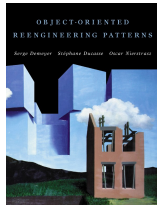


# Software Reengineering & Evolution

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<http://scg.unibe.ch/download/oorp/>



## Schedule

1. **Introduction**  
There are OO legacy systems too !
2. **Reverse Engineering**  
How to understand your code
3. **Visualization**  
Scalable approach
4. **Dynamic Analysis**  
To be really certain
5. **Restructuring**  
How to Refactor Your Code
6. **Code Duplication**  
The most typical problems
7. **Software Evolution**  
Learn from the past
8. **Going Agile**  
Continuous Integration
9. **Conclusion**



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Software Reengineering and Evolution.2

## Goals

### We will try to convince you:

- Yes, Virginia, there are *object-oriented legacy systems* too!
- Reverse engineering and reengineering are *essential activities* in the lifecycle of any successful software system. (And especially OO ones!)
- There is a large set of *lightweight tools and techniques* to help you with reengineering.
- Despite these tools and techniques, *people must do job* and they represent the most valuable resource.

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## What is a Legacy System ?

### “legacy”

*A sum of money, or a specified article, given to another by will; anything handed down by an ancestor or predecessor.*  
— Oxford English Dictionary

A **legacy system** is a piece of software that:

- you have *inherited*, and
- is *valuable* to you.

Typical **problems** with legacy systems:

- original developers *not available*
- *outdated* development methods used
- extensive patches and *modifications* have been made
- *missing* or outdated documentation

⇒ so, further evolution and development may be prohibitively expensive

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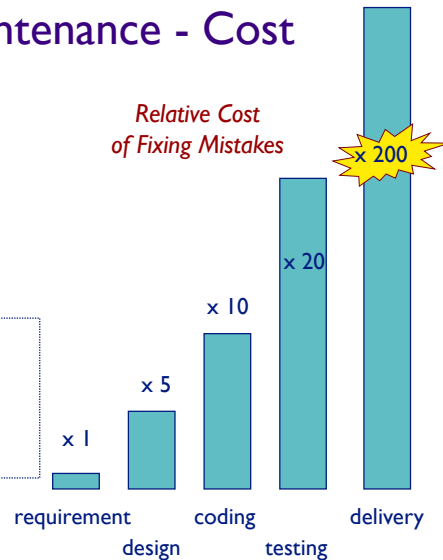
Object-Oriented Reengineering.4

## Software Maintenance - Cost

*Relative Maintenance Effort*  
Between 50% and 75% of  
global effort is spent on  
“maintenance” !

### *Solution ?*

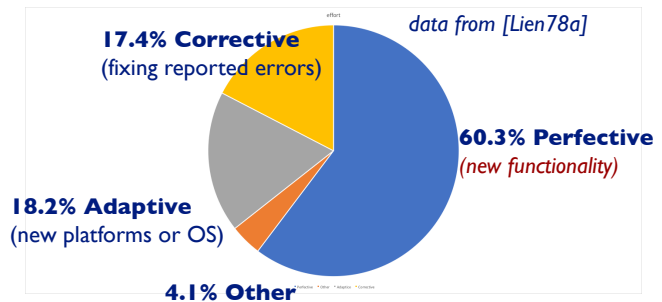
- Better requirements engineering?
- Better software methods & tools (database schemas, CASE-tools, objects, components, ...)?



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## Continuous Development



The bulk of the maintenance cost is due to *new functionality*  
⇒ even with better requirements, it is hard to predict new functions

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## Modern Methods & Tools ?

[Glas98a] quoting empirical study from Sasa Dekleva (1992)

- Modern methods<sup>(\*)</sup> lead to more reliable software
- Modern methods lead to less frequent software repair
- and ...
- Modern methods lead to more total maintenance time

### **Contradiction ?**

*No!*

- modern methods make it easier to change  
... this capacity is used to enhance functionality!

<sup>(\*)</sup> process-oriented structured methods, information engineering, data-oriented methods, prototyping, CASE-tools – not OO !

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## Lehman's Laws

A classic study by Lehman and Belady [Lehm85a] identified several “laws” of system change.

### **Continuing change**

- A program that is used in a real-world environment *must change*, or become progressively less useful in that environment.

### **Increasing complexity**

- As a program evolves, it becomes *more complex*, and extra resources are needed to preserve and simplify its structure.

Those laws are still applicable...

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## What about Objects ?

### Object-oriented legacy systems

- = successful OO systems whose architecture and design no longer responds to changing requirements

### Compared to traditional legacy systems

- The *symptoms* and the source of the problems are the *same*
- The *technical details* and solutions may *differ*

### OO techniques promise better

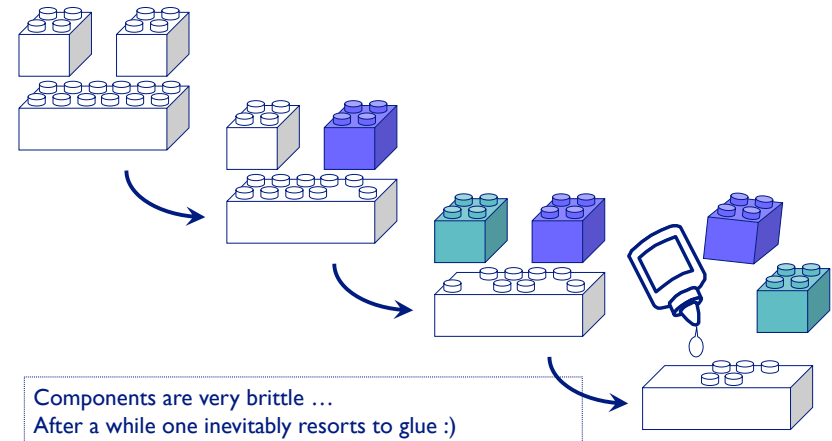
- flexibility,
- reusability,
- maintainability
- ...

⇒ they do not come for free

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## What about Components ?



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## Soccer Field Metaphor



- Assume 10 lines of code = 40 tiles of 1 x 1 cm
- 12.5 million lines of code ≈ 40 soccer fields

Imagine 400 developers concurrently moving tiles around on 40 soccer fields ...

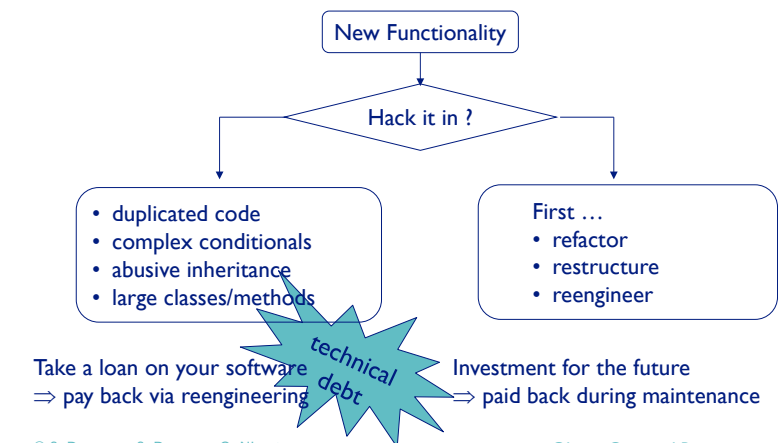
A. van Deursen, De software-evolutieparadox  
Intreerede TU Delft, 23 feb 2005

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Reengineering Legacy Systems.11

## How to deal with Legacy ?

New or changing requirements will gradually degrade original design ... unless extra development effort is spent to adapt the structure



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## Common Symptoms

### Lack of Knowledge

- *obsolete* or no documentation
- *departure* of the original developers or users
- *disappearance of inside knowledge* about the system
- *limited understanding* of entire system

⇒ *missing tests*

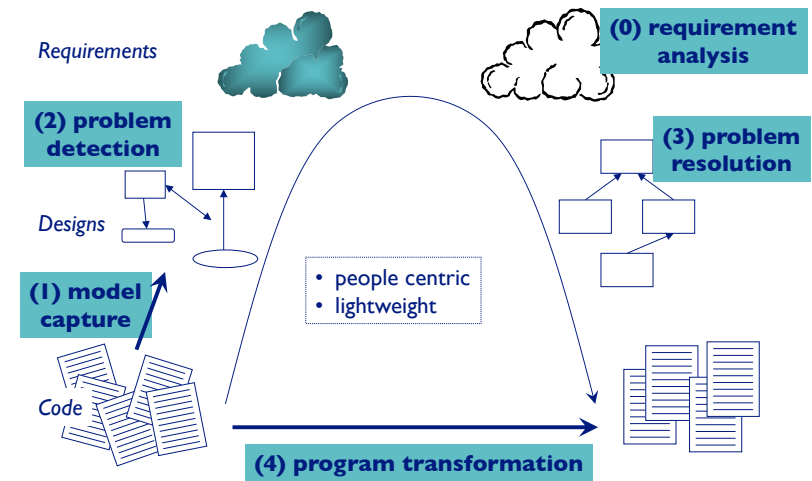
### Process symptoms

- *too long* to turn things over to production
  - need for *constant bug fixes*
  - *maintenance dependencies*
  - *difficulties separating products*
- ⇒ *simple changes take too long*

