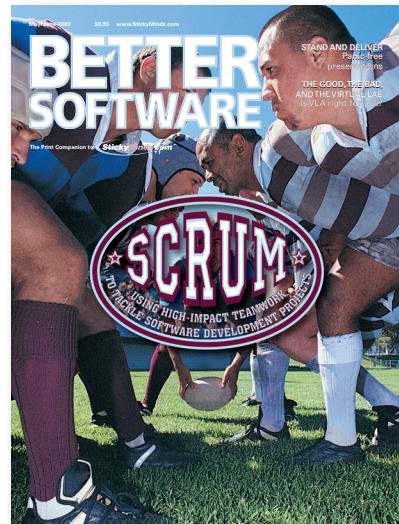
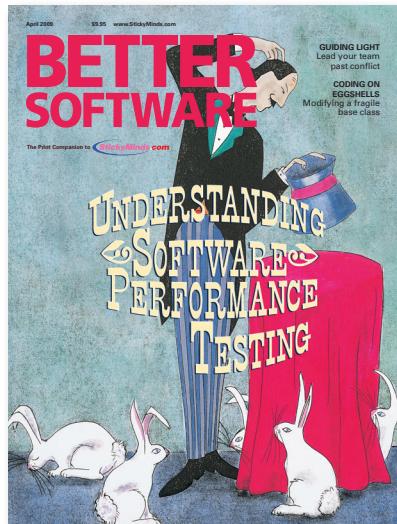
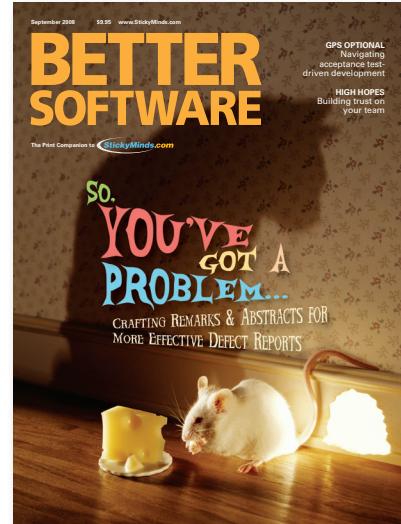
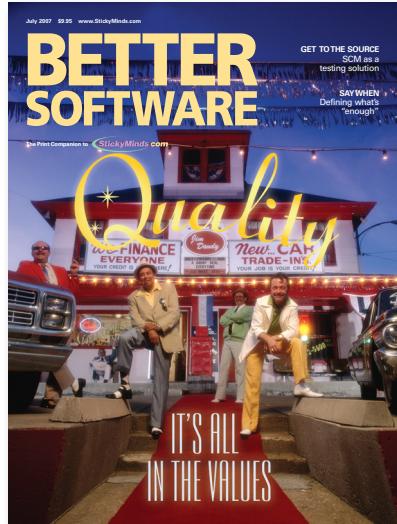
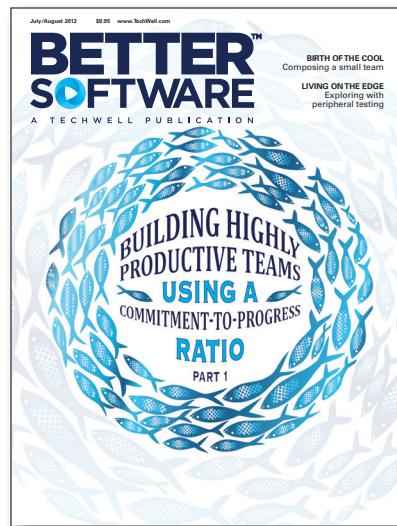
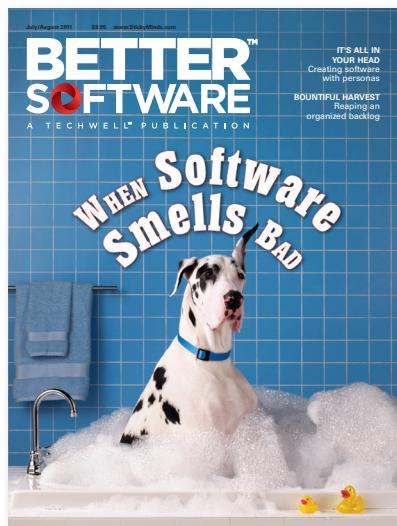
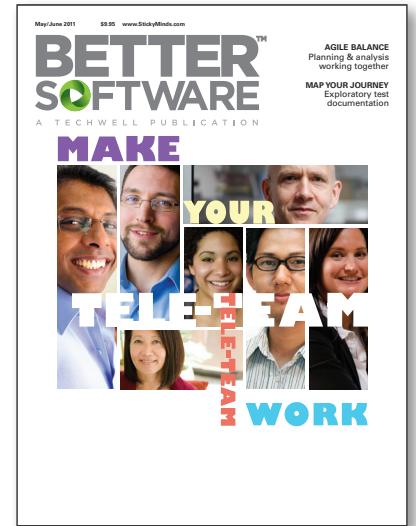
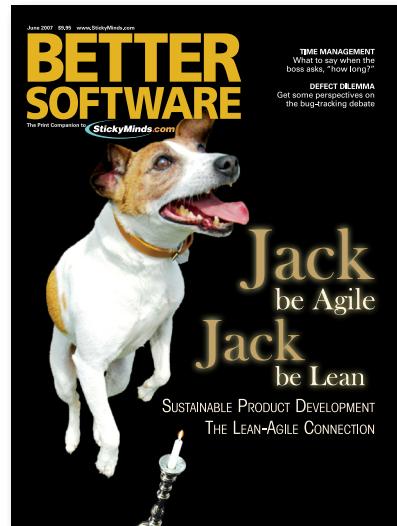
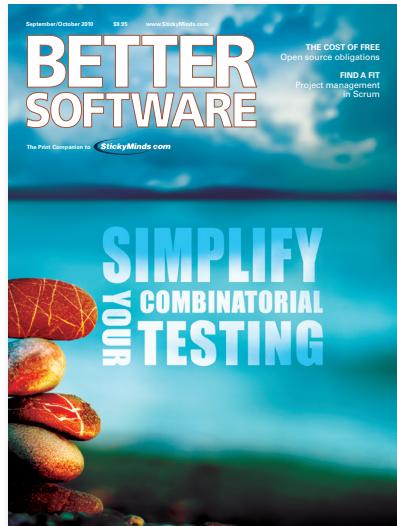


