



# Sri Lanka Institute of Information Technology

SE3080 – Software Project Management

Assignment 2 - Final Agile Project Review

SE3080 – Software Project Management

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Campus – Malabe.

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# 1. Company Background

IFS International is a globally recognized enterprise software company. It delivers solutions across multiple domains, including Enterprise Resource Planning (ERP), Enterprise Asset Management (EAM), and Field Service Management (FSM). Headquartered in Sweden, this organization operates in more than 50 countries. It is serving clients in manufacturing, aviation, energy, utilities, and service industries. Its Sri Lankan branch, located in Colombo, functions as one of the company's primary research and development (R&D) and implementation hubs.

Over the past decade, IFS has increasingly adopted Agile methodologies to address the complexity of delivering large-scale enterprise solutions. Within this context, Scrum has become the predominant framework. It is enabling teams to manage evolving requirements, maintain high code quality, and deliver iterative value to customers. The organization has implemented two-week sprint cycles. It consists of structured Scrum ceremonies, and transparent reporting practices to coordinate work among multiple product teams. These Scrum ceremonies typically include sprint planning, daily stand-ups, sprint reviews, and retrospectives. They are conducted both in person and through virtual collaboration tools to accommodate distributed team structures.

To support these agile practices, IFS utilizes a comprehensive tool chain,

- Jira for backlog management, sprint planning, and progress tracking
- Confluence for centralized documentation, knowledge sharing, and decision records
- Microsoft Teams for synchronous communication and cross-team coordination
- GitLab for version control, continuous integration, and deployment pipelines

This integrated ecosystem ensures alignment between geographically dispersed teams while maintaining a consistent development process. IFS has also adopted standard Scrum practices to fit the scale of its operations. For example, Scrum-of-Scrums meetings are held regularly to address dependencies between multiple product teams. Also, proxy product owners are appointed in some projects to bridge communication gaps between offshore stakeholders and local development teams.

For this assignment, the online industry interview was based on examining IFS's approach to understand how real-world Scrum roles and processes function in a complex enterprise setting. These insights are particularly relevant to our SaaS Lanka – Vehicle Management System project, which, like enterprise software products, involves multiple features, user roles, and iterative development.

## 2. Interviewee Details

Name	Role (for Interview)	Company	LinkedIn Profile
<b>Yasuru Amarasinghe</b>	Product Owner	IFS International Sri Lanka	<a href="#">LinkedIn</a>
<b>Nipun Uswatte</b>	Scrum Master	IFS International Sri Lanka	<a href="#">LinkedIn</a>
<b>Jinuka Herath</b>	Developer (Full Stack)	IFS International Sri Lanka	<a href="#">LinkedIn</a>
<b>Himal Godage</b>	Developer (Backend)	IFS International Sri Lanka	<a href="#">LinkedIn</a>

## 3. Interview Summary and Insights

### 3.1. Product Owner Perspective – Yasuru Amarasinghe

Mr. Yasuru Amarasinghe explained his role as a Product Owner at IFS Sri Lanka. He represents the business and customer perspective within the Scrum team. His main responsibilities include maintaining and prioritizing the product backlog, refining user stories with the team, and ensuring that sprint goals align with business objectives.

For prioritization, Mr. Yasuru uses three main factors such as business value, risk, and dependencies. Items with higher value and lower risk are prioritized first. However, urgent dependencies or customer deadlines can influence the order. Weekly backlog refinement sessions help to clarify requirements and prepare stories before sprint planning. Roadmaps and release milestones stored in Confluence guide these decisions.

Mr. Yasuru works closely with the Scrum Master and developers. He and Mr. Nipun (Scrum Master) coordinate daily to address blockers. During sprint planning, Mr. Yasuru presents the top backlog items and explains business goals. He remains available throughout the sprint for clarifications and only changes priorities when necessary. At the end of each sprint, joint sprint reviews are conducted with stakeholders to validate deliverables and collect feedback.

IFS has also customized the product owner role to suit its global structure. In some projects, Mr. Yasuru acts as a proxy product owner. It is bridging communication between international business product owners and local development teams. Confluence is used as a single source of truth, linking Jira issues to detailed documentation so that distributed teams can stay aligned.

