



CMMI[®] Distilled



SECOND EDITION

A Practical
Introduction to
Integrated Process
Improvement

Dennis M. Ahern

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Terra VanZant-Stern



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CMMII Distilled Dennis M. Ahern, Aaron Clouse, Richard N. Turner, 2008-05-01 CMMI Capability Maturity Model Integration is an integrated extensible framework for improving process capability and quality across an organization It has become a cornerstone in the implementation of continuous improvement for both industry and governments around the world Rich in both detail and guidance for a wide set of organizational domains the CMMI Product Suite continues to evolve and expand Updated for CMMI Version 1.2 this third edition of CMMI Distilled again provides a concise and readable introduction to the model as well as straightforward no nonsense information on integrated continuous process improvement The book now also includes practical advice on how to use CMMI in tandem with other approaches including Six Sigma and Lean as well as new and expanded guidance on preparing for managing and using appraisals Written so that readers unfamiliar with model based process improvement will understand how to get started with CMMI the book offers insights for those more experienced as well It can help battle scarred process improvement veterans and experienced suppliers and acquirers of both systems and services perform more effectively CMMI Distilled is especially appropriate for executives and managers who need to understand why continuous improvement is valuable why CMMI is a tool of choice and how to maximize the return on their efforts and investments Engineers of all kinds systems hardware software and quality as well as acquisition personnel and service providers will find ideas on how to perform better The three authors all involved with CMMI since its inception bring a wealth of experience and knowledge to this book They highlight the pitfalls and shortcuts that are all too often learned by costly experience and they provide a context for understanding why the use of CMMI continues to grow around the world

CMMI Distilled Dennis M. Ahern, Aaron Clouse, Richard Turner, 2004 This edition is especially appropriate for executives and managers who need to understand why process improvement is valuable why CMMI is a tool of choice and how to maximize the return on their efforts and investments

CMMI Survival Guide Suzanne Garcia, Richard Turner, 2007 The Software Engineering Institute's Capability Maturity Model Integration CMMI provides best practices that span a product's life cycle from conception through delivery and maintenance Employing real life examples and practical advice authors Garcia and Turner tap their extensive experience working with diverse organizations to help readers survey the CMMI territory

Complex Systems Concurrent Engineering Geilson Loureiro, Richard Curran, 2007-08-10 This volume features the proceedings of the 14th ISPE Conference on Concurrent Engineering held in S o Jos dos Campos S o Paulo Brazil on the 16th 20th of July 2007 It highlights the application of concurrent engineering to the development of complex systems

Issues & Trends of Information Technology Management in Contemporary Organizations Information Resources Management Association. International Conference, 2002-01-01 As the field of information technology continues to grow and expand it impacts more and more organizations worldwide The leaders within these organizations are challenged on a continuous basis to develop and implement programs that successfully apply

information technology applications This is a collection of unique perspectives on the issues surrounding IT in organizations and the ways in which these issues are addressed This valuable book is a compilation of the latest research in the area of IT utilization and management

CMMI and Six Sigma Jeannine M. Sivi, M. Lynn Penn, Robert W. Stoddard, 2007-12-18 In this book I have found answers to key questions and misconceptions about the relationship between Six Sigma and the Capability Maturity Model Integration CMMI Among my key takeaways is that the relationship between Six Sigma and CMMI exemplifies one of the principles of S4 IEE CMMI provides process infrastructure that is needed to support a successful Six Sigma strategy Forrest W Breyfogle III CEO Smarter Solutions Inc Finally a book that bridges the software and hardware process tool set To date there have been hardware and software engineers who for one reason or another have not communicated their process methods And so myths formed that convinced the hardware community that CMMI was only for software and likewise convinced the software community that Six Sigma was only for hardware It is both refreshing and thought provoking to dispel these myths Jack Ferguson Manager SEI Appraisal Program Software Engineering Institute CMMI and Six Sigma represent two of the best known process improvement initiatives Both are designed to enhance work quality and thereby produce business advantages for an organization It s a misconception that the two are in competition and cannot be implemented simultaneously Practitioners originally trained in either CMMI or Six Sigma are now finding that the two initiatives work remarkably well together in the pursuit of their common goal CMMI and Six Sigma Partners in Process Improvement focuses on the synergistic rather than competitive implementation of CMMI and Six Sigma with synergy translating to faster better cheaper achievement of mission success Topics range from formation of the value proposition to specific implementation tactics The authors illustrate how not taking advantage of what both initiatives have to offer puts an organization at risk of sinking time energy and money into inventing a solution that already exists Along the way they debunk a few myths about Six Sigma applications in software While the authors concentrate on the interoperability of Six Sigma and CMMI they also recognize that organizations rarely implement only these two initiatives Accordingly the discussion turns to the emerging realm of multimodel process improvement and strategies and tactics that transcend models to help organizations effectively knit together a single unified internal process standard Whether you work in the defense industry for a commercial organization or for a government agency wherever quality and efficiency matter you ll find this book to be a valuable resource for bridging process issues across domains and building an improvement strategy that succeeds

