

# Nekoliko praktičnih crtica o upravljanju rizicima

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# Agenda

- Rizici, kako ih evidentirati i čemu sve to
- Agilno upravljanje rizicima
- Strategije reakcija na rizike
- Rizici kao faktori prioritizacije
- Rizicima prilagođen Product Backlog

# Rizici, kako ih evidentirati i čemu sve to

- Projektni rizik je neizvestan događaj ili stanje koje će, ukoliko se pojavi, imati posledice na barem jedan cilj projekta.
- Upravljanje rizicima se fokusira na prepoznavanje i procenu rizika na projektu, te upravljanje njima sa ciljem umanjenja njihovog uticaja na projekat.

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Project Risks														
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# Rizici, kako ih evidentirati i čemu sve to

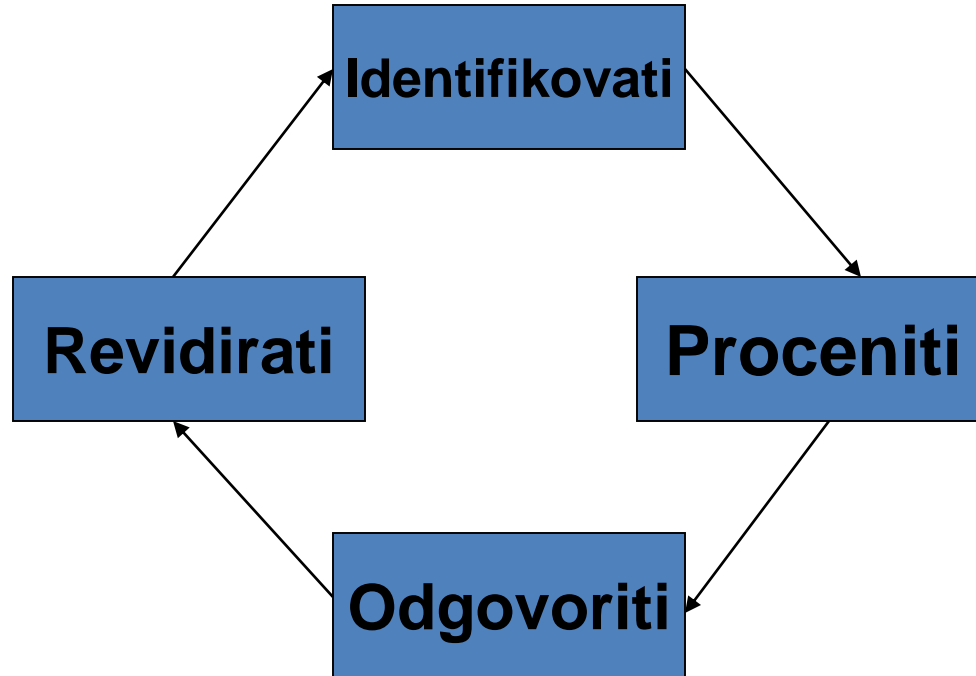
## Assumptions

ID	Date raised	Assumption Description	Reason for Assumption	Action to Validate	Impact if Assumption Incorrect	Status
AS-1	27.03.1015	Current design of the site will be maintained when re-platformed to Demandware		XYZ to confirm	Increase in scope of work as well as project cost	
AS-2	27.03.1015	Integration of Algolia (3rd party search engine) is not an absolute requirement and is considered out of scope		XYZ to confirm.	Increase in scope of work as well as project cost	
AS-3	27.03.1015	Import of Legacy orders is a responsibility of Demandware and is out of SI's scope of work		Agreement between the three parties needs to be made.	Legacy orders will not be imported	
AS-4	27.03.1015	SI will not be responsible for data clean up and transformation of Legacy orders		Sample extracts to ensure data integrity	Possible delay to project if effort needs to be made to clean up data	
AS-5	27.03.1015	The project scope does not include direct integration with the Legacy Magento system in order to display Legacy orders to customers inside the Demandware site		XYZ to sign off proposed architecture.	Increase in scope of work as well as project cost	
AS-6	27.03.1015	BizTalk needs to be implemented and will accept and send Demandware xml formats for standard communication		XYZ to confirm BizTalk will be implemented and ready according to project plan dependency	Increase in scope of work, late project delivery as well as project cost	

