

ASK
Process

Training Catalog

Version 160101

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ASK for Training ... ASK for I.T. that Just Works!

ASK Process, Inc. provides these training courses to help solve your Quality and Process problems so you can achieve IT Success. We also provide Consulting Services to support this training!

Training Options

Public Offerings – Many of our training courses are available in various cities. Check our online training schedule for our current offerings.

On-Site Training – All of our training courses can be brought to your organization and tailored for your needs. This provides the best value to you and is the most economical option if you have more than four people to train.

Custom Training – In addition to the training courses described in this catalog, we can design and deliver customized training just for you.

To schedule a training session or get answers to any of your questions:
Call us at 412-849-0421
or e-mail Training@ASKProcess.com.

What do students say about Alan S Koch?

Alan is very easy to understand; uses great examples from his own work experience. – Tom Kistner, Quality Assurance Analyst, Big Lots, Inc.

Stimulating, entertaining, informative and great incorporation of our experiences. Made me laugh :-) too! – Anonymous software tester

Very animated and interacted well with students. – Steve Gebhart, Engineering Section Mgr, Globe Motors

Mr. Koch was very knowledgeable on the subject matter. The material was well covered. Was able to handle large volumes of material in a short period of time without overwhelming the class. – Deborah Nelson, Analyst, Federal Reserve Bank of NY

What I got most out of the class was a new way of thinking. The way you present the info from the standpoint of Project Management with your knowledge of software makes you uniquely qualified to teach the course. I have a great deal of testing coming up for multiple projects and look forward to trying to apply what I have learned. – Katherine P. Mura, ADP Dealer Services

Executive Workshop: Agile Methods

_(1+/- Day)

What is your best option concerning the Agile Methods?

You have some important decisions to make! Should you allow teams to use an Agile approach? Should you add an Agile method to your list of approved options for software projects? Should you adopt Agility as *the* way your software projects will be run?

Regardless of why these questions may have been raised; no matter if you are the champion for Agility or a true skeptic; whatever your current level of knowledge or understanding about the Agile methods; this workshop will help you to quickly fill in the gaps and make an appropriate decision about how to respond.

This workshop is normally one full day. But depending upon your individual need, it can be tailored back to a half-day, or up to two or three days.

During this workshop, you will:

- Fill in any knowledge gaps about Agility that you or others may have
- Frame the issues surrounding the decisions to be made
- Examine the impacts of Agile practices on those issues
- Outline a strategy for moving forward
- (Optionally) plan the first steps you will take

Who should attend this course?

- The senior executive responsible for these decisions
- Affected direct reports to the Senior Executive
- (Optional) Specialists in software development processes and quality assurance

Course Outline:

(While every workshop is unique, a generic outline might look like this.)

- Outline the current situation and purpose of the Workshop
 - Questions that must be addressed
 - Constraints that must be honored
- Learn about Agility as needed
 - Bring participants to a common, minimal level of understanding
- Discuss impacts of Agility on projects and the organization
- Brainstorm options for going forward
 - Critique and prioritize options
- (Optional) Plan an Agile response
 - Agree on a top-level outline for the plan
 - (Breakout sessions) Plan specific activities
 - Embrace and commit to the plan

Becoming Agile

(2 Days)

Make your software development projects more agile!

The Agile software development methods are designed to make software development quicker, more responsive to the customer's needs, and resilient in the face of change. They are based on the unique philosophy that success in software projects is *not* dependent upon exhaustive planning, fully documented requirements and rigorous change control. They present a new way to think about software projects that results in projects that look quite different from traditional projects.

This course will help you to understand how you might be able to capitalize on the practices of the various Agile Methods to build your own agile process. Each student will receive a copy of the book *Agile Software Development: Evaluating the Methods For Your Organization* (2005, Artech House Books) and the Excel workbook that supports the book.

During this course, you will:

- Understand the philosophies and principles upon which the Agile Methods are founded
- Examine the 9 dimensions of the Essence of Agility
- Contrast Agile and traditional teaming
- Look at project planning in Agile projects
- Learn the unique way that Agile projects manage requirements
- Apply Agile quality practices
- Choose from three case studies to apply what you learn
- Create an Agile action plan for your organization

Who should attend this course?

- Managers of software development
- Software team leads
- Software developers
- Specialists in software development processes and quality assurance

Course Outline:

Day 1

- Introduction to Agility
 - The Essence of Agility
- Us vs. Them Teams
 - Traditional vs. Agile Teaming
 - Case Study: Adopting Agile Teaming
 - My Organization: Adopting Agile Teaming
- My Project Plan, Right or Wrong
 - Traditional vs. Agile Planning
 - Case Study: Adopting Agile Planning
 - My Organization: Adopting Agile Planning

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Becoming Agile Course Outline, continued

Day 2

- The Insidious Creeping Scope
 - Traditional vs. Agile Requirements
 - Case Study: Adopting Agile Requirements
 - My Organization: Adopting Agile Requirements
- Where's the Quality?
 - Traditional vs. Agile Quality
 - Case Study: Adopting Agile Quality
 - My Organization: Adopting Agile Quality
- Agile Adoption Plan
 - My Organization: Agile Adoption Plan

Agile and Iterative Development

(3 Days)

“Should we start using an Agile software development method?”

“If we went Agile, what would change? And how would it affect people’s jobs?”

This three-day workshop will give you the understanding of Agility that you need to answer these sorts of questions.

You will gain a clear understanding of precisely what Agility is.
(No, it is not undisciplined hacking!)

You will see how Agile practices change the flow of projects.
(Planning and Requirements are dramatically changed.)

You will investigate how to transition from your current processes to Agile ones.
(Process change is never easy.)

We will do all of this through interactive instruction, Case-Study-based group exercises, and lively classroom discussions.

Who should attend this course?

- Executives, Managers, Lean Leads of software development
- Specialists in software development processes and quality assurance

Course Outline:

Day 1 – Agile Foundations

- Agile Software Development
- Guiding Principles
- The Effects on Stakeholders

Day 2 – The Agile Project Process

- Agile Requirements
- Project Planning
- Project Estimation
- Iteration Planning

Day 3 – Implementing Agile Practices

- Managing Change
- Continuous Integration and TDD (Test-Driven Development)
- Agile Practices
- Balancing Agility and Discipline

Managing Software Projects Using Scrum

(2 Days)

Manage your projects for agility!

Scrum is the most widely adopted of the Agile Software Development Methods. Like the other Agile methods, Scrum is not a license to work in an undisciplined way. Rather, through disciplined use of Scrum, an organization can realize the promise of software projects that please the customer, welcome change, and deliver what they promise within their cost and time constraints.

This 2-day course will prepare you to manage, lead, or participate on Scrum projects. You will learn how to apply the practices of Scrum to achieve software success.

