

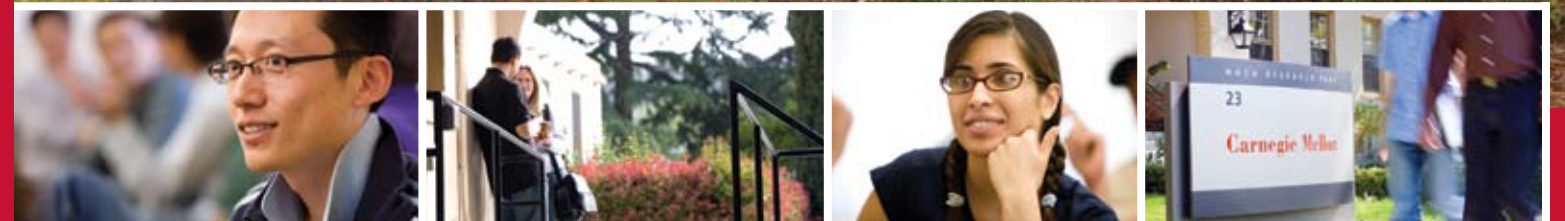
**Carnegie Mellon<sup>®</sup>**  
**SILICON VALLEY**

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Moffett Field, CA 94035

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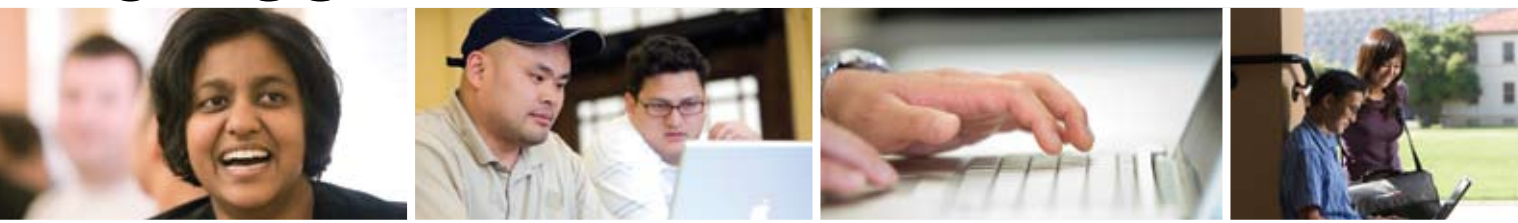
**Carnegie Mellon<sup>®</sup>**  
**SILICON VALLEY**



[sv.cmu.edu](http://sv.cmu.edu)



# Carnegie Mellon<sup>®</sup> SILICON VALLEY



## Welcome From the Deans

Carnegie Mellon is a private research university with a distinctive mix of world-renowned programs in engineering, computer science, robotics, business, public policy, fine arts, and the humanities. In 2002, Carnegie Mellon established its Silicon Valley campus at Moffett Field in Mountain View, California to expand the reach of its outstanding professional programs and to perform innovative research that connects it to local, national, and global high-tech companies.

Long known for its leadership in engineering and computer science research and education, Carnegie Mellon and the College of Engineering have established a natural extension in the Silicon Valley, one that integrates the rich heritage and resources of the Pittsburgh campus with the opportunities available in the highly innovative and entrepreneurial Silicon Valley.

Carnegie Mellon's Silicon Valley campus offers innovative part-time, full-time, and bicoastal master's degree programs in information technology, innovation, software engineering, and software management. We are also pleased to offer our new bicoastal Ph.D. program in mobility. All of these programs are characterized by the University's ongoing focus on creating and implementing solutions for real problems.

The search for talent, innovation, and capital is increasingly more competitive, and the mix of programs at Carnegie Mellon's campus in Silicon Valley is designed to help our students become leaders in the global management and execution of a suite of new technologies. Students, both domestic and international, who want to be entrepreneurs or intrapreneurs in technology are drawn to our unique bicoastal and Silicon Valley-based programs to be in close proximity to key industry people, leading technology companies, and thousands of alumni.

We look forward to seeing you on our Pittsburgh campus, our Silicon Valley campus, or both!

**James Morris**  
Dean, Carnegie Mellon Silicon Valley

**Pradeep Khosla**  
Dean, College of Engineering

## Carnegie Mellon Silicon Valley Degree Programs

### Bicoastal Programs (Pittsburgh and Silicon Valley)

**Master of Science in Information Technology:** This professional full-time graduate degree program integrates technology, management, and industry experience and prepares students to become intelligent decision-makers in the IT field. Students have a choice of three tracks: Mobility, Information Security, and Software Management. **Visit:** <http://www.ini.cmu.edu>.

**Master of Science in Engineering and Technology Innovation Management:** This interdisciplinary program enables students to develop capabilities for leading innovation while growing and leveraging their own areas of technical expertise. **Visit** <http://www.cit.cmu.edu/etim>.

**Ph.D. in Electrical and Computer Engineering (ECE):** Full-time and part-time students can complete all or part of their ECE Ph.D. studies at the Silicon Valley campus. The initial focus of the program is on mobility, networking, and security and is closely affiliated with the multi-disciplinary research of the bicoastal CyLab Mobility Research Center. **Visit** <http://sv.cmu.edu>.

### Single-Location Programs (Silicon Valley)

**Master of Science in Software Engineering (Full-time or Part-time):** This program offers either a Technical track or a Development Management track. The Technical track appeals to software developers who aim to advance to a senior developer or architect role. The Development Management track suits software developers who want to advance into technical project or software development management roles. **Visit** <http://sv.cmu.edu>.

**Master of Science in Software Management (Part-time):** This program prepares experienced software engineers and project managers for leadership roles in software business management. **Visit** <http://sv.cmu.edu>.

Serving a wide variety of industries and career paths, Carnegie Mellon Silicon Valley is dedicated to educating its students to become leaders in global technology innovation and management. Each program provides the appropriate mix of technical, business, and organizational skills critical to your career advancement.



## Preston Mesick

University of Nebraska - Lincoln  
BS in Computer Engineering, '06

Carnegie Mellon, Information Networking Institute  
MS in Information Security Technology Management, '08

Citigroup, Inc.  
Analyst, Quantitative Trade and Analysis Program

I knew I wanted to go to grad school, and I wanted to find a program that is as eclectic and multi-interested as I am. After researching a number of schools, I found the INI program at Carnegie Mellon offered, by far, the best opportunity for me to build an elective curriculum for myself that allowed me to go into the business side of my industry. The INI's elective course options allowed me to put several consecutive courses together in specific areas to build the depth I needed to really know what I was talking about in an interview.

