IFB295 – IT Project Management

Week 8 - Tutorial No. 7
Dynamic Systems Development Methodology (DSDM)

**(7th – 11th September 2020)**

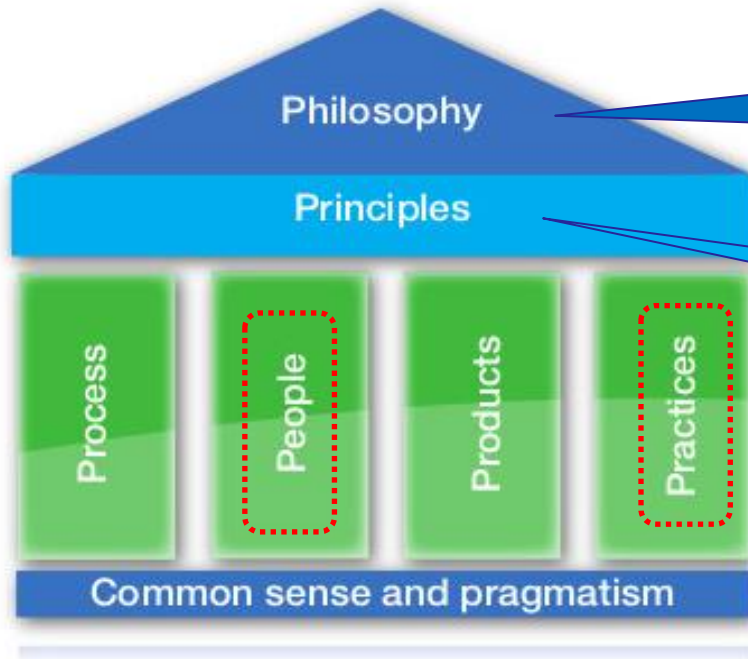**Tutor: <your name>**

Agenda

- Recap Last Week's Tutorial

- This Week's Learning Outcome

- Assessment 2 - Briefing

- Modelling

- Timeboxing

- Team Activity – Mika Music School

- Retrospective (Review and Close)
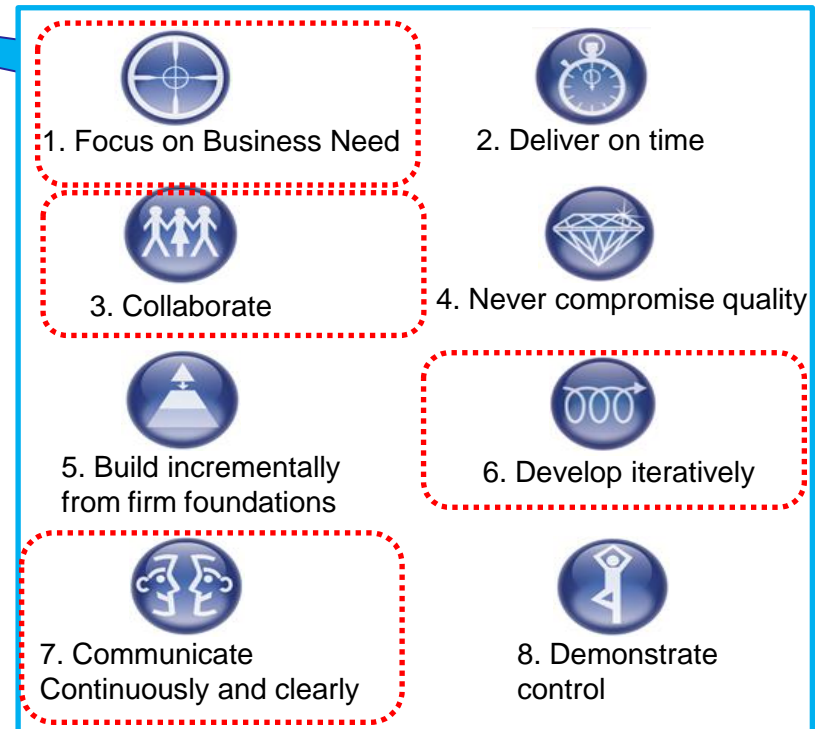
Recap of Last Week's Tutorial

