

# SOFTWARE ENGINEERING TRAINING

*Accelerate Your Career  
& Empower Your Team*



**SPRING 2008**



www.sqetraining.com

Public Training  
On-site Training  
eLearning  
Consulting

Mastering the Requirements Process **UPDATED**

Requirements Modeling **UPDATED**

Introduction to the Capability Maturity  
Model Integration® (CMMI®) **NEW**

Business-Driven Software Measurement **NEW**

**BUILD-YOUR-OWN  
TRAINING WEEK**

*Pair courses in one location to  
create a customized training  
week and save \$300.*

**On-site Training Available—**  
*For additional savings, bring this course  
to your organization for team training.*

# CHOOSE THE BEST LEARNING OPTION FOR YOU AND YOUR TEAM

## **P** Public Training Courses

We provide the widest selection of specialized training courses—and we're expanding our selection all the time. Developed by top industry consultants, all courses are based on the latest industry practices and updated regularly to reflect current technologies, trends, and issues. Industry experts teach all SQE Training courses. We enhance your experience with expert instruction, content tailored to students' needs, and group discussions. We offer you the best training value in the software industry.

## **O** On-site Training

Looking for ways to save training and travel dollars? Take advantage of the cost-effective convenience of on-site training. To provide your team the training they need without sacrificing project schedules or incurring travel time and expenses, bring our training to your facility.

## **TW** Training Week

Maximize the impact of your training by combining courses in the same location to create a customized training week. Look for this **TW** marked on Training Week courses. Pair two and save \$300!

**For more information about SQE Training's courses and management consulting services, please visit [www.SQETraining.com](http://www.SQETraining.com).**

## ON-SITE TRAINING

- Small groups—Focused training allows your team members to receive individual attention and to ask plenty of questions. Class sizes can range from 6–25 people.
- Eliminate travel—Save training and travel dollars.
- Manageable workloads—Schedule training around your projects, not the other way around.
- Customizable content—Offer your team a training curriculum that adheres to your corporate goals, technology environment, and business needs.
- Employee development—Don't keep looking outside your team for new talent; develop what you have. This saves company dollars and increases employee satisfaction.
- Consulting services—Each instructor is a world-class consultant with exceptional qualifications and a broad range of real-world experience. You can augment your training programs with SQE Training's consulting services.

If you have six or more people to train, consider the advantages of on-site instruction.

**For additional information call 904-278-0524 or email [onsitetraining@sqe.com](mailto:onsitetraining@sqe.com).**



**For additional information or to receive a FREE quote, call 888-268-8770 / 904-278-0524, or email [onsitetraining@sqe.com](mailto:onsitetraining@sqe.com).**

## WHO'S BEHIND THE TRAINING?



**SQE Training** provides the widest selection of specialized software training courses available. Developed and taught by top industry consultants, all courses are based on the latest industry practices and updated regularly to reflect current technologies, trends, and issues. Find the training you need for software testing, development, management, requirements, and security. [www.SQETraining.com](http://www.SQETraining.com)

## Easy to Register



**Online:**  
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**Phone:**  
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**Email:**  
[sqeinfo@sqe.com](mailto:sqeinfo@sqe.com)

## Ways to Save

*Take advantage of the different "Ways to Save" on training using our discount programs listed below. Purchase specialized software training for your whole team and save.*



Bring any course to your location for team training. Take advantage of this cost-effective convenience for your team of six or more. For a free quote, contact us at [onsitetraining@sqe.com](mailto:onsitetraining@sqe.com) or 888-268-8770 or 904-278-0524.



Attend a week's worth of specialized training in the same location and save up to \$300. See page 3 for details.



Add a StickyMinds.com PowerPass to any training purchase for only \$125. With a PowerPass you save \$100 on all future training registrations. What's a PowerPass? Visit [www.StickyMinds.com/PowerPass](http://www.StickyMinds.com/PowerPass) to learn more.

*For **Group Discounts** or more details on our discount policy, contact the SQE Training Client Support Group at [sqeinfo@sqe.com](mailto:sqeinfo@sqe.com) or call 888-268-8770 or 904-278-0524.*

# BUILD-YOUR-OWN TRAINING WEEK

## BUILD-YOUR-OWN TRAINING WEEK

Maximize the impact of your training by combining courses in the same location to create a customized training week. Pair two courses and save \$300.

