**DSDM Atern – tutorial 1**.

**GROUP 1**

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**1. Principle 1 – Focus on the Business need**

A business case captures the reasoning for initiating a project or task. It is often presented in a well-structured written document, but may also come in the form of a short verbal agreement or presentation. The logic of the business case is that, whenever resources such as money or effort are consumed, they should be in support of a specific business need. An example could be that a software upgrade might improve system performance, but the "business case" is that better performance would improve customer satisfaction, require less task processing time, or reduce system maintenance costs. A compelling business case adequately captures both the quantifiable and non-quantifiable characteristics of a proposed project.

Business cases can range from comprehensive and highly structured, as required by formal project management methodologies, to informal and brief. Information included in a formal business case could be the background of the project, the expected business benefits, the options considered (with reasons for rejecting or carrying forward each option), the expected costs of the project, a gap analysis and the expected risks. Consideration should also be given to the option of doing nothing including the costs and risks of inactivity. From this information, the justification for the project is derived. Note that it is not the job of the project manager to build the business case, this task is usually the responsibility of stakeholders and sponsors.

**2. Principle 2 – Deliver on time**

In order to fulfil on-time delivery principle Atern teams need to :

· Use timebox approach

· Focus on business priorities

· Always hit deadlines.

Timeboxing the work of projects is a powerful practice which truly helps facilitate on-time delivery. A timebox is a fixed period of time at the end of which one or more deliverables have been completed. What we are focusing on here is the completion of deliverables by the exact deadlines and a timebox is only successfully achieved by then. Timeboxing takes advantages of iterative development approach as it breaks down the project into small fixed periods of time, usually two and four weeks which is a reasonable time span for development team to meet the objective of that timebox. Longer timeboxes, say 6 weeks, usually would cause the team to lose focus and it is logical and common sense that short timeboxes always push development team into hard working mode to fulfil the requirements agreed on at the beginning of the timebox.

On top of that, there is this Daily Standup part in all timeboxes in which development team together shares information on what each member has been doing to achieve the timebox’s objective and what he will be doing till the next standup , as well as any problems he has been having that prevents him or the team from achieving the objective. Daily Standups would help identify problems earlier, so that the development team can fix them in early stage, save time and do not miss the deadlines.

DSDM pratice uses MoSCoW prioritisation for business priorities, which also help keep product deliveries on time. As stated in the MoSCoW rules, the total effort invested in Must Haves should not above 60%, so it makes sure that development team can at least guarantee to deliver those Must Haves and present a usable product on time. Even if the team do both Must Haves and Should Haves, the total effort is still no more than 80%. We only use 80% of the development time to bring out a fine usable product, therefore we definitely deliver the product on time.

In conclustion, the combination of timeboxing and reasonable MoSCoW prioritisation allows the development team to predict the time of deliveries and always hit deadlines.

**3. Principle 4 – Never compromise quality**

In DSDM, the level of quality to be delivered should be agreed at the start. All work should be aimed at achieving that level of quality – no more and no less.A solution has to be ‘good enough’. If the business agrees that the features in the Minimum Usable SubseT meet the agreed acceptance criteria, then the solution should be ‘good enough’ to use effectively.

In order to fulfil this principle, DSDM teams need to:

+ Agree the level of quality from the outset, before development starts

+ Ensure that quality does not become a variable

+ Test early, test continuously and test to the appropriate level

+ Build in quality by constant review

+ Design and document appropriately

Ensuring testing is properly integrated into the Iterative Development process, with regular reviews throughout the project lifecycle, helps the DSDM team to build aquality solution. The review and quality control products created as the project proceeds help demonstrate that the quality of the solution is meeting the expected standard.

Using DSDM, everything is tested as early as possible. MoSCoW prioritisation and timeboxing are used to ensure that testing is appropriate and under taken without introducing unnecessary risks. In an IT project, the use of test-driven development techniques can also significantly improve the quality of the solution by ensuring that the acceptability of the solution is understood before development starts.

**4. Principle 8 – Demonstrate control**

It is essential to be in control of a project at all times and to be able to demonstrate that this is the case. This can only be achieved by reference to a plan for the work being done, which is clearly aligned with agreed business objectives.

It is also vital to ensure transparency of all work being performed by the team.

In order to fulfil this principle, DSDM teams, especially the Project Manager and Team Leader, need to:

+ Make plans and progress visible to all

+ Measure progress through focus on delivery of products rather than completed activities

+ Manage proactively

+ Evaluate continuing project viability based on the business objectives

+ Use an appropriate level of formality for tracking and reporting

The use of well-defined Timeboxes, with constant review points, and the preparation of the Management Foundations and Timebox Plans, are designed to assist the Project Manager and the rest of the project team to follow this principle.