

IFB295 – IT Project Management

Week 7 - Tutorial No. 6 **Dynamic Systems Development** **Methodology (DSDM)**

(31st August – 4th September, 2020)

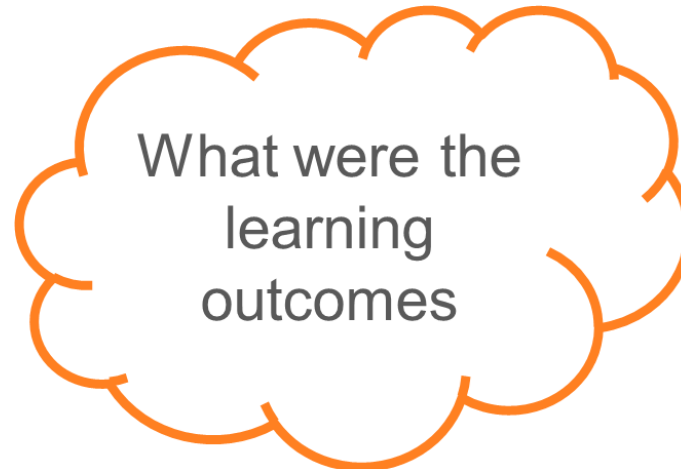
Tutor: <your name>

Agenda

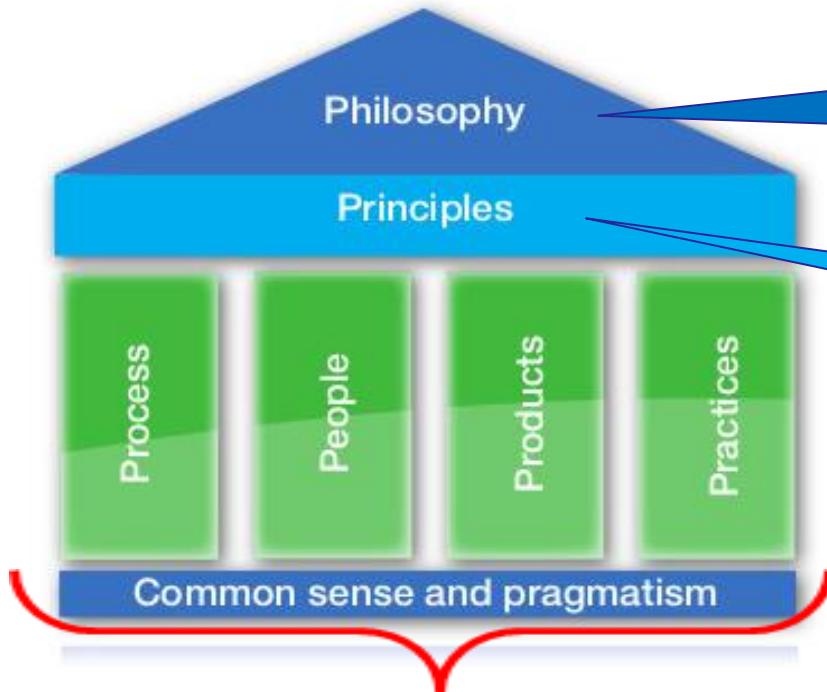
- Recap Last Week's Tutorial
- This Week's Learning Outcome
- Roles & Responsibility
- Collaboration and Interaction - Communications
- Iterative Development
- Team Activity – Mika Music School
- Retrospective (Review and Close)

Recap of Last Week's Tutorial

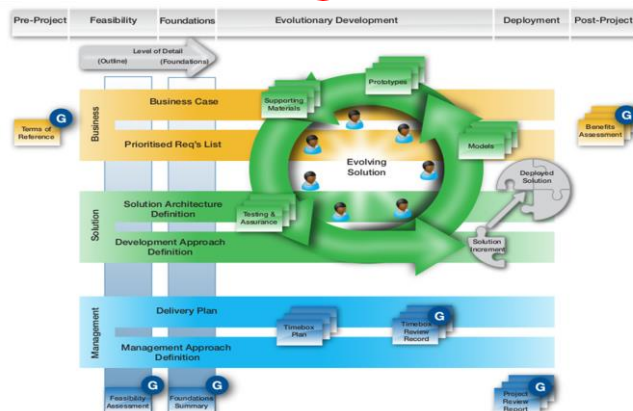
- DSDM Overview - Philosophy, Principles & Lifecycle
- Focus on the business needs – what is the business need
- Preparing for Success - Understanding risks and constraints



Recap of the last Tutorial



“best business value emerges when projects are aligned to clear business goals, deliver frequently and involve the collaboration of motivated and empowered people”.



