



## Evolution of Versions

Last Update: May 2012

Component ID: DM-000756-E0003  
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## Preface

The purpose of this document is to explain, in the first section, the nature of the changes made to the new version of Macroscopic, from version 4.9 to 5.0 (June 2012). The second section addresses the changes from version 4.8 to 4.9 (June 2011).

The changes to this version of Macroscopic have resulted from feedback from our clients and our practitioners, and to give you a space to share your experience and favor collaboration. Macroscopic makes its entry in the social media and on the cloud. More than ever, it will be easy for you to post comments, suggestions and to ask questions on the contents of Macroscopic.

For each part of this document, a global view of the main changes impacting Macroscopic in general. Then, major changes that are specific to each domain are described, using, when relevant, correspondence tables, which map items from the previous version to items of the current version, documenting the transformation that was done.

Changes are covered for the following aspects: processes, deliverables, roles, terminology, techniques, and eLearning.

### *Audience*

This document is intended for users who:

- Wish to get an overview of the major changes brought in by the current release
- Are engaged in assignments where they can make use of this new version



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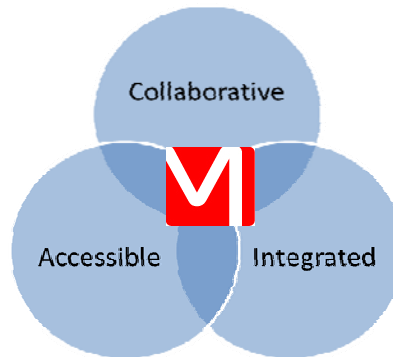
**Section I : V. 4.9 to V. 5.0**



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## 1. Overview

With this version, Macroscopic renew its identity et put in place elements to position its distinctive approach :



- Collaborative : offer a space for sharing and collaboration in which Macroscopic users could ask questions, post comments, suggestions and opinions, exchange on practical use of Macroscopic, etc.
- Accessible : allow access to the very last version of Macroscopic where ever you are, in all time.
- Integrated : offer an integrated set of processes to help answer the questions related to the implementation of organizational changes, to simplify the interdomain browsing, and to facilitate the adaptation and integration integration to Macroscopic of your processes.

The following sections describe the main changes brought in by Macroscopic version 5.0 (including those brought in by version 4.9 Service Pack 1).

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### 1.1. User Community and Social Media

**Macroscopic User Community** : Site at the service of the Macroscopic user community to help interaction among them and with Fujitsu team members, share experience and collaborate in the evolution of Macroscopic.

<http://macroscopic.ca.fujitsu.com/>

We encourage you to navigate, participate and contribute to this site and help us make it one of your premier resources for Macroscopic

Follow Macroscopic :



**Twitter** : Food for thoughts, references and other pointers on subjects related to Macroscopic.



*LinkedIn* : Open questions and discussions from a wide audience.

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## 1.2. Macroscopic

The main changes to the HTML pages and in Macroscopic version 5.0 are as follows:

- New color theme. The use of style sheets which facilitates the color customization of the site and the domain/extension to those of your organization.
- Direct access to any Macroscopic domain from the main menu bar using corresponding pictograms.
- A more representative terminology facilitating the association between domains and aspect of the covered organizational change.
- The change management fundamental questions are put forward. In the various homepages, a short purpose of the domain is displayed in a post-it format and for the path and phases while hovering them.
- Boxes on each of the homepages allow to easily spot and reach:
  - "Start with": method overview, principles, concepts and key roles;
  - "Explore": deliverable groups;
  - "and some techniques".
- Customizable header and footer per domain and for your extensions created using ProcessUnifier.
- Corrections have been made to broken links, typos, and inconsistencies.

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## 1.3. Fundamentals

All the principles were revised to deliver the essence of the fundamental ones on one page, with more details on request.

The mastery of these principles is essential for the optimal use of the method. Bypassing or toning down these principles are often a root cause of certain failures or, at least, difficulties in contemporary projects.

