domain Model =

Reminder: A Domain Model is a representation of the Entities, Relationships and their Properties in your Domain



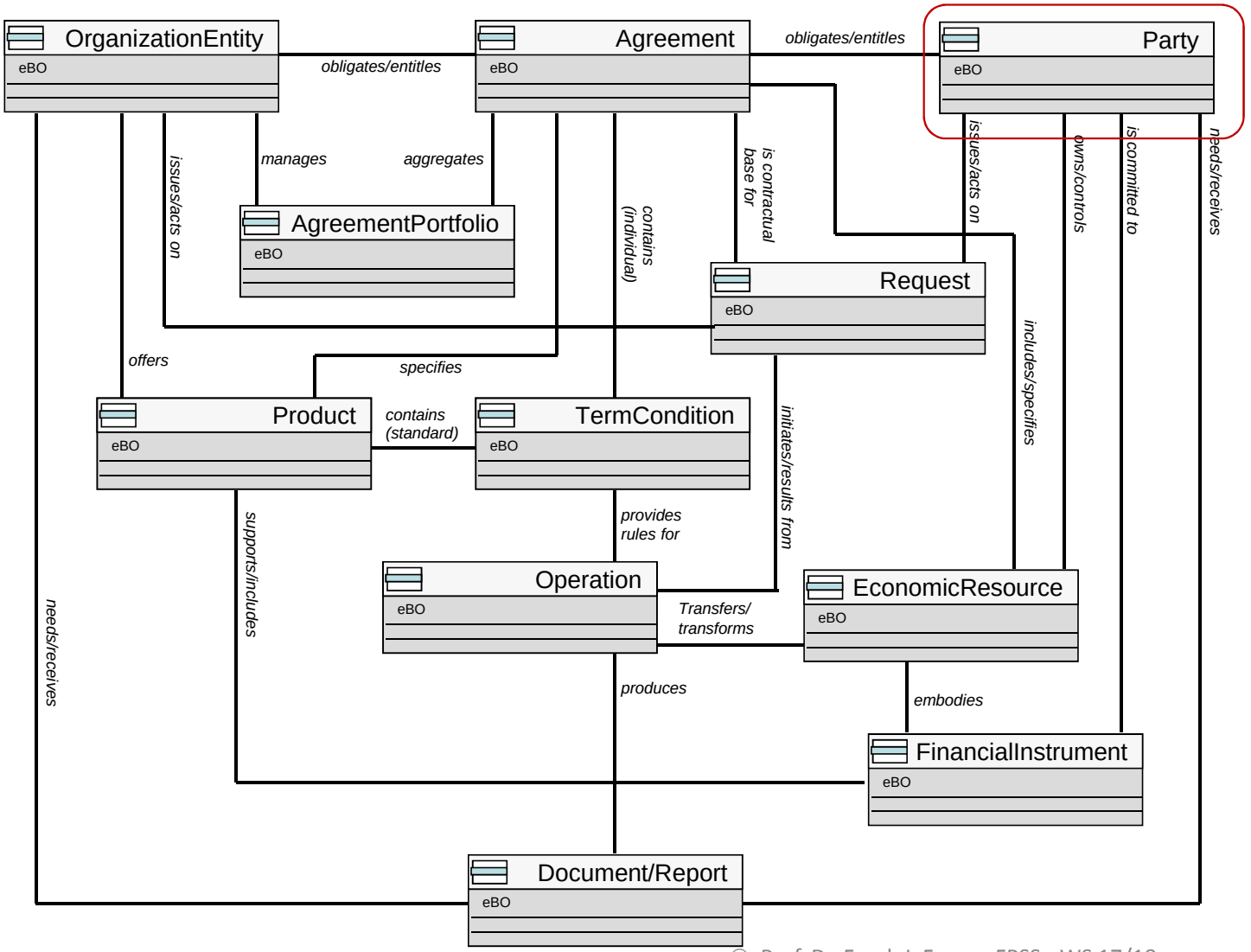
http://knowhow.visual-paradigm.com

Problem:

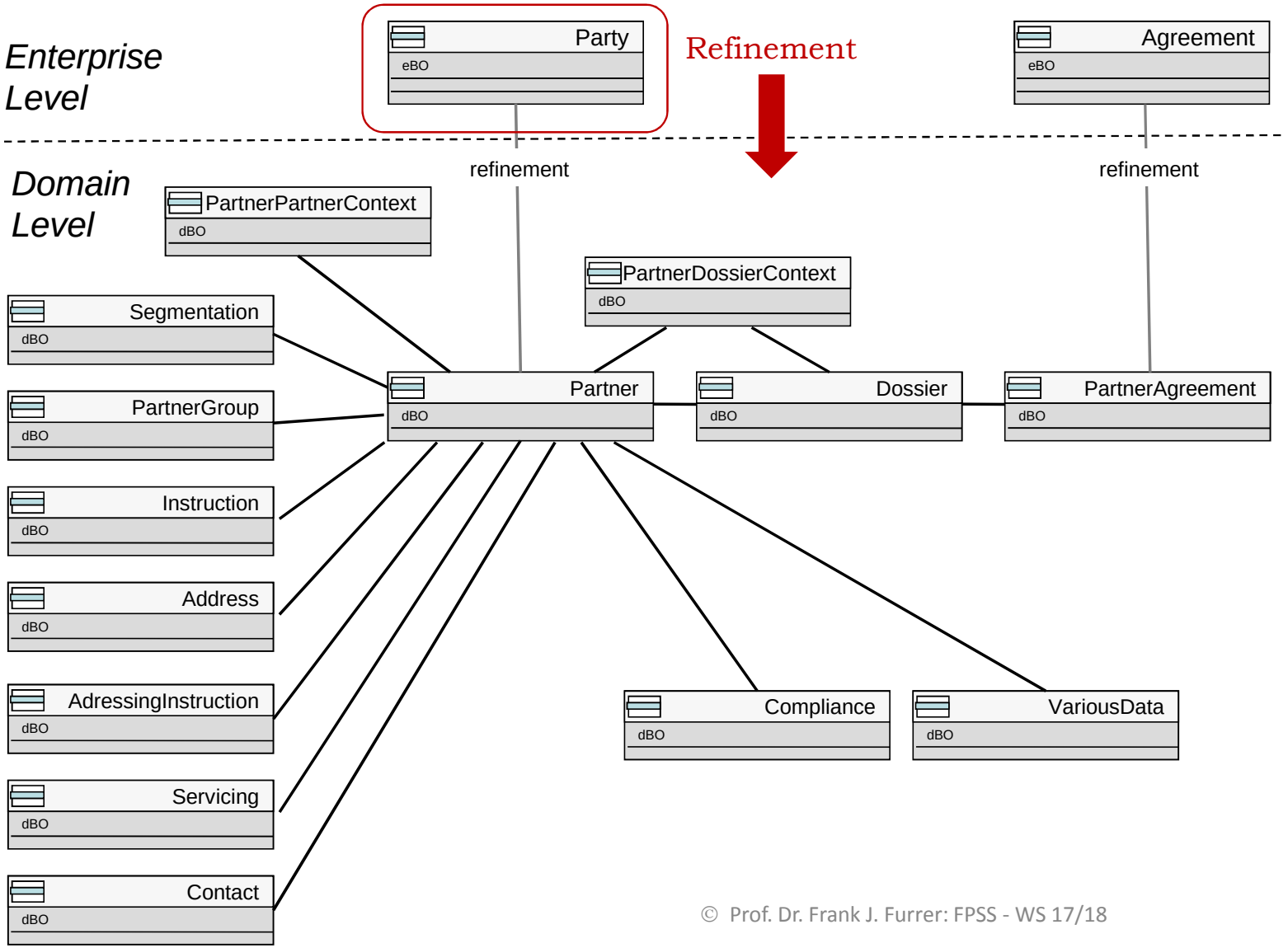
Model-Explosion.

⇒ Size of the models grows!