Pair any of these courses in the same location to build a week of training and save \$300.

### TRAINING LOCATIONS

#### REQUIREMENTS

April 21–25, 2008 Chicago, IL  
May 19–23, 2008 Boston, MA

#### CMMI® & SOFTWARE MEASUREMENT

April 21–25, 2008 San Diego, CA  
May 19–23, 2008 Washington, DC

#### REQUIREMENTS

MONDAY	TUESDAY	WEDNESDAY
Mastering the Requirements Process		

THURSDAY	FRIDAY
Requirements Modeling	

#### CMMI® & SOFTWARE MEASUREMENT

MONDAY	TUESDAY	WEDNESDAY
Introduction to the Capability Maturity Model Integration® (CMMI®)		

THURSDAY	FRIDAY
Business-Driven Software Measurement	

These additional courses are also available! Check online at [www.SQETraining.com](http://www.SQETraining.com) for dates and locations.

### Agile Software Development Training

#### PRACTICAL TEST-DRIVEN DEVELOPMENT

*A Revolutionary Approach to Software Design and Programming*

#### DESIGN PATTERNS EXPLAINED NEW

*Principles, Practices, and Qualities of Good Design*

#### SCRUM MASTER IMPLEMENTATION WORKSHOP NEW

*Applying Lean—Agile Software Development Practices with Scrum*

#### LEAN-AGILE TESTING PRACTICES NEW

*Rapid Delivery of High Quality Software*

#### USER STORIES AND ESTIMATION IN AGILE DEVELOPMENT NEW

*How to Write User Stories and Estimate Development Time*

### Software Testing Training

#### SYSTEMATIC SOFTWARE TESTING

*A Risk-Based Approach for Producing Better Software*

#### MASTERING TEST DESIGN UPDATED

*The Latest Techniques for Developing the Best Test Cases*

#### SOFTWARE TESTING CERTIFICATION

*Certified Tester—Foundation Level Training*

#### JUST-IN-TIME SOFTWARE TESTING NEW

*Powerful Tools for Fast-Changing Projects and Priorities*

#### TEST MANAGEMENT

*What Every Test Manager Needs to Know*

#### EXPLORATORY TESTING IN PRACTICE NEW

*Plan, Design, and Execute Tests Simultaneously to Find More Bugs—Faster*

**3 Days  
Topical Outline:**

**Costs of Development**

The requirements process  
Overview of the requirements process  
Cyclical requirements

**Project Blast-Off**

Scope of the business area  
Identifying and using stakeholder maps  
Testable project goals  
Ensuring a viable requirements project

**Trawling for Requirements**

Finding the real requirements  
Requirements for agile projects  
Apprenticing, wikis, and other methods  
Using business events and use cases

**Functional Requirements**

Identifying what the product must do  
Establishing the product scope  
Writing use case scenarios  
Requirements, not solutions

**Non-functional Requirements**

Qualities of the product  
Usability, look and feel, security, etc.  
How to find non-functional requirements

**Managing Your Requirements**

Specification templates  
Tracing requirements  
Prioritizing requirements  
Automated requirements tools

**The Quality Gateway**

Stopping requirements creep  
Defining fit criteria  
Testing requirements

**Prototyping and Scenarios**

Using prototypes to drive out requirements  
Low- and high-fidelity prototypes

**Your Requirements Process**

Deciding your own process  
How to use a fast-track approach  
Planning iterative development  
Knowing when you have all the requirements

**MASTERING THE REQUIREMENTS PROCESS**

*Build the Right Software the First Time*

**UPDATED**

- Learn the complete process of eliciting, writing, and testing requirements
- Write universally understandable requirements
- Understand exactly what your customer wants—and needs

**Why Requirements—What’s in it for You?**

The problem is that people use software, but other people build it. Solving the problem means understanding the actual work of the business users—and what they need to do it. Requirements is about deducing the product that will add long-term value to the organization—and then writing requirements that lock the developers into the exact product.

**Getting It Right the First Time**

Building software today means that you are in it for the long haul. And you know that there are more demands—and fewer resources—to meet those demands. Getting the software right—the first time—is the only way to succeed under these circumstances. Today’s requirements process is incremental with quick cycle times. It uses prototypes and scenarios, and the requirements process ensures that you get the right result by writing a fit criterion—a test case for the requirement.

