







## Virtual Resource Shelf

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

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

**Software Tools**  
by **Rian Kennighan 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.**  
—Rick Picler

**Rapid Development: Taming Wild Software Schedules**  
by **Steve McConnell**  
So much has been written about software but rarely do you see the clarity and resonance that Steve McConnell brings to the topics in his books.  
—Kamal Hassan

**The Last Place on Earth: Scott and Amundsen's Race to the South Pole**  
by **Roland Hurdford**  
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 Brenner

## MEMORY LEAK FOUND



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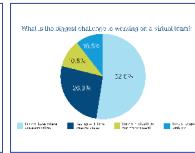
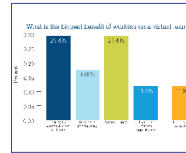
*Inside Analysis continued from Page 13*  
avoid asking for the impossible and to accept No when Yes is impossible. (Example 12)  
Dear No really breaks my world. No might be the end of any plans that assumed Yes, but it usually isn't the end of the world as we know it. To examine the No version of the world objectively, ask, "If I could still accomplish something I wanted, how would I do it now?" The essential question is "How can you re-prioritize yourself toward something else you want?" (Example 13)

**Final Words**  
Because reflection can facilitate learning, conduct a No retrospective after any especially difficult—especially successful—incident. Reflect on what worked and what didn't—what, between, and among—when you received a No. If you hesitate to reflect on this because such reflection might be a bit painful, then just your Self telling you No. But, you know how to do it with this, right? (end)

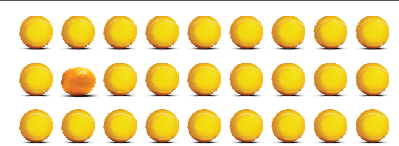
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## Q&A Executive Interview

### San Guckenheimer

Microsoft Visual Studio  
Interview by Chris Menagay



San Guckenheimer, product owner for Microsoft's Visual Studio product line, is in charge of "everything" that has the Visual Studio name on it. San recently met with Chris Menagay to talk about ALM, QA tools, and developer testing practices.

- Q: What does a product owner do?
 

A: "Chief customer advocate." My job is roughly 50% external and internal. I think in terms of where the product 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, support new technology, and bring the business forward?"
- Q: What is the strategy behind Microsoft's ALM toolset?
 

A: I joined Microsoft in 2005, 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 spans a productive team. Not to focus on individual developer activities, but to think about the entire process from backlog to delivery or one total flow done by a collaborative team. That functionality is something that we put into the different products. For more insight, I describe these principles in my new book, *Agile Software Engineering: Visual Studio, Team Collaboration in Continuous Feedback*.
- Q: How does Team Foundation Server (TFS) relate to Visual Studio?
 

A: TFS is the engine and the hub for 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 access that through the different clients.
- Q: With the release of Visual Studio 2010 Test Professional, Microsoft has formally entered the QA tools space. Why?
 

A: The drivers in the that tools space had grown up thinking of testing as an isolated activity. We focused on the interaction between the tester and developer, so that they would get fixed. 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 team did in order to improve the software that the team delivered to the end customer. We 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 realized?
 

A: Developer/tester interaction is one area where, although we have more work to do, we made a huge step forward. We introduced six mechanisms to facilitate the sharing of many things that are fixed. With every day, we can automatically have a full picture of everything that was done by the tester leading up to the bug being fixed. You have full motion video, automatic configuration reports, screenshots captured, an automatic capability that happened on the server, and snapshots of virtualized tests that capture the server machines in the state of execution.

What is the easiest thing for customers to get value out of?
 

Test right away and cover the full lifecycle from backlog to deployment. The greatest thing is that you can provision a team in under an hour to get started, and in a day to be productive with continuous integration, test management, and a daily life workflow that lets your testers and developers work together to apply modern agile practices. So you can be productive from day one of tools, so you keep going.

What is Visual Studio Ultimate that people have but likely aren't using?
 

It frequently people don't know that with Ultimate they have all of Visual Studio Test Professional, a fully capable product. They can do all of the capture (backlog) before, reporting fully actionable bugs. They can use this in conjunction with test with TFS. We provide unlimited test testing. We think best testing and performance improvement should be done all along. Visual Studio Ultimate gives you the ability to drive an unlimited number of virtual users with no additional license expenses like Microsoft.com, and millions of users in these websites.

