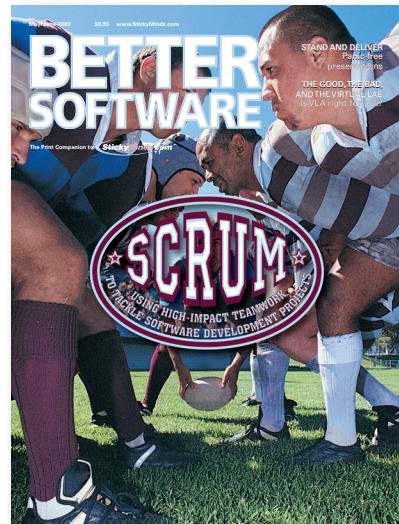
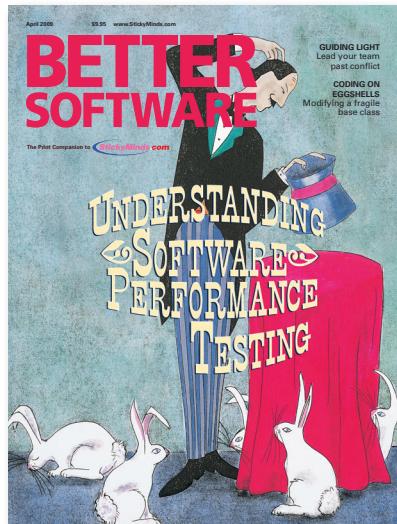
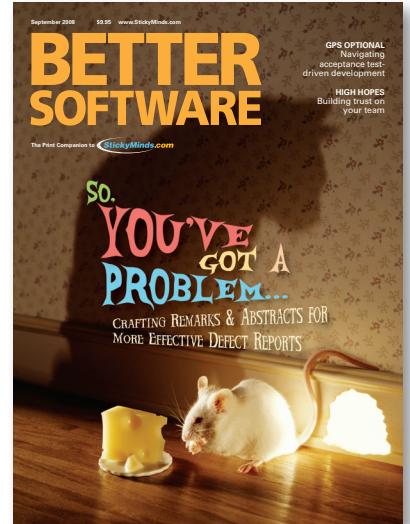
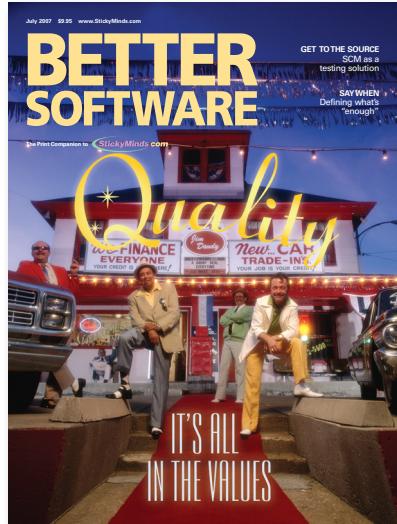
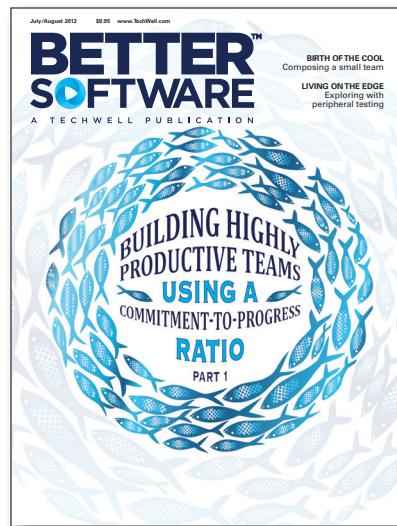
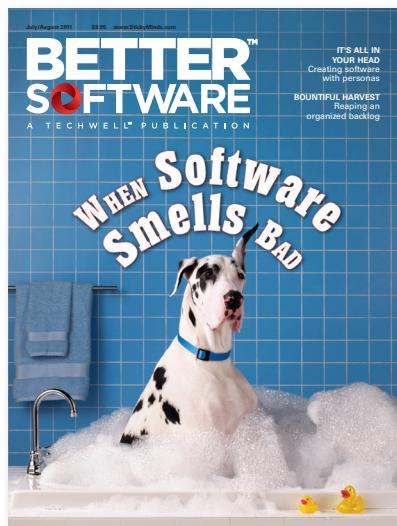
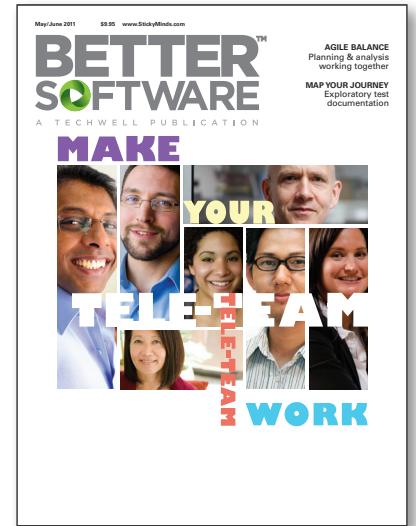
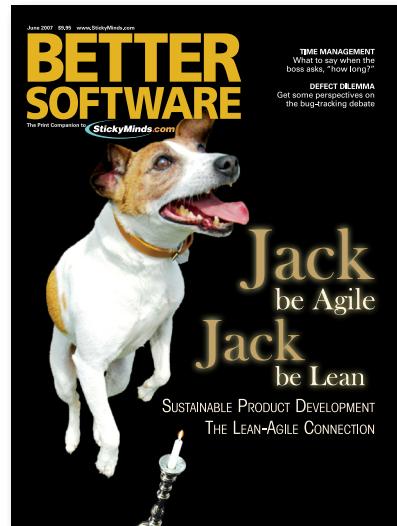
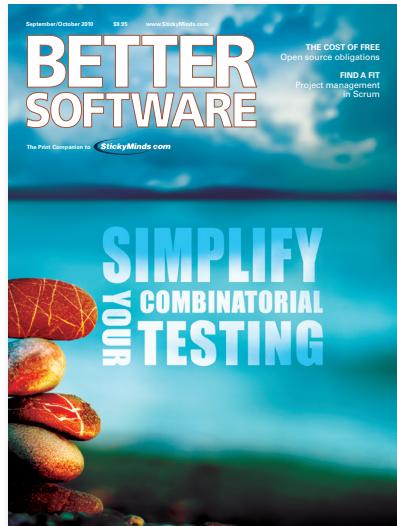