# Rizici, kako ih evidentirati i čemu sve to

External Dependencies								
ID	Date Raised	Dependency Description	WBS reference	Deliverables	Deliver by (due date)	Importance	Details - notes	Status
ED-1	9-Jun-2015	Decide on responsive type (Fluid vs. break points)	2.2.1	Decision log	15-Jun-2015	High	Decided: 2 brake points, mobile is the same as tablet design	100.00%
ED-2	9-Jun-2015	Project kickoff	1.2.9	Documentation	1-Jul-2015	Medium	Kick off with all parties done in Stockholm	100.00%
ED-3	9-Jun-2015	<u>International site setup - end goal and number of sites</u>	2.1.1, 2.1.2, 2.1.3, 3.2.1., 3.2.2, 3.2.4, 3.2.8	Documentation	1-Jul-2015	High	This is the matrix of international site launch	100.00%
ED-4	9-Jun-2015	Legacy orders import - decision	20.1.6, 20.1.7	Decision log	15-Aug-2015	Medium	Not influencing SI's launch. Requires conversation between XYZ and Demandware.	Demandware's scope
ED-5	9-Jun-2015	SRA approach	1.1.1	Decision log	15-Aug-2015	High	List of initial Documents needed received from Oz Kokler	100.00%
ED-6	9-Jun-2015	RMA FE design	11.1.2	Assets	15-Aug-2015	High	Decide on how this is required to function.	100.00%
ED-7	9-Jun-2015	Realm access - environments (PIG)	1.2.6, 2.1.1, 2.1.4, 2.1.5, 3.2.3	Environment	15-Jun-2015	High	PIG has been established	100.00%
ED-8	9-Jun-2015	PM tools (collaboration, ticket board)	1.2.1	Tools	15-Jun-2015	Medium	Required for team communication and collaboration	100.00%
ED-9	1-Sep-2015	Integration job framework	2.3.1, 18.1.1, 18.1.2	Decision log	1-Oct-2015	High	Decision was made to use the custom job framework as per Jira DW-13	100.00%
ED-10	9-Jun-2015	UI / UX Design + responsive	2.2.1, 2.2.2., 2.2.4, 2.2.5, 2.2.6, 2.2.7, 2.2.8, 2.2.9, 2.2.10, 2.2.11, 2.2.12, 2.2.13, 2.2.14, 2.2.15, 3.2.5, 3.2.6, 3.2.7, 5.1.2, 5.1.3, 5.1.4., 5.2.2., 6.1.1, 6.2.1, 6.2.2., 6.3.1, 6.4.1, 6.4.2, 7.1.1, 7.1.3, 9.1.5, 9.1.7, 9.1.8, 9.1.9, 9.1.10, 9.4.3, 9.4.4, 10.1.1, 10.1.2, 10.1.3, 10.1.4, 11.1.1, 11.1.2, 11.1.3, 12.1.1, 13.1.1, 14.1.1, 14.1.2, 14.8.1	Assets	15-Jul-2015	High	XYZ is sequentially delivering these to SI	80%

# Agilno upravljanje rizicima



- Agilno upravljanje rizicima dešava se u svakoj iteraciji
- Ciklus ima 4 faze – Identify, Assess, Respond and Review (Identifikovati, Proceniti, Odgovoriti i Revidirati)
- Nebrojeno je momenata gde se rizici mogu prepoznati – daily standup, sastanak estimiranja, planiranje, itd.

- Nakon što je rizik identifikovan, tim mora da proceni verovatnoću njegovog pojavljivanja (P) i uticaj (I), kao i očekivanu učestalost
- Odgovori na rizik određuju se nakon njegove procene i definisanja plana mitigacije. Potom se risk mora kontinualno revidirati / ažurirati.