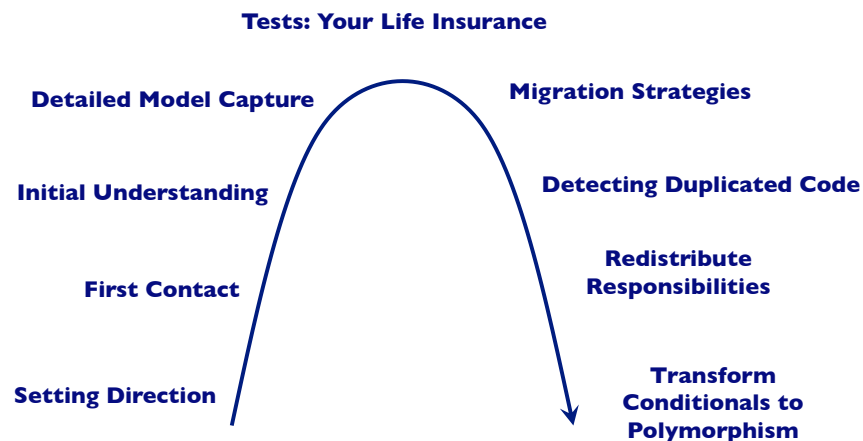
### Code symptoms

- *duplicated code*
  - *code smells*
- ⇒ *big build times*

## The Reengineering Life-Cycle



## A Map of Reengineering Patterns



## 2. Reverse Engineering

- What and Why
- First Contact
  - ↳ Interview during Demo
- Initial Understanding





# What and Why ?

## Definition

**Reverse Engineering** is the *process of analysing* a subject system

- ↳ to identify the system's components and their interrelationships and
  - ↳ create representations of the system in another form or at a higher level of abstraction.
- Chikofsky & Cross, '90

## Motivation

*Understanding* other people's code

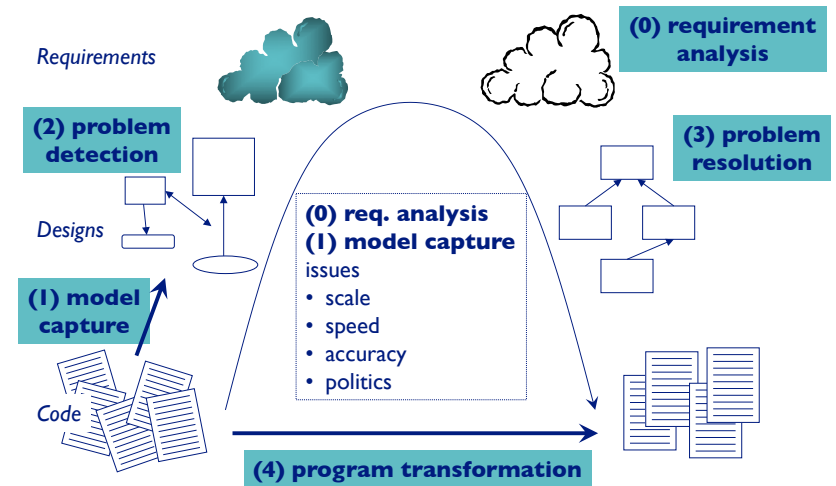
(cfr. newcomers in the team, code reviewing, original developers left, ...)

*Generating UML diagrams is NOT reverse engineering  
... but it is a valuable support tool*

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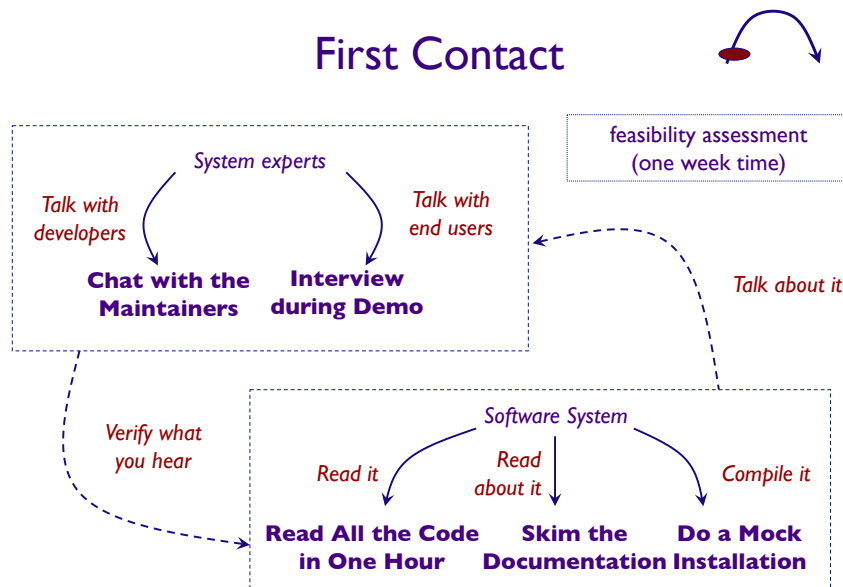
# The Reengineering Life-Cycle



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## First Contact



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## First Project Plan

Use *standard templates*, including:

- project scope
  - ↳ see "Setting Direction"
- opportunities
  - ↳ e.g., skilled maintainers, readable source-code, documentation
- risks
  - ↳ e.g., absent test-suites, missing libraries, ...
  - ↳ record likelihood (unlikely, possible, likely) & impact (high, moderate, low) for causing problems
- go/no-go decision
- activities
  - ↳ fish-eye view

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## Interview during Demo

Problem: What are the typical usage scenarios?

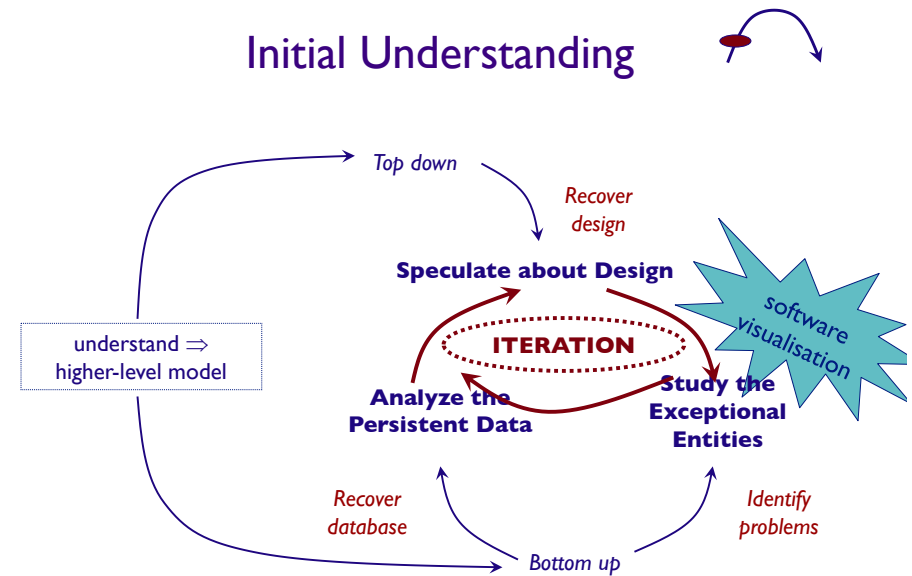
Solution: Ask the user!

- Solution: interview during demo
  - select several users
  - demo puts a user in a positive mindset
  - demo steers the interview

• ... however

- ☞ Which user ?
- ☞ Users complain
- ☞ What should you ask ?

## Initial Understanding

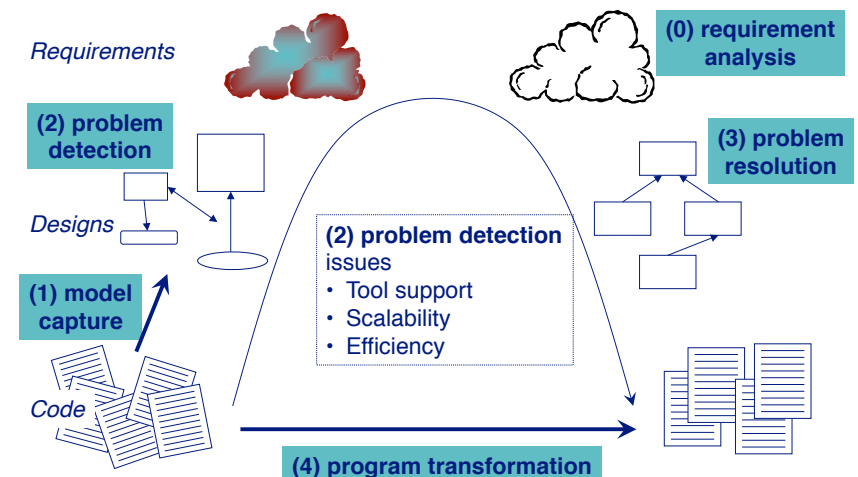


## 3. Software Visualization

- Introduction
  - ☞ The Reengineering life-cycle
- Examples
- Lightweight Approaches
  - ☞ CodeCrawler
- Dynamic Analysis
  - ☞ Key Concept Identification
  - ☞ Feature Location
- Conclusion



## The Reengineering Life-cycle



## Visualising Hierarchies

- Euclidean cones

- ☞ Pros:

- More info than 2D

- ☞ Cons:

