

PROMPT

Blue Bank has always used the traditional waterfall method to deliver IT projects. Harold Johnson and the company leadership have suggested that you also use traditional methods to build the software. You have a different idea. You think agile would be better for this situation.

In the space below, make a case to Harold as to why we should switch to agile (explain why using agile is a better choice for this project/situation). Be sure to support your argument by referring back to the case study text.

We have used the waterfall method for a long time. Currently of great market competitiveness, we need to modify our thinking and apply the agile methodology to achieve our objectives.

Many banks now offer the remote deposit service, and so that we do not delay to have this service, we can adopt the agile methodology to deliver a product to the market faster. The percentage of failure in the projects developed with the waterfall methodology are immense, the great majority of these projects are doomed to failure, for several reasons among them the difficulty to identify planning and specification failures besides the response time in the correction of the faults to be more slow and take more time and money. Because we do not have a good knowledge of the technologies and even the system requirements, we need to identify the problems as quickly as possible and adjust ourselves so that the delivered product has value to the user. During the iterations, if we choose scrum, we will have a minimal version of the system and we will have new ideas of new paths to follow to reach the final goal. Our overall idea of the system will shape as the project is delivered and receive new feedback, allowing the team to have a new view of the whole.

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Assume Harold liked your argument and agreed to proceed with agile on this project. In his reply, Harold asked for further guidance on how to move forward. Please reply back with the following:

1. What things will have to change on how this team operates and how key stakeholders interact or engage on this project. (Hint: as you have learned, for agile to be successful there are certain prerequisites and it poses certain challenges for leadership/business stakeholders as well)
2. The team is new to Agile and based on prerequisites for agile to be successful, please specify if you and your team need any help or training etc. If none, please state that.

For us to succeed in this new project by applying agile methodology, some changes will be necessary. Greater team engagement is needed, and one of the first things we need to adjust is the team location, the agile methodology asks for a team close and there is interaction among the team members, so it is necessary that everyone is in the same place, including stakeholders. We know of the difficulty of including the customer in the same room as the development team, but if that is not possible, stakeholders attend the daily skype meetings to make the necessary adjustments. Maintain an online activity chart for external monitoring, all this aiming to maintain a greater contact between

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Harold is pretty impressed by your response and has approved all of your recommendations in previous two responses. He then re-iterated the key criteria for success and asked you if he and his management team should expect anything different from this project in terms for tracking and status updates.

Are there any project constraints laid out in the case study that need to be changed/managed since you will be using agile and, in agile, planning, estimation and tracking happens differently?

Hint: The case study implies certain project constraints/expectations around cost, timeline, other factors that need to managed/changed.

Some of the details of the case study need to be changed for the agile methodology to be applied. As the project will be agile, we can not have an estimated time and cost closed, like the 6 months and \$ 500,000 cost. We can apply Velocity to have an approximate estimate and try to follow what is achieved with this technique, so that the customer has an approximate cost and time value. You - Harold - and your team should assist us with feedback and attend sprint backs, if they feel they can attend the daily meetings, which can help us further with the removal of impediments. All members, including stewards, need training in agile methodology, and the development team, in addition to methodology, needs training in the new technology.