Build hierarchical models



Example:
Top-Level
Domain *Model*
for a Financial
Institution

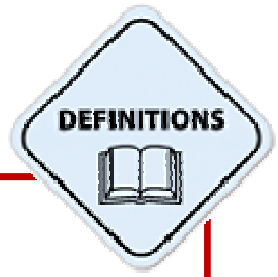


Hierarchy:

2nd Level

http://blogs.msdn.com

A major reason for failure of software projects is a failure of people = the failure to *communicate*



Ubiquitious Language [UL] =

The Ubiquitous Language is a *shared* language between the business and the development teams

The Ubiquitous Language comes from the *business*, and is enriched by the development team

www.thinkddd.com

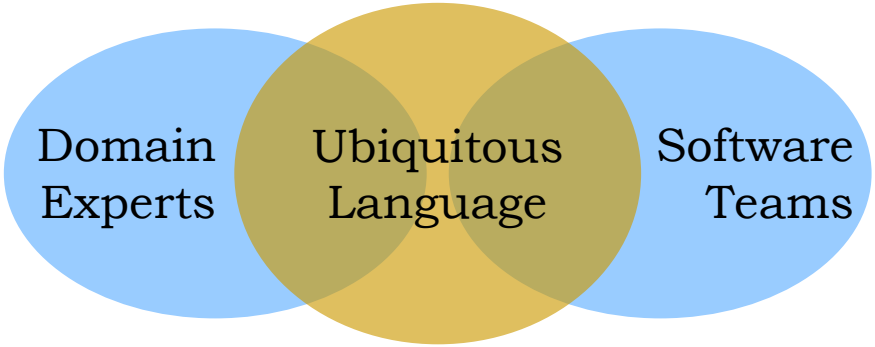
Customer/Business

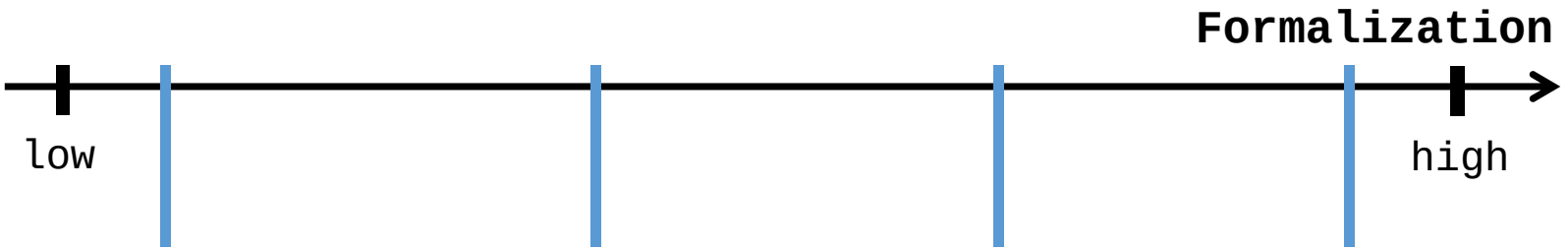
UL

IT Organization

http://clipartzebraz.com

https://cimx.wordpress.com





«Boxes & Lines» Text	Boxes & Lines with semantics	UML, SysML	Ontologies

How is an Ubiquitous Language developed?

… very often a good start is a textual table

High Level Domain Entities (Enterprise Level)

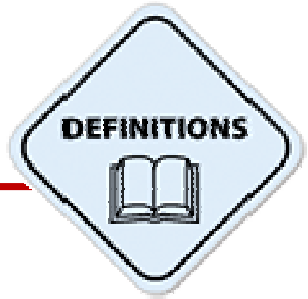
Domain Concept	Description	Operations
Organization Entity	Legal Entity for executing business	• Create the entity • Internal organization of the entity • Agreements with other parties • Creation of financial products • Collaborate with other parties • Create reports • …
Operation	Value-transferring activity with adherence to legal & regulatory requirements	• Define parties • Oblige parties • Check legal & regulatory requirements • Execute operation • Document & archive operation • …
etc.		
etc.		

Definition

Concepts

Operations

http://blog.asha.org

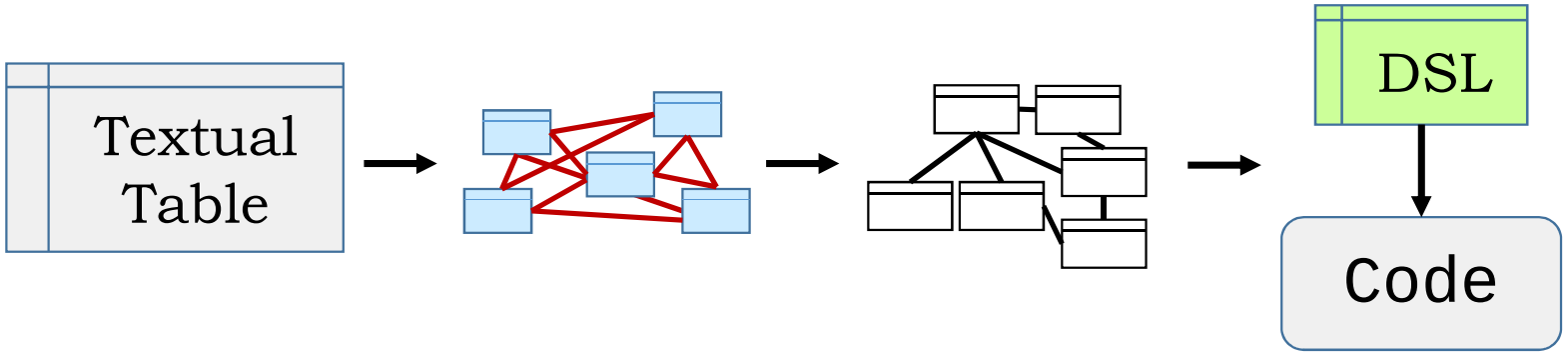


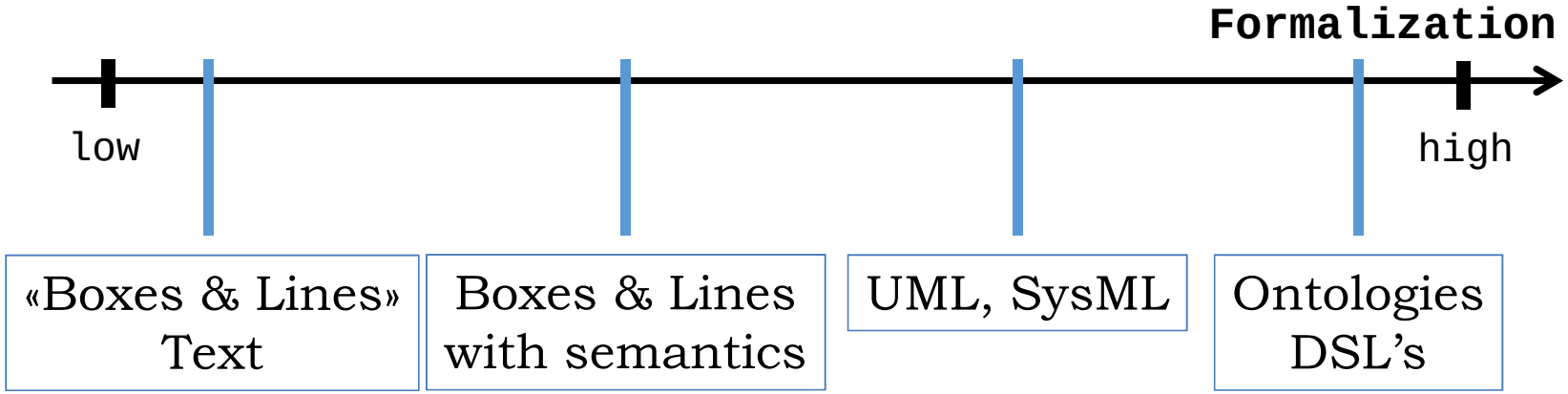
Domain Specific Language =

A computer programming language of limited expressiveness focused on a particular domain.

The domain focus is what makes a limited language worthwhile.

Fowler/Parsons 2011

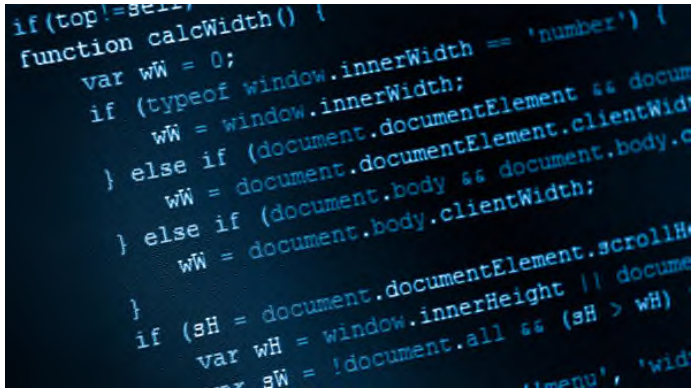

Textual Table
DSL
Code


Formalization
low
high
«Boxes & Lines» Text
Boxes & Lines with semantics
UML, SysML
Ontologies DSL's

Implementing Domain-Specific Engineering (DSE) in a company is a very demanding task

DSE "light"

http://www.aiming.in



http://i1-news.softpedia-static.com

Use the business terminology in your code:

