

# IFB295 – IT Project Management

## Week 9 – Tutorial No. 8

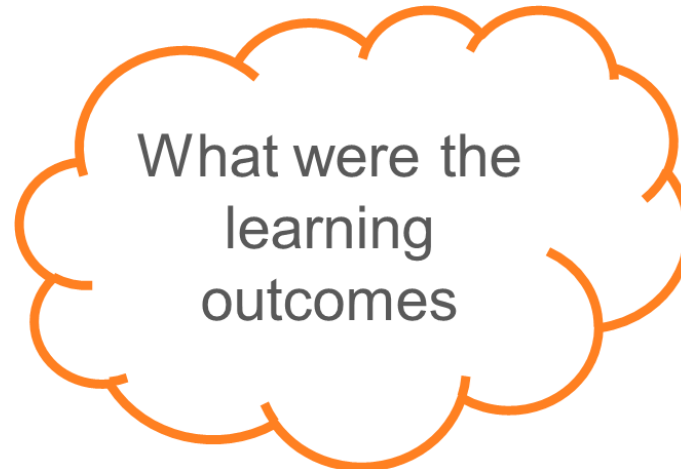
### DSDM, PRINCE2 overview

(14<sup>th</sup> – 18<sup>th</sup> September 2020)

Tutor: <respective tutor>

# Recap of Last Week's Tutorial

- Overview of Assessment 2
- Modelling in DSDM
- Timeboxing
- Group Activity – (Outline Solution, Delivery Plan, Project Controls)



# Today's Agenda & Learning Outcomes

- **Assessment 2: Discussion – questions / issues**
- **Risk Management & PAQ**
- **Benefits Realisation Plan**
- **Burn Up / Burn Down Chart**
- **PRINCE2 overview**
- **Team Activity**

# Assessment 2: Discussion – Queries / Issues

Assignment 2\_Report\_marking criteria(1).pdf

1 / 8



## IFB295 IT Project Management – Assessment 2 – Project Plan for Mika Music School

ASSIGNMENT TYPE	Group Report
TO BE COMPLETED	By Group
DUE DATE	Week 10; Friday 25 Sep 2020; 11:59pm
WEIGHTING	20 (Marked out of 64 and scaled back to 20% of semester total)
SUBMISSION METHOD	Turnitin (by due date); Only one submission per team is required

### Assessment Brief:

The aim of this assignment is to apply the knowledge you have gained so far in the Agile Project Management Approach (SCRUM and DSDM) to develop a plan that would enable you to address the requirements of Mika Music School. You are expected to build on the outcome of Assignment 1 by incorporating it into a complete project plan / proposal. This is a written report, which will be submitted to the Board of Mika Music School by your team.

- You are writing this report as the representative of your IT Development Team and your audience is the Mika Music School's management board who are seeking confidence that the project will be successful based on your submitted report.**
- You will prepare a 2,500 - 3,000 words report (marks may be deducted if the report is outside these boundaries) on the **Mika Music School case study** described in the document available on Blackboard. You may reuse artefacts produced for Assessment 1. However, you must supplement these with deeper analyses and explanations based on lectures and your readings:



# Assessment 2 – Project Plan Outline

S.No.	Topic/sub-topic	Brief description
1	Introduction	Project background
2	Pre-project	
2.1	Project roles summary	Roles & responsibilities (candidates, reasons for selection, risks etc. )
2.2	Terms of Reference (TOR)	High level business drivers, project objectives and benefits, project scope and total cost
3	Feasibility	
3.1	Outline solution	High level solution diagram (context, class-object, use-case or BPMN diagram etc.)
3.2	Risk Assessment	Key risks and management strategy
3.3	Project Approach Questionnaire (PAQ)	evaluate and comment on project suitability for DSDM methodology
4	Foundation & Deployment	
4.1	Communications plan	detailed plan discussing what info, for whom, how it will be communicated, frequency, who will disseminate info etc.
4.2	Business case	Detailed description of items covered in TOR including cost breakdown.
4.3	Prioritised requirements list (PRL)	Prioritised and estimated backlog in accordance with MoSCoW (INVEST) & BABoK prioritisation criteria.
4.4	Development approach definition (DAD)	Strategies for testing quality and quality assurance (tools & techniques, industry practices and standards) - research needed to answer this
4.5	Delivery plan	Increments (and timeboxes) to deliver entire solution
4.6	Product burndown chart	Burn-up or burn-down chart (plot estimated line)
4.7	Benefits realisation plan	detailed plan for 3 tangible and 3 intangible benefits