Mr. Yasuru highlighted some key challenges. The most difficult task is balancing conflicting stakeholder priorities. Another challenge is ensuring that user stories are clear and testable before the sprint begins, to avoid confusion and rework later.

For student teams, Mr. Yasuru advised maintaining a well-organized backlog, staying available for the team, and clarifying requirements early. He emphasized that starting a sprint with vague stories often leads to delays.

Overall, Mr. Yasuru's role shows how strategic prioritization and clear communication are critical for successful Scrum execution in large organizations. His practices provide useful guidance for our SaaS Lanka – Vehicle Management System project as it moves into more complex sprints.

### 3. 2. Scrum Master Perspective – Nipun Uswatte

Mr. Nipun Uswatte explained his role as a Scrum Master at IFS Sri Lanka. He acts as a facilitator for two Scrum teams. Each team works on different modules of the ERP platform. He supports the teams to follow Scrum practices and adapts them to IFS's internal processes.

His responsibilities include organizing and facilitating Scrum ceremonies such as sprint planning, daily stand-ups, sprint reviews, and retrospectives. He ensures smooth communication between the Product Owner, development teams, and external stakeholders. This is important in a large enterprise environment where multiple teams work on interconnected components.

Mr. Nipun manages two teams running on two-week sprints. Coordinating multiple teams is challenging. He uses shared calendars and Jira dashboards to align schedules and track progress. This helps him keep sprint goals realistic and time-bound.

He described the tools used in his role. Jira supports backlog and sprint management. Confluence stores documentation and retrospective notes. Microsoft Teams is used for daily meetings. Miro is sometimes used for collaborative planning and retrospectives. GitLab supports version control and CI/CD.

Mr. Nipun explained that IFS uses a hybrid Scrum model. The company follows core Scrum roles and ceremonies but also adapts them for scale. Scrum-of-Scrums meetings are held to coordinate between teams. Sprint planning happens in two stages: pre-planning with leads and product owners, and a full team planning session. This two-step approach helps identify dependencies early.

He identified two main challenges. The first is managing inter-team dependencies, where one team's delay affects another. The second is last-minute stakeholder changes, which are common in enterprise projects. He addresses these by keeping buffer capacity in sprints and escalating blockers early in Scrum-of-Scrums meetings.

For student teams, Nipun shared practical advice. He stressed the need for clear and measurable sprint goals. He advised teams not to overload sprints. Retrospectives should be taken seriously and must include clear action items. He also recommended maintaining a clean and updated backlog to improve coordination. Mr. Nipun's perspective shows that the Scrum Master role involves coordination, communication, and strategic planning.

### 3.3 Developer Perspectives – Jinuka Herath and Himal Godage

Mr. Jinuka Herath works as a full-stack developer on one of the ERP modules. His main tasks are implementing user stories, writing unit tests, and working with the QA team. He works in two-week sprints. All tasks are planned during sprint planning meetings.

Mr. Jinuka explained how he manages daily work in Scrum. The team uses Jira boards to track tasks. Each morning, task statuses are updated during the daily scrum. If there are blockers, they are raised with the Scrum Master immediately. Code is pushed through GitLab pipelines, which automatically run tests.

He takes an active role in sprint planning and retrospectives. During planning, he helps to break down stories and give time estimates. In retrospectives, the team reflects on what went well and what needs improvement. Recently, they identified delays in code reviews. To fix this, they introduced fixed peer review time slots.

Mr. Jinuka highlighted a few practices that support teamwork. These include regular communication through Microsoft Teams, daily Jira updates, peer code reviews, and pair programming for complex tasks. He believes these practices reduce bugs early and keep the team aligned.

Mr. Himal Godage focuses mainly on backend development. His team follows the same Scrum structure as Jinuka's. Each sprint begins with story refinement and planning. After refinement, developers pick tasks from the sprint backlog and move them through the "To Do, In Progress, Done" flow on Jira.