- Lack of depth
    - Navigation

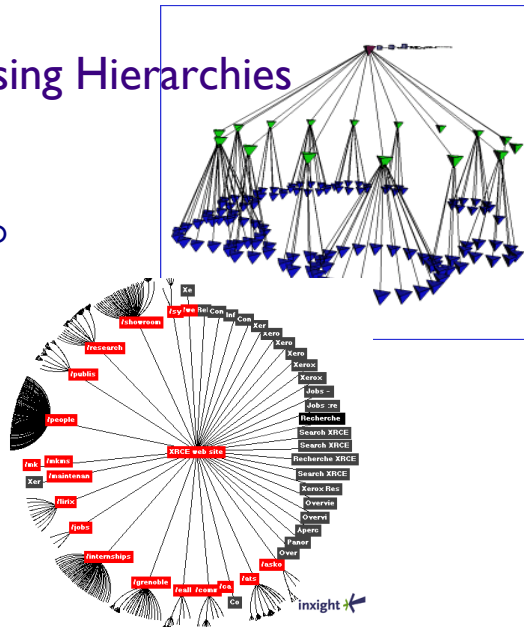
- Hyperbolic trees

- ☞ Pros:

- Good focus
    - Dynamic

- ☞ Cons:

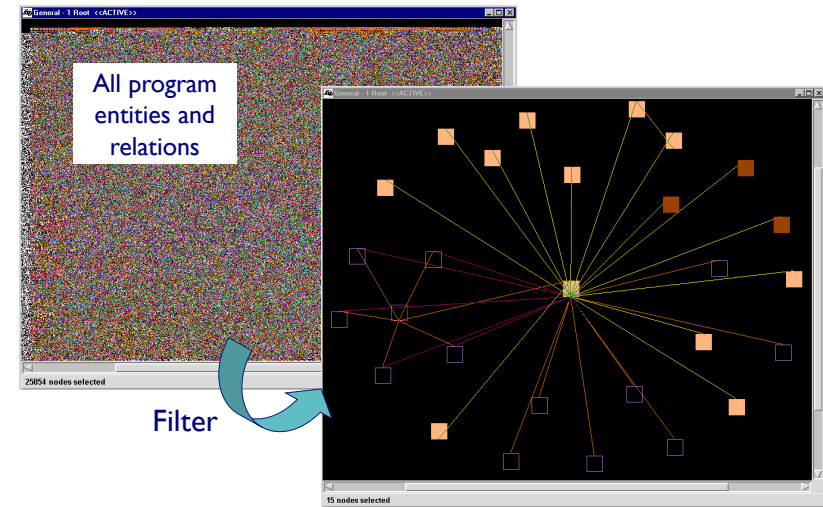
- Copyright



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## Bottom Up Visualisation



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## A lightweight approach

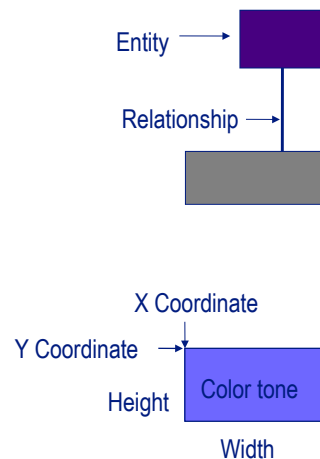


- A combination of metrics and software visualization

- ☞ Visualize software using colored rectangles for the entities and edges for the relationships

- ☞ Render up to five metrics on one node:

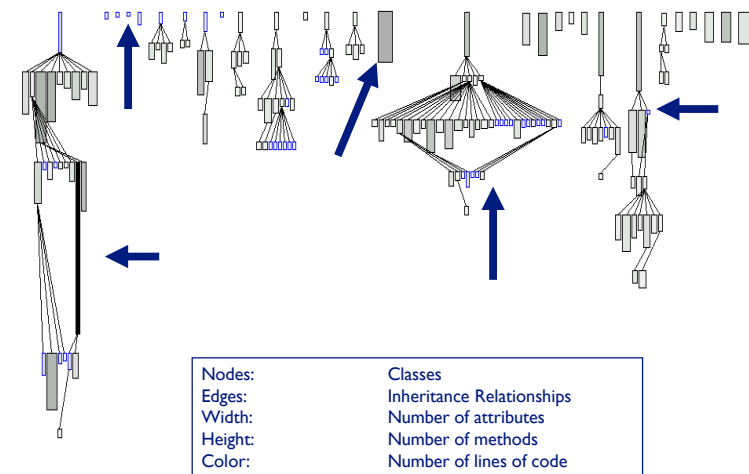
- Size (1+2)
    - Color (3)
    - Position (4+5)



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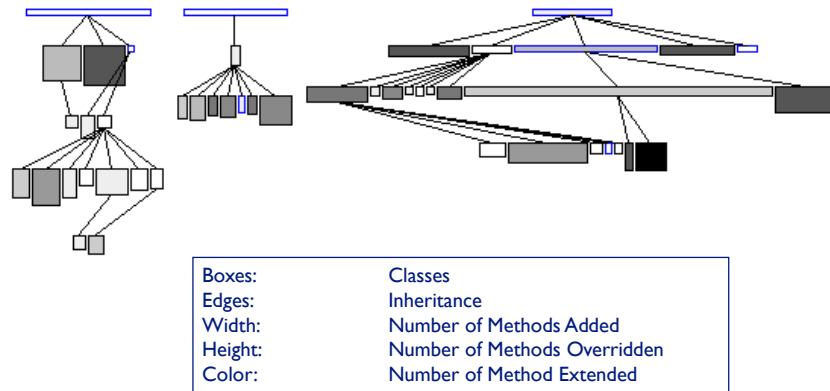
## System Complexity View



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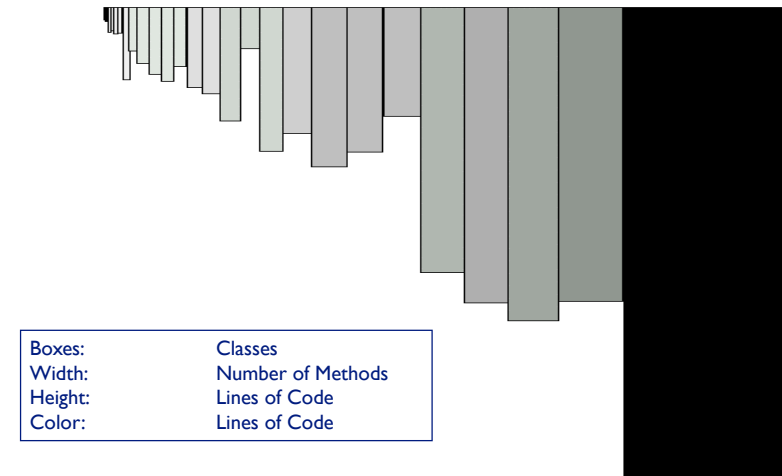
## Inheritance Classification View



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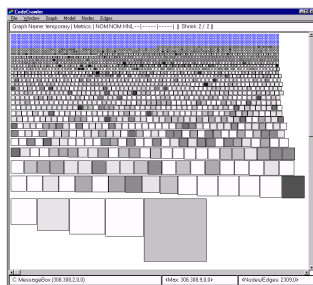
## Data Storage Class Detection View



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## Industrial Validation

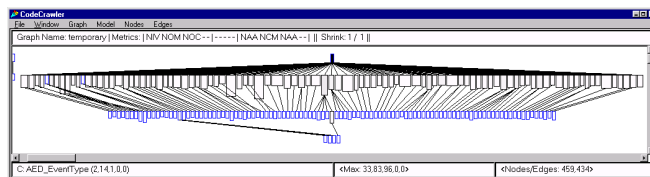


Personal experience

2-3 days to get something

Nokia (C++ 1.2 MLOC >2300 classes)  
 Nokia (C++/Java 120 kLOC >400 classes)  
 MGeniX (Smalltalk 600 kLOC >2100classes)  
 Bedag (COBOL 40 kLOC)  
 ...

Used by developers + Consultants



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## State of the Art Tooling

1. source{d}  
<https://sourced.tech>  
<https://github.com/src-d/engine>
2. teamscale  
<https://www.cqse.eu/>  
<https://github.com/cqse>
3. codescene  
<https://codescene.io>  
<https://github.com/empear-analytics>

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## 4. Dynamic Analysis

- Key Concept Identification
- Feature Location



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## Key Concept Identification

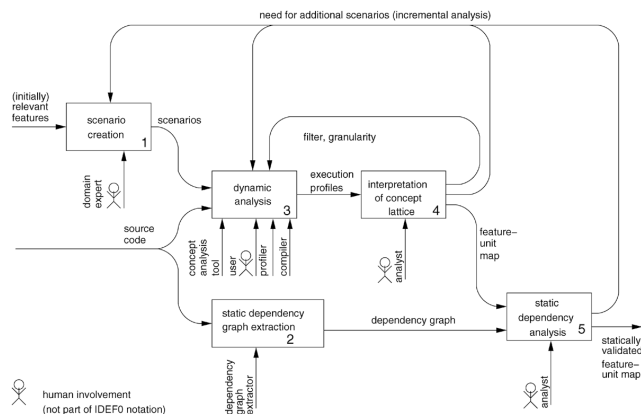
Class	IC, CC <sup>1</sup> + web-mining	Ant does
<b>Project</b>	✓	✓
<b>UnknownElement</b>	✓	✓
<b>Task</b>	✓	✓
<b>Main</b>	✓	✓
<b>IntrospectionHelper</b>	✓	✓
<b>ProjectHelper</b>	✓	✓
<b>RuntimeConfigurable</b>	✓	✓
<b>Target</b>	✓	✓
<b>ElementHandler</b>	✓	✓
<b>TaskContainer</b>	✗	✓
<b>Recall (%)</b>	<b>90</b>	<b>-</b>
<b>Precision (%)</b>	<b>60</b>	<b>-</b>

- Extract run-time coupling
- Apply datamining (“google”)
- Experiment with documented open-source cases (Ant, JMeter)
  - recall: +- 90 %
  - precision: +- 60 %

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## Feature Location



T. Eisenbarth, R. Koschke, and D. Simon. Locating features in source code. *IEEE Transactions on Software Engineering*, 29(3):210–224, March 2003.