1. Focus on Business Need

2. Deliver on time

3. Collaborate

4. Never compromise quality

5. Build incrementally from firm foundations

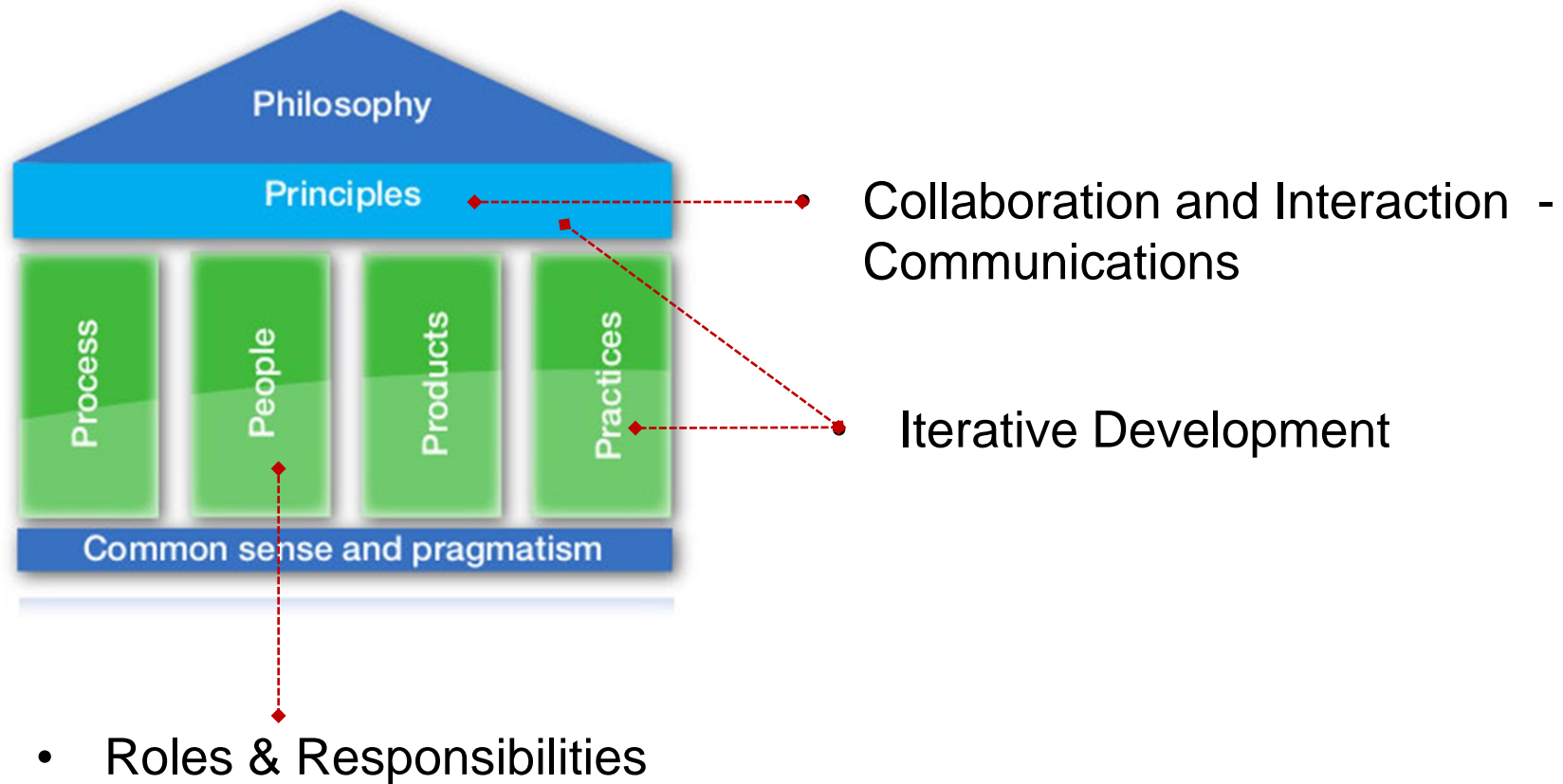
6. Develop iteratively

