



# Trends and New Directions in Software Architecture

Linda Northrop  
Chief Scientist, Software Solutions Division  
SEI Fellow  
Software Engineering Institute (SEI)  
Carnegie Mellon University  
October 10, 2014

2014

# Report Documentation Page

Form Approved  
OMB No. 0704-0188

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE <b>10 OCT 2014</b>		2. REPORT TYPE <b>N/A</b>		3. DATES COVERED <b>-</b>	
4. TITLE AND SUBTITLE <b>Trends and New Directions in Software Architecture</b>				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S) <b>Linda Northrop</b>				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>Software Engineering Institute Carnegie Mellon University Pittsburgh, PA 15213</b>				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release, distribution unlimited</b>					
13. SUPPLEMENTARY NOTES <b>FINAL REPORT V1.1 TATRC BIG DATA INVESTIGATION FINAL REPORT, The original document contains color images.</b>					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			

---

Copyright 2014 Carnegie Mellon University

This material is based upon work funded and supported by the Department of Defense under Contract No. FA8721-05-C-0003 with Carnegie Mellon University for the operation of the Software Engineering Institute, a federally funded research and development center.

Any opinions, findings and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the United States Department of Defense.

NO WARRANTY. THIS CARNEGIE MELLON UNIVERSITY AND SOFTWARE ENGINEERING INSTITUTE MATERIAL IS FURNISHED ON AN “AS-IS” BASIS. CARNEGIE MELLON UNIVERSITY MAKES NO WARRANTIES OF ANY KIND, EITHER EXPRESSED OR IMPLIED, AS TO ANY MATTER INCLUDING, BUT NOT LIMITED TO, WARRANTY OF FITNESS FOR PURPOSE OR MERCHANTABILITY, EXCLUSIVITY, OR RESULTS OBTAINED FROM USE OF THE MATERIAL. CARNEGIE MELLON UNIVERSITY DOES NOT MAKE ANY WARRANTY OF ANY KIND WITH RESPECT TO FREEDOM FROM PATENT, TRADEMARK, OR COPYRIGHT INFRINGEMENT.

This material has been approved for public release and unlimited distribution.

This material may be reproduced in its entirety, without modification, and freely distributed in written or electronic form without requesting formal permission. Permission is required for any other use. Requests for permission should be directed to the Software Engineering Institute at [permission@sei.cmu.edu](mailto:permission@sei.cmu.edu).

ATAM® is registered in the U.S. Patent and Trademark Office by Carnegie Mellon University.

Team Software Process<sup>SM</sup> and TSP<sup>SM</sup> are service marks of Carnegie Mellon University.

DM-0001699

# Software Architecture

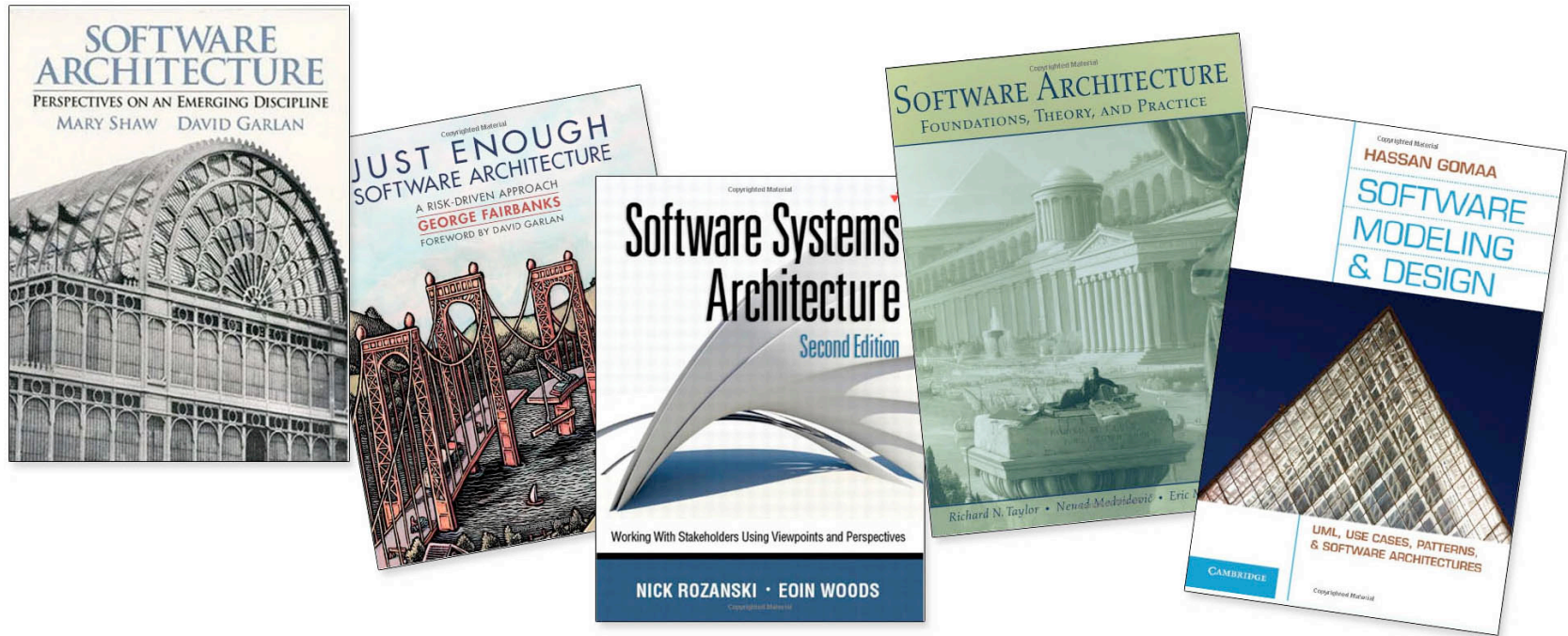
---

- The quality and longevity of a software-reliant system is largely determined by its architecture.
- Recent US studies identify architectural issues as a systemic cause of software problems in government systems (OSD, NASA, NDIA, National Research Council).

Architecture is of enduring importance because it is the right abstraction for performing ongoing analyses throughout a system's lifetime.



# Software Architecture Thinking



- High-level system design providing system-level abstractions and quality attributes, which help in managing complexity
- Makes engineering tradeoffs explicit



# Quality Attributes

---

## Quality attributes

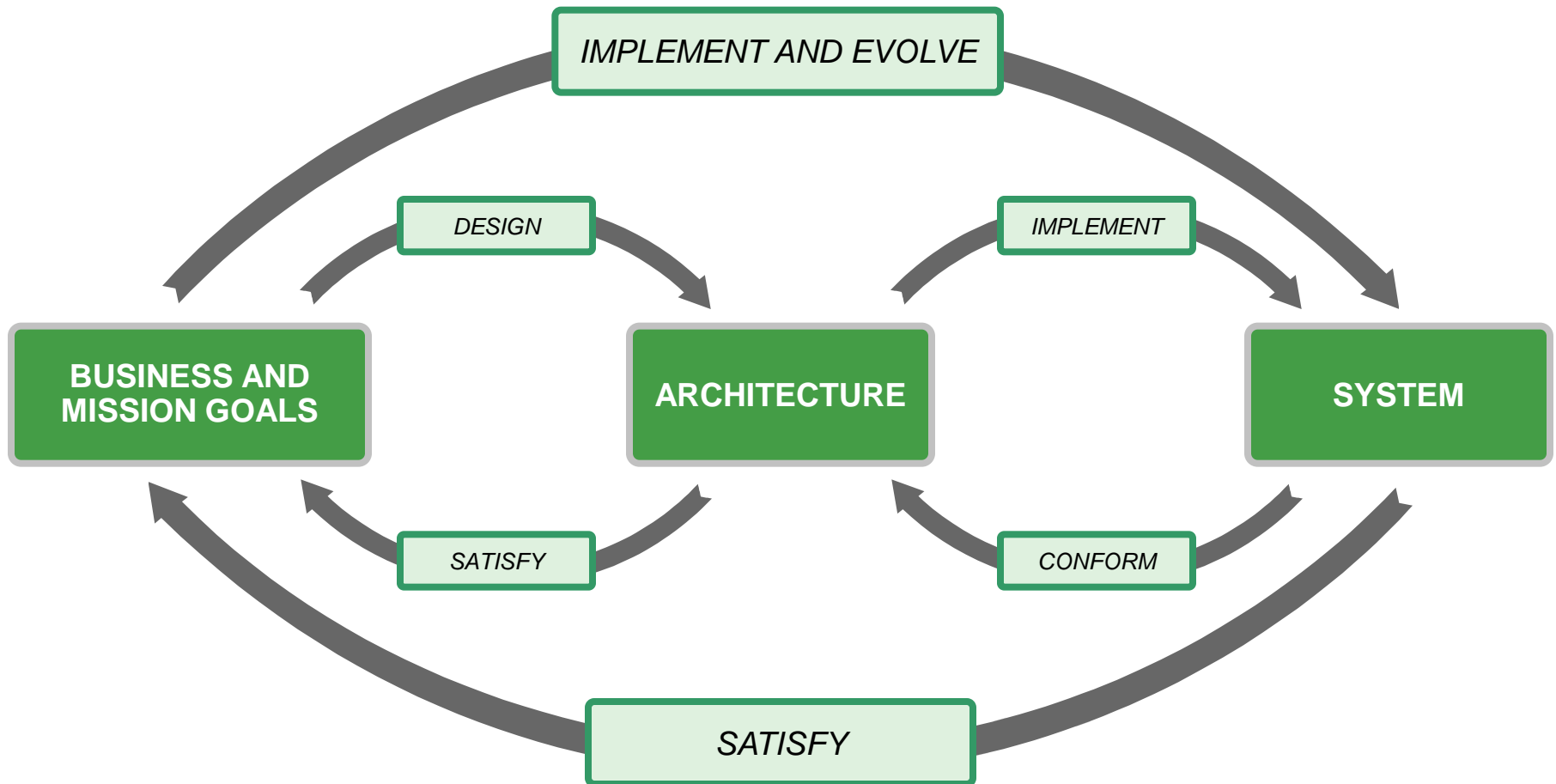
- properties of work products or goods by which stakeholders judge their quality
- stem from business and mission goals.
- need to be characterized in a system-specific way.