# Risk Management

## **Techniques to identify Risks;**

- Brainstorming meetings
- Expert opinion
- Past history
- Multiple (or team based) assessments

## **Categories of Risk; (Q: Can you think of examples for each type?)**

- Technology Risks
- People Risks
- Organisational Risks
- Requirements Risks
- Estimation Risks

# Risk Management

## Risk Management Procedure:

1. **Identify** (Event and Cause)
2. **Assess** (Probability impact; Proximity)  
Probability impact (to project objectives) - low, med, high  
Proximity (likelihood or how soon) - low, med, high
3. **Plan** the Response  
Threat (Avoid; Reduce; Transfer; Fall back; Accept, Share)  
Opportunity (Exploit, Enhance, Reject Share)
4. **Implement** the Response - Owner & Actionee
5. **Communicate**  
Reports - Checkpoint, Highlight, End stage

# Sample: Risk Register Template (PRINCE2)

PRINCE2 uses a Risk Register to record each Risk;

- Risk **Identifier** - This is just a unique number.
- Risk **Author** - Person who raised the Risk.
- **Date** Registered - Date the Risk was registered.
- Risk **Category** - Project has its own categories e.g. quality, network and supplier.
- Risk **Description** - Written in a specific way (e.g. cause, event and effect).
- Probability **Impact** - Choose value from an agreed scale (very low, low, normal, etc.).
- **Proximity** - How soon (when) the risk is likely to happen.
- Risk **Response Category** -
  - Threat - avoid, reduce, fall back, transfer, accept or share.
  - Opportunity - enhance, exploit, reject or share.
- Risk **Response** - Actions to resolve the Risk.
- Risk **Status** - Current status of the Risk: Active or Closed.
- Risk **Owner** - One person responsible for managing the Risk.
- Risk **Actionee** - Person carry out the actions described in the response.



# Risk Register Template – Example only

RISK REGISTER FOR <Project Name>												
Risk Identifier	Author	Date Registered	Category	Risk Description	Probability	Impact	Proximity	Response category	Response Action	Status	Owner	Actionee
R1												
R2												
R3												
R4												
R5												

List **All** Risks

“Complete the rest...”

# Project Approach Questionnaire (PAQ)

Used for assessing the organization's and project team's understanding and capabilities of the DSDM approach in developing projects.

- Philosophy, Principles and Practices

Important: Non adherence to DSDM principles is a risk that needs to be addressed and managed.

Template is in the DSDM Guide:

[https://www.agilebusiness.org/page/ProjectFramework\\_19\\_AppendixBProjectApproachQuestionnaire](https://www.agilebusiness.org/page/ProjectFramework_19_AppendixBProjectApproachQuestionnaire)

# Project Approach Questionnaire (PAQ)

Project: <Please enter the project name>		Name: <enter Your name>					
Date: <enter the completion date>		Position: <enter your position - eg. Project Manager>					
		Indicate the closest collective opinion					Where appropriate, comment on issues or risks related to a more negative response to this aspect of the DSDM approach
Ref	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
1	All members of the project understand and accept the DSDM approach (Philosophy, Principles and Practices)						Make your assessment by ticking the appropriate box. Enter your remarks / reasons why you strongly disagree with this statement. In other words why do you think a risk exist. Your answers should be in relation to the case study.
2	The Business Sponsor and the Business Visionary demonstrate clear and proactive ownership of the project.						Repeat the above for the remaining 16 statements listed in this table
3	The business vision driving the project is clearly stated and understood by all members of the project team						Examples only
4	All project participants understand and accept that on-time delivery of an acceptable solution is the primary measure of success for the project						Examples only
5	The requirements can be prioritised and there is confidence that cost and time commitments can be met by flexing the scope of what's delivered.						Examples only
6	All members of the project team accept that requirements should only be defined at a high level in the early phases of the project and that detail will emerge as development progresses.						Examples only
7	All members of the project team accept that change in requirements is inevitable and that it is only by embracing change that the right solution will be delivered.						
8	The Business Sponsor and Business Visionary understand that active business involvement is essential and have the willingness and authority to commit appropriate business resources to the project.						

