

Driving Up Project Success Rates

Project & Programme Management Training Services from Fujitsu

KEY SUMMARY

- Fujitsu has developed a series of customisable Project Management Training Events that can successfully enable your organisation to introduce a complete Project Management approach.
- As a Registered Education Provider for the Project Management Institute, Fujitsu have proven experience in delivering critical training and advice to clients on a wide range of project and programme management knowledge areas.
- The expected benefit is for you to have a fully trained, efficient and effective Project Management practice, with the right knowledge in place to enable projects to be delivered on time, within budget and to your expected quality levels.



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1. FUJITSU PROJECT MANAGEMENT TRAINING

1.1 Introduction

Companies are realising that preventing projects coming in significantly over budget, running drastically late or being cancelled requires a combination of formal training, knowledge sharing, and practice. Communication of a standard approach is also essential. Everyone can learn how to effectively and efficiently manage a project. It just takes the right people to show them.

Fujitsu has developed a series of customisable Project Management Training Events that can successfully enable your organisation to introduce a complete Project Management approach. The objective of these events is to be as practical as possible, enabling participants to be productive immediately after attendance.

Fujitsu is widely recognised for its strength in Project Management. Our training events have been developed based on the Project Management Institute (PMI®) approach.

Our stepping stones to successful Project Management training are to:

- Listen to your unique organisational training needs
- Partner with you to assess your internal project and business environment
- Team with you to customise our training events so that they fit, not only your specific requirements, but also your business cycle and schedule.

As a Registered Education Provider for the Project Management Institute, Fujitsu have proven experience in delivering critical training and advice to clients on a wide range of project and programme management knowledge areas. In addition, by successfully completing our standard courses, attendees can gain vital Professional Development Units (PDUs) that count towards PMI certification.



1.2 Modular approach

To enable easier customisation, these training events have been developed in a modular fashion, to handle the basics of your company's current Project Management standards or approach, or a more generic approach.

All training events compliment the Project Management Body of Knowledge (PMBOK®), as defined by the Project Management Institute (PMI®)¹, and are taught in an environment that promotes teamwork and professional growth.

Classes may be delivered at your own site, at the Fujitsu premises in Swords, or at another suitable location (for example, a local hotel or conference centre). Because your time is valuable, our custom modules are generally one to two days each in duration. This enables you to plan the training over a period to reduce impacts on your existing project workloads.

Our goal in delivering these training events is to make sure each student learns practical applications and best practices. It is not sufficient to teach the theory. We want to demonstrate the best ways to be successful in applying the training in a real-world setting so that it will make an impact on your organisations' bottom line!

¹ "PMI" is a registered trademark, "PMP" is a registered certification mark, and "PMBOK" is a trademark of the Project Management Institute, Inc.

1.3 Expected benefits

The expected benefit is for you to have a fully trained, efficient and effective Project Management practice, with the right knowledge in place to enable projects to be delivered on time, within budget and to your expected quality levels. Your Project Managers will be able to keep you informed at all stages of the project life cycle on the status of your projects and you can reduce your dependence on 'heroes'.

For more details

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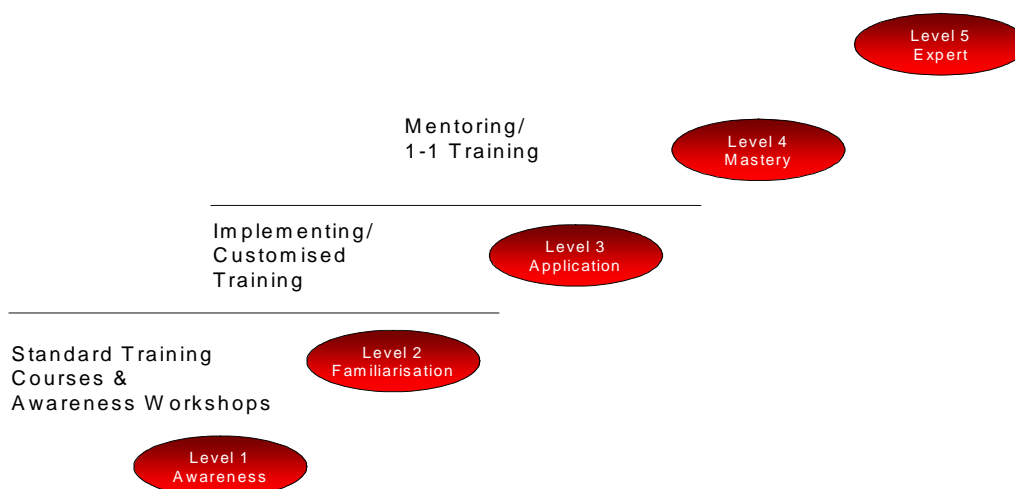
2. LEARNING PATHS AND PREREQUISITES

2.1 Fujitsu Standards for Learning Events

Fujitsu use a series of standards for learning events as outlined in the table below. In order to identify the actual skills required, we must first understand the levels of competency required.