The bottom line with the INI program is that we can pursue interests when other programs do not let you. If I had not been able to take some of those classes, I would not have been able to get my ideal job. I was interviewing alongside MBA and MScF students, and what I brought to the position was strength in both computer science and business; what they didn't have was the depth of computer science offered in the INI core. As a result, I was able to get a job on Wall Street as a financial analyst, using both my engineering and computational finance skills, to build systems for pricing financial instruments.

## Pittsburgh-Silicon Valley Based Programs

East meets West with four distinct professional master's programs offered by Carnegie Mellon's Information Networking Institute and the College of Engineering. With time spent at both Carnegie Mellon in Pittsburgh and in Silicon Valley, students are exposed to the rich academic experiences of the main campus as well as the exciting career opportunities of northern California that are second to none.

## Master of Science in Information Technology

Carnegie Mellon's Information Networking Institute offers three of the four bicoastal master's programs: (1) Information Technology-Mobility (MSIT-MOB), (2) Information Technology-Information Security (MSIT-IS), and (3) Information Technology-Software Management (MSIT-SM). Each specialization offers a distinct curriculum, allowing students to gain an in-depth knowledge in these areas, all of which are in high demand throughout the industry. The three programs are also complemented by business electives and practical experience gained from real world projects, setting students apart from their competition during the job search.

These three outstanding programs provide students with a solid technical foundation, along with strategic thinking and management skills to prepare them for leadership roles in technology. Graduates work for some of the top employers and organizations in the information technology industry. While some graduates go on to lead projects in software engineering or security consulting, others build upon their business and policy acumen to take executive and entrepreneurial roles in the IT industry. Goldman Sachs, Google, Morgan Stanley, Microsoft and Oracle are just a few employers who recruit INI students, while other INI graduates have gone on to form such companies as MindMatrix and Schell Games.

**"Carnegie Mellon's tradition of innovation is clearly legendary. Carnegie Mellon is a cherished asset for both Silicon Valley and the entire technology community."**

Dr. Eric Schmidt, CEO, Google

### MSIT Core Courses

#### INI MSIT Graduate Seminar

In this course, students select, investigate, discuss, debate and solve multi-disciplinary problems in information technology. Faculty members from both campuses and experts from local companies serve as guest lecturers.

#### Fundamentals of Telecommunications and Computer Networks

This course follows an aggressive pace to teach students fundamental principles. Besides learning about the nuts and bolts, students will gain an understanding in engineering tradeoffs made and design principles used in computer and telecommunication networks. Students will apply some of this knowledge in the context of systems projects.

#### Introduction to Information Security

The growing importance of information systems and their use to support safety-critical applications has made information security a central issue for modern systems. This course introduces the technical and policy foundations of information security to enable students to reason about information systems from a security engineering perspective.

#### Managerial Economics

This class presents the basic concepts of microeconomics theory with an emphasis on business applications. Students will become capable of applying the basic concepts to problems faced in both future classes (e.g. finance, macroeconomics) and future careers.

#### Business Management

This class includes management functions such as accounting, finance, human relations, marketing, and operations. The importance of information systems is emphasized across all management functions.

#### Introduction to Software Engineering

Students learn the skills needed to lead a team, apply an appropriate software lifecycle, and manage the resources needed to complete projects that meet business objectives.

#### INI MSIT Project Practicum

Students apply the skills they have learned in their coursework to a new instance of a real-world problem. Options for the project practicum include a team-based project with an external client, an individual project with an external client, or directed research with a faculty member.



## Priya Narasimhan

Associate Professor, Electrical & Computer Engineering Department

Alfred P. Sloan Research Fellow

Co-Director, Cylab Mobility Research Center

**The MSIT-MOB program, with its focus on Mobility, gives students valuable insight into a dynamic technology. The master's project practicum and the internship in Silicon Valley allow students to take the knowledge and skills covered in the core courses and become hands-on with the surging issues in mobility today. As a result, students become technology experts, strategists, and problem-solvers in an area of the industry that is thirsting for talent.**

**In my research, my students and I have taken engineering solutions and tried to give blind people a better quality of life and complete independence so that they can shop independently in a store using technology. Three years ago, we started a company and hope to get this solution into every blind person's hands in the United States. There's nothing that beats the adrenal rush of someone using your stuff for the first time.**

Dr. Narasimhan ran a start-up company that stemmed from her Ph.D. work at the University of California, Santa Barbara. Since coming to Carnegie Mellon, she has worked on several research projects, including Trinetra ("third-eye" in Sanskrit), a smart phone-based assistive technology for the blind.





## Master of Science in Engineering & Technology Innovation Management

In today's competitive world, business leadership often requires leveraging technology as well as global management skills. Key roles in industry and consulting demand enhanced technical knowledge coupled with a critical understanding of innovation management.

Carnegie Mellon's accelerated interdisciplinary master's program in Engineering and Technology Innovation Management (E&TIM) is designed for leaders who want to wield new technology in effective ways. The new bicoastal track integrates a Silicon Valley experience and builds on the strengths of the Carnegie Mellon Silicon Valley campus. The E&TIM program can be completed in one year of full-time study from January to December, including a summer internship project. Students enrolled in the Pittsburgh-based program also have the opportunity to explore an option for part-time study over two years.

E&TIM prepares technical professionals to lead innovation and manage value creation, building on a first-rate engineering and technology foundation. Ideal candidates for the E&TIM program are those with science and engineering backgrounds who have the drive to:

- Lead technology development and engineering,
- Create new technology-enabled ventures,
- Develop business technology strategies, and
- Design policies to encourage technological innovation.

The E&TIM program balances core courses with the flexibility of technical and innovation management electives. The program core equips students with the fundamentals to understand and manage innovation. Through electives, students can tailor the program to their specific interests and needs.

### Core Courses

Core courses of E&TIM include Managerial and Engineering Economics, Strategy and Management of Technology Innovation, a Product or Process Innovation project, and Innovation Management in Practice seminars featuring industry speakers. A summer internship project provides a hands-on experience at a firm leveraging technology.

### Elective Courses

Electives serve two purposes. Technical electives enable students to strengthen their technical education in additional areas. Innovation management electives allow students to deepen their understanding in a variety of aspects of management that distinguish successful innovation, including business contexts and processes, policies, and organizational dynamics.

**Technical** elective areas include traditional technical disciplines and interdisciplinary choices. The College of Engineering at Carnegie Mellon's Pittsburgh campus includes Departments of Biomedical Engineering, Chemical Engineering, Civil and Environmental Engineering, Electrical and Computer Engineering, Engineering and Public Policy, Materials Science Engineering, and Mechanical Engineering. Because Carnegie Mellon enjoys broad



### Deepti Madan

Guru Gobind Singh Indraprastha University, New Delhi  
BS in Information Technology, '06

Carnegie Mellon University  
MS in Engineering & Technology Innovation Management, '08

SAP Labs, U.S.  
Product Manager Intern, Governance Risk and Compliance

The Engineering & Technology Innovation Management Program (E&TIM) is the perfect blend of technology and business, and it has provided me with the right training ground for a life of innovation and leadership. Having completed my undergrad in engineering (IT), and after gaining work experience in reputed IT firms for almost two years, I decided I needed a program that would help me realize my potential beyond just technical skills. The E&TIM program helped me hone my technical skills while supplementing my engineering background with business-oriented knowledge that made me more confident for entering the business world.