## Quality attributes include

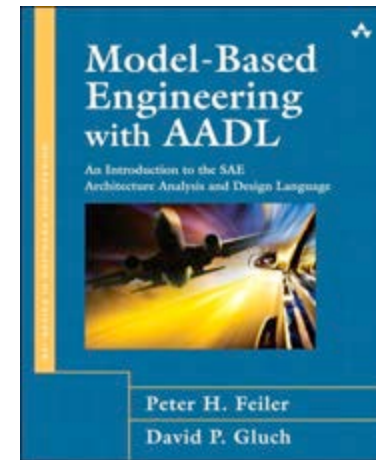
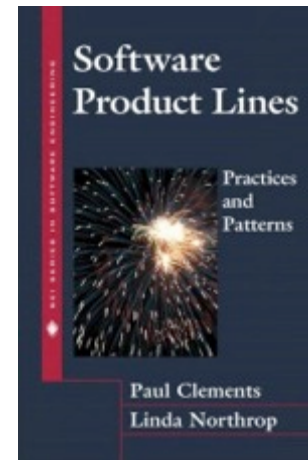
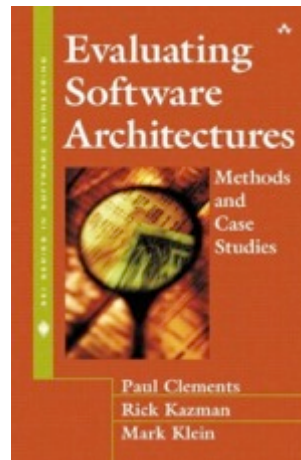
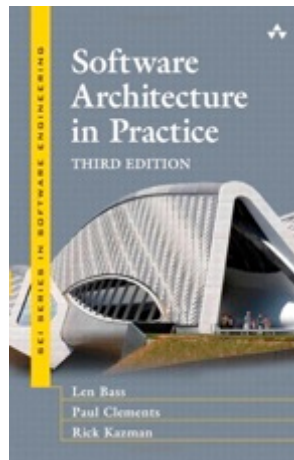
- Performance
- Availability
- Interoperability
- Modifiability
- Usability
- Security
- Etc.



# Central Role of Architecture



# Our View: Architecture-Centric Engineering



- *explicitly focus on quality attributes*
- *directly link to business and mission goals*
- *explicitly involve system stakeholders*
- *be grounded in state-of-the-art quality attribute models and reasoning frameworks*



# Advancements Over the Years

---

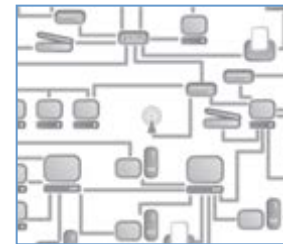
- Architectural patterns
- Component-based
- Company specific product lines
- Model-based
- Frameworks and platforms
- Standard interfaces

# What HAS Changed?

- Increased connectivity
- scale and complexity
- decentralization and distribution
- “big data”
- increased operational tempo
- mismatched ecosystem tempos
- vulnerability
- collective action
- disruptive and emerging technologies

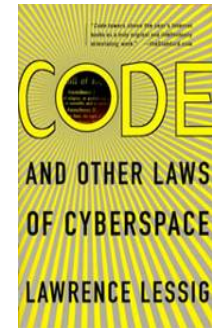


# Technology Trends



# Software Development Trends

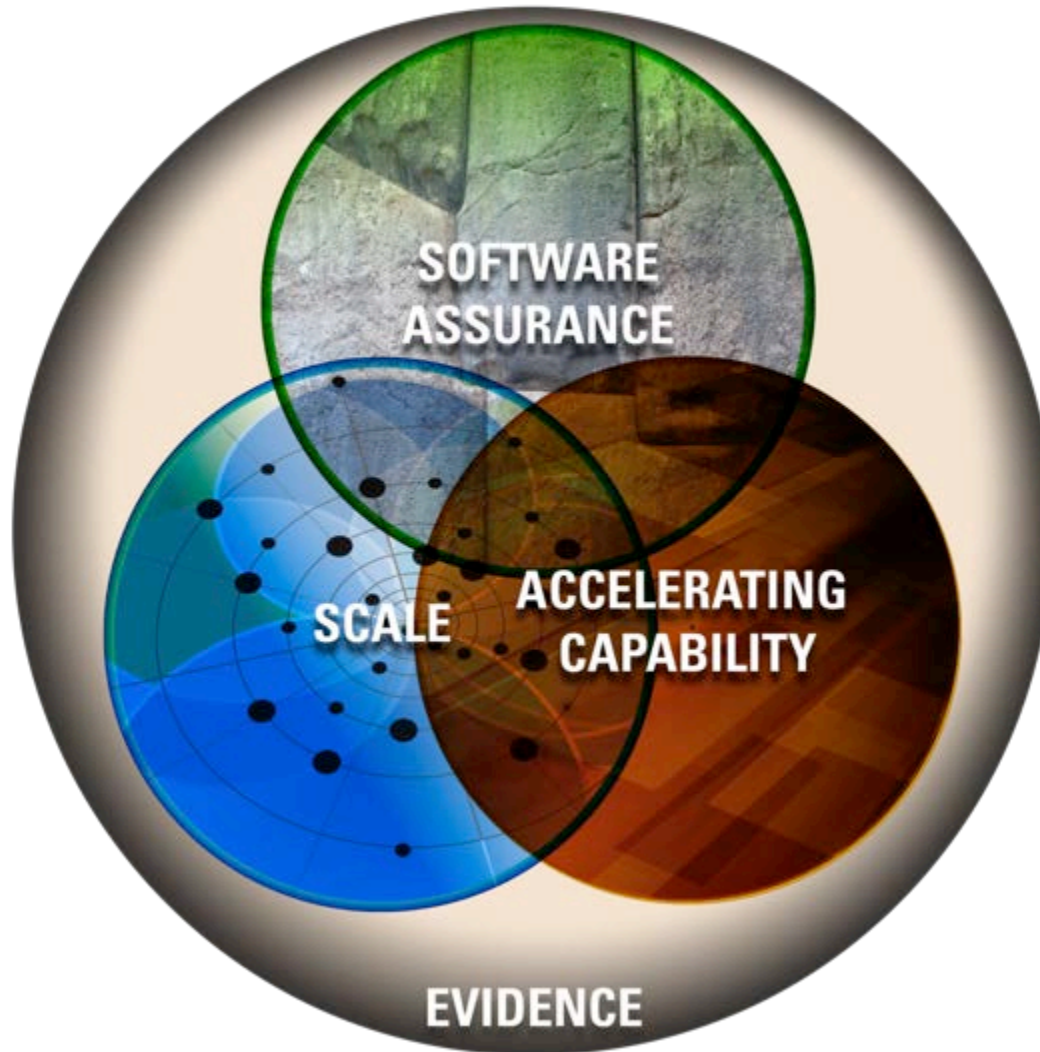
- Application frameworks
- Open source
- Cloud strategies
- NoSQL
- Machine Learning
- MDD
- Incremental approaches
- Dashboards
- Distributed development environments
- DevOps





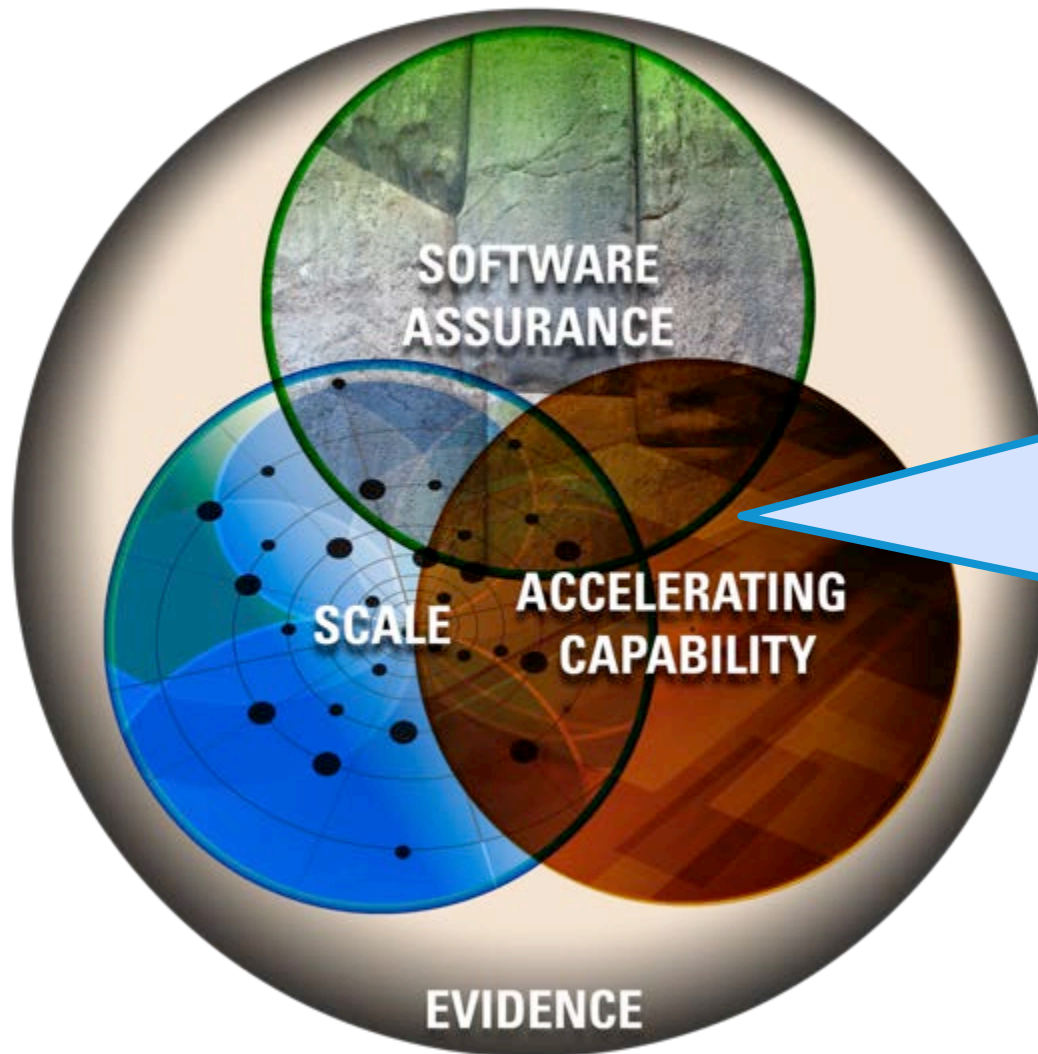
# Technical Challenges

---





# The Intersection and Architecture



At the intersections there are difficult tradeoffs to be made in structure, process, time, cost, and assurance.

**Architecture is the enabler for tradeoff analyses**

# Architecture and Accelerated Capability

---

How much architecture design is enough?

Can architecture design be done incrementally?

There is a difference between being agile and doing agile.

Agility is enabled by architecture – not stifled by it.

Managing technical debt is key.



