

# Contents

|          |  |           |
|----------|--|-----------|
| <b>1</b> | <b>Introduction to Software Architecture and Knowledge Management</b>  | <b>1</b>  |
|          | Torgeir Dingsøy and Hans van Vliet                                     |           |
| 1.1      | Introduction   | 1         |
| 1.2      | Software Architecture  | 2         |
| 1.2.1    | Software Architecture and the Software Life Cycle                      | 4         |
| 1.2.2    | Architecture Design  | 4         |
| 1.2.3    | Architectural Views  | 7         |
| 1.2.4    | Architectural Knowledge  | 10        |
| 1.3      | Knowledge Management   | 10        |
| 1.3.1    | Knowledge and Knowledge Management                                     | 10        |
| 1.3.2    | Knowledge and Learning   | 13        |
| 1.3.3    | Knowledge Management in Software Engineering                           | 14        |
| 1.4      | Summary  | 15        |
|          | <b>Part I Architecture Knowledge Management</b>                        |           |
| <b>2</b> | <b>Knowledge Management in Software Architecture: State of the Art</b> | <b>21</b> |
|          | Rik Farenhorst and Remco C. de Boer                                    |           |
| 2.1      | Introduction   | 21        |
| 2.2      | What Is 'Architectural Knowledge'?                                     | 22        |
| 2.2.1    | Different Views on Architectural Knowledge                             | 22        |
| 2.2.2    | So, What Is Architectural Knowledge?                                   | 24        |
| 2.3      | Philosophies of Architecture Knowledge Management                      | 27        |
| 2.4      | State-of-the-Art in Architecture Knowledge Management                  | 32        |
| 2.4.1    | Sharing Architectural Knowledge  | 33        |
| 2.4.2    | Aligning Architecting with Requirements Engineering                    | 34        |
| 2.4.3    | Intelligent Support for Architecting                                   | 34        |
| 2.4.4    | Towards a Body of Architectural Knowledge                              | 35        |
| 2.5      | Justification  | 35        |
| 2.6      | Summary  | 37        |

|          |   |           |
|----------|---|-----------|
| <b>3</b> | <b>Documentation of Software Architecture from a Knowledge Management Perspective – Design Representation</b> | <b>39</b> |
|          | Philippe Kruchten   |           |
| 3.1      | Introduction  | 39        |
| 3.2      | Evolution of Architectural Representation   | 40        |
| 3.2.1    | Boxes and Arrows  | 40        |
| 3.2.2    | Views   | 40        |
| 3.2.3    | The Architecting Process  | 41        |
| 3.2.4    | Architectural Design Decisions  | 42        |
| 3.2.5    | Architectural Knowledge = Architectural Design + Architectural Design Decisions                               | 42        |
| 3.3      | Architectural Design  | 43        |
| 3.3.1    | Viewpoints and Views  | 43        |
| 3.3.2    | Architecture Description Languages  | 44        |
| 3.3.3    | Application-Generic Knowledge: Patterns, Standards, Frameworks  | 45        |
| 3.4      | Architectural Design Decisions  | 46        |
| 3.4.1    | What Is an Architectural Design Decision?   | 46        |
| 3.4.2    | A Taxonomy of Architectural Design Decisions  | 49        |
| 3.4.3    | Visualization of Set of Design Decisions  | 51        |
| 3.4.4    | A “Decisions View” of Architecture  | 53        |
| 3.5      | Rationale, or, the Missing Glue   | 55        |
| 3.6      | Metaphors   | 55        |
| 3.7      | Summary   | 56        |
| <b>4</b> | <b>Strategies and Approaches for Managing Architectural Knowledge</b>   | <b>59</b> |
|          | Torgeir Dingsøy   |           |
| 4.1      | Introduction  | 59        |
| 4.2      | Technocratic Approaches to Knowledge Management   | 60        |
| 4.2.1    | Systems   | 61        |
| 4.2.2    | The Cartographic School   | 63        |
| 4.2.3    | The Engineering School  | 64        |
| 4.3      | Behavioural Approaches to Knowledge Management  | 66        |
| 4.3.1    | The Organisational School   | 66        |
| 4.3.2    | The Spatial School  | 67        |
| 4.4      | Summary   | 68        |
| <b>5</b> | <b>Supporting the Software Architecture Process with Knowledge Management</b>                                 | <b>69</b> |
|          | Muhammad Ali Babar  |           |
| 5.1      | Introduction  | 69        |
| 5.2      | Software Architecture Process   | 71        |
| 5.3      | Knowledge Management Problems   | 73        |
| 5.4      | Knowledge Needed  | 74        |
| 5.5      | Architectural Knowledge Organization  | 77        |

|     |  |    |
|-----|--|----|
| 5.6 | A Model of Architecture Knowledge Management ..... | 81 |
| 5.7 | Summary .....                                      | 86 |

