

CHAPTER 10

SOFTWARE ENGINEERING MODELS AND METHODS

ACRONYMS

3GL	3 RD GENERATION LANGUAGE
BNF	BACKUS-NAUR FORM
FDD	FEATURE-DRIVEN DEVELOPMENT
IDE	INTEGRATED DEVELOPMENT ENVIRONMENT
KA	KNOWLEDGE AREA
PBI	PRODUCT BACKLOG ITEM
RAD	RAPID APPLICATION DEVELOPMENT
UML	UNIFIED MODELING LANGUAGE
XP	EXTREME PROGRAMMING

INTRODUCTION

Software engineering models and methods impose structure on software engineering with the goal of making that activity systematic, repeatable, and ultimately more success-oriented. Using models provides an approach to problem solving, a notation, and procedures for model construction and analysis. Methods provide an approach to the systematic specification, design, construction, test, and verification of the end-item software and associated work products.

Software engineering models and methods vary widely in scope—from addressing a single software life-cycle phase to covering the complete software life cycle. The emphasis in this Knowledge Area (KA) is on software engineering models

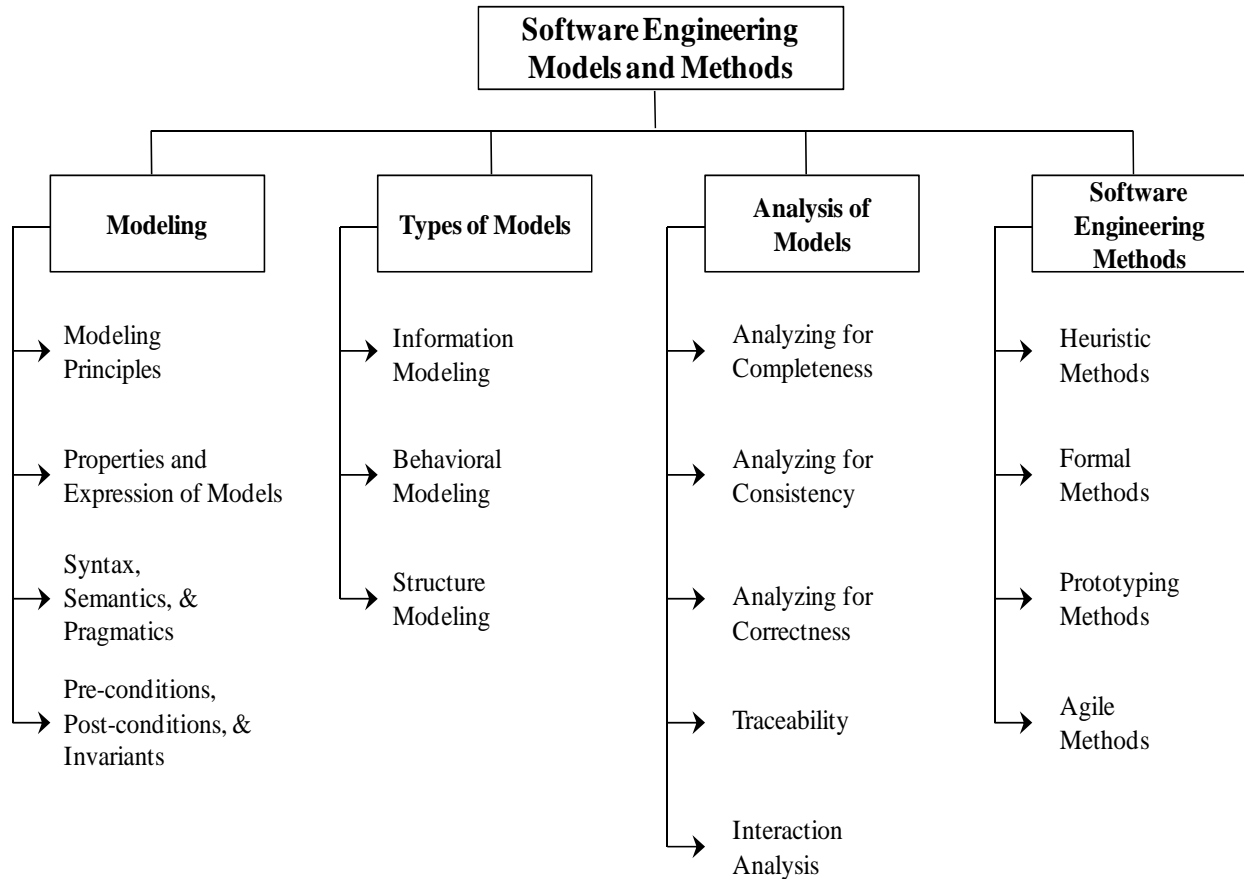
and methods that encompass multiple software life-cycle phases, since methods specific for single life-cycle phases are covered by other KAs.