Level	Competency	Description
Level 1	Awareness	Level of competency corresponding to the ability of an individual to perceive, to be aware and informed of the existence, content and scope of a domain of expertise.
Level 2	Familiarisation	Level of competency corresponding to the ability of an individual to be familiar with, understand, interpret and begin applying a domain of expertise.
Level 3	Application	Level of competency corresponding to the ability of an individual to put into practice acquired knowledge in the context a domain of expertise.
Level 4	Mastery	Level of competency corresponding to the ability of an individual to have and apply considerable skill and knowledge in one domain of expertise. This can be measured by the ability of an individual to adapt this expertise to diverse situations, or even to transfer its content.
Level 5	Expertise	Level of competency corresponding to the ability of an individual to have and apply exceptional skill and knowledge in several domains of expertise. This can be measured by the ability of an individual to evolve a domain of expertise.

2.1.1 Achieving Standards



Our experience has shown that most individuals can attain a level 1 or 2 competency by attending standard training events. Level 3 competency can be attained by using products, or

by working as part of a project team using a particular product. Customised training events focused on a particular part of a product or on the implementation of a product also help to achieve this level of competency. Mentoring by a technology expert usually attains level 4 and 5. This mentoring would also involve 1-to-1 training. A workshop style is used for customised and 1-1 training. This places a more practical/hands-on emphasis on the training.