Replication is not supported, industrial cases are rare, .... In order to help the discipline mature, we think that more systematic empirical evaluation is needed. [Tonella et al, in Empirical Software Engineering]

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## 5. Restructuring

## Redistribute Responsibilities

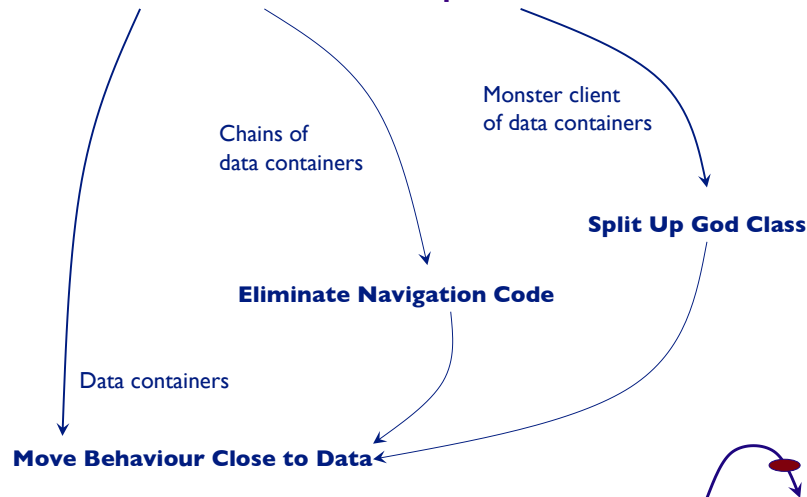
- Move Behaviour Close to Data
- Eliminate Navigation Code
- Split up God Class
- Empirical Validation



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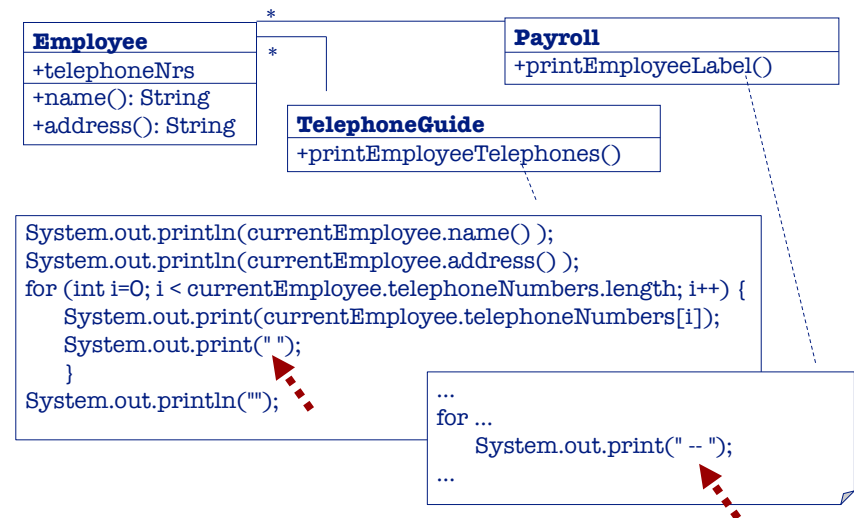
## Redistribute Responsibilities



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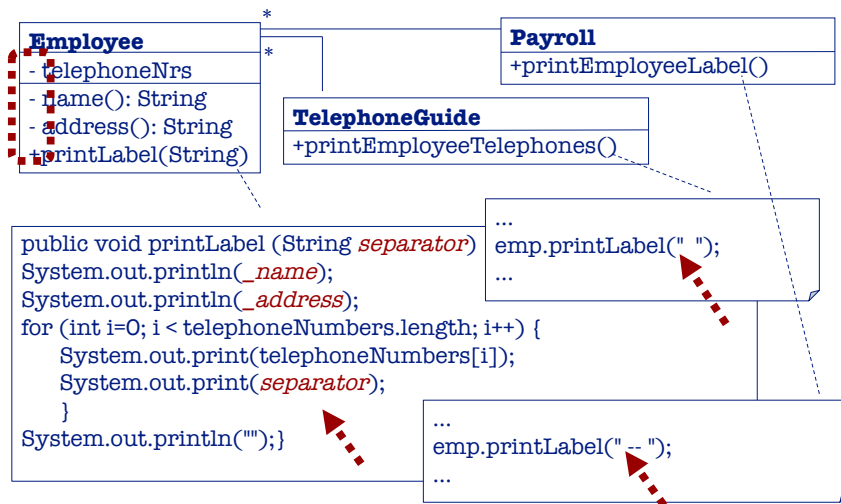
## Move Behavior Close to Data (example 1/2)



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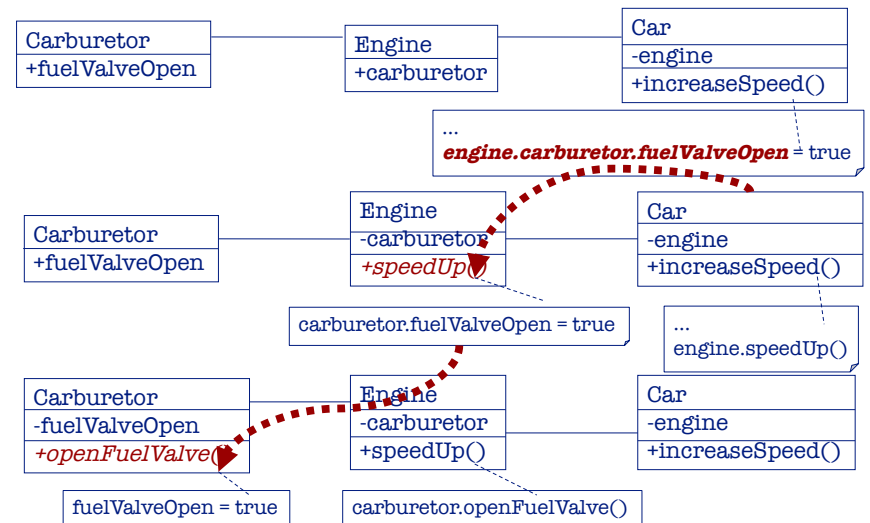
## Move Behavior Close to Data (example 2/2)



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## Eliminate Navigation Code



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## Split Up God Class

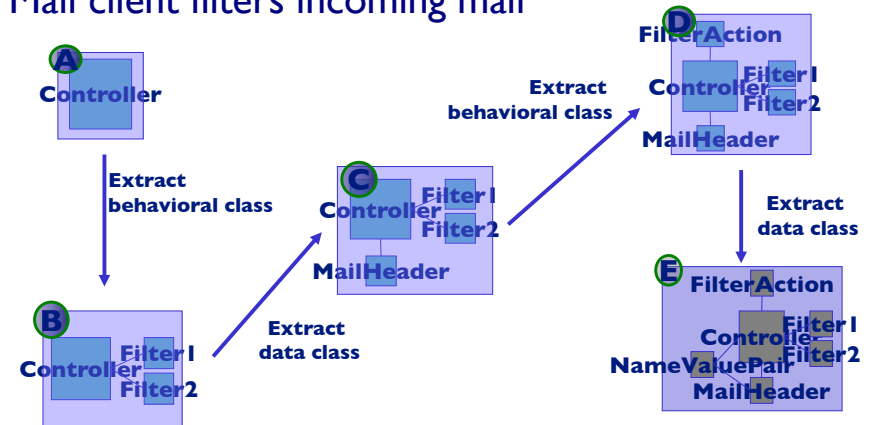
**Problem:** Break a class which monopolizes control?

**Solution:** Incrementally eliminate navigation code

- Detection:
  - ☞ measuring size
  - ☞ class names containing Manager, System, Root, Controller
  - ☞ the class that all maintainers are avoiding
- How:
  - ☞ move behaviour close to data + eliminate navigation code
  - ☞ remove or deprecate façade
- However:
  - ☞ If God Class is stable, then don't split  
⇒ shield client classes from the god class

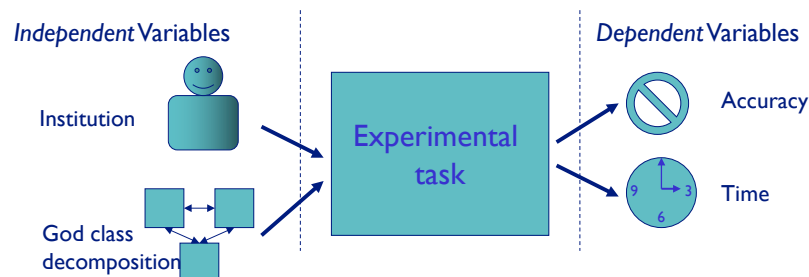
## Split Up God Class: 5 variants

Mail client filters incoming mail



## Empirical Validation

- **Controlled experiment** with 63 last-year master-level students (CS and ICT)



## Interpretation of Results

- “Optimal decomposition” differs with respect to training
  - ☞ Computer science: preference towards C-E
  - ☞ ICT-electronics: preference towards A-C
- Advanced OO training can induce a preference towards particular styles of decomposition
  - ☞ Consistent with [Arisholm et al. 2004]





## 6. Code Duplication

a.k.a. Software Cloning, Copy&Paste Programming

- **Code Duplication**

- What is it?
- Why is it harmful?