cathy clinger



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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 community enables users 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 STAREAST 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. But 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 OK. I'll do it for free."</p> <p>In November 2009, Jerry posted the on his Web site:</p> <p>I have a chronic caravanserai 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 palliative care treatment plan. It's not treatable, at least not curable. Cancer is not positive. It's a disease that causes pain and 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! My cancer is still well enough and about right to get back to work on my book. All in all, good signs of my recovery." (3)</p> <p>Jerry continues <i>Polyglot's Paradise of Computer Programming</i> as an on-going blog entry. He writes, "I am curious with our lives worth doing? Is what you are doing with computers worth doing? Because computers are such fascinating beasts, because they are so useful, and because they are so useful, that those who use them for not-so-felicitous ends." (4)</p> <p>For more on the following topic go to www.StickyMinds.com/bettersoftware. ■ Preferences</p>	
<p>1 Learned to focus on what others were doing, their words, expressions, and interactions—in a way I had never done before.</p> <p>2 Learned through experimentation, trial and error, and mistakes.</p> <p>3 Maintained control.</p> <p>4 Test teams are sterilized because their limits as leaders are asked to keep their applications in great shape despite shrinking budgets and timelines imposed by agile development and fluid product roadmaps.</p> <p>5 Test managers are trying to overcome these obstacles, they are also expected to achieve test coverage that matches the needs of the market and their applications across multiple locations, languages, operating systems, hardware, and software.</p> <p>6 In companies that use crowdsourcing, understanding that effective, efficient, and timely management of agents are critical to managing the crowd successfully. While you don't have to manage the crowd, you do have to manage the execution of tactical execution and idea generation, strong management enables the processes, plans, and deadlines to remain intact.</p> <p>7 Response to these mounting challenges, crowdsourced software testing is a global community of professional testers, test teams are overcoming their obstacles and are achieving success by increasing test coverage, improving quality, and achieving broad test coverage, meeting launch dates, and working within tighter budgets.</p> <p>8 Test teams specify their test requirements by application type, location, and scope.</p> <p>9 Test teams upload specific test scripts, test cases, etc., into a central location.</p> <p>10 A virtual test team is selected and invited to join the project.</p> <p>11 Test teams begin testing. Bugs are reported in real time and evaluated by the in-house test team.</p> <p>12 The company pays only for the test cycles that it uses—no long-term commitments or paying for downtime.</p> <p>The net effect is that test managers get to manage the crowd, and manage test teams of all sizes to target specific users for specific testing assignments. And the cost is lower than Vasant Balakrishnan sees in the US. Previously, even the largest software companies could not afford to have their paid test teams travel around the world, even early-stage startups can't afford not to.</p> <p>3 Increased Application</p> <p>Today, customers expect applications to be fast and fully functional from day one. "Good enough" is no longer an option.</p>	<p>1 Learned to focus on what others were doing, their words, expressions, and interactions—in a way I had never done before.</p> <p>2 Learned through experimentation, trial and error, and mistakes.</p> <p>3 Maintained control.</p> <p>4 Test teams are sterilized because their limits as leaders are asked to keep their applications in great shape despite shrinking budgets and timelines imposed by agile development and fluid product roadmaps.</p> <p>5 Test managers are trying to overcome these obstacles, they are also expected to achieve test coverage that matches the needs of the market and their applications across multiple locations, languages, operating systems, hardware, and software.</p> <p>6 In companies that use crowdsourcing, understanding that effective, efficient, and timely management of agents are critical to managing the crowd successfully. While you don't have to manage the crowd, you do have to manage the execution of tactical execution and idea generation, strong management enables the processes, plans, and deadlines to remain intact.</p> <p>7 Response to these mounting challenges, crowdsourced software testing is a global community of professional testers, test teams are overcoming their obstacles and are achieving success by increasing test coverage, improving quality, and achieving broad test coverage, meeting launch dates, and working within tighter budgets.</p> <p>8 Test teams specify their test requirements by application type, location, and scope.</p> <p>9 Test teams upload specific test scripts, test cases, etc., into a central location.</p> <p>10 A virtual test team is selected and invited to join the project.</p> <p>11 Test teams begin testing. Bugs are reported in real time and evaluated by the in-house test team.</p> <p>12 The company pays only for the test cycles that it uses—no long-term commitments or paying for downtime.</p> <p>The net effect is that test managers get to manage the crowd, and manage test teams of all sizes to target specific users for specific testing assignments. And the cost is lower than Vasant Balakrishnan sees in the US. Previously, even the largest software companies could not afford to have their paid test teams travel around the world, even early-stage startups can't afford not to.</p> <p>3 Increased Application</p> <p>Today, customers expect applications to be fast and fully functional from day one. "Good enough" is no longer an option.</p>

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Virtual Resource Shelf

Author recommended books, blogs, gadgets, Web sites, and other tools for building better software

Digital Edition Exclusive

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

Facilitator's Guide to

Participatory Decision-Making

by Sam Kaner, et al.

—Roman Pichler

Read Development: *Taming Wild Software Schedules*

by Steve McConnell

So much has been written about software but rarely do you see the clarity and relevance that Steve McConnell brings to the topic in his book.