# Managing Technical Debt\*

---

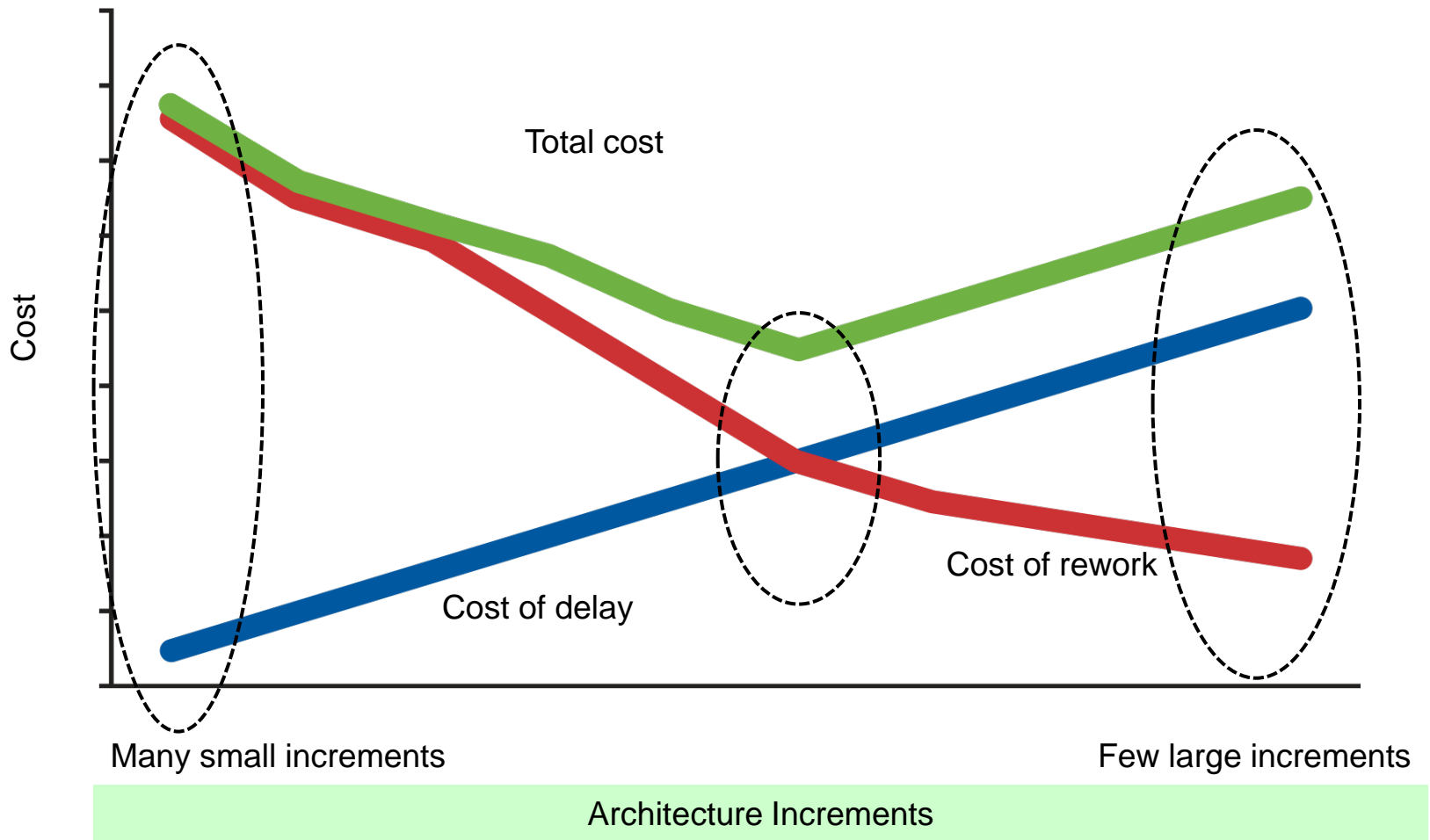
A design or construction approach that's expedient in the short term but that creates a technical context that increases complexity and cost in the long term.

Some examples include:

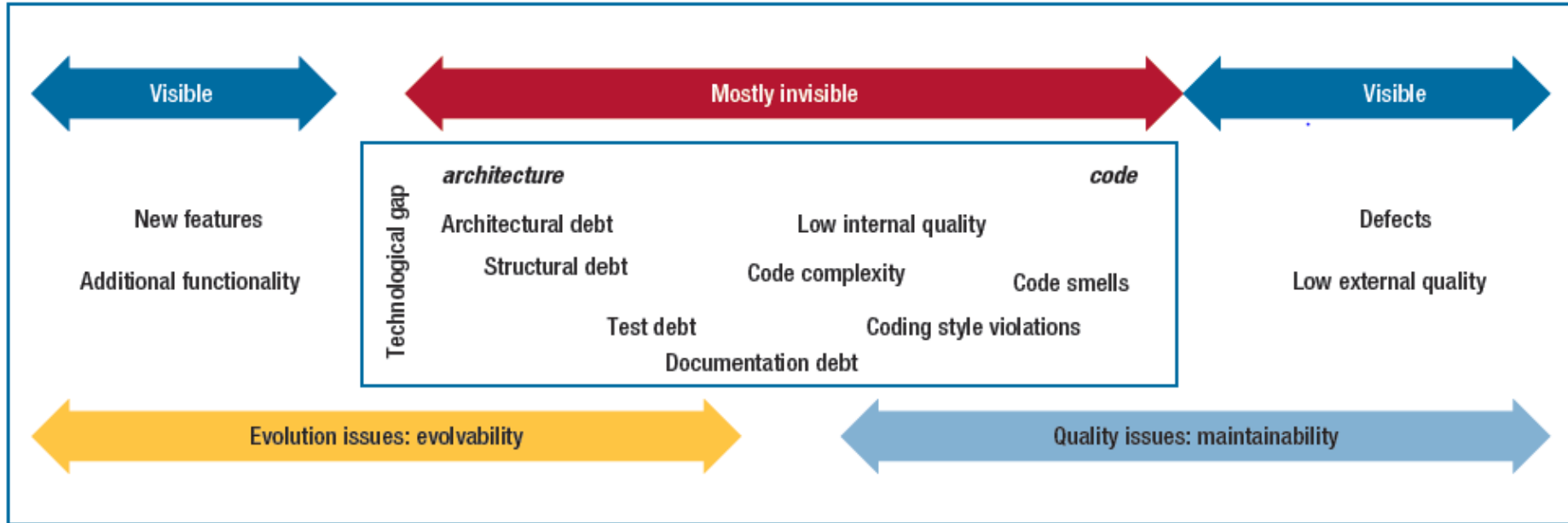
- Continuing to build on a foundation of poor quality legacy code
- Prototype that turns into production code
- Increasing use of "bad patches," which increases number of related systems that must be changed in parallel

\* Term first used by Cunningham, W. 1992. *The WyCash Portfolio Management System*. OOPSLA '92 Experience Report. <http://c2.com/doc/oopsla92.html>.

# Hitting the Sweet Spot



# Technical Debt Landscape



**FIGURE 1.** The technical debt landscape. On the left, evolution or its challenges; on the right, quality issues, both internal and external.

“invisible results of past decisions about software that negatively affect its future...deferred investment opportunities or poorly managed risks”

Kruchten, P. Nord, R.L., Ozkaya, I. 2012. Technical Debt: From Metaphor to Theory and Practice, IEEE Software, 29(6), Nov/Dec 2012.





# Making Hard Choices about Technical Debt

---

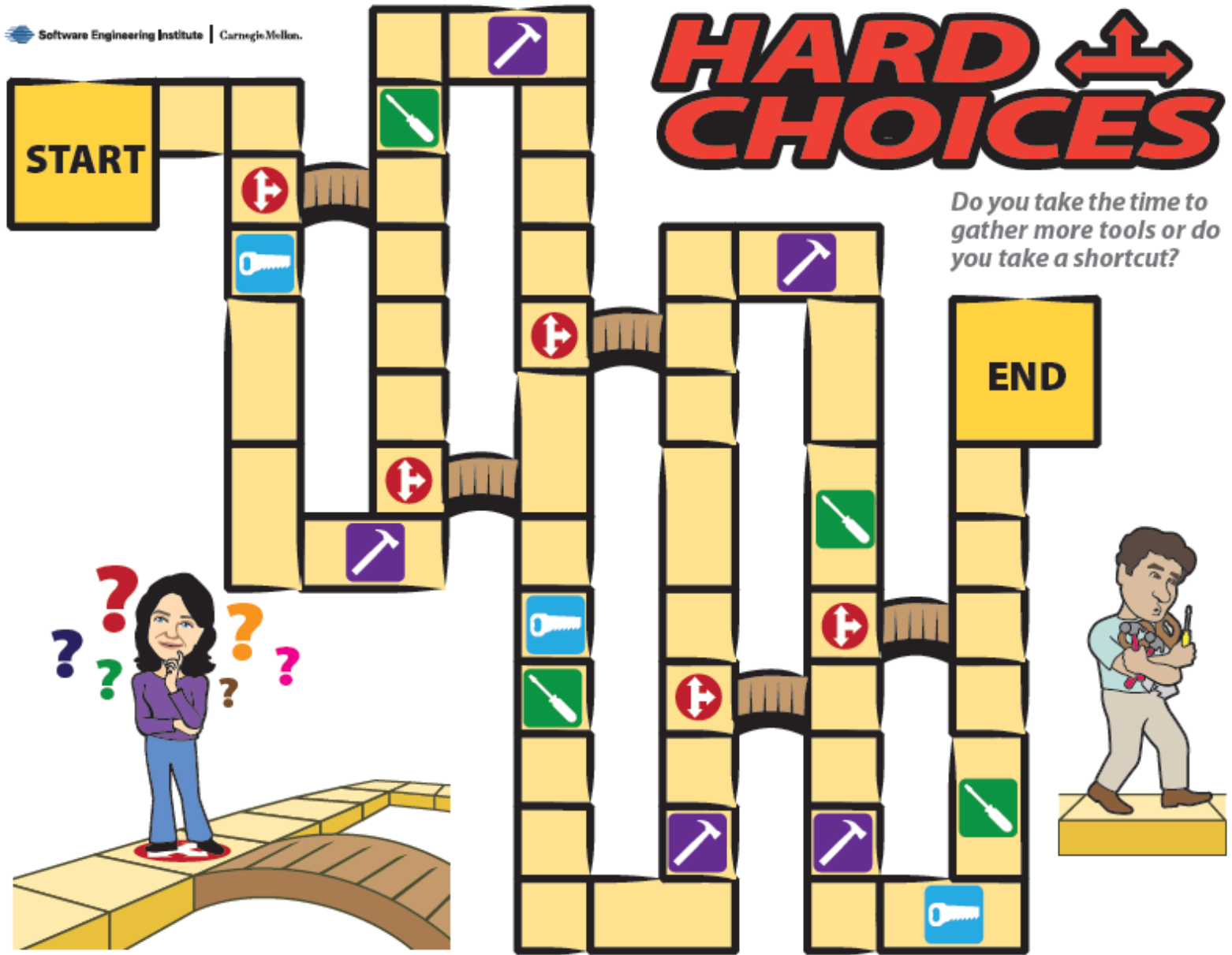


In the quest to become market leader, players race to release a quality product to the marketplace.

