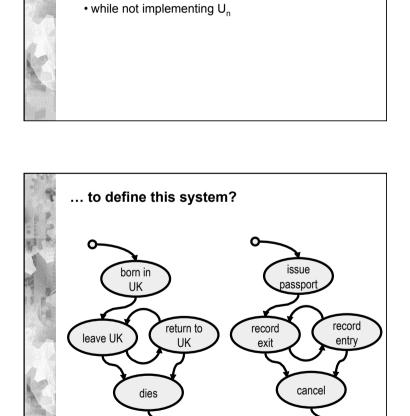


How hard can it be ...

- The United Kingdom Passport Agency
 http://www.parliament.the-stationery-office.co.uk/
 pa/cm199900/cmselect/cmpubacc/65/6509.htm
- 1997 contract for new computer system
- aimed to improve issuing efficiency, on tight project timetable
- project delays meant throughput not thoroughly tested
- first live office failed the throughput criterion to continue roll-out
- second office went live, roll out halted, but no contingency plan
 sizing backles in early 4000, also paids in an early demonstrated
- rising backlog in early 1999, alongside increasing demand
 proceeding times reached 50 days in lulu 1000
- passport processing times reached 50 days in July 1999
 widespread publicity, anxiety and panic for travelling public
- telephone service overloaded, public had to queue at UKPA offices
 only emergency measures eventually reduced backlog
- So how hard can it be to issue a passport?
 - ... let's try some simple definition



How hard can it be?

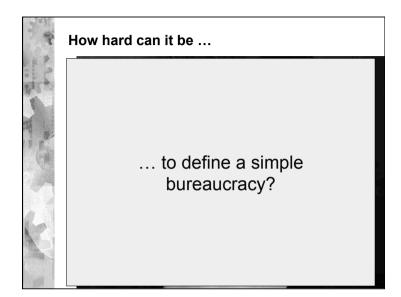
• {D₁, D₂, D₃...} • State what it shouldn't do

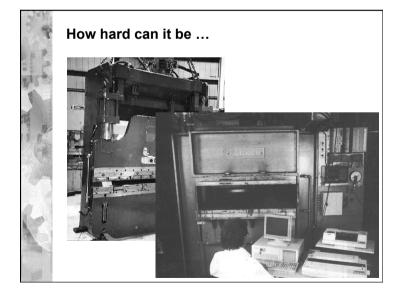
• { $U_1, U_2, U_3 \dots$ }

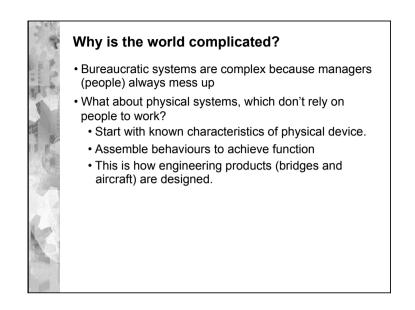
Systematically add features

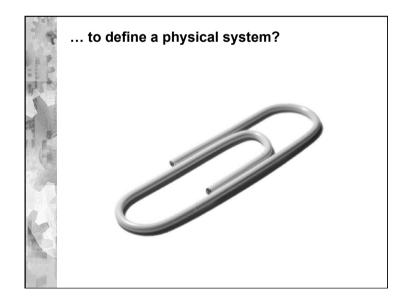
• that can be proven to implement D_n

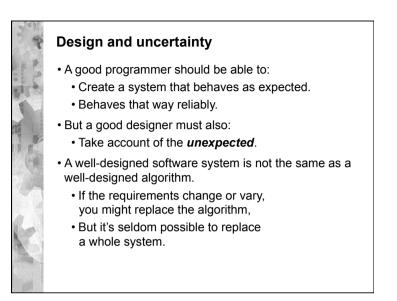
• State what the system should do

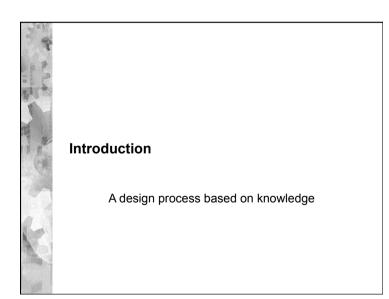












What is the problem?

- The problem is *not* that we don't understand the computer.
- The problem *is* that we don't understand the problem!
- Does computer science offer any answers?
- The good news:
 - We've been working on it since 1968
- The bad news:
 - There is still no "silver bullet"! (from great IBM pioneer Fred Brooks)

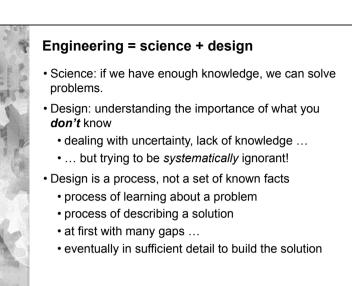
Pioneers – Bavarian Alps, 1968

 1954: complexity of SAGE air-defence project was underestimated by 6000 person-years ...

> ... at a time when there were only about 1000 programmers in the whole world!
> ... "Software Crisis!"



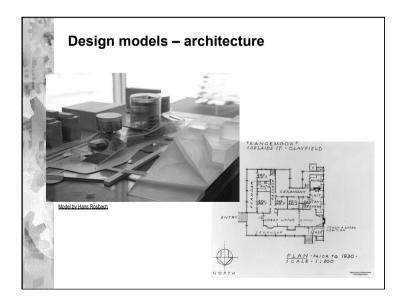
• 1968: First meeting on "Software Engineering" convened in Garmisch-Partenkirchen.

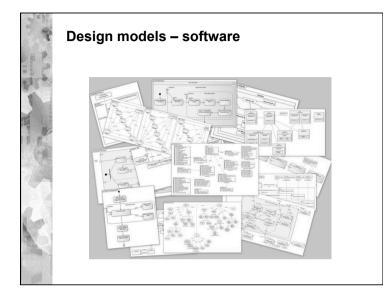


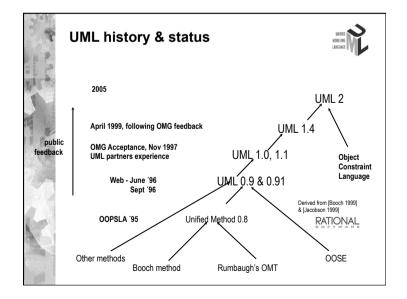
What is a design model? A model is a description from which *detail has been removed:*in a systematic manner, and for a particular purpose. A model is a *simplification of reality*intended to promote understanding. If we want to understand and analyse large and complex problems we have to use models.

Learning by building models

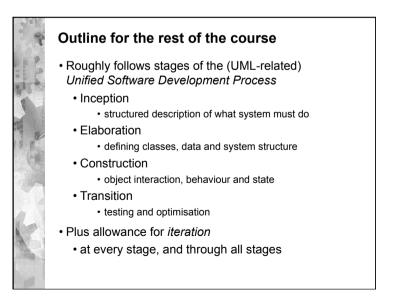
- The software design process involves gaining knowledge about a problem, and about its technical solution.
- We describe both the problem and the solution in a series of *design models*.
- Testing, manipulating and transforming those models helps us gather more knowledge.
- One of the most detailed models is written in a programming language.
- Getting a working program is almost a side-effect of describing it!

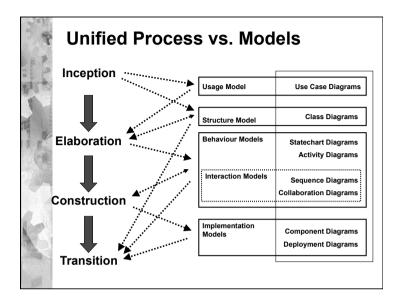


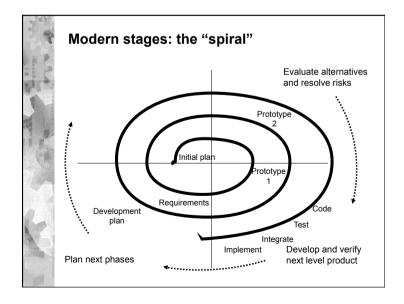


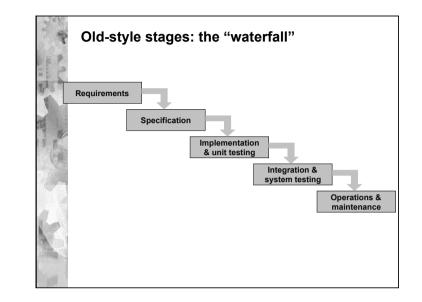


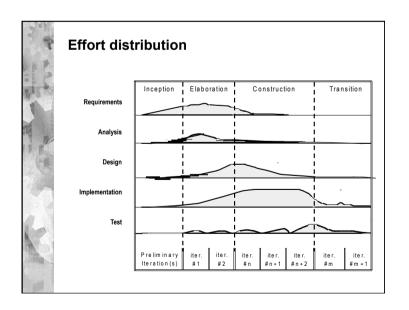
Unified Modeling Language Use Case diagrams - interactions with / interfaces ٠ to the system. **Class** diagrams - type structure of the system. . **Collaboration** diagrams - interaction between . instances Sequence diagrams - temporal structure of ٠ interaction Activity diagrams - ordering of operations Statechart diagrams - behaviour of individual objects Component and Deployment diagrams - system . organisation