- DSDM Roles & Responsibilities

- Collaboration and Interaction - Communications

- Iterative Development

What were the learning outcomes

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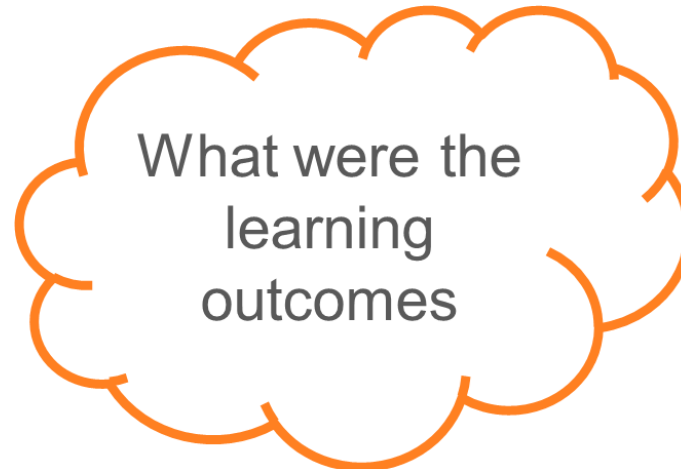
Recap of the last Tutorial

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

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

Today's Learning Outcomes

Philosophy

Principles

Process · People · Products · Practices

Common sense and pragmatism
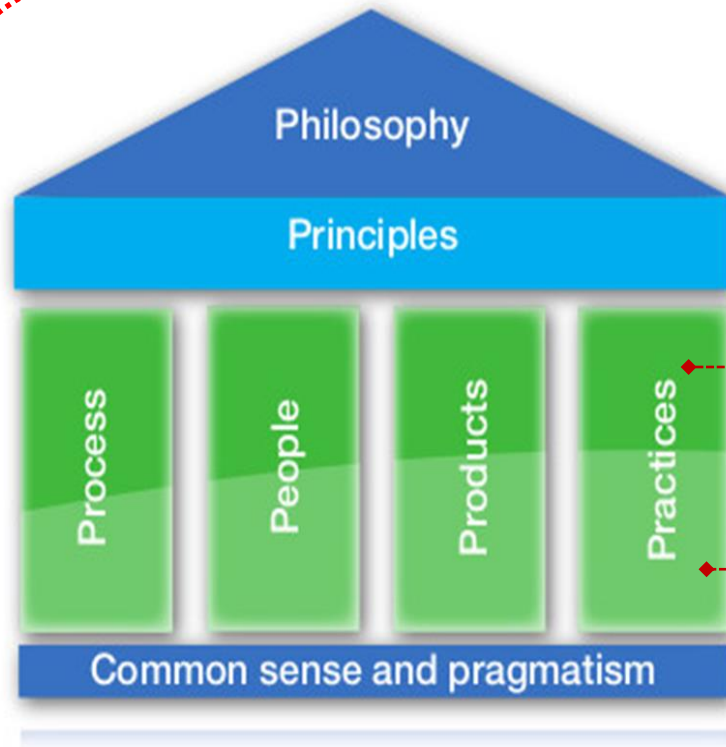
Modelling

Timeboxing

• **Assessment 2 – Project Plan**

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Assessment 2 – Project Plan

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

Assessment 2 – Project Plan

For more details - refer to Assessment 2 document on BlackBoard

Modelling

Models can be defined as:

- One of DSDM's five key practices
- Description or analogy used to help visualise something that cannot be directly observed
- Small but exact copy of something
- Pattern or figure of something to be made

Modelling helps to make elements of the solution visible as early as possible.

Why Use Modelling?

Modelling techniques are designed to improve communications and prompt the right questions.

The purpose of modelling is to:

- Improve understanding through visual representations
- Support transparency by simplifying core elements of a requirement, usually in a picture
- Abstract the most relevant information for clarity
- Allow cross-checking for consistency

Modelling Techniques

Modelling Techniques

- User stories, Flow charts, Swim lane (activity flow) diagrams
- Process Models, Class Models & Use case diagrams etc

An Example of when modelling is used

- When there is a Progressive Business Change;

  As the solution is deployed, the **"as is"** models of the current situation give way to the **"to be"** models that represent the new product or service

(See lecture 7 for more details – slides 5-14)

Structured Timeboxing

At any point during the DSDM structured Timebox, the whole Solution Development Team has visibility of progress and early warning if the overall Timebox objectives are at risk.

A DSDM structured Timebox comprises three main steps:
- Investigation
- Refinement
- Consolidation

Each of these steps ends with a review.

