**COIS-ADMN 3850H – 2018 FA – QUESTION SET #7**

Submitted by: \_\_\_\_\_\_\_\_\_\_Konrad Bartlett\_\_\_\_\_\_\_\_\_\_\_\_\_ # CORRECT = \_\_\_\_\_\_\_\_

Evaluated by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ # **FOR REVIEW** = \_\_\_\_\_\_\_\_

**Instructions:**

1. first, type the answers to this document.
2. then, print the question set.
3. submit these completed pages at the beginning of the next class for evaluation.

**MANAGING AGILE PROJECTS** | Edited by Kevin Aguanno **Part Three: Agile Management Techniques [pages 165-257]**

a) Name and briefly describe the [8] common Agile management techniques [detailed on pages 168-174].

1: Iterative and Incremental Development: Iterative and incremental development when

put together become the primary enabler for most of the other agile techniques.

2: Customer Involvement in Work Planning/Re-planning: Active participation of customer in frequent, detailed work planning or re-planning at the start of each development iteration.

3: Concurrent Design/ Engineering: Good in projects where the design will continually change due to technical uncertainty.

4: Feature-Based Design/Planning/Reporting: Agile methods take a feature-based design approach. Plan projects around features, not tasks, report on feature completion not task completion.

5: Continuous Building/Testing: Find defects much earlier in the development cycle than waiting for them to emerge when testing is conducted at the very end.

6: Empowered Teams: Teams should be empowered to self-organize. Extends to allowing the teams to choose the processes and tools that they believe will ad avalue to their own objectives and to reject organizational standard processes and tools that do not add value to their project.

7: Agile Meetings: No more long formal meetings. Formalize the types of smaller frequent meetings that discuss the progress of the development. Daily “stand-up” meetings where participants stand around in a circle and share the status of their individual tasks.

8: Agile Contracts: Contracts are written to support the use of agile methods during development work.

With respect to documentation, describe the basic STEPS AND CONCEPTS [in point form] of the Agile approach [as detailed on pages 175-195].

1. Re: essential content: Do not document the complete requirements, instead concentrate on the most important or essential parts.
2. Re: the appropriate modelling technique: Modelling techniques are the way in which you will communicate with a stakeholder, depending on the given stakeholder’s position.
3. Re: conceptual information model: Describe the various elements and abstraction levels for requirements on interactive applications.

4: Re: risk: The possibility of suffering a loss. Asses the risk, find the chance and severity

of it occurring and then decide what to do from there.

5: Re: project context: I don’t know?

In point form, describe the approach and techniques that the author of Chapter 12 [Pascal Van Cauwenberghe] employs for successful fixed-price projects [pages 197-213].

1. Fixed price contracts:

* Customer needs to know scope, timing and price between different bids in a multi-provider bidding process.
* Customers think that they take no functional risk.
* Customer think they take no financial risk, as the fixed price is known at the start of the project start.
* Customer prefer a defined, planned and sequential project flow that gives them a warm, safe feeling of control.

1. Do I have what it takes?

* I know the domain of the application.
* I know the technology.
* I know the team.
* I have done projects of this size before.

1. RFPs:

* Customer look for a provider for a fixed-price project by sending out a RFP
* If customer will no talk to me, answer my questions or clarify their wishes now, I do not make a proposal.

1. Real business requirements:

* The description of the feature must be fully understood by the customer and the development team.
* The feature must add some business value.
* The feature must be verifiable by the customer.

1. Estimating:

* Divide the requirements into features
* Give each feature between a score 1 – 6
* Make sure the feature scores are consistent.
* Add up all the scores now you know the effort to implement the whole project.

1. Planning:

* Many small projects are better than one big project.
* Put dropped requirements into a follow-up project.
* Let the customer use the software before the follow-up project.

1. The money trap:

* Money received now is worth more than money received later.
* By slowing down the project until waiting for other projects to finish you are wasting money.
* Time is money.
* You time is worth money, don’t allow change request forms.

What is a Sprint Burndown Chart? How does it work?

Outstanding work is vertical axis, with time on the horizontal. It is a chart of outstanding work useful for predicting when all of the work will be completed.

1. In point form, note the key points that are important in Chapter 13 [pages 225-239].

1: Agile Players

2: The Pros

3: What goes round

4: What’s the sue?

5: Agile Usability Processes

6: Architecture? What Architecture?

Describe the relationship between models, documents, documentation and source code [as detailed on pages 241-242].

* Models may describe source code, or may become or be a part of a document.
* A document is a part of documentation
* Documentation describes source code
* Source code contains documentation.

1. In point form, briefly identify and describe the 4 key reasons to create documents [pages 243-245].

1: Your project stakeholders require it.

2: To define a contract model.

3: To support communication with an external group.

4: To think something through.

1. In point form, list the 7 questionable reasons for creating documentation [as detailed on pages 245-247].

1: The requester wants to be seen to be in control.

2: The requester wants to justify their existence.

3: The requester doesn’t know any better.

4: Your process says to create the document.

5: Someone wants reassurance that everything is okay.

6: You’re specifying work for another group.

7: Your development contracts are routinely subject to re-bidding.

1. In point form, list the 8 criteria that a document meets to be considered Agile [as detailed on pages 250-252].

1: Agile documents maximize stakeholder investments.

2: Agile documents are lean.

3: Agile documents fulfill a single purpose.

4: Agile documents describe information that is less likely to change.

5: Agile documents describe “good things to know.”

6: Agile documents have a specific customer and facilitate the work efforts of that customer.

7: Agile documents are sufficiently accurate, consistent, and detailed.

8: Agile documents are sufficiently indexed.

1. When should you update documentation?

1: Your project stakeholders have authorized the investment of resources required to do the work.

2: You have contract models that describe systems that have been updated.

3: The documentation is part of the system.

4: The costumer of the documentation is being inordinately harmed.

1. In point form, list the 10 strategies that can be employed to increase the Agility of documentation [as detailed on pages 254-257].

1: Focus on the customers

2: Keep it just simple enough, but not too simple.

3: The customer determines sufficiency.

4: Document with a purpose.

5: Prefer other forms of communication over documentation.

6: Put the documentation in the most appropriate place.

7: Wait for what you are documenting to stabilize.

8: Display models publicly.

9: Start with models you keep current.

10: Write the fewest documents with least overlap.