The program's strength lies in its flexibility, allowing students to structure their career path by choosing courses from a wide variety of schools and colleges at Carnegie Mellon. The summer internship provides hands-on experience in applying the skills learned during the spring semester to the real-world domain. I am currently an intern in the Product Management division of SAP Labs. My work involves understanding customer requirement specifications, developing use cases, and performing data modeling. I act as the bridge between the customer advisory and the development teams, and I've found that this role has helped me build managerial, technical, presentation and, above all, my teamwork skills.

The E&TIM program's agile structure powered by the stimulating academic environment and interaction with the distinguished faculty at Carnegie Mellon University has proven immensely fruitful.

### INI MSIT Internship

Students are required to complete an internship to obtain a comprehensive Silicon Valley experience. Internships enable a student to apply learned knowledge in a real-world setting, gain job experience in his or her field of specialization, and create professional contacts.

### Electives

#### Mobility Program Electives

(MSIT-MOB; visit <http://www.ini.cmu.edu>)

- Fundamentals of Embedded Systems
- The Mobile Ecosystem
- Designing the Mobile User Experience I, II
- Mobile Hardware for Software Engineers

#### Information Security Program Electives

(MSIT-IS; visit <http://www.ini.cmu.edu>)

- Applied Information Assurance
- Network Security
- Secure Software Systems
- Privacy Policy, Law, and Technology

#### Software Management Program Electives

(MSIT-SM; see pages 13-14 for details)

- Metrics for Software Managers
- Avoiding Software Project Failures
- Project and Process Management
- Managing Software Professionals

#### MSIT Electives for All Programs

(see pages 14-15 for details)

- Innovation and Entrepreneurship
- Software Product Marketing
- Software Product Strategy
- Enterprise Architecture
- Human-Computer Interaction
- Open Source Software

### Minimum Qualifications

- Bachelor's degree in computer science, electrical and computer engineering, information science, information systems, information technology, or a related field, with a minimum cumulative QPA of 3.0 or equivalent;
- Demonstrated analytical ability, including successful completion of undergraduate probability or statistics courses (applicant may petition to waive based on appropriate professional/industrial experience);
- Programming experience in data structures and an object-oriented programming language, such as C++ or Java;
- GRE General Test (Institution Code **2074**; Department Code **0404**), taken within the past five years (neither the GMAT nor the Subject Test is accepted);
- TOEFL (Institution Code **8569**, Department Code **99**), taken within the past two years, is required for applicants whose native language/mother tongue is not English; and
- Work experience is preferred.

For admissions questions and application details, visit <http://www.ini.cmu.edu> or e-mail [ini-admissions@andrew.cmu.edu](mailto:ini-admissions@andrew.cmu.edu).

### Application Deadline:

February 15, 2009

technical strengths and an interdisciplinary culture, exciting possibilities for technical focus areas in E&TIM may also be found at the intersections between disciplines. E&TIM students may also apply for dual degrees with traditional engineering programs.

**Innovation Management** electives span a range of courses in three main categories: a) Industrial R&D and Entrepreneurship, b) International Business and Science, Technology, and Innovation Policy, and c) Innovating in the Context of an Organization.

### Industrial Participation

As a professional program, E&TIM makes multiple connections to real-world innovation issues in industry. Students in the program will have direct contact with industrial innovation through 1) the speakers of the Innovation Management in Practice seminar, 2) the industrial clients for the Product or Process Innovation Projects, and 3) the firms where they will undertake their summer internships.

E&TIM welcomes industrial supporters for the program. Supporters will benefit from the opportunity to interact with students in areas of particular interest to a firm. There are opportunities to recognize firms who provide student support scholarships or student internships.

### E&TIM Overview

#### Academic Block 1: Pittsburgh Campus

JANUARY to  
MAY

- Managerial & Engineering Economics
- Strategy and Management of Technological Innovation
- First Innovation Management and Technical Elective
- Seminar on Innovation Management in Practice Featuring Industry Speakers



#### Internship: Silicon Valley Campus

MAY to  
AUGUST

- Hands-on, Project-focused Internship at a Firm Leveraging Technology



#### Academic Block 2: Silicon Valley Campus

AUGUST to  
DECEMBER

- Product or Process Innovation Project
- Completion of Innovation Management and Technical Electives
- Seminar on Innovation Management in Practice

E&TIM is offered by Carnegie Mellon's highly rated College of Engineering. It is coordinated by the Department of Engineering and Public Policy, with collaboration from the Heinz School of Public Policy, the Department of Social & Decision Sciences (in the College of Humanities & Social Sciences) and the Tepper School of Business. The program builds on a convergence of Carnegie Mellon strengths, including strong traditional engineering programs, the Ph.D. and research program on Strategy, Entrepreneurship & Technological Change (SETChange), the Department of Engineering and Public Policy, the Integrated Product Development program, broad offerings in entrepreneurship education, and a history of successful educational collaborations across disciplines.

### Minimum Qualifications

- An undergraduate or graduate degree in engineering, computer science or science (with official transcripts);
- Work experience is preferred;
- A Statement of Purpose describing how graduate study in the E&TIM program would align with academic and professional preparation and professional objectives;
- Three letters of recommendation from academic and professional references;
- A valid GRE General Test score report (Institution Code **2074**; Department Code **1699**); and
- A valid TOEFL score report (Institution Code **2074**; Department Code **69**) for applicants whose native language is not English.

For admissions questions and application details, visit <http://www.cit.cmu.edu/etim> or e-mail [etim@andrew.cmu.edu](mailto:etim@andrew.cmu.edu). The E&TIM program begins annually in January and ends the following December.

### Application Deadline:

**August 31 for September Notification**  
**September 30 for October Notification**

**“The core courses install the fundamentals of creating value through innovative engineering and technology and the electives span a wide range of departments, from entrepreneurship to an exciting project course at the Entertainment Technology Center.”**

Randy Sinnott, Program Manager, RealNetworks, Inc.,  
MS E&TIM '06

## CyLab Mobility Research Center and ECE Ph.D. Program

Increasingly powerful mobile systems, such as mobile phones, in-vehicle and hand-held travel guidance systems, and other network-enabled devices are becoming the dominant mechanisms for Internet access and personalized computing. Fast and ubiquitous networking technologies will enable anywhere-anytime computing and novel applications. To fully realize a vision of the connected mobile future, we need to better understand how people can work, play, and collaborate in the mobile ecosystem and how to meet those needs through new designs, implementations, and deployment mechanisms.