Typically 2-4 weeks

Kick-Off	Investigation	Refinement	Consolidation	Close-Out
	@10-20% of effort	@60-80% of effort	@10-20% of effort	
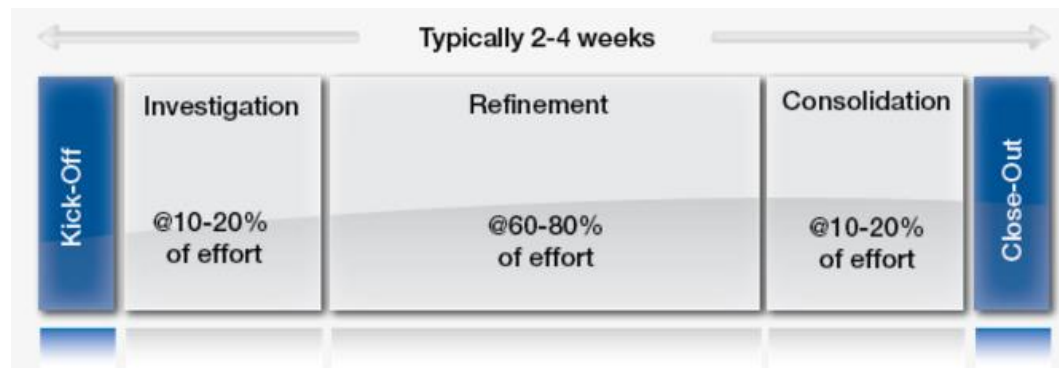
Structured Timeboxing – Iterations

In each iteration of a Timebox:

- **Kick-Off:** understand the objectives and accept them
- **Investigate:** confirm the detail of all requirements and products to be delivered
- **Refinement:** develop in line with agreed priorities
- **Consolidation:** ensure all products meet their agreed acceptance criteria
- **Close-Out:** Business Visionary and Technical Coordinator formally accept deliverables

Each step ends with a review

Structured Timeboxing – Iteration Reviews

Typically 2-4 weeks

| Kick-Off | Investigation @10-20% of effort | Refinement @60-80% of effort | Consolidation @10-20% of effort | Close-Out |

Investigation Review

- Team share results of their investigation with Ambassador, Visionary (possibly), and Technical Coordinator
- Team validate what they are intending to deliver by end of Timebox

Refinement Review

- Team share results so far with Ambassador, Visionary (possibly), and Technical Coordinator
- Agree and prioritise work to be completed by end of Timebox

Consolidation Review

- Share final results of Timebox with Ambassador, Visionary (probably), and Technical Coordinator
- Confirm deliverables are fit for their intended purpose (meet agreed acceptance criteria)

Project Controls

The controls you have learned thus far:

With DSDM, Time, Cost, Quality are fixed while features are flexible. Therefore when there is a change that may impact your project, the techniques to use which you have been taught so far include but not limited to:

- Prioritised Requirements using MoSCoW

- Timeboxing ensuring control over Time

Mika Music School Case Study

Team Activity

1. Outline Solution (Modelling)

2. Delivery Plan – using Timeboxing

3. Project Controls

Team Activity – Mika Music School

In your teams:

Use the Mika Music school case study to complete these exercise

- Develop a model or outline of your proposed solution

- Develop your delivery plan into increments and timeboxes

- Identify the controls you will have in place to manage changes that may impact your project