cathy clinger



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Special Announcement	<p>CM CROSSROADS A TECHNICAL COMMUNITY</p> <p>AGILE JOURNAL A TECHNICAL COMMUNITY</p> <p>Excited News for Better Software Readers: We've added CM Crossroads and Agile Journal to our library of resources to help you build better software!</p> <p>Software Quality Engineering, Inc. (the publisher of <i>Better Software</i> magazine) has purchased all assets associated with the CM Crossroads and Agile Journal web communities, including all online publications, virtual expos, web seminars, and content associated with both websites.</p> <p>What this means for our <i>Better Software</i> magazine subscribers: You will have access to the high-quality content and expert opinions you've come to rely on, but we've added new voices, new viewpoints, and new outlets for learning. Our technical coverage now includes agile development, configuration management, project management, software testing, and related topics on career development, management, and leadership for IT professionals.</p> <p>About CM CROSSROADS AND AGILE JOURNAL</p> <p>Since 1998, CM Crossroads has been the web's most comprehensive developer community and resource center focused on configuration management and application lifecycle management. CM Crossroads offers interactive discussion forums, a broad range of original articles and newsletters, a career search center and jobs board, and an extensive library of resources in the CM Yellow Pages. CM Crossroads hosts the Configuration Management Body of Knowledge and is the publisher of the Configuration Management Journal.</p> <p>Agile Journal is the premier social media community for agile. Focused on providing members the information and resources they need to develop software for an agile business. Agile Journal delivers thought leadership and pragmatic advice from a wide range of industry experts, as well as direct feedback from hands-on developers and project managers. The Agile Journal also enables readers to interact with their peers and share ideas on agile and lean topics in an environment that is both professional and friendly. Agile Journal offers a wide range of educational videos, freely available webinars, and articles from some of the industry's innovators and thought leaders. Agile Journal is the publisher of the Agile Journal online magazine.</p> <p>Visit cmcrossroads.com and agilejournal.com to find out more about these communities and to subscribe to CM Journal or Agile Journal.</p>	Editor's Note
 <p>LONG-DISTANCE RELATIONSHIPS..... After my return from working the STAR EAST conference in Orlando—an event I look forward to all year because I use a few hours of the week to sit down with the rest of the editorial team and begin planning content for the next year. This might not seem like an event worth mentioning; people sit down with their teammates all the time. The significant part of this meeting is that two of the three editors live and work far from the home office, so it's always fun to meet in person.</p> <p>As a member of a distributed team with very flexible work hours, I am always looking for tools and tips for facilitating communication among team members. To my delight, this issue's cover story could not have been more helpful if I had commissioned Lisa and Nando to write it just for me.</p> <p>"<i>Make Your Tele-teams Work!</i>" is a real-life account of how one distributed development team shortens the distance between its members using a variety of high- and low-tech tools—one of which, "Virtual Nando," I find especially to be a stroke of genius. In this article, Lisa and Nando address specific challenges programmers and testers face on virtual teams and offer helpful tips for a productive and healthy working relationship.</p> <p>Also in this issue, Jonathan Koll dispels some myths regarding documentation requirements on exploratory testing projects, which will enable you to explore away, even on highly regulated software. In "Documenting Your Exploratory Testing," Jonathan describes several documentation methods that translate well to these types of projects, including guidance documents to help focus testing, test coverage reports, and recording what you tested.</p> <p>Personal favorites Ellen Gottesdiener and Mary Gorman return this issue with an enlightening look at the relationship between planning and analysis on agile projects. When done hand in glove, these activities work together to groom your backlog and maximize business value.</p> <p>As always, I hope you enjoy this issue of <i>Better Software</i> magazine. Email me to let me know how you've put the content to work for you.</p> <p>Happy reading, <i>Lee Copeland</i> Heather Shanholzer hshanholzer@zqce.com</p>		