—Kamal Hassen

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

MEMORY LEAK FOUND

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

○ C, C++, Fortran

○ Linux, Unix, Mac

Inside Analysis continued from Page 13

avoid asking for the impossible and to accept No when it is impossible. (Example 13)

Does No really break my world? So might be the end of many conversations. Yet, it usually isn't the end of the world as we know it. To examine the No version of the world objectively, ask, "If I could still accomplish something I wanted, would I do it now?" The essential question is "How can you re-position yourself toward something you want?" (Example 13)

Final Words

Because reflection can facilitate learning, conduct a No reflection after every evaluation—our own—accordingly—before, between, and among—when you received a No. If you hesitate to reflect on this because such reflection might be a harsh reminder of what you don't know, but you know how to deal with that, right? (End)

Visit [StickMyNote.com](#)

to comment on this article

Do You Work on a Virtual Team?

What is the size and benefit of working on a virtual team?

Size	Benefit
21%	Very little
18%	No benefit
27%	Some benefit
34%	Great benefit

What is the biggest challenge in working on a virtual team?

Challenge	Percentage
Communication	32%
Team members not available	20%
Time zone differences	18%
Technology	10%
Team members not willing to work together	8%
Other	2%

Download the digital edition to get counted in this issue's Digital Survey.

Do you work on software apart from your day job?

[www.netbook.com/notebooks/sej/bettersoftware_0910](#)

IF ONLY QUALITY ASSURANCE WAS THIS EASY

At Microsoft, we have a keen eye for quality, and an ROI culture that understands that time is money. Winfield can help you minimize risk, costs and time to market, by making quality as predictable as your key business processes. We call it

Predictable Quality through Independent Testing. Our clients call it your sound business sense. So get in touch,

Q&A

Executive Interview

Sam Guckenheimer MICROSOFT VISUAL STUDIO

interview by Chris Menegay



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

Q: What does a product owner do?

"Our customer advocate: My job is roughly 90% 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 needs of different teams? How do you support our customers, grow the community, support our technology, and bring the business forward?"

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

"I joined Microsoft in 2003, and at that time, Microsoft had the world's most widely used individual development environment. The vision that we had was that there was a need for a better way to work together as a team, and that's where the space of a predictive team. We're focused on individual developer activity, but to think about the entire process from backlog to delivery to one total flow by a collaborative team. That's something that we put into the different products. For more insight, I describe these in my blog post [here](#)."

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

"TFS is the server and the heart of the [team]. The basics are source control, work tracking, build automation, test management, and test lab management. The backlog is managed in TFS, build automation, continuous deployment into the test lab, and the test management are in TFS. You can't have one without the other."

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

"The players in the test tools space had grown up thinking of testing as an isolated activity. We focused on the interaction between the test and developer so that they would get freed. We would be looking at testing as something that is done in isolation, but we would be looking at it as part of the development cycle. Continuous integration is something that is very relevant to the test and everyone. VW thought it was important to think about test within the context of the whole delivery of software."

Q: What do you think is something you've failed at?

"Downloader interface is one area where, although we have more work to do, we didn't have a huge gap to bridge. We intended as much as possible to make it as easy as possible for people to automatically have a full set of everything that was needed. It's not that we failed, but it happened on the servers, and snapshots of Visual Studio labs that capture the user interface in the state of what was seen."

Q: What's the easiest thing for customers to want to cut out?

"Right away and covers it all [because] from backlog to deployment. The greatest thing is that you can provision a team in under an hour to get started, and it can be a day to be productive with continuous integration, test management, and a fully working test lab. All of the different components developers work together to support modern agile practices. So you can be productive but not out of scope as you keep going."

Q: Do you exist in Visual Studio Ultimate that people have but likely aren't using?

"It's funny because people don't know that with Ultimate they have all of Visual Studio Studio Professional, a highly capable product. Then they have the ability to add on top of that. If you have a lot of legacy code, you can use the migration tools to work with them with TFS. We provide unlimited load testing. We think load testing and performance improvement should be done all year. Visual Studio Ultimate gives you the ability to do an infinite number of virtual users with no additional licensing fees or Microsoft cost, and no limit of users on the machine."

Q: What's the best part about being the lead for team development and making it available from the cloud?