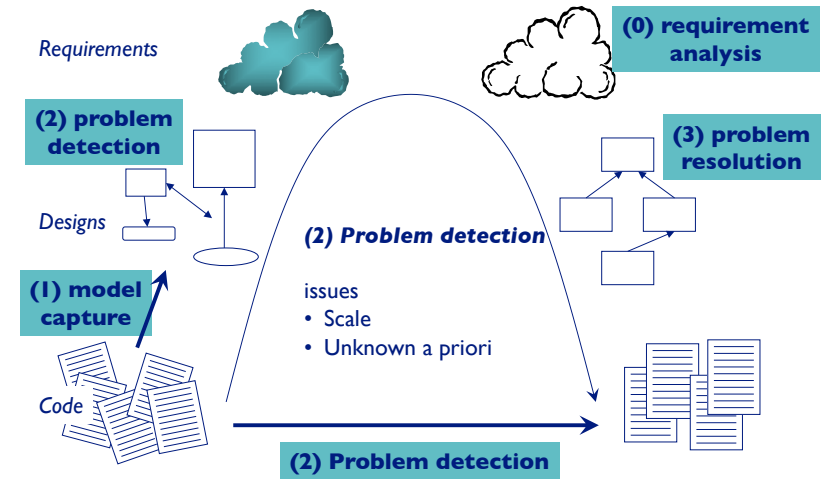
- Detecting Code Duplication
- Approaches
- A Lightweight Approach
- Visualization (dotplots)
- Duploc
- Recent trends



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## The Reengineering Life-Cycle



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## Code is Copied

Small Example from the Mozilla Distribution (Milestone 9)  
Extract from /dom/src/base/nsLocation.cpp

```

4432 NS_IMETHODIMP LocationImpl::GetPathname(nsString& aPathname) {
4433     nsAutoString href;
4434     nsURI *url;
4435     nsresult result = NS_OK;
4436     result = GetHref(href);
4437     if (NS_OK == result) {
4438         #ifdef NECKO
4439             result = NS_NewURL(&url, href);
4440         #else
4441             result = NS_NewURI(&url, href);
4442         #endif // NECKO
4443         if (NS_OK == result) {
4444             #ifdef NECKO
4445                 result = url->GetPath(&file);
4446             #else
4447                 const char* file;
4448                 result = url->GetFile(&file);
4449             #endif
4450             if (result == NS_OK) {
4451                 aPathname.SetString(file);
4452             }
4453             #ifdef NECKO
4454             }
4455             #endif
4456             return result;
4457         }
4458     }
4459     return result;
4460 }
4461
4462
4463
4464
4465
4466
4467 NS_IMETHODIMP LocationImpl::SetPathname(const nsString& aPathname) {
4468     nsAutoString href;
4469     nsURI *url;
4470     nsresult result = NS_OK;
4471     result = GetHref(href);
4472     if (NS_OK == result) {
4473         #ifdef NECKO
4474             result = NS_NewURL(&url, href);
4475         #else
4476             result = NS_NewURI(&url, href);
4477         #endif // NECKO
4478         if (NS_OK == result) {
4479             char *buf = aPathname.ToNewCString();
4480             #ifdef NECKO
4481                 url->SetPath(buf);
4482             #else
4483                 url->SetFile(buf);
4484             #endif
4485             delete[] buf;
4486             NS_RELEASE(url);
4487         }
4488         return result;
4489     }
4490 }
4491
4492
4493
4494
4495
4496
4497 NS_IMETHODIMP LocationImpl::GetPort(nsString& aPort) {
4498     nsAutoString href;
4499     nsURI *url;
4500     nsresult result = NS_OK;
4501     result = GetHref(href);
4502     if (NS_OK == result) {
4503         #ifdef NECKO
4504             result = NS_NewURL(&url, href);
4505         #else
4506             result = NS_NewURI(&url, href);
4507         #endif // NECKO
4508         if (NS_OK == result) {
4509             aPort.SetLength(0);
4510             #ifdef NECKO
4511                 PRInt32 port;
4512                 (void)url->GetPort(&port);
4513             #else
4514                 PRInt32 port;
4515                 (void)url->GetHostPort(&port);
4516             #endif
4517             if (-1 != port) {
4518                 aPort.Append(port, 10);
4519             }
4520             NS_RELEASE(url);
4521         }
4522         return result;
4523     }
4524 }
4525
4526
4527
4528
4529

```

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## How Much Code is Duplicated?

Usual estimates: 8 to 12% in normal industrial code  
15 to 25 % is already a lot!

Case Study	LOC	Duplication without comments	with comments
gcc	460'000	8.7%	5.6%
Database Server	245'000	36.4%	23.3%
Payroll	40'000	59.3%	25.4%
Message Board	6'500	29.4%	17.4%

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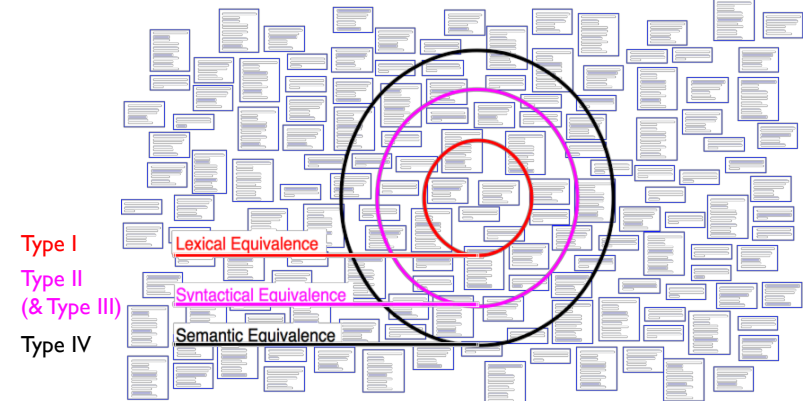
## Copied Code Problems

- General negative effect:
  - ☞ Code bloat
- Negative effects on *Software Maintenance*
  - ☞ Copied Defects
  - ☞ Changes take double, triple, quadruple, ... Work
  - ☞ Dead code
  - ☞ Add to the cognitive load of future maintainers
- Copying as additional source of defects
  - ☞ Errors in the systematic renaming produce unintended aliasing
- Metaphorically speaking:
  - ☞ Software Aging, “hardening of the arteries”,
  - ☞ “Software Entropy” increases even small design changes become very difficult to effect

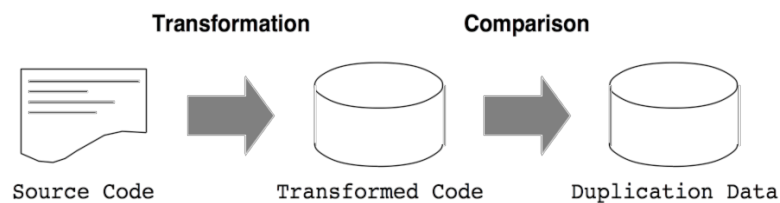
## Code Duplication Detection

### Nontrivial problem:

- No a priori knowledge about which code has been copied
- How to find all clone pairs among all possible pairs of segments?