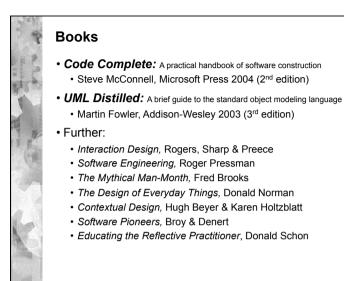


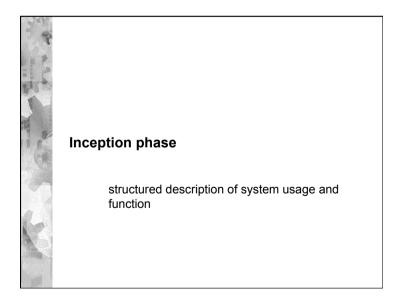


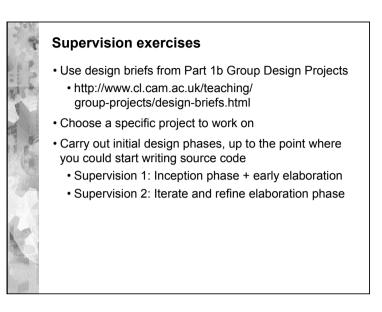






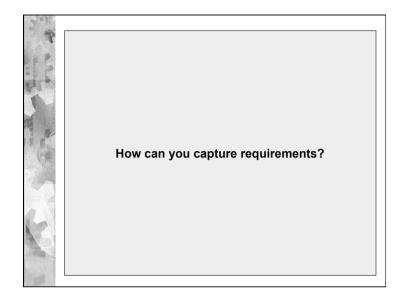




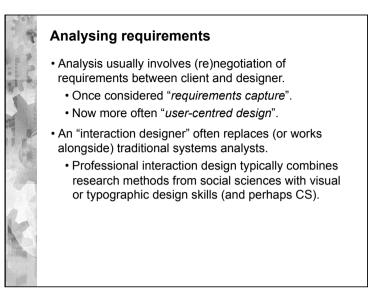


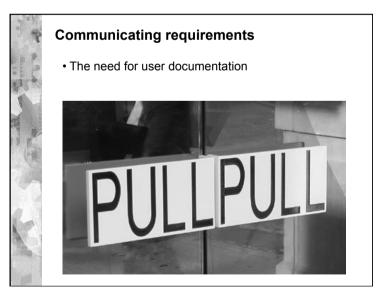
Pioneers – Tom DeMarco

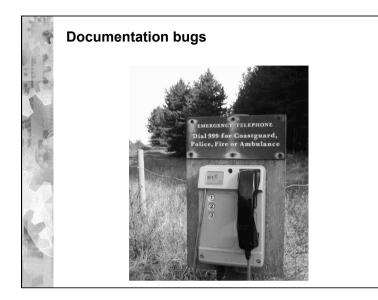
- Structured Analysis
- 1978, Yourdon Inc
- Defined the critical technical role of the system analyst
 Analyst acts as a middleman between users and (technical) developers
- Analyst's job is to construct a functional specification
 data dictionary, data flow, system partitioning



Pioneers: Gould & Lewis (1985) The (then) radical alternative of User-Centred Design Early focus on users and tasks Understand them by studying them Empirical measurement Test user responses to prototypes Iterative design Fix any problems and try again

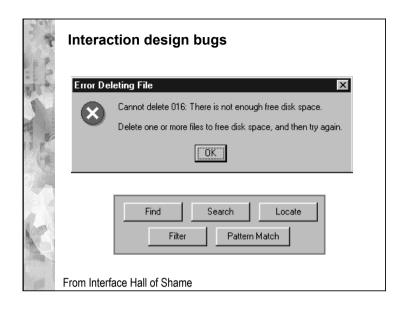




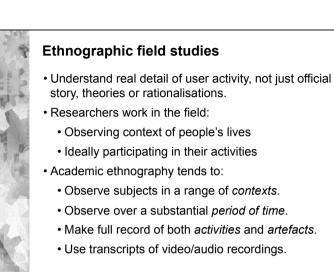


The psychological approach

- Anticipate what will happen when someone tries to use the system.
 - Design a "conceptual model" that will help them (and you) develop shared understanding.
- The gulf of execution:
 - System users know *what* they want to achieve, but can't work out *how* to do it.
- The gulf of evaluation:
 - Systems *fail* to give suitable feedback on what just happened, so users *never learn* what to do.
- See Norman: Design of Everyday Things.
 - Far more detail to come in Part II HCI course



The anthropological approach Carry out fieldwork: Interview the users. Understand the context they work in. Observe the nature of their tasks. Discover things by observation that they might not have told you in a design brief. Collaborate with users to agree: What problem ought to be solved. How to solve it (perhaps by reviewing sketches of proposed screens etc.).



Structured models of work

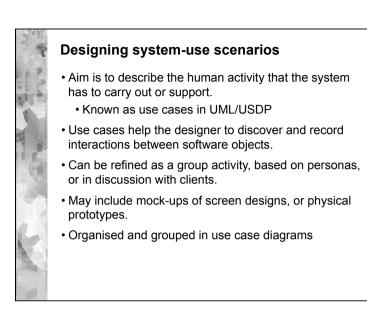
- Division of labour and its coordination
- activities, methods and connections
- measures, exceptions and domain knowledge
- Plans and procedures
 - When do they succeed and fail?
 - Where paperwork meets computer work
- Local knowledge and everyday skills
 - Spatial and temporal organisation
 - Organisational memory
 - How do people learn to do their work?
 - Do formal/official methods match reality?

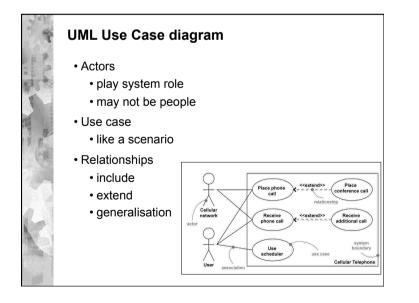
Interviews

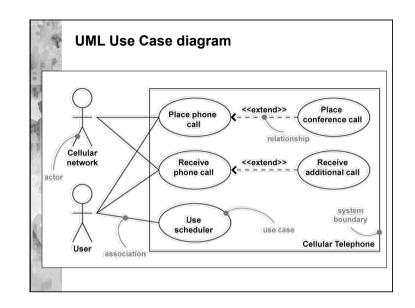
- See Beyer & Holtzblatt, Contextual Design
- · Field work usually includes interviews
 - · Additional to requirements meetings with client
- Often conducted in the place of work during 'contextual enquiry' (as in Beyer & Holtzblatt)
- emphasis on user tasks, not technical issues
- Plan questions in advance
- ensure all important aspects covered

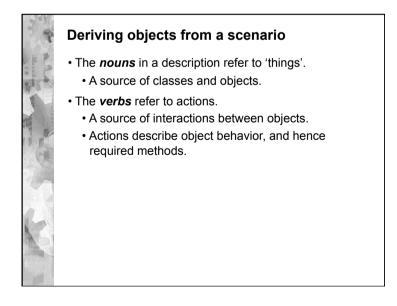
User Personas

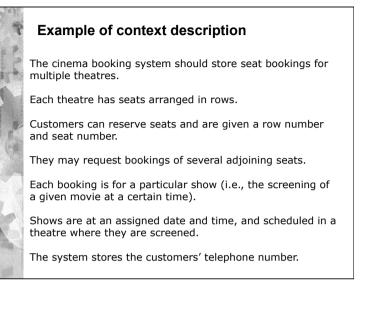
- This is a way to 'distil' information about users
- from field work, interviews, user studies etc
- into a form that is more useful to design teams.
- Write fictional portraits of individuals representing various kinds of user
 - give them names, jobs, and personal history
- often include photographs (from libraries ,actors)
- Help software engineers to remember that customers are not like them ...
 - ${\scriptstyle \bullet} \dots$ or their friends \dots
 - ... or anyone they've ever met!