CMMI for Development Mary Beth Chrissis, Mike Konrad, Sandra Shrum, 2011-03-08 CMMI for Development CMMI DEV describes best practices for the development and maintenance of products and services across their lifecycle By integrating essential bodies of knowledge CMMI DEV provides a single comprehensive framework for organizations to assess their development and maintenance processes and improve performance Already widely adopted throughout the world for disciplined high quality engineering CMMI DEV Version 1.3 now accommodates other modern approaches as well including the use of Agile

methods Lean Six Sigma and architecture centric development CMMI for Development Third Edition is the definitive reference for CMMI DEV Version 1.3 The authors have revised their tips hints and cross references which appear in the margins of the book to help you better understand apply and find information about the content of each process area The book includes new and updated perspectives on CMMI DEV in which people influential in the model s creation development and transition share brief but valuable insights It also features four new case studies and five contributed essays with practical advice for adopting and using CMMI DEV This book is an essential resource whether you are new to CMMI DEV or are familiar with an earlier version if you need to know about evaluate or put the latest version of the model into practice The book is divided into three parts Part One offers the broad view of CMMI DEV beginning with basic concepts of process improvement It introduces the process areas their components and their relationships to each other It describes effective paths to the adoption and use of CMMI DEV for process improvement and benchmarking all illuminated with fresh case studies and helpful essays Part Two the bulk of the book details the generic goals and practices and the twenty two process areas now comprising CMMI DEV The process areas are organized alphabetically by acronym for easy reference Each process area includes goals best practices and examples Part Three contains several useful resources including CMMI DEV related references acronym definitions a glossary of terms and an index

CMMI for Acquisition Version 1.3 CMMI Product Team,2011 *Business Process Change* Paul Harmon,2019-02-28 *Business Process Change A Business Process Management Guide for Managers and Process Professionals* Fourth Edition provides a balanced view of the field of business process change Bestselling author and renowned expert in the field Paul Harmon offers concepts methods cases for all aspects and phases of successful business process improvement Students and professionals alike will benefit from the comprehensive coverage and customizable integrated approach to broad business process management that focuses on improving efficiency and productivity In this updated Edition particular attention is paid to the impact of disruptive technology on business and the need for agile transformation Covers Business Process Management Systems and the integration of process redesign and Six Sigma Explores how different process elements fit together including the human aspects of process redesign Presents best practice methodologies that can be applied and tailored to an organization s specific needs Offers invaluable detailed case studies demonstrating how these key methods are implemented

CMMI for Acquisition Brian Gallagher,Mike Phillips,Karen Richter,Sandra Shrum,2011-03-04 CMMI for Acquisition CMMI ACQ describes best practices for the successful acquisition of products and services Providing a practical framework for improving acquisition processes CMMI ACQ addresses the growing trend in business and government for organizations to purchase or outsource required products and services as an alternative to in house development or resource allocation Changes in CMMI ACQ Version 1.3 include improvements to high maturity process areas improvements to the model architecture to simplify use of multiple models and added guidance about using preferred suppliers CMMI for Acquisition