Technically Speaking	
<p>Copeland on Weinberg</p> <p>In work and in life, Lee Copeland has found value in the wisdom of friends and mentors like Jerry Weinberg.</p> <p>by Lee Copeland copeland@zqce.com</p> <p>I was at a standstill. I called Jerry at his home in Colorado, hoping for perhaps twenty minutes of advice over the phone. After explaining my situation, Jerry thought for a while and replied, "I'm going to call you back in a few days for a short chat. He invited me to come to his home in Colorado. Butte for a day or two to fully discuss it. I explained that I had no money in the budget to pay his consulting fee. Jerry said, "It's my pleasure." It's a lesson I've learned solving a problem.</p> <p>In November 2009, Jerry posted the on his Web site:</p> <p>I have a chronic caravanning disease and aggressive cancer that has perhaps a 25% one-year survival rate if treated. I am currently in remission. This nasty thing can move very quickly throughout my body. The MDS have recommended a course of chemotherapy treatment plan. It's not treatable, at least not curable. Chemotherapy is not pain relief. It's a way to alleviate my suffering and prolong my life. I'm going to cut short almost of my communication and say good bye to all of my loved ones, unless a miracle occurs. (2)</p> <p>Jerry has completed therapy and just a short time ago wrote, "More good news! I am doing well enough and about ready to get back to work on my book. All in all, good signs of my recovery."</p> <p>Jerry continues: <i>Principles of Computer Programming</i> (Principles of Computer Programming) has sold and been given away to many of his friends and family. Jerry's friends are grateful for what he has done for them. Jerry's wife, Dani, is a person at heart who loves her husband, kindhearted, soulful, and loving, we at <i>Better Software</i> magazine and our readers all wish you luck. (end)</p> <p>"I learned to focus on what others were doing, their words, expressions, and interactions—in a way I had never done before."</p> <p>For more on the following topic go to www.StickyMinds.com/bettersoftware. ■ Preferences</p>	

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<p>CONTENTS</p> <p>features</p> <p>16 COVER STORY COMPILE YOUR COMBINATORIAL TESTING Combining multiple sets of requirements creates millions of possible combinations that affect a common output in complex software. But, it's easy to insipidly let it become a slave to the output. Learn to overcome limitations and benefit from this technique. by Roman Pichler</p> <p>22 LICENSE TO OPEN SOURCE Open source is widespread and growing in many software development organizations. While there's no purchase cost, the code does come with licensing obligations. Understanding open source from an intellectual property perspective can avoid downstream legal consequences arising from unmanaged licenses. by Kamal Hassan and Katherine Chin Quae</p> <p>26 THE ROLES OF THE PROJECT MANAGEMENT OFFICE IN SCRUM Successfully adopting Scrum means understanding and perhaps defining a project management office (PMO), whose roles are often resistant to the lightweight process. Instead, they can become a critical part of agile success. Discover how an agile PMO works. by Mike Cohn</p> <p>columns</p> <p>11 TECHNICALLY SPEAKING COPELAND ON WEINBERG • by Lee Copeland Lee Copeland and Jerry Weinberg have crossed paths—both on page and in person—over the last few years. Here, Lee reflects on some of those meetings and their valuable lessons.</p> <p>12 INSIDE ANALYSIS HEARING "NO" • by Rick Bayner "No" can be disappointing. Sometimes we have difficulty hearing or dealing with No. Can we learn how to cope with No with less pain and regret? Can we learn how to prevent at least some of the time? Yes and yes!</p> <p>35 THE LAST WORD PROJECT OWNERS SHOULD CARE ABOUT QUALITY • by Roman Pichler Project owners view quality as an ugly duckling—necessary to ship software, but nerdy and a drag. Instead, they should be guardians of quality. Only when quality meets functionality is lasting value created.</p> <p>Better Software responses The first response to StickyMinds' core brief is to point out that the magazine is not about quality, but rather about building better products that are in the market. That's a reasonable response, but it's not the whole truth. Subscribers like to get an issues.</p> <p>Visit www.StickyMinds.com for more on the following topic go to www.StickyMinds.com/bettersoftware.</p>	<p>26</p> <p>StickyMinds.com</p>    <p>Crowdsourced Software Testing Six Ways a Virtual Team Complements In-house Testing</p> <p>by Doron Reuveni</p> <p>80 BETTER SOFTWARE JANUARY/FEBRUARY 2011 BETTER SOFTWARE</p>

Virtual Resource Shelf

Q: What is one of your favorite books about planning or problem solving?

Software Tools
by Brian Kernighan and P.J. Plauger
It shows how two master programmers think through solving a problem.
—Mike Cohn

A Guide for Lawyers and Policymakers
by Paul Brest and Linda Hamilton Krieger
—Katherine Chin Quee

The Last Place on Earth: Scott and Amundsen's Race to the South Pole
by Roland Huntford
It's a gripping tale of leadership, teamwork, conflict, risk management, organizational politics, scope creep, project failure, burnout, resource management, and the comparative advantages and limitations of agile processes and conventional processes.
—Rick Bremer

Inside Analysis continued from Page 13
avoid failing for the invisible and to accept No when Yes is impossible. (Example 13)

Does Not Really Break my world? No might be the end of any plans that we assumed Yes, but it usually isn't the end of the world as we know it. To examine the No version of the world, we can ask, "What do I still need to accomplish? What I wanted, how would I do it now?" The essential question is "How can you re-point yourself toward something else you wanted to do?" (Example 13)

Final Words
Final reflection can facilitate learning, conduct a No retrospective after any especially difficult—or especially successful—incident. Reflect on what worked and what didn't—without judgment. If you're afraid of what others will think, hesitate to reflect on this because such reflection might be a bit painful, that's just your self-telling you No. But, you know how to deal with that, right? (end)

Memory Leak Found

MemoryScape enables rapid, visual analysis of memory leaks, overruns and usage

**C, C++, Fortran
Linux, Unix, Mac**

Digital Edition Exclusive

Q: Do You Work on a Virtual Team?

What is the typical result of working on a virtual team?