During this course, you will:

- Understand the philosophies and principles upon which the Agile Methods are founded
- Examine the Scrum project management practices
- Use Case-Study-based exercises to become familiar with each practice
- Discuss the role of the Scrum Master

Who should attend this course?

- Managers of software development
- Software team leads
- Specialists in software development processes and quality assurance

Course Outline:

Day 1

- Introduction
 - Agile Methods Overview
 - Scrum Overview
- Initiating an Agile Project
 - Identifying the Product owner
- Compiling an Initial Product Backlog
 - Envisioning the Product
 - Story-Writing
- Planning Each 30-Day Sprint
 - Sprint Goal and Backlog

Day 2

- Checking Status in the Daily Scrum
 - Handling Issues From the Daily Scrum
- Sprinting
 - Understanding Status
- Checking Progress in the Sprint Review
 - Managing Project Change
- The Role of the Scrum Master
 - Coach, and Facilitator

Coaching Agile Teams

_(1 Day)

Make your Agile teams successful!

The Agile software development methods are designed to make software development quicker, more responsive to the customer's needs, and resilient in the face of change. They are based on the unique philosophy that success in software projects is *not* dependent upon exhaustive planning, fully documented requirements and rigorous change control. They present a new way to think about software projects that results in projects that look quite different from traditional projects.

This course will help you to understand and embrace the difference between being a traditional project manager and being an Agile team's coach. Each student will receive a copy of the book *Agile Software Development: Evaluating the Methods For Your Organization* (2005, Artech House Books) and the Excel workbook that supports the book.

During this course, you will:

- Understand the philosophies and principles upon which the Agile Methods are founded
- Contrast traditional management approaches with Agile Leadership Collaboration
- Identify the benefits that Leadership Collaboration might bring to your project
- Determine how to implement Leadership Collaboration on your projects
- Use an Excel workbook to analyze your observations and draw conclusions
- Develop an action plan for adopting agile project management practices

Who should attend this course?

- Managers of software development
- Software team leads
- Specialists in software development processes and quality assurance

Course Outline:

Day 1

- Introducing the Agile Methods
- Roles on a Agile Team (Pigs and Chickens)
- The Customer (Product Owner)
- The Technical Team
- The Coach
- Forming and Agile Team
- Coaching the Project Initiation Process
- Coaching the Day-to-Day Work
- Coaching the End of Iteration

Agile Product Owner Workshop

(2 Days)

Get what you need from your agile projects!

The Agile software development methods are designed to make software development quicker, more responsive to the customer's needs, and resilient in the face of change. They are based on the unique philosophy that success in software projects is not dependent upon exhaustive planning, fully documented requirements and rigorous change control. They present a new way to think about software projects that results in projects that look quite different from traditional projects.

This course will help you to maximize the benefits you get from Agile projects by actively engaging with your Agile teams.

During this course, you will:

- Understand the philosophies and principles upon which the Agile Methods are founded
- Examine your role as an Agile Customer
- Identify the benefits you should expect from an Agile project
- Learn to effectively guide your Agile team's priorities and deliverables

Who should attend this course?

- Business customers of software development projects
- Senior and executive managers
- Specialists in software development processes and quality assurance

Course Outline:

Day 1

- Introducing the Agile Methods
- Define the Context for Your Agile Project
- Preparing to Play the Product Owner Role
- Preparing for Story-Writing

Day 2

- Participating in Agile Project Initiation
- Participating in Compiling the Product Backlog
- Participating in Sprint Planning
- Attending the Daily Scrum
- The product owner's Role During Sprinting
- Participating in the Sprint Review
- The Role of the Product Owner: Recap

Agile Story-Writing Workshop

(1 Day)

Lay a solid foundation of well-written User Stories for your agile projects!

The Agile software development methods are designed to make software development quicker, more responsive to the customer's needs, and resilient in the face of change. They are based on the unique philosophy that success in software projects is not dependent upon fully documented requirements and rigorous change control.

User Stories as placeholders for project requirements form the foundation of Agile Projects. With a sound foundation, an Agile project is much more likely to successfully meet the expectations of their customer while addressing the inevitable changes.

This course will help you to maximize the benefits you get from Agile projects by writing effective User Stories.

During this course, you will:

- Understand how User Stories enable the philosophies and principles upon which the Agile Methods are founded
- Learn the basics of User Story-writing
- Distinguish between good and bad stories
- Learn to identify as many User Stories as possible

Who should attend this course?

- Business customers and Product Owners of Agile projects
- Agile team members
- Agile Coaches and Scrum Masters
- Specialists in software development processes and quality assurance

Course Outline:

- Why User Stories?
- User Story Basics
- Investing in Good User Stories
- Sniffing Out Bad User Stories
- Finding User Stories

Agile Software Development Using Scrum Workshop (1 Day)

This one-day workshop is designed to generate and facilitate discussions among participants about how to tailor and implement Scrum in their organization. After presenting the purpose and general structure of Scrum, the workshop provides the opportunity for participants to discuss the use of each Scrum practice. The last part of the session is devoted to building consensus among participants about how to implement Scrum in the organization.

After completing this workshop, you will be able to:

- Discuss the objectives and purpose of Scrum
- Critique each Scrum practice
- Begin using Scrum in your organization

Who should attend this course?

- Managers of software development
- Software developers
- Specialists in software development processes and quality assurance

Course Outline:

Day 1

- The Agile Methods
- Scrum
- Adoption Implications
- Your New Agile Methodology

Agile Software Development and the PMBOK[®] (2 Days)

Make Agility work with your PMBOK[®] standards!

If your organization has project management processes that are based on the Project Management Body of Knowledge (PMBOK), then any project that uses an Agile approach can be a problem. The way an Agile project operates will be significantly different, and the status that an Agile project reports just won't make sense in the organization's normal reporting structure.

If you choose to allow Agile projects to simply be different, then it defeats the reason for having standards in the first place. Additionally, Program Management will become nearly impossible because the Agile projects will not fit the mold.

The best approach is to learn how to interpret Agile practices in the context of the PMBOK. You will find that the vast majority of what an Agile project does can be easily translated into PMBOK terms. And in those few cases where Agile practices need to be adjusted, you will be equipped to collaborate with Agile advocates to ensure that the intent and benefits of both the PMBOK and Agility are maintained.

After completing this workshop, you will be able to:

- Identify the ways in which Agile practices satisfy the PMBOK
- Interpret Agile project status
- Work with Agile project teams to adapt their Agile practices as needed

Who should attend this course?

- Project Management Professionals (PMPs)
- Members of the Project Management Office (PMO)
- Members of the Program Management Office (PPMO)
- Managers of software development
- Specialists in software development processes and quality assurance

Continued on next page ...

