

PES UNIVERSITY
AUGUST – DECEMBER 2022 SEMESTER 5
SOFTWARE ENGINEERING LAB TASKS

UNIT 1 TASK
AGILE SCRUM

SUBMITTED BY

Mihir Jayaprakash	PES2UG20CS196
Mitul Joby	PES2UG20CS199
Navyae Goyal	PES2UG20CS219
Noel Jacob Abraham	PES2UG20CS234

1. a) Identify from the observations, where all would you think Service Inc. did not meet the intent of the Agile Manifesto

The Agile Manifesto is a document that identifies four key values and 12 principles that its authors believe software developers should use to guide their work.

For starters, The Agile manifesto is intended to create and support a work environment that is focused on the customer. The ways of working of Service Inc. engineering management is hierarchical and bureaucratic, one could make out the seniority of a manager in the organization by the size of his desk and room that he has been allocated.

This would work for sustenance, but being agile is crucial for a pure product engineering operation. Thus, they cannot be relied upon for project line roadmaps despite their company having a large selection of quality professionals with certifications and hence did not meet the intent of the Agile Manifesto.

b) Identify from the observations, where all would you think Service Inc. deviated from what is expected from a SCRUM implementation.

One of the principles behind the Agile Manifesto states that "At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly." SCRUM puts this principle into practice with the use of the Sprint Retrospective.

Service Inc. is not a flat organization. The engineering management is hierarchical and bureaucratic.

One could make out the seniority of a member in the organization instantly with the size of their office. The manager is contacted first and are more important in the organization than the engineers.

If Service Inc. were a SCRUM implementation it would have open offices with no barriers between the managers, VPs and engineers.

Service Inc. relied on large volumes of documentation for their products which is not feasible for a fast-growing product.

Service Inc.'s hierarchical and bureaucratic system would only work for sustenance.

Product owners in the scrum teams have worked with the products ever since the centres have been set up but have never met a customer. This deviates from the expectations of SCRUM

implementation.

The Scrum master and product owners are rotated across sprints. This deviates from the expectations of Scrum implementation as the Scrum master is the leader/coach and shouldn't be rotated.

Product owners in the scrum teams have worked with the products ever since the centres have been set up but have never met a customer. This seems to have deviated from a good SCRUM implementation.

c) Discuss each of the findings in the table and indicate whether the finding contributed positively or negatively in go/no go recommendation and indicate with ~5 sentences why it is so.

1. The scrum masters and product managers are rotated every sprint which affects them negatively as the Scrum master preferably shouldn't be rotated.
2. The time management was extremely poor and the teams are not coordinated at all, this has affected them negatively.
3. The scrum master is making commitments on behalf of the team and this isn't ideal and affects them negatively.
4. The sprint deliverables are majorly distressed and affects them negatively
5. Feedback was collected from all members which is a very important part of SCRUM implementation as well as a detailed presentation about the just concluded sprint. Hence this affects them positively.
6. There were not enough contact hours between the Scrum master and the team members and the task list was still a draft. This affected them negatively.
7. The teams are biting more than they can chew and going for unachievable goals. This affects them negatively.
8. There has been no communication with the customer at all during the production and this affects them negatively.

2. How can Service Inc. achieve 40% growth in margin while achieving only a 25% growth in revenue?

Service Inc. SVP worked out a year wise growth plan to meet his growth target and also realized that Product Inc. being his key account, his ability to meet his target depended on making Product Inc. agree on handing over execution of a part of product line roadmap for growing products on a revenue sharing basis.

Service Inc. SVP came back to India and had a meeting with his general managers running product engineering centres in India. They came up with a resolution to train the project managers, program managers, lead engineers in Agile and Scrum.

The walls of the engineering centres run by Service Inc. were adorned by large posters that depicted key points in these methodologies.

These posters would remind the employees constantly about the processes they would be following and most employees in these centres underwent training.

Thus, they can achieve 40% in growth in margin while achieving only a 25% growth in revenue.

3. What are the cultural differences between Service Inc. and Product Inc. that you think is a challenge for successful scrum implementation that would satisfy Product Inc.?

There are several cultural differences between Service Inc. and Product Inc. that poses a challenge for Service Inc. to be a successful scrum implementation.

Product Inc. is a flat organization with open offices, where engineers and managers Including VPs and SVPs share open cubicles, with the senior managers having offices in corners where engineers do not need to go often, and are designed with dedicated conference rooms for meetings.

On the other hand, the ways of Service Inc.'s engineering management is hierarchical and bureaucratic, one can make out the seniority of a manager in the organization by the size of his desk and room that he has been allocated.

The general managers are given more importance than the engineers in Service Inc. and there is no easy communication between them.

Clients are always expected to talk to the general manager first before junior managers or the engineers.