**Your Requirements**

Requirements are the most misunderstood—yet the most crucial—part of systems development. If the requirements are wrong, you end up with the wrong system. Your requirements process must be your own, but it should be based on field-proven techniques and templates. This course presents the Volere process—used and improved by thousands of organizations around the world—and then shows you how you make it your own process. As a participant, you receive the Volere Requirements Specification Template—downloaded by more than 13,000 users—to take home with you. Your instructor has written requirements for dozens of projects and brings you insight that only comes from real world experience. You will learn insights and techniques that you can put to work right away.



**Take-Home Bonus**

As a course participant, you receive a copy of Suzanne and James Robertson’s book *Mastering the Requirements Process—Second Edition*.

**ABOUT THE INSTRUCTOR**



**Tim Lister** is a software consultant at Atlantic Systems Guild, Inc., based in the New York office. He divides his time between consulting, teaching, and writing. With his business partner, Tom DeMarco, Tim is co-author of the book *Waltzing with Bears: Managing Risk on Software Projects*, which won *Software Development* magazine’s Jolt

*Award for General Computing Book of the Year 2003-2004. Tim Lister and Tom DeMarco also co-authored Peopleware: Productive Projects and Teams. A member of the Cutter IT Trends Council, IEEE, and the ACM, Tim is in his twentieth year as a panelist for the American Arbitration Association, arbitrating disputes involving software.*

*James Robertson and Suzanne Robertson are additional instructors for this course.*

**PUBLIC COURSE OFFERINGS**

- Chicago, IL** April 21–23, 2008
- Boston, MA** May 19–21, 2008

Indicates a Training Week course. See page 3 for details.

*For the latest information on this course and to download a PDF brochure, visit: [www.SQETraining.com/trainingmrp](http://www.SQETraining.com/trainingmrp)*

# REQUIREMENTS MODELING UPDATED

## *Use Models to Improve Your Requirements Gathering and Systems Analysis*

- Techniques for modeling and verifying system requirements
- Making requirements gathering and systems analysis work effectively together

All engineering disciplines use models to develop the products they intend to build. The reason is simple: Models help to uncover—and then clarify—the functional and data requirements for any product, including software systems. A poor set of requirements will cripple any project. Modeling the business and its requirements is a proven way of finding all the requirements and guaranteeing their accuracy. Once you know they are correct, you can use the requirements models as specifications for the designers and builders of the system.

### Learn How to Show What a System Is—Not Just What it Does

You can describe a system by what it is and by what it does. For example, consider this typical statement from a requirements specification: “The product must calculate the cheapest fare.” Beyond this innocent description of what the system must do lies a complex set of rules, procedures, data, and functions. Requirements modeling discovers the rules for calculating the cheapest fare, the algorithms needed, and the data necessary to complete and support those calculations. In other words, you build a complete model of the system.

You also can use models when eliciting requirements. A quickly sketched process model can be indispensable for displaying your understanding of the system during interviews. A data or class model reveals the policy of the system and any gaps are quickly discovered by a model constructed with your customer. A state model explains how a system behaves and thus clarifies the consequences of requirements.

### Put Techniques into Practice

This seminar includes frequent opportunities to apply the illustrated techniques. You work with your instructor to build models and prove or disprove example requirements. You construct models to elicit requirements and then feed them back to see if your understanding matches that of your customer. Learn to evaluate when each of the models is useful and what degree of detail is necessary.



### Take-Home Bonus

As a course participant, you receive a copy of James and Suzanne Robertson's book *Complete Systems Analysis* for class work and for later review of course material.

### ABOUT THE INSTRUCTOR




**Tim Lister** is a software consultant at Atlantic Systems Guild, Inc., based in the New York office. He divides his time between consulting, teaching, and writing. With his business partner, Tom DeMarco, Tim is co-author of the book *Waltzing with Bears: Managing Risk on Software Projects*, which won *Software Development* magazine's Jolt

Award as *General Computing Book of the Year 2003-2004*. Tim Lister and Tom DeMarco also co-authored *Peopeware: Productive Projects and Teams*. A member of the Cutter IT Trends Council, IEEE, and the ACM, Tim is in his twentieth year as a panelist for the American Arbitration Association, arbitrating disputes involving software.