7. Communicate Continuously and clearly

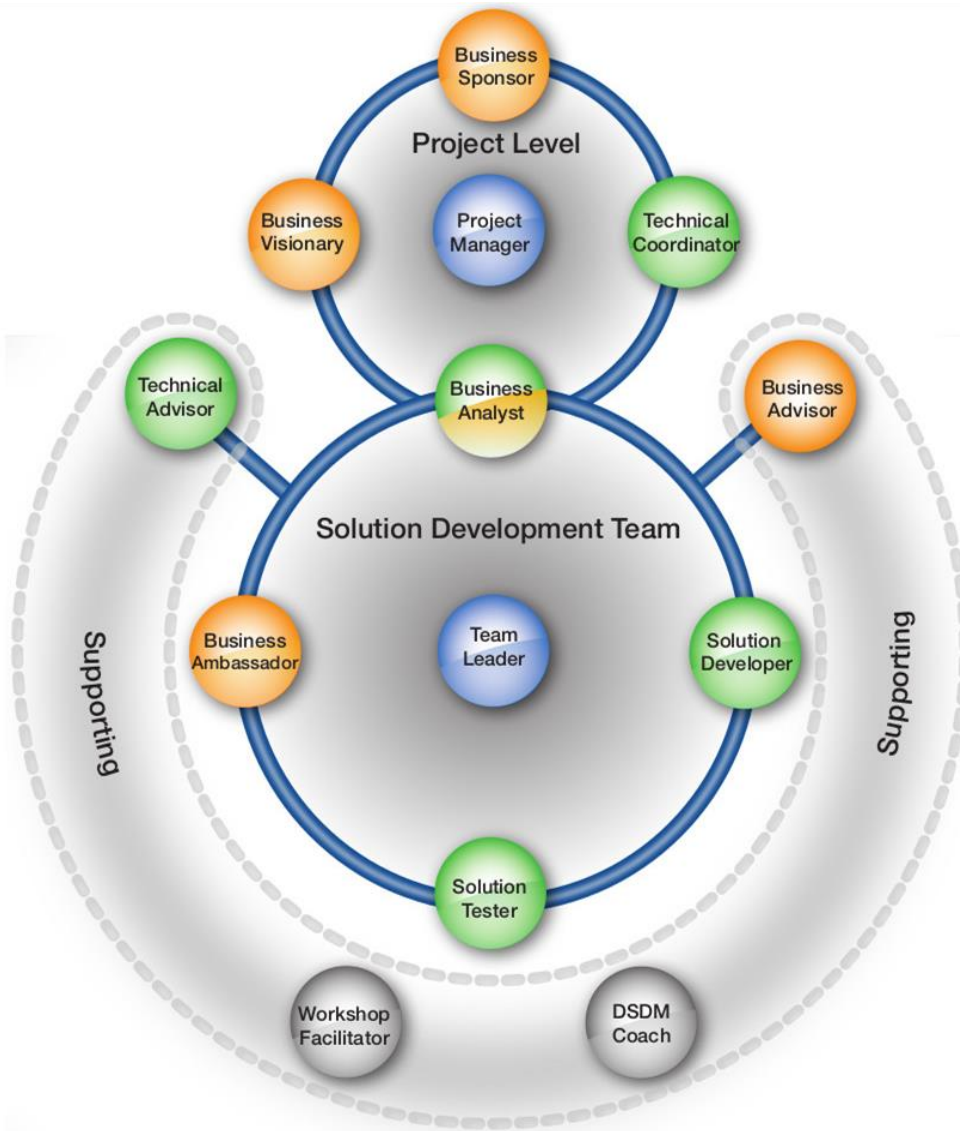
8. Demonstrate control

There are 8 principles which collectively support the DSDM Philosophy to deliver best value business solutions collaboratively.