Example: 100% of Agile Innovation representative understand DSDM. Only 1 business representative understand agile

# Benefits Realisation Plan

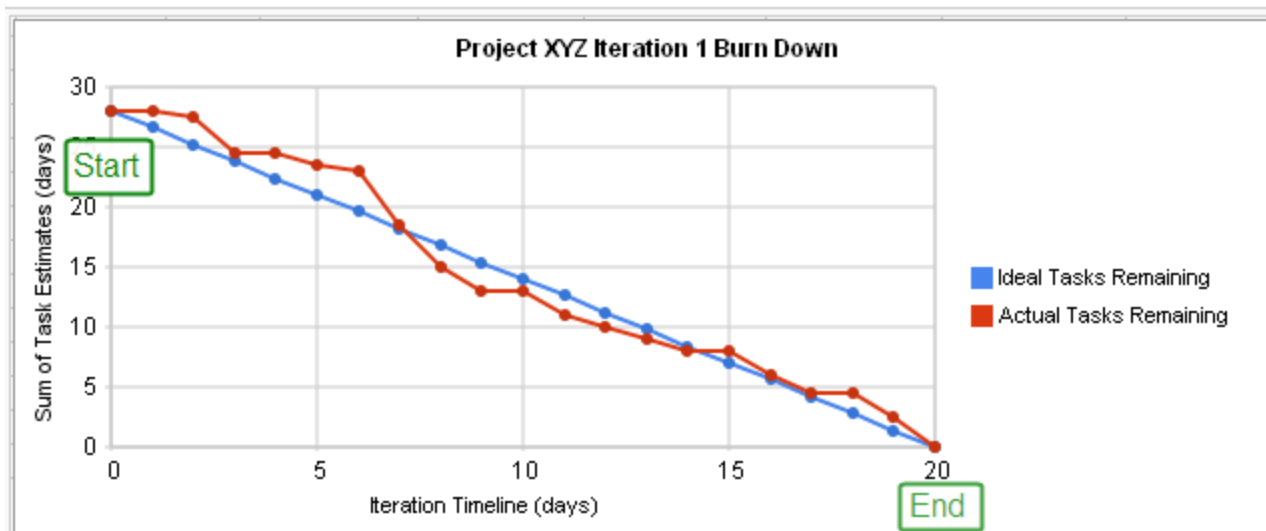
- A plan showing how benefits which have been identified and defined in Business Case of the project are going to be actualised.
- It should meet the principles of SMART (Specific, Measurable, Actionable, Realistic and Time-bound).

# Benefits Realisation Plan - Example

Benefit Description (Be Specific)	Type (Tangible / Intangible)	How will this be measured	Expected Value Gained (\$, % or appropriate measure)	Expected Target Date	Person Responsible monitoring and reporting
1. Reduce manual processing of sales invoices	Tangible	Comparing number of processing days (past vs. present)	90% improvement	1 month after project closes	Operations Manager
2. Improve Staff Morale	Intangible	Conduct a staff satisfaction survey	80% of staff happy with their job	3 months after project closes	Human Resources Manager
		Staff retention rates (compare past vs present)	10% increase in staff retention	12 months post project	Recruitment Manager
3. Increase intake of new customers	Tangible	Past vs Present record of sales	10-15% increase	6 months post project	Accounts Manager