Agile Software Development and the PMBOK®, continued

Course Outline:

Day 1

- Project Management Framework
 - Compare and contrast PMBOK and Agile
- Agile Contracting
 - Establish agreements with your customer
- Initiating: Project Charter and Scope
 - Understand Agile practices
- Initiating: Roles and Responsibilities
 - Understand Agile roles
- Planning: Communication and Quality
 - Understand Agile practices
- Planning: Risks
 - Understand Agile practices
- Planning: Change Management
 - Understand Agile practices

Day 2

- Planning: Develop the WBS (Work Breakdown Structure)
 - Understand Agile practices
- Planning: Activity Definition
 - Understand Agile practices
- Planning: Estimating Activity Duration
 - Understand Agile practices
- Planning: Activity Sequencing
 - Understand Agile practices
- Planning: Develop Project Schedule
 - Understand Agile practices
- Executing
 - Understand Agile practices
- Controlling: Status
 - Understand Agile practices
- Controlling: Managing Change
 - Understand Agile practices
- Controlling: Managing Expectations
 - Understand Agile practices
- Closing: Project Closure
 - Understand Agile practices
- Closing: Lessons Learned
 - Understand Agile practices

The Role of Testers in Agile Projects

(1 Day)

The books about the Agile methods say nothing about testers. Some have suggested that this means there is no role for testers to play. But recent experience of Agile teams is that testers have much they can contribute to Agile projects.

In this class, we will explore the various ways that testers have been integrated into Agile teams and how testers' special knowledge and abilities can be harnessed for the customer's advantage.

After completing this course, you will be able to:

- Explain testing in Agile projects
- Describe the two primary ways that testers are integrated into Agile teams
- Discuss the benefits and drawbacks of each of those two approaches
- Integrate testers into your Agile projects

Who should attend this course?

- Managers of software development and software testing
- Testers and others for whom testing is an important activity
- Specialists in software development processes and quality assurance

Course Outline:

Day 1

- The values, principles and philosophies that underpin Agility
- Testing-related activities in Agile projects
- Option 1: Testers Integrated into the Agile Team
- Option 2: Testers as a Separate Agile Team
- Identifying the Approach for Your Organization

Managing Agile Projects in a CMMI®-Rated Org. (2 Days)

Agile software development methods have proven to be a viable approach for achieving software development success in a rapidly changing business environment. You can implement an Agile approach in an organization for which a CMMI® (Capability Maturity Model Integration) rating is vital (either a Maturity Level – ML or Capability Levels – CL). But care must be taken to ensure that your CMMI rating is not jeopardized in the process.

This training course will provide a roadmap for a CMMI-rated organization to embrace an Agile approach as one of its approved software development lifecycles. It addresses the Agile implications of every CMMI Process Area. For each project-focused CMMI Process Area, it addresses the Specific Goals and Specific Practices, identifies legitimate and allowable Alternative Practices where needed, quotes any Agile guidance provided by the SEI (Software Engineering Institute), and provides a clear path to implementing Agile practices in a way that satisfies those Specific Goals.

After completing this course, you will be able to:

- Understand the basics of Agile software development
- Gain a new understanding of the CMMI's requirements
- Learn what the SEI has to say about Agile methods
- Develop CMMI-compliant processes (up to ML5 or CL5) for your Agile projects
- Use a defined process on Agile projects
- Quantitatively manage Agile projects
- Institutionalize Agile processes

Who should attend this course?

- Managers of Software Development organizations
- Software Project Managers and Team Leads
- Software professionals
- Process Group managers and members
- Quality Assurance managers and personnel
- Compliance officers and analysts
- CMMI experts and analysts

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* “CMMI”, “CMM”, “CMM Integration”, and “Capability Maturity Model” are registered in the US Patent and Trademark Office.

Managing Agile Projects in a CMMI®-Rated Org., continued

Course Outline:

Day 1

- Overview: Agile & CMMI
 - What Agile Is & In Not
 - What CMMI Does & Does Not Require
 - Agile-CMMI Compatibilities
 - OPD - Organizational Process Definition
- Agile Project Planning and Management
 - PP - Project Planning
 - PMC - Project Monitoring and Control
 - DAR - Decision Analysis and Resolution
 - IPM - Integrated Project Management
 - RSKM - Risk Management
- Agile Requirements and Configuration Management
 - RD - Requirements Development
 - REQM - Requirements Management
 - CM - Configuration Management

Day 2

- Agile Technical Processes
 - TS - Technical Solution
 - PI - Product Integration
 - VAL - Validation
 - VER - Verification
- Higher-Maturity Agile Processes
 - QPM - Quantitative Project Management
 - CAR - Causal Analysis and Resolution
- Organizational Processes and Agile Projects
 - PPQA - Process and Product Quality Assurance
 - MA - Measurement and Analysis
 - SAM - Supplier Agreement Management
 - OPD - Organizational Process Development
 - OPF - Organizational Process Focus
 - OT - Organizational Training
 - OPM - Organizational Performance Management
 - OPP - Organizational Process Performance
- Agile Projects and Generic Goals & Practices
 - GG 1 Achieve Specific Goals
 - GG 2 Institutionalize a Managed Process
 - GG 3 Institutionalize a Defined Process
- Closure
 - Your Agile CMMI Implementation Plan

ITIL® Service Management the Agile Way

(1 Day)

Agile software development methods have proven to be a good approach for achieving software development success in a rapidly changing business environment. Implementing an Agile approach in an ITIL organization is not only a viable option, but can help you to achieve the goals of the ITIL Best Practices: Providing the greatest possible Business Value to your customers.

Although some of the ITIL processes appear to demand a waterfall approach to application development, that is not essential to realizing the benefits of ITIL's Best practices. ITIL's implementation guidance makes it clear that ITIL processes should be tailored to the needs of your specific organization. Adopting an Agile approach to software development is an example of such a need that would trigger tailoring.

This training course will provide a roadmap to ITIL-Agility. For each ITIL process that affects application development projects, it addresses the Basic Concepts and Process Activities, and identifies tailoring that would be needed for Agile projects. All of this results in a clear path to tailoring your ITIL practices to embrace Agility.

After completing this course, you will be able to:

- Use ITIL's "7 Step Improvement Process" to become more Agile
- Tailor ITIL Best Practices to enable Agile projects
- Manage Business Relationships with your Customers in a more Agile way
- Adopt an Agile approach to Service Requirements
- Ensure Service Level Requirements are addressed by Agile projects, (especially Availability, Capacity, Continuity and Security requirements)

Who should attend this course?

- Managers and executives of IT Service provider organizations
- Application Management managers and professionals
- Service Owners of application-intensive IT Services
- Process Owners of processes that relate to application development
- Professionals who provide 1st- and 2nd-level support for applications

This course would also be beneficial for application development professionals in ITIL organizations:

- Managers of Application Development
- Application development Project Managers and Team Leads
- Software development and testing professionals

Continued on next page ...