The Hard Choices game is a simulation of the software development cycle meant to communicate the concepts of uncertainty, risk, options, and technical debt.

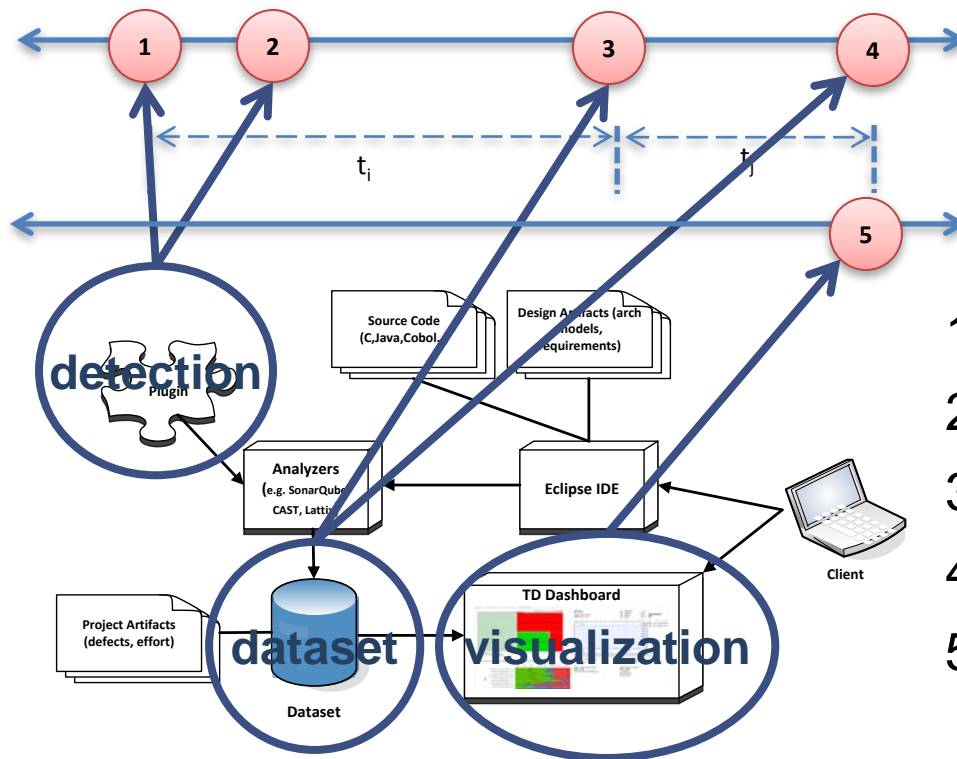


Hard Choices Strategy Game to Communicate Value of Architecture Thinking game downloadable from <http://www.sei.cmu.edu/architecture/tools/hardchoices/>.



# Current Research

What code and design indicators that correlate well with project measures allow us to manage technical debt?



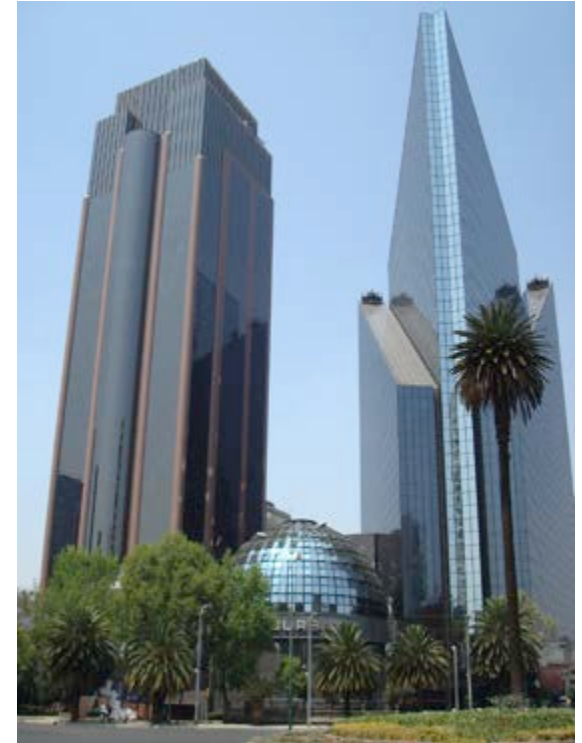
1. time technical debt is incurred
2. time technical debt is recognized
3. time to plan and re-architect
4. time until debt is actually paid-off
5. continuous monitoring

# Architecture Done Incrementally

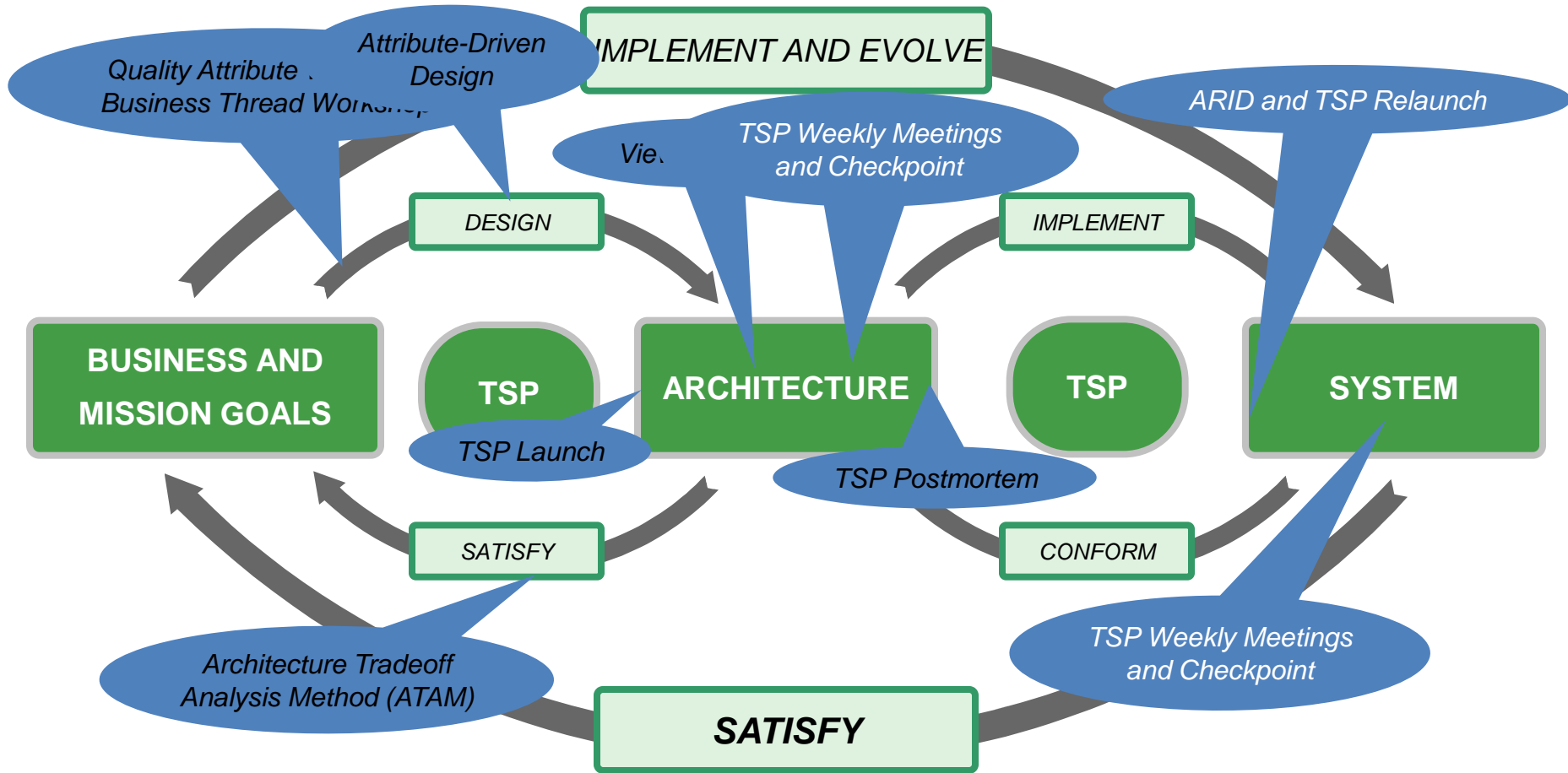
- Bolsa Mexicana de Valores (BMV) operates the Mexican Financial Markets on behalf of the Mexican government.
- Bursatec is the technology arm of the BMV.
- BMV desired a new stock trading engine to drive the market.
- BMV performed a build vs. buy analysis and determined that Bursatec would replace their three existing trading engines with one in-house developed system.

Bursatec committed to deliver a trading engine in 8-10 quarters.

- High performing
- Reliable and of high quality
- Scalable



# Approach



## Team Software Process (TSP) and Architecture-Centric Engineering



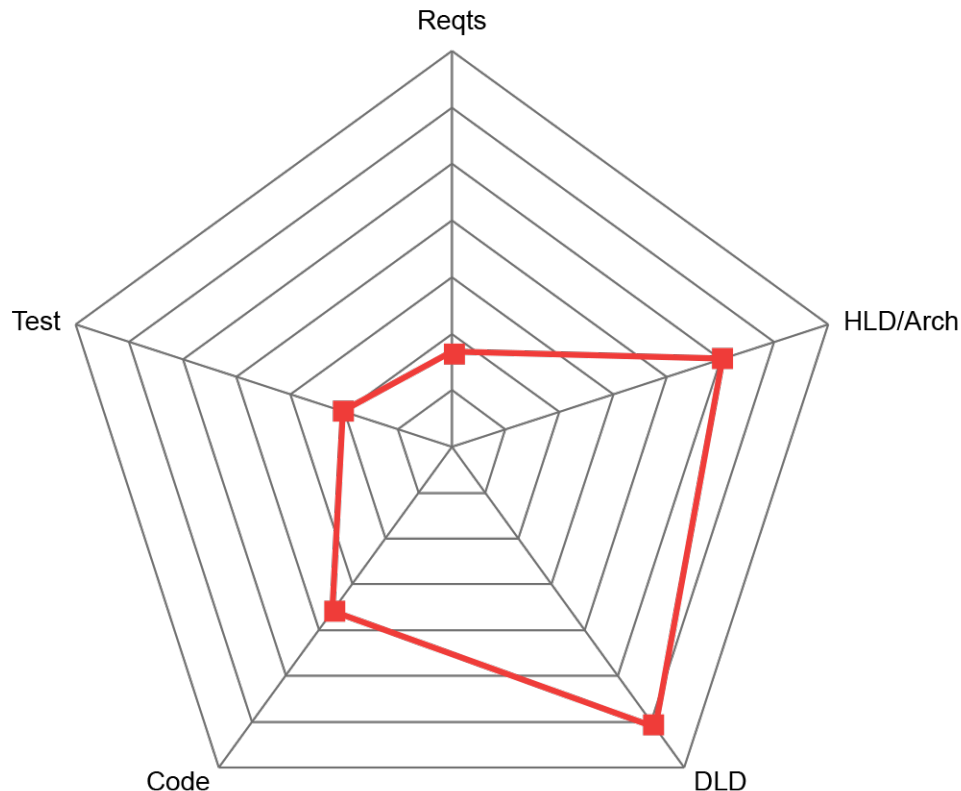
# Project Challenges

---

- Measuring, planning, estimating, and tracking architectural design activities
- Integrating architectural design activities with iterative/incremental development models and TSP
- Improving the as-practiced fidelity of the architecture development process
- Measuring the benefits and ROI for architecture practices