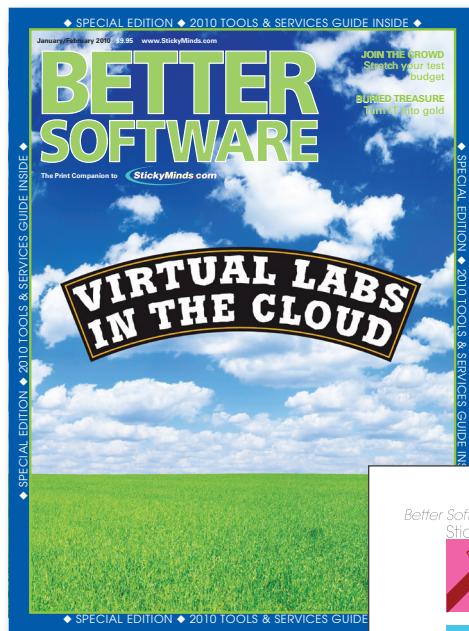
"It's now so public. We're taking the best for team development and making it available from the cloud. It's now so public you just sign up with their Windows Live ID to get an account provisioned in seconds. You can be up and running with your team from the web, via Visual Studio edition, and from Eclipse."

The diagram illustrates a complex process flow titled "MIND THE GAP" using a Requirements Composition Table. The process is divided into six main steps, each represented by a colored line connecting nodes:

- Step 1: Decompose the Application Functionality** (Blue line)
- Step 2: Identify Core Features** (Orange line)
- Step 3: Identify Crosscutting Concerns** (Purple line)
- Step 4: Develop a Requirements Composition Table** (Green line)
- Step 5: Establish Traceability Between Requirements and Regression Tests** (Yellow line)
- Step 6: Measure Test Coverage and Identify Gaps** (Red line)

Nodes are interconnected in a non-linear fashion, indicating iterative and cross-functional dependencies. The diagram is set against a blue background with the title "MIND THE GAP" in large white letters and the subtitle "Using a Requirements Composition Table to Assess Test Coverage" below it. The author's name, YURI CHERNAK, is also mentioned.

cathy clinger



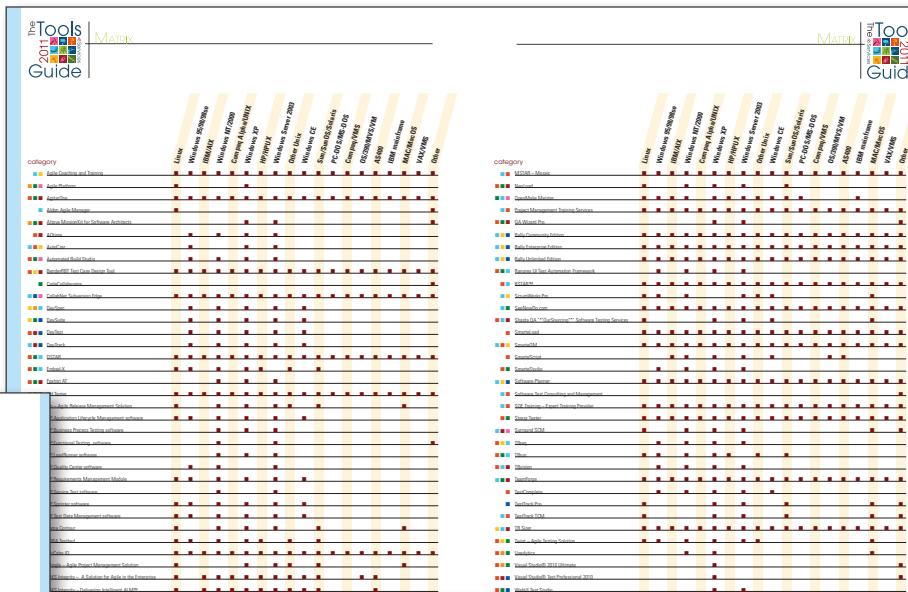
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The 2011 Tools & Services Guide

The 2011 Tools & Services Guide is a collection of sponsored tools that can help you smarter and build better software. The information in this guide has been provided by the vendors and in no way implies endorsement by Better Software magazine, StickyMinds.com, or Software Quality Engineering.