James Robertson and Suzanne Robertson are additional instructors for this course.

### PUBLIC COURSE OFFERINGS

 Chicago, IL April 24–25, 2008  
 Boston, MA May 22–23, 2008

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For the latest information on this course and to download a PDF brochure, visit: [www.SQETraining.com/trainingm](http://www.SQETraining.com/trainingm)

## 2 Days Topical Outline:

### Modeling

Objectives  
Requirements and systems analysis  
How modeling is used in product development

### The Context Model

Describing the scope of the problem  
How the work connects to the outside world  
Ensuring that the scope is accurate

### Event Partitioning

Need to partition large systems into smaller parts  
Business events  
Work's response to the business event  
How to find the business events

### Process Modeling

Event response process models  
Process specifications and data definitions  
Modeling viewpoints and how to use them

### Data Modeling

Class or entity model  
Classes, attributes, and associations  
Heuristics for finding classes and associations  
Relationship between process and data  
Using attribution to construct first-cut models

### State Modeling

State models and why we want them  
Link between state transitions and business events  
Modeling the states of classes

### Modeling the Product

Building models of the software product  
UML models  
Role of business events and adjacent systems  
Determining the product scope  
Business events and use cases

## 3 Days Topical Outline:

### Process Improvement Concepts and CMMI®

*Exercise—Important process improvement ideas and CMMI®*

### Overview of CMMI® Model Components

### Model Representations and Institutionalization

*Exercise—Introduction to defining processes*

### Product Development—Part 1

Requirements development  
Requirements management

### Managing the Project

Project planning  
Project monitoring and control  
Risk management  
Supplier agreement management

### Project and Organization Support

Configuration management  
Process and product quality assurance  
Measurement and analysis  
*Exercise—Process definition and gap analysis*  
Using a process area  
Decision analysis and resolution  
Causal analysis and resolution

### Product Development—Part 2

Technical solution  
Product integration  
Verification  
Validation

*Exercise—Impact of an engineering change*

### Improvement Infrastructure

Organizational process focus  
Organizational process definition  
*Exercise—Process asset library “match game”*  
Integrated project management  
Organization innovation and deployment  
Organizational training  
*Exercise—Scenario evaluation*

### Managing Quantitatively

Organizational process performance  
Quantitative project management  
*Exercise—Measurement implications of your process improvement goals*

### Supporting a Complex Environment

Organizational environment for integration  
Integrated project management  
Integrated teaming  
Integrated supplier management

### Tying It All Together and Next Steps

# INTRODUCTION TO THE CAPABILITY MATURITY MODEL® INTEGRATION (CMMI®) NEW

## *Practical Software Process Improvement with Staged and Continuous Approaches*

- Learn the fundamental concepts of the CMMI® process improvement model
- Review the five software maturity levels and their process areas (PAs)
- Examine the structure of the continuous and staged representations
- Find out how to improve software practices with CMMI®
- Take back the principles necessary to support an effective improvement program

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### Prepare Your Team and Organization for Serious Process Improvement

The Capability Maturity Model® Integration for software describes a proven process framework to dramatically improve the development and maintenance of software. CMMI® models are tools to help an organization improve its ability to develop and maintain high quality software products and services. Led by a Software Engineering Institute (SEI)-trained consultant and authorized lead assessor, this course helps you prepare to make the process and organizational changes necessary to implement a CMMI® program. Through exercises and group discussions, you learn and practice the steps to prepare for and implement a CMMI® program in your organization.

### Implementing Successful Improvements

Learn the prerequisites and issues that must be addressed before beginning meaningful process improvements as structured by the CMMI®. Take away a



### Take-Home Bonus

As a course participant, you receive a copy of **CMMI®: Guidelines for Process Integration and Product Improvement**.

practical understanding of the components of CMMI® models and their relationships to your organization. After participating in this course, students will be able to discuss the process areas in CMMI® models and locate relevant information in the model.

### Who Should Attend

This course is appropriate for software development managers, leaders, and professionals with an interest in CMMI® as well as assessment, evaluation, and appraisal teams intending to use the CMMI®.

*This course fulfills a prerequisite requirement as an official SEI Introductory CMMI® course and requires that students participate in all classroom activities to receive a certificate of completion. Students will have evening reading assignments on the first two days of the class.*

CMMI® is a registered trademark of Carnegie Mellon University.