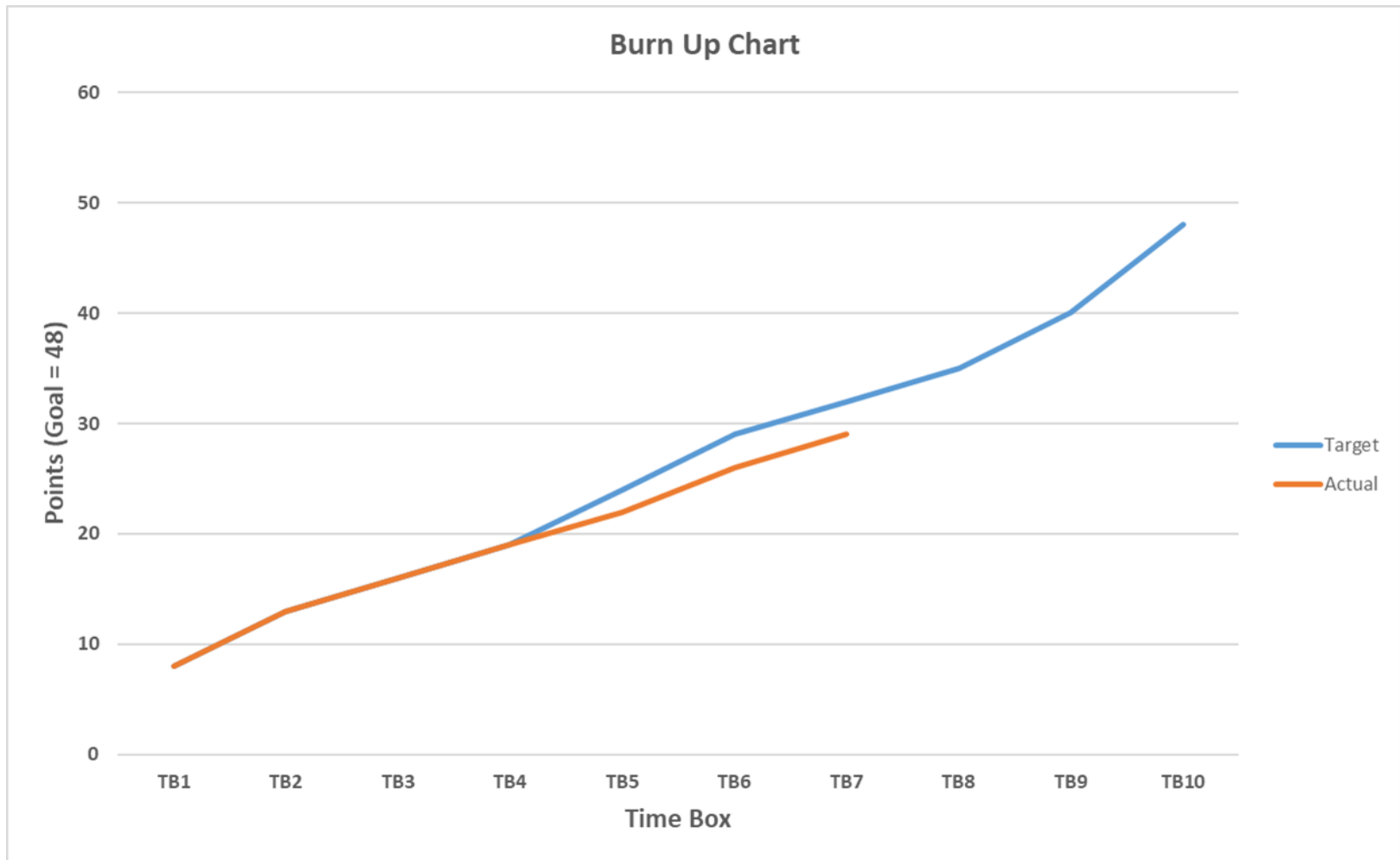
# Sprint/Iteration Burn Down Chart (Scrum)

- A sprint **burn down chart** is a graphical representation of work left to do versus time. The outstanding work (or backlog) is often on the vertical axis, with time along the horizontal
- Outstanding work is shown either as sum of tasks or hours (next slide)
- Refer to the following Wiki article for further information  
[https://en.wikipedia.org/wiki/Burn\\_down\\_chart](https://en.wikipedia.org/wiki/Burn_down_chart)