BREAKDOWN OF TOPICS FOR SOFTWARE ENGINEERING MODELS AND METHODS

This chapter on software engineering models and methods is divided into four main topic areas:

- *Modeling* – discusses the general practice of modeling and presents topics in modeling principles; properties and expression of models; modeling syntax, semantics, and pragmatics; and pre-conditions, post-conditions, and invariants.
- *Types of Models* – briefly discusses models and aggregation of sub-models and provides some general characteristics of model types commonly found in the software engineering practice.
- *Analysis of Models* – presents some of the common analysis techniques used in modeling to verify completeness, consistency, correctness, traceability, and interaction.
- *Software Engineering Methods* – presents a brief summary of commonly used software engineering methods. The discussion guides the reader through a summary of heuristic methods, formal methods, prototyping, and agile methods.

The breakdown of topics for the Software Engineering Models and Methods KA is shown in Figure 1.



61
62 **Figure 1** Breakdown of topics for the Software Engineering Models and Methods KA

63 **1 Modeling**

64 Modeling of software is becoming a
65 pervasive technique to help software
66 engineers understand, engineer, and
67 communicate aspects of the software to
68 appropriate stakeholders. Stakeholders are
69 those persons or parties who have a stated
70 or implied interest in the software (for
71 example, user, buyer, supplier, architect,
72 certifying authority, evaluator, developer,
73 software engineer, and perhaps others).

74 While there are many modeling
75 languages, notations, techniques, and tools
76 in the literature and in practice, there are
77 unifying general concepts that apply in
78 some form to them all. The following
79 sections provide background on these
80 general concepts.

81 **1.1 Modeling Principles**

82 [1 c2s2, c5s1, c5s2; 2 c2s2; 3
83 c8s0]

84 Modeling provides the software engineer
85 with an organized and systematic
86 approach for representing significant
87 aspects of the software under study,
88 facilitating decision-making about the
89 software or elements of it, and
90 communicating those significant decisions
91 to others in the stakeholder communities.
92 There are three general principles guiding
93 such modeling activities:

- 94 • *Model the Essentials* – good models
95 do not usually represent every aspect
96 or feature of the software under every
97 possible condition. Modeling typically
98 involves developing only those

99 aspects or features of the software that
100 need specific answers, abstracting
101 away any non-essential information.
102 This approach keeps the models
103 manageable and useful.

104 • *Provide Perspective* – modeling
105 provides views of the software under
106 study using a defined set of rules for
107 expression of the model within each
108 view. This perspective-driven
109 approach provides dimensionality to
110 the model (for example, a structural
111 view, behavioral view, temporal view,
112 and other views as relevant).
113 Organizing information into views
114 focuses the software modeling efforts
115 on specific concerns relevant to that
116 view using the appropriate notation,
117 vocabulary, methods, and tools.

118 • *Enable Effective Communications* –
119 modeling employs the application
120 domain vocabulary of the software, a
121 modeling language, and semantic
122 expression (in other words, meaning
123 within context). When used rigorously
124 and systematically, this modeling
125 results in a reporting approach that
126 facilitates effective communication of
127 software information to project
128 stakeholders.

129 A model is an *abstraction* or
130 simplification of a software component. A
131 consequence of using abstraction is that
132 no single abstraction completely describes
133 a software component. Rather, the model
134 of the software is represented as an
135 aggregation of abstractions, which—when
136 taken together—describe only selected
137 aspects, perspectives, or views—only
138 those that are needed to make informed
139 decisions and respond to the reasons for
140 creating the model in the first place. This
141 simplification leads to a set of
142 assumptions about the context within
143 which the model is placed that should also

144 be captured in the model. Then, when
145 reusing the model, these assumptions can
146 be validated first to establish the
147 relevancy of the reused model within its
148 new use and context.

