

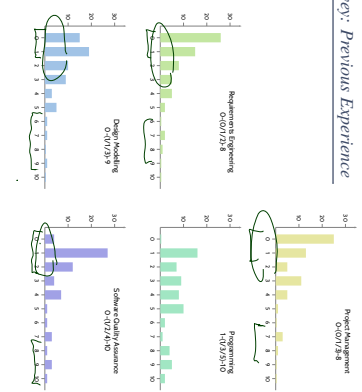
Topic Area Project Management: Content

- VL2
  - Software Metrics
  - Properties of Metrics
  - Scales
  - Examples
- VL3
  - Cost Estimation
  - Deadlines and Costs
  - Experts Estimation
  - Algorithmic Estimation
- VL4
  - Project Management
  - Project
  - Process and Process Modeling
  - Procedure Models
  - Process Models
- VL5
  - Process Metrics
  - CMMI Space

Content

- Survey: Expectations on the Course
- Software Metrics
  - Motivation
  - Vocabulary
  - Requirements on Useful Metrics
  - Euron: Scales
  - Some positive/negative examples
  - Example: LOC
- Other Properties of Metrics
- Base Measures vs. Derived Measures
- Subjective and Pseudo Metrics
- Example: McCabe
- Discussion

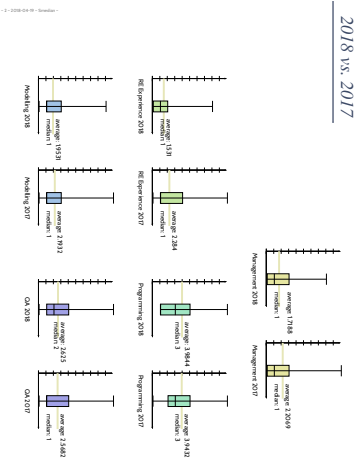
Survey: Previous Experience



Excursion: Communicating Figures

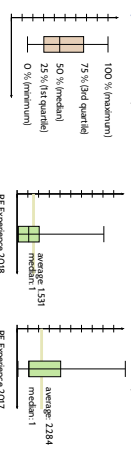
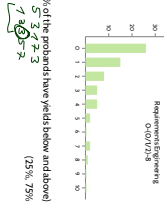


2018 vs. 2017



## Quantiles

- Arithmetic mean: 1,531 (not in the scale! → later)
  - Minimum and maximum: 0 and 8
  - Median: 1
  - 1st and 3rd Quartile: 0 and 2
- (the value such that 50% of the probabls have yielded below and above)
- 5, 3, 7, 3  
7, 3, 5, 7
- (25%, 75%)



• a boxplot visualizes 5 aspects of data at once: Whiskers sometimes defined differently!

## Expectations

- **General**
  - ✓ learn about tasks related to development of software
  - ✓ learn different aspects of working in a software producing team and how
  - ✓ gain more insight into [...] challenges faced by **professionals** technical staff and practical ways to overcome those challenges
  - ✓ learn what techniques are there for project management, planning, a
  - ✓ understand the importance of requirements engineering in software development
  - ✓ learn that course content can **directly** be used in practice
  - ✓ expect precise **auditing** methods
  - ✓ would like to see a list of concrete examples of software projects in business
  - ✓ **conceive** the role of computer science and software engineering in business
- **Project management**
  - ✓ overview about modeling and organization of a project, and how to
  - ✓ be able to plan software development towards **schedule** and **budget**.
  - ✓ plan larger projects: **conductability**, **timely**, **reliability**
  - ✓ skills required to take responsibility for managing software projects
  - ✓ how to avoid mistakes or **limit inflicted damage**.

Production	L 1	1	14.4 Mon
Software	L 3	3	23.4 Mon
Conc.	L 1	1	8.4 Thu
Development	L 5	5	3.5 Thu
Process	L 6	6	2.5 Mon
Requirements	L 7	7	14.5 Mon
Engineering	L 2	2	21.5 Mon
	L 8	8	24.5 Thu
	L 9	9	31.5 Thu
	L 9	9	4.6 Mon
	L 10	10	11.6 Mon
Acad. Design	L 11	11	18.6 Mon
Modeling	L 4	4	21.6 Thu
Patterns	L 8	8	28.6 Thu
QA	L 15	15	2.7 Mon
(Testing formal)	L 16	16	9.7 Mon
(Verification)	L 17	17	16.7 Mon
(Modeling)	L 8	8	19.7 Thu