# Effort in Percent over Cycles – 1

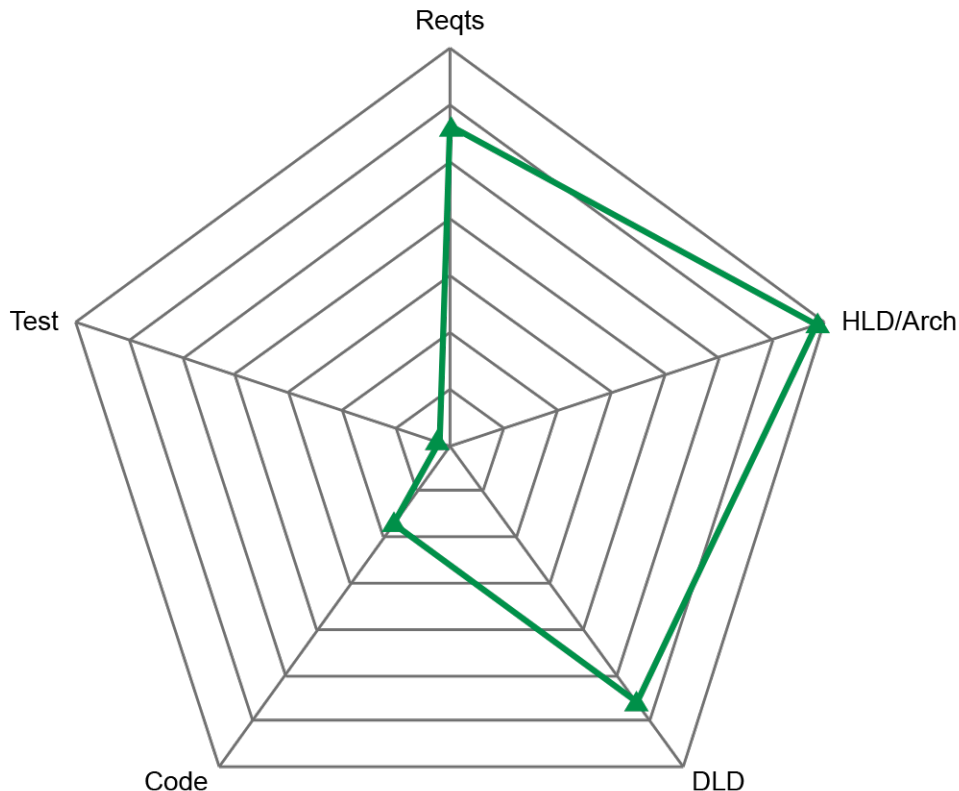
## Cycle 1 – 14 Weeks



Reqs: Requirements  
HLD/Arch: High level Design / Architecture  
DLD: Detailed Design (UML)  
Code: Coding (no detailed design)  
Test: Testing

# Effort in Percent over Cycles – 2

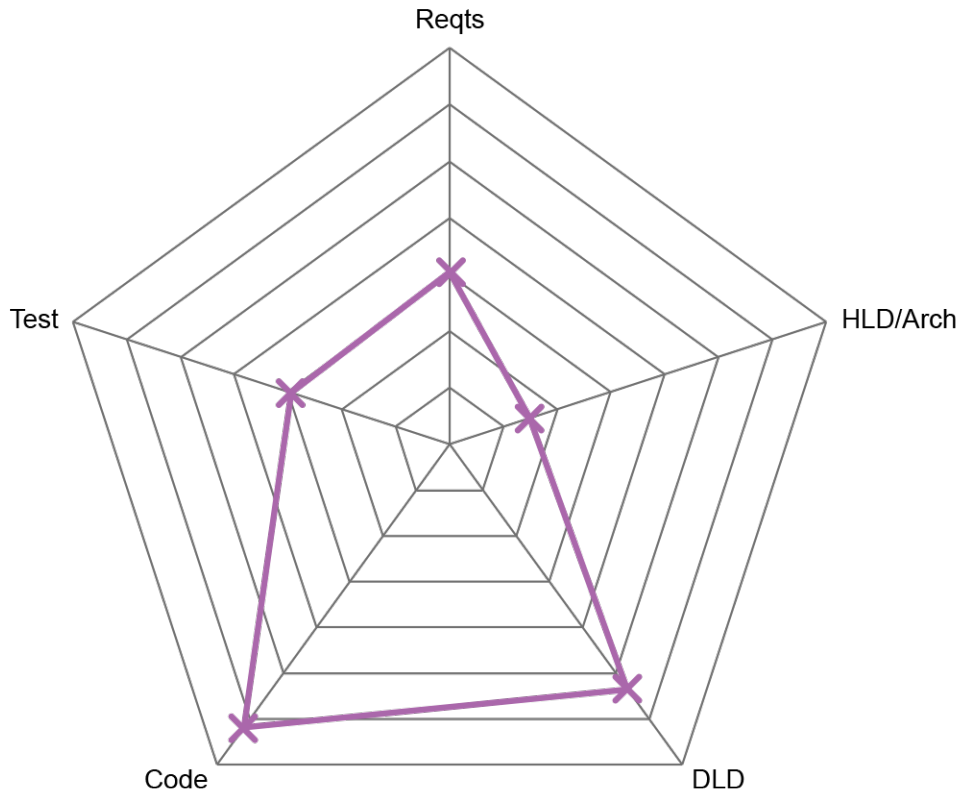
## Cycle 2 – 10 Weeks



Reqs: Requirements  
HLD/Arch: High level Design / Architecture  
DLD: Detailed Design (UML)  
Code: Coding (no detailed design)  
Test: Testing

# Effort in Percent over Cycles – 3

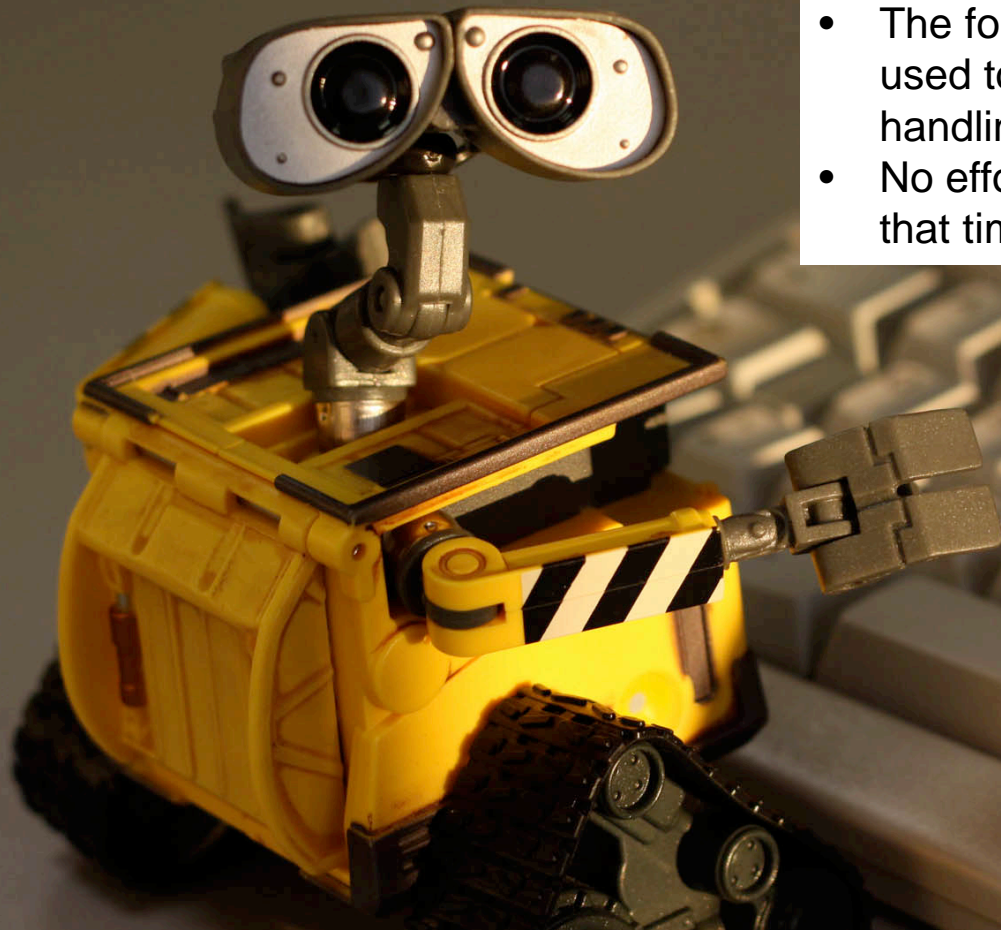
## Cycle 3 – 18 Weeks



Reqs: Requirements  
HLD/Arch: High level Design / Architecture  
DLD: Detailed Design (UML)  
Code: Coding (no detailed design)  
Test: Testing