149 **1.2 Properties and Expression of** 150 **Models**

151 [1 c5s2, c5s3; 3 c6s1.1p7, c7s3p2,
152 c8s0p4]

153 Properties of models are those
154 distinguishing features of a particular
155 model used to characterize its
156 completeness, consistency, and
157 correctness within the chosen modeling
158 notation and tooling used. Properties of
159 models include the following:

160 • *Completeness* – the degree to which
161 all requirements have been
162 implemented and verified within the
163 model.

164 • *Consistency* – the degree to which the
165 model contains no conflicting
166 requirements, assertions, constraints,
167 functions, or component descriptions.

168 • *Correctness* – the degree to which the
169 model satisfies its requirements and
170 design specifications and is free of
171 defects.

172 Models are constructed to represent real-
173 world objects and their behaviors to
174 answer specific questions about how the
175 software is expected to operate.
176 Interrogating the models—either through
177 exploration, simulation, or review—may
178 expose areas of uncertainty within the
179 model and the software to which the
180 model refers. These uncertainties or
181 unanswered questions regarding the
182 requirements, design, and/or
183 implementation can then be handled
184 appropriately.

185 The primary expression element of a
186 model is an *entity*. An entity may

187 represent concrete artifacts (for example,
188 processors, sensors, or robots) or abstract
189 artifacts (for example, software modules
190 or communication protocols). Model
191 entities are connected to other entities
192 using relations (in other words, lines or
193 textual operators on target entities).
194 Expression of model entities may be
195 accomplished using textual or graphical
196 modeling languages; both modeling
197 language types connect model entities
198 through specific language constructs. The
199 meaning of an entity may be represented
200 by its shape, textual attributes, or both.
201 Generally, textual information adheres to
202 language-specific syntactic structure. The
203 precise meanings related to the modeling
204 of context, structure, or behavior using
205 these entities and relations is dependent
206 on the modeling language used, the design
207 rigor applied to the modeling effort, the
208 specific view being constructed, and the
209 entity to which the specific notation
210 element may be attached. Multiple views
211 of the model may be required to capture
212 the needed semantics of the software.

213 When using models supported with
214 automation, models may be checked for
215 completeness and consistency. The
216 usefulness of these checks depends greatly
217 on the level of semantic and syntactic
218 rigor applied to the modeling effort in
219 addition to explicit tool support.
220 Correctness is typically checked through
221 simulation and/or review.

222 **1.3 Syntax, Semantics, and** 223 **Pragmatics**

224 [2 c2s2.2.2p6; 3 c8s0, c8s5]

225 Models can be surprisingly deceptive. The
226 fact that a model is an abstraction with
227 missing information can lead one into a
228 false sense of completely understanding
229 the software from a single model. A
230 complete model (“complete” being

231 relative to the modeling effort) may be a
232 union of multiple sub-models and any
233 special function models. So, examination
234 and decision-making relative to a single
235 model within this collection of sub-
236 models may be problematic.

237 Understanding the precise meanings of
238 modeling constructs can also be difficult.
239 Modeling languages are defined by
240 syntactic and semantic rules. For textual
241 languages, syntax is defined using a
242 notation grammar that defines valid
243 language constructs (for example, Backus-
244 Naur Form (BNF)). For graphical
245 languages, syntax is defined using
246 graphical models called meta-models. As
247 with BNF, meta-models define the valid
248 syntactical constructs of a graphical
249 modeling language; the meta-model
250 defines how these constructs can be
251 composed to produce valid models.

252 Semantics for modeling languages specify
253 the meaning attached to the entities and
254 relations captured within the model. For
255 example, a simple diagram of two boxes
256 connected by a line is open to a variety of
257 interpretations. Knowing that the diagram
258 on which the boxes are placed and
259 connected is an object diagram or an
260 activity diagram can assist in the
261 interpretation of this model.

262 As a practical matter, there is usually a
263 good understanding of the semantics of a
264 specific software model due to the
265 modeling language selected, how that
266 modeling language is used to express
267 entities and relations within that model,
268 the experience base of the modeler(s), and
269 the context within which the modeling has
270 been undertaken and so represented.
271 Meaning is communicated through the
272 model even in the presence of incomplete
273 information through abstraction;
274 pragmatics explains how meaning is
275 embodied in the model and its context and

276 communicated effectively to other
277 software engineers.