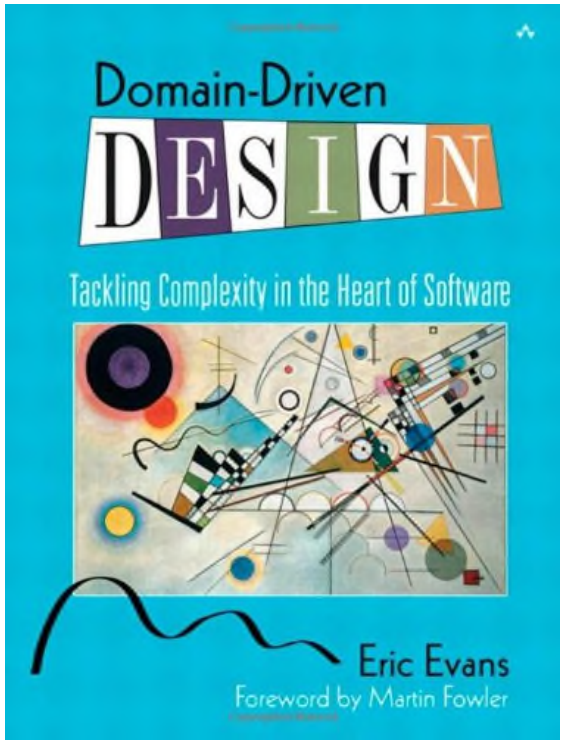
- Business objects → classes
- Business operations → services/methods
- Business terms → Variables

Recommendations

Architecture Recommendations for Domain Software Engineering (DSE)

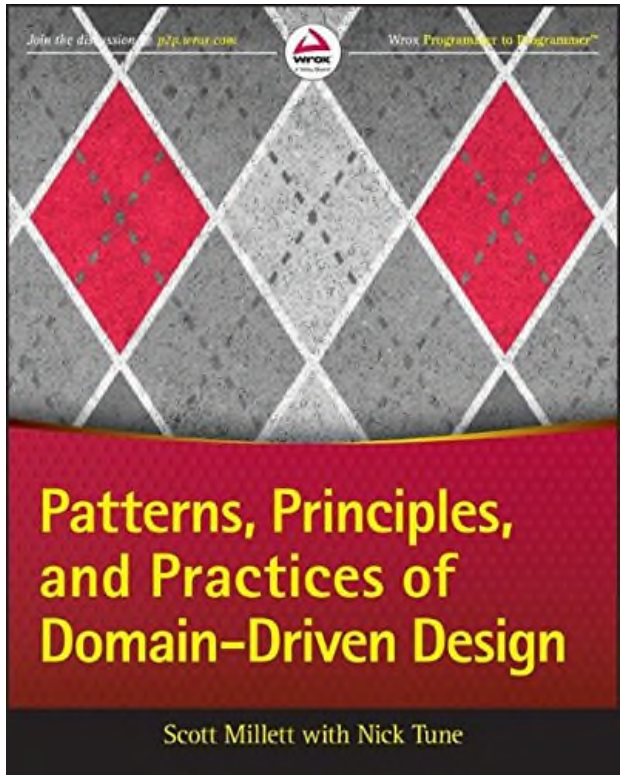
1. Gracefully build up an Ubiquituous Language between Business/Customer and IT (Implementer)
2. Define a consistent and complete domain model (hierarchical because of the size)
3. Push the formalization as far as possible (without losing the business/customer)
4. Use the terminology from the domain model/ubiquitous language in the code
5. Keep the domain model and the code implementation strictly synchronized at all times

Textbook



Eric J. Evans :
Domain-Driven Design – *Tackling Complexity in the Heart of Software*
Addison Wesley Inc., USA, 2003. ISBN 978-0-321-12521-7

Textbook



Scott Millett, Nick Tune:
Patterns, Principles, and Practices of Domain-Driven Design
Wrox, 2015. ISBN 978-1-1187-1470-6

Legacy System Migration/Modernization

What is a legacy system ?

… „a system built yesterday“

- and still in use today

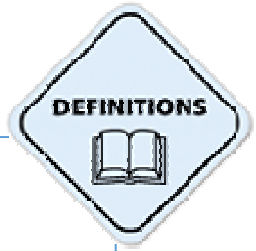
… 25 years

http://www.123rf.com

http://www.nzz.ch/aktuell

Liability ? Asset

Legacy System:



Obsolete computer system which is still in use,

because its **data** can not be changed to newer or standard formats,

its **application programs** can not be upgraded,

or its **development/execution platform** can not be changed

"***can not***" = with an unreasonable effort (money, time & people)

http://www.123rf.com

http://www.nzz.ch/aktuell

Liability — Asset

bad:

- very low changeability (= high resistance to change)
- weak resilience
- eroded architecture
- badly or not documented
- obsolete technology (HW & SW)
- large technical debt
- lost knowledge (people left)
- difficult integration context

good:

- invaluable *implicit* knowledge of the domain and the business processes
- stable operation (mature)
- good solutions/algorithms
- often: suprisingly good code

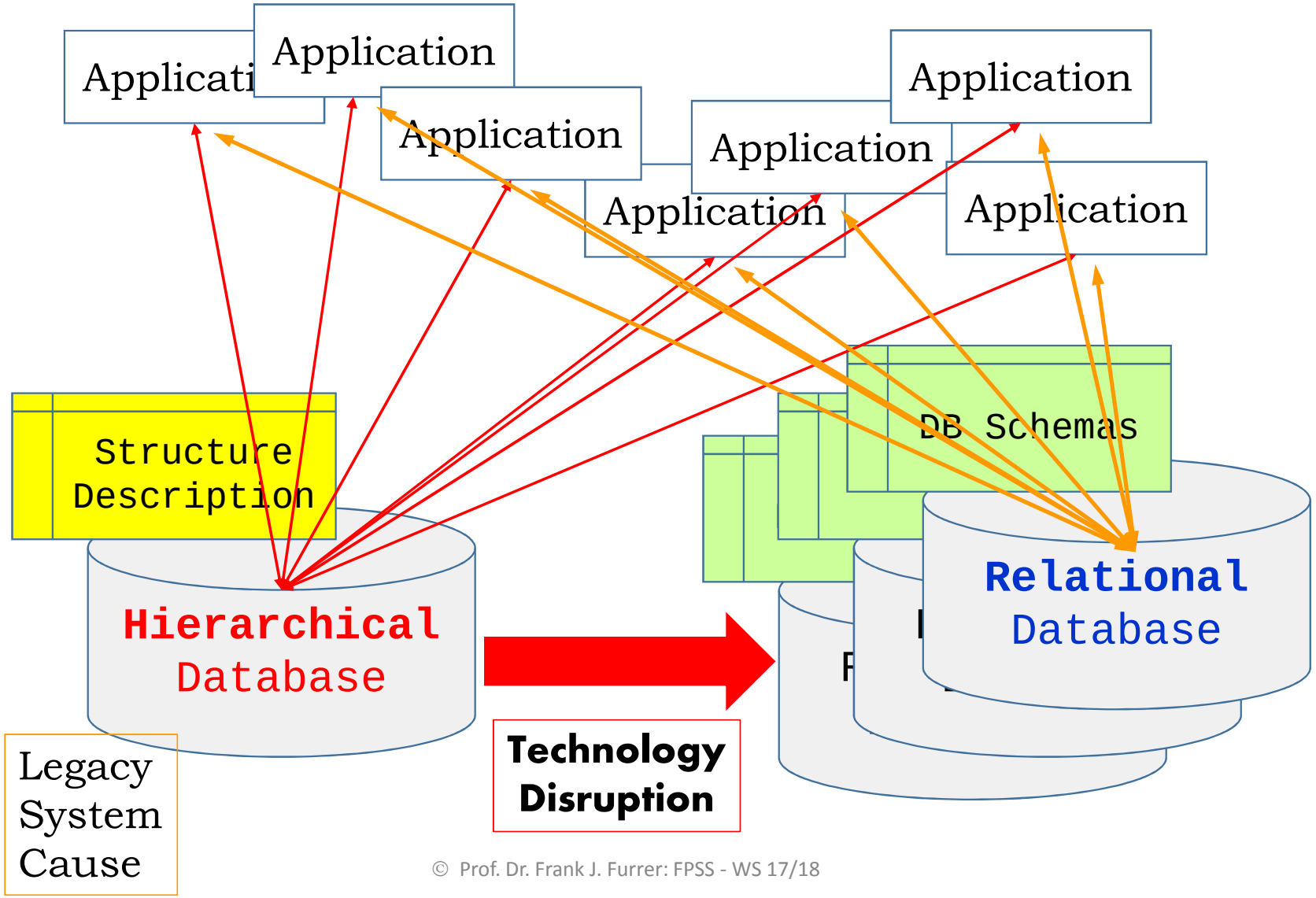
Why must we **modernize** legacy systems ?