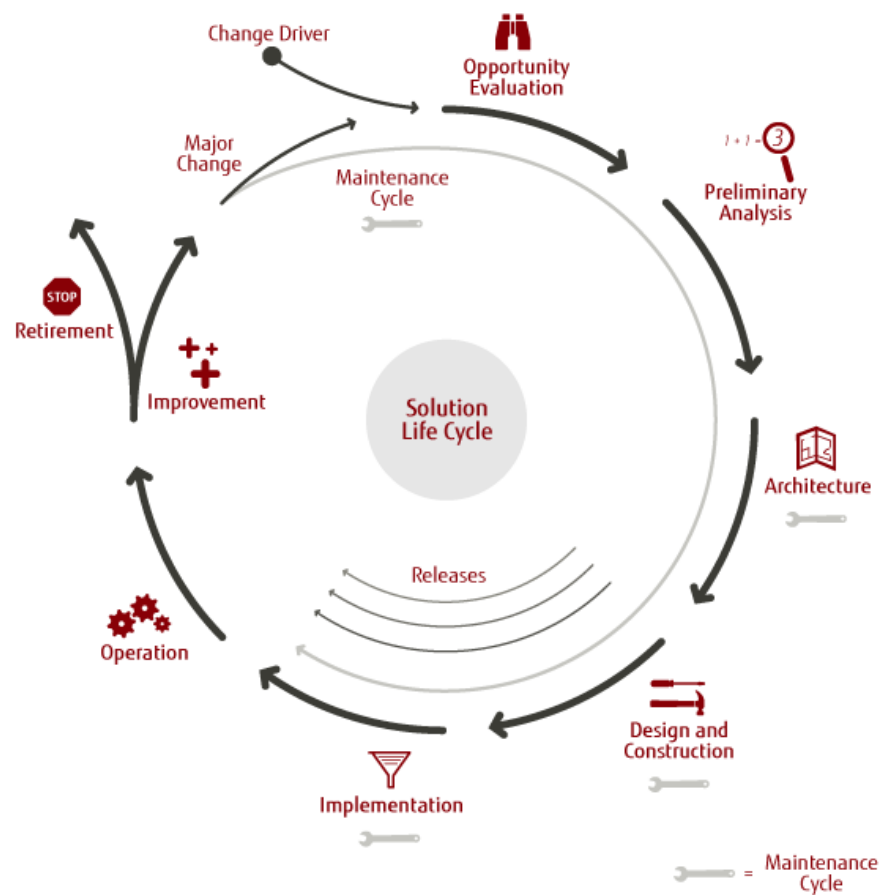
## 2. Processes

### 2.1. Solution

#### Life Cycle

The home new page focuses on the solution life cycle covering all stages of an information system's lifetime. This lifecycle is supported by several processes or process variations called path. Each process is designed to achieve specific results or milestones and suits various project circumstances and system characteristics.

Figure below illustrate Base process life cycle.



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## Table of the changes

Version 4.9	Action	Version 5.0
Change Request Management	Renamed	System Improvement

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## Agile Approach

### Table of the changes

Activity	Action	Comments
AG.1 Project Scope and Planning	Ajusted	Description Project Management Guidelines
AG.1.3 Plan the Delivery	Ajusted	Outputs section
AG.2.2 Perform Iteration Zero	Ajusted	Process Description
AG.2.2.2 Clarify Functional Issue	Ajusted	Process Description
AG.2.6 Facilitate Project and Track Progress	Ajusted	Process Description

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## 3. Deliverables

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### 3.1. Macroscope

In addition to the new Macroscope logo, deliverable format is slightly modified : header and footer, margins and fonts.

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### 3.2. Architecture

#### Table of the Changes

Deliverable	Action	Comments
A100S Business Context	Ajusted	Suggested content revised (related to domain name change)

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### 3.3. Solution

#### Table of the Changes

Deliverable	Action	Comments
P100S Opportunity	Ajusted	Suggested content revised
P290S Costs and Benefits	Ajusted	Suggested content revised (related to domain name change)
P450G Release Transition and Implementation Plan	Ajusted	Section 9, a new activity for the installation of Configuration Management and Documentation Management procedures (version 4.9 SP1)
P450S Implementation Plan	Ajusted	Section 2, Documentation Management Plan topic (version 4.9 SP1)
P895S Global Maintenance Plan	Ajusted	Suggested content revised (related to domain name change)
P920G Information System Evaluation	Ajusted	Section 1, a new aspect to evaluate added to the suggested list (version 4.9 SP1)

### 3.4. Project

#### Table of the Changes

Deliverables	Action	Comments
M001S Project Initial Understanding	Ajusted	Suggested content revised (related to domain name change)
M002S Project Statement	Ajusted	Suggested content revised (related to domain name change)
M015S Quality Plan	Ajusted	Suggested content revised (related to domain name change)
M030S Project Environment Requirements	Ajusted	Section 2.3, revised productivity tool example list Suggested content revised (related to domain name change)
M042S Change Request	Ajusted	Section 1.5 title (withdraw of "(contractual signoff)")
M054S Product and Service Selection	Ajusted	Suggested content revised (related to domain name change)

### 3.5. Benefits

#### Table of the Changes

Deliverable	Action	Comments
R220S Program Plan	Ajusted	Suggested content revised (related to domain name change)
R320S Role Map	Ajusted	Suggested content revised (related to domain name change)

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## 4. Roles

Along our simplification path, the typical structures of project teams as well as the list of the key roles and their descriptions were completely revised for each domain. The descriptions are shorter and offer links towards the detailed roles so the user can get more information about responsibilities.