*SQE Training, in collaboration with David Consulting Group, is arranging the Software Engineering Institute's authorized Introduction to CMMI V.12 training course on April 21–25, 2008 in San Diego, CA and May 19–23, 2008 in Washington, DC. This training will be delivered under David Consulting Group's license agreement with the Software Engineering Institute.*

### ABOUT THE INSTRUCTOR



**Will McKnight** is an experienced process improvement specialist, who has worked on CMMI®/CMMI®-based improvement programs in multi-national settings, in a wide range of organization sizes, styles, and types of software. He has more than twenty years of experience in all phases of the software development life cycle. Will's specialization in product development and management provides him with a deep, “hands-on” understanding of what it takes to provide practical guidance to organizations working to improve their processes. As an SEI-authorized Lead Assessor for SW-CMM®, he has performed numerous assessments. Will is also an SEI-authorized SCAMPI Lead Appraiser for CMMI®.

### PUBLIC COURSE OFFERINGS

- |                       |                   |
|-----------------------|-------------------|
| <b>San Diego, CA</b>  | April 21–23, 2008 |
| <b>Washington, DC</b> | May 19–21, 2008   |

Indicates a Training Week course. See page 3 for details.

**For the latest information on this course and to download a PDF brochure, visit: [www.SQETraining.com/trainingcmmi](http://www.SQETraining.com/trainingcmmi)**

# BUSINESS-DRIVEN SOFTWARE MEASUREMENT NEW

## Develop and Improve your Software Measures and Metrics

- Develop software metrics that enhance the business value of software development
- Learn the steps for implementing a successful measurement program
- Customize a measurement strategy for your project, team, or organization
- Design strategies for metrics-based performance improvement and benchmarking

### Measure What is Important to the Business

Establishing effective software measurements is critical for the success of software development projects and software process improvement strategies. In this interactive course, learn how to develop successful measurements to support your organization's business goals and drive business value in your organization. Business-Driven Software Measurement introduces the fundamentals of establishing objective-based measurements for your software organization at the project level, department level, and throughout your organization.

Learn about the different measures of productivity, quality, cost, and time along with guidelines for when—and when not—to use these measures. Discover the metrics needed to evaluate software development projects as well as software maintenance work. Practice what you have learned in small group exercises and gain unique insights into the challenges and benefits of collecting, interpreting, and reporting measurement data and resulting metrics.

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### Develop and Deploy a Software Measurement Program

Whether installing a completely new measurement program or introducing new, key measures into your organization, you need a step-by-step approach to be successful. Learn how to decide what metrics are important, where to begin, and how to overcome the almost inevitable organizational, cultural, and technical issues you will face. Take back the templates, definitions, data collection forms, questionnaires, and reports necessary to reach your goal.

### Who Should Attend

This course is for software managers, project managers, QA managers, measurement specialists, and anyone interested in improving software measurement within their project, team, and organization.

*This course is recognized for credit toward the Certified Software Measurement Specialist (CSMS) accreditation from the International Function Point Users Group (IFPUG). For more information, visit [www.ifpug.org/certification/csms.htm](http://www.ifpug.org/certification/csms.htm).*



### ABOUT THE INSTRUCTOR




**Sheila Dennis** is the Vice President, David Consulting Group (DCG) and Director of Services, Software Measurement and Software Sizing Practices. She currently manages the global software measurement sizing and practice for DCG and has performed benchmarking and measurement consulting services for large IT providers, worldwide financial and insurance firms, and industry leaders in the telecommunications field. She is a recognized author, instructor, and invited speaker at metrics conferences.