### The CyLab Mobility Research Center

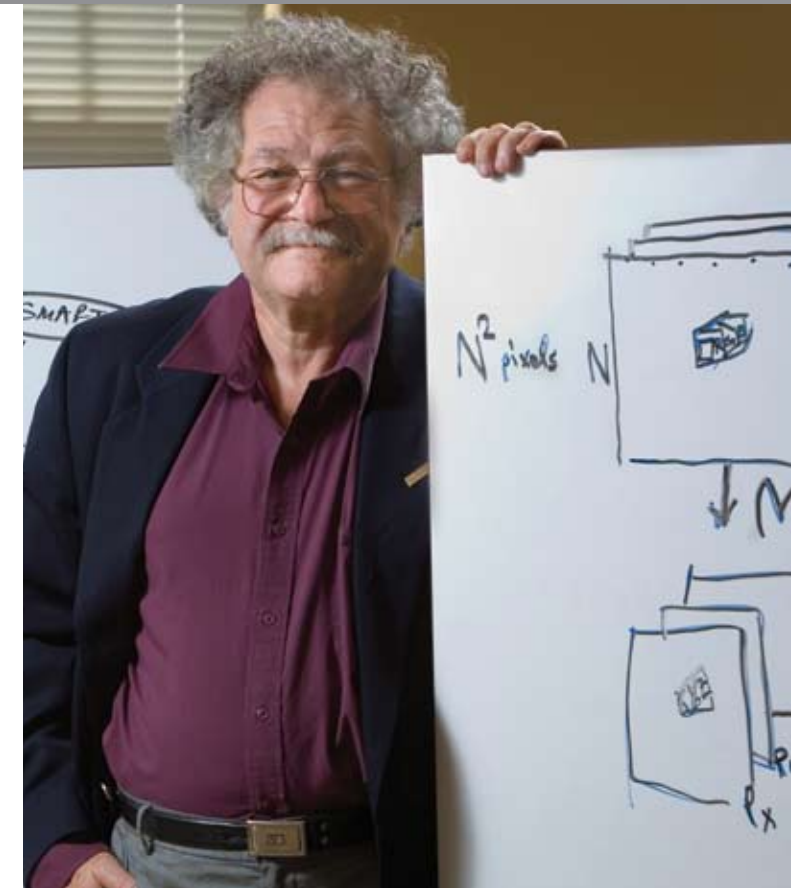
To capitalize on these opportunities and explore the disruptive technical, economic, and social ramifications of mobile technology, Carnegie Mellon CyLab has launched a Mobility Research Center leveraging its campus in the heart of Silicon Valley. The research program is intrinsically multi-disciplinary and experimental, combining novel work in technology, usability, behavior, business, and policy. The Center builds upon our strengths in agile software engineering, human-computer interaction, software agents, sensor-enabled environments, networking, security, robotics, and open source software. The Center's research focuses on context-aware applications and services, serendipitous collaboration, social networking and games, and the use of rich semantic information to enable novel data and media management, access, and visualization. This holistic or unified view of mobile environments will produce new technologies and practices that external organizations can leverage for future offerings. Visit <http://www.cylab.cmu.edu> for more information on CyLab.

### Ph.D. in Electrical and Computer Engineering (ECE)

We are pleased to announce that students may now earn a Ph.D. in Electrical and Computer Engineering with a focus on Mobility offered through CyLab. ECE Ph.D. students affiliated with CyLab's Mobility Research Center will typically divide their time between the ECE department's Pittsburgh and Silicon Valley locations.

This exciting new program allows full-time or part-time Ph.D. students to complete all or part of their studies at the Carnegie Mellon Silicon Valley campus. The initial concentration of the program is on mobility, networking, and security.

All Ph.D. in ECE requirements apply, with a few modifications, such as allowing time in Silicon Valley to count as residency. The supervisory committee for Silicon Valley Ph.D. programs has at least one faculty member from both the Pittsburgh and the Silicon Valley campuses. For more details, visit <http://www.ece.cmu.edu/prospective/graduate/phd>.



### Martin Griss

Associate Dean for Research  
Co-director, CyLab Mobility Research Center

**“Mobile systems, including notebook computers, mobile phones, and specialized devices, are becoming the dominant mechanism for Internet access, with various networking technologies enabling anywhere-anytime computing, communication, and collaboration. To explore the dramatic technical, economic, and socially disruptive effects of the global development of mobility technology, we've launched an innovative and multi-disciplinary Ph.D. program for those interested in application-driven research and systems prototyping in the area of mobility and security. Our exciting new program provides the perfect context to drive the integrated experimental research into technology, usability, business, and policy.”**

Dr. Griss has over 30 years experience in academia and industry. He served as laboratory manager and principal laboratory scientist at HP Laboratories for over 20 years and as a tenured associate professor of computer science at the University of Utah. Dr. Griss earned his BS in mathematics and physics from the Technion in Israel and his PhD in physics from the University of Illinois. He has published over 50 papers, 60 technical reports, and co-authored a highly respected software reuse book, *Software Reuse: Architecture, Process, and Organization for Business Success*.



**Minh T. Nguyen**

UC Berkeley  
B.A. Computer Science '01  
Carnegie Mellon  
MS Software Engineering '08

Microsoft  
Senior Software Design Engineer

Writing high-quality code is what I enjoy most when it comes to developing software, so it was important to me to find a program that focused on methodologies and best practices. I found the perfect match in the MS Software Engineering program's technical track.

The program's learn-by-doing curriculum mimics the way the software industry works in the real world. The faculty guided us through software processes, assigning coursework that consisted of writing code, completing projects, leading teams, and negotiating with stakeholders about requirements and deliverables. The program exposed me to a variety of techniques and methodologies for developing software, which I really appreciated, since at work I am only exposed to my company's process.

However, the program truly exceeded my expectations in how it taught me the importance of team building and soft skills. Understanding the importance of these skills, and honing them throughout my two years, has helped me not only professionally, but personally as well. Defining team charters and meeting processes, having meeting agendas with specific goals, and avoiding pitfalls when working in remote teams are all things that I've been able to apply to both my professional work and my non-profit work. As a result, I'm able to build high-performing and successful teams.

## Master of Science in Software Engineering

The full-time MS in Software Engineering program at Carnegie Mellon's Silicon Valley campus is designed for technical professionals interested in working as software engineers, developers, technical project leads, and software development managers. This 12-month, full-time program features both a Technical track and a Development Management track.