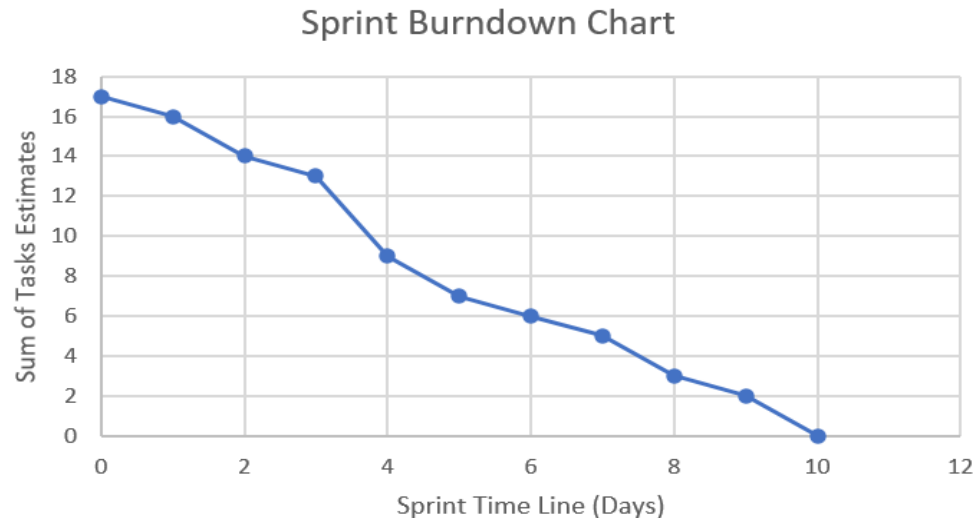
# Burn Down / Burn Up Chart

Chart used in Agile to show planned activities for each iteration against actual output (a way of tracking progress)



# Sprint/Iteration Burn Down Chart (Scrum)

- Outstanding work is shown as sum of tasks in this chart.
- Chart reading can answer the following questions:
  - How many tasks required to be completed? (17)
  - Was the team ahead of the schedule at the end of Day 3? (No)
  - Did the team complete all the task at the end of sprint? (Yes)