ITIL® Service Management the Agile Way, continued

Course Outline:

Day 1

- Overview: Agile & ITIL
 - What Agile Is & In Not
 - What ITIL Does & Does Not Require
 - Agile-ITIL Compatibilities
 - CSI – Continual Service Improvement
- Agile Business Relationship Management (SS-BRM)
- Agile Service Level Management (SD-SLM)
- Agile Supplier Management (SD-SM)
- Agile Design Coordination (SD-DC)
- Agile Knowledge Management (ST-KM)
- Agile Service Validation and Testing (ST-SVT)
- Agile Release and Deployment Management (ST-RDM)
- Agile Incident Management & Problem management (SO-IM & SO-PM)
- Closure – Your Agile ITIL Implementation Plan

Executive Workshop: SW Project Management *_(1+/- Day)*

What is your best option concerning Project Management?

Your software projects have often been a disappointment. You need to take some action to get the organization's project management processes working properly. But what should you do? There are so many options and experts out there! How can you choose the best way forward?

Regardless of the exact nature of the problems that plague your projects; no matter if you are the champion for PMBOK® or unconvinced; whatever your team members' current level of knowledge or understanding about project management; this workshop will help you to quickly identify the issues and make an appropriate decision about how to respond.

This workshop is normally one full day. But depending upon your individual need, it can be tailored back to a half-day, or up to two or three days.

During this workshop, you will:

- Fill in any knowledge gaps about project management that you or others may have
- Frame the issues surrounding the decisions to be made
- Examine the impacts of various project management practices on those issues
- Outline a strategy for moving forward
- (Optionally) plan the first steps you will take

Who should attend this course?

- The senior executive responsible for these decisions
- Affected direct reports to the Senior Executive
- (Optional) Specialists in software development processes and quality assurance

Course Outline:

(While every workshop is unique, a generic outline might look like this.)

- Outline the current situation and purpose of the Workshop
 - Questions that must be addressed
 - Constraints that must be honored
- Learn about Project Management as needed
 - Bring participants to a common, minimal level of understanding
- Discuss impacts of various project management practices on projects and the organization
- Brainstorm options for going forward
 - Critique and prioritize options
- (Optional) Plan your response
 - Agree on a top-level outline for the plan
 - (Breakout sessions) Plan specific activities
 - Embrace and commit to the plan

Project Management for Software Professionals (2 Days)

Successful software projects require more than just good technical work. Project success hinges on your ability to manage all of the myriad of details that must be coordinated in order to make the technical work pay off.

First, you need a good basis for making commitments that your team can actually deliver on. The most common complaint of senior management and customers is that we fail to deliver what we promised on time and within budget. Good project management techniques provide the basis for making reasonable commitments about what we can deliver. And when we are pushed to over-commit, they give us the data we need to negotiate expectations so that the project scope actually matches our constraints.

Then you need solid but agile processes that will help you to keep the work on track week-to-week.

This course draws from the best in software project management practices including:

- The PMBOK Guide® (Project Management Body of Knowledge)
- The CMMI® (Capability Maturity Model Integration) from the SEI
- The Agile software development methods, including Extreme Programming & Scrum

These practices will arm you with effective and efficient methods for ensuring your projects' success.

During this course, you will learn how to:

- Assure that all of the pieces are in place, and no important details are missed
- Coordinate your team's work with other groups
- Ensure each team member knows what he or she should be doing each day
- Understand how well the work is tracking against your plans
- Identify trouble spots before they become crises
- Recover project momentum when things go wrong
- Control project scope-creep
- Mitigate the risks to your project
- Communicate project status to the various stakeholders
- Re-negotiate expectations *before* problems make the project miss its targets

Who should attend this course?

- Software team leads
- Software developers, architects, engineers
- Specialists in software development processes and quality assurance

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* "PMBOK" is a registered trademark of the Project Management Institute (PMI).

* "CMMI" and "Capability Maturity Model" are registered in the US Patent and Trademark Office by Carnegie Mellon University.

Project Management for Software Professionals, continued

Course Outline:

Day 1

- General Project Management
 - Planning, Lifecycles and processes
 - Configuration Management and Change control
 - Project control and corrective action
- Project Scope Management
 - Project Charter, Objectives and Success Criteria
 - Project Requirements
- Project Resource Management
 - Human Resources, Team Charter, Roles & Responsibilities
 - Other Resources (besides people)
- Project Time & Cost Management
 - Tasks and dependencies
 - Estimating Size, Effort and duration
 - Project Costs and Budgeting

Day 2

- Project Quality Management
 - Verification & Validation (V&V) Activities
 - Procedures, Success Criteria and corrective Action
- Project Procurement Management
 - Choosing a Supplier
 - Managing Vendor Relationships
- Project Measurements & Analysis
 - Metrics planning and identification
 - Collecting and using metrics
- Project Risk Management
 - Risk Planning
 - Risk Management

Software Project Estimation

_(1 Day)

Provide a sound basis for your project plans!

Estimation is not just guessing about what you will build. In the CMMI (Capability Maturity Model Integration)^{*}, the Software Engineering Institute (SEI) defined a software estimation process that works. In this course, you will learn the principles of that process and figure out how to make it work on your projects.

During this course, you will:

- Learn the CMMI's Software Estimation practices
- Become familiar with how to perform each step in the process
- Determine how to implement that process on your projects

Who should attend this course?

- Managers of software development
- Software team leads
- Software developers
- Specialists in software development processes and quality assurance

Course Outline:

Day 1

- The CMMI Goal: "Establish Estimates"
- Practice 1.1: "Estimate the Scope of the Project"
 - Making Practice 1.1 practical on our projects
- Practice 1.2: "Establish Estimates of Work Product and task Attributes"
 - Making Practice 1.2 practical on our projects
- Practice 1.3: "Define Project Life Cycle"
 - Making Practice 1.3 practical on our projects
- Practice 1.4: "Determine Estimates of Effort and Cost"
 - Making Practice 1.4 practical on our projects
- Using Software Project Estimation on our projects

^{*} CMMI and Capability Maturity Model Integration are registered in the US Patent and Trademark Office by Carnegie Mellon University.

Earned Value Planning and Management***_(2 Days)***

Gain objective, quantitative control over your projects!

We invest an awful lot of time and effort into putting together a plan that will help us to keep the project under control. But the actual status tracking and project control still feels like an act of faith. Even if we believe that team members are *not* trying to deceive us, we are still surprised too often. We need a better way to manage the work.

Earned Value is a quantitative method to manage projects. It removes much of the subjectivity from status reporting, and provides a way not only to concretely understand where the project is, but also to forecast the remainder of the project on the basis of both the original plan *and* progress-to-date.

During this course, you will:

- Become familiar with the concepts and terminology of Earned Value (EV) management
- Learn how to plan your projects to enable EV management
- Collect the metrics that are required for EV Management
- Interpret and act upon what the EV project status says

Who should attend this course?