Today's Learning Outcomes



DSDM Roles & Responsibility



Roles Types:

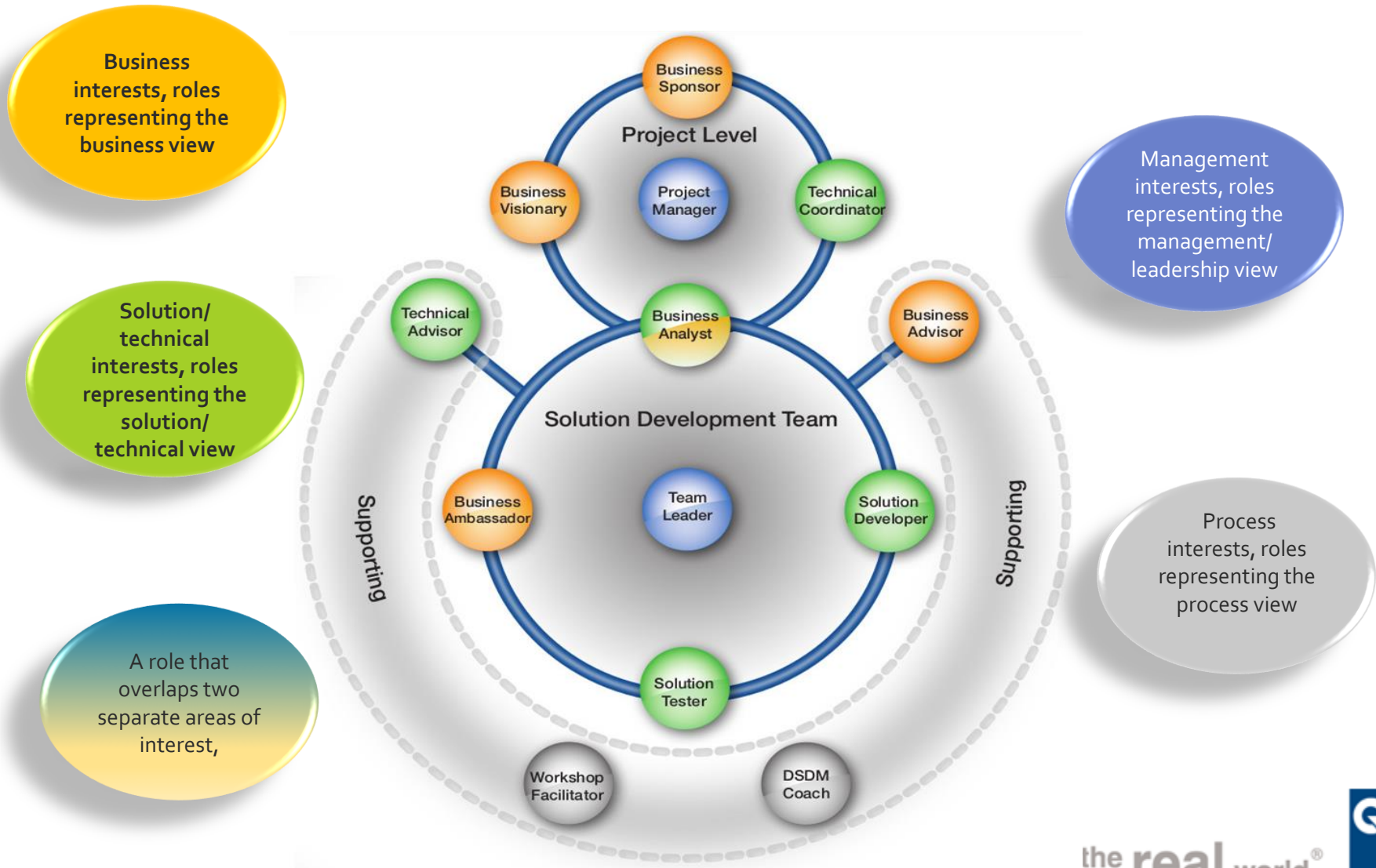
- Project Level
- Solution Development Team
- Supporting