Second Edition is the definitive reference for CMMI ACQ Version 1.3. In addition to the entire revised CMMI ACQ model, the book includes updated tips, hints, cross references, and other author notes to help you understand, apply, and quickly find information about the content of the acquisition process areas. The book now includes more than a dozen contributed essays to help guide the adoption and use of CMMI ACQ in industry and government. Whether you are new to CMMI models or are already familiar with one or more of them, you will find this book an essential resource for managing your acquisition processes and improving your overall performance. The book is divided into three parts. Part One introduces CMMI ACQ in the broad context of CMMI models, including essential concepts and useful background. It then describes and shows the relationships among all the components of the CMMI ACQ process areas and explains paths to the adoption and use of the model for process improvement and benchmarking. Several original essays share insights and real experiences with CMMI ACQ in both industry and government environments. Part Two first describes generic goals and generic practices and then details the twenty-two CMMI ACQ process areas, including specific goals, specific practices, and examples. These process areas are organized alphabetically and are tabbed by process area acronym to facilitate quick reference. Part Three provides several useful resources, including sources of further information about CMMI and CMMI ACQ acronym definitions, a glossary of terms, and an index.

Lean Six Sigma Terra VanZant-Stern, 2011-06. SSD Global study and reference guide for Black and Master Black Belt practitioners and candidates.

TSP--leading a Development Team Watts S. Humphrey, 2006. Watts Humphrey, inventor of CMM/PSP/TSP, provides team leaders with a whole new way of leading an effective development team.

The CERT Oracle Secure Coding Standard for Java Fred Long, 2012. In the Java world, security is not viewed as an add-on feature. It is a pervasive way of thinking. Those who forget to think in a secure mindset end up in trouble. But just because the facilities are there doesn't mean that security is assured automatically. A set of standard practices has evolved over the years. The Secure Coding Standard for Java™ is a compendium of these practices. These are not theoretical research papers or product marketing blurbs. This is all serious, mission-critical, battle-tested, enterprise-scale stuff. James A. Gosling, Father of the Java Programming Language. An essential element of secure coding in the Java programming language is a well-documented and enforceable coding standard. Coding standards encourage programmers to follow a uniform set of rules determined by the requirements of the project and organization rather than by the programmer's familiarity or preference. Once established, these standards can be used as a metric to evaluate source code using manual or automated processes. The CERT Oracle Secure Coding Standard for Java™ provides rules designed to eliminate insecure coding practices that can lead to exploitable vulnerabilities. Application of the standard's guidelines will lead to higher quality systems, robust systems that are more resistant to attack. Such guidelines are required for the wide range of products coded in Java for devices such as PCs, game players, mobile phones, home appliances, and automotive electronics. After a high-level introduction to Java application security, seventeen consistently organized chapters detail specific rules for key areas of Java.

development For each area the authors present noncompliant examples and corresponding compliant solutions show how to assess risk and offer references for further information Each rule is prioritized based on the severity of consequences likelihood of introducing exploitable vulnerabilities and cost of remediation The standard provides secure coding rules for the Java SE 6 Platform including the Java programming language and libraries and also addresses new features of the Java SE 7 Platform It describes language behaviors left to the discretion of JVM and compiler implementers guides developers in the proper use of Java s APIs and security architecture and considers security concerns pertaining to standard extension APIs from the javax package hierarchy The standard covers security issues applicable to these libraries lang util Collections Concurrency Utilities Logging Management Reflection Regular Expressions Zip I O JMX JNI Math Serialization and JAXP

Determining Project Requirements Hans Jonasson,2016-04-19 Good requirements do not come from a tool or from a customer interview They come from a repeatable set of processes that take a project from the early idea stage through to the creation of an agreed upon project and product scope between the customer and the developer From enterprise analysis and planning requirements gathering to documentation

The CERT C Secure Coding Standard Robert C. Seacord,2008-10-14 I m an enthusiastic supporter of the CERT Secure Coding Initiative Programmers have lots of sources of advice on correctness clarity maintainability performance and even safety Advice on how specific language features affect security has been missing The CERT C Secure Coding Standard fills this need Randy Meyers Chairman of ANSI C For years we have relied upon the CERT CC to publish advisories documenting an endless stream of security problems Now CERT has embodied the advice of leading technical experts to give programmers and managers the practical guidance needed to avoid those problems in new applications and to help secure legacy systems Well done Dr Thomas Plum founder of Plum Hall Inc Connectivity has sharply increased the need for secure hacker safe applications By combining this CERT standard with other safety guidelines customers gain all round protection and approach the goal of zero defect software Chris Tapp Field Applications Engineer LDRA Ltd I ve found this standard to be an indispensable collection of expert information on exactly how modern software systems fail in practice It is the perfect place to start for establishing internal secure coding guidelines You won t find this information elsewhere and when it comes to software security what you don t know is often exactly what hurts you John McDonald coauthor of The Art of Software Security Assessment Software security has major implications for the operations and assets of organizations as well as for the welfare of individuals To create secure software developers must know where the dangers lie Secure programming in C can be more difficult than even many experienced programmers believe This book is an essential desktop reference documenting the first official release of The CERT C Secure Coding Standard The standard itemizes those coding errors that are the root causes of software vulnerabilities in C and prioritizes them by severity likelihood of exploitation and remediation costs Each guideline provides examples of insecure code as well as secure alternative implementations If uniformly applied these guidelines will eliminate the critical coding errors that lead