278 There are still instances, however, where
279 caution is needed regarding modeling and
280 semantics. For example, any model parts
281 imported from another model or library
282 must be examined for semantic
283 assumptions that conflict in the new
284 modeling environment; this may not be
285 obvious. Check the documented model
286 assumptions. While modeling syntax may
287 be identical, the model may mean
288 something quite different in the new
289 environment, which is a different context.
290 Also, consider that as software matures
291 and changes are made, semantic discord
292 can be introduced. With many software
293 engineers working on a model part over
294 time coupled with tool updates and
295 perhaps new requirements, there are
296 opportunities for the unchanged portions
297 of the model to represent something
298 different from the original author's intent
299 and initial model context.

300 1.4 Pre-conditions, Post- 301 conditions, and Invariants

302 [2 c4s4; 4 c10s4p2, c10s5p2p4]

303 When modeling functions or methods, the
304 software engineer typically starts with a
305 set of assumptions about the state of the
306 software prior to, during, and after the
307 function or method executes. These
308 assumptions are essential to the correct
309 operation of the function or method and
310 are grouped, for discussion, as a set of
311 pre-conditions, post-conditions, and
312 invariants.

313 • *Pre-conditions* – a set of conditions
314 that must be satisfied prior to
315 execution of the function or method. If
316 these pre-conditions do not hold prior
317 to execution of the function or
318 method, the function or method may
319 produce erroneous results.

320 • *Post-conditions* – a set of conditions
321 that is guaranteed to be true after the
322 function or method has executed
323 successfully. Typically, the post-
324 conditions represent how the state of
325 the software has changed, how
326 parameters passed to the function or
327 method have changed, or how the
328 return value has been affected.

329 • *Invariants* – a set of conditions within
330 the operational environment that
331 persist (in other words, do not change)
332 during execution of the function or
333 method. These invariants are relevant
334 and necessary to the software and the
335 correct operation of the function or
336 method.

337 2 Types of Models

338 A typical model consists of an
339 aggregation of sub-models. Each sub-
340 model is a partial description and is
341 created for a specific purpose; it may be
342 comprised of one or more diagrams. The
343 collection of sub-models may employ
344 multiple modeling languages or a single
345 modeling language. The Unified
346 Modeling Language (UML) recognizes a
347 rich collection of modeling diagrams. Use
348 of these diagrams, along with the
349 modeling language constructs, brings
350 about three broad model types commonly
351 used: information models, behavioral
352 models, and structure models.

353 2.1 Information Modeling

354 [1 c7s2.2; 3 c8s3]

355 Information models provide a central
356 focus on data and information. An
357 information model is an abstract
358 representation that identifies and defines a
359 set of concepts, properties, relations, and
360 constraints on data entities. The semantic
361 or conceptual information model is often
362 used to provide some formalism and

363 context to the software being modeled as
364 viewed from the problem perspective,
365 without concern for how this model is
366 actually mapped to the implementation of
367 the software. The semantic or conceptual
368 information model is an abstraction and,
369 as such, includes only the concepts,
370 properties, relations, and constraints
371 needed to conceptualize the real- world
372 view of the information. Subsequent
373 transformations of the semantic or
374 conceptual information model lead to the
375 elaboration of logical and then physical
376 data models as implemented in the
377 software.

378 **2.2 Behavioral Modeling**

379 [1 c7s2.1, c7s2.3, c7s2.4; 2 c9s2; 3
380 c8s2, c8s4.3]

381 Behavioral models identify and define the
382 functions of the software being modeled.
383 Behavior models generally take three
384 basic forms: state machines, control-flow
385 models, and data-flow models. State
386 machines provide a model of the software
387 as a collection of defined states, events,
388 and transitions. The software transitions
389 from one state to the next by way of a
390 guarded or unguarded triggering event
391 that occurs in the modeled environment.
392 Control-flow models depict how a
393 sequence of events causes processes to be
394 activated or deactivated. Data-flow
395 behavior is typified as a sequence of steps
396 where data moves through processes
397 toward data stores or data sinks.

398 **2.3 Structure Modeling**

399 [1 c7s2.5, c7s3.1, c7s3.2; 3 c8s4; 4
400 c4]

401 Structure models illustrate the physical or
402 logical composition of software from its
403 various component parts. Structure
404 modeling establishes the defined
405 boundary between the software being

406 implemented or modeled and the
407 environment in which it is to operate.
408 Some common structural constructs used
409 in structure modeling are composition,
410 decomposition, generalization, and
411 specialization of entities; identification of
412 relevant relations and cardinality between
413 entities; and the definition of process or
414 functional interfaces. Typical structure
415 diagrams provided by the UML for
416 structure modeling, for example, include
417 class, component, object, deployment, and
418 packaging diagrams.