10.17

## Expectations Cont'd

- **project management cont'd**
  - ✓ how to prove or test the development process
  - ✓ learn **techniques** to measure progress and check quality
  - ✓ understand the importance of requirements engineering in software development
  - ✓ understand the importance of requirements engineering in software development
  - ✓ learn that course content can **directly** be used in practice
  - ✓ expect precise **auditing** methods
  - ✓ would like to see a list of concrete examples of software projects in business
  - ✓ **conceive** the role of computer science and software engineering in business
- **requirements**
  - ✓ communicate expectations, needs, information and ideas without
  - ✓ misunderstandings to colleagues and clients
  - ✓ be able to plan software development towards **schedule** and **budget**.
  - ✓ plan larger projects: **conductability**, **timely**, **reliability**
  - ✓ skills required to take responsibility for managing software projects
  - ✓ how they can have impact on final product

Production	L 1	1	14.4 Mon
Software	L 3	3	23.4 Mon
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  - **Software Metrics**
    - Motivation
    - Vocabulary
    - Requirements on Usable Metrics
    - Excursion: Scales
    - Some positive/negative examples
    - Example: LOC
  - Other Properties of Metrics
  - Basic Measures vs. Derived Measures
  - Subjective and Pseudo Metrics
  - Example: McCabe
  - Discussion

## Expectations Cont'd

- **design**
  - ✗ get experience towards coming up with good designs
  - ✗ improve knowledge in [...] software design / software architecture
  - ✗ understand the importance of requirements engineering in software development
  - ✗ understand the importance of requirements engineering in software development
  - ✗ learn that course content can **directly** be used in practice
  - ✗ expect precise **auditing** methods
  - ✗ would like to see a list of concrete examples of software projects in business
  - ✗ **conceive** the role of computer science and software engineering in business
- **Quality Assurance**
  - ✗ make sure software is **high-quality**
  - ✗ organizing quality assurance
  - ✗ how to satisfy wishes of customers and how to know if satisfied
  - ✗ how to obtain software as delivered and/or how does what it should do
- **Implementation**
  - ✗ keep software clean, modular and expandable
  - ✗ **automatically manage a codebase**

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### Software Metrics

13/07

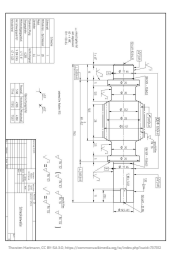
14/07

	with bugs (traditional product)	stable (new product)
Manual Reviews	not doing and not doing	with inspection
Defects	many defects per person	few defects per person
Price	high	low
Normalized	high	low
Estimate and comparison	high	low
Author	many, many, many	few, few, few
Why early and cheap?	many, many, many	few, few, few

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### Example: Material Goods

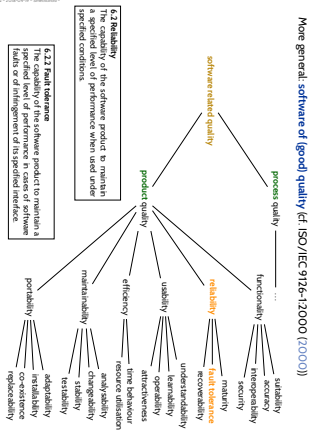


• For material goods, it is often pretty obvious what we want to evaluate for

16/07

### Recall: "software that is reliable and works efficiently"

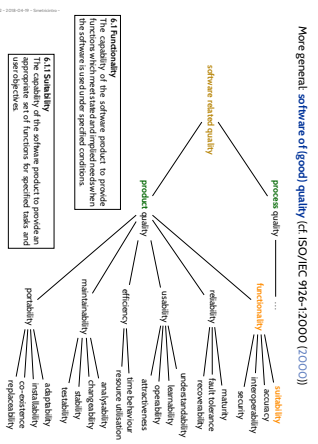
(Bauer, 1977)



17/07

### Recall: "software that is reliable and works efficiently"

(Bauer, 1977)