- Managers of software development
- Software team leads
- Software developers
- Specialists in software development processes and quality assurance

Course Outline:

Day 1 – Earned Value Planning

- Introduction to Earned Value (EV)
- Task Planning for EV Management
- Task Estimation for EV Management
- Producing a Project EV Plan
- Producing Individual Team Members' EV Plans

Day 2 – Earned Value Status Tracking

- Collecting EV metrics
- Computing Individual Team Members' EV status
- Computing Project EV Status
- Interpreting EV Status and Taking Corrective Action

Project Risk Management

_(1 Day)

Reduce the effects of things that go wrong on your projects!

By definition, every project entails taking risks. What those risks are, and what you should do about them is different on each project. Although it may be appropriate to ignore (accept) the risks of *some* projects, taking that as your default position is an inordinately risky decision!

Appropriate Risk Management is *widely* accepted as a good practice. But too often it is done only partially, and in a surprising number of cases, it is omitted altogether. Good Risk Management is not expensive or time-consuming (unlike the risks you may avoid). Implementing appropriate risk management practices will pay large dividends.

During this course, you will:

- Become familiar with the concepts and terminology of Risk management
- Learn how to identify your projects' risks
- Plan appropriate responses to risks
- Track and manage risks over the project's life

Who should attend this course?

- Managers of software development
- Software team leads
- Software developers
- Specialists in software development processes and quality assurance

Course Outline:

Day 1

- Introduction to Risk Management
 - Types of Risks
 - Responses to Risks
- Risk Identification
 - Quantify and prioritize risks
- Risk Planning
 - Mitigation Planning
 - Contingency Planning
- Risk Monitoring
 - Risk Status monitoring
 - Risk Response

Corrective Actions for Projects in Trouble***_(3 Days)***

Get an out-of-control project back on track for success!

What do you do when your project is over budget, behind schedule, not meeting the scope objectives, delivering products that fail to meet quality standards, and experiencing one crisis after another? This course focuses on how to see early signs that your project is in danger. Use techniques to identify the root cause of the problem, analyze the potential solutions, select the appropriate solution for your project, and implement the solution in an effective manner. Get your project back to plan through realistic analysis and control techniques. Learn how to halt a project at the right time. Communicate effectively with stakeholders to assure that all parties understand the problem, the solution, and the progress as you regain control.

Through our hands-on approach, you will work to troubleshoot and recover a project during the class. In three days, you will learn the process, work with the tools and templates, and practice the techniques that will enable you to quickly pull your own project back on track when you return to the workplace. This recovery strategy can be implemented on all projects, regardless of size and scope.

During this course, you will:

- Become familiar with causes of project problems and their symptoms
- Identify the root cause of problems
- Develop a project recovery plan
- Implement and manage the project recovery plan

Who should attend this course?

- Managers of software development
- Software team leads
- Software developers
- Specialists in software development processes and quality assurance

Course Outline:

Day 1

- Understanding reasons for project problems
- Identifying projects that are experiencing problems
- Assessing project problems

Day 2

- Identifying the root cause of problems
- Developing a project recovery plan

Day 3

- Implementing the project recovery plan
- Managing and leading the recovery
- Managing stakeholder anxiety
- Communicating problems and recovery status

Executive Workshop: Software Quality

_(1+/- Day)

What is your best option concerning Software Quality?

Your software quality has often been a disappointment. You need to take some action to get the organization's quality processes working properly. But what should you do? There are so many options and experts out there! How can you choose the best way forward?

Regardless of the exact nature of the problems that plague your software; no matter if you are the champion for Quality or uninitiated; whatever your team members' current level of knowledge or understanding about software quality; this workshop will help you to quickly identify the issues and make an appropriate decision about how to respond.

This workshop is normally one full day. But depending upon your individual need, it can be tailored back to a half-day, or up to two or three days.

During this workshop, you will:

- Fill in any knowledge gaps about software quality that you or others may have
- Frame the issues surrounding the decisions to be made
- Examine the impacts of various quality practices on those issues
- Outline a strategy for moving forward
- (Optionally) plan the first steps you will take

Who should attend this course?

- The senior executive responsible for these decisions
- Affected direct reports to the Senior Executive
- (Optional) Specialists in software development processes and quality assurance

Course Outline:

(While every workshop is unique, a generic outline might look like this.)

- Outline the current situation and purpose of the Workshop
 - Questions that must be addressed
 - Constraints that must be honored
- Learn about Software Quality as needed
 - Bring participants to a common, minimal level of understanding
- Discuss impacts of various software quality practices on projects
- Brainstorm options for going forward
 - Critique and prioritize options
- (Optional) Plan your response
 - Agree on a top-level outline for the plan
 - (Breakout sessions) Plan specific activities
 - Embrace and commit to the plan

Reviews and Inspections

_(3 Days)

Achieve the highest software quality without breaking the bank!

Can high-quality software be achieved while controlling costs and schedule? Yes! By investing in formal software inspections, your projects and remove as many as 70% of the defects in your software before you even begin testing. This will result in more manageable test phases and better schedule performance (not to mention better quality in the end.

This course teaches the principles and mechanics behind highly efficient and effective formal software inspections. It will prepare your software professional to embark on the road to better quality while improving project productivity at the same time.

During this course, you will:

- Understand the value of software inspections in improving project performance
- Learn the formal inspection process
- Practice each of the roles in an inspection team
- Determine how to implement software inspections in your organization

Who should attend this course?

- Project managers
- Team leaders
- Software developers
- Software testers

Course Outline:

Day 1

- Introduction to Software Inspections
- The Software Inspection Process
- Roles and Responsibilities in Software Inspections
- Step 1: Preparing for a Software Inspection

Day 2

- Step 2: Independent Reviews by Inspectors
- Step 3: The Inspection Workshop

Day 3

- Step 4: Follow-up From the Inspection Workshop
- Implementing Software Inspections

Planning for Testers and Their Managers

(2 Days)

Lay a solid foundation for your software testing activities!

A complete test plan has the same sorts of information as any other good plan. It defines what will be done and what will not. It also estimates resources that will be required, as well as, a schedule of activities. It establishes a basis for managing the testing activities, reporting status and mitigating testing risks.

This course will teach you how to do a complete job of planning your test activities. It will walk you through the test planning process, identify all of the inputs you will need and the things you should produce. It will give you guidance on how to plan for test case creation, defect tracking, status monitoring and progress reporting. This course will equip you with all the tools needed to create a test plan that will serve all your needs.

During this course, you will:

- Become familiar with and truly understand the entire test planning process
- Identify all of the different types of tests that are required
- Identify test cases and plan for their development and execution
- Obtain organizational commitment to the test plan
- Use a traceability matrix to guarantee test coverage
- Do risk planning and management for testing activities
- Track and manage the testing effort and take corrective action as needed
- Obtain the concurrence of relevant stakeholders in the testing effort
- Understand how the test plan works together and with other project plans

Who should attend this course?