- High resistance to change for new business requirements (low changeability)
- Weak resilience (attacks, faults, …)
- Technology pressure
- New architecture paradigms
- Knowledge shortage

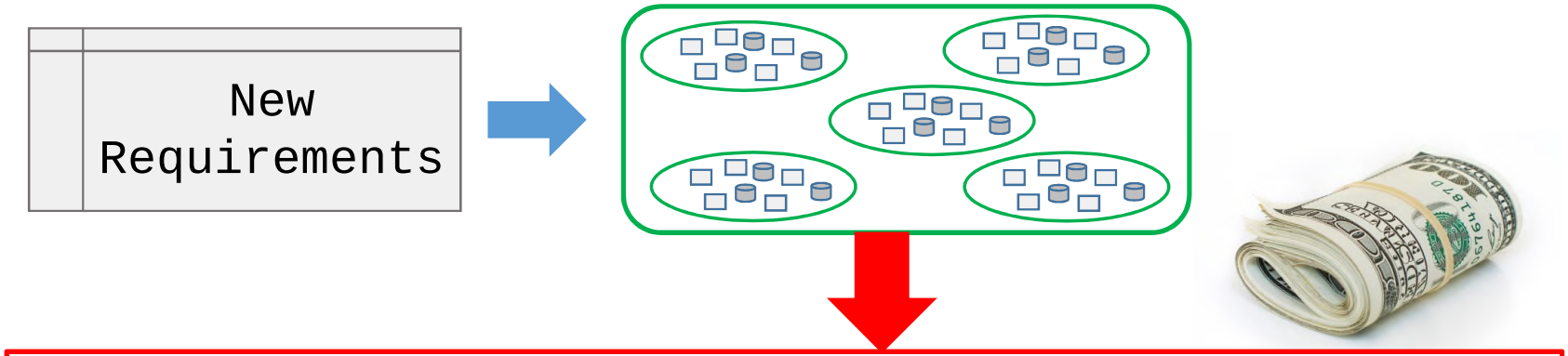
Replace | Migrate

Decision Criteria:

Operational Risk	Minimizing the risk of operational faults
Fit-for-Future	Technical Debt?
Cost/Time	Total Effort
Additional Constraints	e.g. Certification

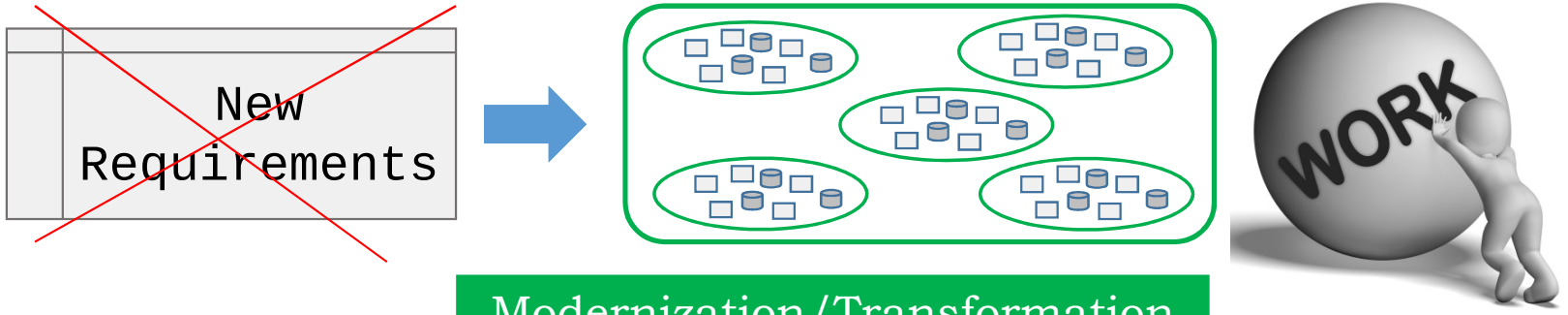

Applicati
Application
Application
Application
Application
Application
Application
Structure Description
DB Schemas
Hierarchical Database
Relational Database
Technology Disruption
Legacy System Cause

Legacy system modernization strategies



The **evolution** becomes unmanageable (*low* architecture quality)

Legacy system modernization **strategies**



Modernization/Transformation

Replacing:
Completely new development starting from systems requirements

Re-Architecting:
Transforming to new architecture paradigm

Re-Engineering:
Transforming to new technology (new infrastructure or software technology)

Re-Factoring:
Improving existing code (no functionality change)

⇒ may require *reverse engineering* – if no or insufficient information (code/doc)

Example: Code Reverse-Engineering:

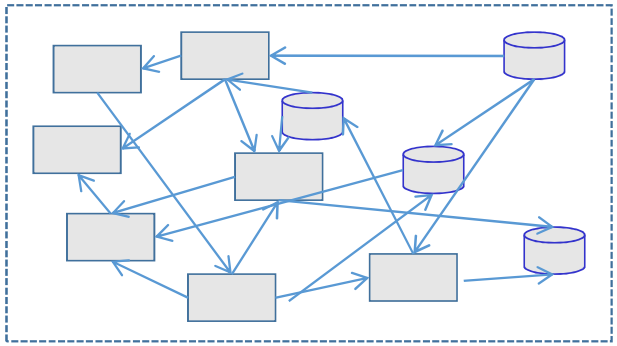
http://roycebits.blogspot.ch

Executable machine code:

```
8020 78
8021 A9 80
8023 8D 15 03
8026 A9 2D
8028 8D 14 03
802B 58
802C 60
802D EE 20 D0
8030 4C 31 EA
```

http://c2.com/cgi/wiki?MachineCode

Example: Code Reverse-Engineering:



Tool support

Structure Analyzer

Executable machine code:

```
8020 78
8021 A9 80
8023 8D 15 03
8026 A9 2D
8028 8D 14 03
802B 58
802C 60
802D EE 20 D0
8030 4C 31 EA
```

http://c2.com/cgi/wiki?MachineCode

De-Assembler

Tool support

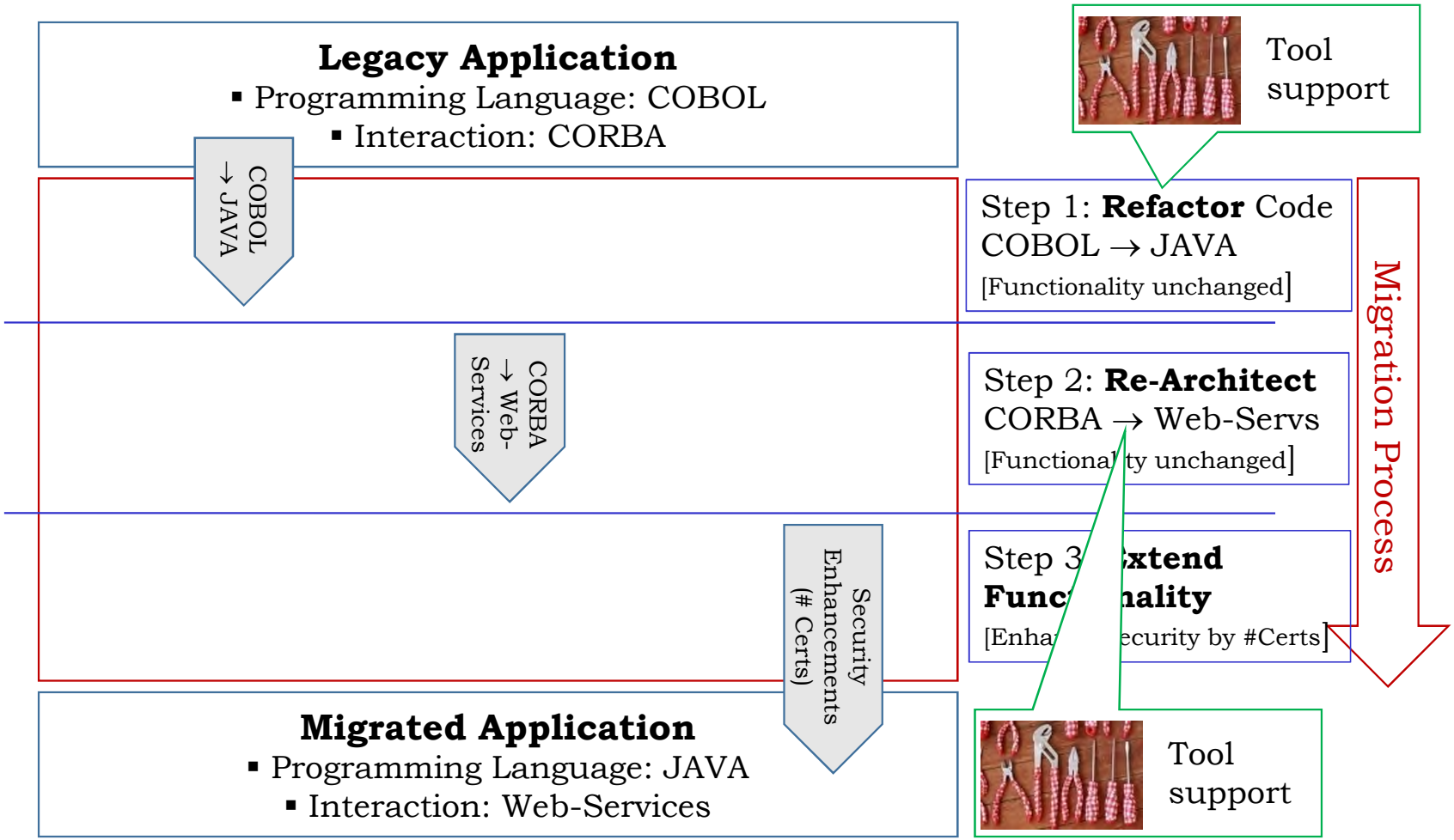
Assembly language code:

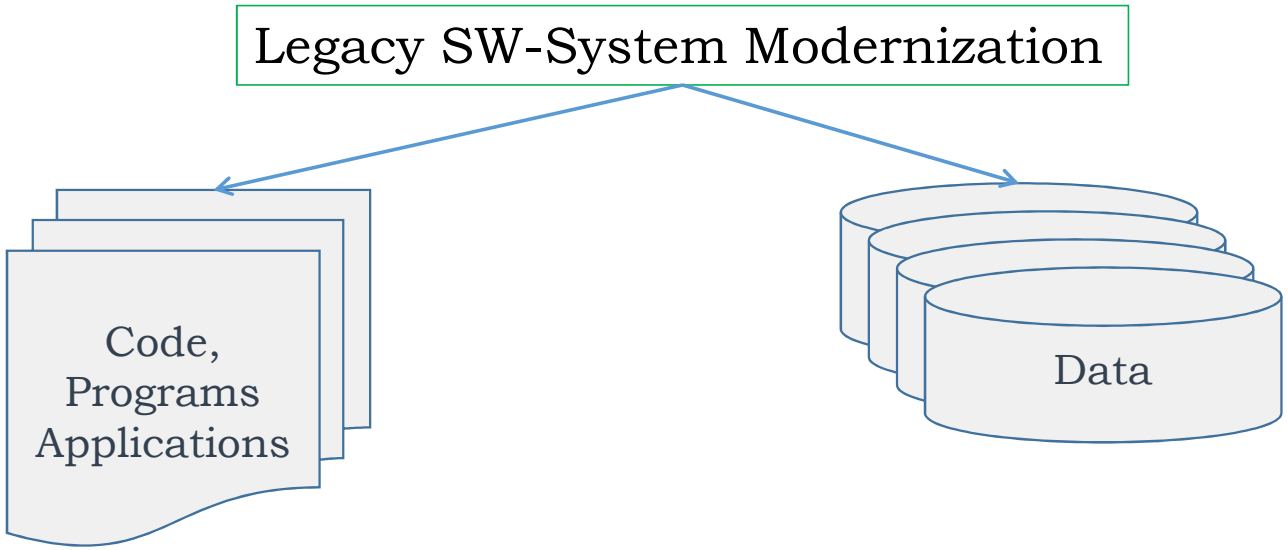
```
Start: .org $8020
SEI
LDA #$80
STA $0315
LDA #$2D
STA $0314
CLI
RTS
INC $D020
JMP $EA31
```

Legacy system modernization techniques

Type of Migration	Current State	Target State
Replacing ▪ Completely new development starting from systems requirements	Operational software. Cost, time and risk for a migration to high	Software has completely been rewritten, starting from the initial requirements
Re-Architecting ▪ Transforming to new architecture paradigm (Considerable functional change)	Operational software. Architecture paradigm has changed [e.g. monolithic architecture ⇒ service-oriented architecture]	Software runs under the new architecture paradigm
Re-Engineering ▪ Transforming to new technology base, e.g. new infrastructure or software technology (limited functional change)	Operational code running on an outdated execution platform or using an obsolete software technology	Code runs on the modern execution platform or uses modern software technology
Re-Factoring ▪ Improving existing code (no functionality change)	Operational code, deficiencies in the program implementation	Improved code (quality criteria)
Reverse Engineering ▪ No or insufficient information (code + doc)	Operational code, massive lack of documentation, of knowledge and of source code	System is sufficiently understood and documented to start migration

Example: COBOL/CORBA ⇒ JAVA/Web-Services Migration + Security

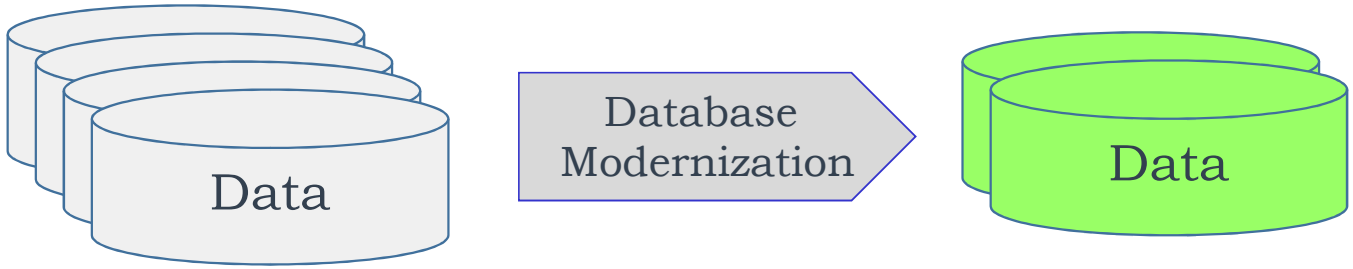




- **Replacing**
- **Re-Architecting**
- **Re-Engineering**
- **Re-Factoring**
- **Reverse Engineering**

- **Replacing**
- **Re-Architecting**
- **Re-Engineering**
- **Re-Factoring**
- **Reverse Engineering**

Legacy SW-System Modernization



- **Replacing**
- **Re-Architecting**
- **Re-Engineering**
- **Re-Factoring**
- **Reverse Engineering**

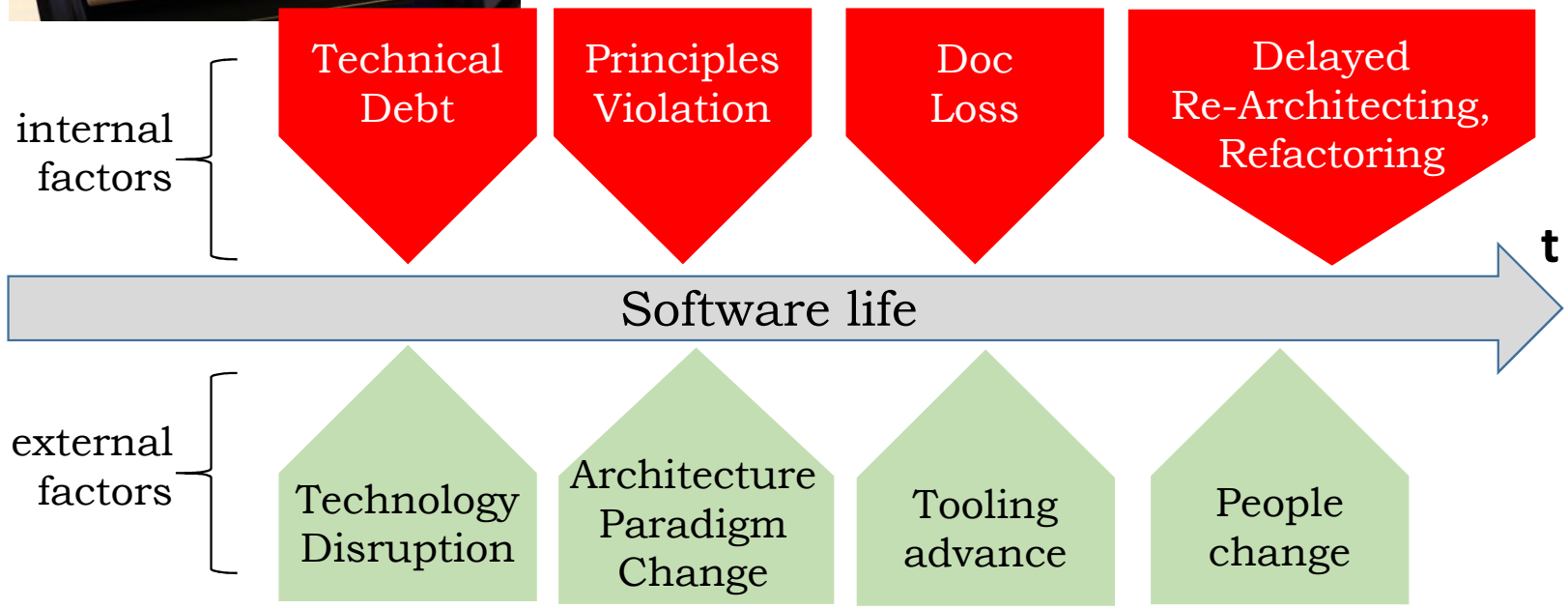
Objectives:

- Redundancy elimination
- Syntactic/semantic integrity
- Database technology (relational)
- Access performance
- Transactional integrity
- Modeling

http://www.rakenapp.com

Can we avoid the production of «Legacy software»

… **NO!** – only make the legacy easier



http://www.rakenapp.com

Can we avoid the production of «Legacy software»

… **NO!** – only make the legacy easier

Solution:
Continuous Rearchitecting/Refactoring

Managed Evolution Strategy

Managed Evolution Strategy

Business Requirements

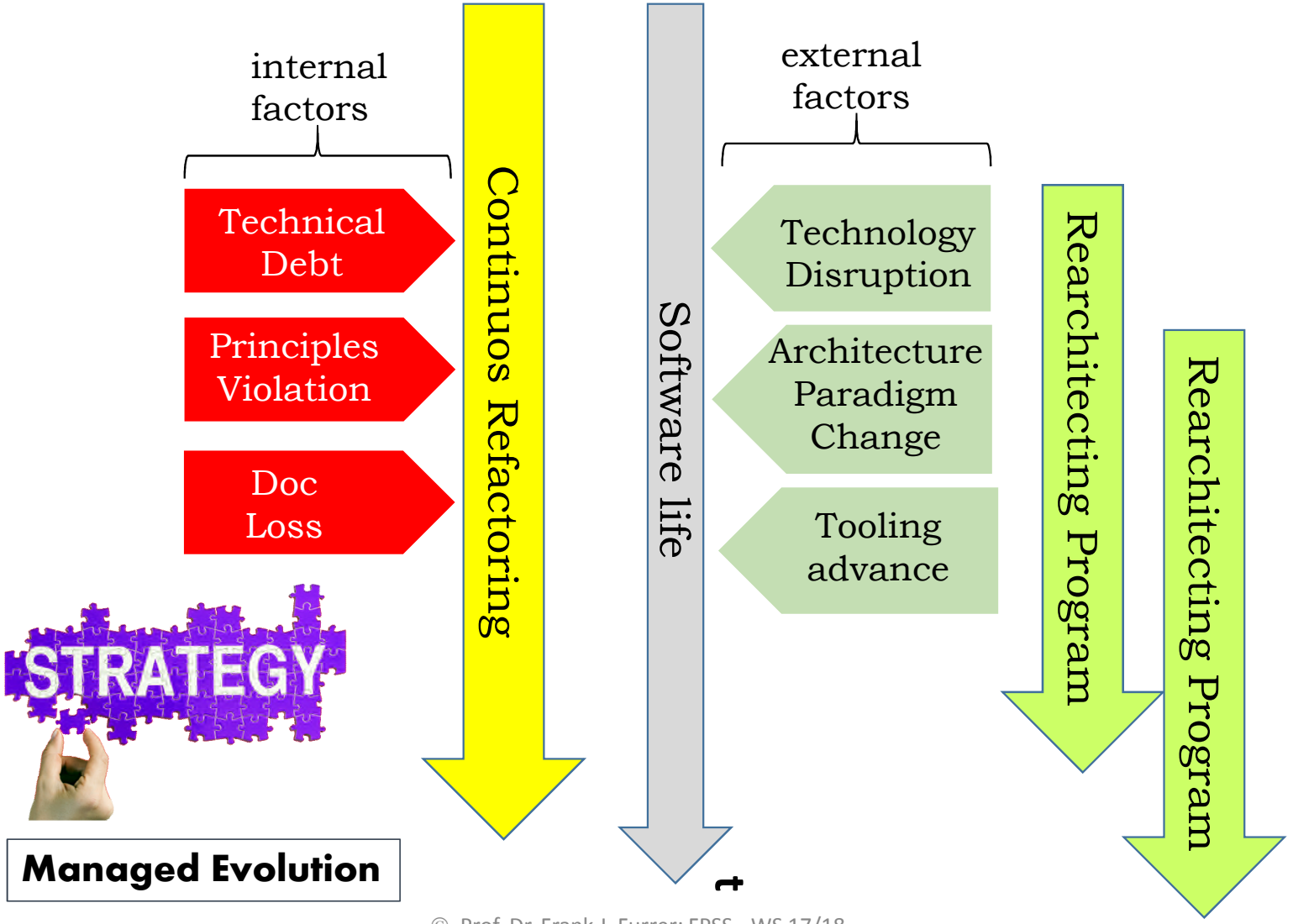
Architecture Requirements

Build new functionality

Refactor

Project

Each project improves architectural quality (changeability, dependability)


internal factors
Technical Debt
Principles Violation
Doc Loss
Continuos Refactoring
Software life
t
external factors
Technology Disruption
Architecture Paradigm Change
Tooling advance
Rearchitecting Program
Rearchitecting Program
STRATEGY
Managed Evolution

Recommendations

Architecture Recommendations for Legacy System Modernization

1. Unambigously specify the boundary of the system (Code & Data) to be migrated/modernized

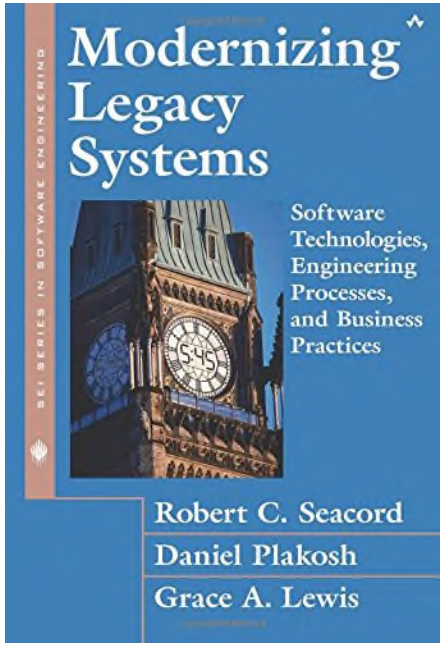
2. Clearly assess the state of the legacy system (code, data, documentation, value)

3. Precisely define the migration/modernization goals (for code & data)

4. Choose a migration/modernization strategy based on risk, fit-for-future, cost & time and quality attributes (e.g. certification or validation etc.)

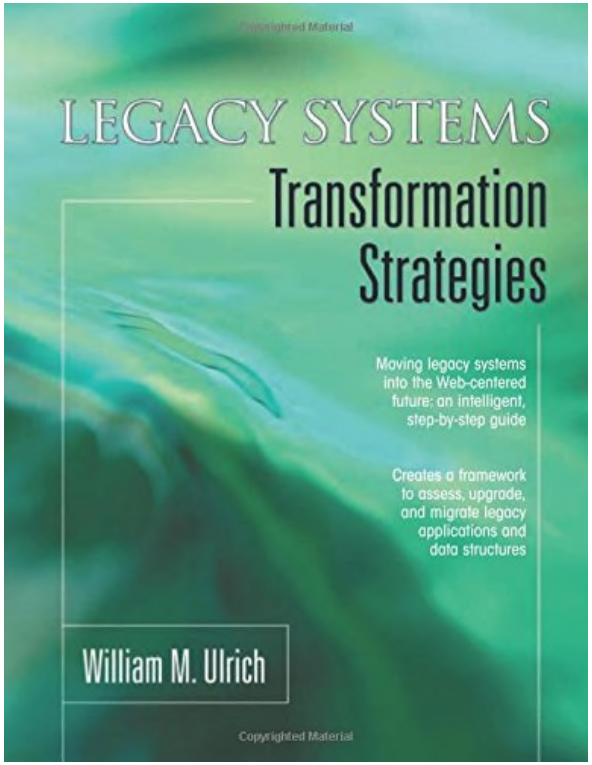
5. Select optimum tool support [Note: Many excellent tools available, search www]