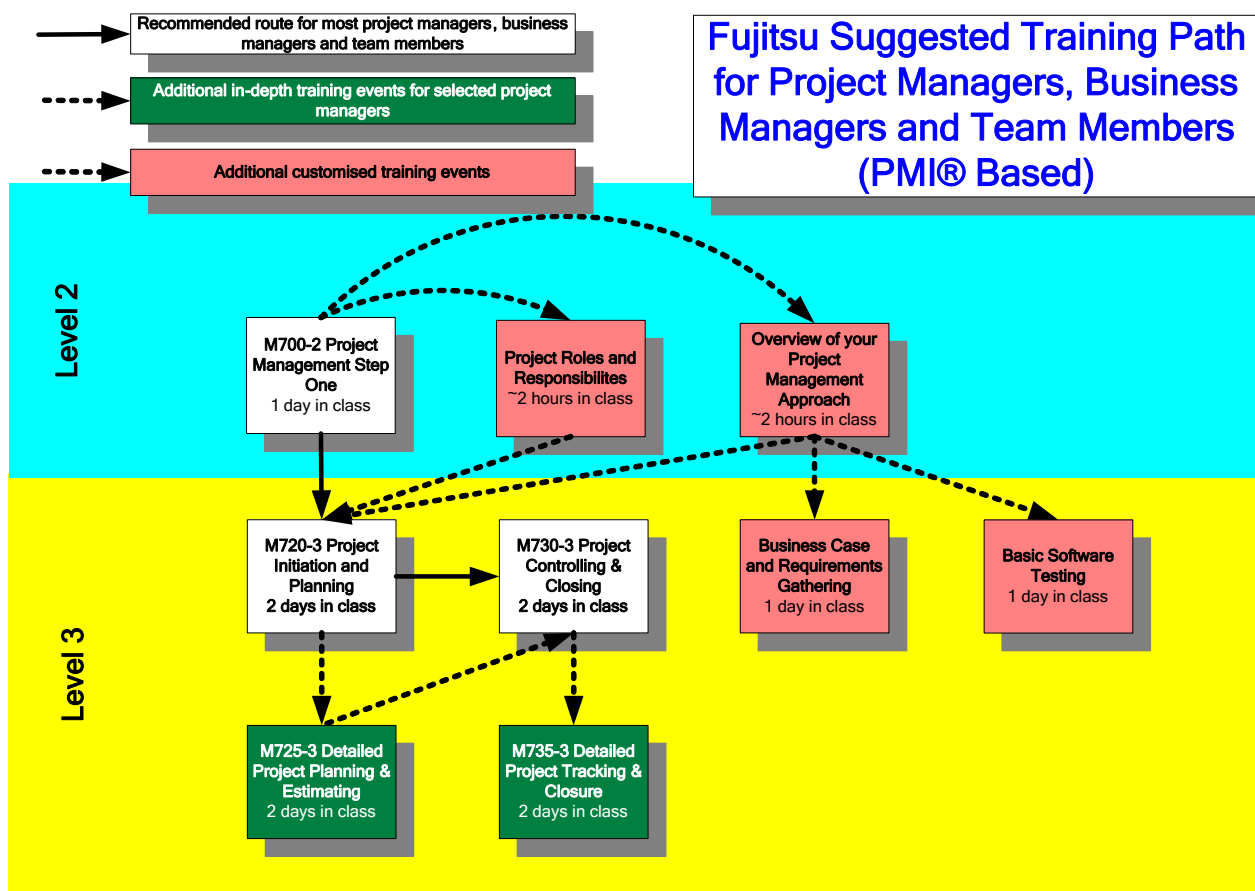
3. PM TRAINING EVENTS ROADMAP

3.1 Learning Modules in the Fujitsu Project Management Training Events

The comprehensive Project Management Training programme we can deliver covers the complete project life cycle.

3.1.1 Following a PMI based approach

The following diagram describes the suggested modules and routes through the learning events.



To enable easier customisation, these training events have been developed in a modular fashion and have been successfully tailored to handle the basics of either your own Project Management standards or approach, or a more standard generic approach based on the PMI® and Fujitsu approaches.

The Level 2 events are information sessions. Their purpose is to transfer knowledge and to have the learners get an understanding of the topics covered. **It is expected that this would bring someone up to the Fujitsu level 2 – Familiarisation.**

The Level 3 events are designed to enable Project Managers to become more than familiar with the use of a standard approach to Project Management. This is reinforced by the use of either a basic set of deliverables from your company's own Project Management methodology or a more generic set of deliverables from the Fujitsu Project Management Methodology. The overall objective being that the Project Managers can begin applying them

at the earliest opportunity. In this context although the training events do deal with 'basic Project Management skills', in a generic sense they are addressed primarily as they relate to the set of pre-defined deliverables.

The two recommended Level 3 modules have been designed to cover the complete Project Life Cycle, from project initiation through to successful project closure. Therefore it is recommended that all Project Managers attend these events, in the order defined above.

The structure of each Level 3 training event is identical. This provides the learners with a common perspective of each major Project Management process. Each Level 3 training event has at least two mini workshops. **It is expected that this would bring someone up to the Fujitsu level 3 – Application.**

The following training events compliment the Project Management Body of Knowledge (PMBOK®), as defined by the Project Management Institute (PMI®), and are taught in an environment that promotes teamwork and professional growth.

LEVEL	RECOMMENDED TRAINING EVENT MODULES	AUDIENCE	PMI® PDU'S ²
Level 2 Training	M700-2 Project Management Step One	All Project Managers, Business Managers and Team Members	7
Level 3 Training	M720-3 Project Initiation and Planning	All Project Managers	14
	M730-3 Project Controlling and Closing	All Project Managers	14

LEVEL	ADDITIONAL IN-DEPTH TRAINING EVENT MODULES	AUDIENCE	PMI® PDU'S
Level 3 Training	M725-3 Detailed Project Planning & Estimating	Senior Project Managers	14
	M735-3 Detailed Project Tracking and Closure	Senior Project Managers	14

In addition to the above, the following can be customised and delivered if required:

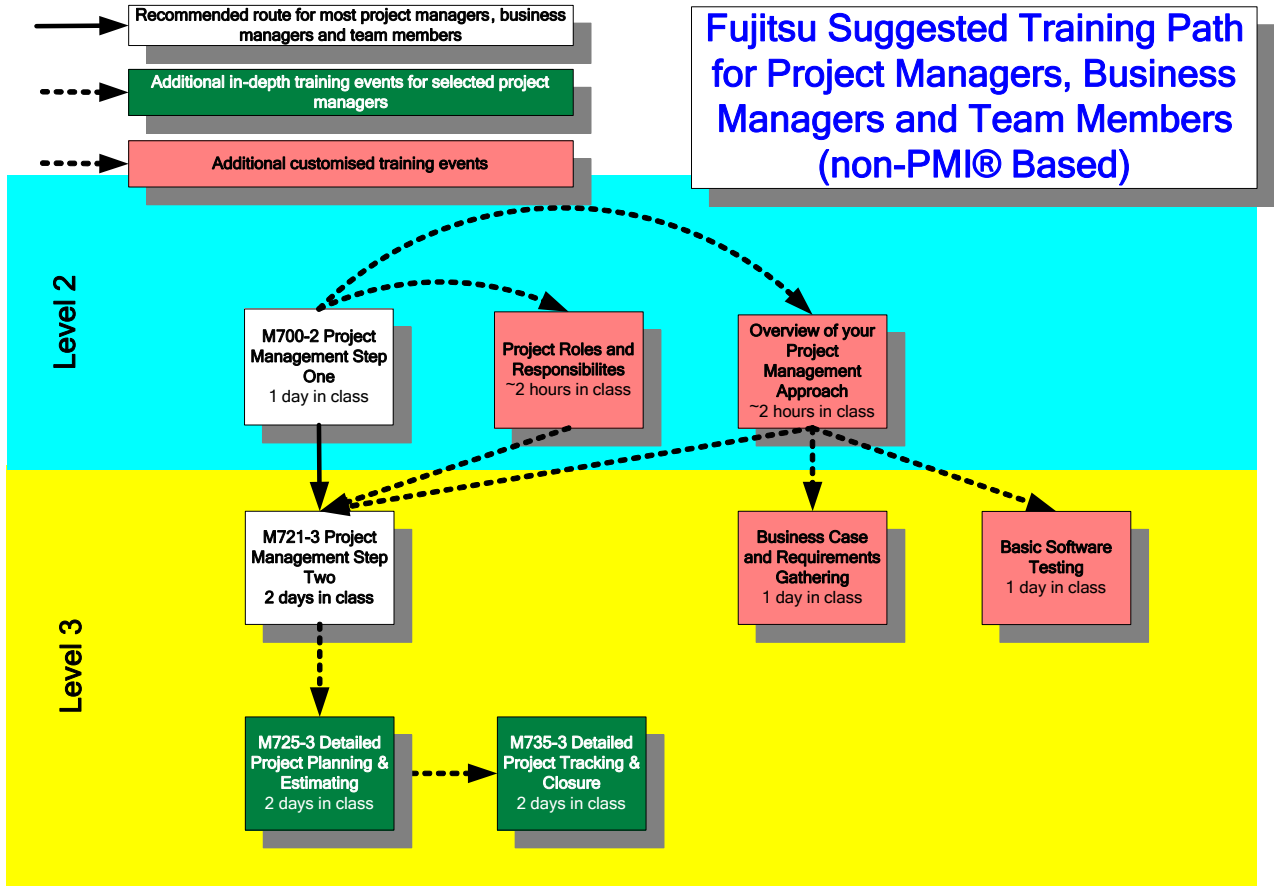
LEVEL	ADDITIONAL TRAINING EVENT MODULES	AUDIENCE
Level 2 Training	Roles and Responsibilities	All Project Managers, Business Managers and Team Members
	Overview of your Project Management Approach	All Project Managers, Business Managers and Team Members
Level 3 Training	Project Management of Business Case and Requirements Gathering	Selected Project Managers and Business Managers
	Project Management of Basic Software Testing	Selected Project Managers and Project Team members

Details of these courses can be found in "Fujitsu Project Management Training Course Details" starting on page 10.

² Professional Development Units

3.1.2 If a PMI based approach is not required

The following diagram describes the suggested modules and routes through the learning events if a PMI based approach is not required.



The recommended Level 2 course (M700-2) is the same as that proposed for the PMI based courses.

The recommended Level 3 module (M721-3) has been designed to cover the complete Project Life Cycle, from project initiation through to successful project closure. This is similar to the PMI based modules M720-3 and M730-4, but in a more condensed form.

LEVEL	RECOMMENDED TRAINING EVENT MODULES	AUDIENCE
Level 2 Training	M700-2 Project Management Step One	All Project Managers, Business Managers and Team Members
Level 3 Training	M721-3 Project Management Step Two	All Project Managers

The rest of the modules are the same as those described in the PMI based approach in section 3.1.1.