## **Part II Tools and Techniques for Managing Architectural Knowledge**

|          |   |            |
|----------|---|------------|
| <b>6</b> | <b>Tools and Technologies for Architecture Knowledge Management .....</b> | <b>91</b>  |
|          | Peng Liang and Paris Avgeriou   |            |
| 6.1      | Introduction .....  | 91         |
| 6.2      | Use Cases of AK Management .....  | 93         |
| 6.2.1    | Actors .....  | 93         |
| 6.2.2    | Use Cases .....   | 93         |
| 6.3      | Tool Support for Codification .....                                       | 96         |
| 6.3.1    | SEI-ADWiki .....  | 96         |
| 6.3.2    | ADkwik .....  | 97         |
| 6.3.3    | ADDSS .....   | 98         |
| 6.3.4    | Archium .....   | 99         |
| 6.3.5    | AREL .....  | 101        |
| 6.3.6    | Knowledge Architect .....   | 102        |
| 6.3.7    | SEURAT .....  | 103        |
| 6.4      | Tool Support for the Hybrid Strategy .....                                | 104        |
| 6.4.1    | EAGLE .....   | 104        |
| 6.4.2    | PAKME .....   | 106        |
| 6.5      | Technologies .....  | 106        |
| 6.5.1    | Web Portal .....  | 107        |
| 6.5.2    | Blog and Wiki .....   | 107        |
| 6.5.3    | Voting and Ranking .....  | 108        |
| 6.5.4    | Natural Language Processing .....   | 108        |
| 6.5.5    | Ontologies .....  | 108        |
| 6.5.6    | Plug-in .....   | 110        |
| 6.5.7    | Version Management .....  | 110        |
| 6.5.8    | Web 2.0 .....   | 110        |
| 6.6      | Summary .....   | 111        |
| <b>7</b> | <b>Establishing and Managing Knowledge Sharing Networks .....</b>         | <b>113</b> |
|          | Patricia Lago   |            |
| 7.1      | Introduction .....  | 113        |
| 7.2      | From Networking Platforms to Knowledge Communities .....                  | 114        |
| 7.2.1    | Networking Platforms .....  | 114        |
| 7.2.2    | Supported Knowledge Communities .....                                     | 125        |
| 7.3      | From Knowledge Communities to Social Networks .....                       | 126        |
| 7.3.1    | Social Communities .....  | 127        |
| 7.3.2    | Support for Social Communities .....                                      | 128        |
| 7.4      | Summary .....   | 130        |

## **Part III Experience with Architecture Knowledge Management**

|           |  |     |
|-----------|--|-----|
| <b>8</b>  | <b>The GRIFFIN Project: Lessons Learned</b> .....  | 137 |
|           | Hans van Vliet, Paris Avgeriou, Remco C. de Boer, Viktor Clerc,<br>Rik Farenhorst, Anton Jansen, and Patricia Lago |     |
| 8.1       | Introduction .....   | 137 |
| 8.2       | The Beginning .....  | 138 |
| 8.2.1     | Core Model of Architectural Knowledge .....  | 138 |
| 8.2.2     | The Architect's Mindset .....  | 141 |
| 8.3       | Sharing Architectural Knowledge .....  | 144 |
| 8.4       | Discovering Architectural Knowledge .....  | 147 |
| 8.5       | Compliance with Architectural Knowledge in Distributed<br>Settings .....   | 149 |
| 8.6       | Tracing Architectural Knowledge .....  | 151 |
| 8.7       | The GRIFFIN Grid .....   | 153 |
| 8.8       | Summary .....  | 154 |
| <b>9</b>  | <b>Software Architecture Design Reasoning</b> .....  | 155 |
|           | Antony Tang and Hans van Vliet   |     |
| 9.1       | Introduction .....   | 155 |
| 9.2       | Software Architecture Design Reasoning .....   | 156 |
| 9.3       | Modeling Architecture Design Reasoning .....   | 157 |
| 9.3.1     | Design Concern .....   | 160 |
| 9.3.2     | Design Decision .....  | 160 |
| 9.3.3     | Design Outcome .....   | 162 |
| 9.4       | An Architectural Design Reasoning Process .....  | 162 |
| 9.5       | Applying AREL to an Industrial Case Study .....  | 166 |
| 9.5.1     | Analyze the Design by Reasoning .....  | 167 |
| 9.5.2     | Applying Design Reasoning in the Case Study .....  | 169 |
| 9.5.3     | Other Findings .....   | 171 |
| 9.5.4     | Benefits of Design Reasoning .....   | 172 |
| 9.5.5     | Limitations in the Case Study .....  | 173 |
| 9.6       | Summary .....  | 174 |
| <b>10</b> | <b>Modeling and Improving Information Flows in the Development<br/>of Large Business Applications</b> .....        | 175 |
|           | Kurt Schneider and Daniel Lübke  |     |
| 10.1      | Introduction .....   | 175 |
| 10.2      | Information Flow Modeling .....  | 177 |
| 10.2.1    | Information Flow: Concept, Focus and Purpose .....   | 177 |
| 10.2.2    | Key Concepts and Modeling Notation in FLOW .....   | 180 |
| 10.3      | Designing Feedback and Information Flows .....   | 181 |
| 10.3.1    | Designing Information Flows for Large Business<br>Projects .....   | 182 |
| 10.3.2    | Conclusion: Desired FLOW and Architectural<br>Elements .....   | 186 |
| 10.4      | Designing an Experience Forum .....  | 187 |