## General Schema of Detection Process



Author	Level	Transformed Code	Comparison Technique
[John94a]	Lexical	Substrings	String-Matching
[Duca99a]	Lexical	Normalized Strings	String-Matching
[Bake95a]	Syntactical	Parameterized Strings	String-Matching
[Mayr96a]	Syntactical	Metric Tuples	Discrete comparison
[Kont97a]	Syntactical	Metric Tuples	Euclidean distance
[Baxt98a]	Syntactical	AST	Tree-Matching

## Simple Detection Approach (i)

### Assumption:

- Code segments are just copied and changed at a few places

### Code Transformation Step

- remove white space, comments
- remove lines that contain uninteresting code elements (e.g., just 'else' or '}')

```

...
//assign same fastid as container
fastid = NULL;
const char* fidptr = get_fastid();
if(fidptr != NULL) {
    int l = strlen(fidptr);
    fastid = newchar[ l + 1 ];
}
...
fastid=NULL;
constchar*fidptr=get_fastid();
if(fidptr!=NULL)
    intl=strlen(fidptr)
    fastid = newchar[l+]
    
```

## Simple Detection Approach (ii)

### • Code Comparison Step

- ☞ Line based comparison (Assumption: Layout did not change during copying)
- ☞ Compare each line with each other line.
- ☞ Reduce search space by hashing:
  1. Preprocessing: Compute the hash value for each line
  2. Actual Comparison: Compare all lines in the same hash bucket

### • Evaluation of the Approach

- ☞ Advantages: Simple, language independent
- ☞ Disadvantages: Difficult interpretation

## A Perl script for C++ (1/2)

```
SequivalenceClassMinimalSize = 1; while (<>) {
$slidingWindowSize = 5;      chomp;
$removeKeywords = 0;        $totalLines++;
@keywords = qw(
    then                      # remove comments of type /* */
    else                      my $codeOnly = "";
    );                        while(($inComment && m!\s*//) ||
                              (!$inComment && m!\s*)) {
$keywordsRegExp = join '|', @keywords; unless($inComment) { $codeOnly .= $_ }
                              $inComment = !$inComment;
                              $_ = $_;
                              }
@unwantedLines = qw( else
    return
    return;
    {
    }
    );
    $codeOnly .= $_ unless $inComment;
    $_ = $codeOnly;
    s!//.*!!; # remove comments of type //
    s/\s+//g; # remove white space
    s/$keywordsRegExp//og if
    $removeKeywords; # remove keywords
    push @unwantedLines, @keywords;
```

## A Perl script for C++ (2/2)

```
$codeLines++;
push @currentLines, $_;
push @currentLineNos, $_;
if($slidingWindowSize < @currentLines) {
    shift @currentLines;
    shift @currentLineNos;
}
#print STDERR "Line $totalLines > $_<\n";
my $lineToBeCompared = join "\n", @currentLines;
my $lineNumbersCompared = "<$ARGV>"; # append
the name of the file
$lineNumbersCompared .= join "\n", @currentLineNos;
#print STDERR "$lineNumbersCompared\n";
if($bucketRef = $seqLines($lineToBeCompared)) {
    push @$bucketRef, $lineNumbersCompared;
} else { $seqLines($lineToBeCompared) = [
$lineNumbersCompared ];
}
if(eof) { close ARGV } # Reset linerumber-count for next
file
```

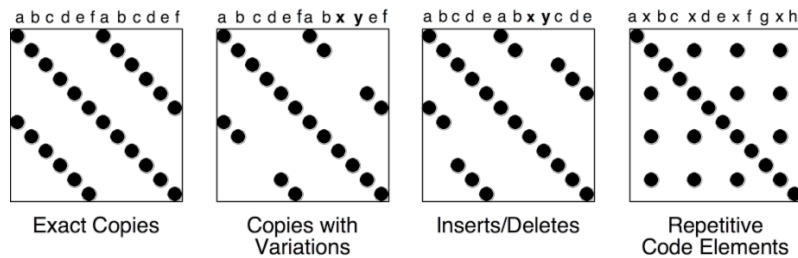
- Handles multiple files
- Removes comments and white spaces
- Controls noise (if, {, )
- Granularity (number of lines)
- Possible to remove keywords

## Output Sample

```
Lines:
create__property(pd,pnImplObjects,stReference,false,*iImplObjects);
create__property(pd,pnElType,stReference,true,*iElType);
create__property(pd,pnMinelt,stInteger,true,*iMinelt);
create__property(pd,pnMaxelt,stInteger,true,*iMaxelt);
create__property(pd,pnOwnership,stBool,true,*iOwnership);
Locations: </face/typesystem/SCTypesystem.C>6178/6179/6180/6181/6182
</face/typesystem/SCTypesystem.C>6198/6199/6200/6201/6202
Lines:
create__property(pd,pnSupertype,stReference,true,*iSupertype);
create__property(pd,pnImplObjects,stReference,false,*iImplObjects);
create__property(pd,pnElType,stReference,true,*iElType);
create__property(pd,pnMinelt,stInteger,true,*iMinelt);
create__property(pd,pnMaxelt,stInteger,true,*iMaxelt);
Locations: </face/typesystem/SCTypesystem.C>6177/6178
</face/typesystem/SCTypesystem.C>6229/6230
Lines = duplicated lines
Locations = file names and line number
```

## Visualization of Duplicated Code

- Visualization provides insights into the duplication situation
- A simple version can be implemented in three days
- Scalability issue
- Dotplots — Technique from DNA Analysis
  - Code is put on vertical as well as horizontal axis
  - A match between two elements is a dot in the matrix



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## Visualization of Copied Code Sequences

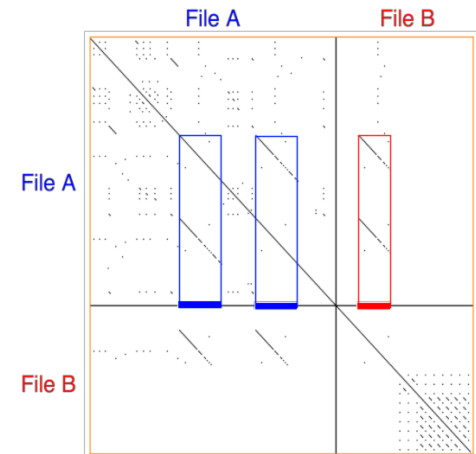
### Detected Problem

File A contains two copies of a piece of code

File B contains another copy of this code

### Possible Solution

Extract Method



All examples are made using Duploc from an industrial case study  
(1 Mio LOC C++ System)

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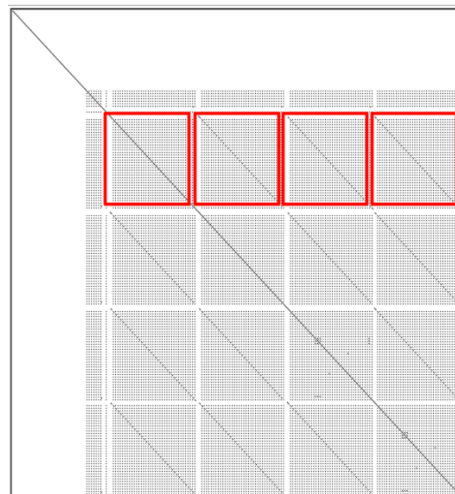
## Visualization of Repetitive Structures

### Detected Problem

4 Object factory clones: a switch statement over a type variable is used to call individual construction code

### Possible Solution

Strategy Method



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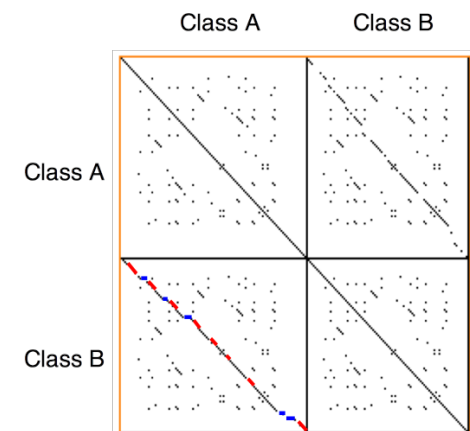
## Visualization of Cloned Classes

### Detected Problem:

Class A is an edited copy of class B. Editing & Insertion

### Possible Solution

Subclassing ...



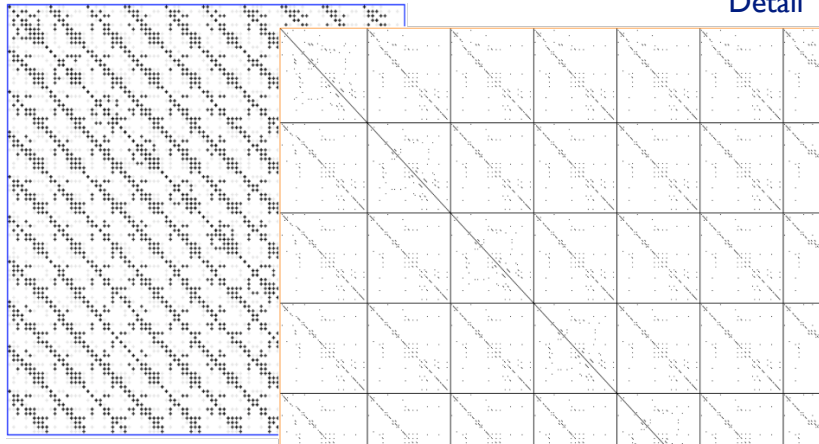
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## Visualization of Clone Families

Overview

Detail

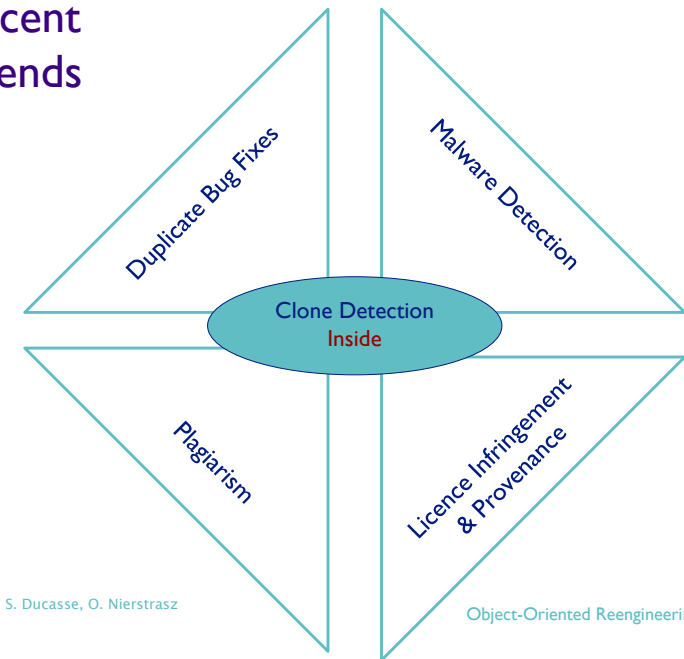


20 Classes implementing lists for different data types

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## Recent Trends



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## 7. Software Evolution

- Exploiting the Version Control System
  - Visualizing CVS changes
- The Evolution Matrix
- Test History