4. FUJITSU PROJECT MANAGEMENT TRAINING COURSE DETAILS

These courses can be based on your own company's project management methodology. However, if required they can cover a standard generic approach based on the Fujitsu Project Management Methodology.

4.1 M700-2 Project Management Step One

Intended Audience

Project Managers, Business Managers and project team members

Prerequisites

- None

Course Objectives

At the end of this event, the attendee will be able to understand:

- How does a project differ from other work
- What is project management and why is it necessary
- What are the project phases and the project life cycle
- What are the project processes and disciplines
- What are project roles and responsibilities
- The role of project management within your organisation.
- Your Project Management Methodology overview, content and description
- Why managing by deliverable is important
- What are typical project activities and deliverables
- What other skills are needed by project managers

Duration

In-class learning: 1 day

Outline

This course is divided into 7 units:

1. Introduction to the training programme
2. Project & Project Management Basics
3. Project Management Processes & Disciplines within your company
4. Project Management Roles & Responsibilities within your company

5. Project Management Activities & Deliverables within your company
6. Your Project Management Methodology overview
7. Other Skills and Attributes Required for Project Management

Educational Approach

Presentations, discussions, mini workshops

Characteristics

We have found that different people often have very different levels of experience and understanding and there is often misunderstanding as to the very nature of the work that they do, or should do. This training event enables all people involved in projects to have the same understanding and it has proven to improve dramatically knowledge transfer in later events.

This event is also an opportunity to give the participants any corporate messages regarding the direction of Project Management within your organisation. It has been shown to be a very effective communication exercise to ensure buy-in from all people.

For instance, our clients have used these learning events to improve Project Management efficiency and effectiveness within their organisation. To show that they are committed to this process, they either supply a number of messages to be delivered as part of the training event, or provide a more senior person within their own organisation to give the message to the participants. It can help you cover the basics of why your company have provided these different stages of Project Management training events and to answer any basic questions about Project Management internally.

Fujitsu is a Registered Education Provider (REP) with the Project Management Institute (PMI®), and this course is part of a series that fulfils the 35 hours required for the PMI's PM certification (PMP). If attendees are registered as PMP with PMI, they can also receive 7 PDU credits towards renewal.



4.2 M720-3 Project Initiation and Planning

Intended Audience

Anyone who generally takes a project management or team leadership role – or expects to in the near future – should take this course.

Designed to challenge both the experienced project manager and those new to the role, the course covers the skills, techniques, deliverables, and activities recommended at the beginning of a project. Project success is planned from the start!

Prerequisites

- M700-2 Project Management Step One.

Course Aims and Objectives

The aim is that at the end of this course, participants will be able to describe the major activities and the recommended emphasis that should be placed on these activities at the beginning of a project in order to plan for success.

The objectives are that at the end of this course, the learner will be able to:

- Delineate and document a clear project scope;
- Define and plan the work using the Work Breakdown Structure (WBS) technique;
- Identify the deliverables to be completed in the project;
- Estimate the project based on the deliverables using your company's Project Management Methodology estimation techniques and critical path method;
- Plan for identification and handling of risks and issues;
- Plan for quality to be built into the solution; and
- Plan for human resources (staffing and destaffing) and for the financial control of the project.

All participants will learn how to navigate through your company's Project Management Methodology,

find and use deliverable templates, and find and apply any guidelines to the initiation and planning of projects.

Duration

In-class learning: 2 days

Outline

This course is divided into 12 units:

1. Introduction
2. Initiation: Accepting the Project
3. Describing the Project
4. Defining the Project Scope
5. Defining the Work Components
6. Effort and Cost Estimation
7. Quality Management
8. Time and Cost Management
9. Risk and Issue Management
10. HR Management
11. Further Resource Planning
12. Wrap-up and Presentations

Educational Approach

This is a hands-on course using your company Project Management Methodology. During the course, participants assume the project management role in a number of case study projects. Course materials guide the participants through the use of the methodology and the creation of deliverable components for the case studies.

Fujitsu is a Registered Education Provider (REP) with the Project Management Institute (PMI®), and this course is part of a series that fulfils the 35 hours required for the PMI's PM certification (PMP). If attendees are registered as PMP with PMI, they can also receive 14 PDU credits towards renewal.



4.3 M730-3 Project Controlling and Closing

Intended Audience

If you have ever wondered how to gain better control of your projects so that they actually follow your plan and if you've ever wondered how to close a project at the end—so that it stays closed—then this course is for you.