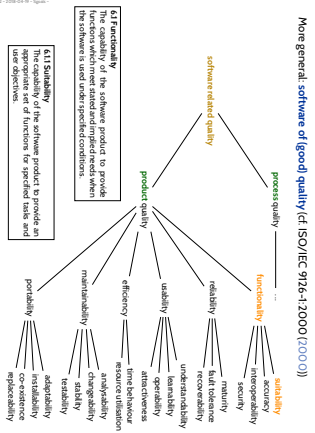


17/07

**metric** – A quantitative measure of the degree to which a system, component, or process possesses a given attribute.  
See: quality metric. **IEEE 610.12 (1990)**

**quality metric** –  
(1) A quantitative measure of the degree to which an item possesses a given quality attribute.  
(2) A function whose inputs are software data and whose output is a single numerical value that can be interpreted as the degree to which the software possesses a given quality attribute. **IEEE 610.12 (1990)**

Recall: “software that is reliable and works efficiently”  
(Bauer, 1977)



Software Metrics: Motivation and Goals

- Important motivations and goals** for using software metrics:
- specify quality requirements
  - assess the quality of products and processes
  - quantify experience, progress, etc.
  - predict cost/effort, etc.
  - support decisions

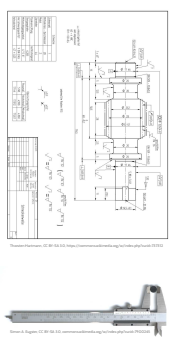
- Software metrics can be used:
- **prescriptive**, e.g., “all procedures must not have more than N parameters” or
  - **descriptive**, e.g., “procedure P has N parameters”.
- A **descriptive** metric can be:
- **diagnostic**, e.g., “the test effort was N hour”; or
  - **prognostic**, e.g., “the expected test effort is N hour”.
- Note: **prescriptive** and **prognostic** are different things.
- **Examples** support decisions by **diagnostic** measurements:
    - (1) Measure CPU time spent per procedure, then “optimize” most time-consuming procedure.
    - (2) Measure attributes which indicate architecture problems, then re-factor accordingly.

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Example: Material Goods

- For material goods, it is often pretty obvious what we want to evaluate for:



- ...and **how to measure**.
- And **immaterial goods like software?**

Recall: Vocabulary

**metric** – A quantitative measure of the degree to which a system, component, or process possesses a given attribute.  
See: quality metric. **IEEE 610.12 (1990)**

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## Requirements on Useful Metrics

Definition: A software metric is a function  $m: P \rightarrow S$  which maps to each program  $p \in P$  a valuation  $yield('Bewertung') m(p) \in S$ . We call  $S$  the scale of  $m$ .

24/17

<b>differentiated</b>	worst case: same valuation yield for all programs
<b>comparable</b>	ordinal scale better: ordinal or absolute scale ( $\rightarrow$ in a metric)
<b>reproducible</b>	multiple applications of a metric to the same program should yield the same result
<b>available</b>	valuation preferred to be in place when needed
<b>relevant</b>	wrt. overall needs
<b>economical</b>	worst case: doing the project gives a perfect pr. prognosis of project failure - at a high price → if the price is too economical (if not available for free)
<b>flexible</b>	( $\rightarrow$ pseudo-metric) developers cannot arbitrarily manipulate the yield
<b>robust</b>	developers cannot arbitrarily manipulate the yield

24/17

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In order to be **useful**, a (software) metric should be:

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## Scales and Types of Scales

Scales  $S$  are distinguished by supported operations

$m, \mu$	$< >$ (help: transitivity)	min, max, average	percentile (e.g. 90th)	$\Delta$	proportion	interval (0/mean)
nominal scale	✓	✗	✗	✗	✗	✗
ordinal scale	✓	✗	✗	✗	✗	✗
interval scale (with units)	✓	✓	✓	✓	✗	✗
absolute scale	✓	✓	✓	✓	✓	✓

a rational scale where  $S$  comprises the  $\log_2$  quantified

### Examples: Nominal Scale

- nationality, gender, car manufacture, geographic direction, train number, ...
  - Software engineering example: programming language! ( $S = \{Java, C, \dots\}$ )
- $\rightarrow$  There is no (natural) order between elements of  $S$  (the lexicographic order can be imposed ( $T < Java$ ), but is not related to the measured information (thus not rational))