How do we take the best hub for team development and making it available from the cloud. It's now in public (just sign up with their Windows Live ID) to get an account provisioned in seconds. You can log up and testing with your team from the web, any Visual Studio edition, and from Edge.

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June 5-10, 2011  
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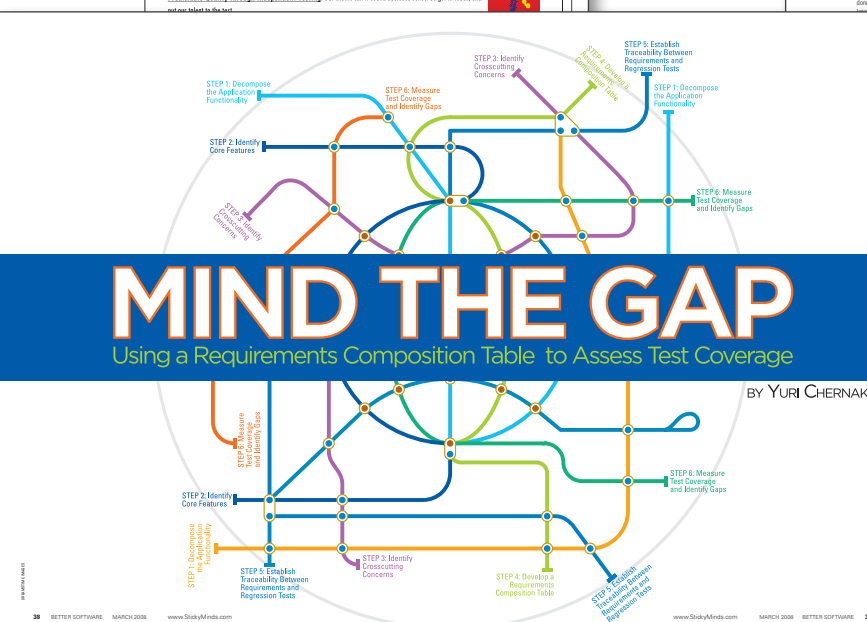
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Editor: [editor@bettersoftware.com](mailto:editor@bettersoftware.com)  
Subscriber Services: [info@bettersoftware.com](mailto:info@bettersoftware.com)  
Phone: 904.278.0204, 888.268.8770  
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Address:  
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**LDRA** LDRA Ltd.  
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**COLLABNET TeamForge** TeamForge  
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## What's It Mean? Defining Dependence to Improve Classification

by David Gelstein

... need people on set who mean of few independent words on the.   
 "People are so skilled at working potential ambiguities that they don't realize that they are doing it." — George A. Miller

Language, both spoken and written, is not as unambiguous as we often think. However, the same makes understanding and, therefore, verification more difficult. This article describes techniques for detecting and resolving vague and ambiguous words with requirements.

According to Ben Lee Stone's Institute for Teaching and Learning (ITL), the definition of vague and ambiguous are:

- A word or phrase is said to be vague if its meaning is not clear to a context.
- A word or phrase is said to be ambiguous if it has two or more distinct meanings that make sense in a context.

Successful software projects require 1) accurate specifications (i.e., knowing what's needed), 2) successful communication among project stakeholders, and 3) cost-effective tactics for detecting and mitigating the inevitable defects in stakeholder understanding and communication. Migration tactics include early test design, prototyping, and development in small increments.

Successful language obscures defects in understanding and hides successful communication. Unfortunately, human language is inherently vague and ambiguous and it is inherently imprecise. Because project stakeholders are interested in incremental progress, they are often unaware of the problem, which makes detection of imprecise language especially difficult.

**Vagueness**

Note that "accurate specifications," "successful communication," "cost-effective tactics," "early designs," and "small increments," all include phrases that are all vague. The boundaries between accurate and inaccurate, successful and unsuccessful, etc., are unclear. Vague words or phrases in a specification make it impossible to determine whether a term is characteristic, although it is not characteristic, that is, about. For example, the use of "early" or "design" is

**Ambiguity**

Natural language is filled with ambiguity as well as vagueness. There are several types of ambiguity. The most familiar are 1) words with multiple meanings (e.g., according to the Oxford English Dictionary, "cat" has 27 definitions) and 2) ambiguous grammatical structures (e.g., John saw the girl with a telescope). Ambiguity such as the "big bear" quote "When you come to a fork in the road, pick it up" or a headline such as "Feral Cat Ignites Firestorm" may make no sense, but unambiguous specification is available.