# Strategije reakcija na rizike

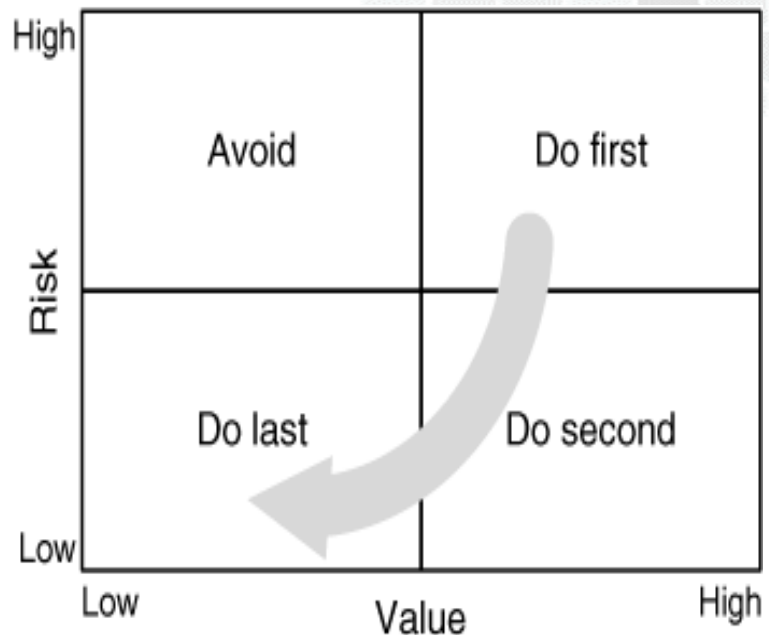
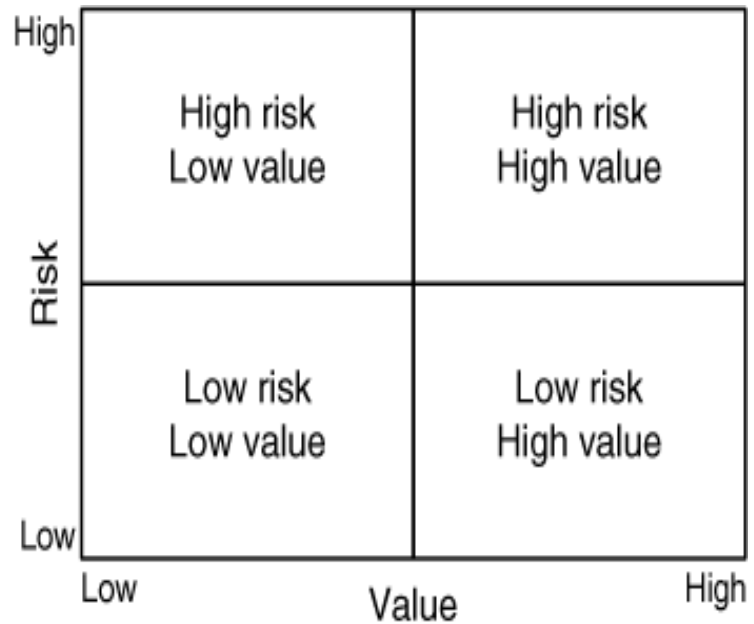
- Postoje 4 moguće reakcije/odgovora na rizik:
  - **Izbegavanje (Avoid):** Pokušaj da se izbegne pretpostavljena rizična situacija. PO ili PM će obično ukloniti User Story ili dopuniti requirement kako bi izbegli rizik
  - **Umanjivanje (Mitigate):** Kreiranje planova sa ciljem umanjivanja uticaja rizika, ukoliko se ovaj pojavi. Najbolji primer je upotreba “Velocity” kako bi se redukovala nesigurnost etimacija
  - **Prenos (Transfer):** Prenos rizika na treću stranu, na primer tražiti od druge kompanije da razvije određenu funkcionalnost. U svakom slučaju ostanu neki „rezidualni rizici“.
  - **Prihvatanje (Accept):** Jednostavno rečeno, prihvatanje toga što će se dogoditi, ako se dogodi. Svakako, ovo se koristi ukoliko je uticaj rizika mali.



# Rizik kao faktor prioritizacije

- Jedan od mogućih faktora prioritizacije je:
  - Količina rizika koja će biti otklonjena razvojem funkcionalnosti ili izvršavanjem taska
- Postoje različiti tipovi rizika, kao na primer:
  - Rizik rasporeda (Schedule Risk) – “Moguće je da nećemo to završiti ovog meseca”
  - Rizik troška (Cost Risk) – “Moguće je da nećemo moći da nabavimo opremu po dobroj ceni”
  - Rizik funkcionalnosti (Functionality Risk) – “Moguće je da nam to neće proraditi”
  - Tu takođe mogu da budu i poslovni rizik (“Business Risk”) ili tehnički rizik (“Technical Risk”)
- Za prioritizaciju posla potrebno je uvek uzeti u obzir i vrednost i rizik