The MS SE program emphasizes key skills in requirements analysis, architectural design, and construction that are needed in successful software product development. Within both tracks, you will learn how to align software engineering decisions with your company's business goals and to develop the communication, teamwork, and negotiation skills needed to be an effective technical leader.

The program delivers a team-based, project-oriented curriculum focused on agile applications reflective of the dynamic Silicon Valley software industry. Through authentic project work, students master modern software engineering methods and technologies across the lifecycle, learn to align software engineering decisions with the company's business goals, and develop the communication, teamwork, and negotiation skills critical to successful technical leadership.

### Core Courses

Students in both the Technical and Development Management tracks of the MS SE program enroll in the same core courses. After completion of the core, coursework is tailored to the goals of each track. Students in both tracks may enroll in a wide variety of electives.

### Foundations of Software Engineering

Students learn the skills needed to lead a team, apply an appropriate software lifecycle, and manage the resources needed to complete projects that meet business objectives.

### Requirements Engineering

Student teams elicit and formalize requirements for a new software product, employing systematic modeling and analysis methods as well as flexible, user-oriented prototyping techniques.

### Architecture

Students make architectural decisions about their product's components and the products' interactions and then evaluate how well their decisions meet functional and non-functional requirements.

### Technical Track Courses

#### Models for Software Systems

Students create models to represent and reason about software system properties.

#### Metrics for Software Engineers

In this course, students analyze and propose metrics initiatives for fictional software organizations, aligning the initiatives with business and stakeholder goals.

#### Practicum

Student teams apply what they have learned to a real-world business problem. With the client, the team negotiates plans, schedules, and deliverables with high standards for software engineering approaches, accountability, and teamwork.

### Development Management Track Courses

After completing the core coursework, students in the MS SE Development Management track enroll in the same courses as the first-year MS Software Management students. These courses include Elements of Software Management, Metrics for Software Managers, Project and Process Management, Managing Software Professionals, Software Product Definition, and Software Product Strategy. Detailed course descriptions can be found on pages 13-14.

### Electives

Students in both the full-time and part-time MS Software Engineering programs share a wide variety of electives with the MS in Software Management students. Elective offerings are based upon student demand and faculty availability. Please see pages 14-15 for a description of elective offerings.

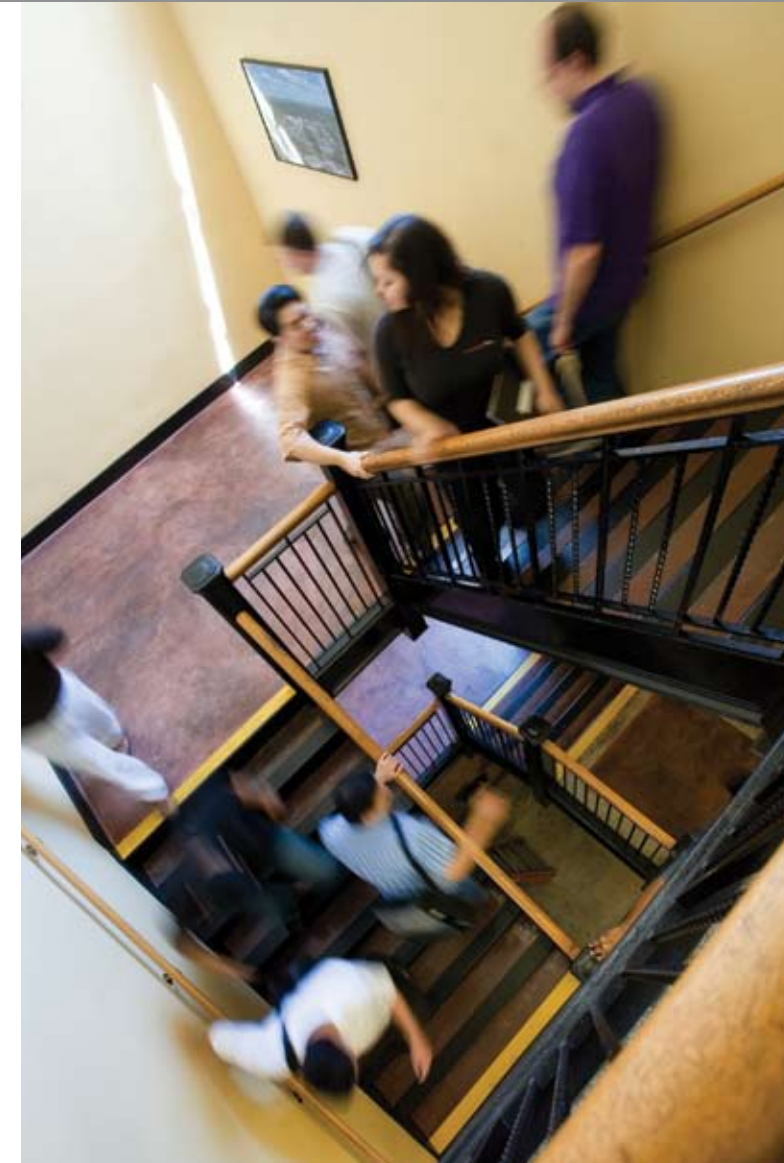
### Minimum Qualifications

- An undergraduate degree in computer science, a minor in computer science, or equivalent preparation, including:
  - Knowledge of algorithms, data structures, and programming languages;
  - Basic knowledge of object-oriented design;
  - Skills in programming-in-the-small, as well as competence in using an object-oriented language such as Java;
  - Practical knowledge of programming methods and computer organization; and
  - A summer internship, which can be completed the summer prior to beginning the MS SE program, is highly recommended.
- One official transcript from each college or university attended;
- Two letters of recommendation, facilitated by our online application system;
- A valid GRE (code **4024**) score report;
- A valid TOEFL (code **5759**) score report, required of all international applicants;
- Coding diagnostic; and
- An interview.

Please send all score reports, transcripts, and other documents to the Carnegie Mellon Silicon Valley campus. For admissions questions and application details, visit <http://sv.cmu.edu> or email [admissions@sv.cmu.edu](mailto:admissions@sv.cmu.edu).

### Application Deadlines

- Round I** December 1, 2008
- Round II** February 1, 2009
- Round III** April 15, 2009 (international students)  
May 15, 2009 (domestic students)



### For Your Company

Carnegie Mellon Silicon Valley's graduate programs are designed to deliver immediate benefits to both the individual student and his or her company. The project-centered and team-based curriculum, the learn-by-doing teaching method, and the individual coaching and mentoring by faculty members who have both academic and industry experience will enable your employees to become immediately more productive at the workplace. In our part-time programs, our flexible schedule and web-based curriculum ensures that students are able to conveniently fit their coursework around their work schedules.

