

BOOK REVIEW:

Empirical Studies of Programmers: Second Workshop, Gary M. Olson, Sylvia Sheppard, Elliot Soloway (eds.), Norwood, New Jersey: Ablex Publishing Corporation, 1987.

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A positive feature of an interdisciplinary group such as SIGCAS is the temptation of a meddler in a related field to review work not originally intended for his or her commentary. Such is the case with this analysis of *Empirical Studies of Programmers: Second Workshop*. Title notwithstanding, the book is a collection of primarily cognitive-psychological studies of programmers; these comments reflect the reactions of a programming veteran turned sociologist.

The book consists of a two-page preface and sixteen papers presented at an interdisciplinary workshop in 1987. The purpose of these workshops was laid out for its predecessor in 1986: to study how and why programmers do their tasks, and thereby determine how to assist them in those tasks. [1] There are at least two levels, however, on which these questions are meaningful: the individual and the social.

A common observation by programming management is that easily less than half of large-project programmers' time is spent on individual programming tasks. Most of the rest is spent on "social" tasks, coordinating with users, management, and other members of the project. This was somewhat recognized in the first workshop, and there was a call for study of "programming-in-the-large." Still, only two of the second

workshop's papers address social aspects of programming; the others focus on individual tasks and their performance.

"Communication Breakdowns and Boundary Spanning Activities on Large Programming Projects" (by Herb Krasner, Bill Curtis, and Neil Iscoe), based on structured interviews with participants in nineteen large software projects across a number of companies, examines inter-group communications within such projects. The authors quote studies showing the social-individual time division to be around 70% social, 30% individual. They show that four types of breakdowns occur between project groups: no communication, miscommunication, conflicting messages, and information loss during life-cycle phase transition.

Continuing their analysis, both positive and negative communications are "preconditioned" by differing group cultural frameworks, the latter being molded by at least seven factors: communications skills, incentive systems, representational formats, rapidly changing conditions, use of local jargon, information overload, and cultural norms. Both formal and informal boundary spanning activities ameliorate communications problems through subject-area networks addressing application design, problem diagnosis,

Empirical Studies Of Programmers Second Workshop

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