# Rizik kao faktor prioritizacije

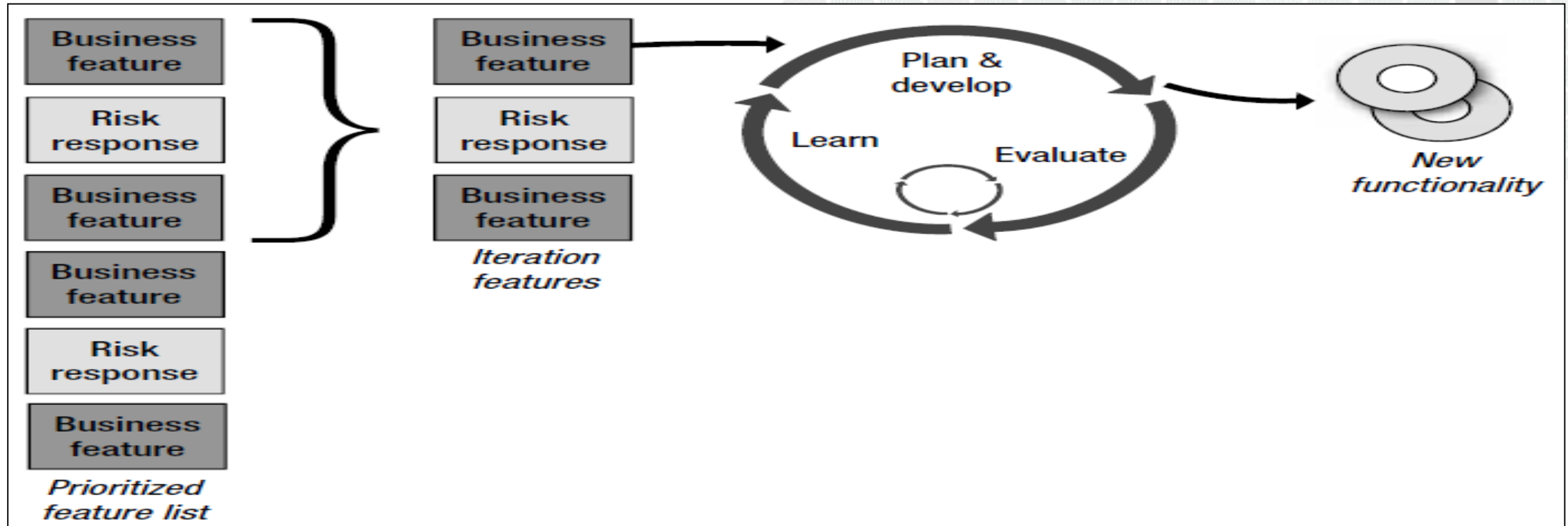


- Prva slika prikazuje kvadrante rizika i vrednosti
- Prvo se uvek prioritizuje (i tim redom izvršavaju) stavke sa visokom vrednošću i velikim rizikom, potom one sa malim rizikom, a velikom vrednošću, pa na kraju one sa malim rizikom i malom vrednošću, kako je prikazano na drugoj slici
- Stavke visokog rizika, a male vrednosti se izbegavaju i brišu iz backloga