## Speakers and Visitors

At Carnegie Mellon, your educational experience is significantly enhanced by a rich set of co-curricular activities that complement the learning experience. We offer a wide range of speakers representing corporate executives from small, medium, large, and multinational corporations; the venture capital community; as well as CEO's of start-up companies.

**Larry Augustine;** Founder and Chairman; VA Software

**Brian Behlendorf;** Co-founder; Apache Foundation and CollabNet

**Marilee Bostic;** Director of Quality Assurance; E\*Trade

**Timothy Chou;** Author; *The End of Software*

**Danese Cooper;** Open Source Diva; Intel

**Steve Dueck;** CEO; CustomerNation

**John Gilmore;** Co-founder; Electronic Frontier Foundation

**Peter Herz;** Founder; 3Ware

**Bob Iannucci;** Senior Vice President, CTO; Nokia

**Guy Kawasaki;** CEO; Garage Technology Ventures

**Ray Lane;** General Partner; Kleiner Perkins Caufield & Byers

**Craig Mundie;** Chief Research and Strategy Officer; Microsoft Corporation

**David Pogue;** *The New York Times*

**Kim Polese;** CEO; SpikeSource

**Ted Selker;** Associate Professor; MIT Media Lab

**Mark Shuttleworth;** Founder; Ubuntu Project, civilian cosmonaut aboard the Russian Soyuz TM-34 mission

**Mark Tolliver;** CEO; Palamida

**Zack Urlocker;** Senior Vice President for Marketing; MySQL

**Raul Valdes-Perez;** CEO and Co-founder; Vivisimo

**Ann Winblad;** Co-founder; Hummer Winblad Venture Partners

**Christy Wyatt;** Vice President, Ecosystem & Market Development, Mobile Devices; Motorola

**Steve Wozniak;** Founder, Chairman and CEO; Wheels of Zeus (wOz)



Silicon Valley is home to the greatest concentration of technology companies in the world, thus attracting a diverse, innovative, and entrepreneurial group of technology leaders, investors, and talented employees. What better place to study for an aspiring technology leader who wants to further his or her technology and management skills?

## Bicoastal Living

Split between two campuses, the Pittsburgh-Silicon Valley programs (MS IT in Mobility, Security, Software Management; MS in Engineering & Technology Innovation Management; and Ph.D. in Mobility) give students unprecedented access to both the rich academic setting at Carnegie Mellon's main campus in Pittsburgh and the unique professional exposure at Carnegie Mellon's Silicon Valley campus.

## Housing

Housing for the full-time programs varies depending on the program in which students are enrolled. For more information on housing options and requirements, please check each program's website.

## Professional and Networking Associations

Outside the classroom, the Silicon Valley offers numerous opportunities for students and professionals to network and socialize. Just check the local calendar, <http://www.workit.com>, for a sample of the professional and social events available to community members. In addition, Silicon Valley professionals benefit from the many associations and organizations dedicated to specific interests and groups, including just a few listed below:

Chinese Information and Networking Association	Society of Women Engineers
Silicon Valley Indian Professionals Association	Korean Information Technology Network
Chinese Software Professional Association	The Indus Entrepreneur
Sivan Group	North American Taiwanese Engineers Association
India Community Center	Vietnam Silicon Valley Network

## Transportation

Carnegie Mellon Silicon Valley is located close to a number of public transportation modes including the Santa Clara Valley bus and light rail system (VTA), which provides service throughout the Silicon Valley; Caltrain, a commuter train system traveling north to San Francisco and south to Gilroy; and the Bay Area Rapid Transit (BART) system, a mass transit system that provides service from just north of Mountain View to San Francisco and then to the East Bay. There is also a Moffett Field shuttle bus from the Caltrain station approximately one mile from the campus, which includes morning and evening service only. To get around the area most effectively, a bicycle or automobile is highly recommended. For more information on Bay Area transportation, visit <http://transit.511.org>.

## Silicon Valley and Beyond

The Silicon Valley enjoys a temperate climate; one that enables people to enjoy the outdoors in all seasons. Whether you're a road biker, a mountain biker, a snow skier, a boarder, a hiker, or a surfer, there's something for everyone to do outdoors at any time, either in Silicon Valley or within a short distance. The local area is replete with bicycle paths and hiking trails; a 45-minute drive will take you to the Santa Cruz beaches; another 30 minutes will take you to the Monterey Bay; and a four-hour drive takes you to Tahoe for world-renowned skiing or to Yosemite Park for breathtaking views of one of the country's most famous national parks.

If you're more inclined to visit museums or go wine tasting or shopping, you will easily find exciting places throughout the Bay Area. In the Silicon Valley, you can visit the famous Tech Museum or the Computer History Museum, shop at Santana Row, or attend a concert at the HP Pavilion. In San Francisco, of course, there's world-class shopping, the cable cars, numerous museums, and the famous Ghirardelli Chocolate Factory. Beyond San Francisco, winetasting is the sport of choice as the Napa Valley vineyards attract visitors from all over the world to taste the California wines. Finally, take BART across the bay and visit quirky Telegraph Avenue in Berkeley to shop for Tibetan jewelry, attend a concert at the Greek Theatre, or participate in an exhibit at the Lawrence Hall of Science.

## Your Corporate Community

Carnegie Mellon students represent a wide variety of companies throughout the Bay Area and beyond. Within the learning environment, students share their diverse corporate and academic experiences, creating a rich and vibrant community of personal and professional contacts.

## Companies Represented

Adobe Systems	Mobitv
Aerojet	Morgan Stanley
Altera	Motorola
AP-Mobile Tech	Netflix, Inc.
Apple	Opware, Inc.
APS	Oracle
BD Biosciences	Oriza Consulting Services, Inc.
BEA Systems	PayPal
BigBang Technology	PDF Solutions
Bluekey Services	PG&E
Boeing	Qualcomm
Broadcom, Inc.	Research In Motion
Cisco Systems	SalesForce.com
Citicorp	SAP
Cognizant Technology Solutions	Saudi Aramco
Deloitte and Touche, LLP	Spirent Communications, Inc.
Dolby Laboratories	Stanford Linear Accelerator Center
eBay	Stanford University
Effigent, Inc.	Sun Microsystems
Electronic Arts	Teledyne Controls
Emcore Corporation	Textity Systems
E*trade Financial	The Vanguard Group
FedEx	TIBCO
Franklin Templeton	TrendMicro
Genentech	Tyco Thermal Controls
Goldman Sachs	Verizon
Google	Vicom Studio
Harman Int'l	Visa International
Hewlett-Packard	Wind River
IBM	Yahoo, Inc.
Initsoft Web Solutions	Yellow Page City
Lockheed	
Microsoft	





**Todd Sedano**  
Director  
MS Software Engineering Program

At Carnegie Mellon Silicon Valley, we want you to develop and refine skills you can use for the rest of your career. To be successful in software development in the Silicon Valley, you'll need both strong technical expertise and excellent interpersonal skills. Knowing the right technical answer is important, yet getting others to buy into it is even more important. We have designed our programs to help you learn enduring technical principles as well as to guide you in developing effective team work, communication, and presentation skills. For engineers to stand out, to be effective, and to effect change in their projects and in their companies, they need a program that educates, guides, and coaches them in the full range of professional expertise.