Reference cards, also called RACI Matrix or Activity-Deliverable Matrix, are now available from the Key Roles pages.

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### 4.1. Architecture

An illustration representing a typical structure of the key-roles is added in the page Key-roles.

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### 4.2. Solution

The structure of roles has been simplified. Illustration of the roles structure has been adapted to reflect this simplification.

- All key roles structures pertaining to different paths are available from a unique Roles page, using tabs
- Operation and Maintenance role structure is divided into:
  1. Operation
  2. Improvement and Maintenance
- When displaying Siblings menu as a tree (left menu), roles are grouped by main theme.

- **Solution Architect**

The solution architect role has been added to better support the different project types. The implementation of a new solution versus an infrastructure improvement projects requires different expertise skill sets. The solution architecture will therefore naturally be different.

The solution architect ensures the overall viability, quality and integrity of the solution and its conformity to enterprise-level standards. Coordinates the activities of the architecture team and approves the deliverables produced by team members.

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### **4.3. Project**

Key roles structure is revised. It now shows the stakeholders as being part of the Steering Committee.

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## 5. Techniques

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### 5.1. BPMN

The BPMN notation is now described at the Macroscopic level (since 4.9 SP1) to facilitate its use in the context of Macroscopic.

Deliverables for which certain aspects can be described using the BPMN notation have been modified to include a BPMN guideline.

These deliverables are :

- P201S System Processes
  - P201O Information System Dynamics
- P251S Work Processes
  - P251U User-level Work Process
- P490S Unit Task Specification
- P580S Automated Process Specification
  - P580U Run

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### 5.2. Agile Approach

**M-POKER - Planning Poker**, an effort estimating technique using Agile approach, is described in Solution and Project domains. This technique is inspired from SCRUM method.

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## 6. Terminology

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### 6.1. Agile

Some of the Agile common terminology were integrated, in particular, concepts such as:

- Product Backlog
- Sprint Backlog
- Sprint Planning Meeting

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## 7. Learning

The training catalog and the eLearning modules are available on the Macroscopic User Community web site. So, you have access to the current list of available courses and to the last versions of the online learning.

See : <http://macroscopic.ca.fujitsu.com/User-Community/learning.html>



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**Section II : V. 4.8 to V. 4.9**



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## 8. Overview

This new Macroscopic version includes a totally revamped Solution Delivery base process (former Implementation Solution) to ProductivityCentre and also a view on the Business Analysis discipline. The four main changes themes are the following:

- **Agility and Adaptability:** The overall goal is to better equip professionals for the increased demand for flexible, agile and rapid deployment approaches.
- **Usability:** The overall goal is to increase effective usage of Macroscopic through improved ease of use, appeal, and effectiveness.
- **Manageability:** The overall goal is to gradually create a monitoring capability to better monitor usage and influence the evolution of Macroscopic.
- **Deployability:** The overall goal is to increase access to learning and flexibility for deploying Macroscopic.

The following sections describe the main changes brought in by Macroscopic version 4.9 (including those brought in by version 4.8 Service Pack 2).

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### 8.1. Macroscopic Home Page and Site

The main changes to the HTML pages and in Macroscopic are the following:

- New graphical presentation, including a new banner and footer, redesigned contextual navigation.
- New home page graphic to show that Macroscopic domains are interrelated in the effort to keep a global view of the organization when undertaking change and each of them is designed to answer a key question in managing change.
- An improved Glossary including a new section that lists the deliverables where the concept is documented.
- Printed guides are now available from the Support Material view.
- E-Learning modules and Macroscopic tools are available for download from Internet.
- A new Discussion tab that gives the possibility to add comments or start a discussion thread.

Moreover, corrections have been made to broken links, typos, and inconsistencies.