Orange = Business
Green = Solution/technical
Blue = Management
Grey = Process interests

Considerations:

- Business vs solution vs process
- Project vs team level
- Full-time vs part-time

DSDM Roles & Responsibility



Communication (Principle 7)

We value: “Individuals and interactions above processes and tools” and “Customer collaboration over contract negotiation”



- **Poor communication is a major cause of project failure**
- **Agile encourages on-going and effective communication**
 - Integrated solution development teams
 - Business and solution roles in the same team
 - Short feedback cycles
 - High visibility of the evolving solution
 - Solution detail only added at the point of development



Communication Choices

People, Teams and Interactions

Methods / Channels

- 1) Face-to-Face
- 2) Conferencing such as video conferencing
- 3) Chat facilities
- 4) Email: Often treated (wrongly!) as the default communication channel.
- 5) Collaborative workspaces
- 6) Documents:

Team Boards

Backlog

Daily stand ups

Collaborate (Principle 3)

Teams that work in a spirit of active cooperation and commitment will always outperform groups of individuals working only in loose association.

- Requires team to:
 - Involve the right stakeholders at the right time, throughout the project
 - Ensure they are empowered to make decisions on behalf of those they represent
 - Actively involve business representatives
 - Build one-team culture
- Supported by:
 - Business roles
 - Key technique: Facilitated workshops



Communications & Collaboration (The Big Picture)

Philosophy

Principles

Process

People

Products

Practices

Common sense and pragmatism

“best business value emerges when projects are aligned to clear business goals, deliver frequently and involve the collaboration of motivated and empowered people”.



1. Focus on Business Need



2. Deliver on time



3. Collaborate



4. Never compromise quality



5. Build incrementally from firm foundations



6. Develop iteratively



7. Communicate Continuously and clearly



8. Demonstrate control

Communications Plan

COMMUNICATIONS PLAN							
Last Updated: 13 Jan 2011							
ID	EVENT	OBJECTIVE	TARGET AUDIENCE	KEY MESSAGE	VEHICLE / CHANNEL	TIMING	SENDER
1	Pincod Project management Training	Provide visibility and create awareness for the participants to plan ahead	Project Team and Board members	Who is involved, when, what are the pre-requisites	Lotus Notes Bulletin Board, email, phone	30-Mar-11	Poma Poma
2	Pincod Project management Training	Provide visibility and create awareness for the participants to plan ahead	Project Team and Board members	Who is involved, when, what are the pre-requisites	Lotus Notes Bulletin Board, email, phone	30-Mar-11	Poma Poma
3	Pincod Project management Training	Provide visibility and create awareness for the participants to plan ahead	Project Team and Board members	Who is involved, when, what are the pre-requisites	Lotus Notes Bulletin Board, email, phone	30-Mar-11	Poma Poma
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8	Pincod Project management Training	Provide visibility and create awareness for the participants to plan ahead	Project Team and Board members	Who is involved, when, what are the pre-requisites	Lotus Notes Bulletin Board, email, phone	30-Mar-11	Poma Poma

There are 8 principles which collectively support the DSDM Philosophy to deliver best value business solutions collaboratively.