After earning his undergraduate degree in computer science and mathematics at Carnegie Mellon University, Todd worked in the artificial intelligence group at the Jet Propulsion Laboratory. He then returned to the Pittsburgh campus for his masters in software engineering, after which he worked at USWeb and several startups in the Bay Area.

## Master of Science in Software Engineering

The Carnegie Mellon Silicon Valley two-year, part-time software engineering master's program prepares experienced software engineers for technical leadership roles in software development organizations. Like the full-time program, the part-time program has two tracks; the *Technical* track focuses on technical leadership, and the *Development Management* track focuses on project management leadership.

The first year of the program emphasizes key skills in requirements analysis, architectural design, and construction that are needed in successful software product development. The second-year courses are tailored to the goals of each track. Within both tracks, you will learn how to align software engineering decisions with your company's business goals and to develop the communication, teamwork, and negotiation skills needed to be an effective technical leader.

This master's program is designed for engineers interested in becoming senior software engineers, architects, technical project leads, and software development managers.

### Curriculum

The part-time master's program in Software Engineering mirrors that of the full-time program except that students take 1-2 courses each term. Students in the Technical and Development Management tracks enroll in the same core courses during the first year of the program. In the second year, students take courses appropriate to the track in which they are enrolled.

For a detailed description of the MS Software Engineering core courses and the Technical and Development Management track courses, please see page 8.

### Minimum Qualifications

- Completed bachelor's degree;
- One official transcript from each college or university attended;
- Two letters of recommendation, facilitated by our online application system;
- Either a GRE (code **4024**) or GMAT (code **69H-Z3-42**) valid score report;
- Coding diagnostic; and
- An interview.

Please send all score reports, transcripts, and other documents to the Carnegie Mellon Silicon Valley campus. For admissions questions and application details, visit <http://sv.cmu.edu> or email [admissions@sv.cmu.edu](mailto:admissions@sv.cmu.edu).

### Application Deadlines

- Round I January 15, 2009
- Round II March 15, 2009
- Round III June 1, 2009

## Master of Science in Software Management

The Carnegie Mellon Silicon Valley career-accelerating software management master's program prepares experienced software engineers and project managers for leadership roles in software business management. This two-year, part-time program's first-year courses are focused on process, project, and people management, while second-year courses emphasize the processes for taking a software product or service from an initial concept through detailed requirements analysis, market and competitive analysis, technical feasibility studies, and the development of a successful business model.

Effective business communication is a key success factor in any management position and is incorporated throughout the software management curriculum through written reports and oral presentations as major deliverables in all classes.

The MS in Software Management program is designed for engineers interested in becoming program managers, product managers, directors of software development, and senior-level executives.

### Core Courses

#### Elements of Software Management

Through seminar discussions and individual investigation, students assess real software businesses from marketing, business strategy, financial, and overall business perspectives, applying fundamental methods, models, and frameworks.

#### Metrics for Software Managers

As members of a project team, students analyze and propose metrics initiatives for fictional software organizations with specific software management problems, aligning the initiatives with business and stakeholder goals.

### Unique Program Features

**Flexible Delivery.** The Carnegie Mellon Silicon Valley's part-time graduate programs are completed over six semesters (two years). Typically, 30% of our students live outside the Bay Area. To support our students' remote requirements, we provide a number of asynchronous and synchronous collaborative tools to support participation in meetings, conference calls, and class sessions.

**Teaching Methodology.** Carnegie Mellon faculty members use a wide variety of teaching methods to maximize students' learning experience including discussion sessions, small group coaching, problem-driven seminars, individual and "just-in-time" instruction in the form of online materials, learning guides, and short tutorials.

**Project-Based Curriculum.** The program features a heavy reliance on learn-by-doing projects, case analyses, and industrial practicums so that coursework is immediately applicable to responsibilities at work.

**Team Orientation.** Teamwork is fundamental to the program because all real software projects are of a scope that requires teamwork, and sharing work enables students and their teams to produce more authentic work products.

**Student Services for Working Professionals.** Carnegie Mellon Silicon Valley recognizes the pressures that part-time students experience in balancing the competing demands on their time. We are dedicated to streamlining the administrative processes by providing students with the highest level of student services.



**Gladys Mercier**  
Director  
MS Software Management Program

Students come to Carnegie Mellon Silicon Valley to learn best practices in software engineering and management and to learn how to thoughtfully apply these methods to real-world problems. They also come here to interact with high-caliber peers. Our students are accomplished professionals striving to become well-educated, business-savvy engineers who will make a difference in the future of the software industry.

Carnegie Mellon Silicon Valley's "learn-by-doing" approach creates an environment for superior learning. You can't learn to swim by reading about swimming – you must get in the water and practice. By practicing software engineering and management skills in simulated and real projects under faculty direction, students learn more quickly and deeply.

Ms. Mercier is a certified Project Management Professional (PMP) and has 12 years of software engineering experience with a focus on industrial automation systems for steel manufacturing. She has a BS in computer science from the University of Pittsburgh as well as an MBA and an MS in software engineering from Carnegie Mellon University.



## Chandrashekar Yeleshwarapu

Pune University  
B. Engg. Industrial Engineering '96  
Carnegie Mellon  
MS Software Management '08  
Oracle  
Director, Product Management

After almost ten years out of school, I decided I wanted to further my education by earning a master's degree. Carnegie Mellon is one of the pioneers in the area of software engineering, one of the nation's top-tier universities, and its MS in Software Management program suited my personal and professional aspirations. The software management curriculum has had an immediate impact on my current position at Oracle where I focus on product management and product strategy. Not only have my technical skills improved, but my communications skills – including negotiating, writing, and presentation skills – have also improved. In addition, the faculty members at Carnegie Mellon Silicon Valley have mentored me in a way that has improved the quality of my life and work as I've taken guidance from them at various times over the past two years.

Finally, I've also changed personally since joining the program – I've found that my daily planning skills have improved tremendously, helping me to balance work, family, and school demands. Additionally, through the project-based curriculum, students become self-learners, and this has renewed my passion for reading and researching on various topics related and unrelated to work and school.

### Project and Process Management

Project teams establish a business case for a new software project, describing project goals and success criteria and then recommend an appropriate software development process.