**Imprecision**

A single word or sentence can be both ambiguous and vague, such as the following quote: "Senior got speed rates, High school senior's College senior's Senior citizen's." Exactly what does one become a senior? What is a special case? How does one get the rate?

Ambiguity can be difficult to find but easy to fix. The existence of multiple interpretations may not be clear to a reader or listener, or he may incorrectly assume that the intended interpretation is obvious. Ambiguity can be detected in technical reviews by having a reader orally interpret the specifications in a group setting (i.e., Richard Bevan [1] provides details on a technique called ambiguity reviews in which discussors are checked against a list of ambiguous words and phrases, ambiguity is generally fixed by simply adding a few words to identify context or by rewording the expression).

Vagueness is easier to find but harder to fix. The use of vague words could be created and when reviewing spec-

## What to Expect When You're Automating Testing

Test-last Tips from an Agile Expert

by Daniel Wellman

**C**ongratulations, you've decided to start writing automated tests for your application. Maybe tests are a new requirement for your team, maybe you've been burned by bugs that kept reappearing, or maybe you were just curious about the buzz surrounding automated testing. However you got to this point, a good suite of automated tests can make your development life more productive and peaceful.

If you are a developer, perhaps you've read an introductory article on testing with JUnit (or NUnit, Test-Unit, or your programming language's flavor of the aforementioned), and you understood the syntax and fundamentals of writing tests. But going from test-driving a stack data structure in a typical book example to testing your living, 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 writing automated tests is not a software process or methodology, whether it's Scrum, waterfall, RUP, Extreme Programming (XP), or your organization's own custom blend. While XP practitioners write tests before the production code, this practice can be difficult to start—and not everyone prefers to work in this manner (though I'd encourage everyone to give it a try before dismissing it). Test-last development—writing after the production code is written—is a way many teams start and practice automated testing.

# ready AIM

Using Tracer Bullet Software Development to Hit Your Product Target

BY JARED RICHARDSON

## Agile Planning and Analysis

SYNERGIZING TO DELIVER VALUE

by Ellen Gottheider and Mary Gorman

**A**gile is about the continuous incremental delivery of valuable, market-ready software. Your agile team iteratively explores and evaluates product needs—continually adjusted to requirements—by planning and analyzing what to build, defining acceptance criteria, and then building and testing product increments. A critical aspect of your work is planning—and planning is plan—while integrating one enough, but not too many.

Analysis and planning are strategic. They are coordinated efforts, and one leads the other. Analyzing requirements requires your understanding of product needs so that you can identify and select the most valuable ones. Planning is the allocation of those product needs into delivery cycles, given your limited capacity (people, time, money, resources). Together, planning and analysis work to maximize business value.

**Product Backlog**

Product Requirements	Infrastructure	Housekeeping	Product Packaging
Product Requirements	Infrastructure	Housekeeping	Product Packaging

**The Backlog: The Basis for Planning and Analysis**

The backlog is a master catalog containing a prioritized list of unfulfilled product needs or specific features to be built. Figure 1 shows one way of organizing backlog items. Typically, most of your backlog items will be product needs. In our experience, people with these skills include business analysts, product managers, testers, user experience experts, and so on.

**The Three Views of Product Needs: Plan and Analyze the Backlog**

As you consider your backlog, the key concept is that the level of detail of any item will vary depending on the amount of lead time in your planning. The closer you are to building a product need, the more detailed it should be. You can't know the details of all the backlog items from the start, so you sketch the broad scope of the product to establish a common focus and establish organizational resources (people, money, space, governance). Then, you iteratively define what you will build next.

Product changes and development teams need to think about and order the product backlog from those items of new based on where a given product need is within the timeline of the development cycle, as shown in Figure 2. Call these three views the Big view, the Big view, and the one-view.

Planning and analysis are necessarily grounded in the decisions you face iteratively. The big view also gives more re-

## CHALLENGES

FOR PROJECT MANAGERS

FACTORS

BY JONATHAN KOHL

**I**F YOU ARE NEW TO DEVELOPING mobile apps and you are in a product management or leadership role, you might be in for some surprises. If you are used to developing software for computers, you probably are tempted to take the same approach that you have with other projects. Some concepts transfer directly, but mobile projects have some unique challenges of which you need to be aware.