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nominal scale	✓	✗	✗	✗	✗	✗
ordinal scale	✓	✗	✗	✗	✗	✗
interval scale (with units)	✓	✓	✓	✓	✗	✗
absolute scale	✓	✓	✓	✓	✓	✓

a rational scale where  $S$  comprises the  $\log_2$  quantified

### Examples: Ordinal Scale

- strongly agree > agree > disagree > strongly disagree. Character > Minister (administrative rank)
  - keyboard (finishing number tells us that it was later than 2nd, but not how much later)
  - Types of scales, ...
  - Software engineering example: CMMI scale (maturity levels 1 to 5) ( $\rightarrow$  later)
- $\rightarrow$  There is a (natural) order between elements of  $M$ , but no natural notion of distance or average

24/17

## Scales and Types of Scales

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$m, \mu$	$< >$ (help: transitivity)	min, max, average	percentile (e.g. 90th)	$\Delta$	proportion	interval (0/mean)
nominal scale	✓	✗	✗	✗	✗	✗
ordinal scale	✓	✗	✗	✗	✗	✗
interval scale (with units)	✓	✓	✓	✓	✗	✗
absolute scale	✓	✓	✓	✓	✓	✓

a rational scale where  $S$  comprises the  $\log_2$  quantified

### Examples: Interval Scale

- temperature in Fahrenheit
  - Today it is 10°F warmer than yesterday ( $\Delta$ ) (0/mean, "yesterday" = 10°F)
  - 100°F is twice as warm as 50°F, ...? No. Note: the zero is arbitrarily chosen.
  - Software engineering example: time of dead-in-reason control system
- $\rightarrow$  There is a (natural) notion of difference  $\Delta: S \times S \rightarrow R$ , but no (natural) proportion and 0.

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## Excursion: Scales

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Scales  $S$  are distinguished by supported operations:

$=, \neq$	$<, >$ with transitivity	min, max	propo- tion: e.g. median	$\Delta$	propor- tion	natural (0-based)
nominal scale	✓	✗	✗	✗	✗	✗
ordinal scale	✓	✗	✗	✗	✗	✗
interval scale (with units)	✓	✓	✓	✓	✗	✗
rational scale (with units)	✓	✓	✓	✓	✓	✗
absolute scale	✓	✓	✓	✓	✓	✓

a rational scale makes comparison by figures right

Examples: Rational Scale

- get "nice as sd": finishing time, weight, pressure, price, speed, distance from Freiburg...
  - software engineering example: number of a program for given inputs
- The (natural) zero induces a meaning for proportion  $m_1/m_2$ .

26ur

Scales  $S$  are distinguished by supported operations:

$=, \neq$	$<, >$ with transitivity	min, max	propo- tion: e.g. median	$\Delta$	propor- tion	natural (0-based)
nominal scale	✓	✗	✗	✗	✗	✗
ordinal scale	✓	✗	✗	✗	✗	✗
interval scale (with units)	✓	✓	✓	✓	✗	✗
rational scale (with units)	✓	✓	✓	✓	✓	✗
absolute scale	✓	✓	✓	✓	✓	✓

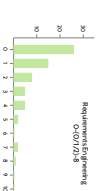
a rational scale makes comparison by figures right

Examples: Absolute Scale

- seats in a bus, number of public holiday, number of inhabitants of a country, ...
  - "average number of children per family: 1.203" – what is a 0.203-child?
  - The absolute scale has been used as a rational scale makes sense for certain purposes if done with care!
  - Software engineering example: number of known errors
- An absolute scale has a median, but in general not an average in the scale.

26ur

Definition: A distance metric is a function  $m: P \times P \rightarrow S$  which assigns to each problem  $P \in P$  a valuation yield (Bewertung)  $m(P) \in S$ . We call  $S$  the scale of  $m$ .