- Discuss your work with your Tutor

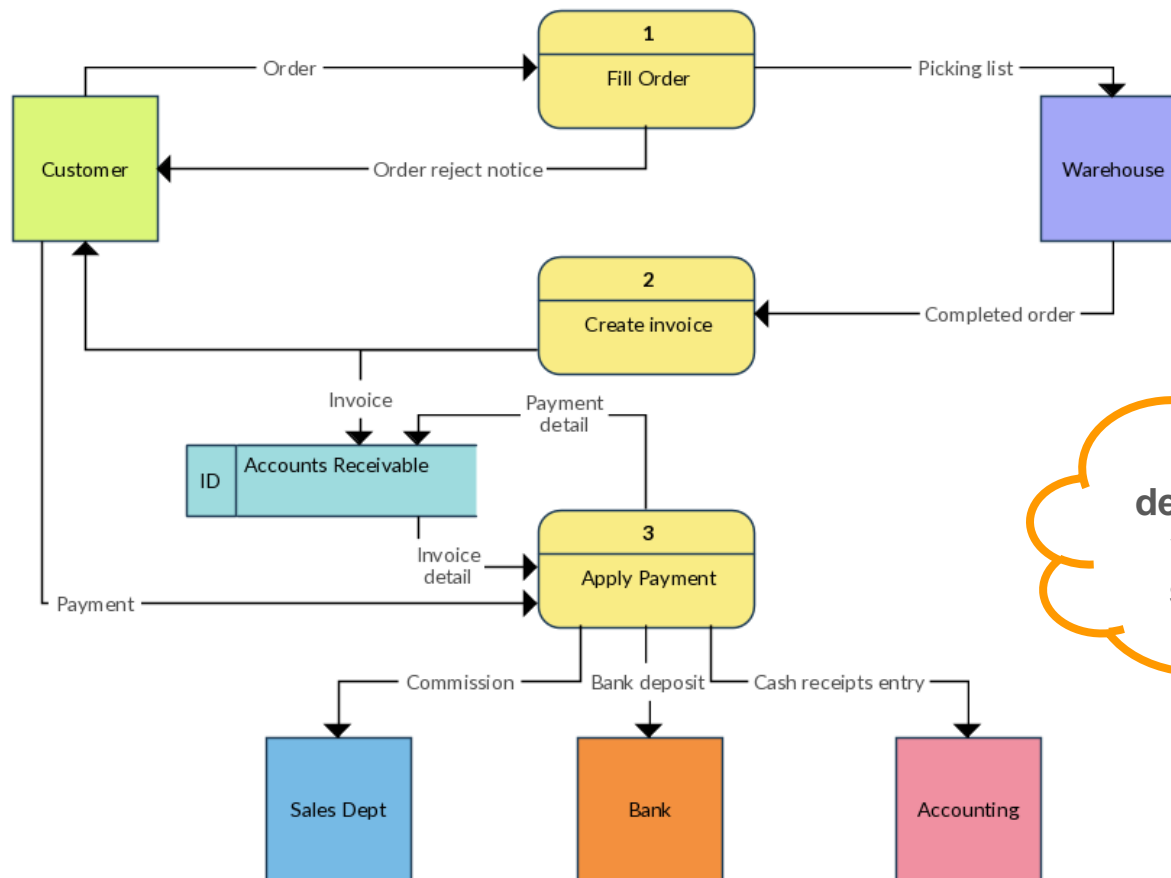# Outline Solution

Develop a high level context diagram of your proposed solution. For example:
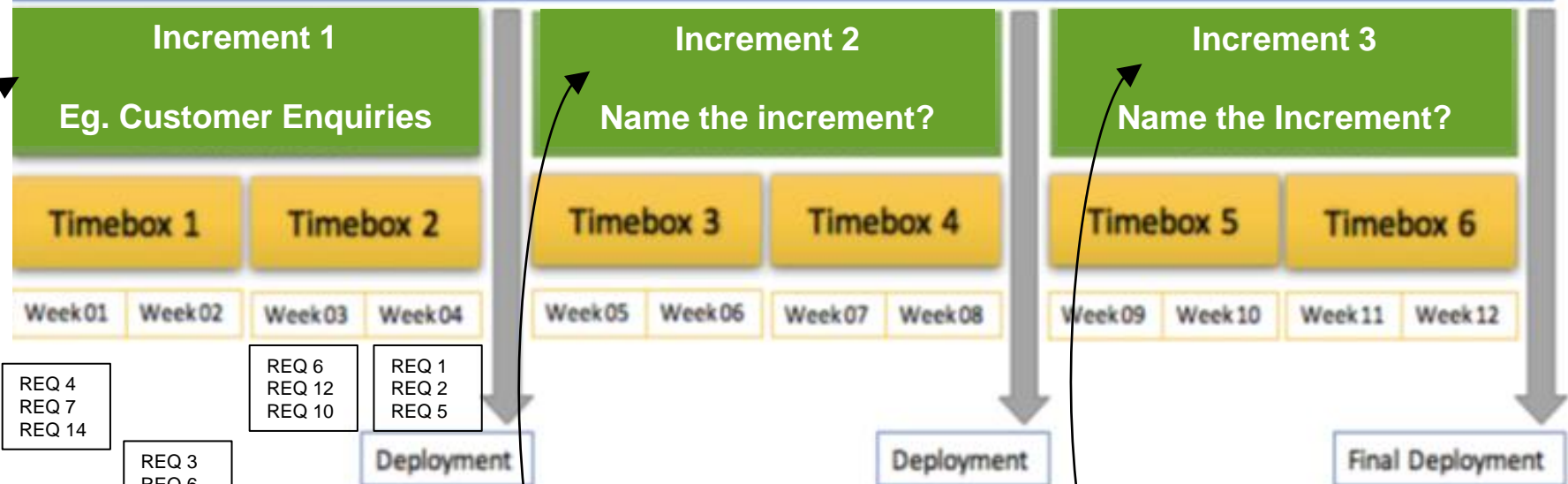
Develop a high level context diagram of your proposed solution. Another example:
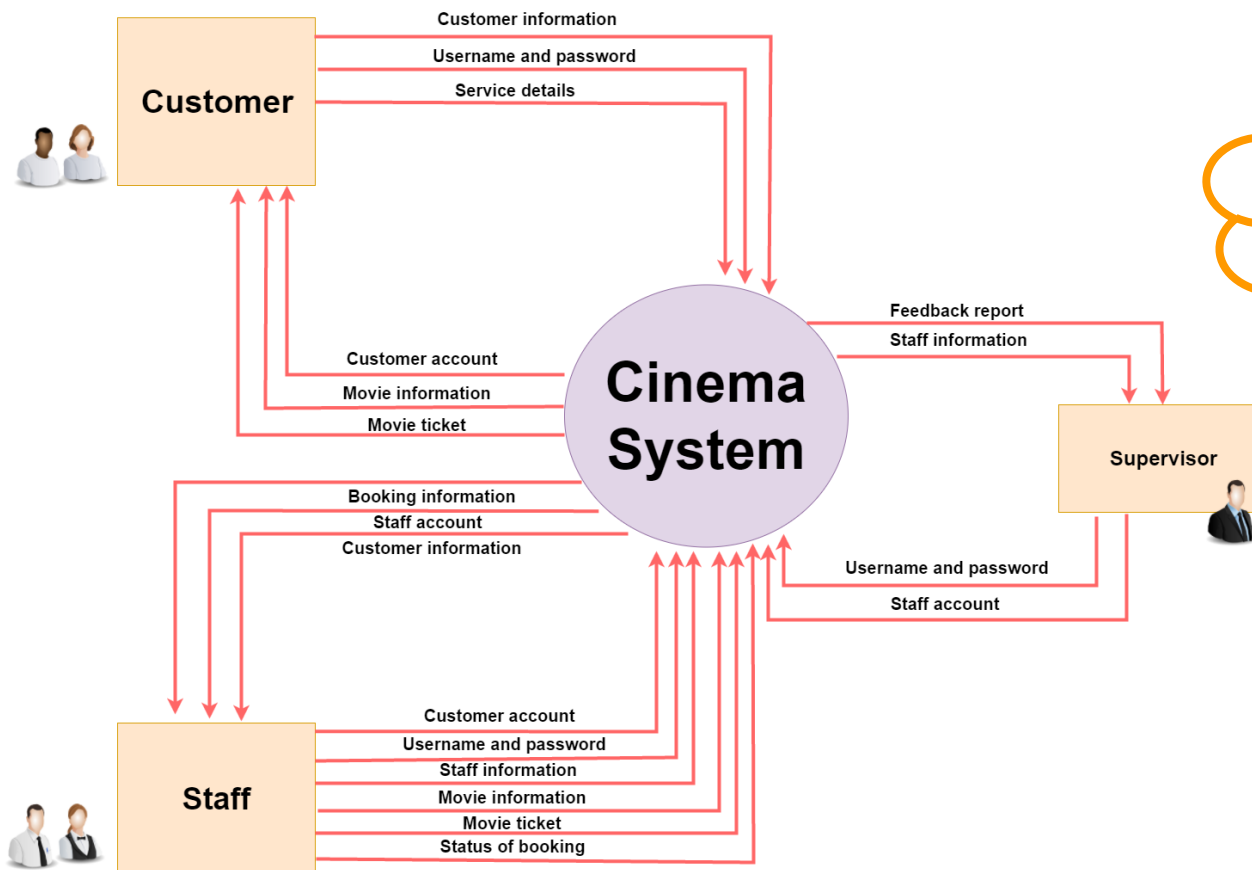
Also write a description of how your proposed solution works

A High Level Delivery Plan - Example

Project – Smart Belt Shopping Service

Increment 1	Increment 2	Increment 3
Eg. Customer Enquiries	Name the increment?	Name the Increment?