419 **3 Analysis of Models**

420 The development of models affords the
421 software engineer an opportunity to study
422 and understand the structure, function, and
423 assembly considerations associated with
424 software. Analysis of constructed models
425 is needed to ensure that these models are
426 complete, consistent, and correct enough
427 to serve their intended purpose for the
428 stakeholders.

429 The sections that follow briefly describe
430 the analysis techniques generally used
431 with software models to ensure that the
432 software engineer and other relevant
433 stakeholders gain appropriate value from
434 the development and use of models.

435 **3.1 Analyzing for Completeness**

436 [3 c6s1.1p7, c7s3; 5 pp8–11]

437 In order to have software that fully meets
438 the needs of the stakeholders,
439 completeness is critical—from the
440 requirements capture process to code
441 implementation. Completeness is the
442 degree to which all of the specified
443 requirements have been implemented and
444 verified. Models may be checked for
445 completeness by a modeling tool that uses
446 techniques such as structural analysis and
447 state-space reachability analysis (which
448 ensure that all paths in the state models

449 are reached by some set of correct inputs);
450 models may also be checked for
451 completeness manually by using
452 inspections or other review techniques.
453 Errors and warnings generated by these
454 analysis tools and found by inspection or
455 review indicate probable needed
456 corrective actions to ensure completeness
457 of the models.

458 **3.2 Analyzing for Consistency**

459 [3 c6s1.1p7, c7s3, c20s1; 5 pp8–11]

460 Consistency is the degree to which models
461 contain no conflicting requirements,
462 assertions, constraints, functions, or
463 component descriptions. Typically,
464 consistency checking is accomplished
465 with the modeling tool using an
466 automated analysis function; models may
467 also be checked for consistency manually
468 using inspections or other review
469 techniques. As with completeness, errors
470 and warnings generated by these analysis
471 tools and found by inspection or review
472 indicate the need for corrective action.

473 **3.3 Analyzing for Correctness**

474 [5 pp8–11]

475 Correctness is the degree to which a
476 model satisfies its requirements and
477 design specifications, is free of defects,
478 and ultimately meets the stakeholders'
479 needs. To analyze a model for correctness,
480 one analyzes it—either manually (for
481 example, through the use of inspections or
482 other review techniques) or automatically
483 (using the modeling tool)—searching for
484 possible defects (for example, syntax,
485 function, or data errors) and then
486 removing or repairing confirmed defects
487 before the software is released for use.

488 **3.4 Traceability**

489 [3 c7s3.1p3, c7s4.2pp3–6]

490 Developing software typically involves
491 the use, creation, and modification of
492 many work products such as, for example,
493 planning documents, process
494 specifications, requirements
495 specifications, diagrams, designs and
496 pseudo-code, handwritten and tool-
497 generated code, manual and automated
498 test cases and reports, and files and data.
499 These work products may be related
500 through various dependency relationships
501 (for example, uses, implements, tests). As
502 software is being developed, managed,
503 maintained, or extended, there is a need to
504 map and control these traceability
505 relationships to maintain requirements
506 consistency with the overall software end-
507 item(s) and work products. Use of
508 traceability typically improves the
509 management of software work products
510 and software process quality. Traceability
511 also enables change analysis once the
512 software is developed and released, since
513 relationships to software work products
514 can easily be traversed to assess change
515 impact. Modeling tools typically provide
516 some automated or manual means to
517 specify and manage traceability links
518 between requirements, design, code,
519 and/or test entities as may be represented
520 in the models and to other software work
521 products.

522 **3.5 Interaction Analysis**

523 [2 c10, c11; 3 c16s1.1, c16s5; 4 c5]

524 Interaction analysis focuses on the
525 communications or control flow relations
526 between entities used to accomplish a
527 specific task or function within the
528 software model. This analysis examines
529 the dynamic behavior of the interactions
530 between different portions of the software
531 model, including other software layers
532 (such as the operating system,
533 middleware, and applications). It may also
534 be important for some software

535 applications to examine interactions
536 between the computer software
537 application and the user interface
538 software. Some software modeling
539 environments provide simulation facilities
540 to study aspects of the dynamic behavior
541 of modeled systems. Stepping through the
542 simulation provides an analysis option for
543 the software engineer to review the
544 interaction design and verify that the
545 different parts of the software work
546 together to provide the intended functions.