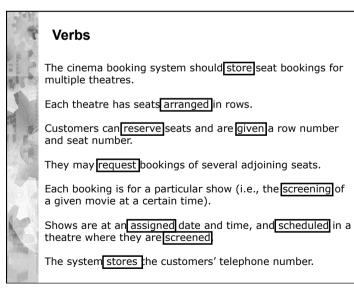


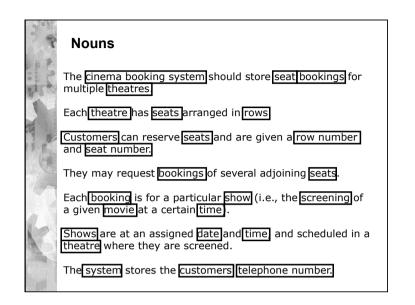


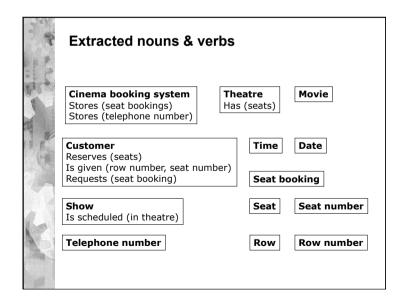


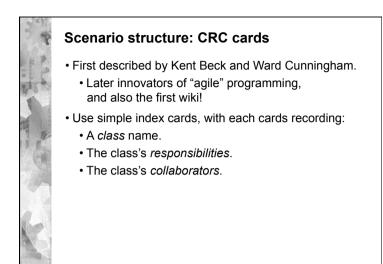




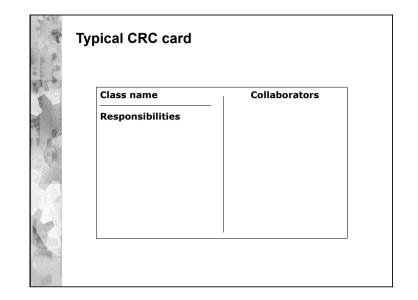




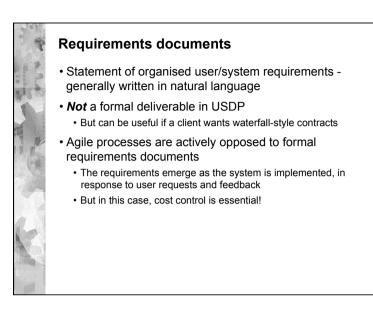


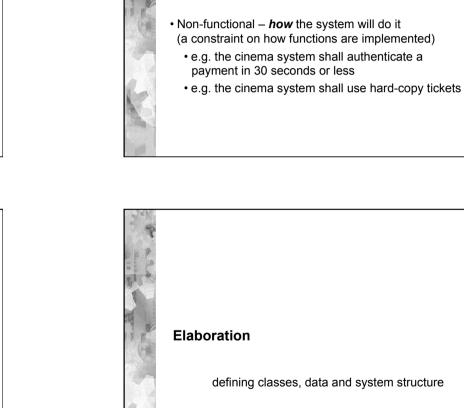


1 × 1	Partial example	
1	CinemaBookingSystem	Collaborators
	Can find movies by title and day.	Movie
	Stores collection of movies.	Collection
	Retrieves and displays movie details.	
	L	



-	Refinement of usage model
	 Scenarios allow you to check that the problem description is clear and complete.
	 Analysis leads gradually into design. Talking through scenarios & class responsibilities leads to elaborated models.
	 Spotting errors or omissions here will save considerable wasted effort later! Sufficient time should be taken over the analysis. CRC was designed to allow (in principle) review and discussion with analysts and/or clients.





Functional vs non-functional

accepting payments

• Functional – *what* the system will do

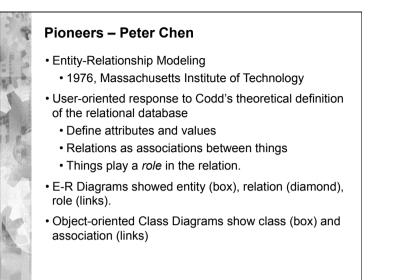
• e.g. the cinema system shall provide a facility for

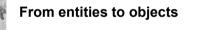
• e.g. the cinema system shall authenticate door entry



MoSCoW criteria

- M: Must have mandatory requirements that are fundamental to the system
- S: Should have important requirements that could be omitted
- C: Could have optional requirements
- W: Want to have these requirements really can wait (i.e. bells & whistles)





objects

• represent 'things' in some problem domain (example: "the red car down in the car park")

classes

• represent all objects of a kind (example: "car")

operations

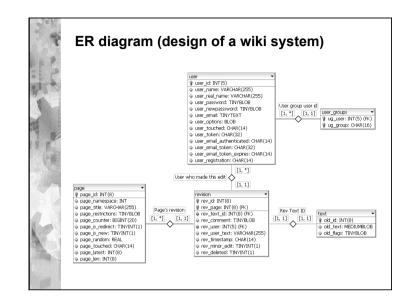
• actions invoked on objects (Java "methods")

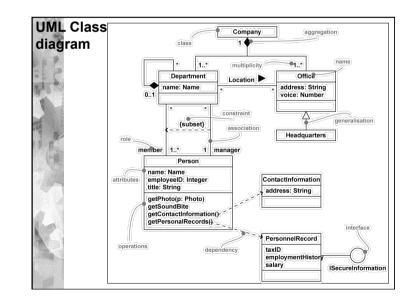
instance

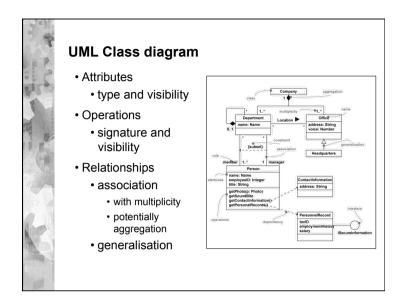
• can create many instances from a single class

state

• all the attributes (field values) of an instance

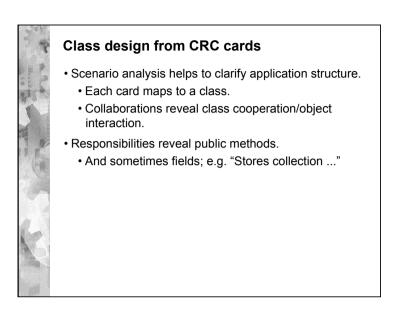






Refining class interfaces

- Replay the scenarios in terms of method calls, parameters and return values.
- Note down the resulting method signatures.
- Create outline classes with public-method stubs.
- Careful design is a key to successful implementation.



Dividing up a design model

- Abstraction
 - Ignore details in order to focus on higher level problems (e.g. aggregation, inheritance).
 - If classes correspond well to types in domain they will be easy to understand, maintain and reuse.
- Modularization
 - Divide model into parts that can be built and tested separately, interacting in well-defined ways.
 - · Allows different teams to work on each part
 - Clearly defined interfaces mean teams can work independently & concurrently, with increased chance of successful integration.

Pioneers – David Parnas

Information Hiding

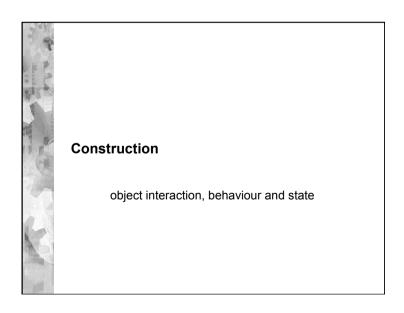
- 1972, Carnegie Mellon University
- How do you decide the points at which a program should be split into pieces?
 - Are small modules better?
 - Are big modules better?
- What is the optimum boundary size?
- Parnas proposed the best criterion for modularization:
 Aim to hide design decisions within the module.

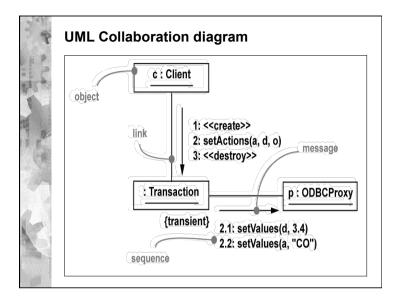
Cohesion in OO models

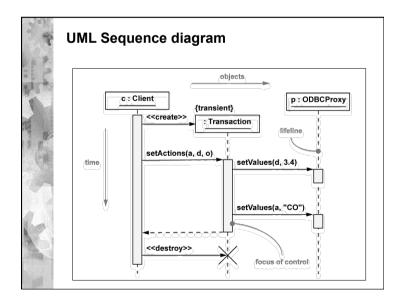
- Aim for high cohesion:
- · Each component achieves only "one thing"
- Method (functional) cohesion
 - Method only performs out one operation
 - Groups things that must be done together
- Class (type) cohesion
 - Easy to understand & reuse as a domain concept
- · Causes of low, poor, cohesion
 - Sequence of operations with no necessary relation
 - Unrelated operations selected by control flags
 - No relation at all just a bag of code

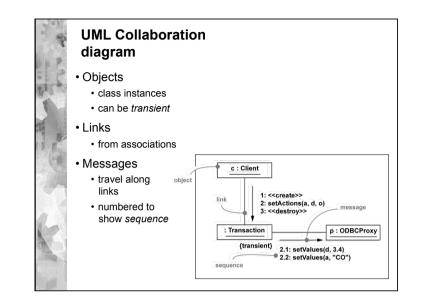
Information hiding in OO models

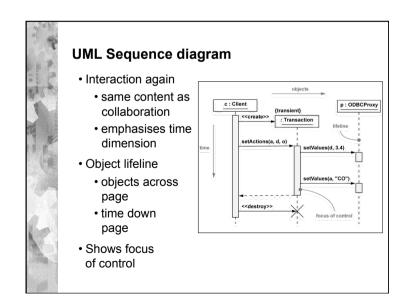
- Data belonging to one object is hidden from other objects.
 - Know what an object can do, not how it does it.
- Increases independence, essential for large systems and later maintenance
- Use Java visibility to hide implementation
 - Only methods intended for interface to other classes should be public.
 - Fields should be private accessible only within the same class.
 - Accessor methods provide information about object state, but don't change it.
 - Mutator methods change an object's state.