# RAID tabela – planovi reakcija na rizike

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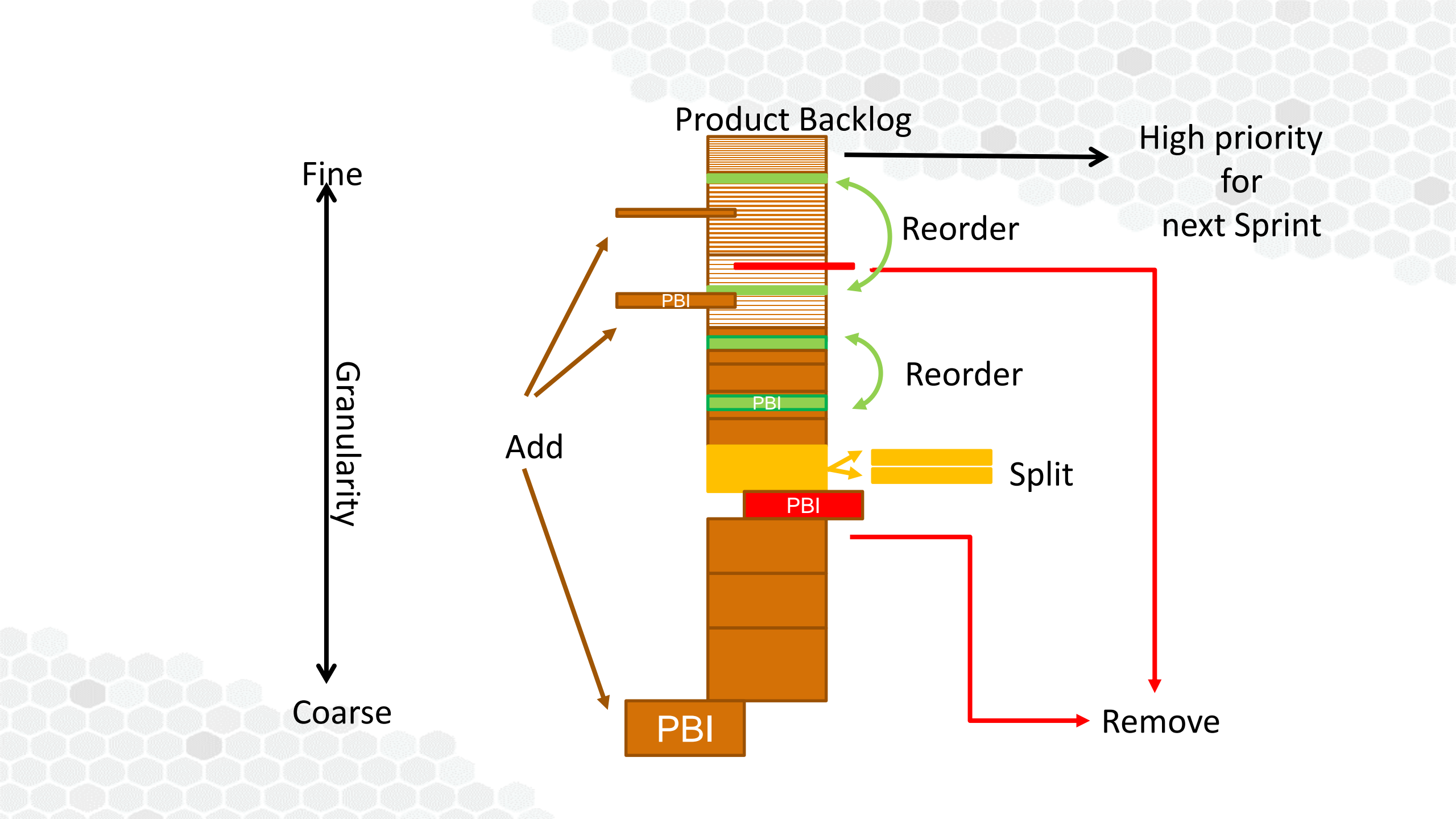
# Rizicima prilagođen Product Backlog



- Kod agilnog pristupa, već sama metodologija uključuje upravljanje rizicima u delu prioritizacije. Rizičnije funkcionalnosti se uzimaju u izradu ranije, kako bi pojava potencijalnog rizika učinila najmanju moguću štetu
- Tokom same iteracije, tim ima priliku da planira ne samo funkcionalnosti i pripadajuće taskove, već i koje akcije vezane za planove upravljanja rizicima treba i kada da sprovede

# Rizicima prilagođen Product Backlog

- Product Backlog se kontinuirano analizira i prilagođava
- Klijent zajedno sa poslovnim analitičarom ili Product Ownerom skraćuje backlog
- Skraćivanje, zajedno sa analizom uticaja (rizika): stavke se dekomponuju, analiziraju se međuzavisnosti, pomeraju se gore ili dole prema re-prioritizaciji, re-estimiraju se, uklanjaju i realociraju se na određene iteracije ili isporuke. Ovo se dešava na nedeljnoj bazi
- Analiziranje uticaja promenjivih zahteva je deo ritma uspešnih agilnih timova



# Rizicima prilagođen Product Backlog

<u>ID</u>	<u>Tasks</u>	<u>Priority</u>	<u>Story Points</u>	<u>Status</u>
1.1	Prepare target audience survey	1	8	Done
1.2	Distribute survey	2	2	Done
1.3	Record survey responses	3	4	In progress
1.3.1	<b>Redistribute survey if insufficient response</b>	4	2	
2	Clarify roles and responsibilities	5	8	In progress
3.1	Develop first draft of marketing material	6	13	In progress
3.2	Review marketing material	7	5	Assigned
3.2.1	<b>Find other reviewers if needed</b>	8	8	
3.3	Final draft of marketing material	9	3	Assigned
4.1	Code the website	10	20	In progress
4.1.1	<b>Delays in coding if MySQL can't be used</b>	11	20	
4.2	Test the website	12	13	Assigned
4.3	Deploy the website	13	5	Assigned