547 **4 Software Engineering** 548 **Methods**

549 Software engineering methods provide an
550 organized and systematic approach to
551 developing software for a target computer.
552 There are numerous methods from which
553 to choose and it is important for the
554 software engineer to choose an
555 appropriate method or methods for the
556 software development task at hand; this
557 choice can have a dramatic effect on the
558 success of the software project. Use of
559 these software engineering methods
560 coupled with people of the right skill set
561 and tools enables the software engineers
562 to visualize the details of the software and
563 ultimately transform the representation
564 into a working set of code and data.

565 Selected software engineering methods
566 are discussed below. The topic areas are
567 organized into discussions of Heuristic
568 Methods, Formal Methods, Prototyping
569 Methods, and Agile Methods.

570 **4.1 Heuristic Methods**

571 [1 c13, c15, c16; 3 c8s5, c14, c17s3]

572 Heuristic methods are those experience-
573 based software engineering methods that
574 have been and are fairly widely practiced
575 in the software industry. This topic area
576 contains three broad discussion
577 categories: structured analysis and design

578 methods, data modeling methods, and
579 object-oriented analysis and design
580 methods.

581 • *Structured Analysis and Design*
582 *Methods* – The software model is
583 developed primarily from a functional
584 or behavioral viewpoint, starting from
585 a high-level view of the software
586 (including data and control elements)
587 and then progressively decomposing
588 or refining the model components
589 through increasingly detailed designs.
590 The detailed design eventually
591 converges to very specific details or
592 specifications of the software that
593 must be built (in other words, coded)
594 and verified.

595 • *Data Modeling Methods* – The data
596 model is constructed from the
597 viewpoint of the data or information
598 used. Data tables and relationships
599 define the data models. This data
600 modeling method is used primarily for
601 defining and analyzing data
602 requirements supporting database
603 designs or data repositories typically
604 found in business software, where data
605 is actively managed as a business
606 systems resource or asset.

607 • *Object-Oriented Analysis and Design*
608 *Methods* – The object-oriented model
609 is represented as a collection of
610 objects that encapsulate data and
611 relationships and interact with other
612 objects through methods. Objects may
613 be real-world items or virtual items.
614 The software model is constructed
615 using diagrams to constitute selected
616 views of the software. Progressive
617 refinement of the software models
618 lead to a detailed design. The detailed
619 design is then either evolved through
620 successive iteration or transformed
621 (using some mechanism) into the
622 implementation view of the model,

623 where the code and packaging
624 approach for eventual software
625 product release and deployment is
626 expressed.

627 4.2 Formal Methods

628 [1 Cc18; 3 c10; 5 pp8–24]

629 Formal methods are software engineering
630 methods used to specify, develop, and
631 verify the software through application of
632 a rigorous mathematically based notation
633 and language. Through use of the
634 specification language, the software
635 model can be checked for consistency (in
636 other words, lack of ambiguity),
637 completeness, and correctness in a
638 systematic and automated or semi-
639 automated fashion.

640 This section addresses specification
641 languages, program refinement and
642 derivation, formal verification, and logical
643 inference.

644 • *Specification Languages* –
645 Specification languages provide the
646 mathematical basis for a formal
647 method; specification languages are
648 formal, higher-level computer
649 languages (in other words, not a
650 classic 3rd Generation Language
651 (3GL) programming language) used
652 during the software specification,
653 requirements analysis, and/or design
654 phases of the software development
655 project to describe specific
656 input/output behavior. Specification
657 languages are not directly executable
658 languages; they are typically
659 comprised of a notation and syntax,
660 semantics for use of the notation, and
661 a set of allowed relations for objects.

662 • *Program Refinement and Derivation* –
663 Program refinement is the process of
664 creating a lower-level (or more
665 detailed) specification using a series of

666 transformations. It is through
667 successive transformations that the
668 software engineer derives an
669 executable representation of a
670 program. Specifications may be
671 refined, adding details until the model
672 can be formulated in a 3GL
673 programming language or in an
674 executable portion of the chosen
675 specification language. This
676 specification refinement is made
677 possible by defining specifications
678 with precise semantic properties; the
679 specifications must set out not only
680 the relationships between entities but
681 also the exact run-time meanings of
682 those relationships and operations.