# Effort in Percent over Cycles – 4

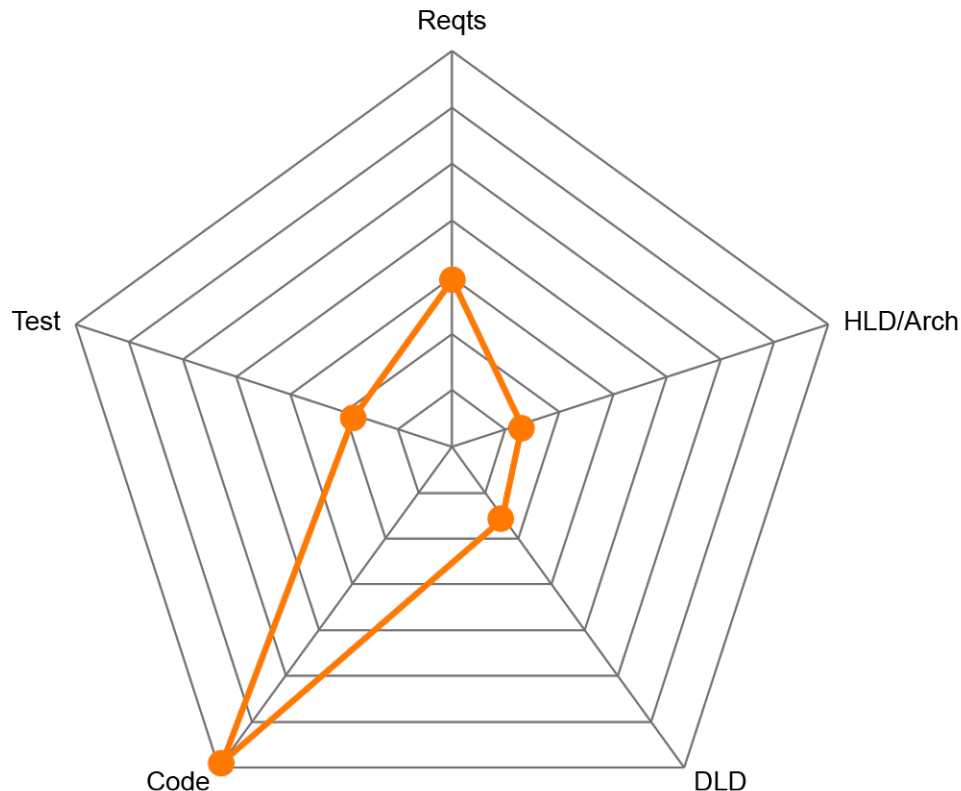
- The fourth cycle of three weeks was used to rethink garbage collector handling and cleaning up.
- No effort data was collected during that time



<https://www.flickr.com/photos/arthur-caranta/>

# Effort in Percent over Cycles – 5

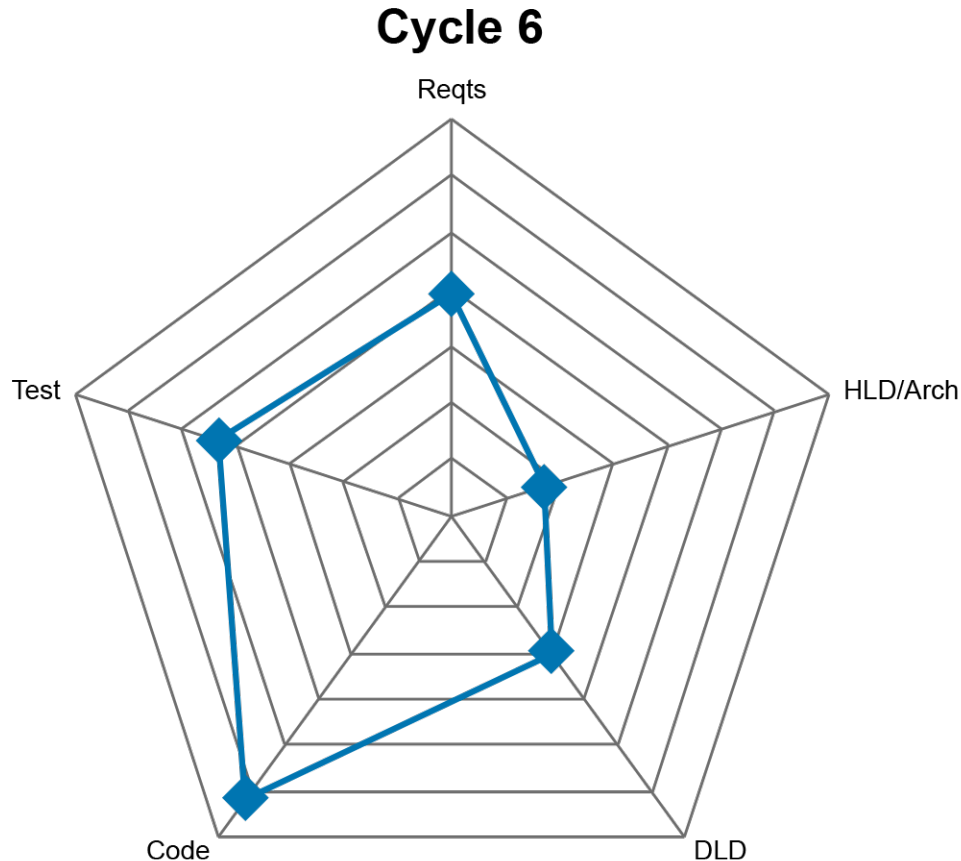
## Cycle 5 - 25 Weeks



Reqs: Requirements  
HLD/Arch: High level Design / Architecture  
DLD: Detailed Design (UML)  
Code: Coding (no detailed design)  
Test: Testing



# Effort in Percent over Cycles – 5



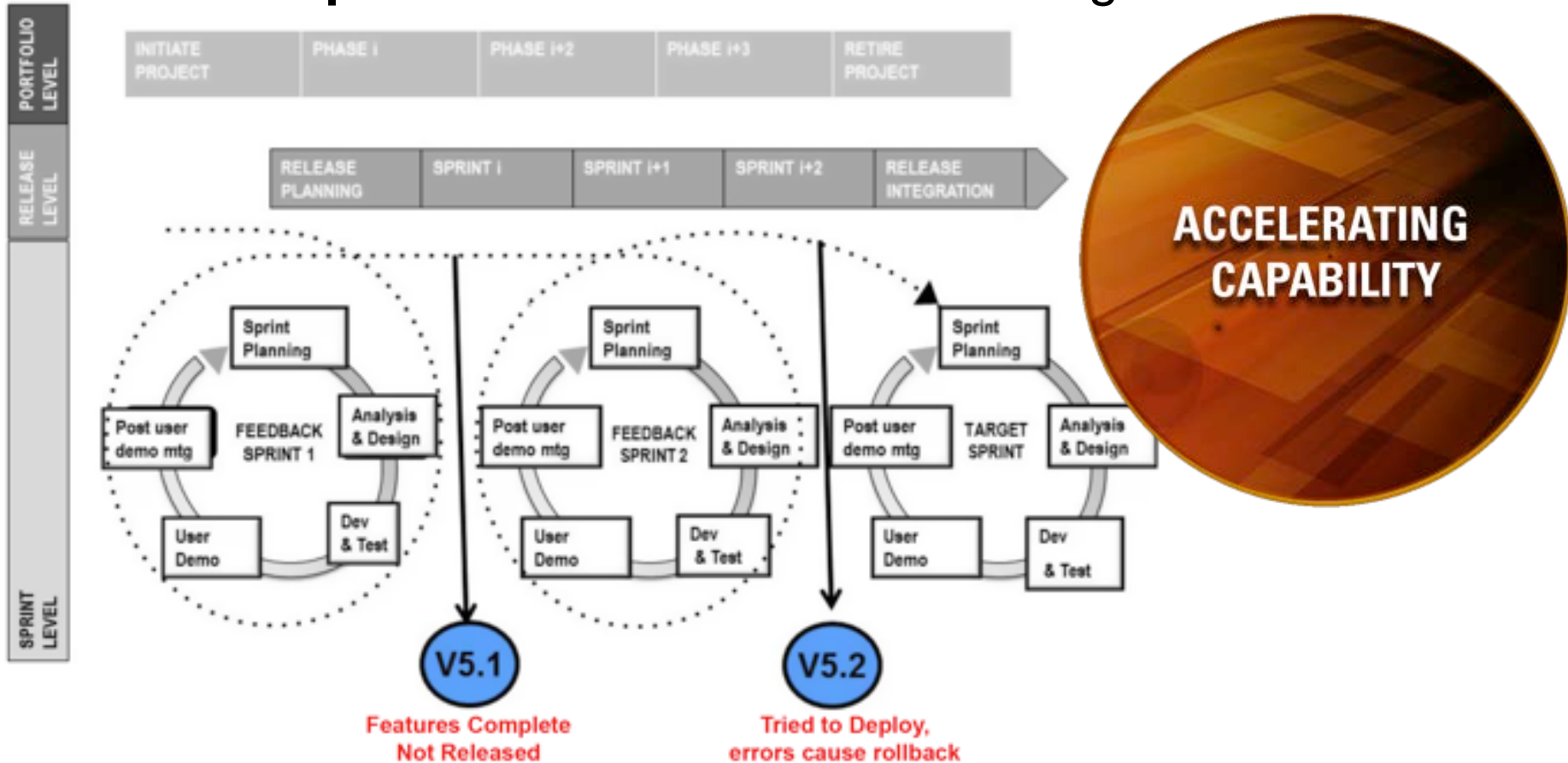
Reqs: Requirements  
HLD/Arch: High level Design / Architecture  
DLD: Detailed Design (UML)  
Code: Coding (no detailed design)  
Test: Testing

# Results

Results	Target	Actual
Latency	1ms	0.1ms
Throughput (transactions per second)	1,000	200,000
Schedule (months)	18	17
Quality (defects/KLOC found during validation testing)	0.25	0.1

# Deployment Challenges

The **DevOps** movement continues what Agile started.



# DevOps: State of the Practice

---

Focus is on

- Culture and teaming
- Process and practices
- Value Stream Mapping
- Continuous Delivery practices
- Lean Thinking
- Tooling, automation and measurement
  - Tooling to automate repetitive tasks
  - Static analysis automation for monitoring architectural health
  - Performance dashboards



# DevOps and Architecture

---

Design decisions that involve deployment-related limitations can blindside teams.



