Study Objectives

- Software Development Processes contd.
- Alternate Software Development Methodologies
Business Process Reengineering (BPR)

- What is BPR? Why do we need to do BPR?

- Improvement by re-engineering of an enterprise business process

- Often the business processes need to be refined and improved as a result of competitive market pressure, technology, or new discoveries
BPR

• BPR involves
  – Defining the process areas and business function. Often a process area is further decomposed into smaller or elementary processes
  – Redesign, come up with new ways, streamline the process
  – Implement the new process. The new process could have technology or non-technology components
    • IT changes would follow typical SDL processes
    • Users, customer, business impact to be determined, and they would need to get engaged
  – At times Roles and Responsibility of the users of the business process changes with a BPR project
Benchmarking

• Benchmarking is coming up with baseline for a business process

• Benchmarking steps could include
  – Planning: processes to be improved
  – Researching: literature, standard organization
  – Observe: collect data
  – Analyze: the collected data
  – Adopt: in context with an organizational process
  – Improve: continuous improvement against the benchmark
Alternate Software Development Methodologies

- Which ones of these are alternate software development methodologies

A. Agile
B. Scrum
C. eXtreme Programming (XP)
D. Prototyping
E. Rapid Application Development
F. Object-Oriented Programming
G. Data-oriented systems development
H. Component-based model
Barry Boehm’s water-fall model
Waterfall Model - Pros and Cons (week 4)

- Structured
- Works well when requirements are well defined
- Better for relatively larger projects
- Better if there is time in hand

- Too much documentation
- Making changes becomes difficult during SDLC
- Speed to market
- Delay in implementation
Alternate Software Development Methodologies Characteristics

- Iterative
- Limited Documentation
- Closer collaboration between the development teams, and business partners and users team
Alternative Software Development Methodologies Advantages

• Attempt to addresses the “cons” of traditional water-fall methodologies
  – Many times the requirements are not well understood in the beginning and a prototype-based approach helps users and development teams define the requirements, as well as architecture and high-level design.
  – At times “speed-to-market” is important, and it’s more productive to have the “flexibilities of making changes” as time progresses
  – It’s also beneficial to get feedback from the end-users on the initial scope of the project, so that the project team can “fine tune” the project road-map. Interaction and collaboration across team members are the key to success.
  – Looking at the early success (or failure) of the “limited scope” in the beginning helps the project team and the business partners to determine the end-scope, financial spend, and cost-benefit.
Alternative Software Development Methodologies Disadvantages

• Alternate software methodologies is “not always a recipe of success”
  – Limited documentation (specifically around requirements and design), may not provide a good clarity on the functionality and traceability, resulting in poor testing quality, and even poor quality of the system.
  – It’s hard to duplicate the success of alternate software development methodologies in a large or distributed team, where “in the room” type interaction is not possible.
  – Alternative software development methodologies may cause high maintenance cost, as the functionality are not well defined or documented.
  – Alternative software development methodologies may cause rework as the focus is not on the “entire system” but just on the next iteration. Requirements baseline is missing
  – Process and structure in the organization is missing as the focus is on adaptability.
Spiral SDLC Model (week 4)

Spiral Model is a variant of water-fall model
Spiral SDLC Model (week 4)

• It’s iterative
• Each iteration goes through mini-waterfall
• Gives Business Team time to refine and prioritize requirements
• Helps assess Business Value before committing to entire project
• Helps course correct
• More common than traditional waterfall SDLC
Alternative Software Development Methodologies - Agile

Manifesto for Agile Software Development

“We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.”

Source: Adapted from http://www.agilemanifesto.org/
Principles Behind Agile Manifesto

“We follow these principles:

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer’s competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

“The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development.

The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity—the art of maximizing the amount of work not done—is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.”

Source: Adapted from http://www.agilemanifesto.org/principles.html
Agile Development Framework

Source: Adapted from “CISA Review Manual 2014” ISACA, page 193"
Agile Development

• There are a number of flavors
  – Scrum, eXtreme Programming, Crystal Adaptive Software, Feature Drive Development

• Common theme
  – Small time-boxed iterations
  – Re-planning at the end of iterations or scrum
  – Self-organizing and collaborative team, often led by “scrum master”
  – Less documentation
  – Collaboration between Business and IT on daily basis
  – Project Manager’s role from “planning the project, allocating the tasks, and tracking and oversight to that of a facilitator
  – Focus is to quickly prove the architecture by building the actual functionality vs. spending in too much time in the detail analysis and approach

• Pros and Cons
  – Pretty much in line with what discussed for the Alternative Software Development Methodologies before
Alternative Software Development Methodologies - Prototyping

• Prototyping (Evolutionary Development) builds a working model that is used to elicit/verify requirements and come up with the design. Eventually, the prototype is hardened to make it production ready.

• Two approaches
  1. Build the model to bolster requirement and design
  2. Build the actual system with limited functionality and deploy in production
Alternative Software Development Methodologies - Prototyping

• Pros
  – Iterative framework while leveraging traditional SDLC
  – Reduces time to deployment using 4\textsuperscript{th} generation tools

• Cons
  – The model may not be easy to create, and building production-ready prototype is not easy for a large system
  – Poor scope management
  – Poor control

Note: The overall pros and cons of alternative software development methodologies apply in this case too
Alternative Software Development Methodologies - RAD

• RAD (Rapid Application Development) helps develop some of the strategic important systems quickly

• Leverages
  – Small well-trained teams (such as “tiger team”, “seal team”)
  – Prototypes
  – Time-boxed iterations

• Focus on individual application systems rather than enterprise systems as a whole

• RAD methodology has four major stages
  – Concept Definition stage: for scope definition
  – Functional Design stage: uses workshops to model system’s data and processes
  – Development stage: for construction
  – Deployment stage: UAT, training, and implementation
Alternative Software Development Methodologies - RAD

• Pros
  – Can be applied to “some” strategic projects
  – Reduces cost, time-to-market, and maintains quality

• Cons
  – May not scale well to all the IT projects at the same time in the enterprise
  – May not scale well to distributed systems

Note: The overall pros and cons of alternative software development methodologies apply in this case too.
Upcoming Assignments/Tests

1. Group Case Study -2 (Requirements): Mon 11/3 11/10 before the class
2. Group Case Study -3 (Testing): Mon 12/1 before the class

Questions?
Summary of Today’s Class

• BPR, Benchmarking
• Alternate Software Development Process
• Focus of the Next Class and Reading
• Questions