- Project managers
- Team leaders
- QA managers
- Software testers

Course Outline:

Day 1

- The Test Planning Process
- Determining Testing Scope and Process
- Documenting Requirements Traceability
- Identifying and Organizing Test Cases

Day 2

- Estimating Test Suite Sizes
- Determining Required Resources
- Computing Testing Effort, Cost, Budget & Schedule
- Identifying Testing Risks
- Determining How to Manage, Track and Report Testing Status

Developing Software Test Strategies and Cases (2 Days)

Achieve superior quality through high-value testing strategies and test cases!

A structured testing process is key to delivering a better product, on time. Often quality testing has not kept pace with the sophistication of software and systems development. Lack of resources, poor testing environments, outdated methodologies, and no clear organization can contribute.

This course will help you attack these problems head-on! In this interactive workshop, you will understand how to overcome obstacles, how to better use the resources you have available, and how to apply new methodologies to create a solid strategy for designing and implementing a software testing program that fits your environment and business objectives. It offers you an opportunity to break away from business as usual – exposing you to new systems and methods that can enhance every aspect of your testing process. You’ll examine the benefits as well as the limitations of new methodologies. If you need to make a total change in direction, you’ll learn what will work best in your situation.

During this course, you will:

- Design and develop effective test plans
- Better manage your time and resources
- Understand “Traceability” and its importance to testing
- Develop industry-approved quality plans
- Improve process and repeatability
- Limiting the impact of regression testing
- Learn to ship a more reliable product at a reduced cost

Who should attend this course?

- Project managers & Team leaders
- QA managers
- Software testers

Course Outline:

Day 1

- Quality Concepts and Principles
- Organization, Cooperation and Personnel Issues
- Test Planning
- Objectives and Focus of Unit, Integration, System and Acceptance Testing
- Strategies for identifying Tests
- Developing Effective Test Cases

Day 2

- Test Cases for Environmental Issues
- Test Cases for Security Issues
- Test Cases for Web-Specific Issues
- Regression Testing
- Automation of Testing
- Measuring and Managing Testing

Executive Workshop: Business Analysis**_(1+/- Day)**

What is your best option concerning Business Analysis?

Business Analysis is becoming a recognized organizationally specialty. The International Institute for Business Analysis (IIBA) has published the Business Analysis Body of Knowledge (BABOK) and established the Certified Business Analyst Professional (CBAP) credential. So, how should your organization embrace Business Analysis? Who should be Business Analysts (BAs)? Where should BAs be placed in the organizational structure? What should be the BAs' responsibilities? And how should BAs relate to the other roles you have already defined?

Regardless of the structure of your organization; no matter if you are the champion for Business Analysis or are responding to others; whatever your team members' current level of knowledge or understanding about Business Analysis; this workshop will help you to quickly identify the issues and make an appropriate decision about how to respond.

This workshop is normally one full day. But depending upon your individual need, it can be tailored back to a half-day, or up to two or three days.

During this workshop, you will:

- Fill in any knowledge gaps about Business Analysis that you or others may have
- Frame the issues surrounding the decisions to be made
- Examine the impacts of the Business Analysis processes on those issues and the organization
- Outline a strategy for moving forward
- (Optionally) plan the first steps you will take

Who should attend this course?

- The senior executive responsible for these decisions
- Affected direct reports to the Senior Executive
- (Optional) Specialists in software development processes and quality assurance

Course Outline:

(While every workshop is unique, a generic outline might look like this.)

- Outline the current situation and purpose of the Workshop
 - Questions that must be addressed
 - Constraints that must be honored
- Learn about Business Analysis as needed
 - Bring participants to a common, minimal level of understanding
- Discuss the Business Analysis processes and their impacts on projects and the organization
- Brainstorm options for going forward
 - Critique and prioritize options
- (Optional) Plan your response
 - Agree on a top-level outline for the plan
 - (Breakout sessions) Plan specific activities
 - Embrace and commit to the plan

Overview of Business Analysis (and the BABOK)

_(3 Days)

Understand the role of an effective Business Analyst!

The Business Analysis Body of Knowledge (BABOK) identifies all of the things that a professional Business Analyst (BA) must be able to do in order to be effective. This includes everything from analyzing the enterprise to identify optimal project investments, to identifying the requirements for a project and ensuring that they are achieved.

This course will lay the foundation for you to be an effective BA. You will learn about supporting senior management in their decisions to make project investments, managing the entire project requirements process, and ensuring that the project results fully satisfy those requirements. This introductory course lays the foundation for the other courses in this Business Analysis Series.

During this course, you will learn about:

- Enterprise Analysis
- Requirements Planning and Management
- Requirements Elicitation
- Requirements Analysis and Documentation
- Requirements Communication
- Solution Assessment and Validation
- BA Skills and Knowledge

Who should attend this course?

- Business Analysts
- Requirements analysts
- System analysts
- Project managers
- Team leaders
- QA managers
- Software developers

Course Outline:

Day 1

- Introducing the BA Body of Knowledge
- Enterprise Analysis

Day 2

- Requirements Elicitation
- Requirements Analysis
- Requirements Documentation

Day 3

- Requirements Communication
- Solution Assessment and Validation
- BA Skills and Knowledge

Analyzing Business Processes
(BABOK: Enterprise Analysis)**_(4 Days)**

Understand how business processes work, and when they need to be improved!

The BA Body of Knowledge (BABOK) defines the role of the BA in supporting management's project investment decisions. This support includes building accurate models of the enterprise's business processes and analyzing those processes to uncover the reasons for problems and what may be done about them.

This course explains how to analyze, model, and clearly define a business process. Understand the role and responsibilities of the business analyst in successful process improvement projects. Learn how to define business processes as they are today, identify the root causes of problems with existing processes, and model how the processes will be in the future. Then prepare and present a coherent business case for making the needed process improvements.

During this course, you will:

- Understand the role of the Business Analyst (BA)
- Use a variety of methods to model and analyze a business process
- Determine root causes of problems and options for correcting them
- Perform feasibility studies to identify the optimal solution
- Define and model the improved process
- Get stakeholder buy-in for process improvement

Who should attend this course?

- Business Analysts
- Systems analysts
- Project managers
- Team leaders
- Product managers
- Program managers

Course Outline:

Day 1

- Overview of Enterprise Analysis
- The Role of the BA in Enterprise Analysis
- Creating and Maintaining the Business Architecture
- Modeling the "As Is" process

Day 2

- Modeling the "As Is" process (continued)

Continued on next page ...