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## 8.2. ProductivityCentre

ProductivityCentre home page has been modified in order to reflect the solution delivery lifecycle according to the new process structure:

- An Opportunity Evaluation process common to all Solution Delivery paths.
- A set of Information System Solution Delivery processes (base and specialized processes).
- A set of processes for the operation, maintenance and retirement of the solution.

Note that, though the presentation is different, the System Operation and Maintenance process have not changed.

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## 8.3. ManagementSuite

The process graphical presentation has been simplified and is now similar (swimlanes) to the other Macroscopic methods. Also, redundancies have been removed.

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## 9. Processes

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### 9.1. ProductivityCentre

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#### Opportunity Evaluation

The various Opportunity Evaluation phases are now consolidated into one single Opportunity process, common to all Solution Delivery paths.

Guidelines have been added to help select a solution delivery path for the next step.

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#### Base Delivery

The Solution Implementation process is renamed to clearly position it as the base delivery process. Its content has been revised and restructured in a three level of information to gradually reveal the process details.

To better help the user understand and adapt the process, a table outlining the potentially expected outcomes and what process steps are necessary to deliver them is now preceding the presentation of the process details (**Overview** tab at the phase level).

In top of each process model, the user can select to display it in the traditional process view (activity/deliverable) or the components view (activity/concept).



Also, at the bottom of the process models, the user can filter the process using the available perspective icons: Business Analysis, Security, Solution Testing.

**Perspectives:**



A perspective highlights the activities in which the perspective is involved and only related information is displayed.

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#### Security Aspect

The Security Aspect has been revised and enriched. It is one of the three available disciplines, along with Business Analysis and Solution Testing.

## Agile Delivery

Agile Delivery process, deliverables, roles and techniques are now integrated to ProductivityCentre. The user can consult any agile element and easily get back to any other ProductivityCentre elements.

### Table of the changes done to the version 4.8 Paths

Version 4.8	Action	Version 4.9
BP.1 Opportunity Evaluation phase	Replaced by	OE Opportunity Evaluation process
BP.1.1 Evaluate Opportunity	Detailed and replaced by	OE.1 Evaluate Opportunity OE.2 Outline Organizational Change Strategy OE.3 Present Recommendation
Solution Implementation	Replaced by	Base Delivery
System Operation and Maintenance	Split into and replaced by	System Operation, Change Request Management, and System Maintenance are now individual processes
Accelerated Development	Renamed to	Accelerated Delivery
AD.1 Opportunity Evaluation phase	Replaced by	OE Opportunity Evaluation process
PK.1 Opportunity Evaluation phase	Replaced by	OE Opportunity Evaluation process
Agile Delivery adaptation	Integrated	Agile Delivery (specialized delivery process)
BP.2 Preliminary Analysis	Detailed and replaced by	BASE.1 Preliminary Analysis
	New	BASE.1.1 Establish Requirements Management Strategy BASE.1.1.1 Establish Requirements Management Strategy
BP.2.1 Define Owner Requirements	Detailed and replaced by	BASE.1.2 Define Business Requirements BASE.1.2.1 Assess Current Situation BASE.1.2.2 Define Owner Objectives and Principles BASE.1.2.3 Define Owner Models BASE.1.2.4 Trace Requirements
BP.2.2 Define User and Developer Requirements	Detailed and replaced by	BASE.1.3 Define System Requirements BASE.1.3.1 Define User Requirements BASE.1.3.2 Define Developer Requirements BASE.1.3.3 Trace Requirements
BP.2.3 Draft System Models	Detailed and replaced by	BASE.1.4 Draft System Models BASE.1.4.1 Draft User Models BASE.1.4.2 Draft Conversion BASE.1.4.3 Draft User Technology and Distribution BASE.1.4.4 Select Developer Components BASE.1.4.5 Draft Developer Models BASE.1.4.6 Trace Requirements
BP.2.4 Determine Cost-effectiveness	Detailed and replaced by	BASE.1.5 Determine Cost-effectiveness BASE.1.5.1 Draft Implementation Strategy BASE.1.5.2 Draft Organizational Change Strategy and Impacts BASE.1.5.3 Determine Cost-effectiveness