683 • *Formal Verification* – Model checking
684 is a formal verification method; it
685 typically involves performing a state-
686 space exploration or reachability
687 analysis to demonstrate that the
688 represented software design has or
689 preserves certain model properties of
690 interest. An example of model
691 checking is an analysis that verifies
692 correct program behavior under all
693 possible interleaving of event or
694 message arrivals. The use of formal
695 verification requires a rigorously
696 specified model of the software and its
697 operational environment; this model
698 often takes the form of a finite state
699 machine or other formally defined
700 automaton.

701 • *Logical Inference* – Logical inference
702 is a method of designing software that
703 involves specifying pre-conditions and
704 post-conditions around each
705 significant block of the design, and—
706 using mathematical logic—developing
707 the proof that those pre-conditions and
708 post-conditions must hold under all
709 inputs. This provides a way for the
710 software engineer to predict software

711 behavior without having to execute the
712 software. Some Integrated
713 Development Environments (IDEs)
714 include ways to represent these proofs
715 along with the design or code.

716 4.3 Prototyping Methods

717 [1 c12s2; 3 c17s4; 6 c7s3p5]

718 Software prototyping is an activity that
719 generally creates incomplete or minimally
720 functional versions of a software
721 application, usually for trying out specific
722 new features, soliciting feedback on
723 requirements or user interfaces, further
724 exploring requirements, design, or
725 implementation options, and/or gaining
726 some other useful insight into the
727 software. The software engineer selects a
728 prototyping method to understand the
729 least understood aspects or components of
730 the software first; this approach is in
731 contrast with other development methods
732 which usually begin development with the
733 most understood portions first. Typically,
734 the prototyped product does not become
735 the final software product without
736 extensive development rework or
737 refactoring.

738 This section discusses prototyping styles,
739 targets, and evaluation techniques in brief.

740 • *Prototyping Style* – This addresses the
741 various approaches to developing
742 prototypes. Prototypes can be
743 developed as throwaway code or paper
744 products, as an evolution of a working
745 design, or as an executable
746 specification. Different prototyping
747 life-cycle processes are typically used
748 for each style. The style chosen is
749 based on the type of results the project
750 needs, the quality of the results
751 needed, and the urgency of the results.

752 • *Prototyping Target* – The target of the
753 prototype activity is the specific

754 product being served by the
755 prototyping effort. Examples of
756 prototyping targets include a
757 requirements specification, an
758 architectural design element or
759 component, an algorithm, or a human-
760 machine user interface.

761 • *Prototyping Evaluation Techniques* –
762 A prototype may be used or evaluated
763 in a number of ways by the software
764 engineer or other project stakeholders,
765 driven primarily by the underlying
766 reasons that led to prototype
767 development in the first place.
768 Prototypes may be evaluated or tested
769 against the actual implemented
770 software or against a target set of
771 requirements (for example, a
772 requirements prototype); the prototype
773 may also serve as a model for a future
774 software development effort (for
775 example, as in a user interface
776 specification).

777 4.4 Agile Methods

778 [3 c17s1, c17s2, c17s3; 6 c7s3p7; 7
779 c6, App. A]

780 Agile methods were born in the 1990s
781 from the need to reduce the apparent large
782 overhead associated with heavyweight,
783 plan-based development methods used in
784 large-scale software-development
785 projects. Agile methods are considered
786 lightweight methods in that they are
787 characterized by short, iterative
788 development cycles, self-organizing
789 teams, simpler designs, code refactoring,
790 test-driven development, frequent
791 customer involvement, and an emphasis
792 on creating a demonstrative working
793 product with each development cycle.

794 Many agile methods are available in the
795 literature; some of the more popular
796 approaches, which are discussed here in
797 brief, include pair programming, Rapid

798 Application Development (RAD),
799 eXtreme Programming (XP), scrum, and
800 Feature-Driven Development (FDD).

801 • *Pair Programming* – Software
802 engineers work in pairs, sitting at one
803 workstation, to design and program
804 the software. The pair programming
805 process promotes collective ownership
806 of the software, informal code review,
807 and continuous code refactoring.

808 • *RAD* – Rapid software development
809 methods are used primarily in data-
810 intensive, business-systems
811 application development. The RAD
812 method is enabled with special-
813 purpose database development tools
814 used by software engineers to quickly
815 develop, test, and deploy new or
816 modified business applications.