Loose coupling

- Coupling: links between parts of a program.
- If two classes depend closely on details of each other, they are *tightly coupled*.
- We aim for loose coupling.
 - keep parts of design clear & independent
 - may take several design iterations
- Loose coupling makes it possible to:
 - achieve reusability, modifiability
 - understand one class without reading others;
 - change one class without affecting others.
- Thus improves maintainability.

Interfaces as specifications

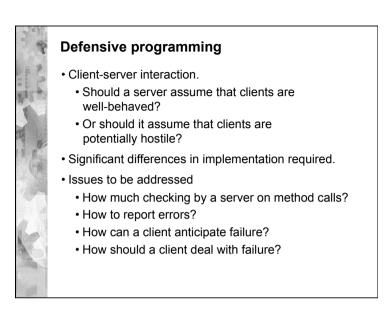
- Define method signatures for classes to interact
 - Include parameter and return types.
 - Strong separation of required functionality from the code that implements it (information hiding).
- Clients interact independently of the implementation.
- But clients can choose from alternative implementations.

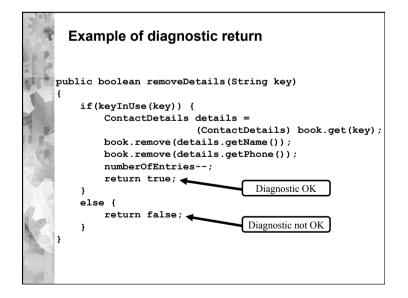
Responsibility-driven design Which class should I add a new method to? Each class should be responsible for manipulating its own data. The class that owns the data should be responsible for processing it.

- Leads to low coupling & "client-server contracts"
 - Consider every object as a server
 - Improves reliability, partitioning, graceful degradation

Causes of error situations

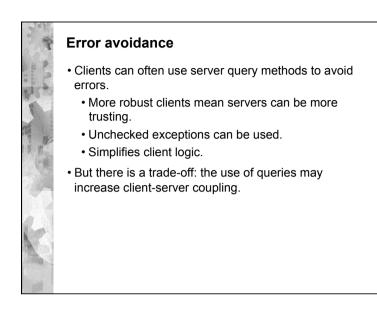
- Incorrect implementation.
 - Does not meet the specification.
- Inappropriate object request.
 E.g., invalid index.
- Inconsistent or inappropriate object state.
 - E.g. arising through class extension.
- Not always programmer error
 - Errors often arise from the environment (incorrect URL entered, network interruption).
- File processing often error-prone (missing files, lack of appropriate permissions).

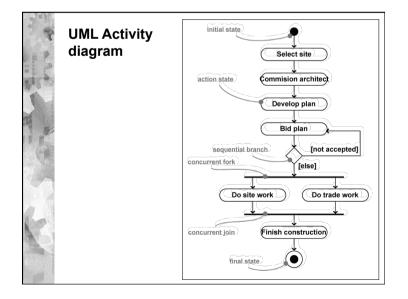


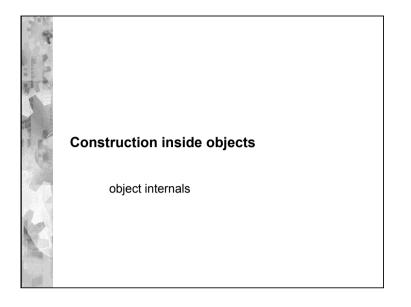


Argument values Arguments represent a major 'vulnerability' for a server object. Constructor arguments initialize state. Method arguments often control behavior. Argument checking is one defensive measure. How to report illegal arguments? To the user? *Is* there a human user? Can the user do anything to solve the problem? If not solvable, what should you suggest they do? To the client object: return a diagnostic value, or throw an exception.

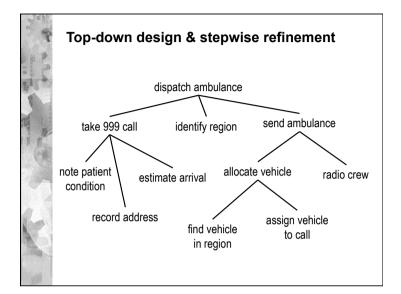
4	Client response to diagnostic
	• Either:
1	 Test the return value.
	 Attempt recovery on error.
	 Avoid program failure.
1	 Ignore the return value.
	Cannot be prevented.
	 Likely to lead to program failure.
	 Exceptions are preferable.
	Clients should take note of error notifications.
	Check return values.
	 Don't 'ignore' exceptions.
	 Include code to attempt recovery.
	• Will often require a loop.

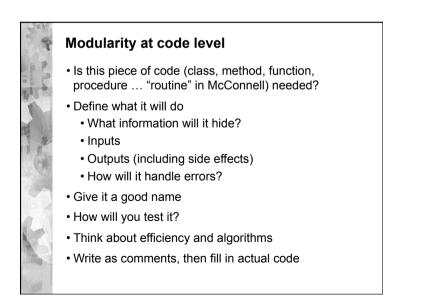


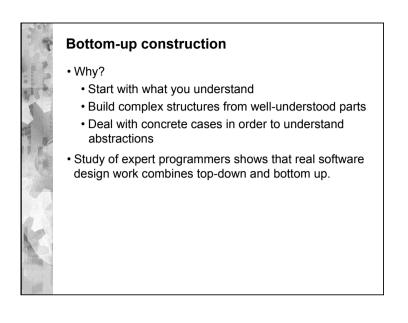


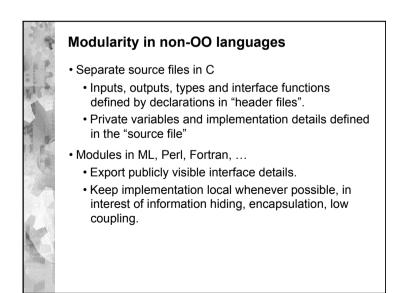


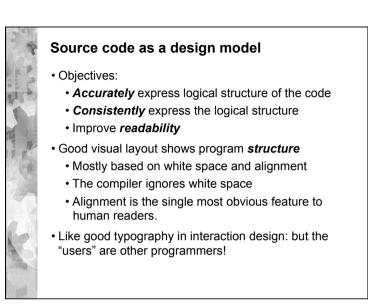
1000	
1	Pioneers – Edsger Dijkstra
	Structured Programming1968, Eindhoven
	 Why are programmers so bad at understanding dynamic processes and concurrency? (ALGOL then – but still hard in Java today!)
	 Observed that "GOTO" made things worse Hard to describe what state a process has reached, when you don't know which process is being executed.
K	 Define process as nested set of execution blocks, with fixed entry and exit points



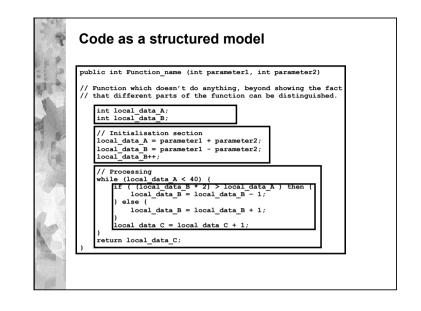


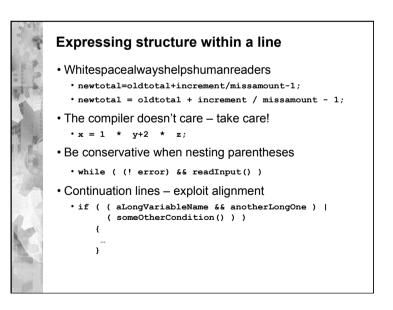


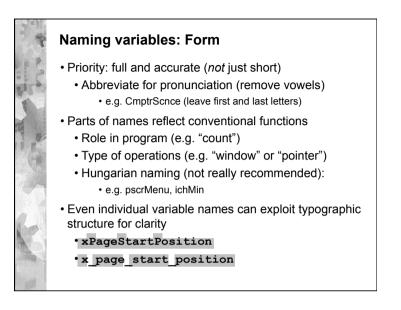




	Expressing local control structure
	<pre>while (local_data_C < 40) { form_initial_estimate(local_data_C); record_marker(local_data_B - 1); refine_estimate(local_data_A); local_data_C = local_data_C + 1;</pre>
	} // end while
	<pre>if ((local_data_B * 2) > local_data_A) then { // drop estimate local_data_B = local_data_B - 1;</pre>
	<pre>} else { // raise estimate local_data_B = local_data_B + 1;</pre>
Co.	} // end if

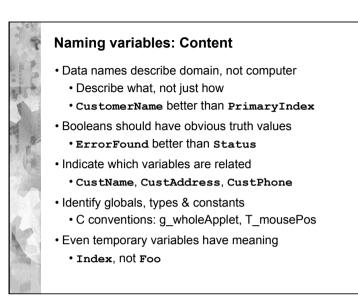


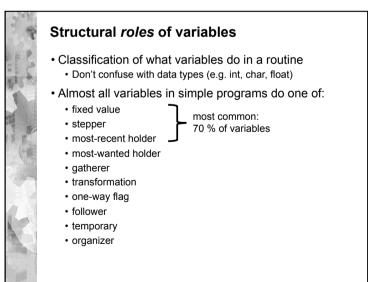


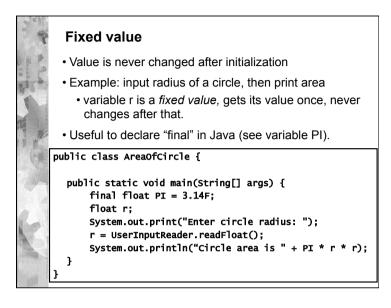


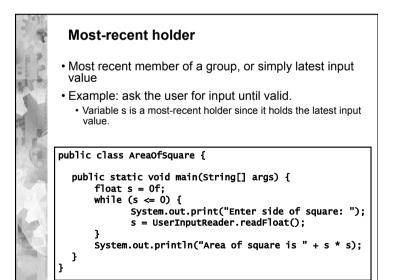
Pioneers – Michael Jackson

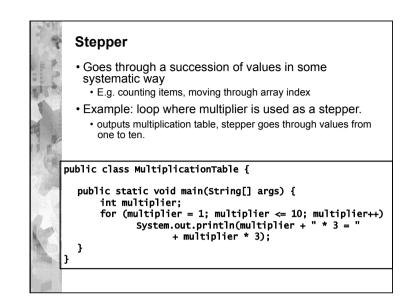
- Jackson Structured Programming
- 1975, independent consultant, London
- Describe program structure according to the structure of input and output streams
 - Mostly used for COBOL file processing
 - Still relevant to stream processing in Perl
- Data records (items in collection, elements in array) require a code loop
- Variant cases (subtypes, categories, enumerations) require conditional execution
- Switching between code and data perspectives helps to learn about design complexity and to check correctness.