to buffer overflows format string vulnerabilities integer overflow and other common software vulnerabilities *Making the Software Business Case* Donald J. Reifer, 2001-09-05 Just the understanding and insights you will pick up about how people encounter and cope with combinations of technical social political and economic opportunities and challenges make the book a joy to read and worth much more than the price of it alone Barry Boehm from the Foreword This practical handbook shows you how to build an effective business case when you need to justify and persuade management to accept software change or improvement Based on real world scenarios the book covers the most common situations in which business case analyses are required and explains specific techniques that have proved successful in practice Drawing on years of experience in winning the battle of the budget the author shows you how to use commonly accepted engineering economic arguments to make your numbers sing to management The book provides examples of successful business cases along the way tables tools facts figures and metrics guide you through the entire analytic process Writing in a concise and witty style the author makes this valuable guidance accessible to every software engineer manager and IT professional Highlights include How and where business case analyses fit into the software and IT life cycle process Explanations of the most common tools for business case analysis such as present value return on investment break even and cost benefit calculation Tying the business process to the software development life cycle Packaging the business case for management consumption Frameworks and guidelines for justifying IT productivity quality and delivery cycle improvement strategies Case studies for applying appropriate decision situations to software process improvement Strategic guidelines for various business case analyses With this book in hand you will find the facts examples hard data and case studies needed for preparing your own winning business cases in today's complex software environment Software Security Engineering Nancy R. Mead, Julia H. Allen, Sean Barnum, Robert J. Ellison, Gary R. McGraw, 2004-04-21 Software Security Engineering draws extensively on the systematic approach developed for the Build Security In BSI Web site Sponsored by the Department of Homeland Security Software Assurance Program the BSI site offers a host of tools guidelines rules principles and other resources to help project managers address security issues in every phase of the software development life cycle SDLC The book's expert authors themselves frequent contributors to the BSI site represent two well known resources in the security world the CERT Program at the Software Engineering Institute SEI and Cigital Inc a consulting firm specializing in software security This book will help you understand why Software security is about more than just eliminating vulnerabilities and conducting penetration tests Network security mechanisms and IT infrastructure security services do not sufficiently protect application software from security risks Software security initiatives should follow a risk management approach to identify priorities and to define what is good enough understanding that software security risks will change throughout the SDLC Project managers and software engineers need to learn to think like an attacker in order to address the range of functions that software should not do and how software can better resist tolerate and recover when under attack *Implementing SOA* Paul C. Brown, 2008-04-09

Putting Service Oriented Architecture SOA into Practice This book is a must have for enterprise architects implementing SOA Through practical examples it explains the relationship between business requirements business process design and service architecture By tying the SOA implementation directly to business value it reveals the key to ongoing success and funding Maja Tibbling Lead Enterprise Architect Con way Inc While there are other books on architecture and the implementation of ESB SOA and related technologies this new book uniquely captures the knowledge and experience of the real world It shows how you can transform requirements and vision into solid repeatable and value added architectures I heartily recommend it Mark Wencek SVP Consulting Services Alliances Ultimo Software Solutions Inc In his first book Succeeding with SOA Paul Brown explained that if enterprise goals are to be met business processes and information systems must be designed together as parts of a total architecture In this second book Implementing SOA he guides you through the entire process of designing and developing a successful total architecture at both project and enterprise levels Drawing on his own extensive experience he provides best practices for creating services and leveraging them to create robust and flexible SOA solutions Coverage includes Evolving the enterprise architecture towards an SOA while continuing to deliver business value on a project by project basis Understanding the fundamentals of SOA and distributed systems the dominant architectural issues and the design patterns for addressing them Understanding the distinct roles of project and enterprise architects and how they must collaborate to create an SOA Understanding the need for a comprehensive total architecture approach that encompasses business processes people systems data and infrastructure Understanding the strategies and tradeoffs for implementing robust secure high performance and high availability solutions Understanding how to incorporate business process management BPM and business process monitoring into the enterprise architecture Whether you re defining an enterprise architecture or delivering individual SOA projects this book will give you the practical advice you need to get the job done