Response	Percentage
Very good	27.4%
Good	37.7%
Neutral	24.7%
Poor	11.5%
Very poor	3.5%

What is the typical challenge of working in a virtual team?

Challenge	Percentage
Communication	50.5%
Teamwork	22.6%
Leadership	16.5%
Project Management	10.4%

Download the digital edition to get counted in this issue's Digital Survey:
Do you work on software apart from your day job?
www.it-ebooks.com/itbooks/sqge/bettersoftware_0910/

Q&A

Executive Interview
Sam Guckenheimer
MICROSOFT VISUAL STUDIO
interview by Chris Menegay

Sam Guckenheimer, product owner for Microsoft's Visual Studio product line, is in charge of "anything that has to do with the Visual Studio name on it." Sam recently met with Chris Menegay to talk about ALM, QA tools, and developer/tester interaction.

Q: What does a product owner do?

A: My job is roughly 50/50 external and internal. I think in terms of where the product line needs to evolve. How do we balance the interests of different customers and the different business priorities that we have? How do we delight our customers, grow the community, and make sure that we're meeting our own internal needs.

Q: What's the strategy behind Microsoft's ALM tools?

A: I joined Microsoft in 2003 and at that time, Microsoft had the world's most widely used individual development environment. The vision that drove me to join was the opportunity to produce the world's best team development environment. We've tried to create a product line that would support that vision. We've had to learn a lot along the way. One of the things that we've learned is that it's better to do total flow done by a collaborative team. That functionality is something that we put into the different products. For more insight, I'd encourage these principles in my new book, *Agile Software Engineering with Visual Studio*, from O'Reilly to Continuous Feedback.

Q: How does Team Foundation Server (TFS) relate to Visual Studio?

A: TFS is the core of the Visual Studio product line. It's the basic as source control, work tracking, build, test management, and test lab management. The backlog is managed in TFS. The basics are source control, work tracking, building, test management, and test lab management. You access that through client clients.

Q: With the release of Visual Studio 2010 Test Professional, Microsoft has formally entered the QA tools space. Why?

A: We've been doing QA for a long time, but we've never really focused on QA as its own discipline. We focused on the interaction between the tester and developer, so that they would get found. We would not be looking at testing as something that is done in isolation, but we would be looking at it as an integral part of what a tester did in order to improve the software that the team delivered to the end customer. We thought it was important to have a single place where all of those activities could happen.

Q: What do you think is something you've missed?

A: Developer/tester interaction is in one area where, although we have much work to do, we made a huge step forward. We introduced six mechanisms to facilitate the kind of early bug find that we do. When we do, you can automatically have a full action log of everything that was done to the test. We've also added a feature that allows us to see what happened on the server, and snapshot virtualized labs that capture the server machines in the state of an activity that happened on the servers, and snapshot virtualized labs that capture the server machines in the state of a user session.

It's the easiest thing for customers to get value out of?

Microsoft has been working on the Visual Studio Online service, which is in preview. It's a cloud-based service that you can provision a team in under an hour to get started, and it's able to be productive with continuous integration, test management, and a fully web interface that lets your testers and developers work together to apply modern agile practices. So you can be productive in the cloud.

It's exciting in Visual Studio Ultimate that people have but likely aren't using?

Not everybody knows that with Ultimate they have all of Visual Studio Test Professional, a fully capable product that can do all of the capture described before, reporting fully actionable bugs. They can use this in conjunction with manual testing, and it's a great way to facilitate the interaction between tester and developer and performance improvement should be all around. Visual Studio Ultimate gives you the ability to drive an unlimited number of virtual users with no additional license fees, proper for Microsoft, and millions of users hit these websites.

We're using the fact that our own development team is using it available from the cloud. It's now in public. Just sign up with the Windows Live ID to get an account provisioned in seconds. You can be up and running with your test from the web, any Visual Studio edition, and from Eclipse.

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software tester certification
www.sqetraining.com/verification

September 12–28, 2010
San Diego, CA

October 5–7, 2010
Baltimore, MD

October 12–14, 2010
Raleigh, NC
Omaha, NE

conferences

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AGILE DEVELOPMENT CONFERENCE WEST
STAR EAST

Better Software Conference
www.sqe.com/better
June 6–10, 2011
Caesars Palace
Las Vegas, NV

Agile Development Practices East
www.sqe.com/adpeast
November 14–19, 2010
The Ritz-Carlton
Orlando, FL

STARWEST 2010
Software Testing Analyst Review
www.sqe.com/starwest
September 26–October 1, 2010
Hilton San Diego Bayfront
San Diego, CA

Agile Development Practices West
www.sqe.com/adpwest
June 6–10, 2011
Caesars Palace
Las Vegas, NV

STARWEST 2011
Software Testing Analysis & Review
www.sqe.com/starwest
May 14–15, 2011
Rosen Shingle Creek
Orlando, FL

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MIND THE GAP

Using a Requirements Composition Table to Assess Test Coverage

BY YURI CHERNAK

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STEP 2: Identify Core Features