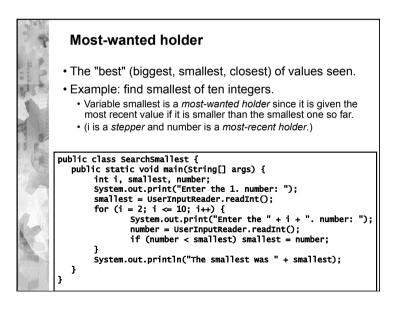


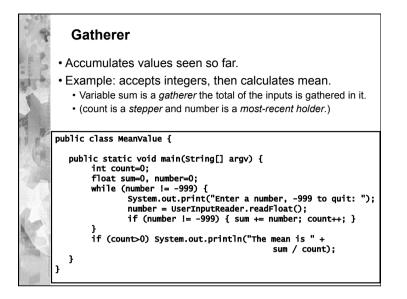


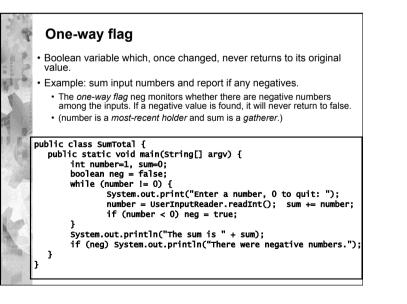


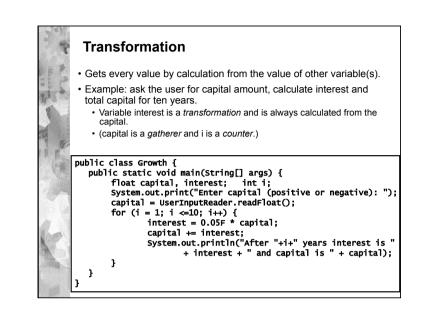


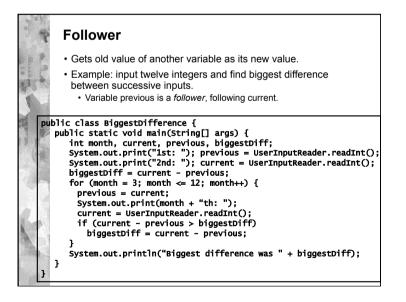


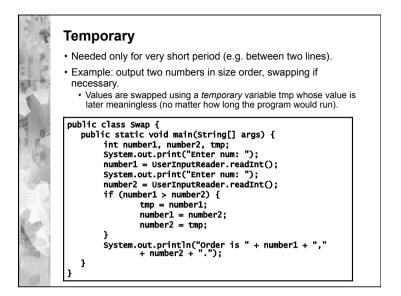


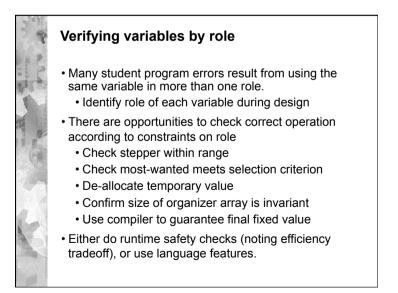


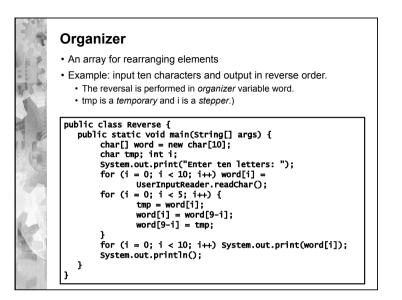


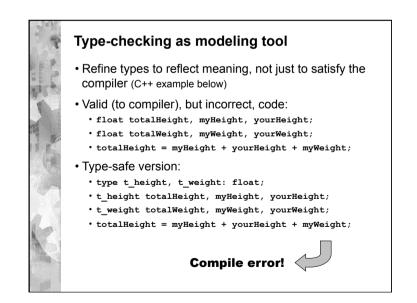


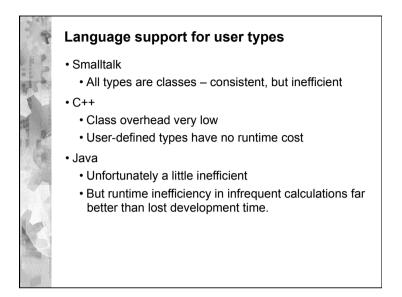


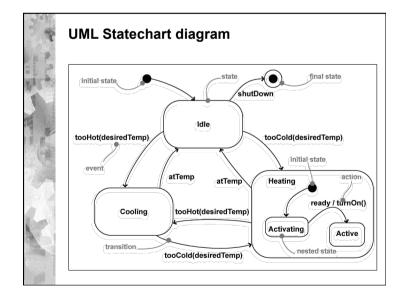


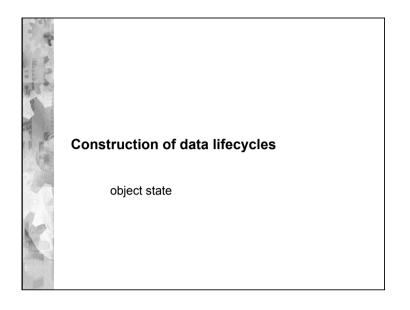


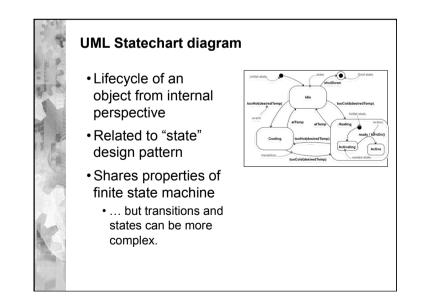


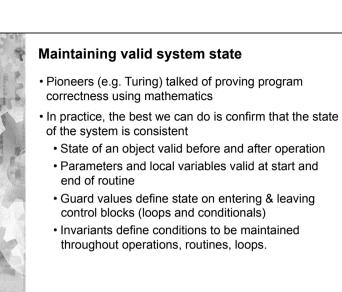


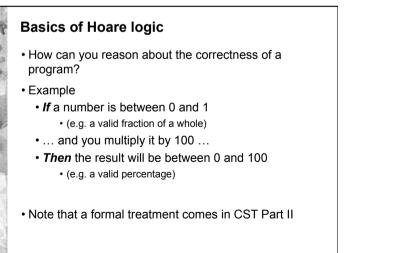


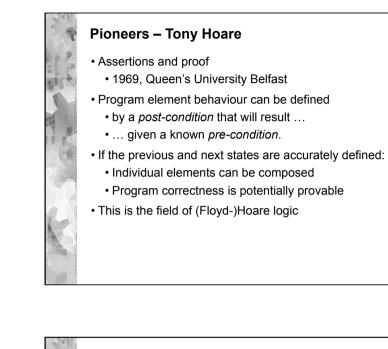


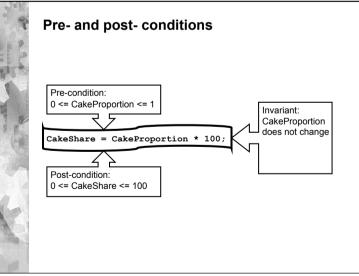


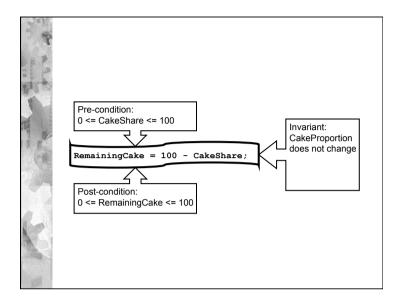


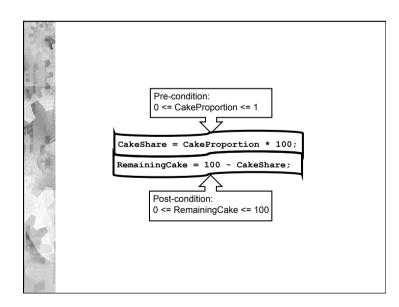


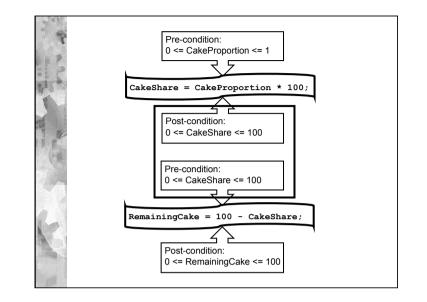


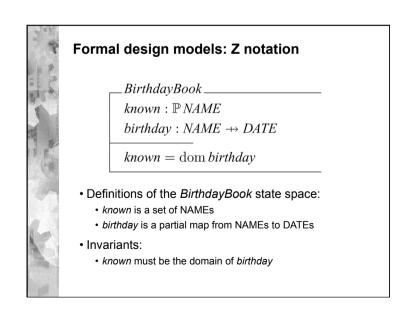


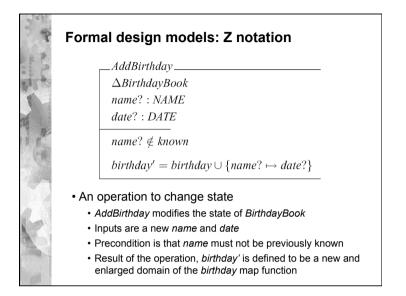






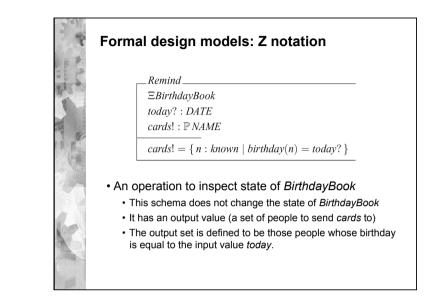


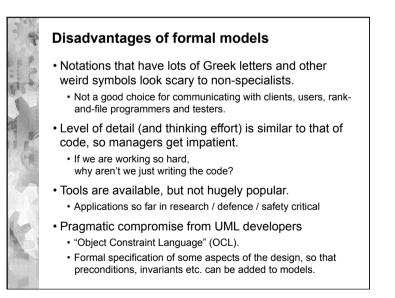






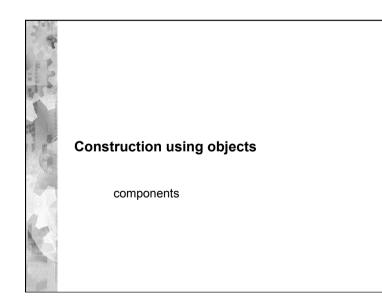
- Requirements can be analysed at a fine level of detail.
- They are declarative (specify what the code should do, not how), so can be used to check specifications from an alternative perspective.
- As a mathematical notation, offer the promise of tools to do automated checking, or even proofs of correctness ("verification").
- They have been applied in some real development projects.





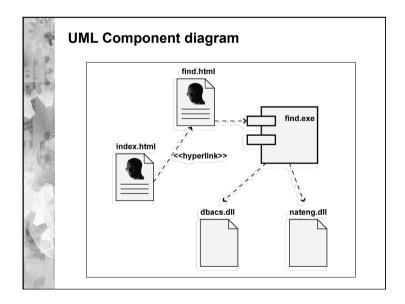
Language support for assertions

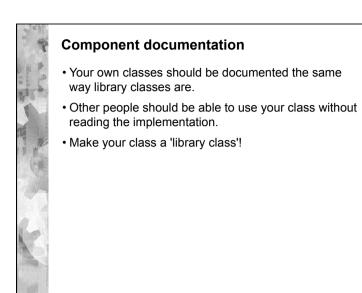
- Eiffel (pioneering OO language)
 - supported pre- and post-conditions on every method.
- C++ and Java support "assert" keyword
 - Programmer defines a statement that must evaluate to boolean true value at runtime.
 - If assertion evaluates false, exception is raised
- Some languages have debug-only versions, turned off when system considered correct.
 - Dubious trade-off of efficiency for safety.
- Variable roles could provide rigorous basis for finegranularity assertions in future.



Defensive programming

- Assertions and correctness proofs are useful tools, but not always available.
- Defensive programming includes additional code to help ensure local correctness
 - Treat function interfaces as a contract
- Each function / routine
 - Checks that input parameters meet assumptions
 - · Checks output values are valid
- System-wide considerations
 - How to report / record detected bugs
 - Perhaps include off-switch for efficiency



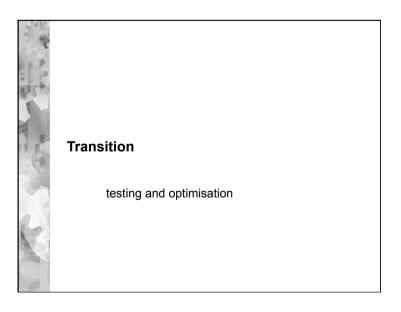


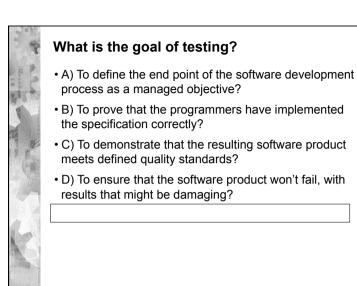
Elements of documentation

- The documentation for each constructor and method should include:
- the name of the method
- the return type
- the parameter names and types
- a description of the purpose and function of the method