Textbook



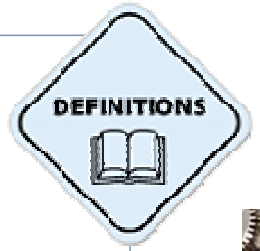
Robert C. Seacord, Daniel Plakosh, Grace A. Lewis:
Modernizing Legacy Systems - *Software Technologies, Engineering Processes, and Business Practices*
Addison-Wesley Professional, USA, 2003. ISBN 978-0-321-11884-4

Textbook



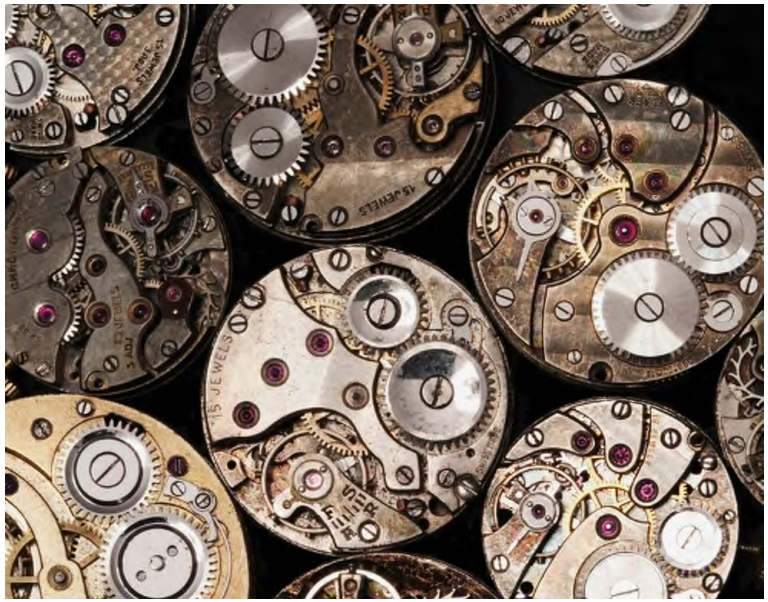
William M. Ulrich:
***Legacy Systems* – Transformation Strategies**
Prentice Hall Inc., USA, 2002. ISBN 978-0-130-44927-6

Software Product Lines



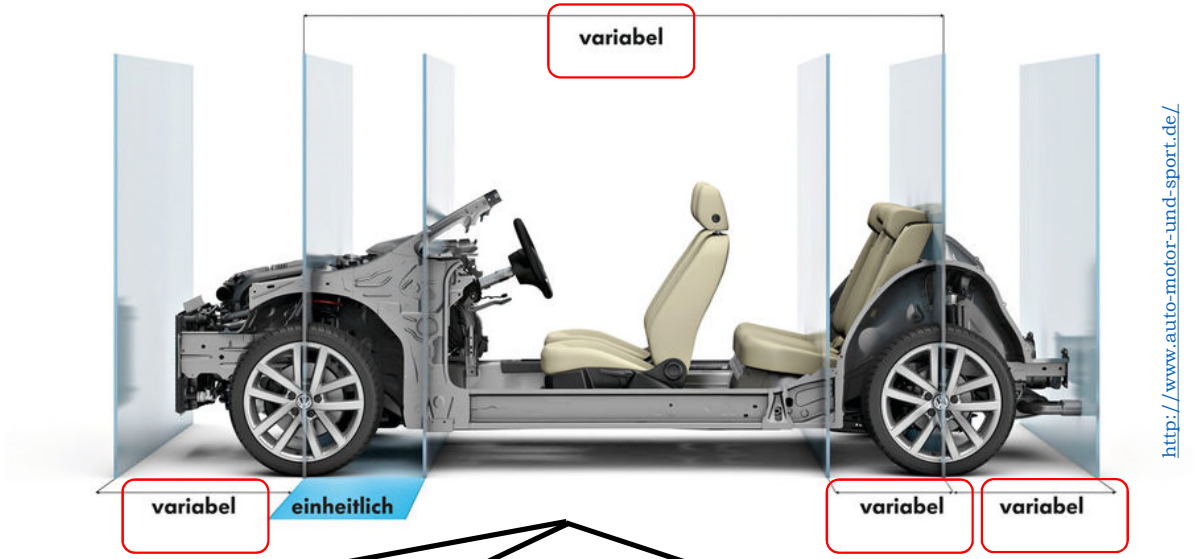
A **Software Product Line** is
a **set** of software-intensive systems
sharing a **common, managed set of features**
that satisfy the specific needs of a **particular market segment or mission**
and that are developed from a **common set of core assets**
in a **prescribed way**

[Clements02]