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Development & Deployment

Ranorex Ranorex is a Windows UI Test Automation Framework. Ranorex is a Windows UI Test Automation Framework for testing many different application types including .NET, Java, WPF, Silverlight, Adobe Flash/Flex, AIR, and Java. The Ranorex recorder enables capturing of UI tests, creation of automated test cases, and generation of real C#/.NET and Java/JUnit code. Ranorex object repository enables separation of test automation code from test logic. Ranorex supports distributed test execution. Ranorex 3.4 includes test project management, an intuitive code editor, code comparison, debugging, and a watch window.

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training available Yes
trial available No
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Graz, Steiermark 8054
Austria

SEE NOW DO SEE NOW DO BigValue Solutions SEE NOW DO provides simple, flexible, visual roadmaps designed specifically for distributed agile and Scrum teams. This highly interactive collaborative tool allows users to visualize their work in progress. The "Instant Sync" capability allows individuals to take advantage of collaborative roadmaps across distributed teams in real-time. No downloads. No logins. No annoying ads. Completely free.

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SmartStudio SmartStudio SmartSoft SmartStudio is an advanced GUI and API-driven, functional and regression test automation tool suitable for software developers and QA power-users. SmartStudio provides an open API with which you can meet virtually any need. It includes rapid script generation capabilities, a comprehensive reporting system, and extensive support for the following environments: Adobe Flash/Flex, Microsoft .NET, Win32, and cross-browser testing using DirectX, OpenGL, and WebGL. www.smartsuite.com info@smartsuite.com

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training available No
trial available No
address 3300 Rock Ave.
Austin, TX 78707

StressTester™ StressTester Solutions Inc. StressTester is a professional testing tool designed to rapidly generate test cases and usage of the application under test. The test cases are generated from test scripts and includes embedded, context-driven video tutorials. Tests that would take weeks with other tools take days with StressTester, saving up to 70 percent off the annual testing budget. Including a wide range of test types, StressTester is the ideal solution for functional, performance, and load-related issues for rapid problem remediation. It supports agile development and frequent, iterative testing.

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Suite 240
Newton, MA 02466

LDRA LDRA Ltd. LDRA is a COTS-based unit testing tool. The functionality within LDRA includes a GUI interface which automates the production of test data extracts by running the application under test automatically. It also provides the test documentation and other reports. Automatic generation of test data extracts is supported by TestRunner for robustness, test scenarios, and support of black-box, white-box, and object box testing. www.ldra.com/training.asp jonathan.cathy@ldra.com

telephone 44 151 649 9500
training available Yes
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Wrexham, CH4 1SL
United Kingdom

Twink Twink—Agile Testing Solution Twink helps to organize user features, while ensuring all functionality testing and working tests exactly what the business wants. It ensures you can easily accommodate changes in requirements and align them to changing business needs. It empowers your team to collaboratively create robust, optimally-automated test suites that stay in sync with business priorities. Twink delivers on the promise of agile and is based on proven best practices from the world's top software firms. www.thoughtworks-studios.com/twink thoughts@thoughtworks.com