*Tom Cagley is an additional instructor for this course.*

### PUBLIC COURSE OFFERINGS

- |   |                   |
|---|-------------------|
|  <b>San Diego, CA</b>  | April 24–25, 2008 |
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## 2 Days Topical Outline:

### The Need for Measurement

Why do we measure?  
Meeting business needs  
Applying measurement in software development and maintenance  
What to measure and what not to measure

### Measurement Categories

Productivity measures  
Quality measures  
Cost and time measures  
Development vs. maintenance measures  
Units of measurement—good, better, and best

*Exercise—Calculate example project metrics*

### Selecting the Measurements

Establishing business value  
The goal-question-metric paradigm  
Customize practices to organizational maturity  
Establish baseline performance measures

*Exercise—Use business goals to select measurements*

### Implementing a Successful Measurement Program

Getting started  
Key steps to success  
Implementation strategies  
Roadblocks, challenges, and hurdles  
Building the measurement team  
Establishing a roll-out plan  
Opportunities for automation

*Exercise—Organization readiness profiling*

### Reporting

Users of reports (target audiences)  
Features, benefits, and applicability  
Quantitative and qualitative analysis  
Report examples

### Performance Benchmarking

Using best practices for process improvement  
How to compare your projects and your organization  
Accessing industry benchmark data

*Exercise—Establish performance improvement benchmarks*

# SOFTWARE ENGINEERING TRAINING

Accelerate Your Career  
& Empower Your Team



## Mastering the Requirements Process UPDATED

## Requirements Modeling UPDATED

## Introduction to the Capability Maturity Model Integration® (CMMI®) NEW

## Business-Driven Software Measurement NEW

### BUILD-YOUR-OWN TRAINING WEEK

Maximize the impact of your training by combining courses in the same location to create a customized training week.

#### REQUIREMENTS TRAINING WEEK COURSES

- Mon. – Wed.** Managing the Requirements Process  
**Thurs. – Fri.** Requirements Modeling

#### CMMI®/SOFTWARE MEASUREMENT TRAINING WEEK COURSES

- Mon. – Wed.** Introduction to the Capability Maturity Model Integration® (CMMI®)  
**Thurs. – Fri.** Business-Driven Software Measurement

#### LOCATIONS

##### REQUIREMENTS

- April 21–25, 2008 Chicago, IL  
May 19–23, 2008 Boston, MA

##### INTRODUCTION TO CMMI® & MEASUREMENT

- April 21–25, 2008 San Diego, CA  
May 19–23, 2008 Washington, DC

Build a week of specialized training from the Training Week courses in the same location and save \$300.

#### Training Course Fee Includes\*

- Tuition
- Course Notebook
- Continental Breakfasts and Refreshment Breaks
- Lunches
- Certificate of Completion

\*Your registration fee includes \$39 for a one-year digital subscription to Better Software magazine. If you are a current subscriber, your subscription will be extended an additional 10 issues.

#### Training Course Schedule

- 7:30 a.m. - 8:30 a.m. Registration and Continental Breakfast  
8:30 a.m. - 12:00 p.m. Course  
12:00 p.m. - 1:00 p.m. Lunch  
1:00 p.m. - 5:00 p.m. Course

**Satisfaction Guarantee:** SQE Training is proud to offer a 100% satisfaction guarantee. It's part of our commitment to provide you with the highest quality education and training products. If we are unable to satisfy you, we will gladly refund your registration fee in full.

**Public Training Policies:** SQE Training reserves the right to make changes in course schedules, dates, locations, and accommodations and will make every effort to notify students within a reasonable period of time. However, SQE Training is not responsible for personal travel, accommodations, or other incidental expenses in connection with changes to a course.

**Cancellation Policy:** Attendee substitutions are permitted. Registrants who fail to attend are subject to the full fee if they have not obtained a cancellation code from SQE Training at least six business days prior to the event start date. To obtain a cancellation code, call 904-278-0524 or 888-268-8770.

**Register Early:** The number of students per course is limited, and many courses fill to capacity. Register early to ensure your space in a given course.

#### Forms of Payment Accepted:

- Visa, MasterCard, or American Express
- Check or company purchase order is accepted. However, payment must be received before course registration is confirmed.

**Confirmation:** After payment, you will receive a confirmation notice containing course details (e.g., hotel, accommodations). Please bring the letter to the course for admittance.

EASY TO REGISTER



Online:  
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Phone:  
888-268-8770  
904-278-0524



Email:  
[sqeinfo@sqe.com](mailto:sqeinfo@sqe.com)

## ON-SITE TRAINING

For more information about on-site training courses, contact SQE Training at 904-278-0524 or 888-268-8770 or email [onsitetraining@sqe.com](mailto:onsitetraining@sqe.com).



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**IF ADDRESSEE IS NO LONGER EMPLOYED:**

Re-route to Director of Software Development