**Device Support**

While device support may not be the decision of a project manager, it affects you, and you'll want to be aware that as a combination explosion of mobile device out there. It's vital to have a strategy to manage this, so you don't end up in a situation where it will be impossible to meet your public claims.

Take popular smartphone platforms, for example: Apple iOS, Android, BlackBerry, Windows Phone 7, Symbian, MeeGo, and Bada. Just to name a few. Within each of these platforms, there are several models of hardware. For each hardware offering, there are multiple firmware versions. Also, since a smartphone is a combination device, there are contracts with different carriers and data plans with different options. If you are a client-server application, it makes no sense to connect to a remote server to operate—then you also need to consider if you need to use secure or insecure communication protocols. Now, imagine a thousand product strategy like you see for competitors: "We'll support iOS version 1 and up" or "We'll support all Windows Phone 7 devices." This may sound reasonable, but you need to think about the various combinations of above-platforms, hardware, firmware, carrier, network, and accessory—you are looking at dozens or hundreds of combinations with which you can, either directly or indirectly, consider with a non-mobile platform.

With complex software, there are a few operating systems and OS upgrades to consider, and we don't really pay attention to hardware that much. But in mobile, the devices are smaller and less powerful than computers, which can have an impact on how your software works. A long-powered device with less memory than another can have a big impact on how you get updates, particularly if you aren't getting updates in memory and other resource management.

In some cases, different hardware versions are different products that provide similar functionality, as is the case with Apple iOS products. There are different hardware versions for Apple iPhone, iPod, and iPad. All of these are available popular, and if you support one, it makes a lot of sense to support the others. In other cases, such as the Android and Windows Phone 7 models, different manufacturers supply the hardware that supports the OS. With Windows Phone 7, that was released on November 8, 2010, there were around ten hardware devices that supported it. Symbian hardware is related to market, and some versions are more available than others.

Features and services that are common to devices, or backward compatibility, are difficult to maintain without a way to store and update multiple versions in the cloud. There are a few options to keep track of it, but there is a hidden cost to this on device support. It's a good idea to integrate this by being cautious about what you see you will support. For example, if you only have a single app, you may want to use device support for more popular smartphone platforms and limit application development to those platforms.

**Device Performance and Storage**

We take a lot for granted these days when creating content or web-based software. We all have computers to use, and network infrastructure is available, mobile, and performance quite well. When we are planning a project, we sometimes need to buy new servers to use for development or test, and network infrastructure is not always as easy to come by as the mobile systems, so don't all have mobile devices to use. Furthermore, we don't have a device that will work the way it used to. Based on what your company is doing, your new target platform for development will be, you also will need to find out what telephone carriers your customers use and what network technology will be used for that technology.



THINKING OUT LOUD

IDEAS IN PLAY

# Was it worth the fight?

A scholar of the post-communist transition evaluates the state of democratization in Central and Eastern Europe 15 years after the end of communism.  
by Vladimir Tismaneanu

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 enter the European Union? And yet 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 anxieties, disappointments, and behind the scenes of denials, one that "Revolution" in Romania in 1989, taken place European co-bled mixed, tuted robust institutions. C

"Whatever the post-communist unanimity and for

their leaders r oods and tole and econome the democra However, it ictory.

On the postt has replaced ship of self- guards." Ent erty has vanis these country The rule of la

democracy at large

## democracy at large

VOL. 1, NO. 2 — 2005 NEWS, ANALYSIS & DEBATE



IN THIS ISSUE

Fifteen years into transition, political corruption is one of the biggest obstacles facing further democratization in post-communist states.

PLUS  
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Post-Communism's Next Generation

BONUS SECTION  
Elections Today

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THINKING OUT LOUD

IDEAS IN PLAY

izes the experiences of the Czech Republic, Hungary and Poland, which had achieved considerable democratic success. Each has built a relatively predictable party system and has developed a widespread constitutional consensus that stands against onslaughts from the radical extremes of the left and right. In these countries, democratic procedure is widely accepted as the only game in town. The second type of transition is found in Romania, Bulgaria, the countries of the former Yugoslavia, and Albania, where democratic consolidation has been more difficult to achieve. But even in these countries, the trend has been towards stronger democratic institutions, in spite of occasional, yet disquieting, government attempts to limit the freedom of the media and the independence of the judiciary.