Project managers, team leaders, delivery managers and project office administrators will learn the art and science of keeping a project on track right to the end.

Prerequisites

- M720-3 Project Initiation and Planning

Course Aims and Objectives

The aim is that at the end of this course, participants will be able to describe the major activities and the recommended emphasis that should be placed on these activities during an ongoing project and during project closure.

The objectives are that at the end of this course learners will be able to:

- Progress project management plans from the Planning stage to the actual execution of the project;
- Manage risks, issues, and problems;
- Control changes to project and solution scope;
- Estimate effort to completion of a project;
- Produce efficient and effective project status reports;
- Close a project so that clients and teams recognise a clear and successful ending;
- Carry out post-implementation reviews and capture and analyse lessons learned.

All participants will learn how to navigate your company Project Management Methodology, find and use deliverable templates tool, and find and

apply any guidelines to the controlling and closing of projects.

Duration

In-class learning: 2 days

Outline

This course is divided into 10 units:

1. Introduction
2. Executing: The Project That Is, Not the Project Manager!
3. Controlling: Tracking Progress – Overview
4. Tracking during the Control Period – Risk Management
5. Change Control
6. Issues and Problems
7. Tracking Individuals and Teams
8. Tracking during the Reporting Period
9. Closing: “Are We There Yet?”
10. Wrap-up and Conclusions

Educational Approach

This is a hands-on course using your company Project Management Methodology. The course is built around slides, presentations, discussions, quizzes and case study exercises. Course materials guide the participants through the use of the methodology and the creation of deliverable components for the case studies.

Fujitsu is a Registered Education Provider (REP) with the Project Management Institute (PMI®), and this course is part of a series that fulfils the 35 hours required for the PMI's PM certification (PMP). If attendees are registered as PMP with PMI, they can also receive 14 PDU credits towards renewal.



4.4 M725-3 Detailed Project Planning and Estimating

Intended Audience

Experienced Project Managers

Prerequisites

- M720-3 Project Initiation and Planning

Course Aims & Objectives

The principle aims are that on completing the course the attendee should then be able to apply the planning and estimating techniques credibly to any size/complexity of project. The worked examples will be a means of assessing an attendee's ability to do this.

The objectives are that at the end of this course learners will be able to:

- Recall the Project Manager's responsibilities in relation to estimating and planning
- Apply the Standard Unit Estimating Technique
- Moving from the Deliverable Breakdown Structure (DBS) to the Work Breakdown Structure (WBS)
- Understand the difference between Deliverable-based and non-deliverable-based activities
- Describe sequencing, dependencies, and critical path analysis – is there such a thing as a critical path?
- Go from effort to elapsed time
- Allocate resources to a plan effectively including resource levelling
- Recall and use other supporting estimating techniques
- Plan to a deadline
- Understand how much is too much planning
- Apply planning and estimating techniques to any size or complexity project

Educational Approach

Presentations, discussions, four mini workshops that explore the details required to produce a more detailed estimate and overall plan, (without the aid of a software tool!)

Duration

In-class learning: 2 days

Outline

The course is divided into 12 units

1. Introduction
2. Review of Estimating: What is an Estimate, Estimating Guidelines, Project Planning, overview of Estimating Effort and Duration Techniques
3. Standard Unit Based Estimating
4. Estimating Workshop One: Using the Standard Unit technique
5. Estimating Costs, and other Estimating Techniques
6. Estimating Workshop Two: Costing a project
7. Review of Planning: Planning for Releases, Critical Path, Planning for Individual Activities
8. Schedule Management, including managing activity slack
9. Planning Workshop One: Sequencing, dependency and critical path exercise
10. Detailed Planning, including Effort-based Planning, and Resource Allocation and Levelling
11. Planning Workshop Two: Resource Levelling
12. Conclusions

Characteristics

The M720-3 Project Initiation and Planning learning event is primarily concerned with **what** the Project Manager's responsibilities are in relation to planning and, at a fundamental level, in relation to estimating. The M725-3 Detailed Project Planning and Estimating learning event is intended to build upon this and treat both of these areas in greater detail by concentrating on **how** a Project Manager can actually perform their role.

The course is based around examples that each attendee is expected to work through and discuss.

Fujitsu is a Registered Education Provider (REP) with the Project Management Institute (PMI®), and this course is part of a series that fulfils the 35 hours required for the PMI's PM certification (PMP). If attendees are registered as PMP with PMI, they can also receive 14 PDU credits towards renewal.