|           |   |            |
|-----------|---|------------|
| 10.4.1    | Learning Cycles in General and in Software Architecture .....   | 189        |
| 10.4.2    | Mechanisms for Feedback and Experience .....  | 191        |
| 10.5      | Supporting Feedback and Experience in SOA Projects .....  | 192        |
| 10.5.1    | SOA: Aligning Software Services with Business Processes .....   | 192        |
| 10.5.2    | SOA as an Example for Large Business Application Projects .....   | 193        |
| 10.5.3    | Integrating Feedback into SOA Applications .....  | 194        |
| 10.6      | Summary .....   | 195        |
| <b>11</b> | <b>AKM in Open Source Communities .....</b>   | <b>199</b> |
|           | Ioannis Stamelos and George Kakarontzas   |            |
| 11.1      | Introduction .....  | 199        |
| 11.2      | FLOSS Projects in General .....   | 200        |
| 11.3      | Architecture Knowledge Management in FLOSS .....  | 202        |
| 11.4      | How does Architectural Knowledge Appear in FLOSS? .....   | 202        |
| 11.4.1    | “Pure” FLOSS Projects: Apache HTTP Server .....   | 204        |
| 11.4.2    | Hybrid OSS Projects: Apache Axis and Jini .....   | 205        |
| 11.4.3    | Research Originated FLOSS Projects: The Globus Toolkit .....  | 209        |
| 11.4.4    | Architectural Knowledge Resources in FLOSS .....  | 211        |
| 11.5      | Future Trends and Expectations .....  | 212        |
| 11.6      | Summary .....   | 213        |
| <b>12</b> | <b>Architectural Knowledge in an SOA Infrastructure Reference Architecture .....</b>                    | <b>217</b> |
|           | Olaf Zimmermann, Petra Kopp, and Stefan Pappe   |            |
| 12.1      | Introduction: Middleware Services and SOA Infrastructure Design in IBM Global Technology Services ..... | 217        |
| 12.1.1    | Company Overview: IBM Global Technology Services ..   | 218        |
| 12.1.2    | From Labor-Based to Asset-Based Services: Service Products and Service Product Lines .....              | 218        |
| 12.1.3    | Middleware Service Product Line: SOA Infrastructure Services .....                                      | 219        |
| 12.1.4    | Supporting Assets: Methods and Reference Architectures  | 221        |
| 12.1.5    | Architecture Knowledge Management Strategy and Approach .....   | 223        |
| 12.2      | An SOA Infrastructure Reference Architecture .....  | 224        |
| 12.2.1    | Objectives and Artifact Overview .....  | 224        |
| 12.2.2    | Decision Viewpoint: SOA Decision Modeling .....   | 226        |
| 12.2.3    | Physical Viewpoint: Operational Model .....   | 231        |
| 12.2.4    | Summary of Approach and Benefits .....  | 233        |
| 12.3      | Harvesting SOA Decision Knowledge from Projects .....   | 234        |
| 12.3.1    | Sources of Architectural Decision Knowledge .....   | 234        |
| 12.3.2    | Architectural Knowledge Harvesting Process .....  | 234        |

|           |   |            |
|-----------|---|------------|
| 12.3.3    | Guidance for the Four RIHA Process Steps .....                                      | 235        |
| 12.4      | Consuming SOA Decision Knowledge .....  | 237        |
| 12.4.1    | SOAD Usage during Creation of SOAI RA .....   | 238        |
| 12.4.2    | User Experience with SOAD and SOAI RA .....   | 238        |
| 12.5      | Summary .....   | 240        |
| <b>13</b> | <b>Successful Architectural Knowledge Sharing: Beware of Emotions ..</b>            | <b>243</b> |
|           | Eltjo R. Poort, Agung Pramono, Michiel Perdeck, Viktor Clerc,<br>and Hans van Vliet |            |
| 13.1      | Introduction .....  | 243        |
| 13.2      | Survey Description .....  | 244        |
| 13.3      | Analysis .....  | 244        |
| 13.3.1    | State of AK Sharing Practice .....  | 245        |
| 13.3.2    | AK Practices in Context .....   | 249        |
| 13.3.3    | Refined Model of Causality .....  | 254        |
| 13.4      | Discussion and Related Work .....   | 256        |
| 13.4.1    | Threats to Validity .....   | 256        |
| 13.4.2    | Project Success in Literature .....   | 256        |
| 13.4.3    | Motivation and Emotion in Architectural Knowledge<br>Sharing .....                  | 257        |
| 13.5      | Summary .....   | 258        |
|           | <b>References .....</b>   | <b>261</b> |
|           | <b>Index .....</b>  | <b>277</b> |