STEP 3: Identify Crosscutting Concerns

STEP 4: Develop a Requirements Composition Table

STEP 5: Establish Traceability Between Requirements and Regression Tests

STEP 6: Measure Test Coverage and Identify Gaps

STEP 7: Evaluate Test Coverage and Identify Gaps

STEP 8: Measure Test Coverage and Identify Gaps

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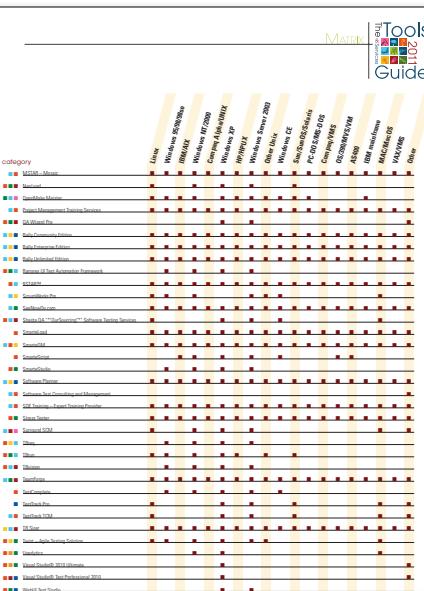
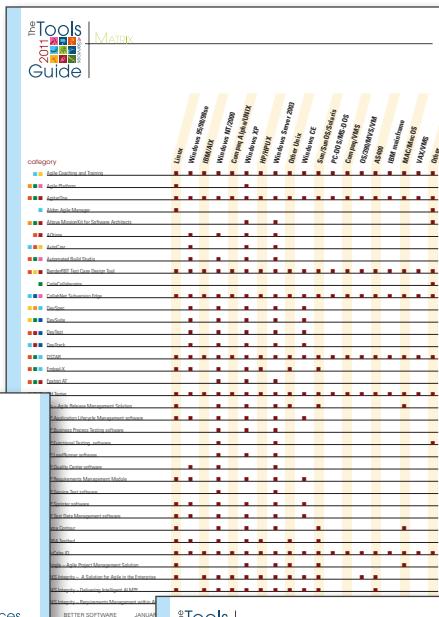
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The 2011 Tools & Services Guide