Analyzing Business Processes

(BABOK: Enterprise Analysis) Course Outline, continued

Day 3

- Determine Causes of Problems
- Determine Process Improvement Options
- Conducting Feasibility Studies
- Modeling the “To Be” process

Day 4

- Defining Initial project Scope, Constraints and Risks
- Preparing the Business Case for Process Improvement
- Preparing and Presenting the Decision Package
- Enterprise Analysis in Context

Managing Requirements Activities ***(BABOK: Rqts Planning, Mgmt, Communication)***

_(2 Days)

Ensure that your requirements activities are efficient and effective!

The BA Body of Knowledge (BABOK) defines the role of the Business Analyst (BA) in ensuring the success of a project's requirements activities. This includes everything from determining the business stakeholders' needs to ensuring that the project meets those needs. Even with the Project manager explicitly plans and manages these activities, the BA's input and cooperation is critical.

This course explains how to plan the project activities for which the BA is responsible. This includes everything from elicitation and analysis of requirements to assessing and validating the project's results against those requirements. It also focuses on how to manage these activities for success and communicate with all of the project stakeholders about the project requirements.

During this course, you will:

- Plan requirements activities
- Identify measures of requirements progress
- Maintain control over requirements activities
- Produce a Requirements Communication plan

Who should attend this course?

- Business Analysts
- Systems analysts
- Project managers
- Team leaders
- Product managers

Course Outline:

Day 1

- Overview of Requirements Planning, Management and Communication
- Team Roles as they relate to requirements
- Requirements work division strategies
- Identifying and planning for requirements risks
- Requirements planning considerations
- Selecting and estimating requirements activities

Day 2

- Managing requirements changes and scope creep
- Measuring and reporting requirements progress
- Requirements communication planning
- Managing conflicts among stakeholders

Requirements Engineering **(BABOK: Rqts Elicitation & Analysis)**

_(3 Days)

Establish a firm foundation of requirements for your projects!

Requirements provide the foundation for the rest of any software development process, but few projects develop truly effective requirements specifications. Yet numerous studies have shown the major reason projects fail tie back to problems in obtaining and documenting requirements effectively. The BA Body of Knowledge (BABOK) defines these critical activities.

This course provides students with an understanding of requirements, the importance of requirements, the types of requirements, and the requirements process overview. Students learn the necessary foundation and understanding for developing effective requirements, moving from business objectives through business and end-user requirements to system and software requirements. The course provides a logical, generic methodology for the requirements process. Students learn the various types of information gathering methodologies and how and when to use each. Students learn how to conduct effective interviews, workshops, and surveys as well as the right type of questions to ask and effective feedback techniques.

During this course, you will:

- Understand the roles and relationships among business objectives and business, end-user, system, and software requirements
- Identify and document end-user functional requirements via use cases
- Capture and document a comprehensive set of Quality of Service requirements
- Collect information using effective interviews, group workshops, and questionnaires
- Gather information via data mining and using secondary data sources
- Identify business rules, and capture and document them effectively

Who should attend this course?

- Business Analysts
- Systems analysts
- Requirements Analysts
- Project managers
- Team leaders
- Software developers
- Software testers

Course Outline:

Day 1

- Introduction to Requirements
- Techniques for Eliciting Requirements from People

Day 2

- Techniques for Eliciting Requirements from Other Sources
- Feedback and Validation Techniques
- Analyzing Requirements

Continued on next page ...

Requirements Engineering

(BABOK: Rqts Elicitation & Analysis) Course Outline, continued

Day 3

- Modeling Requirements
- Deriving and Discovering Requirements
- Course Wrap-up

Documenting Requirements

(BABOK: Rqts Documentation and Communication)

_(2 Days)

Ensure that your requirements documentation is effective!

The BA Body of Knowledge (BABOK) defines the role of the Business Analyst (BA) in documenting project requirements in a way that lays the foundation for project success. The requirements documentation must contain the right information in the right form so that the people who rely on it can use it to the greatest effect.

This course explains how to identify the audiences for the requirements documentation and determine their needs so that the documentation that you produce is the firm project foundation that it should be.

During this course, you will:

- Understand the different types of requirements
- Identify audiences of the requirements document and their needs
- Design effective requirements documentation for the audiences
- Use lists, tables, graphs, models and graphics to enhance document usability
- Engage in effective verification and validation of your requirements documentation
- Obtain requirements signoff

Who should attend this course?

- Business Analysts
- Systems analysts
- Project managers
- Team leaders
- Product managers

Course Outline:

Day 1

- Overview of Requirements Documentation
- Functional requirements
- Quality of Service requirements
- Assumptions and Constraints
- Attributes of “good” requirements

Day 2

- Requirements Audiences and their needs.
- Technical writing principles for requirements
- Requirements Verification and Validation Reviews
- Packaging and Presenting Requirements for Signoff

Ensuring Requirement Satisfaction ***(BABOK: Solution Assessment & Validation)***

_(2 Days)

Ensure that your requirements documentation is effective!

The BA Body of Knowledge (BABOK) defines the supporting role of the Business Analyst (BA) in collaborating with the technical and QA teams to ensure that the results of the project meet the business needs.

This course equips the BA to collaborate with the technical and QA teams to ensure the success of the project. For those BAs who are responsible for some of all of the QA process, this course will prepare you to fulfill those roles.

During this course, you will:

- Learn how to assess the choices made by the technical team
- Participate in procurement of purchased solutions
- Support or perform system testing of the solution
- Support or perform acceptance testing of the solution
- Support or manage rollout of the solution to the business stakeholders
- Perform the post-implementation review

Who should attend this course?

- Business Analysts
- Systems analysts
- Project managers
- Team leaders
- Product managers

Course Outline:

Day 1

- Overview of Solution Assessment and Validation
- Assessing Alternative Solutions
- Evaluating Technology Options
- Procuring Solutions
- Quality Concepts and Principles
- Test Planning
- Objectives and Focus of System and Acceptance Testing

Day 2

- Strategies for identifying Tests
- Developing Effective Test Cases
- Test Cases for Environmental Issues
- Test Cases for Security Issues
- Test Cases for Web-Specific Issues
- Regression Testing

Executive Workshop: IT Service Management _ (1+/- Day)

What is your best option concerning IT Service Management?

How can you improve the Information Technology (IT) services that your organization provides to its customers? The IT Infrastructure Library (ITIL®) is a set of best practices for IT Service Management. It was widely adopted in Europe, and has been embraced by most multi-national corporations. And now the rest of us are learning about it. So, how should we respond? How can we capitalize on these “best practices” without throwing our IT organization into chaos?

Regardless of what your IT practices are now; no matter if you are the champion for ITIL® or uninitiated; whatever your current level of knowledge or understanding about IT Service Management; this workshop will help you to quickly fill in the gaps and make an appropriate decision about how to respond.

This workshop is lead by a Certified ITIL® Expert. It is normally one full day, but depending upon your organization’s need, it can be tailored back to a half-day, or up to two or three days.