- Here  $P$  is the set of participants in the survey of the course "Software Engineering."
- Measurement procedure: self-assessment (→ subjective measure)
- Scale  $S = \{0, \dots, 10\}$  (ordinal scale has = and  $\neq$ , < and > min and max)

27ur

Back From Excursion: Scales

differentiated	word case, same valuation yield for all products
comparable	ordinal scale better: rational for absolute scale!
reproducible	multiple applications of a metric to the same problem should yield the same valuation
available	valuation yields need to be in place when needed
relevant	not too small needs
economical	word case: doing the perfect gives a perfect prognosis of project duration (ordinal metrics are not economical if not available for free)
plausible	(→ pseudo-metric) developers cannot arbitrarily manipulate the yield
robust	arbitrary, admissible

In order to be useful, a (software) metric should be

Requirements on Useful Metrics

28ur

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30ur

characteristic (Metric)	positive example	negative example
differentiated	program length in LOC (- in minutes)	OWI/CWI level below 2
comparable	systemic complexity (- in two minutes)	review (test)
reproducible	inventor consumption	grade assigned by inspector
available	number of developers	number of errors in the code files only (brown oval)
relevant	expected development cost/number of errors	number of subclasses (NOC)
economical	number of discovered errors in code	highly detailed timekeeping
plausible	cost estimation (to a certain amount)	systemic complexity of a program
robust	grading by experts	almost all pseudo-metrics

(Ludewig and Lohse, 2013)

Example: Lines of Code (LOC)

dimension	unit	measurement procedure
program size and program size	LOC <sub>tot</sub>	number of lines in total
code size	LOC <sub>non</sub>	number of non-empty lines
code size	LOC <sub>non-para</sub>	number of lines with not non-parallel
delivered program size	DILOC <sub>com</sub> DILOC <sub>non</sub>	like LOC only code (as source or compiled) given to customer

(Ludewig and Lohse, 2013)

differentiated	✓
comparable	✓
reproducible	✓
available	✓
relevant	✓
economical	✓
plausible	✓
robust	✓



Kinds of Metrics: ISO/IEC 15939:2011

base measure – measure defined in terms of an attribute and the method for quantifying it  
 ISO/IEC 15939 (2011)

Examples:

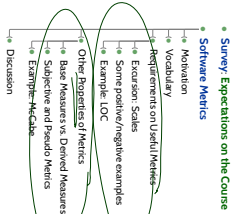
- lines of code, hours spent on testing, ...

derived measure – measure that is defined as a function of two or more values of base measures  
 ISO/IEC 15939 (2011)

Examples:

- average/median/lines of code, productivity (lines per hour), ...

Content



Kinds of Metrics: by Measurement Procedure

	objective metric	pseudo metric	subjective metric
Procedure	measure, counting, possibly standardized	computation based on review or expert assessment	review by inspector, verbal or by spreadsheet
Example	body weight, air pressure	body mass index (BMI), weather forecast for the next day	health condition, weather condition (how healthy?)
Example in Software Engineering	total LOC, LOC per estimation, number of forward bugs	productivity, predictions/loss	quality assessment, error weighting
Usually used for	collection of single base measures	overall assessments	quality assessment
Advantages	most reported data can be delivered automatically	highly relevant, directly visible alternative on not available data	not influenced, applicable to complex assessment, mostly quality of requirements
Disadvantages	not always relevant, often subjective, no interpretation	hard to comprehend, pseudo-objective	assessment mostly on inspection

(Ludewig and Lohse, 2013)

## Pseudo-Metrics

- Some of the most interesting aspects of software development projects are (today) **hard or impossible** to measure directly, e.g.:
    - how **maintainable** is the software?
    - how much effort is needed until completion?
    - how is the **productivity** of my software people?
  - do all modules do **appropriate error handling**?
  - is the **documentation** sufficient and well usable?
- Due to **high relevance**, people want to measure despite the difficulty in measuring. Two main approaches:

Expert measure	differentiated	comparable	reproducible	available	relevant	economical	practical	robust
grading	✓	✓	✓	✓	✓	✓	✓	✓
Pseudo-metrics derived measures	✓	✓	✗	✓	✗	✓	✓	✗

- Note:** not every derived measure is a pseudo-metric
- average LOC per module: derived, **not pseudo** → we really measure average LOC per module
  - measure maintainability in average LOC per module: derived, **pseudo**
  - we don't really measure maintainability: average-LOCs only **interpreted** as maintainability. Not robust if easily subvertible (see exercises)

## Pseudo-Metrics

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- ## Pseudo-Metrics Example
- Example productivity (derived)**
- Team T develops software S with  $LOC(S) = 817$ ,  $n_T = 310h$
  - Define **productivity** as  $p = S/n_T$ , hence ca. 2.64 LOC/h.
  - Pseudo-metric: measure **performance, efficiency, quality, ...** of teams by **productivity** (as defined above)
  - team may write  $\begin{matrix} x \\ y \\ z \end{matrix}$  instead of  $\begin{matrix} x & y & z \\ y & z & x \\ z & x & y \end{matrix}$
  - 3-time productivity increase, but real efficiency actually decreased → not (at all) plausible → **clearly pseudo**.