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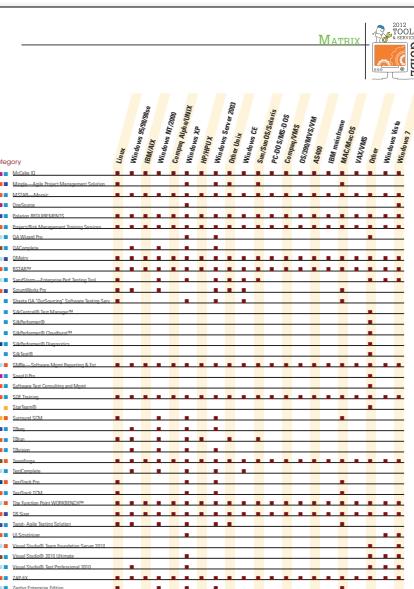
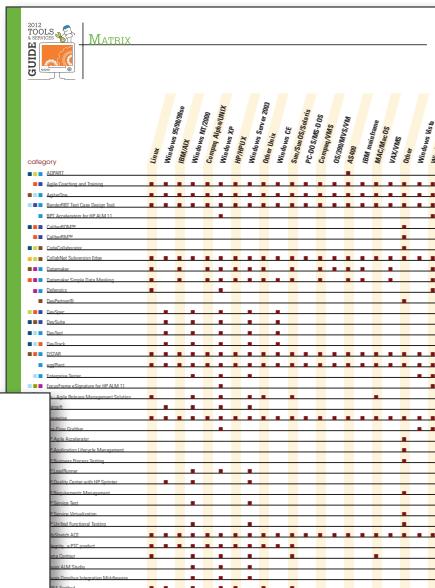
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2013 TOOLS GUIDE		REQUIREMENTS		REVIEWS		2013 TOOLS GUIDE	
	ScrumWorks PRO CollabNet ScrumWorks is an agile project and program management tool that was designed to help agile teams work in an iterative fashion with their releases. It includes a feature-rich set of collaboration, planning and enhanced reporting capabilities that help agile teams improve the quality of their product releases while minimizing project risk and development costs. ScrumWorks PRO is ideal for enterprise organizations that require detailed information or a free trial visit: www.collab.net/products/scrumworks/ or trialkey@collab.net		FOCUSFRAME eSIGNATURE FOR HP ALM 11 Hewarex Technologies FocusFrame eSignature for HP Application Lifecycle Management 11 aims to extend the functionality of signature requests that cannot be fulfilled by the application's default configuration. eSignature has been specifically designed in order to comply with both internal security and compliance requirements as external audits in a variety of industry sectors such as: financial, life sciences, insurance, and medical. ashleyj@hewarex.com		TBREQ LDRA Ltd. TBREQ is a tool that helps development teams evaluate the challenges of mapping test specifications, unit testing scenarios, test data and code coverage verification tool to their high level design requirements. Through its graphical interface, TBREQ can import Microsoft Word documents or Excel spreadsheets in order to ensure traceability across the complete software lifecycle thus verifying the completeness of the requirements coverage. www.tbreq.com jonathan.kelly@ldra.com		DATAMAKER Grid-Tools Data Maker for Purpose A complex data management solution with the ability to provision high-quality, secure test data fit for purpose. Datamaker focuses on four core modules as part of a single solution: data generation, data masking, data distribution and data validation. The technology is used to prepare test environments for regression, integration and development. It adapts a hybrid approach by adapting complicated processes to easily maintain operational integrity across challenging environments www.grid-tools.com/datamaker.php jessica.jones@grid-tools.com
	TR Soar Mosaic Inc. TR Soar is a measurement repository and software along with support and analysis tools that help organizations meet requirements (TR) the way an inspection, audit or compliance audit would support all types of requirements, including functional requirements (FR), system requirements, process requirements (PR), and test cases. Measuring system enables more reliable estimates, enhanced change control, requirement traceability, and much more, thus effecting TRM and improved measurement of quality and productivity based on requirements. The TR measure also highlights and helps manage measurement risk. www.trsoarmeasurements.com kyoko@mosaicinc.com		DATAMAKER SIMPLE DATA MASKING Grid-Tools Data Maker for Purpose Grid-Tools (Simple Data Masking) is a powerful, universal data masking solution for multiple masking requirements across the enterprise. With a simple point-and-click interface, it is designed for identifying test and development data, the tool can be installed stand-alone or as part of a larger solution. Grid-Tools is ideal for organizations to mask data while ensuring they are using high-quality legitimate data at the same time. With a database connection, it can automatically mask the relevant segments of the original environment. www.grid-tools.com/productgrid_simple_data_masking.php jessica.jones@grid-tools.com		Twist - AGILE TESTING SOLUTION ThoughtWorks Studios Twist is a platform for continuous delivery, while assessing the feasibility, leading and evolving does exactly what the business needs. It ensures you can accommodate changes in your business as well as allowing you to quickly adapt to changing needs. It is implemented through a series of automated tests that are run to business priorities. Twist delivers on the promise of Agile, and is based on the principles of Continuous Delivery at ThoughtWorks. www.thoughtworks-studios.com/agile-test-and-automation/ twist@thoughtworks.com		Differences Codenomicon Codenomicon Differences is a software-based test solution that allows users to compare two files to discover differences between them. It can quickly spot modifications and real traffic samples to customize protocol models, which it then uses to generate test cases. Features: "Circular user interface", "Protocol editor", "Protocol viewer", "Test case editor", "Test case viewer". The main benefit is that it is easy to integrate "The best test cases that facilitate testing" "Collaborative environment" www.codenomicon.com/codenomicon_differences.aspx codenomicon@codenomicon.com
	Software Quality Engineering Conference is a series of professional meetings in improving software practices. Software Quality Engineering hosts three annual conference series—so conferences in it. Is testing your specialty? STARWEST and STARSTAR are the largest and most advanced testing forums, providing you with countless networking opportunities, exclusive access to solutions providers, and the chance to get close and personal with industry experts. Maybe you're more interested in the latest trends in software development. If so, the Agile Development Conference is for you. Trends, trends, and related issues to agile development approaches, planned, process improvement, measurement, and much more. Is your environment more agile oriented? The Agile Development Conference series focuses on investigating or implementing agile methods, including Scrum, XP, and DSDM, and leadership. Attend one, or attend all. We have a conference to meet all of your software needs. www.sqe.com/conferences		Grid-tools Data Maker for Purpose Grid-tools (Protocol) is a powerful, universal data masking solution for multiple masking requirements across the enterprise. With a simple point-and-click interface, it is designed for identifying test and development data, the tool can be installed stand-alone or as part of a larger solution. Grid-tools is ideal for organizations to mask data while ensuring they are using high-quality legitimate data at the same time. With a database connection, it can automatically mask the relevant segments of the original environment. www.grid-tools.com/productgrid_protocol.aspx jessica.jones@grid-tools.com		Grid-tools Data Maker for Purpose Grid-tools (Protocol) is a powerful, universal data masking solution for multiple masking requirements across the enterprise. With a simple point-and-click interface, it is designed for identifying test and development data, the tool can be installed stand-alone or as part of a larger solution. Grid-tools is ideal for organizations to mask data while ensuring they are using high-quality legitimate data at the same time. With a database connection, it can automatically mask the relevant segments of the original environment. www.grid-tools.com/productgrid_protocol.aspx jessica.jones@grid-tools.com		SECURITY Grid-tools Data Maker for Purpose Grid-tools (Protocol) is a powerful, universal data masking solution for multiple masking requirements across the enterprise. With a simple point-and-click interface, it is designed for identifying test and development data, the tool can be installed stand-alone or as part of a larger solution. Grid-tools is ideal for organizations to mask data while ensuring they are using high-quality legitimate data at the same time. With a database connection, it can automatically mask the relevant segments of the original environment. www.grid-tools.com/productgrid_protocol.aspx jessica.jones@grid-tools.com

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MAGAZINE DESIGN

What's It Mean? Reducing Imprecision to Improve Vagueness
by David Gelperin

"...most people set out naively to find out what words can be.
People do it sort of like they do it." — George A. Miller [1]

Language, both spoken and written, is a source of both clarity and ambiguity. Ambiguity makes understanding hard, and therefore, verification more difficult. This article discusses how to reduce ambiguity and improve vague and ambiguous software requirements.

According to the San Jose State Institute of Technology, there are three main types of vagueness and imprecision:

- A word or phrase is used to vague or ambiguous meaning.
- A word or phrase is used to ambiguous meaning.
- A word or phrase has multiple meanings.

Source software projects require:

- 1) accurate specification (i.e., knowing what's needed),
- 2) successful communication,
- 3) cost-effective tactics for detecting and managing the inevitable defects in specification and design.

Mitigation tactics include early user involvement, iterative development, and pair programming. Vague or ambiguous defects in requirements obscure details in understanding and inhibit successful communication. Vague language is inherently vague and ambiguous; it is inherently imprecise. Because precise language is easier to understand than vague language, they are often unnecessary. In fact, the use of vague language is one of the most common causes of imprecise language, especially difficult.