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San Francisco, CA 94104

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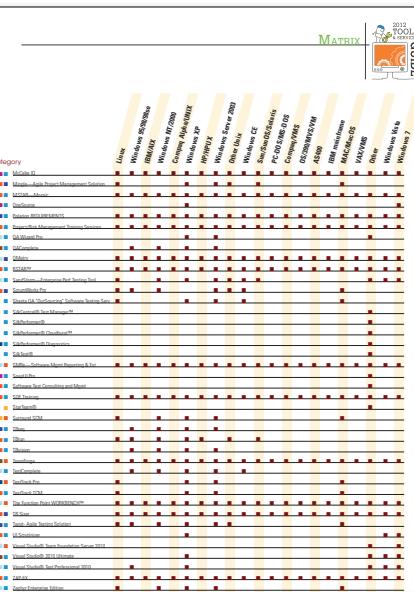
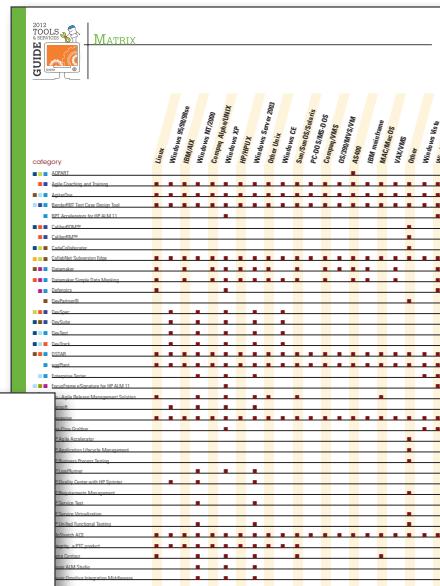
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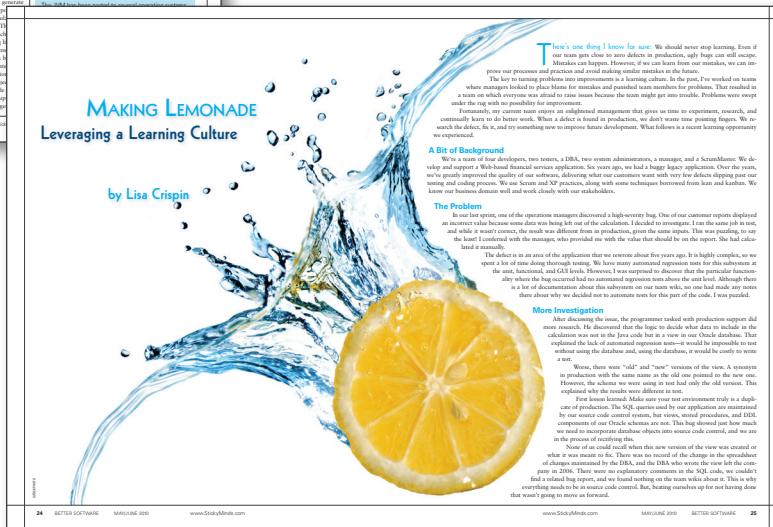