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 and Eastern Europe, with its Hapsburgian legacies of the rule of law, civil society and Western-style institu-

tions (such as parliaments), is often contrasted with the Balkans, which had fewer comparable institutions under Ottoman rule or afterwards. Whatever oversimplification this historical comparison yields, it is hard to deny that democratic traditions do matter and that—in societies without them—democratic values and institutions have proven to be more vulnerable and beleaguered. This is particularly true in places where ethnic nationalism historically has been a political religion. However, change is always possible. Democratic invention is an ongoing process and societies that may appear doomed by apathy can suddenly rediscover the formidable potential of pluralism, as in the case of Serbia after Milosevic or Romania after the December 2004 presidential election of Traian Basescu.

In reflecting on the post-communist period, we have an opportunity to revisit our illusions regarding revolutions and transitions. With the benefit of hindsight, we can say today that the unrestrained exaltation of the market and the celebration of party politics made many of us oblivious to the economic, moral and psychological realities of these societies. While comp-

tion has been the major plague afflicting democratic transition in Central and Eastern Europe, enormous socioeconomic disparities have also played a critical role in undermining consolidation. Those 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 demagoguery. Was it worth the fight?

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 nightmare, one thing is certain: the times of regimented unanimity and forced acceptance of the Communist Party-dictated concept of human happiness are over. ☐

Dr. Vladimir Tismaneanu is professor of politics at the University of Maryland-College Park and author of numerous books, including *Stalinism for All Seasons: A Political History of Romanian Communism* (University of California Press, 2003).



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**MALAYSIA**  
In December 2005, East Asian countries led by Malaysian Prime Minister Abdullah Badawi, will meet in Kuala Lumpur to discuss a new East Asian Community (EAC) that Badawi argues will move member states towards regional integration. The EAC will provide for free trade, monetary and financial cooperation, joint efforts to prevent an arms race, a declaration of human rights and obligations, and a communications and transportation network. Member countries will include the 10 ASEAN members plus China, Japan and South Korea but New Zealand and Australia have been excluded. According to Badawi, tensions on the Korean peninsula or between China and Taiwan could derail the community if they are not addressed promptly.

**PALESTINE**  
On January 9, Palestinians voted in a presidential election for the first time since 1996, electing Mahmoud Abbas, with 62.3% of the vote. Abbas, who faced little tough competition, hoped the election would provide him the mandate he needs to take on internal tensions and negotiate with Israel. Voter turnout was estimated at 65%, but Palestinians living abroad or in exile were not permitted to vote. Radical Islamic groups such as Hamas urged a boycott of the vote, but made it clear that they would work with Israel. Voter turnout was estimated at 65%, but Palestinians living abroad or in exile were not permitted to vote. Radical Islamic groups such as Hamas urged a boycott of the vote, but made it clear that they would work with Israel. Voter turnout was estimated at 65%, but Palestinians living abroad or in exile were not permitted to vote. Radical Islamic groups such as Hamas urged a boycott of the vote, but made it clear that they would work with Israel.

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elections were the left's largest in Hussein's former Baghdad. President Hugo Chavez's office states over a half was given in Baracoa. Former of Palestinian President Yasser Arafat's wife, Yassmin Arafat, is in the image. Libya's Muammar Gaddafi.

ter the election, Israeli Prime Minister Ariel Sharon called Abbas to congratulate him, the highest level contact between Israelis and Palestinians in years.

**ROMANIA**  
In a December runoff, Romania elected as president Traian Basescu, leader of the Democratic Party. The former General Mayor of Bucharest campaigned on a platform of economic and social reform, pledging to fight corruption, improve press freedom and shepherd Romania to its 2007 accession to the European Union. Following close parliamentary elections in November, Basescu named as Prime Minister Calin Popescu-Tariceanu, Vice-President of the National Liberal Party, who has pledged to fight corruption, lower taxes and increase the independence of the judiciary. Given the fragility of the current centrist government, Basescu has suggested early elections to solidify the governmental coalition.

**VENEZUELA**  
In December, President Hugo Chavez signed a law enabling the government to censor sex and violence in the media and to ban reports that "endanger national security or incite disruptions of public order." The law came just after Chavez had charged those who attended the inauguration of Pedro Carmona with "civil rebellion" (Carmona took office following the 2002 coup that briefly removed Chavez from power). Under Venezuelan law, people arrested on civil rebellion are not entitled to parole, and therefore the government can hold them indefinitely. Democratic and human rights groups around the world have spoken out against both the new law and new charges.

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