Vagueness

Note that "vague specifications"—imprecise requirements—"overinclusive," "overinclusive terms," "vague designs," and "small increments" are all ways of referring to vagueness. The boundaries between accurate and inaccurate, successful and unsuccessful communication. Vague words or phrases in a specification make it difficult to determine whether a system will work. Vague requirements can demonstrate that the system will not work. For example, the meaning of "busty" was determined to be:

AIM

Using Tracer Bullet Software Development to Hit Your Product Target
BY JARED RICHARDSON

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Agile Planning and Analysis Synergizing to Deliver Value
by Ellen Gottesdiener and Mary Gorman

The Backlog

The backlog is a master catalog containing a prioritized list of unfinished products or varying levels of granularity. Figure 1 shows one way of categorizing backlog items.

To lead the backlog analysis, many agile teams rely on a few people who have strong analysis and domain knowledge. These people are responsible for doing healthy agile backlog analysis when Roman Pichler calls DEEP detail analysis. Note that "detail appropriately" means that, at any given moment, some items will be highly detailed and others less so.

The backlog is a list of items that are to be tested, reviewed, deferred, decomposed, or prepared as needed. The backlog is a dynamic list that changes as it is known as prioritizing, pruning, or refuting the backlog. An item in the backlog is a product backlog item (PBI). Product backlog items align with the product's vision and business goals, resulting that goals may change over time as the organization's needs change.

Consequently, a summary of product needs that are ready to pull into planning for the next and future delivery cycle is called a product backlog. As a general rule, you find that teams typically work two to four iterations ahead; the further ahead you're planning, the less detailed the requirements will be.

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What to Expect When You're Automating Testing
Test-last Tips from an Agile Expert
by Daniel Wellman

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CONTRIBUTOR: you've decided to start writing automated tests for your application. Maybe this is a new requirement for your team, maybe you've been burned by bugs that keep reappearing, or maybe you were just curious about the buzz surrounding automated testing. However you got to this point, a series of automated tests makes your development life more productive and peaceful.

If you are a developer, perhaps you've read an introductory article on testing with Unit Testing, Test Driven, or Behavior-Driven Development (BDD) frameworks, or you understand the syntax and fundamentals of writing tests. But from test-driving a stack data structure (a typical task) to writing unit tests for a complex production application can seem like a daunting challenge. In this article, I'll suggest what to start testing in your application, how to get started, and some problems you may encounter along the way.

It's important to note that automated tests can be practiced in any software process or methodology, whether it's Scrum, waterfall, RUP, Extreme Programming (XP), or your organization's own unique approach. While writing automated tests before the production code, this practice can be difficult to start. Test-last development—testing after the production code is written—is a way that many teams start and practice automated testing.

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CHALLENGES MANAGERS
FACTORS
PART 1 PROJECT BY JONATHAN KOHL

Device Support

While device support may be the bane of a project manager's existence, it affects you, too. If you're a developer, you've probably experienced it firsthand. It's vital to have a strategy to manage this, so you don't end up in a situation where it's impossible to move your code.

Like popular mobile platforms, such as for example Apple iOS, Android, BlackBerry, Windows Phone 7, Symbian, Maemo, and Bada, just to name a few. Within these platforms, there are multiple hardware manufacturers, and within those manufacturers, there are multiple firmware versions. Also, since a smartphone is a communication device, it needs to support a variety of communication protocols. If it's a client-server application—i.e., it needs to communicate in a remote server to operate—then it needs to support a variety of client-server communication protocols. Now, imagine a blazer product strategy like we see for computers: "We'll support iOS version 3 and up" or "We'll support Windows Phone 7, 2010, there are three different versions of the iPhone, and there are three different versions of the iPad, and some versions are more reliable than others."

Given the number of devices that need to download to devices, as back-end compatibility is difficult to maintain without a way to store and update multiple versions in the test lab. There are a lot of updates to keep track of if you were to use a blazer strategy. You would have to constantly update the blazer to support the latest version of the device you will support. For example, if you already have a web application, you may choose to target a specific browser version, such as Internet Explorer 8. Then, you would have to update development to one or two smartphone platforms.

Device Procurement and Storage

It's not for granted these days when comparing on-premise or web-based software. We all have extra storage space, but not all of the infrastructures are available, stable, and perform quite well. When we are planning a project, we sometimes need to buy new servers to support the software. If you are a developer, you may have to buy a server to support the mobile space; we don't all have mobile devices to use. Furthermore, we don't have a mobile infrastructure to support our mobile devices. For example, if you are a telecommunication company, often with separate data planes, just to have a device that will work the way it will be used. Based on what your company has decided their target platform, you will have to purchase the right hardware to support the software that passes your customers use and what technology will be used for data transfer, and you'll