### Managing Software Professionals

Student teams address a series of issues related to creating a product work environment and coordinating and managing a distributed software development project, including hiring and performance reviews.

### Software Product Definition

Students develop and refine a clear product vision statement that guides them in analyzing and prioritizing business, technical, and functional requirements for a new software system that may be offered as a product or service.

### Software Product Strategy

In this course, students analyze market opportunities for a software product, evaluate its technical feasibility, then expand the product definition and create a product roadmap.

### Requirements Analysis

Project teams analyze, document, and plan the management of functional, technical, and business requirements for a software system and then create a roadmap for product releases.

### The Business of Software

In this course, project teams create a complete business plan for a software system, including revenue and expense models, as well as sales, marketing, and support mechanisms to define the structure of a successful software business.

### Electives

Electives vary from year to year and typically include both technically-oriented and business-oriented options, as well as the chance to work on a practicum project.

### Avoiding Software Project Failures

Students examine several case studies of failed software projects to understand costly mistakes and their root causes.

### Construction

Student teams study the software lifecycle in greater detail by gathering requirements, creating a detailed design, iteratively constructing the implementation, and executing the test plan.

### Human-Computer Interaction

In this course, student teams develop and evaluate an interaction design for a software product, learning to use a range of tools and techniques including the use of personas and scenarios.

### Open Source Software

Students acquire fundamental skills and awareness of recent technical and business issues regarding open source software with an emphasis on understanding the impact of open source on the software industry.

### Innovation and Entrepreneurship

The focus of this elective is on practical recipes for creating "super-flexible" high-tech entrepreneurial start ups and innovative ventures in established corporations, with an emphasis on continuous adaptation to dynamic realities.

### Managing Outsourced Development

Students in this course analyze the business rationale, risks, and benefits for outsourcing parts of a new software project, including proposing to management which tasks should be outsourced, how to select suppliers, and how to manage the outsourced work.

### Software Product Marketing

Student teams develop a marketing plan, including pricing, channel management, service agreements, product collateral, sales, marketing communications, and partnerships for a new software product or service to support a cost-effective launch.

### Enterprise Architecture

As part of an architecture team, students propose and evaluate architectural alternatives for software systems, including both packaged and SaaS applications, to satisfy a given set of business, technical, and functional requirements.

### Practicum

Students work with a small project team on a real-world project, negotiating the plans, schedules, and deliverables with a business client, demonstrating mastery of the master's program content.

### Minimum Qualifications

- Completed bachelor's degree;
- One official transcript from each college or university attended;
- Two letters of recommendation, facilitated by our online application system;
- Either a GRE (code **4024**) or GMAT (code **69H-Z3-42**) valid score report;
- At least five years of relevant work experience is recommended; and
- An interview.

Please send all score reports, transcripts, and other documents to the Carnegie Mellon Silicon Valley campus. For admissions questions and application details, visit <http://sv.cmu.edu> or email [admissions@sv.cmu.edu](mailto:admissions@sv.cmu.edu).

### Application Deadlines

Round I January 15, 2009  
Round II March 15, 2009  
Round III June 1, 2009

**"One thing that jumps out at me about my time at Carnegie Mellon Silicon Valley is the team-based curriculum. I've had a terrific experience working with my teammates, and this approach has given me effective tools to use when dealing with my peers and employees."**

Chris DiBona, Open Source Programs Manager, Google, Inc.  
MS SM '07



## Tony Wasserman

Professor, MS Software Management Program  
Executive Director, Center for Open Source Investigation

Carnegie Mellon Silicon Valley's Software Management program presents students with a management perspective of the rapidly changing software industry. "Management" refers not just to managing people and projects, but also to the strategic management of issues that arise in a software business. For example, the class on Requirements Analysis covers not only traditional requirements management topics, but also analysis of market opportunities and competitive forces. The result is a unique program that gives our graduates key insights into software businesses and organizations, as well as the skills to become leaders in them.

Prior to joining Carnegie Mellon Silicon Valley, Dr. Wasserman was VP of Bluestone Software where he and his team built an open source toolkit allowing mobile devices to work with J2EE web applications. Tony was founder and CEO of Interactive Development Environments, which built the well-known Software through Pictures multi-user modeling environment. Earlier in his career, Dr. Wasserman was a professor at UC San Francisco and a lecturer in computer science at UC Berkeley. He is a Fellow of both the ACM and IEEE.

## Financing Your Graduate Program

Carnegie Mellon understands that attending a graduate program can be financially challenging. For this reason, we work closely with students who are truly passionate about becoming technology leaders to develop plans for financing their graduate education.

### Federal Financial Aid

To be eligible for federal financial aid, you must be a U.S. citizen or an eligible non-citizen who is enrolled on at least a half-time basis. You must also complete the Free Application for Federal Student Aid, available at <http://www.fasfa.com>, the Carnegie Mellon Financial Aid Application (tax returns must be submitted with this form), the Federal Entrance Loan Counseling, and the Federal Stafford Loan Master Promissory Note. We recommend that you complete and return the financial aid applications no later than June 1, 2009. Applications may still be completed after this date, but it may delay the receipt of your funds. Please see [http://www.cmu.edu/hub/fa/fa\\_grad.html](http://www.cmu.edu/hub/fa/fa_grad.html) for more information.

### Fellowships

Carnegie Mellon offers a limited number of fellowships, based on a combination of merit and need, to entering students. Please visit specific program websites to learn more about fellowships available in each program.

### Research Assistantships (Full-time Students)

Research Assistantships are available to select full-time students through the bicoastal Mobility Research Center. Please visit specific program websites to learn more about fellowships.

### Corporate Tuition Assistance (Part-time Students)

Most part-time students receive some level of tuition assistance through their companies' benefits programs. Please be sure to explore this opportunity with your manager or company's human resource department.

### External Resources and Helpful Links for Financial Aid

[www.collegenet.com](http://www.collegenet.com)

[www.csac.ca.gov](http://www.csac.ca.gov)

[www.finaid.org](http://www.finaid.org)

[www.fastweb.com](http://www.fastweb.com)

[www.scholarships.com](http://www.scholarships.com)

[www.students.gov](http://www.students.gov)

[www.srnexpress.com](http://www.srnexpress.com)

### Program Tuition

Tuition for all full-time programs is \$17,850 per semester. Tuition for all part-time programs is \$8,925 per semester. Please note that programs differ in the number of semesters it takes to complete them.

**“I am highly indebted to Carnegie Mellon Silicon Valley for the knowledge I've gained, the experience I've had, and the friends I've made over the past two years. I will remember this program as one of the best experiences of my life.”**

**Randeep Kapoor, Firmware Engineering Manager, Intel, MS SE '06**

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### MS - Engineering & Technology Innovation Management (E&TIM)

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### Location

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