<b>Version 4.8</b>	<b>Action</b>	<b>Version 4.9</b>
		BASE.1.5.4 Trace Requirements
BP.3 Architecture	Detailed and replaced by	BASE.2 Architecture
BP.3.1 Complete User Models	Detailed and replaced by	BASE.2.1 Revise System Models BASE.2.1.1 Complete User Models BASE.2.1.2 Complete Conversion BASE.2.1.3 Complete User Technology and Distribution BASE.2.1.7 Trace Requirements
BP.3.2 Update Developer Models	Detailed and replaced by	BASE.2.1 Revise System Models BASE.2.1.2 Complete Conversion BASE.2.1.4 Organize Persistent Information Structure BASE.2.1.5 Acquire Developer Components BASE.2.1.6 Update Developer Architecture and Infrastructure BASE.2.1.7 Trace Requirements
BP.3.3 Define Development Strategies	Detailed and replaced by	BASE.2.3 Define Development Strategies BASE.2.3.1 Define Integration and Test Groups BASE.2.3.2 Define Development Strategies BASE.2.3.3 Define Test Environment BASE.2.3.4 Trace Requirements
BP.3.4 Determine Cost-effectiveness	Detailed and replaced by	BASE.2.4 Confirm Cost-effectiveness BASE.2.4.1 Revise Implementation Strategy BASE.2.4.2 Revise Organizational Change Strategy and Impacts BASE.2.4.3 Confirm Cost-effectiveness BASE.2.4.4 Trace Requirements
BP.3.5 Define Standards (Complementary Activity)	Detailed and replaced by	BASE.2.2 Define and Validate Standards BASE.2.2.1 Write User Standards BASE.2.2.2 Design Key User Components BASE.2.2.3 Write Developer Standards BASE.2.2.4 Design and Construct Key Developer Components BASE.2.2.5 Trace Requirements
BP.4 Design and Construct	Detailed and replaced by	BASE.3 Release Design and Construct
BP.4.1 Complete Development Plans for the Release	Detailed and replaced by	BASE.3.1 Confirm Release Development Plans BASE.1.2.1 Assess Current Situation BASE.1.2.2 Define Owner Objectives and Principles BASE.1.2.3 Define Owner Models BASE.1.2.4 Trace Requirements
BP.4.2 Design and Construct Integration Groups	Detailed and replaced by	BASE.3.2 Design and Construct Release Components BASE.3.2.1 Define User Components BASE.3.2.2 Complete Persistent Information Structure BASE.3.2.3 Complete Software Architecture BASE.3.2.4 Design and Construct Developer Components

<b>Version 4.8</b>	<b>Action</b>	<b>Version 4.9</b>
		BASE.3.2.5 Trace Requirements
BP.4.3 Prepare Release Acceptance	Detailed and replaced by	BASE.3.3 Prepare and Conduct Release Testing BASE.3.3.1 Develop Integration Tests BASE.3.3.2 Conduct Integration Testing BASE.3.3.3 Develop Acceptance Tests BASE.3.3.4 Trace and Audit Requirements
BP.4.4 Plan Implementation and Prepare Transition Material	Detailed and replaced by	BASE.3.4 Prepare Release Implementation BASE.3.4.1 Prepare Transition Material BASE.3.4.2 Plan Implementation BASE.3.4.3 Trace Requirements
BP.5 Implementation	Detailed and replaced by	BASE.4 Release Implementation
BP.5.1 Validate Release	Detailed and replaced by	BASE.4.2 Ensure User Acceptance BASE.4.2.1 Validate Transition Material BASE.4.2.2 Install Release in Acceptance Test Environment BASE.4.2.3 Perform Acceptance Testing BASE.4.2.4 Revise System Components BASE.4.2.5 Trace and Audit Requirements
BP.5.2 Revise Implementation Plan	Detailed and replaced by	BASE.4.1 Ensure Implementation Readiness BASE.4.1.1 Complete Release Implementation Plan BASE.4.1.2 Ensure Environments Readiness BASE.4.1.3 Trace Requirements
BP.5.3 Transfer Release to Users	Detailed and replaced by	BASE.4.3 Carry Out Organizational Change BASE.4.3.1 Perform Initial Training BASE.4.3.2 Perform Communication Activities BASE.4.3.3 Perform Conversion BASE.4.3.4 Trace Requirements BASE.4.4 Transfer to Production BASE.4.4.1 Install Release in Production Environment(s) BASE.4.4.2 Setup Control of Production Systems
BP.5.4 Accept and Launch System	Detailed and replaced by	BASE.4.4 Transfer to Production BASE.4.4.3 Accept and Put into Production BASE.4.4.4 Trace Requirements

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## 9.2. ManagementSuite

Some process has been revised.

PM01 Initiate Project: Because stakeholders are a major source of a project's risks, a new activity and tool guide the stakeholder analysis.