Develop Iteratively (Principle 6)

- Iterative development allows team to converge on accurate solution
- Rare that anything is built perfectly 1st time
- Requires team to:
 - Build products using an iterative approach
 - Continually confirm the correct solution is being built
 - Accept that most detail emerges later rather than sooner
 - Embrace change – the solution will evolve as team learns more about it
 - Be creative, experiment, learn, evolve
- Change is inevitable, allow for it and harness its benefits
- Supported by:
 - Iteration and constant review ensures the evolving solution aligns with what the business really needs



Iterative Development (Practice)

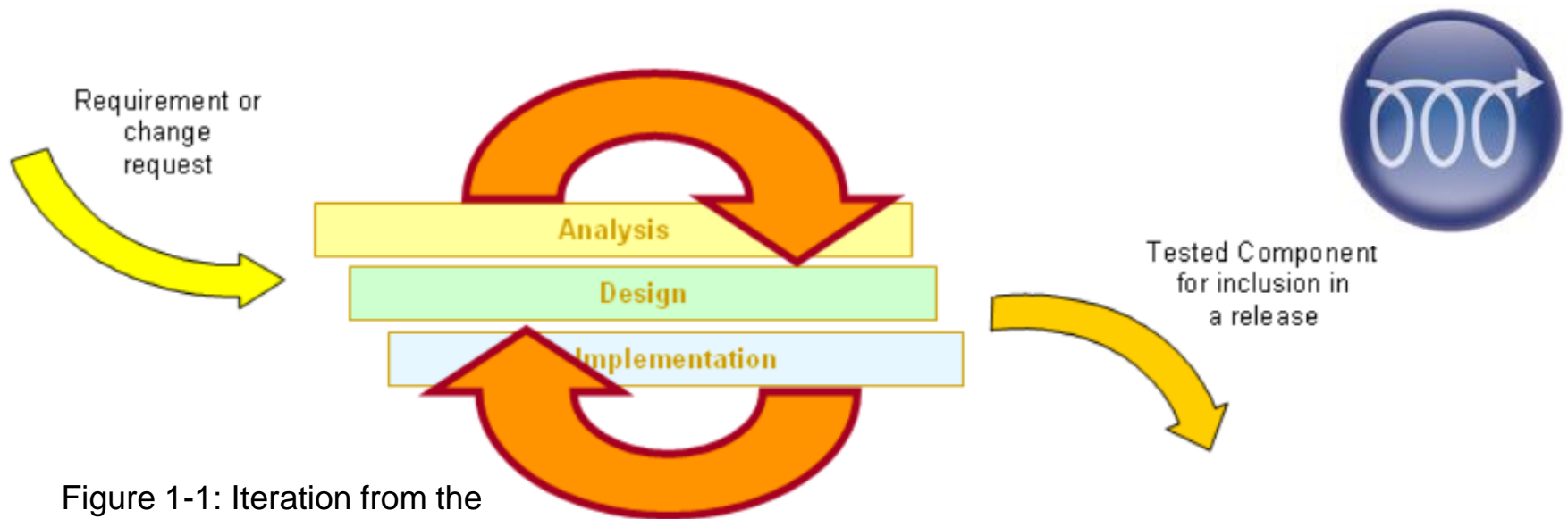
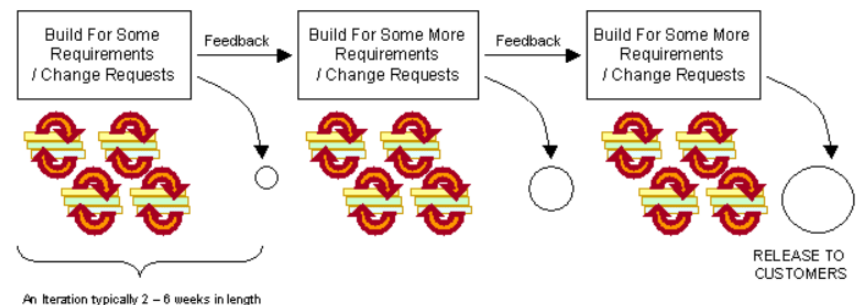


Figure 1-1: Iteration from the developer's perspective



Spence, I., & Bittner, K. (2005). What is iterative development? -- Part 1: The developer perspective. Retrieved from <https://www.ibm.com/developerworks/rational/library/mar05/bittner/index.html>