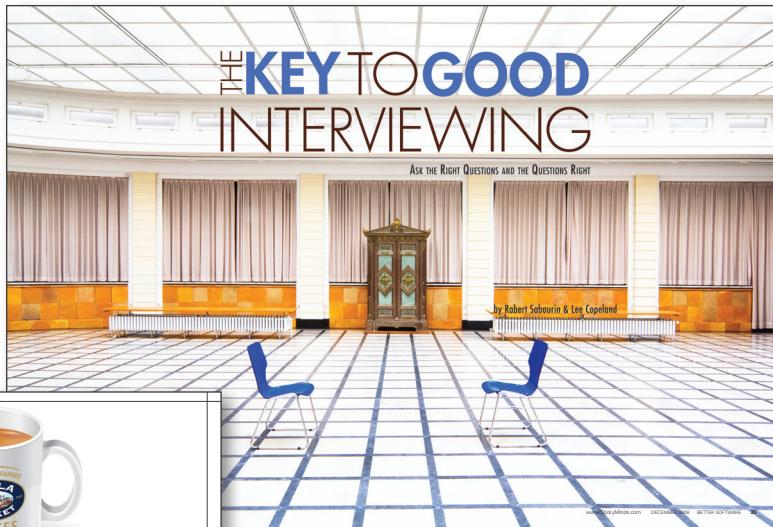
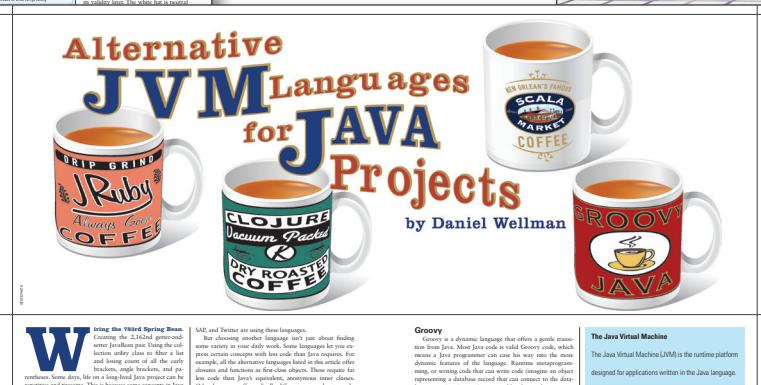
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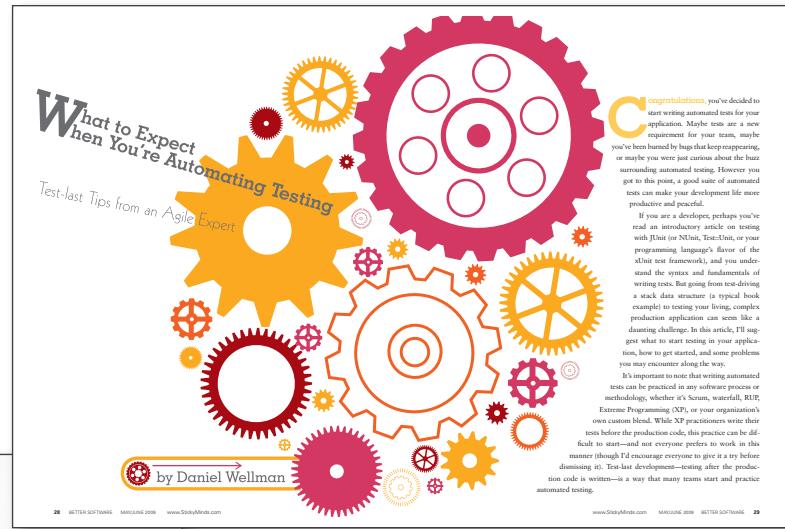
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MAGAZINE DESIGN