4.5 M735-3 Detailed Project Tracking and Closure

Intended Audience

Experienced Project Managers

Prerequisites

- M730-3 Project Controlling and Closing.

Course Objectives

The principle objectives are that on completing the course the attendee should then be able to apply the tracking and closure techniques credibly to any size/complexity of project. The worked examples will be a means of assessing an attendee's ability to do this.

The objectives are that at the end of this event, the learner will be able to:

- Describe the Project Manager's responsibilities in relation to tracking and closure;
- Apply Project Performance Indicators – Earned Value Analysis;
- Understand the soft-side of tracking individuals;
- Understand the project review process;
- Perform a post implementation review as part of the continuous improvement process;
- Apply tracking and closure techniques to any project regardless of size or complexity.

Duration

In-class learning: 2 days

Outline

The course is divided into 11 units

1. Introduction
2. Review of Tracking
3. Project Performance Indicators, including in-progress cost estimating

4. Earned Value and Cost Performance Analysis
5. Using an Earned Value Management System (EVMS)
6. Tracking Workshop – using Earned Value
7. Review of Project Closure
8. Post Implementation Review – how to run and get best benefits
9. Project Closure Workshop – developing a set of Post Implementation Review questions and how to turn these into a pre-project/proposal/business case checklist
10. Formally closing a project, including client acceptance and signoff, project transitioning, measuring client satisfaction and follow-on work
11. Conclusions

Educational Approach

Presentations, discussions, two mini workshops that explore the details required to track project costs and schedule and formally close projects.

Characteristics

The M730-3 Project Controlling and Closing training event is primarily concerned with what the Project Manager's responsibilities are in relation to tracking and project closure. The M735-3 Detailed Project Tracking and Closure training event is intended to build upon this and treat both of these areas in greater detail by concentrating on how a Project Manager can actually perform their role. The course is based around examples that each attendee is expected to work through and discuss.

Fujitsu is a Registered Education Provider (REP) with the Project Management Institute (PMI®), and this course is part of a series that fulfils the 35 hours required for the PMI's PM certification (PMP). If attendees are registered as PMP with PMI, they can also receive 14 PDU credits towards renewal.



4.6 M721-3 Project Management Step Two

Intended Audience

Anyone who generally takes a project management or team leadership role – or expects to in the near future – should take this course.

Designed to challenge both the experienced project manager and those new to the role, the course covers the skills, techniques, deliverables, and activities recommended throughout the life of a project. Project success is planned from the start and delivered to that plan!

Prerequisites

- M700-2 Project Management Step One.

Course Aims and Objectives

The aim is that at the end of this course, participants will be able to describe the major activities and the recommended emphasis that should be placed on these activities throughout the life of the project.

The objectives are that at the end of this course, the learner will be able to:

- Delineate and document a clear project scope;
- Define and plan the work using the Work Breakdown Structure (WBS) technique;
- Identify the deliverables to be completed in the project;
- Estimate the project based on the deliverables using standard estimation techniques and critical path method;
- Plan for identification and handling of risks and issues;
- Plan for quality to be built into the solution;
- Plan for human resources (staffing and destaffing) and for the financial control of the project
- Progress project management plans from the Planning stage to the actual execution of the project;
- Manage risks, issues, and problems;
- Control changes to project and solution scope;

- Estimate effort to completion of a project;
- Produce efficient and effective project status reports;
- Close a project so that clients and teams recognise a clear and successful ending;
- Carry out post-implementation reviews and capture and analyse lessons learned.

This course is a condensed version of M720-3 and M730-3 and is intended for those who may not need the rigours of the full PMI based approach.

Duration

In-class learning: 2 days

Outline

This course is divided into 9 units:

1. Introduction
2. Initiation: including introduction to Work Breakdown Structures
3. Design & Planning – Creating a Plan
4. Design & Planning – Building an Estimate: including Critical Path Analysis
5. Executing and Controlling – Moving From Planner to Manager: including kick-offs and managing conflict
6. Executing and Controlling – Monitoring Progress
7. Executing and Controlling – Managing Risks, Reporting Progress & Implementing
8. Closure “Are We There Yet?”: including lessons learned and post implementation reviews
9. Wrap-up and conclusions

Educational Approach

This is a hands-on course using standard templates. During the course, participants assume the project management role in a number of case study projects. Course materials guide the participants through the use of the approach and the creation of deliverable components for the case studies.

