

Writing Prompt 1

Which of these Mighty Jaxx business functions do you think could **benefit the most** from implementing **scrum/sprint methodologies**? Explain specifically how scrum/sprint could operate for this function. Comment briefly on why kanban is not the best fit for this particular function.

Answer:

I think the best function to utilize scrum/sprint methodologies is production, the reasons are as follows:

- The scrum methodology is particularly well-suited for complex projects with changing requirements and tight deadlines, which are common in the production phase of a collectibles manufacturing company like Mighty Jaxx.
- There are a lot of moving parts that need to come together seamlessly in order to create high-quality products on time and within budget. This includes everything from sourcing materials and creating molds to casting the final products and conducting quality control checks. This is the best place where scrum can play a role.
- For functions such as marketing and distribution, they often more focused on external communication and outreach. While scrum/sprint can be helpful for managing marketing campaigns and ensuring that they are effective, it may not have as big of an impact on the overall production process.
- For the first and second functions, while they might also have tight deadlines and changing requirements, production phase is more complicated and requires a collaboration of different departments.

Thus, the production process is the best to utilize scrum/sprint.

The biggest disadvantages of kanban for production phase are its lack of prioritization and limited guidance on team roles. In contrast, scrum is more formal and regulated because it defines a set of roles and responsibilities for a team. For processes that require meticulous and careful planning such as production, scrum is a better option.

Writing Prompt 2

Which of these Mighty Jaxx business functions do you think could **benefit the most** from implementing **kanban methodologies**? Explain specifically how kanban could operate for this function with a list of the possible columns in the kanban board. Comment briefly on why scrum/sprint is not the best fit for this particular function. (You don't have to agree with the decisions described in the case.)

Answer:

The best function to utilize kanban would be distribution. Explanation:

- The first and second functions are likely to be completed individually or in a small team, which don't require complicated methodologies. The simple way they can use is a to-do list.
- Production is better off with scrum/sprint as discussed above.
- Considering the company's current situation, it's better to develop their own distribution network as they have always been relying on the 3rd players. Kanban would play a role for monitoring overstock or understock, and the WIP can ensure what needs to be done first.

Scrum/sprint is not as effective here because distribution is more focused on external communication and outreach.

Writing Prompt 3

Mighty Jaxx CEO Jackson Aw has hired you as a consultant to advise him on his decision making about a move to agile in his organization. One of the specializations in your consultancy is the impact that cognitive biases can have on effective business decisions. Based on your knowledge of the many types of cognitive biases, **select one that you think could be a problematic trap for Jackson's thinking.** In 1–2 short paragraphs that you could email to him,

Answer:

Dear Jackson,

This is Zerui Hai who is an experienced consultant hired by your company. I heard that you would like to make a move into agile methodologies for your company, and here is a friendly reminder of mine: please be careful of the planning fallacy, which is the tendency of underestimating the effort and time required to complete a project. You may assume that agile methodologies are simple to understand thus makes it easy to implement. However, there are always some potential obstacles in the way of implementation. For example, your company's new stream of interns, which require certain amount of training, are one of the biggest uncertainties when it comes to estimation for their abilities. It's hard to keep track of how well they can perform on a certain task.

In order not to be fallen into the trap of such bias, I suggest that you actively seek out for teams' perspectives and feedbacks to make yourself well informed to the company's current situation. Furthermore, always get prepared to make adjustments to your original plans.

Sincerely,
Zerui