The Process of Software Architecting Peter Eeles, Peter Cripps, 2009-07-14 A Comprehensive Process for Defining Software Architectures That Work A good software architecture is the foundation of any successful software system Effective architecting requires a clear understanding of organizational roles artifacts activities performed and the optimal sequence for performing those activities With The Process of Software Architecting Peter Eeles and Peter Cripps provide guidance on these challenges by covering all aspects of architecting a software system introducing best practice techniques that apply in every environment whether based on Java EE Microsoft NET or other technologies Eeles and Cripps first illuminate concepts related to software architecture including architecture documentation and reusable assets Next they present an accessible task focused guided tour through a typical project focusing on the architect s role with common issues illuminated and addressed throughout Finally they conclude with a set of best practices that can be applied to today s most complex systems You will come away from this book understanding The role of the architect in a typical software development project How to document a software architecture to satisfy the needs of different stakeholders The applicability

of reusable assets in the process of architecting The role of the architect with respect to requirements definition The derivation of an architecture based on a set of requirements The relevance of architecting in creating complex systems The Process of Software Architecting will be an indispensable resource for every working and aspiring software architect and for every project manager and other software professional who needs to understand how architecture influences their work

Best Practices for the Formal Software Testing Process Rodger Drabick, 2013-07-15 This is the digital version of the printed book Copyright 2004 Testing is not a phase Software developers should not simply throw software over the wall to test engineers when the developers have finished coding A coordinated program of peer reviews and testing not only supplements a good software development process it supports it A good testing life cycle begins during the requirements elucidation phase of software development and concludes when the product is ready to install or ship following a successful system test Nevertheless there is no one true way to test software the best one can hope for is to possess a formal testing process that fits the needs of the testers as well as those of the organization and its customers A formal test plan is more than an early step in the software testing process it s a vital part of your software development life cycle This book presents a series of tasks to help you develop a formal testing process model as well as the inputs and outputs associated with each task These tasks include review of program plans development of the formal test plan creation of test documentation test design test cases test software and test procedures acquisition of automated testing tools test execution updating the test documentation tailoring the model for projects of all sizes Whether you are an experienced test engineer looking for ways to improve your testing process a new test engineer hoping to learn how to perform a good testing process a newly assigned test manager or team leader who needs to learn more about testing or a process improvement leader this book will help you maximize your effectiveness

This book delves into Cmmii Distilled A Practical Introduction To Integrated Process Improvement Aaron Clouse. Cmmii Distilled A Practical Introduction To Integrated Process Improvement Aaron Clouse is a crucial topic that needs to be grasped by everyone, ranging from students and scholars to the general public. The book will furnish comprehensive and in-depth insights into Cmmii Distilled A Practical Introduction To Integrated Process Improvement Aaron Clouse, encompassing both the fundamentals and more intricate discussions.

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 - Chapter 4: Cmmii Distilled A Practical Introduction To Integrated Process Improvement Aaron Clouse in Specific Contexts
 - Chapter 5: Conclusion
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4. In chapter 3, the author will examine the practical applications of Cmmii Distilled A Practical Introduction To Integrated Process Improvement Aaron Clouse in daily life. The third chapter will showcase real-world examples of how Cmmii Distilled A Practical Introduction To Integrated Process Improvement Aaron Clouse can be effectively utilized in everyday scenarios.
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Improvement Aaron Clouse. This chapter will summarize the key points that have been discussed throughout the book. This book is crafted in an easy-to-understand language and is complemented by engaging illustrations. This book is highly recommended for anyone seeking to gain a comprehensive understanding of Cmmii Distilled A Practical Introduction To Integrated Process Improvement Aaron Clouse.

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Cmmii Distilled A Practical Introduction To Integrated Process Improvement Aaron Clouse Introduction

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