During this workshop, you will:

- Fill in any knowledge gaps about IT Service Management and ITIL® that you or others may have
- Frame the issues surrounding the decisions to be made
- Examine the impacts of ITIL® practices on those issues
- Outline a strategy for moving forward
- (Optionally) plan the first steps you will take

Who should attend this course?

- The senior executive responsible for these decisions
- Affected direct reports to the Senior Executive
- (Optional) Specialists in IT processes and quality assurance

Course Outline:

(While every workshop is unique, a generic outline might look like this.)

- Outline the current situation and purpose of the Workshop
 - Questions that must be addressed
 - Constraints that must be honored
- Learn about IT Service Management and ITIL® as needed
 - Bring participants to a common, minimal level of understanding
- Discuss impacts of ITIL® on the IT organization
- Brainstorm options for going forward
 - Critique and prioritize options
- (Optional) Plan an IT Service Management response
 - Agree on a top-level outline for the plan
 - (Breakout sessions) Plan specific activities
 - Embrace and commit to the plan

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ITIL® V3 Foundation Prep**(2 Days)**

Understand the best practices in IT Service Management! And prepare to earn your ITIL® V3 Foundations Certification at the same time.

The IT Infrastructure Library (ITIL®) documents best practices in IT Service Management (ITSM). It provides organizations with a roadmap for improving IT services delivery to all of their customers, while constraining costs and addressing the threats to those services. The ITIL® Foundations certification is the prerequisite to all follow-on ITIL® training, and shows that the certificate-holder understands the basic ITIL® terminology, principles and processes.

This course, lead by a Certified ITIL® Expert, will take you from any starting-point (even a vague understanding of what ITIL® encompasses) to the level of understanding that will allow you to capitalized on these best practices and successfully sit for your ITIL® Foundations certification.

During this course, you will:

- Learn what ITIL® and IT Service Management are all about
- Understand the IT Service Management Lifecycle
- Master each of the ITIL® Processes and Functions
- Apply each of the ITIL® processes and functions to a case study organization
- Answer practice exam questions

Who should attend this course?

- IT Directors and Managers
- IT Team Leads and personnel
- Service Desk Managers and personnel
- Anyone seeking other ITIL® certifications

Course Outline:

Day 1

- Introduction to ITIL® and IT Service Management
 - ITIL® Qualification Scheme & the Foundations certificate
 - History of ITSM and ITIL®
 - Basic Concepts and terminology
 - The IT Service Lifecycle
 - Overview of IT Service Lifecycle Phases

Continued on next page ...

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ITIL® Foundation Prep, continued

- Service Operation Lifecycle Phase
 - Incident Management Process
 - Problem Management Process
 - Event Management Process
 - Request Management Process
 - Access Management Process
 - Service Desk Function
 - IT Operations Management Function
 - Technical Management Function
 - Application Management Function
- Service Transition Lifecycle Phase
 - Change Management Process
 - Service Validation and testing Process
 - Release and Deployment Management Process
 - Service Asset and Configuration Management Process
 - Knowledge Management Process

Day 2

- Service Design Lifecycle Phase
 - Service Design Basic Principles
 - Service Catalog Management Process
 - Service Level Management Process
 - Supplier Management Process
 - Capacity Management Process
 - Availability Management Process
 - IT Service Continuity Management Process
 - Information Security Management Process
- Service Strategy Lifecycle Phase
 - Service Assets
 - Demand Management Process
 - Financial Management Process
- Continual Service Improvement Lifecycle Phase
 - The Deming Cycle
 - Continual Service Improvement Model
 - Measurement and Metrics
 - IT Governance
 - Service Automation and Tool Selection
 - Organizational Roles

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Introduction to ITIL®

_(2 Days)

Quickly understand IT Service Management!

The IT Infrastructure Library (ITIL®) documents best practices in IT Service Management (ITSM). It provides organizations with a roadmap for improving IT services delivery to all of their customers, while constraining costs and addressing the threats to those services.

This course, lead by a Certified ITIL® Expert, will give you the basic understanding of ITIL® that you will need to make appropriate choices for your organization. You will learn about each of the ITIL® processes and function, and see how their implementation will affect your IT shop.

During this course, you will:

- Learn what ITIL® and IT Service Management are all about
- Understand the IT Service Management Lifecycle
- Master each of the ITIL® Processes and Functions
- Apply each of the ITIL® processes and functions to a case study organization
- Discuss the potential impacts and challenges of ITIL® with classmates

Who should attend this course?

- IT Directors and Managers
- IT Team Leads and personnel
- Service Desk Managers and personnel

Course Outline:

Day 1

- Introduction to ITIL® and ITSM
- Service Strategy and Its Processes
 - Service Portfolio Management
 - Demand Management
 - Financial Management
- Service Design and Its Processes
 - Service Level Management
 - Service Catalog Management
 - Availability Management
 - Information Security Management
 - Supplier Management
 - Capacity Management
 - IT Service Continuity Management

Continued on next page ...

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Introduction to ITIL® Course Outline, continued

Day 2

- Service Transition and Its Processes
 - Change Management
 - Service Asset and Configuration Management
 - Release and Deployment Management
- Service Operation and Its Processes
 - Incident Management
 - Event Management
 - Request Management
 - Problem Management
 - Access Management
- Continual Service Improvement Process
- IT Service Management Functions
 - Service Desk
 - Technical Management
 - Application Management
 - IT Operations Management

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ITIL® Awareness

_(1 Day)

Make sure everyone in your organization understands ITIL®!

The IT Infrastructure Library (ITIL®) documents best practices in IT Service Management (ITSM). It provides organizations with a roadmap for improving IT services delivery to all of their customers, while constraining costs and addressing the threats to those services.

This course, lead by a Certified ITIL® Expert, will give you the basic understanding of ITIL® that you will need to make appropriate choices for your organization. You will learn about each of the ITIL® processes and function, and see how their implementation will affect your IT shop.

During this course, you will:

- Learn what ITIL® and IT Service Management are all about
- Understand the IT Service Management Lifecycle
- Master each of the ITIL® Processes and Functions
- Discuss the potential impacts and challenges of ITIL® with classmates

Who should attend this course?

- All management and staff who are not receiving other training

Course Outline:

Day 1

- Introduction to ITIL® and ITSM
- Service Strategy and Its Processes
 - Service Portfolio Management, Demand Management, Financial Management
- Service Design and Its Processes
 - Service Level Management, Service Catalog Management, Availability Management, Information Security Management, Supplier Management, Capacity Management, IT Service Continuity Management
- Service Transition and Its Processes
 - Change Management, Service Asset and Configuration Management, Release and Deployment Management
- Service Operation and Its Processes
 - Incident Management, Event Management, Request Management, Problem Management, Access Management
- Continual Service Improvement Process
- IT Service Management Functions

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