<p>IDEAS IN PLAY</p> <p>THINKING OUT LOUD</p> <p>Was it worth the fight?</p> <p>A scholar of the post-communist transition evaluates the state of democratization in Central and Eastern Europe 15 years after the end of communism.</p> <p>by Vladimir Tismaneanu</p> <p>Fifteen years ago, who could have imagined that countries belonging to the Warsaw Pact would become NATO members? Who could have dreamed that these countries would join the European Union? And these things have happened as a result of the events that led to the collapse of Leninist regimes in Central and Eastern Europe in 1989 and the demise of the USSR in 1991. The following years of post-communist transition were marked by high expectations and noble dreams of justice, equality and freedom—as well as anxiety, disappointments, and fear behind the Iron Curtain. One region of democratic transition, one that I call the "Revolution" area, in Romania in particular, has been mixed, but has constituted robust institutions. Other areas, such as Bulgaria, have been mixed, too, but have not constituted robust institutions. In some countries, while pluralist values were exalted early on during the transition, collectivist fantasies and frequent outbursts of xenophobic intolerance (anti-Semitism, anti-Roma, anti-minorities in general) have unfortunately followed.</p> <p>Post-communist societies undergoing transition have also been plagued by the familiar challenges of graft, cynicism and loss of citizen momentum. Privatization, initially seen as a magic solution to all economic hardship, was too often used as a smoke screen by new (and not-so-</p> <p>perfectly, and is now intertwined with the everyday life of these societies. While in some countries, liberal parties had moved worryingly toward populism, nationalism and movement, which threatened some demands in the early 1990s—seems to have subsisted. For the most part, the new democracies of the post-communist transition have managed to contain illiberal movements and forces—although recently the latter have resurfaced in opposition to membership with the European Union (e.g., the "self-defense" movement in Poland).</p> <p>IDEAS IN PLAY</p> <p>THINKING OUT LOUD</p> <p>DEMOCRACY WATCH</p> <p>EF 巴快社 新闻集锦 En Brief Панорама</p> <p>19 received praise for condemning terrorism and WMDs. Amnesty International and Human Rights Watch say Libya's leader continues to violate basic human rights. In December, the UN denied Muammar Gaddafi grant visas to a Human Rights Watch research team, after they were denied entry to Libya by its foreign minister. Sarah Leah Whitson, Libya still bars free media and independent political parties.</p> <p>MALAYSIA In December 2005, East Asian leaders led by Malaysian Prime Minister Abdullah Badawi, will meet in Kuala Lumpur for a summit of the Association of Southeast Asian Nations (ASAN). Badawi argues that ASAN members will include the move member states towards greater regional integration and provide for free trade, monetary and financial cooperation, joint development programs, a declaration of human rights and obligations, and a communication network. The summit will be attended by 10 ASAN members plus China, India, Australia and New Zealand. Israel and Austria have been excluded. According to Badawi, the summit will be the first time that hundreds of thousands of people will be gathered together in one place.</p> <p>PALESTINE On January 9, Palestinians voted in their first election for the first time since 1996, electing Mahmoud Abbas with 62.3% of the vote. The election was little tough competition, hoped the election would provide him with a mandate to implement internal reforms and negotiate with Israel. Voter turnout was estimated at 60%. Palestinians living abroad or in exile were not permitted to vote. Radical Islamic groups such as Hamas urged a boycott of the election, but it was clear that they would work with the elected president. Shortly after the election, Israeli Prime Minister Ariel Sharon called Abbas to congratulate him. The two leaders have had little contact between Israelis and Palestinians in years.</p> <p>ROMANIA In December, President Hugo Chávez signed a law严禁ing the sale of weapons and ammunition in the media and to ban reports that "endanger national security." The law also bans a range of economic and social reforms, pledging to fight corruption, improve press freedom and strengthen the rule of law. The law came just after Chávez had charged those responsible for the assassination of Pedro Camacho with "civil rebellion." (Camacho took office following the December 2004 military removal of Chávez from power.) Under Venezuelan law, people accused of treason are not entitled to parole, and therefore the government can hold them indefinitely. Defense and human rights groups around the world have spoken out against both the new law and new charges.</p> <p>EGYPT In a speech to parliament, Libya's Muammar Gaddafi has asserted that he holds no prisoners of conscience in his country and could verify his claim through visiting. While Gaddafi has recently</p> <p>pluralism. In some countries, while pluralist values were exalted early on during the transition, collectivist fantasies and frequent outbursts of xenophobic intolerance (anti-Semitism, anti-Roma, anti-minorities in general) have unfortunately followed.</p> <p>Many scholars and journalists point to allegedly "civilizing" fault lines to explain the differences in these two types of democratic transition. In each case, they link the nature of transition to historical legacies, cultural factors and institutional memories. To illustrate, Central European epochs with its Hungarian legacy of the rule of law, civil society and Western-style institu-</p> <p>tions (such as parliaments), is often contrasted with the Balkans, which had fewer constraints on the exercise of power and disparities have also played a critical role in undermining consolidation. These living in significantly poorer economic circumstances now (as compared to 15 years ago) might argue that the empty idealism of communism was in fact replaced by the sordid materialism of naked self-interest, or, more ominously, by populist demagogery. Was it worth the fight?</p> <p>Dr. Vladimir Tismaneanu is professor of politics at the University of Maryland-College Park and author of numerous books, including <i>Stalinism for All Seasons: A Political History of Romanian Communism</i> (University of California Press, 2003).</p> <p>IDEAS IN PLAY</p> <p>THINKING OUT LOUD</p> <p>DEMOCRACY WATCH</p> <p>EF 巴快社 新闻集锦 En Brief Панорама</p> <p>19 received praise for condemning terrorism and WMDs. Amnesty International and Human Rights Watch say Libya's leader continues to violate basic human rights. In December, the UN denied Muammar Gaddafi grant visas to a Human Rights Watch research team, after they were denied entry to Libya by its foreign minister. Sarah Leah Whitson, Libya still bars free media and independent political parties.</p> <p>MALAYSIA In December 2005, East Asian leaders led by Malaysian Prime Minister Abdullah Badawi, will meet in Kuala Lumpur for a summit of the Association of Southeast Asian Nations (ASAN). 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NEWS, ANALYSIS & DEBATE



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