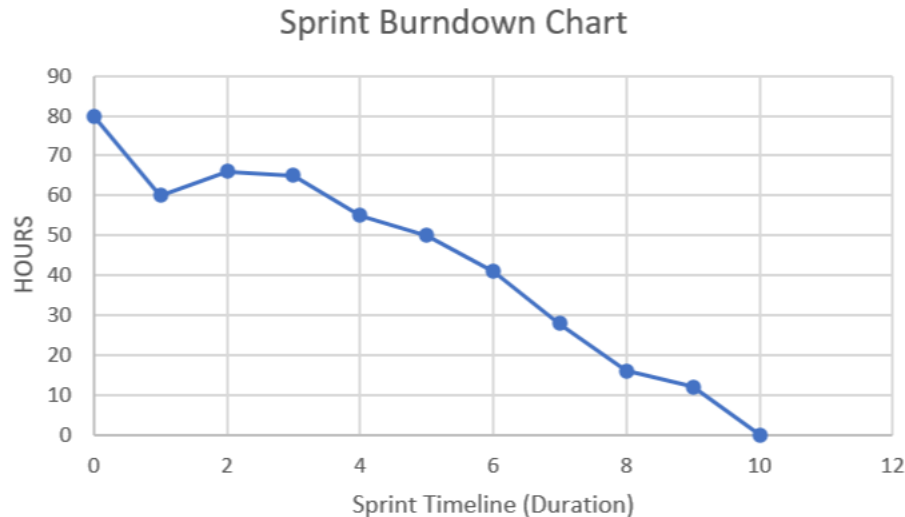


**Ideal line is not shown but you can draw it to answer questions if required.**



# Sprint/Iteration Burn Down Chart (Scrum)

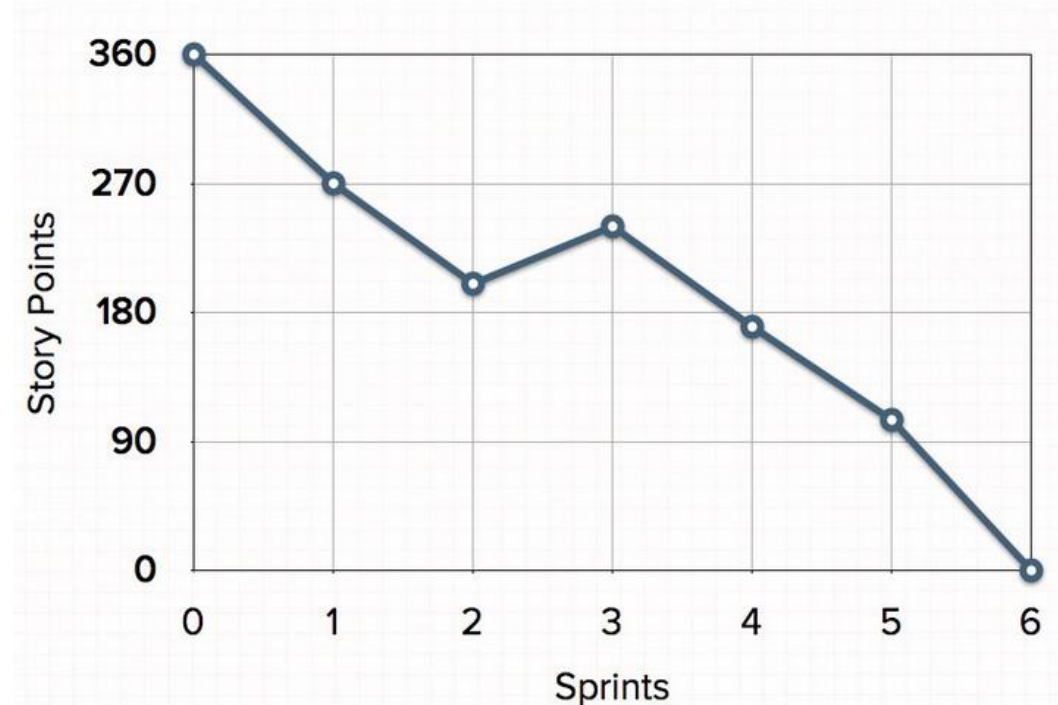
- Outstanding work is shown in hours.



**Ideal line is not shown but you can draw it if required.**

# Release Burn Down Chart (Scrum)

- Developer team to update the release burndown chart at the end of each sprint to show Client team and Tutor
- The horizontal axis shows the sprints;
- the vertical axis shows the amount of work remaining at the start of each sprint
- Work remaining can be shown in whatever unit the team prefers
- Story points, ideal day, team days, and so on