http://www.ahubaux.com

Example:
Product line in automotive development



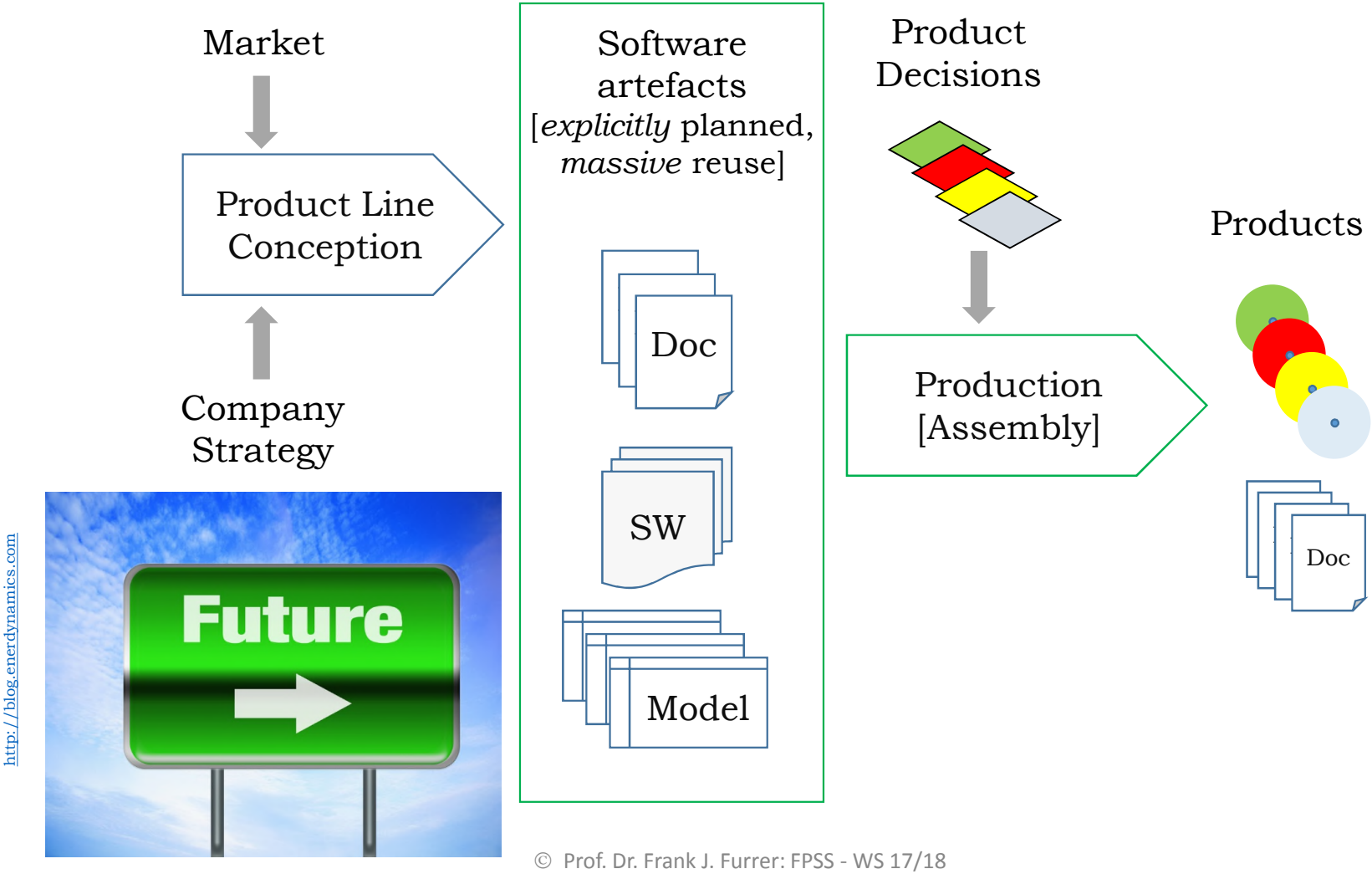
http://www.auto-motor-und-sport.de/

VW Jetta

VW Golf

VW Passat

SW Product Line Development



http://blog.enerdynamics.com

SW Product Line Development

Feature Model
Wave 1:
- X
- Y

Wave 2:
- Z
- R

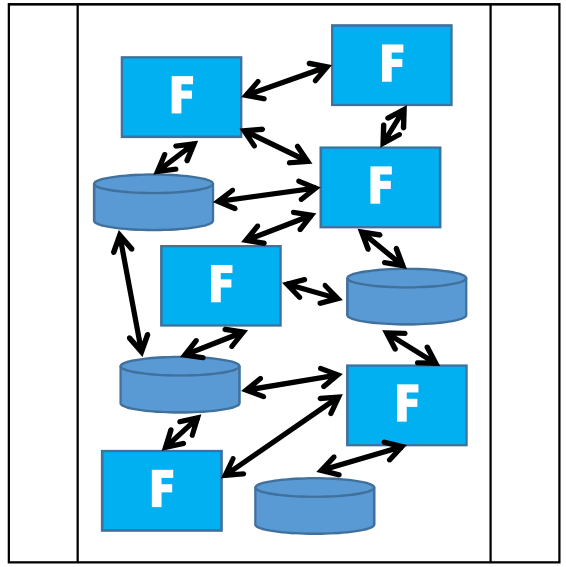
…

Market

Product Line Conception

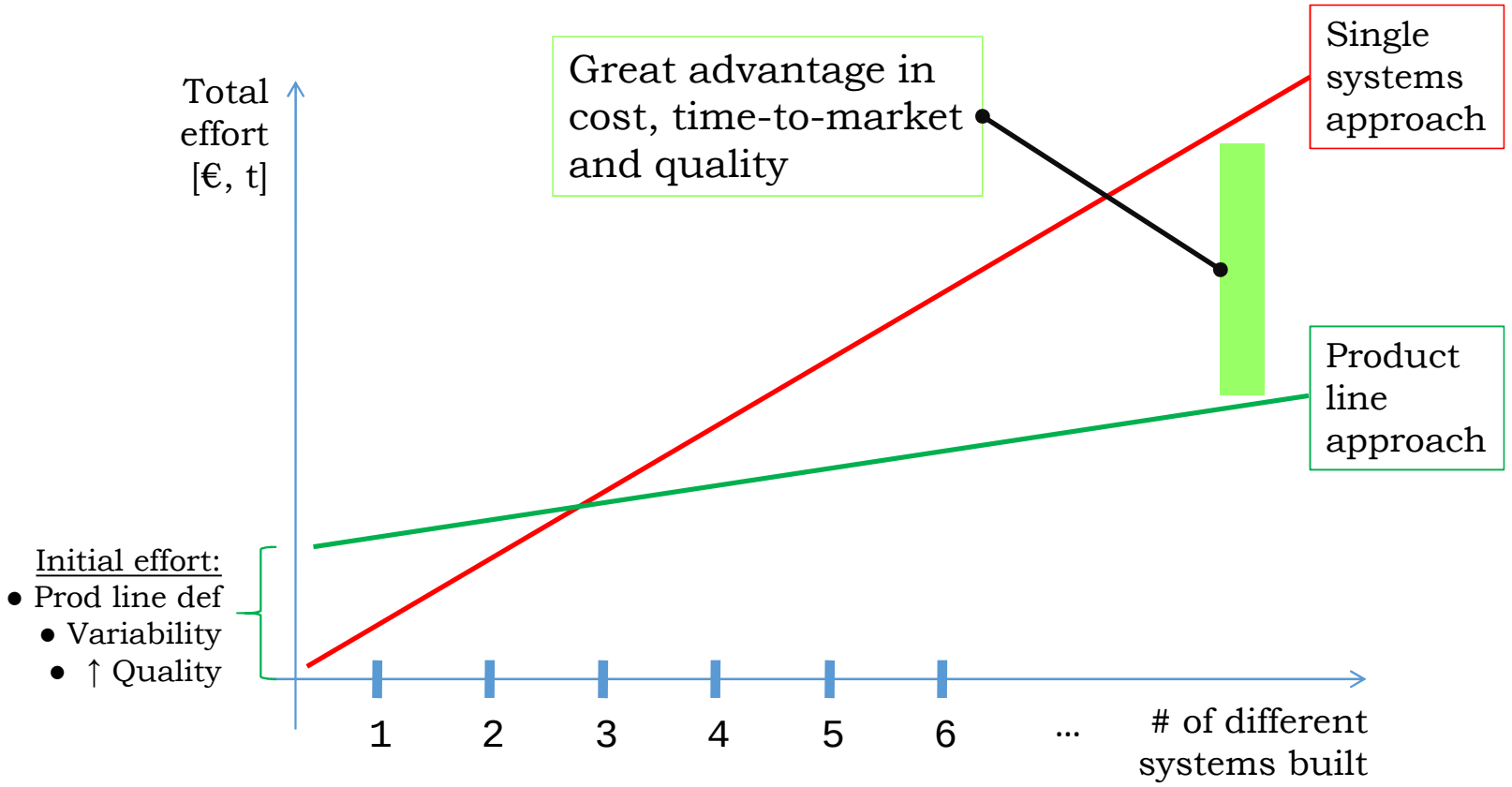
Company Strategy

Product Line
Architecture



http://grandyouth.org

Economics of Product Line Development:



Software Product Line

Effect on Future-Proof Softw

Superbly planned and executed managed redundancy

✓ Product lines make use of planned, massive reuse

✓ The product line approach promises significant advantages in development cost, time-to-market and quality of the products = strong amplifier for agility)

✓ Product line engineering requires specific organizational structures and a new software development process

✓ The product line approach is a mature, proven technology which leads to considerable competitive advantages for companies

Recommendations

Software Product Lines

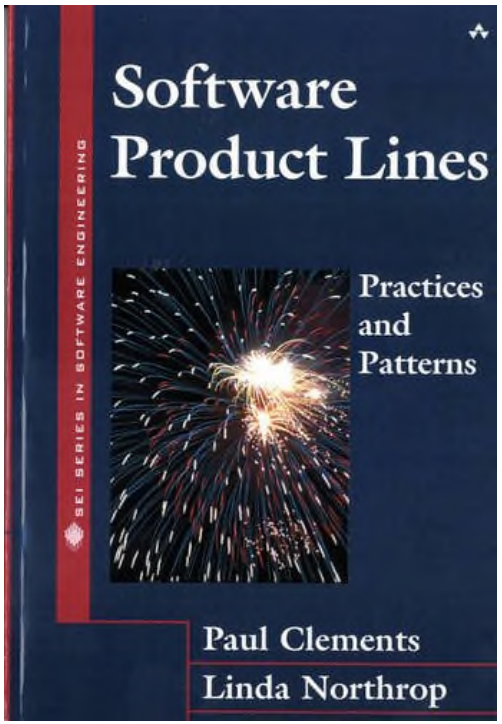
1. Product lines make use of planned, massive reuse

2. The product line approach promises significant advantages in development cost, time-to-market and quality of the products = strong amplifier for agility)

3. Product line engineering requires specific organizational structures and a new software development process

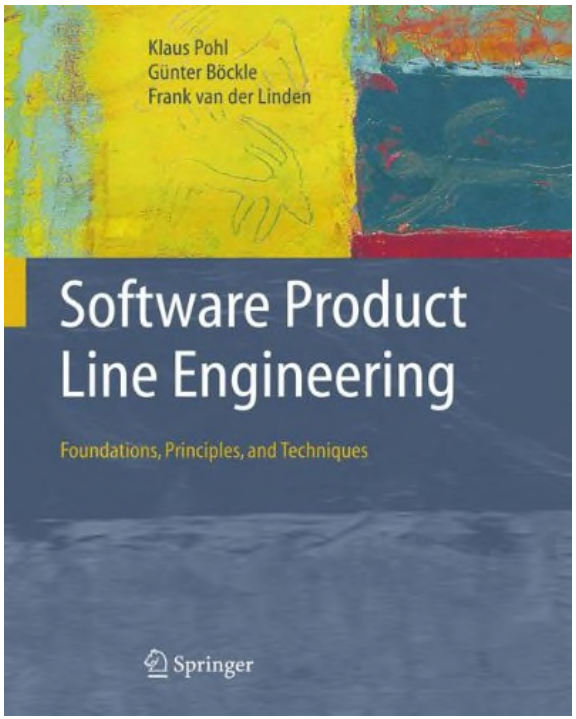
4. The product line approach is a mature, proven technology which leads to considerable competitive advantages for companies

Textbook



Paul Clements, Linda Northrop:
Software Product Lines – *Practices and Patterns*
Addison Wesley Inc., USA, 2015. ISBN 978-0-134-42408-8

Textbook



Klaus Pohl, Gunter Bockle, Frank J. Linden:
Software Product Line Engineering – *Foundations, Principles and Techniques*
Springer-Verlag, Berlin, 2010. ISBN 978-3-642-06364-0

Part 3 D