CIS 422/522
Course Overview

Admin: Projects and Schedule
Grading
Lecture/Disc: What is Software Engineering?

Contact Information

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• Office Hours: Mon 4:00, Thur. 1:30, by appointment, or any time my door is open
  – I respond most quickly to email

Instructor Background

• Real World Experience (20+ years)
  – R&D U.S. Naval Research Lab
  – R&D Aerospace industry
  – Consulting (DoD, Sharp, Sun, etc.)
• Teaching industry professionals (15+ years)
  – Oregon Master of Software Engineering
• Perspective on Software Engineering as an applied discipline (i.e., what actually works)
CIS 422 Course Format

- Single Quarter Project Course
  - Lectures, reading: theory, principles, and methods
  - Projects: learn how to apply SE concepts by doing
  - Project Meetings: learn effective teamwork
  - Project evaluations: critique and guidance
- Two project iterations
  - First for perspective on SE issues, team development
  - Second to demonstrate ability to apply lessons learned
- Two exams assess individual understanding (midterm, 2nd midterm)

Emphasis is on Life-Cycle Management and Teamwork

- Participate in collaborative design
- Work as a member of a project team, assuming various roles
- Create and follow project plans
- Create the full range of work products associated with a software product
- Complete project deliverables on time
- Key point: coding is only part of the work

Projects

- 2 projects: 4 weeks, 6 weeks
  - Project 1: same basic requirements for everyone
    - Simple but extensible application
    - Focus on project planning and teamwork
  - Project 2: a selection of projects
    - Instructor suggested or team choice
    - Focus on disciplined development
- Technically simple, but high expectations
  - Solid freeware quality application
  - Complete documentation: requirements, design, test, user guides
Teams

- Form teams of 4-5 people
  - Project 1: Instructor chooses teams
  - Project 2: May re-form teams
- Project grades are a combination of group grade, individual contributions, and peer evaluation
  - Overall grade for project
  - Evaluation of individual contributions
    - Peer evaluation by teammates
    - Record of contributions from Developer Log

Grading

- 60% Projects (20+40)
  - Includes presentations, intermediate deliverables
- 30% Exams (15+15)
  - Test for understanding of lectures & reading
- 10% Class Participation: includes but is not limited to...
  - Attendance at class, team meetings
  - Contributing the discussions, class exercises
  - Appropriate behavior in the classroom (i.e. no cell phones, beepers, trolling web)

Class Website

- Use class website to track class events
- Schedule page most important
  - Lecture schedule, link to slides
  - Readings due for each lecture
  - Project due dates
  - Examples of work products
- Home page: announcements
- Project page: project description, constraints
- Project grading: how work will be evaluated
What is Software Engineering?

The “Software Crisis”

- Have been in “crisis” since the advent of “big” software (roughly 1965)
- What we want for software development
  - Low risk, predictability (time, cost, functionality, quality)
  - Lower costs and proportionate costs
  - Faster turnaround
- What we have:
  - High risk, high failure rate
  - Poor delivered quality
  - Unpredictable schedule, cost, effort
- Characterized by lack of control (inability plan the work, work the plan)

Symptoms of the “Crisis”

- One of every four large software project is cancelled
- Average project overshoots schedule by 50%, large project often do much worse
- 75% of large systems do not operate as intended
  - E.g., Ariane 5, Therac 25, Mars Lander, FAA ATC, Universal Credit, Cover Oregon, etc.
  - Many fail to deliver a single working line of code
- Really the “state of practice”
Discussion Context

- Focus large, complex systems
  - Multi-person: many developers, many stakeholders
  - Multi-version: intentional and unintentional evolution
- Quantitatively distinct from small developments
  - Software complexity grows non-linearly with size
  - Communication complexity grows exponentially
- Qualitatively distinct from small developments
  - Multi-person implies need for organizational functions (management, accounting, policies, oversight, etc.)
  - More stakeholders and more kinds of stakeholders
- Rule of thumb: project starts to be “large” development team can’t fit around a table.

Implications

- Small system development is driven by technical issues (i.e., programming, technical understanding)
- Large system development is dominated by organizational issues
  - Problem understanding, managing complexity, communication, coordination, etc.
  - Projects fail when these issues are inadequately addressed
- Key Lesson #1: \textit{programming ≠ software engineering}
  - Techniques that work for small systems fail utterly when scaled up
  - Programming skills alone won’t get you through real developments (or even this course)

Programming View

- Get Requirements
- Write Program
- Test Program
Origins of SE

- Term “software engineering” was coined at 1968 NATO conference:
  - “Software engineering is the establishment and use of sound engineering principles in order to obtain economically software that is reliable and works efficiently on real machines.”
- Response to “software crisis”
- Desire for software development to be more like mature engineering disciplines
  - Analytical, predictable, manageable
  - But, stated as an aspiration, not the state of practice

What has changed since ‘68?

- Incorrect to conclude that no progress has been made
  - Better understanding of issues
  - Substantial improvements in programming languages, tools
  - Better understanding and control of software processes
- But the problems have also changed
  - Improved capabilities often overcome by larger problems, greater complexity
  - Orders of magnitude more code, faster pace of technology, etc.
What has not changed?

• Still not an engineering discipline in classic sense
  – Lack of applied mathematics and systematic methods to
develop and assess product properties
  – Not taught, licensed, or regulated as an engineering
discipline (most of USA)
• Worse, practitioners often don’t apply what we know
  – Existing SE methods, models often not understood or used
in industry
  – Little attention is given to processes or products other than
code
  – Upshot: quality of products depends on qualities of the
individuals rather than qualities of engineering practices
• Development continues to be characterized by lack
of control

View of SE in this Course

• The purpose of software engineering is to
gain and maintain intellectual and managerial
control over the products and processes of
software development.
  – "Intellectual control" means that we are able make
rational choices based on an understanding of the
downstream effects of those choices (e.g., on
system properties).
  – Managerial control similarly means we are able to
make rational choices about development
resources (budget, schedule, personnel).
• Memorize this!

Both are necessary for success!

• Intellectual control implies
  – We understand what we are trying to achieve
  – Can distinguish good choices from bad
  – We can reliably and predictably build to our goals
  - Functional behavior
  - Software Qualities (reliability, security, usability, etc.)
• Managerial control implies
  – We make accurate estimations
  – We deliver on schedule and within budget
• Assertion: managerial control is not really possible
without intellectual control (no matter what the
Harvard School of Business says)
### Course Approach

- Will learn practical methods for acquiring and maintaining control of software projects
  - Intellectual control
    - Methods for software requirements, architecture, design, test
    - Modeling methods and notations
    - What to produce, how to make decisions, verify results
  - Managerial control
    - Planning and controlling development
    - Process models addressing development
    - People management and team organization
    - When, who, how much?
- Caveat: we can only simulate the problems of large developments

### Assignments

- Forward your emails from xxx@uoregon.edu
- Review class web pages
  - Project: Understand basic project requirements
  - Read *Team Roles* consider what you would like to do
  - Look at *Schedule* page to understand how to get lecture notes, assignments, etc.
- Memorize definition of Software Engineering from lecture

### Questions?