- a description of each parameter
- a description of the value returned
- In Java, just use Javadoc

Elements of documentation

- Documentation for a class should include:
- the class name
- a comment describing the overall purpose and characteristics of the class
- a version number
- the authors' names
- documentation for each constructor and each method



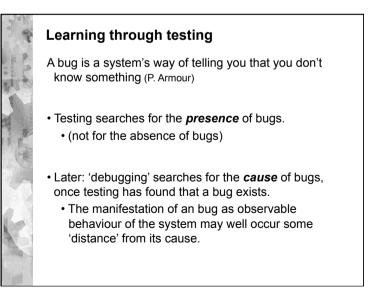


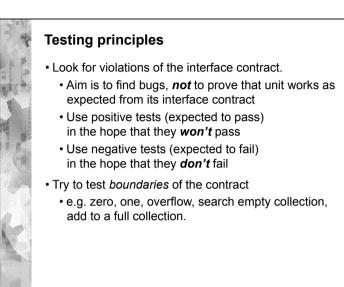
Remember design as learning?

- Design is the process of learning about a problem and describing a solution
 - at first with many gaps ...
 - eventually in sufficient detail to build it.
- We describe both the problem and the solution in a series of *design models*.
- Testing those models in various ways helps us gather more knowledge.
- Source code is simply the most detailed model used in software development.

Testing and quality

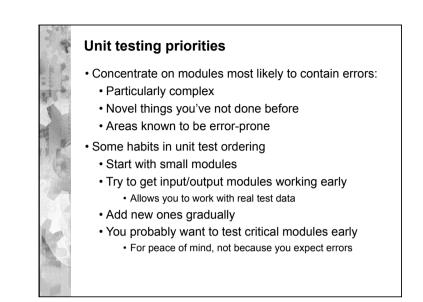
- Wikipedia (2013)
- "Software testing is the process used to assess the *quality* of computer software. It is an empirical technical investigation conducted to provide stakeholders with information about the *quality* of the product or service under test, with respect to the context in which it is intended to operate."
- Edsger Dijkstra
 - "Program testing can be used to show the presence of bugs, but never to show their absence"





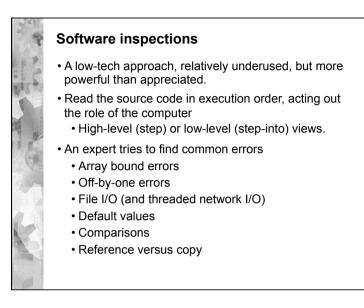
How to do it: testing strategies

- Manual techniques
 - Software inspections and code walkthrough
- · Black box testing
 - Based on specified unit interfaces, not internal structure, for test case design
- White box testing
 - Based on knowing the internal structure
- Stress testing
 - At what point will it fail?
- 'Random' (unexpected) testing
 - Remember the goal: most errors in least time



Pioneers – Michael Fagan

- Software Inspections
 - 1976, IBM
- Approach to design checking, including planning, control and checkpoints.
- Try to find errors in design and code by systematic *walkthrough*
- Work in teams including designer, coder, tester and moderator.



Black box testing

- Based on interface specifications for whole system or individual modules
- Analyse input ranges to determine test cases
- Boundary values
 - Upper and lower bounds for each value
 - Invalid inputs outside each bound
- Equivalence classes
 - Identify data ranges and combinations that are 'known' to be equivalent
- Ensure each equivalence class is sampled, but not over-represented in test case data

Inspection by yourself

- Get away from the computer and 'run' a program by hand
- Note the current object state on paper
- Try to find opportunities for incorrect behaviour by creating incorrect state.
- Tabulate values of fields, including invalid combinations.
- Identify the state changes that result from each method call.