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## McCabe Complexity

- complexity** –
- The degree to which a system component that is designed or implemented that is difficult to understand and verify. Correlates with simplicity.
  - Referring to any of a set of structure-based metrics that measure the attribute in (1). **IEEE 610.12 (1998)**

**Definition:** (Gödemar Number/ graph theory)  
 Let  $G = (V, E)$  be a graph comprising **vertices V** and **edges E**.  
 The **cyclomatic number of G** is defined as

$$c(G) = |E| - |V| + 1$$

**Intuition:** minimum number of edges to be removed to make G cycle free

## Can Pseudo-Metrics be Useful?

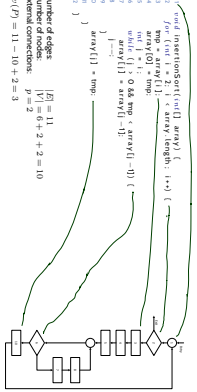
- Pseudo-metrics can be useful if there is a **good correlation** (with few false positives and few false negatives) between valuation yields and the property to be measured.



- Usefulness may strongly depend on **context information**
  - if LOC was for (could be made) non-subvertible (= tutorial), then LOC/day **could be** a useful measure for, e.g. project progress.



Definition: [Gyrometric Complexity/McCabe, 1976]  
 Let  $G = (V, E)$  be the Control Flow Graph of program  $P$ .  
 Then the cyclomatic complexity of  $P$  is defined as  $c(P) = |E| - |V| + p$ , where  $p$  is the number of entry or exit points.



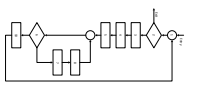
43.07

- Software metrics are defined in terms of scales
- Use software metrics to
  - specify, assess, quantify, predict, support decisions
  - prescribe / describe (diagnose / prognose)
- Whether a software metric is useful depends...
  - Not every software attribute is directly measurable
  - derived measures
  - subjective metrics, and
  - pseudo metrics...
- have to be used with care - do we measure what we want to measure?
- Metric examples:
  - LOC/McCabe / Systematic Complexity
  - more than 50 more metrics named

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Definition: [Gyrometric Complexity/McCabe, 1976]  
 Let  $G = (V, E)$  be the Control Flow Graph of program  $P$ .  
 Then the cyclomatic complexity of  $P$  is defined as  $c(P) = |E| - |V| + p$ , where  $p$  is the number of entry or exit points.

- Iteration number of paths, number of decision points
- Interval scale (not absolute, nonzero due to  $p > 0$ )
- easy to compute
- Some what independent from programming language
- Plausibility
  - + loops and conditions are harder to understand than sequencing
  - doesn't consider data
- Prescriptive use
  - For each procedure, either limit cyclomatic complexity to agreed upon limit or provide written explanation of why limit exceeded



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metric	computation
weighted methods per class (WMC)	$\sum_{i=1}^n c_i, n = \text{number of methods}, c_i = \text{complexity of method } i$
depth of inheritance tree (inherited from multiple inheritance?)	graph distance in inheritance tree (multiple inheritance?)
number of children of a class (NOC)	number of direct subclasses of the class
coupling between object classes (CBO)	$CBO(C) =  K_C \cup K_C $ $K_C = \text{set of classes used by } C, K_C = \text{set of classes using } C$
response for a class (RFC)	$RFC =  M_C \cup L_C , M_C = \text{set of methods of } C, L_C = \text{set of all methods calling method } C$
total of related to method (LCOM)	$\text{max}( P_C  -  Q_C , 0), P_C = \text{methods using no common attribute with } C, Q_C = \text{methods using at least two common attributes with } C$

• objective metrics: DIT, NOC, CBO, pseudo-metrics: WMC, RFC, LCOM  
 ... there seems to be agreement that it is far more important to focus on empirical validation for refutation of the proposed metrics than to propose new ones... (Kim, 2003)

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Tell Them What You've Told Them...

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