Iterative Development

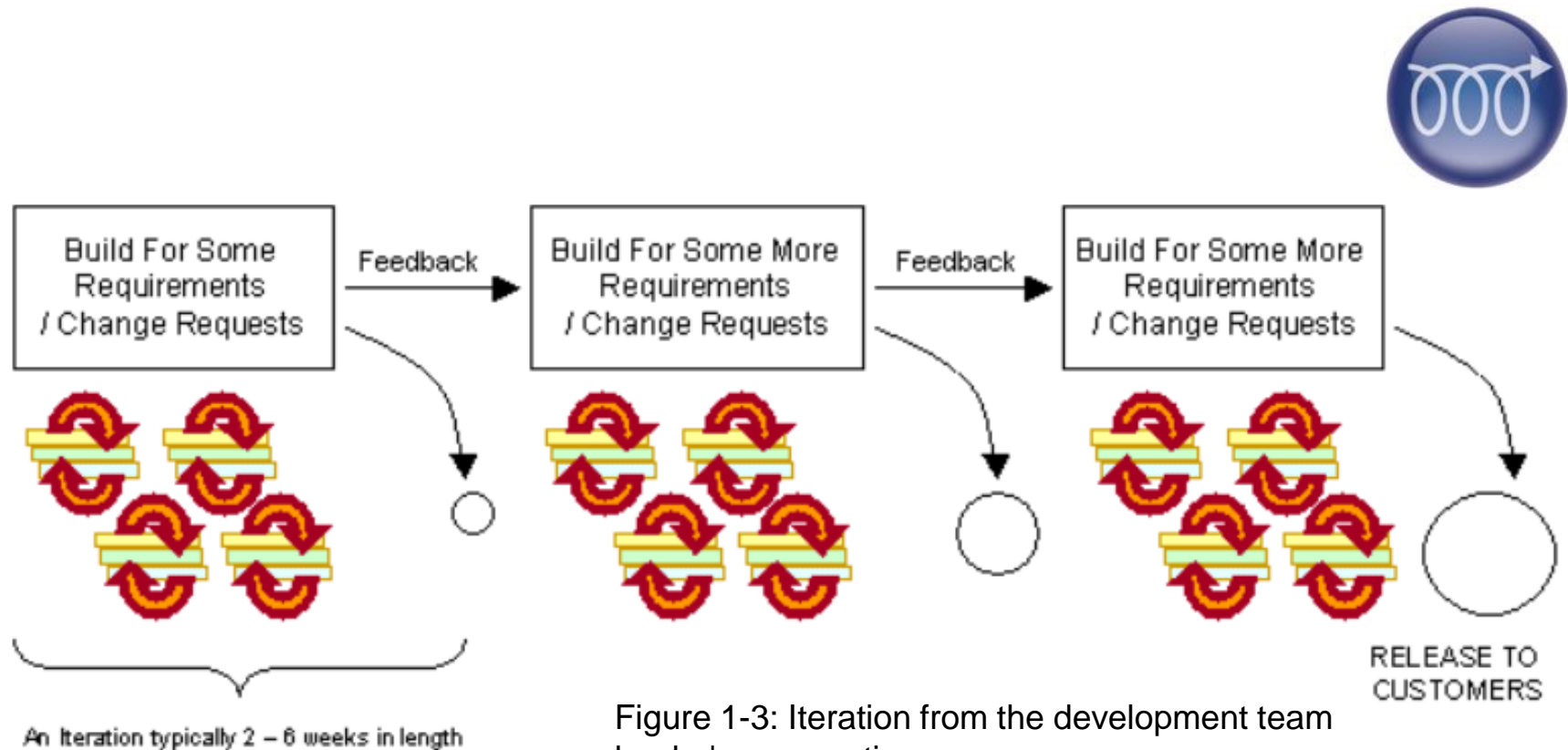


Figure 1-3: Iteration from the development team leader's perspective.