White box testing

- Design test cases by looking at internal structure, including all possible bug sources
- Test each independent path at least once
- Prepare test case data to force paths
- Focus on error-prone situations (e.g. empty list)
- The goal is to find as many errors as you can
- Control structure tests:
- conditions take each possible branch
- data flow confirm path through parameters
- loops executed zero, one, many times
- exceptions ensure that they occur

Stress testing

- The aim of stress testing is to find out at what point the system will fail
 - You really do want to know what that point is.
 - You have to keep going until the system fails.
- If it hasn't failed, you haven't done stress testing.
- Consider both volume and speed
- Note difference from *performance testing*, which aims to confirm that the system will perform as specified.
 - Used as a contractual demonstration
 - It's not an efficient way of finding errors

Regression testing

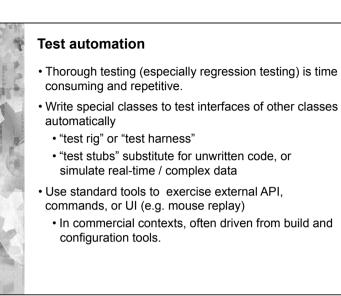
- 'Regression' is when you go backwards, or things get worse
 - Regression in software usually results from reintroducing faults that were previously fixed.
 - Each bug fix has around 20% probability of reintroducing some other old problem.
 - Refactoring can reintroduce design faults
- So regression testing is designed to ensure that a new version gives the same answers as the old version did

Random testing

- There are far more combinations of state and data than can be tested exhaustively
- Systematic test case design helps explore the range of possible system behaviour
 - But remember the goal is to make the system fail, not to identify the many ways it works correctly.
- Experienced testers have an instinct for the kinds of things that make a system fail
 - Usually by thinking about the system in ways the programmer did not expect.
- Sometimes, just doing things at random can be an effective strategy for this.

Regression testing

- Use a large database of test cases
- Include all bugs reported by customers:
 - customers are much more upset by failure of an already familiar feature than of a new one
 - reliability of software is relative to a set of inputs, so better test inputs that users actually generate!
- · Regression testing is boring and unpopular
 - test automation tools reduce mundane repetition
- perhaps biggest single advance in tools for software engineering of packaged software



Other system tests

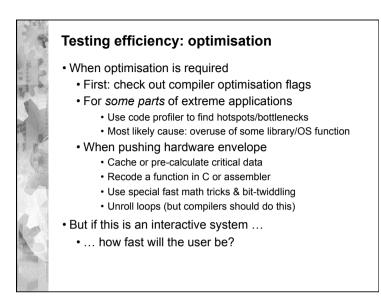
- Security testing
- automated probes, or
- a favour from your Russian friends
- Efficiency testing
 - test expected increase with data size
 - use code profilers to find hot spots
- Usability testing
 - essential to product success
 - often involves studying users

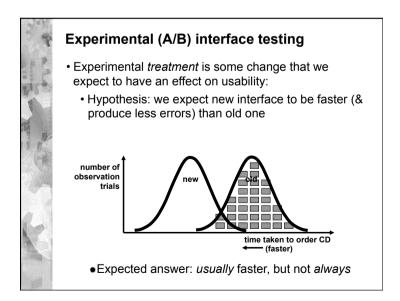
Unit testing

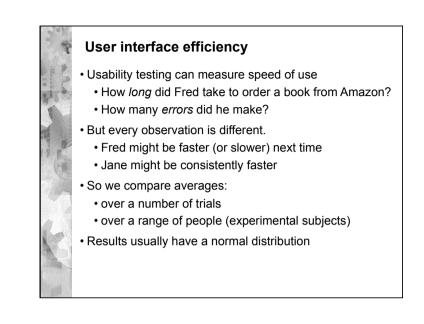
- Each unit of an application may be tested.
- Method, class, interface, package
- Can (should) be done *during* development.
- Finding and fixing early lowers development costs (e.g. programmer time).
- Build up a test suite of necessary harnesses, stubs and data files
- JUnit is often used to manage and run tests
- you use this to check your practical exercises
- www.junit.org

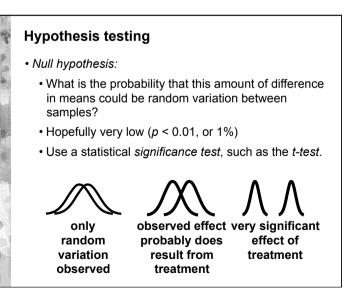
Testing efficiency: optimisation

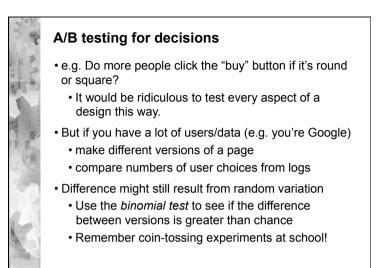
- Worst error is using wrong algorithm
- e.g. lab graduate reduced 48 hours to 2 minutes
- Try different size data sets does execution time vary as N, 2N, N², N³, N⁴, k^N ...?
- If this is the best algorithm, and you know it scales in a way appropriate to your data, but still goes too slow for some reason, ask:
 - How often will this program / feature be run?
 - Hardware gets faster quickly
 - Optimisation may be a waste of *your* time





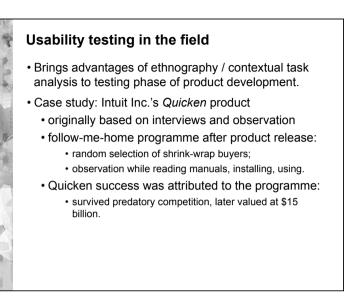






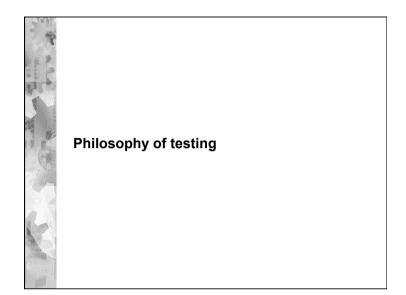
Think-aloud testing

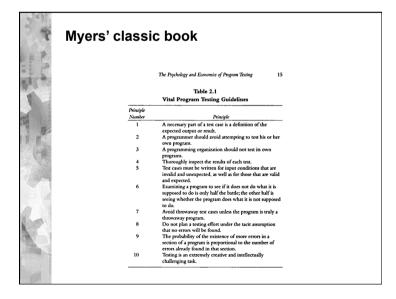
- Black-box testing for the user interface
- Observe and record a system user performing sample tasks
 - Could be using paper prototype or mockup
 - Ask them to think aloud while working
 - Record and capture their understanding
- Goal is to identify their mental model, so you can assess gulfs of execution/evaluation.
- Essential to find users who don't think the same way you do!

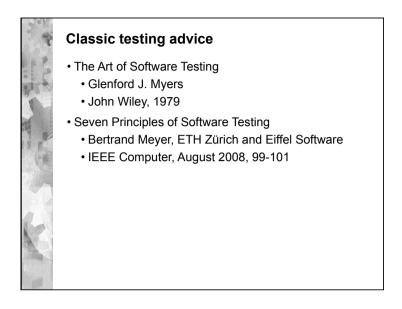


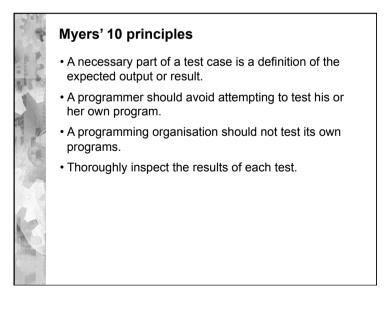
Cognitive walkthrough

- · White-box testing for the user interface
- Like software inspection of your user theory
- No user involved the design/test team follows a structured inspection process:
 - · Break the user's task down into subgoals
 - · For each subgoal:
 - What is the user trying to achieve at this moment?
 - Can they see the control they need?
 - Is it labelled in a way that matches their goal?
 - Why would they choose the action you expect?
 - Does the feedback help them learn (even if correct)?



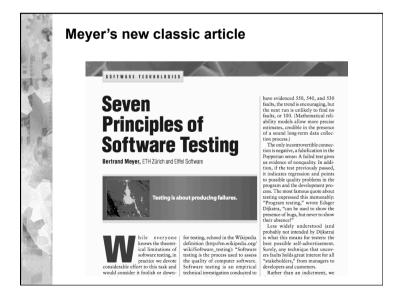






Myers' 10 principles (cont.)

- Test cases must be written for input conditions that are invalid and unexpected, as well as for those that are valid and expected.
- Examining a program to see if it does not do what it is supposed to do is only half the battle; the other half is seeing whether the program does what it is not supposed to do.
- Do not plan a testing effort under the tacit assumption that no errors will be found.



Myers' 10 principles (cont.)

- Avoid throwaway test cases unless the program is truly a throwaway program.
- The probability of the existence of more errors in a section of a program is proportional to the number of errors already found in that section.
- Testing is an extremely creative and intellectually challenging task.

Meyer's 7 Principles

- Principle 1: Definition
 - To test a program is to try to make it fail.
- Principle 2: Tests versus specs
 - Tests are no substitute for specifications.
- Principle 3: Regression testing
- Any failed execution must yield a test case, to remain a permanent part of the project's test suite.