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Further information at

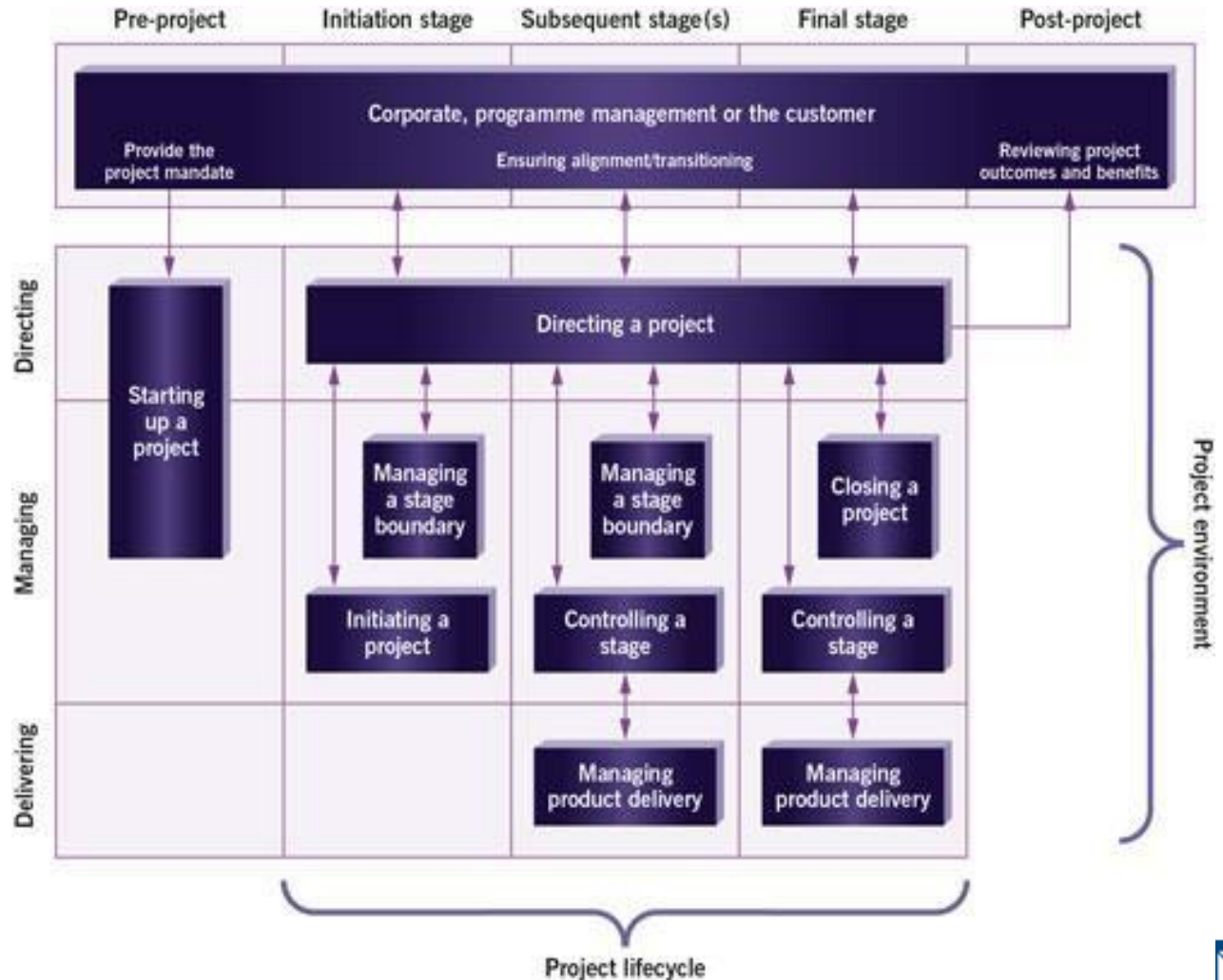
<https://www.mountaingoaftware.com/agile/scrum/release-burndown>

# PRINCE2 Methodology Overview

## 5 Stages ↔

## 7 Processes

1. Starting up a project
2. Directing a project
3. Initiating a project
4. Controlling a stage
5. Managing product delivery
6. Managing stage boundaries
7. Closing a project



Project lifecycle

# PRINCE2 Methodology Overview

## Processes - Starting up a project

A quality start up process lays the foundation for a successful project.

### Starts with a PRINCE2 Project Brief

- Reviewed and approved by the Project Board.
- In the 'Initiating a Project' process, the Project Brief is extended, refined and turned into a Project Initiation Document (PID).
- May take many forms but generally includes:
  - Project Definition (Background, objectives etc.)
  - Outline Business Case (Reasons why the project is needed)
  - Project Product Description (Description of the end deliverable)
  - Project Approach (Defining the choice of solution)
  - Project Management Team Structure
  - Role Descriptions

# Mika Music School Case Study

## Team Activity

1. Project Risk Management Plan & PAQ
2. Benefits Realisation Plan
3. Burn Up/ Down Chart

# Team Activity – Mika Music School

## In your teams:

Use the Mika Music School case study to complete these exercise:

- Develop your Project Risk Management Plan. This includes the PAQ
- Develop your Benefits Realisation Plan
- Develop Burn Up/ Down Chart
- Discuss your work with your Tutor

# Homework (To be completed)

## 1. Read

- Prince2 Guide – section on Prince2 Methodology on:  
(<http://prince2.wiki/Processes>)

## 2. Assessment 2 – Risk Management, Benefits Realisation Plan & Burn Up / Down Charts

- Complete this weeks tutorial activities

***Reading Material (DSDM Guide & Prince2 Guide) – are on blackboard***

# Close / Wrap Up

**I look forward to your  
contributions next week**

**Thank you for your participation.**