817 • *XP* – This approach uses stories or
818 scenarios for requirements, develops
819 tests first, has direct customer
820 involvement on the team (typically
821 defining acceptance tests), uses pair
822 programming, and provides for
823 continuous code refactoring and
824 integration. Stories are decomposed
825 into tasks, prioritized, estimated,
826 developed, and tested. Each increment
827 of software is tested with automated
828 and manual tests; an increment may be
829 released every couple of weeks or so.

830 • *Scrum* – This agile approach is more
831 project-management friendly than the
832 others. The scrum master manages the
833 activities within the project increment;
834 each increment is called a sprint and
835 lasts about 30 days. A Product
836 Backlog Item (PBI) list is developed
837 from which tasks are identified,
838 defined, prioritized, and estimated. A
839 working version of the software is
840 tested and released in each increment.

841 Daily scrum meetings ensure work is
842 managed to plan.

843 • *FDD* – This is a model-driven, short,
844 iterative software development
845 approach using a five-phase process:
846 (1) develop a product model to scope
847 the breadth of the domain, (2) create
848 the list of needs or features, (3) build
849 the feature development plan, (4)
850 develop designs for iteration-specific
851 features, and (5) code, test, and then
852 integrate the features. FDD is similar
853 to an incremental software
854 development approach; it is also
855 similar to XP, except that code
856 ownership is assigned to individuals
857 rather than the team. FDD emphasizes
858 an overall architectural approach to
859 the software, which promotes building
860 the feature correctly the first time
861 rather than emphasizing continual
862 refactoring.

863 There are many more variations of agile
864 methods in the literature and in practice.
865 Note that there will always be a place for
866 heavyweight, plan-based software
867 engineering methods as well as places
868 where agile methods shine. There are new
869 methods arising from combinations of
870 agile and plan-based methods where
871 practitioners are defining new methods
872 that balance the features needed in both
873 heavyweight and lightweight methods
874 based primarily on prevailing
875 organizational business needs. These
876 business needs, as typically represented
877 by some of the project stakeholders,
878 should and do drive the choice in using
879 one software engineering method over
880 another or in constructing a new method
881 from the best features of a combination of
882 software engineering methods.

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885 **RECOMMENDED REFERENCES FOR**
886 **SOFTWARE ENGINEERING MODELS**
887 **AND METHODS**

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911 *Balancing Agility and Discipline:*
912 *A Guide for the Perplexed*,
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918 **MATRIX OF TOPICS VS. REFERENCE MATERIAL**

	Boehm	Brookshear	Budgen	Mellor	Page-Jones	Sommerville	Wing
1. Modeling							
<i>1.1 Modeling Principles</i>			C2S2, C5S1, C5S2	C2S2		C8S0	
<i>1.2 Properties and Expression of Models</i>			C5S2, C5S3			C6S1.1P7, C7S3P2, C8S0P4	
<i>1.3 Syntax, Semantics, and Pragmatics</i>				C2S2.2.2P6		C8S0, C8S5	
<i>1.4 Pre-conditions, Post-conditions, and Invariants</i>				C4S4	C10S4P2, C10S5P2P4		
2. Types of Models							
<i>2.1 Information Modeling</i>			C7S2.2			C8S3	
<i>2.2 Behavioral Modeling</i>			C7S2.1, C7S2.3, C7S2.4	C9S2		C8S2, C8S4.3	
<i>2.3 Structure Modeling</i>			C7S2.5, C7S3.1, C7S3.2		C4	C8S4	
3. Analysis of Models							
<i>3.1 Analyzing for Completeness</i>						C6S1.1P7, C7S3	PP8-11
<i>3.2 Analyzing for Consistency</i>						C6S1.1P7, C7S3, C20S1	PP8-11
<i>3.3 Analyzing for Correctness</i>							PP8-11
<i>3.4 Traceability</i>						C7S3.1P3, C7S4.2P3 – 6	
<i>3.5 Interaction Analysis</i>				C10, C11	C5	C16S1.1, C16S5	
4. Software Engineering Methods							
<i>4.1 Heuristic Methods</i>			C13, C15, C16			C8S5, C14, C17S3	
<i>4.2 Formal Methods</i>			C18			C10	PP8-24
<i>4.3 Prototyping Methods</i>		C7S3P5	C12S2			C17S4	
<i>4.4 Agile Methods</i>	C6, App. A	C7S3P7				C17S1, C17S2, C17S3	

920 **List of Further Readings**

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922 None.