Timebox 1	Timebox 2	Timebox 3	Timebox 4	Timebox 5	Timebox 6
Week 01	Week 02	Week 03	Week 04	Week 05	Week 06	Week 07	Week 08	Week 09	Week 10	Week 11	Week 12

REQ 4
REQ 7
REQ 14

REQ 3
REQ 6
REQ 12

REQ 6
REQ 12
REQ 10

REQ 1
REQ 2
REQ 5

Deployment

Deployment

Final Deployment

State Objective for the increment
(eg. deliver customer enquiries features)

- Feature 1
- Feature 2
- Etc..

Justify /Why – these features

State objective for the increment
(eg. deliver the following features)

- Feature 1
- Feature 2
- Etc..

Justify /Why – these features

State objective for the increment
(eg. deliver the following features)

- Feature 1
- Feature 2
- Etc..

Justify /Why – these features

Project Controls

- Review your prioritised requirements and ascertain which features you would forgo and still meet the minimum viable product (MVP) if there is a change that would impact time, cost and quality of your project outcome.

DSDM Approach

Fixed → Time

Cost

Quality

Variable → Features
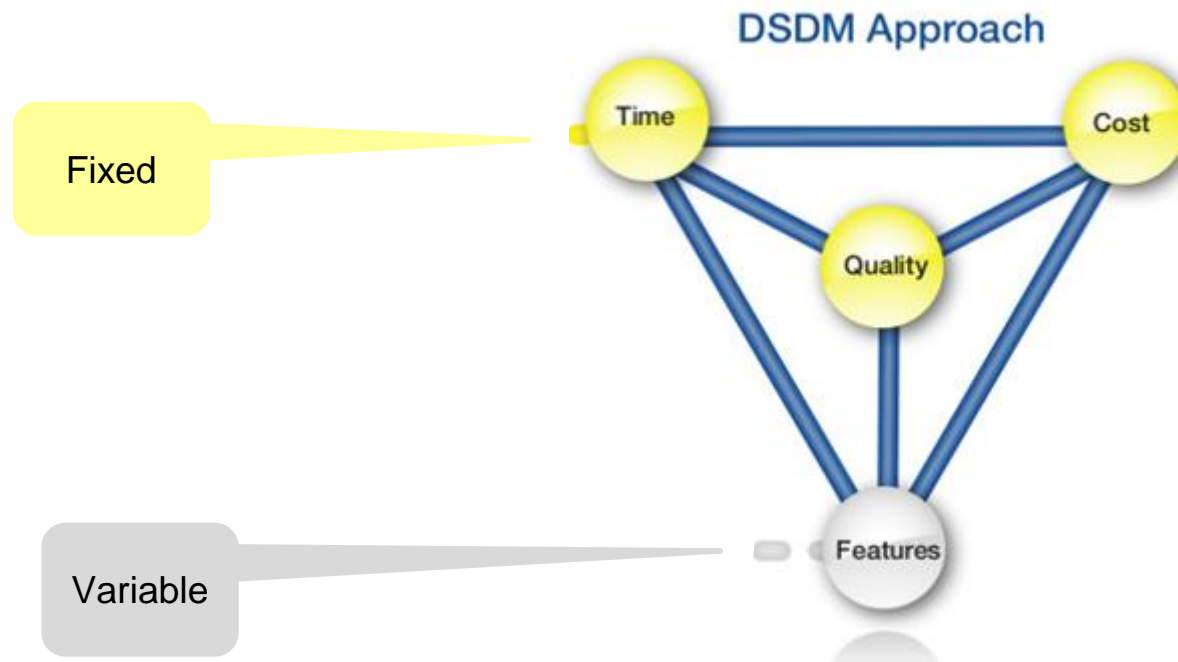
Homework (To be completed)

1. **Read**

   • Prince2 Guide – section on Prince2 Governance Process on:
   (http://prince2.wiki/Processes)

2. **Assessment 2 – Outline Solution, Delivery Plan & Project Controls**

   • 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.

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