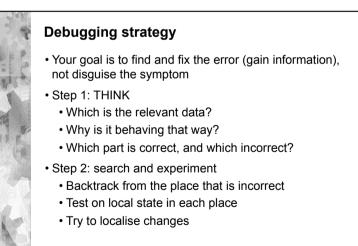
Meyer's 7 Principles (cont.)

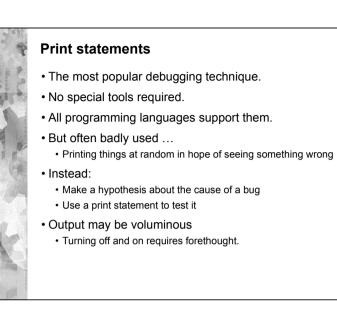
- Principle 4: Applying 'oracles'
 - Determining success or failure of tests must be an automatic process.
- Principle 4 (variant): Contracts as oracles
 - Oracles should be part of the program text, as contracts. Determining test success or failure should be an automatic process consisting of monitoring contract satisfaction during execution.
- Principle 5: Manual and automatic test cases
 - An effective testing process must include both manually and automatically produced test cases.

Fixing bugs – 'debugging'

- Treat debugging as a series of experiments
 - As with testing, debugging is about learning things
- Don't just make a change in the hope that it might fix a bug
 - Form a hypothesis of what is causing the unexpected behaviour
 - Make a change that is designed to test the hypothesis
 - If it works, good, if not, you've learned something
 - Either way, check what else you broke

Meyer's 7 Principles (cont.) Principle 6: Empirical assessment of testing strategies Evaluate any testing strategy, however attractive in principle, through objective assessment using explicit criteria in a reproducible testing process. Principle 7: Assessment criteria A testing strategy's most important property is the number of faults it uncovers as a function of time.





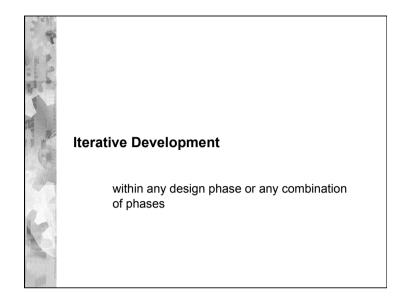
Debuggers Usual features include: Breakpoints Similar to print statements – can be used to test state at a particular program point Step-over or step-into methods/routines Identify specific routine or statement responsible for unexpected effect. Call sequence (stack) inspectors Explore parameters preceding unexpected effect Object and variable state inspectors Also continuous "watch" windows. However, debuggers are both language-specific and environment-specific.

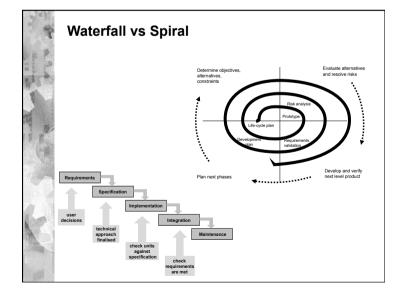
Walkthroughs

If all else fails ...

- Read through the code, explaining what state changes will result from each line.
- Explain to someone else what the code is doing.
 - They might spot the error.
 - The process of explaining might help you to spot it for yourself (the cardboard software engineer)
- Can be done on-screen from source code, on paper (as in a software inspection), or using a debugger

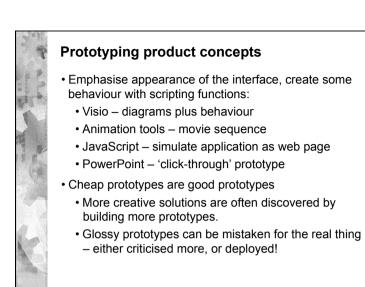
• Sleep on it.





2	The economics of pha	se tests	
	Relative cost to fix an fault [Boehm 1980]		
4	Phase in which found	Cost ratio	
	requirements	1	
	design	3-6	
11 1	coding	10	
	development testing	15-40	
	acceptance testing	30-70	
	operation	40-1000	
K	& these figures are consi	dered conservative!	

2	Prototyping
	 Supports early investigation of a system. Early problem identification.
	 Incomplete components can be simulated. e.g. always returning a fixed result. May want to avoid random or time-dependent behavior which is difficult to reproduce.
	 Allows early interaction with clients Perhaps at inception phase of project Especially (if feasible) with actual users!
K	 In product design, creative solutions are discovered by building many prototypes



Software continues changing

- Even after project completion!
- There are only two options for software:
 - Either it is continuously maintained ...
 - ... or it dies.
- Software that cannot be maintained will be thrown away.
 - Not like a novel (written then finished).
 - Software is extended, corrected, maintained, ported, adapted...
- The work will be done by different people over time (often decades).

Prototypes without programming

- Low-fidelity prototypes (or mockups)
 - Paper-and-glue simulation of interface
 - User indicates action by pointing at buttons on the paper "screen"
 - Experimenter changes display accordingly
- "Wizard of Oz" simulation method
- Computer user interface is apparently operational
- Actual system responses are produced by an experimenter in another room.
- Can cheaply assess effects of "intelligent" interfaces

Versioning

• More on version and configuration management next year.

- Versioning is about communicating change
- e.g. semantic versioning on open source projects:
 - 1.3.15 => MAJOR.MINOR.PATCH.
 - MAJOR version when you make incompatible API changes,
 - MINOR version when you add functionality in a backwards-compatible manner, and
 - PATCH version when you make backwardscompatible bug fixes.



- Focus on 'end-users', not just specifications from contract and/or client
- Use ethnographic methods at inception stage
- Design based on user conceptual models
- Early prototyping to assess conceptual model
- Contextual evaluation to assess task relevance
- Frequent iteration

Extreme Programming (1)

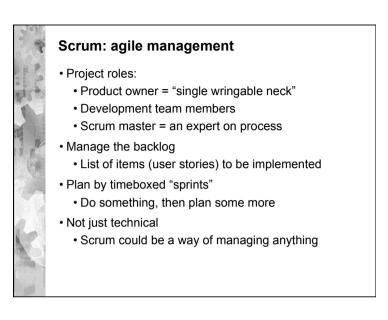
- From Portland Smalltalk group (Beck & Cunningham)
 - Software development as collaboration
 - Invented patterns, wikis, agile methods
- Customers work on-site with developers
 No project manager, but a "coach"
- User stories are written on little cards
 - "A promise to have a conversation"
 - But you *must* talk to the customer
 - Don't rely on documents
 - Show them the working system instead

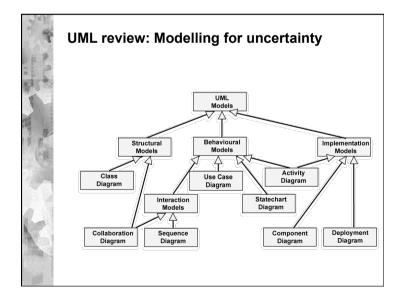
Agile methods (e.g. XP)

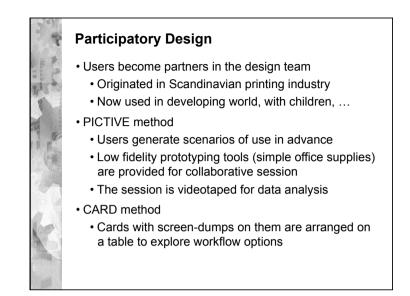
- Deliver working software from the outset
- Collect user stories describing features
- Design leader prioritises implementation
- Build functional increments in "sprints"
- Refactor as required
- Stop when the money runs out
- Some tension with user-centred processes
- Many proprietary alternatives!

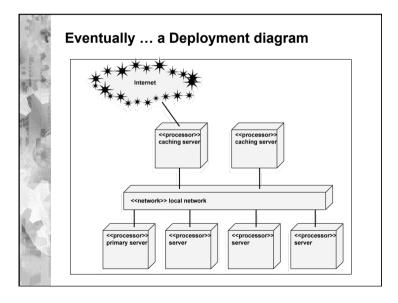
Extreme Programming (2)

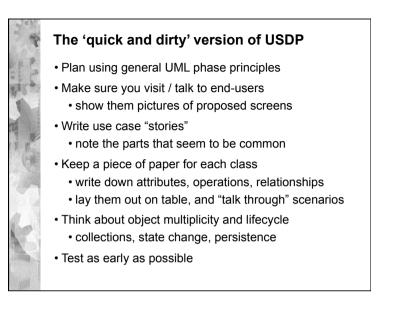
- Technical practices included:
 - · Iterations and releases are timeboxed
 - Planning game to estimate and negotiate
 - Test-driven development:
 - start with an example of how the program works
 - Pair programming
 - share your code with others all the time
 - · learning percolates around the team
- Management:
 - A simple daily stand-up for team awareness











Software Design: beyond "correct"

The requirements for design conflict and cannot be reconciled. All designs for devices are in some degree failures, either because they flout one or another of the requirements or because they are compromises, and compromise implies a degree of failure ... quite specific conflicts are inevitable once requirements for economy are admitted; and conflicts even among the requirements of use are not unknown. It follows that all designs for use are arbitrary. The designer or his client has to choose in what degree and where there shall be failure. ... It is quite impossible for any design to be the "logical outcome of the requirements" simply because, the requirements being in conflict, their logical outcome is an impossibility.

David Pye, The Nature and Aesthetics of Design (1978).