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## Why Does Software Cost So Much?

"DeMarco's book is abuzz with ideas. . . . I could rave nonstop about how great 'The Choir and the Team' and 'Rock and Roll and Cola War' and all the other essays are, but you really must read them yourself. You may not agree with every one, but you will certainly be amused, educated, and stimulated. . . . Enjoy the ride."  
—Alan M. Davis, *IEEE Software*

"Very provocative but absolutely grounded in the reality of experience, DeMarco's perspectives apply across the continuum of innovation management. . . . His essay 'Mad About Measurement,' on the managerial misapplication of productivity measures, should be read by anyone who's ever had to oversee a reengineering or 'change management' initiative."  
—Michael Schrage, *Across the Board*

". . . it does not just repeat the common aphorisms of the software world, but takes a hard look at which ones are based on reality and which ones seem to have emerged from hot air."  
—Capers Jones  
Chairman, Software Productivity Research

". . . you'll receive a minimum of 24 'Aha's' and well over 24 laughs by the time you finish. . . . a well-chosen 'Aha' is worth hundreds, thousands, or even a million dollars to a software organization. . . . It will be a long time before you'll find such a good bargain."  
—Ed Yourdon, *American Programmer*

". . . absolutely dynamite!"  
—Roger S. Pressman  
*IEEE Software*

## About the Author



Tom DeMarco is a principal of the Atlantic Systems Guild ([www.systemsguild.com](http://www.systemsguild.com)). Winner of the 1999 Stevens Award and elected as an IEEE Fellow in 1999, DeMarco lives and writes in Camden, Maine. Tom is also the author of an award-winning business novel, *The Deadline*, also available from Dorset House.

# Why Does Software Cost So Much?

(And Other Puzzles of the Information Age)

by Tom DeMarco



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*Twenty-Four Provocative Essays from  
Legendary Author and Consultant Tom DeMarco*

Known for his ability to find provocative answers to the most puzzling questions of software development, *Peopleware* coauthor Tom DeMarco explores a wide range of issues in twenty-four masterful essays. The offerings range from the wise to the kooky—in fact, many of them defy categorization. But all are marked by the author's eye-opening perspectives on topics that demand your professional attention.

Drawing together several essays published previously, plus ten all-new papers never seen beyond his circle of colleagues, Tom DeMarco tackles a multitude of tough subjects and wrestles fresh insight out of them. Here's a compact, compelling edition of this acclaimed consultant's

views on managing the software process.

Insights from the book:

"Management is a set of *catalytic* activities that enable people to work productively and happily. Like a catalyst in chemistry, the manager's contribution is not itself transformed into product, but it is entirely necessary for the transformation of others' efforts into product."  
—from *Essay 5*

"I think factory methods for software are dead wrong, witless, and counter-effective. Organizations that build good software know that software is an R&D activity, not a production activity. Organizations that try to make it into a production activity produce bad software (though potentially lots of it). . . ."  
—from the introduction to *Essay 12*

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