

CASE STUDY 1

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WHAT HAPPENED? AND WHY?

WHAT

- The cost of the project increased between 17.5%-35%.
- Timeline got pushed back by at least 3 months.
- Increased pressure on the team which led to lack of motivation.

WHY

- Inflexible senior management.
- Lack of communication amongst stakeholders.
- While estimation of the delivery date, buffer(error margins, time) was not taken into account.
- Poor risk management

COULD ANYTHING HAVE BEEN DONE SOONER TO MAKE THINGS BETTER

- Increased transparency (where we are, where we are going) within the team and the stakeholders.
- More people could have been added to the team if the tradeoff with cost was agreeable.
- Better mitigation plans should have been incorporated to handle impediments during the course of the project.
- A more experienced project manager could have been considered for the project.
- Prioritization of requirements should have been done at the time of sprint planning.

WHAT'S YOUR RECOMMENDATION FOR GOING FORWARD?

- Discussion with the stakeholders about the tradeoff between customer requirements, cost and time.
- Decrease in the duration of sprint from two weeks to one week in order to increase retrospection in the team.
- Daily standup meetings to discuss progress of the team.
- Increased interaction between the stakeholders:
 - Frequent demo of the product to the customers.
 - Frequent status reports to the senior management.