# DevOps Tips

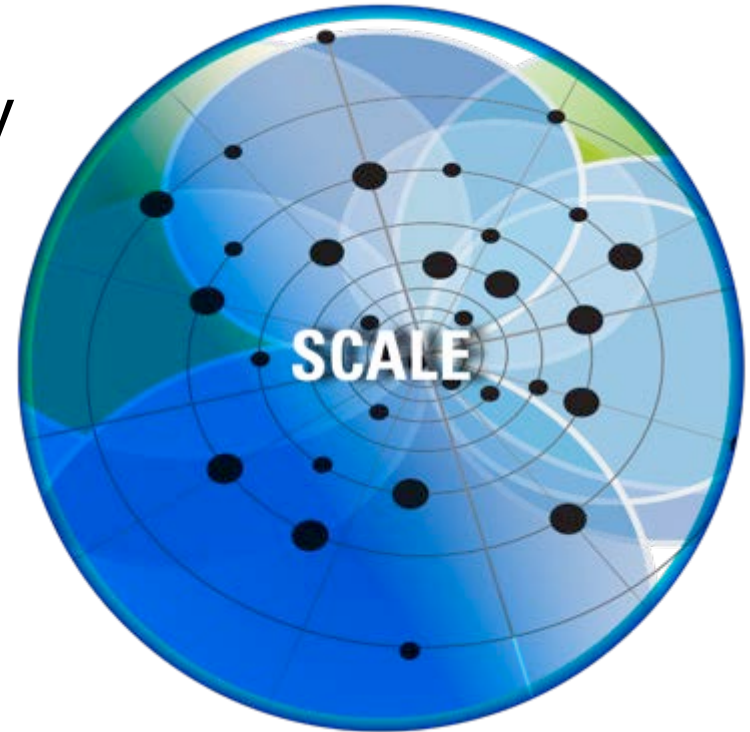
---

- Don't let designing for deployability be an afterthought
- Establish monitoring mechanisms
- Leverage measurable deployability quality attribute
- Align design with concrete requirements and response measures
- Use design abstractions to reason about implications of design options and trade-offs
- Consider design tactics that promote modifiability, testability, and operational resilience



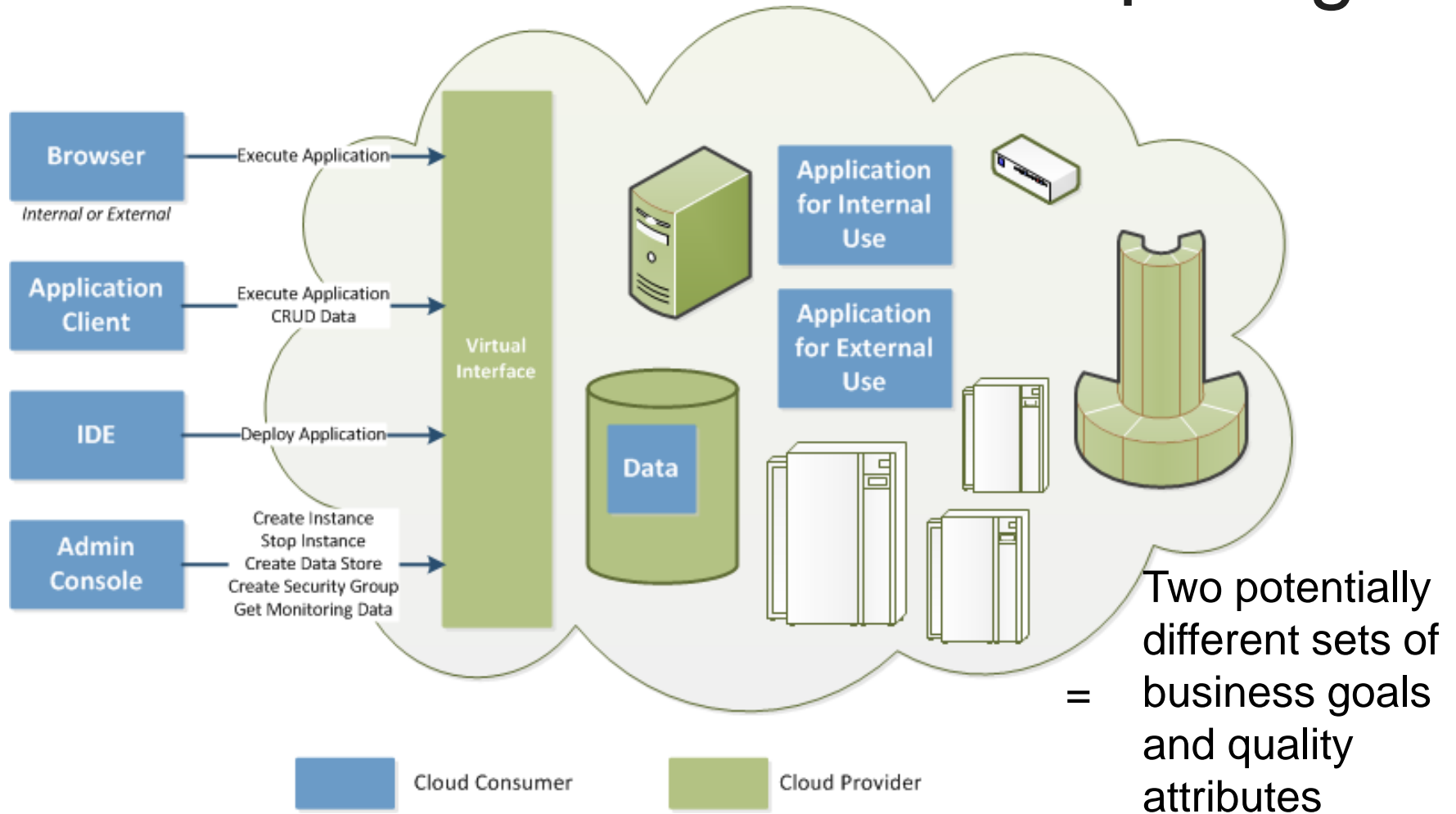
# Scale and Architecture

- Cloud strategies
- Cloud strategies for mobility
- Big data



“Scale Changes Everything”

# Two Perspectives of Software Architecture in Cloud Computing



# Cloud Computing and Architecting

---

- SLAs cannot prevent failures.
- In cloud environments
  - Cloud consumers have to design and architect systems to account for lack of full control over important quality attributes
  - Cloud providers have to design and architect infrastructures and systems that provide the most efficient way to manage resources and keep promises made in SLAs

# Mobile Device Trends

---



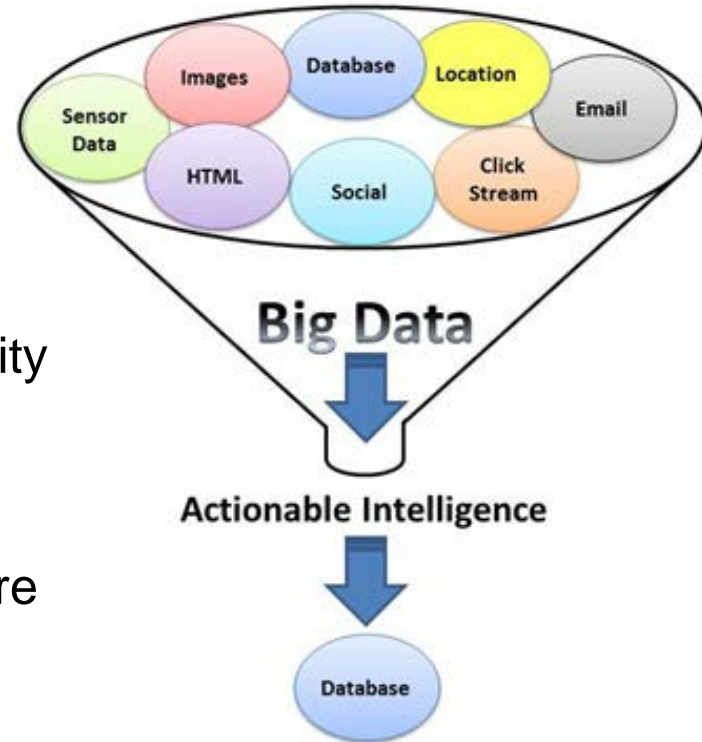
# Architecture Trends: Cyber-Foraging

- Edge Computing
- Using external resource-rich surrogates to augment the capabilities of resource-limited devices
  - Code/Computation Offload
  - Data Staging
- Industry is starting to build on this concept to improve mobile user experience and decrease network traffic
- Our research: cloudlet-based cyber-foraging – brings the cloud closer to the user



# Big Data Systems

- Comprise two very distinct but related technological thrusts
  - Data analytics
  - Infrastructure for storage and processing
- Analytics is typically a massive data reduction exercise – Data to Decisions
  - Input: high volume, low information density
  - Output: Low volume, high information density
- Computation infrastructure necessary to ensure the analytics are
  - Fast
  - Scalable
  - Secure
  - Easy to use





# Big Data – State of the practice

## “The problem is not solved”

---

Building scalable, assured big data systems is hard



Building scalable, assured big data systems is expensive



# Big Data Survey

## TOP REQUIREMENTS OF BIG DATA SOLUTIONS

55%

OF BIG DATA PROJECTS  
ARE NOT COMPLETED

WHEN IT COMES TO BIG DATA PROJECTS,  
THE MOST SIGNIFICANT CHALLENGE



58%

INACCURATE SCOPE

80%

FINDING TALENT

76%

FINDING THE  
RIGHT TOOLS

73%

UNDERSTANDING

EDUCATION

#1

EASE OF  
MANAGEMENT

#2

ABILITY  
TO SCALE

<http://visual.ly/cios-big-data>

ANITA BORG INSTITUTE

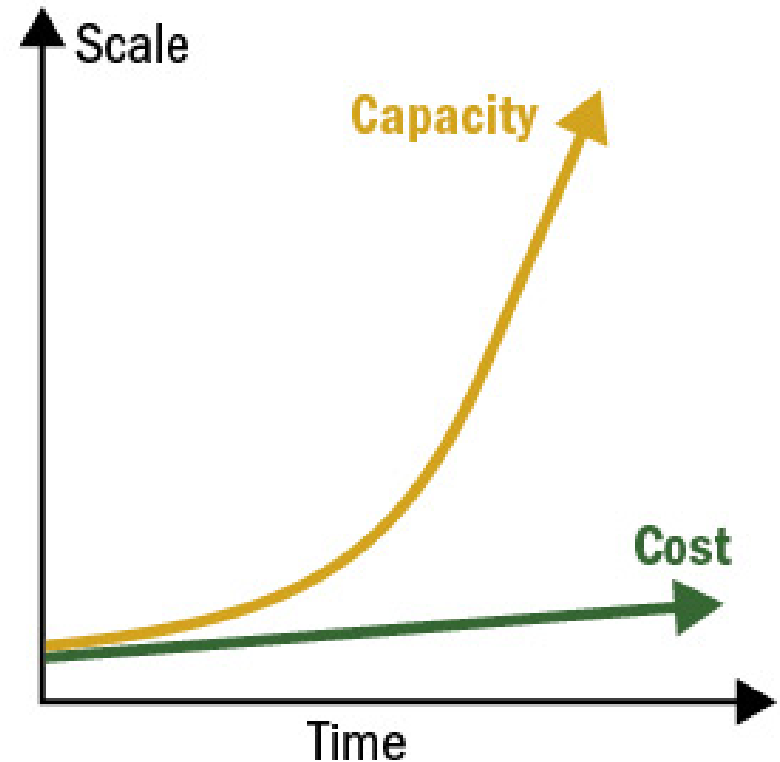
**GRACE HOPPER**  
CELEBRATION OF WOMEN IN COMPUTING

2014



# Architecture and Big Data

- System costs must grow more slowly than system capacity
- Approaches
  - Scalable software architectures
  - Scalable software technologies
  - Scalable execution platforms
- Scalability reduces as implementation complexity grows
- NoSQL Models are not created equal