<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. One can say that whatever the post-communist transition has achieved, unanimity and for the most part, the rule of law, civil society and Western-style institutions.</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-pluralist) 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 institutions (such as parliaments), is often contrasted with the Balkans, which had fewer constraints on the power of presidents and their successors 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>I must answer yes. The simple fact that such issues are now freely debated in all formerly communist societies is the most convincing argument for a positive assessment of the post-communist era since 1989. Whatever the ugly features of what Vaclav Havel once diagnosed as the post-communist syndrome, one thing is certain: the times of religious unanimity and forced acceptance of the Communist Party-dictated concept of human happiness are over.</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, however, continue to violate basic human rights. In December, the UN denied Libya's grant visas to a Human Rights Watch research team, after they had been traveling in oil companies and tourists, but keeping out human rights activists. Human Rights Watch director, 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) that Badawi argues will move member states towards greater political cooperation and provide for free trade, monetary and financial cooperation, joint currency, and eventually a declaration of human rights and obligations, and a communication network. The meeting will be attended by 10 ASAN members plus China, India, Australia, New Zealand and Austria have been excluded. According to Badawi, the summit will be a "landmark" in regional integration. In its statement passed by hundreds of heads of state, particularly angered by the US invasion of Iraq, Goodwill resolution, Article 35, argued that "any aggression against a sovereign state, no matter how little tough competition, hoped to destabilize the community if they are not addressed promptly."</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 70%, with 1.5 million 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 had no level contact between Israelis and Palestinians in years.</p> <p>ROMANIA In December, President Hugo Chavez signed a law prohibiting the president from being seen in violence in the media and to ban reports that "endanger national security." The law aims to end a series of economic and social reforms, pledging to fight corruption, improve press freedom and strengthen the rule of law. The law came just after Chavez had charged those responsible for the assassination of Pedro Camacho with "civil rebellion." (Camacho took office following the 2002 coup that briefly removed Chavez 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 constitutional coalition.</p>