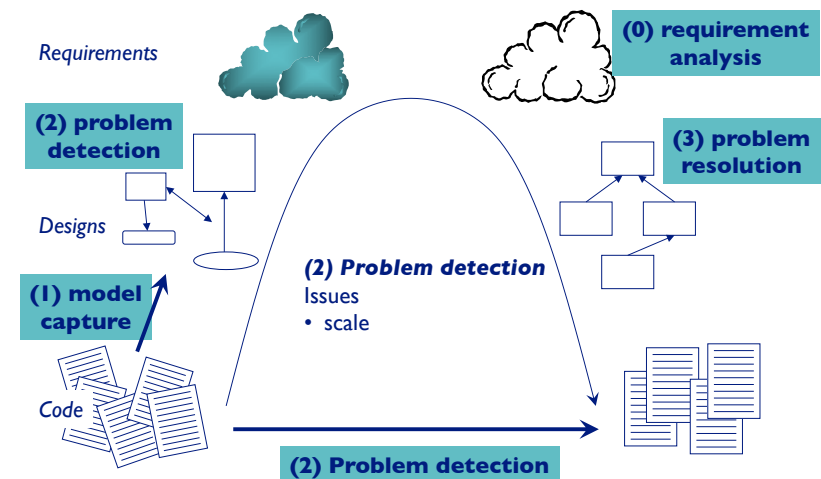
It is not **age** that turns a piece of software into a legacy system, but the **rate** at which it has been developed and adapted without being reengineered.

[Demeyer, Ducasse and Nierstrasz: Object-Oriented Reengineering Patterns]

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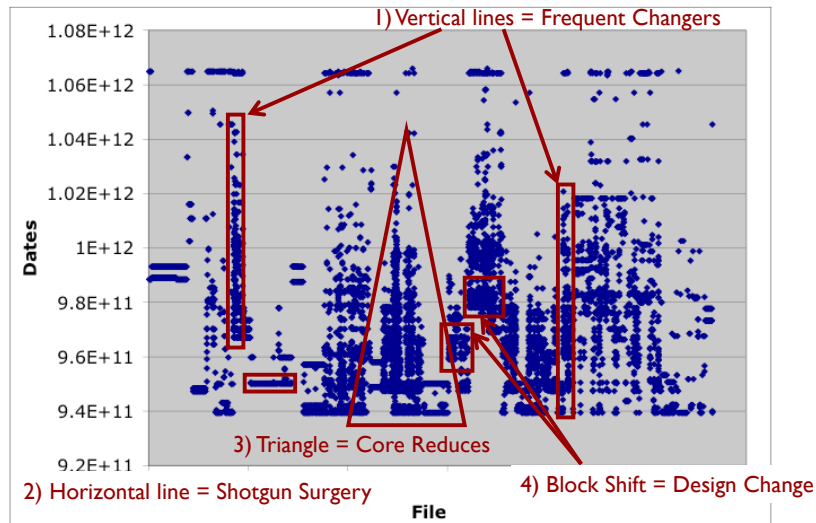
## The Reengineering Life-Cycle



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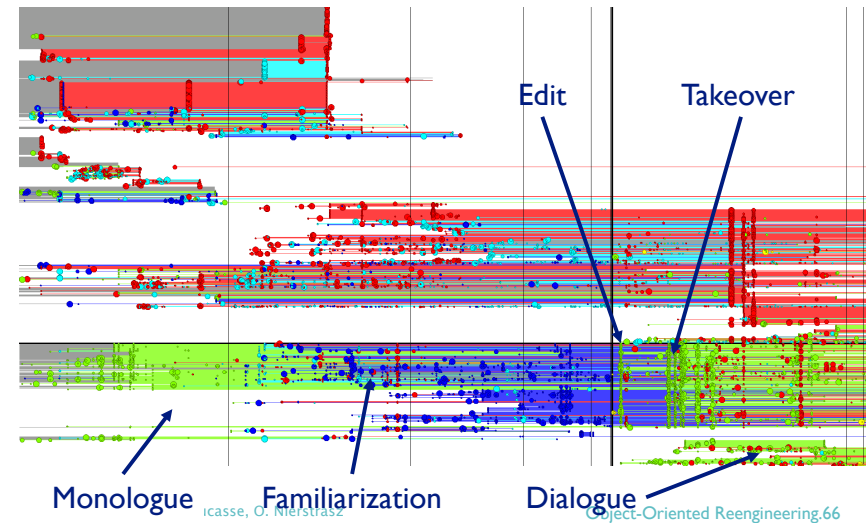
## Analyse CVS changes



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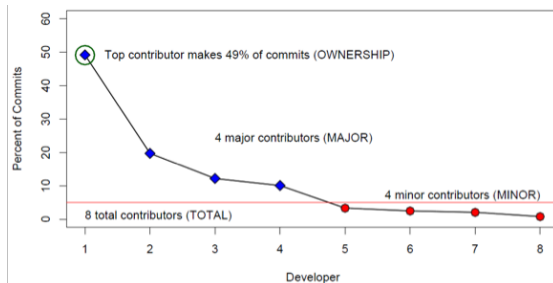
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## Ownership Map: Developer Activity



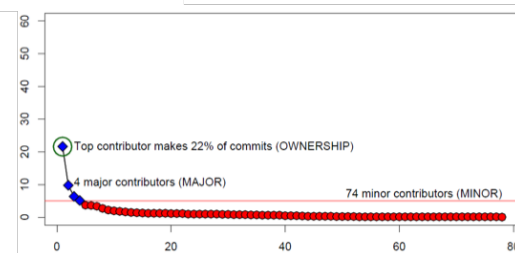
Data from Windows Vista and Windows 7

## What to (re)test ?



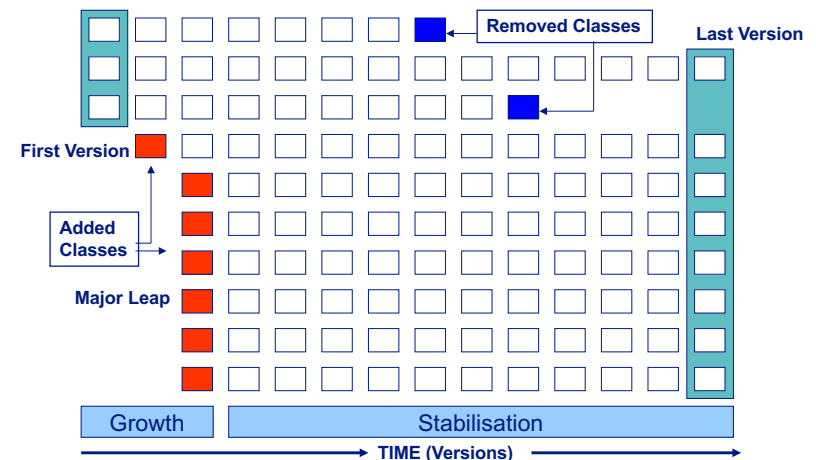
Software components with a high level of ownership will have fewer failures than components with lower top ownership levels.

Software components with many minor contributors will have more failures than software components that have fewer.