5. ADDITIONAL LEVEL 2 TRAINING EVENTS

These can be customised according to your training needs.

5.1 Project Roles and Responsibilities Session

Intended Audience

Project Managers, Business Managers and project team members

Prerequisites

M700-2 Project Management Step One

Instructor Staff

Fujitsu can deliver this training. Alternatively, a local Project Manager or Project/Programme Office member from your organisation can be shown how to deliver this training. A Trainer's Manual can be prepared to support this person in giving the session.

Suggested Objectives and Content

At the end of the course the attendee should be able to understand:

- Project Organisation Summary
- Project Steering Committee, Business Owner and Business System Manager
- Project Management Team: Managing all perspectives of a project
 - Project Manager
 - Business Manager
 - Technical Manager
- Business Solution Team roles and responsibilities
- IT Solution Team roles and responsibilities

Duration

Approximately 2.5 hours

5.2 Overview of your Project Management Approach

Intended Audience

Project Managers, Business Managers and project team members

Prerequisites

M700-2 Project Management Step One

Instructor Staff

Fujitsu can deliver this training. Alternatively, a local Project Manager or Project/Programme Office member from your organisation can be shown how to deliver this training. A Trainer's Manual can be prepared to support this person in giving the session.

Suggested Objectives and Content

At the end of the course the attendee should be able to understand:

- An overview of your company Project Management Approach and how it differs from current practices
- The benefits of this approach for both the Project teams and your company
- The end to end details of the approach including:
 - The important steps and milestones
 - Who is responsible for each stage
 - The links to your overall business management

Duration

Approximately 2.5 hours

6. ADDITIONAL LEVEL 3 TRAINING EVENTS

These can be customised according to your training needs.

6.1 Project Management of Business Case and Requirements Gathering

Intended Audience

Project Managers, Business Managers and project team members

Prerequisites

Overview of your Project Management Approach

Duration

1 day

Instructor Staff

Fujitsu Trainer

Suggested Objectives and Content

At the end of the training event the attendee should be able to understand:

- The Project Manager's role in the Business Case and Requirements Gathering Process
- Purpose of the Business Case and the Business Case Process
- What are requirements
- Types of requirements
 - Functional requirements
 - Non-functional requirements
- Requirements Engineering, including:
 - Requirements analysis or discovery activities for example,
 - Application Domain understanding

- Problem and Business understanding
- Understanding the needs and constraints of system stakeholders
- Requirements analysis or discovery methodologies for example.
 - Data driven (such as SSADM) or Process driven (such as Yourdon or JSD)
- Requirements analysis or discovery analysis techniques for example,
 - Interviews and questionnaires
 - Feasibility Studies
 - Cost Benefit Analysis
 - Technical analysis, Process and Data modelling
- Requirements documenting techniques for example
 - Tree diagrams
 - Process Specifications
 - Structured English and Decision Tables
- Human and social factors for example
 - Political
 - Negotiation
 - Prioritisation
 - Validation

The mini workshops will cover the use of one or more analysis technique and documentation technique

6.2 Project Management of Basic Software Testing

Intended Audience

Project Managers and project team members

Prerequisites

Overview of your Project Management Approach

Duration

1 day

Instructor Staff

Fujitsu Trainer

Suggested Objectives and Content

At the end of the training event the attendee should be able to understand:

- The Project Manager's role in the Systems Development Lifecycle
- The Principles of Testing
 - Why testing is necessary - the cost of failure and why software testing is so difficult
 - How much testing is enough
- Testing through the Systems Development Lifecycle
 - The different types of Testing Strategy, e.g.
 - Unit Testing
 - Integration Testing (including different ways to approach)
 - System testing

- Acceptance Testing (including step by step activities)
- Volume/Stress/Performance testing

- Test Planning
 - The test life-cycle (you can't test everything)
 - Deriving test cases
- Dealing with errors
 - Prevention
 - Detection
 - Recovery

- Structural Testing Methodologies
 - Black Box
 - White box
- Testing Tools and Standards
 - Requirements Analysis and Design Testing
 - Regression Test tools
 - Test re-use tools
 - Test generators
 - Test analysers

The first mini workshop will develop a testing strategy and plan.

The second mini workshop will try out a testing review technique.

ASK FUJITSU

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