Spence, I., & Bittner, K. (2005). What is iterative development? -- Part 1: The developer perspective. Retrieved from <https://www.ibm.com/developerworks/rational/library/mar05/bittner/index.html>

Mika Music School Case Study

Team Activity

1. Project Roles & Responsibility
2. Project Communication Plan
3. Project Plan – Revisit Stories, Release & Sprint Plan

Team Activity – Mika Music School

In your teams:

Use the Mika Music School case study to complete these exercise

- Identify the project roles and responsibilities
- Determine stakeholders, project events / milestones and develop communication plan
- Revise your user stories, release plan and enhance using the iterative development practise in preparation for the development of your delivery plan
- Discuss your work with your Tutor

Roles & Responsibilities

Select candidates for these project roles:

- a. Business Sponsor
- b. Business Visionary
- c. Business Ambassador
- d. Business Advisor
- e. Solution Development Team
- f. Solution Tester(s)
- g. Team Leader
- h. Project Manager
- i. Any Other Critical Role

State:

- 1) the functions to be performed by the role;
- 2) the reasons for selecting these people, any alternative candidate (and why you favoured your candidate); and
- 3) any possible risks associated with the preferred candidate

1. Familiarise yourself with the Respective Job Descriptions

(DSDM Guide & Wk5 Lecture Slides - Roles & Responsibilities)

2. Examine Capabilities of People in Mika Music School (case study) & IT development team (your team)

3. Fill the roles – match their suitability to vacancies

Roles & Responsibility

Role	Candidates	Reasons	Risks
Business Sponsor			
Business Visionary			
Business Ambassador			
Business Advisor			
Solution Developer			
Solution Tester			
Team Leader			
Project Manager			

Example Only!
Think beyond IT

Communications Plan

Complete a Communication Plan, with justification of your choices, for this project covering the following:

- a) Who are the **stakeholders**?
- b) **What information** will be communicated to the different stakeholders?
- c) **How** will you communicate this information and **how** will everyone involved in the project communicate with each other?
- d) **What specific events or activities** will need to be organised or encouraged, to help with communication in general?
- e) **How often** will this take place?
- f) **Who** in your team is responsible for disseminating these information or **organizing activities** identified in (d) above

Communications Plan

COMMUNICATIONS PLAN						
Id	What	Who	How	When	Why	Responsible
1	Project Status	Project Board	Emails Board Meetings	Monthly	Project Board Accountable and needs visibility	Project Mgr
2	Daily Progress	Development Team	Daily Scrum	Daily	Development Team is Responsible for implementation	Team Leader
3	Project Launch	TA & Agile	Newsletter Roadshow	Pre-project Pre-project	Inform all about changes	Business Visionary
	Daily Progress	Development Team	Daily Scrum	Daily	Development Team is Responsible for implementation	Team Leader

Example Only!
(think DSDM
approach)

Iterative Development

Revisit your user stories, release plan and sprint 1 plan

- Determine any changes you would make about your prioritised requirements by incorporating the BABoK Prioritisation Criteria (**see next slide – also see lecture 6 slides # 31-34**)
- Determine & develop the number of Sprints (Iterations) required to deliver the entire project

Prioritisation – BABOK Criteria

BABOK 3.0 suggests 8 factors that influence the prioritization of requirements:



- 1) **Benefit/Value** - It is the advantage that the business accrues as a result of the requirement implementation.
- 2) **Penalty** - It is the consequence of not implementing a requirement. It can refer to the loss in regulatory penalties, poor customer satisfaction or usability of the product.
- 3) **Cost** - It is the effort and resources that are required to implement a requirement.
- 4) **Risk** - It is the probability that the requirement might not deliver the expected value.
- 5) **Dependencies** - It is the relationship between requirements.
- 6) **Time Sensitivity** - Everything comes with an expiry date.
- 7) **Stability** - The likelihood of the requirement remaining static.
- 8) **Regulatory/Policy Compliance** – Those requirements that must be implemented to meet the regulatory requirements.

Homework (To be completed)

1. Read

- DSDM Guide – Modelling and Timeboxing
- Prince2 Guide – section on Prince2 Processes on:
(<http://prince2.wiki/Processes>)

2. Assessment 2 – Roles, Communications Plan, Prioritised Requirements / Iterations

- Complete Roles & Responsibilities, Communications Plan
- Revise Prioritised Requirements and complete remaining Sprint Plans for the entire project

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.