PM10 Establish Project Statement, PM14 Produce Work Breakdown Structure: A high-level WBS is produced to define the project scope in the Project Statement. It is subsequently detailed by decomposing the solution scope into manageable components and by introducing all additional work required to satisfy the established project scope.

PM15 Plan Quality, PM46 Track Deliverable Approval: Quality assurance plays a fundamental role on the majority of information system development projects and, as a consequence, consumes a large amount of the project's efforts and resources.

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## 9.3. ArchitectureLab

In addition to the traditional process view showing deliverables as results of activities, an additional view is provided showing the components being created or updated by the activity.

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### Perspective

The Definition of Capabilities process now presents an additional view according to the Business Analysis discipline.

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## 10. Deliverables

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### 10.1. Macroscope

Pre-assembled deliverable templates used to be available in two paper size formats: Letter and A4. The later is suppressed since most printers and Microsoft Office now manage the paper size at print.

The Job Aids page of each domain used to contain links to tools, reference cards and templates. These objects are now available under the Support Material view. It is now easier to adapt, customize, replace or add to them.

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### 10.2. ProductivityCentre

For key deliverables, the description of the deliverable now includes a diagram illustrating the relationships between the deliverable and the ones contributing to it, and the ones it contributes to. This allows for a better understanding of the role and importance of the deliverable.

For deliverables where a concept can be described using UML diagrams, a guideline has been added in the deliverable description and points to an example.

The notion of Design Patterns is now explicit. In deliverables where published Design Patterns are available, a "Suggested Design Patterns" guideline has been added in the deliverable description and points to the relevant Design Pattern description.

The requirements management and traceability is made explicit throughout the Base Delivery process. Adjustment to appropriate deliverable was necessary.

The table below summarizes the changes to each deliverable concerned.

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**Table of the Changes Sorted by Version 4.8 Deliverables**

Deliverable (ID and name)	Action	Version 4.9 – Comments
P405S Construction and Test Strategy	Adjusted	Section 4 - Requirements Management Approach removed
P900S Requirements Trace	Adjusted	Section 1 - Requirements Management Approach added
Results (Deliverable Group)	Renamed	Organizational Change Management.
Test Strategy (Deliverable Group Topic)	Renamed	Development Strategies and Plan
Requirements Assessment (Deliverable Group Topic)	Renamed	Requirements Management
P415S Test Plan	Moved	from Tests to Development Strategies and Plan deliverable group topic

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### 10.3. ManagementSuite

For all deliverables, the description of the deliverable now includes a diagram illustrating the relationships between the deliverable and the ones contributing to it, and the ones it contributes to. This allows for a better understanding of the role and importance of the deliverable.

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#### Table of the Changes Sorted by Version 4.8 Deliverables

Deliverable (ID and name)	Action	Version 4.9 – Comments
M001S - Project Initial Understanding	Adjusted	Section 2. Project Manager's Perspective, a new column is added to document the Project Behavior Strategy

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## 11. Roles

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### 11.1. ProductivityCentre

Agile roles have been integrated to ProductivityCentre. Their description has been revised, and the skills section is added. Agile key roles page still remains.

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## 12. Techniques

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### 12.1. Macroscope

Macroscope introduce a lean technique. The common goal of Lean techniques and approaches is to first try to eliminate any waste-producing activity, otherwise reduce, combine, simplify, optimize, and automate.

New shared technique group: SM-LEAN Lean Techniques (including SM-DMAIC).

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### 12.2. ProductivityCentre

Agile Techniques are integrated to ProductivityCentre techniques. They now appear in the Structured List. Redundancies have been suppressed.

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### 12.3. ManagementSuite

Techniques that used to be in printed guides are now available through the Macroscope web site (in HTML). The guides have been suppressed.

The groups have been revised from standard process groups to domain knowledge.

Project Management Techniques from Agile Delivery adaptation, such as Scrum Meeting, Reflection meeting, and Timeboxing, are now integrated to ManagementSuite Techniques.

Techniques have been created or adjusted to support the revised processes.

New:

- M-KOFF Kickoff Meeting;
- M-SIA Stakeholders Analysis;
- M-QAC Quality Assurance in IT Development Project.

Adjusted:

- M-PSS Project Scope Structuring.

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## 13. E-Learning

E\_Learning material was suppressed from the Support - Learning menu. They are all available for download from the Macroscopic Update Web Site.

**FUJITSU**