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## The Evolution Matrix

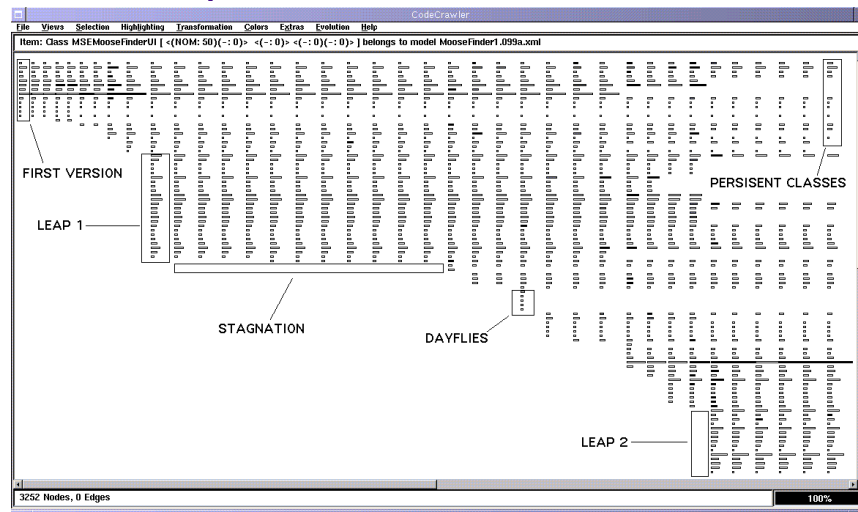


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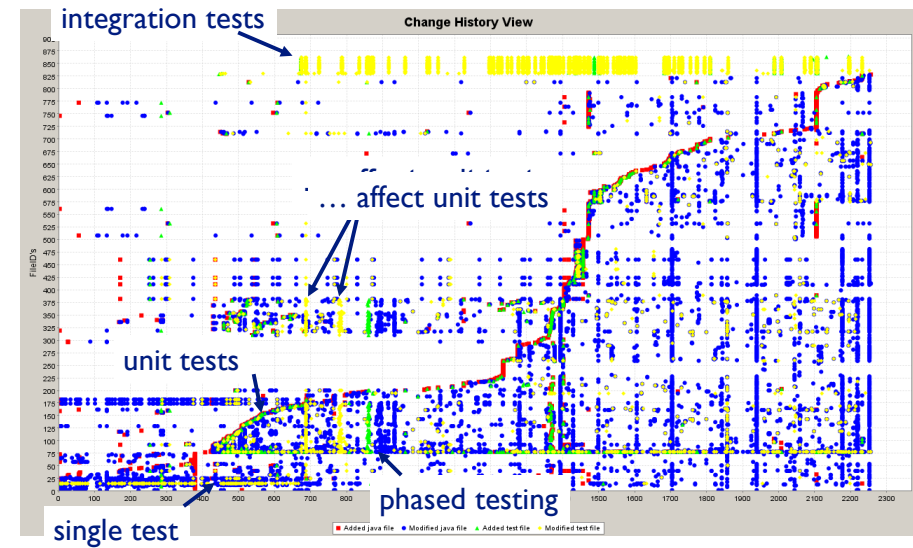
## Example: MooseFinder (38 Versions)



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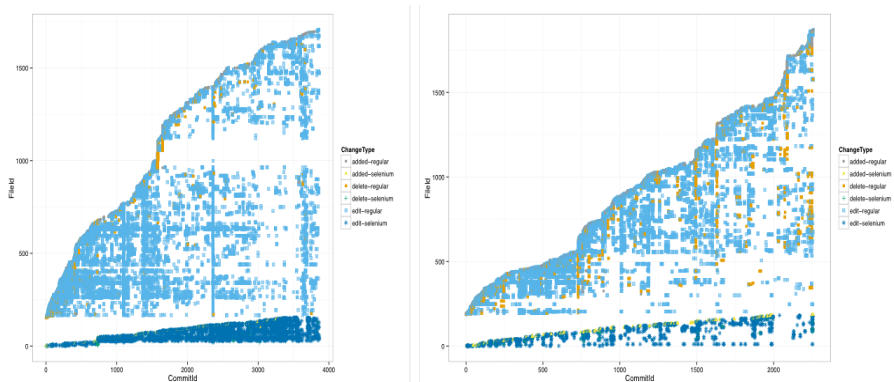
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## Test history



## Selenium Tests

Git repositories of the XWiki, OpenLMIS and Atlas  
© Laurent Christophe (Vrije Universiteit Brussel)



Project	Total	Locator	Command	Demarcator	Asserts
Atlas	8068	90	3	104	3282
XWiki	68665	115	154	24	1490
Tama	31821	95	89	43	36
Zanata	12959	497	119	0	1
EEG/ERP	248	3	0	0	6
OpenLMIS	69792	2550	401	8	3454

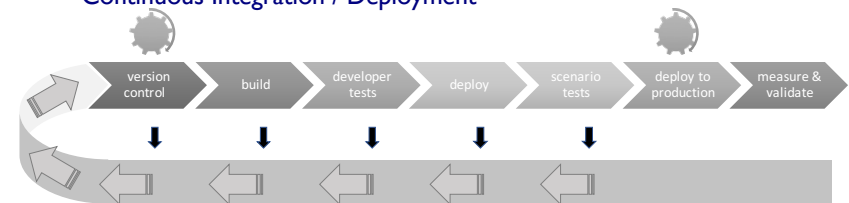
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Avoid Magic Constants !!

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## 8. Going Agile

- Continuous Integration / Deployment



&lt;&lt;Breaking the Build&gt;&gt;



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# Mining Software Repositories

The Mining Repositories (MSR) field analyzes the rich data available in software repositories to uncover interesting and actionable information about software systems and projects.

## Conferences

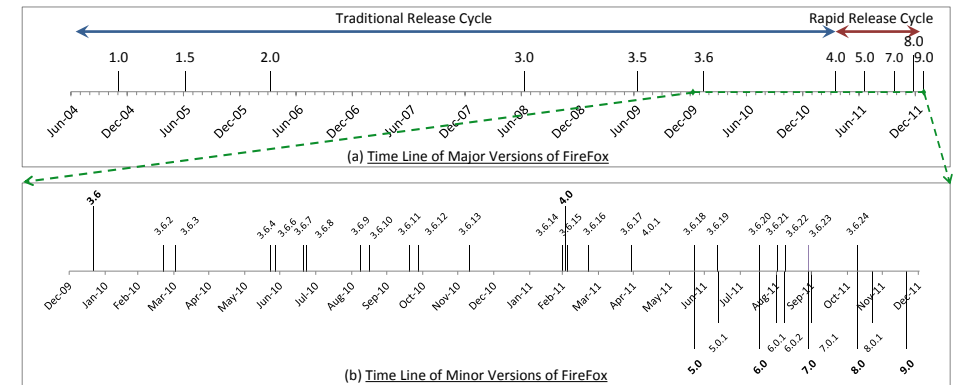
2018—15th edition, Gothenburg, Sweden  
 2017—14th edition, Buenos Aires, Argentina  
 2016—13th edition, Austin, Texas  
 2015—12th edition, Florence, Italy  
 2014—11th edition, Hyderabad, India  
 2013—10th edition, San Francisco, USA  
 2012—9th edition, Zürich, CH  
 2011—8th edition, Honolulu, HI, USA  
 2010—7th edition, Cape Town, ZAF  
 2009—6th edition, Vancouver, CAN  
 2008—5th edition, Leipzig, DEU  
 2007—4th edition, Minneapolis, MN, USA  
 2006—3rd edition, Shanghai, CHN  
 2005—2nd edition, Saint Luis, MO, USA  
 2004—1st edition, Edinburgh, UK

## Hall of Fame — Mining Challenge

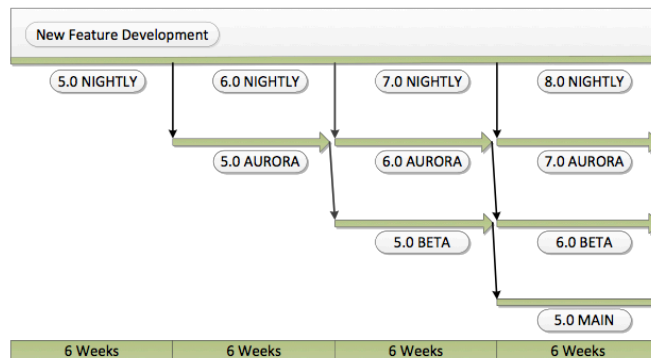
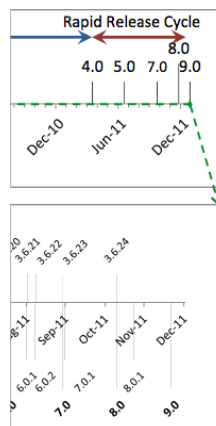
2018 — IDE Event Stream (JetBrains)  
 2017 — TravisTorrent (Github)  
 2016 — BOA (SourceForge & Github)  
 2015 — StackOverflow  
 2014 — GitHub  
 2013 — StackOverflow  
 2012 — Android  
 2011 — Netbeans+Eclipse  
 2010 — GNOME Projects  
 2009 — GNOME project  
 2008 — Eclipse  
 2007 — Eclipse Developer  
 2006 — PostgreSQL

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[Khom2014] Khomh, F.Adams, B, Dhaliwal, T and Zou, Y  
 Understanding the Impact of Rapid Releases on Software Quality:  
 The Case of Firefox, Empirical Software Engineering, Springer.  
<http://link.springer.com/article/10.1007/s10664-014-9308-x>



- ✓ bugs are fixed faster  
(but ... harder bugs propagated to later releases)
- ✓ amount of pre- & post-release bugs  $\pm$  the same
- ✓ the program crashes earlier  
(perhaps due to recent features)

## Recommender Systems

Misclassified bug reports?

Who to fix? How long to fix?

Description  $\Rightarrow$  text mining

Stack Trace  $\Rightarrow$  link to source code

## 9. Conclusion

### 1. Introduction

There are OO legacy systems too !

### 2. Reverse Engineering

How to understand your code

### 3. Visualization

Scalable approach

### 4. Dynamic Analysis

To be really certain

### 5. Restructuring

How to Refactor Your Code

### 6. Code Duplication

The most typical problems

### 7. Software Evolution

Learn from the past

### 8. Going Agile

Continuous Integration

### 9. Conclusion



## Goals

### We will try to convince you:

- Yes, Virginia, there are *object-oriented legacy systems* too!
  - ☞ ... actually, that's a sign of health
- Reverse engineering and reengineering are *essential activities* in the lifecycle of any successful software system. (And especially OO ones!)
  - ☞ ... consequently, do not consider it second class work
- There is a large set of *lightweight tools and techniques* to help you with reengineering.
  - ☞ ... check our book, but remember the list is growing
- Despite these tools and techniques, *people must do job* and represent the most valuable resource.
  - ☞ ... pick them carefully and reward them properly



⇒ **Did we convince you ?**