# Our Current Research

---

- Lightweight Evaluation and Architecture Prototyping for Big Data (LEAP4BD)
- QuABase: A Knowledge Base for Big Data System Design
  - Semantics-based knowledge model
    - General model of software architecture knowledge
    - Populated with specific big data architecture knowledge
  - Dynamic, generated, and queryable content
  - Knowledge Visualization

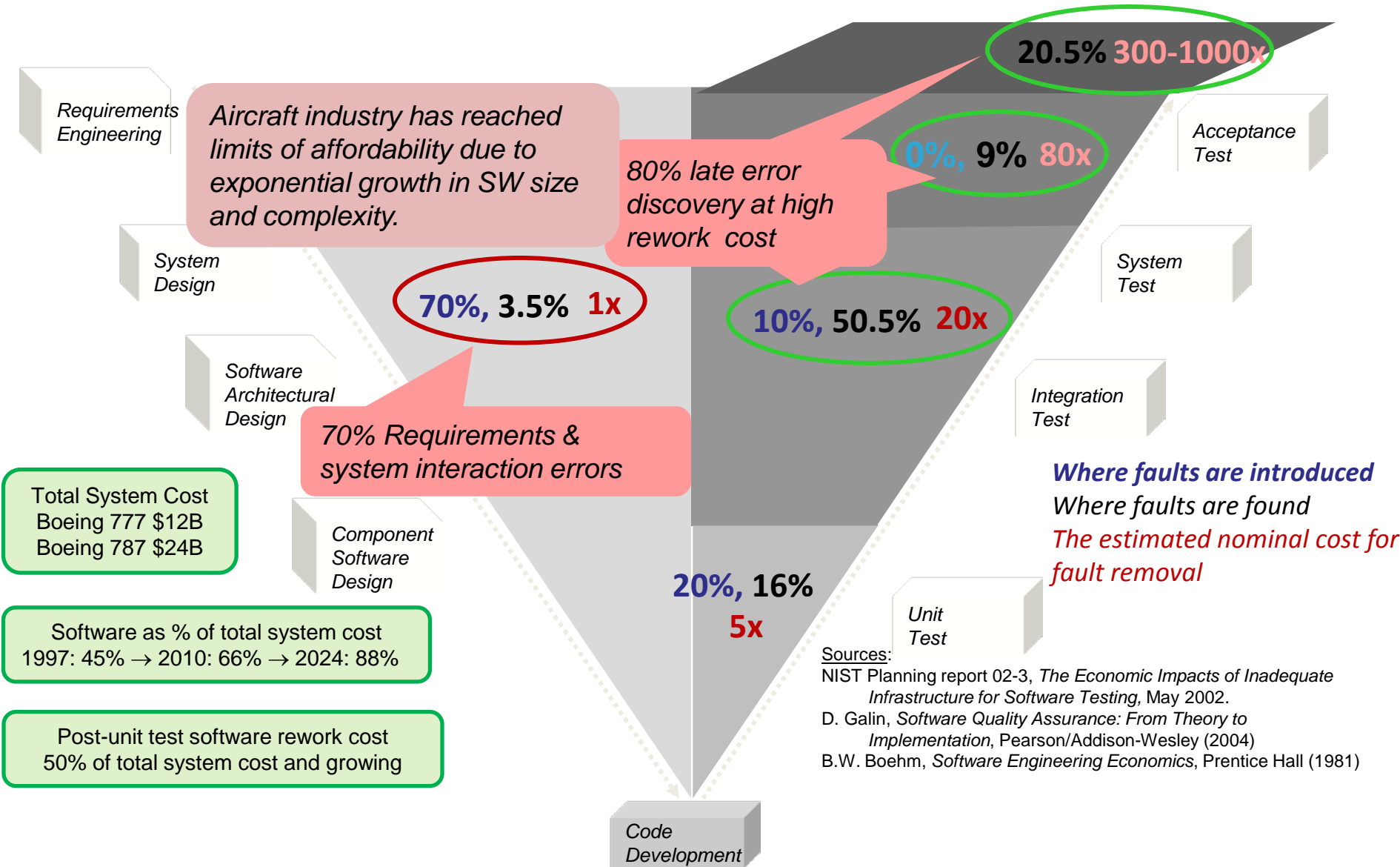
# Software Assurance and Architecture

---

In safety critical systems more is needed.



# High Fault Leakage Drives Major Increase in Rework Cost





# Architectural Models

---

- capture architecture in a form amenable to analysis
- range from informal (e.g., visio diagrams) to formal (e.g., with precisely defined execution semantics)

# SAE Architecture Analysis & Design Language (AADL) Standard Suite (AS-5506 series)

---

- Core AADL language standard (V2.1-Sep 2012, V1-Nov 2004)
  - Strongly typed language with well-defined semantics
  - Textual and graphical notation
  - Standardized XMI interchange format

## Standardized AADL Extensions

- Error Model language for safety, reliability, security analysis
- ARINC653 extension for partitioned architectures
- Behavior Specification Language for modes and interaction behavior
- Data Modeling extension for interfacing with data models (UML, ASN.1, ...)

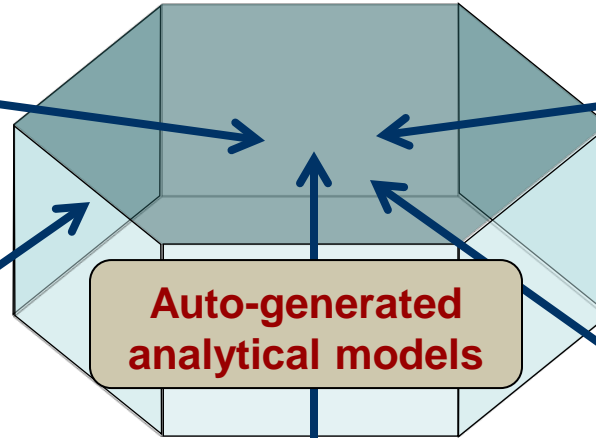
# Architecture-Centric Quality Attribute Analyses

**Single Annotated Architecture Model Addresses Impact Across Operational Quality Attributes**

## **Safety Reliability**

- MTBF
- FMEA
- Hazard Analysis

## **Architecture Model**



## **Security**

- Intrusion
- Integrity
- Confidentiality

## **Data Quality**

- Data precision/accuracy
- Temporal correctness
- Confidence

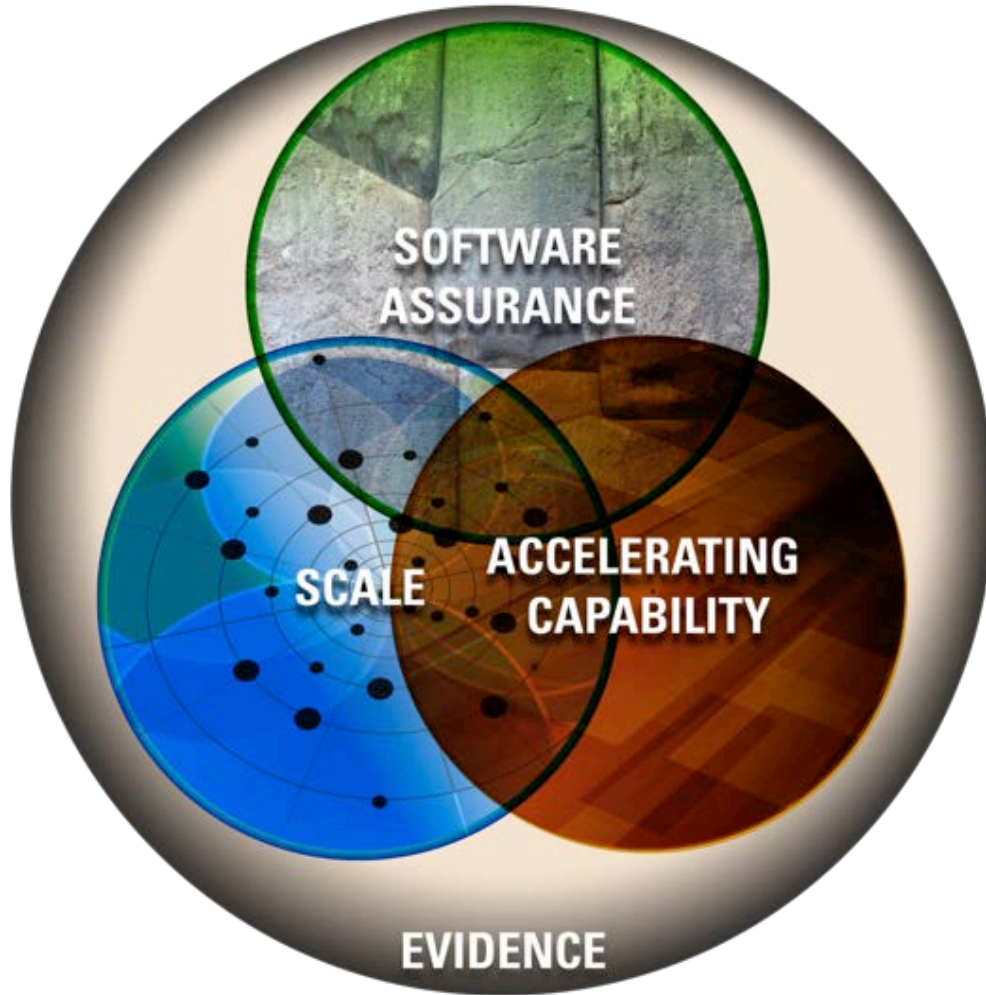
## **Real-time Performance**

- Execution time/deadline
- Deadlock/starvation
- Latency

## **Resource Consumption**

- Bandwidth
- CPU time
- Power consumption

# Conclusion



- Foundational software architecture principles persist.
- Change brings new challenges.
- Software architecture practices and research are key to meeting new challenges.
- Much remains to be done.

# This is the Work of Many

---

## At the SEI

- Felix Bachmann
- Stephany Bellomo
- Peter Feiler
- Ian Gorton
- James Ivers
- Rick Kazman
- John Klein
- Mark Klein
- Grace Lewis
- Ipek Ozkaya
- Rod Nord
- And many more...



# Thanks, Grace!



<https://www.flickr.com/photos/expertinfantry/>



# Contact Information

## Linda Northrop

SEI Fellow

Chief Scientist

Software Solutions Division

Telephone: 412-268-7638

Email: [lmn@sei.cmu.edu](mailto:lmn@sei.cmu.edu)

Website: <http://www.sei.cmu.edu/architecture>



## U.S. Mail:

Software Engineering Institute

Carnegie Mellon University

Pittsburgh, PA 15213-3890

**SEI Fax:** 412-268-5758

# More Information

---

<http://blog.sei.cmu.edu/>

# Got Feedback?

---

★ Rate and Review the session using the  
GHC Mobile App

To download visit [www.gracehopper.org](http://www.gracehopper.org)