Testing and quality assurance are strict. Every feature must pass unit tests, integration tests, and QA testing before it is marked as "Done." A Definition of Done checklist ensures quality. It includes passing pipelines, code review approval, and documentation updates in Confluence.

Mr. Himal described some common challenges. Dependencies on other teams sometimes delay development. Late changes to API contracts also cause issues. Unclear requirements at the start of a sprint lead to extra clarifications during development. He noted that early backlog refinement is essential to avoid these delays.

For collaboration, Mr. Himal's team uses Microsoft Teams for quick communication. Daily scrums keep everyone aligned. They also hold community-of-practice sessions every few weeks to share knowledge across teams.

*For Meeting questions in appendix A*

## 4. Agile Practices Observed

Agile Practice	Description	Who Mentioned	Purpose / Impact
Two-Week Sprints	Teams follow two-week sprint cycles with planning, daily scrums, reviews, and retrospectives.	Mr. Nipun, Mr. Jinuka, Mr. Himal	Maintains steady delivery rhythm and structured workflow.
Two-Phase Sprint Planning	Pre-planning with leads and product owners, then full team planning.	Mr.Nipun	Identifies dependencies early and aligns team efforts.
Scrum-of-Scrums	Regular coordination meetings between multiple Scrum teams.	Mr.Nipun	Resolves cross-team blockers and improves alignment across modules.
Proxy Product Owner Model	Local product owner acts as link between overseas business product owners and local teams.	Mr.Yasuru	Improves communication in distributed projects.
Backlog Refinement	Weekly sessions to clarify stories, break down tasks, and prepare backlog for planning.	Mr.Yasuru, Mr.Himal, Mr.Nipun	Reduces mid-sprint confusion and ensures stories are ready.
Use of Confluence	Confluence is the single source of truth linking documentation and Jira.	Mr.Yasuru, Mr.Nipun	Keeps distributed teams aligned and provides easy access to information.
Definition of Done (DoD)	All features must pass unit, integration, and QA tests,	Mr.Himal, Mr.Jinuka	Ensure quality and consistency before marking work as done.

	plus code review and documentation updates.		
Peer Code Reviews	Fixed time slots for peer reviews during sprints.	Mr.Jinuka	Avoids delays, improves code quality, and shares knowledge.
Pair Programming	Used for complex features.	Mr.Jinuka	Reduces bugs early and improves collaboration.
Retrospectives with Follow-up	Retrospective action items are tracked in Confluence and reviewed in the next sprint.	Mr.Nipun, Mr.Jinuka	Supports continuous improvement and accountability.
Daily Jira Updates	Developers update tasks each day during stand-ups.	Mr.Jinuka, Mr.Himal	Improves visibility and enables quick response to blockers.

## 5. Alignment with Standard Scrum Practices

### 5.1 Adherence to Standard Scrum Framework

IFS follows the core elements of Scrum. All three Scrum roles are clearly defined: Product Owner, Scrum Master, and Development Team. Scrum ceremonies such as daily scrums, sprint planning, sprint reviews, and retrospectives are conducted regularly. Scrum artifacts such as the product backlog, sprint backlog, and increments are maintained and updated. Tools like Jira and Confluence support transparency, task tracking, and shared responsibility across teams.

### 5.2 Customizations to Fit Organizational Needs

IFS has introduced several custom practices to suit its scale and distributed structure. Scrum-of-Scrums meetings are held to coordinate multiple teams working on different modules. Sprint planning is done in two phases: pre-planning with product owners and leads, followed by the main team planning session. Proxy Product Owners act as communication links between overseas stakeholders and local teams. These adaptations help the teams handle dependencies and maintain clarity in large projects.



## 5.3 Benefits of These Adaptations

These adaptations bring clear advantages. They improve cross-team coordination and reduce delays caused by unclear stories or dependencies. They help distributed teams stay aligned and maintain consistent sprint velocity. Proxy Product Owners ensure that local teams make quick decisions, avoiding long delays from overseas communication. Overall, these adjustments allow IFS to apply Scrum effectively in a complex, enterprise environment.

## 6. Key Learnings and Applicability to Our Project

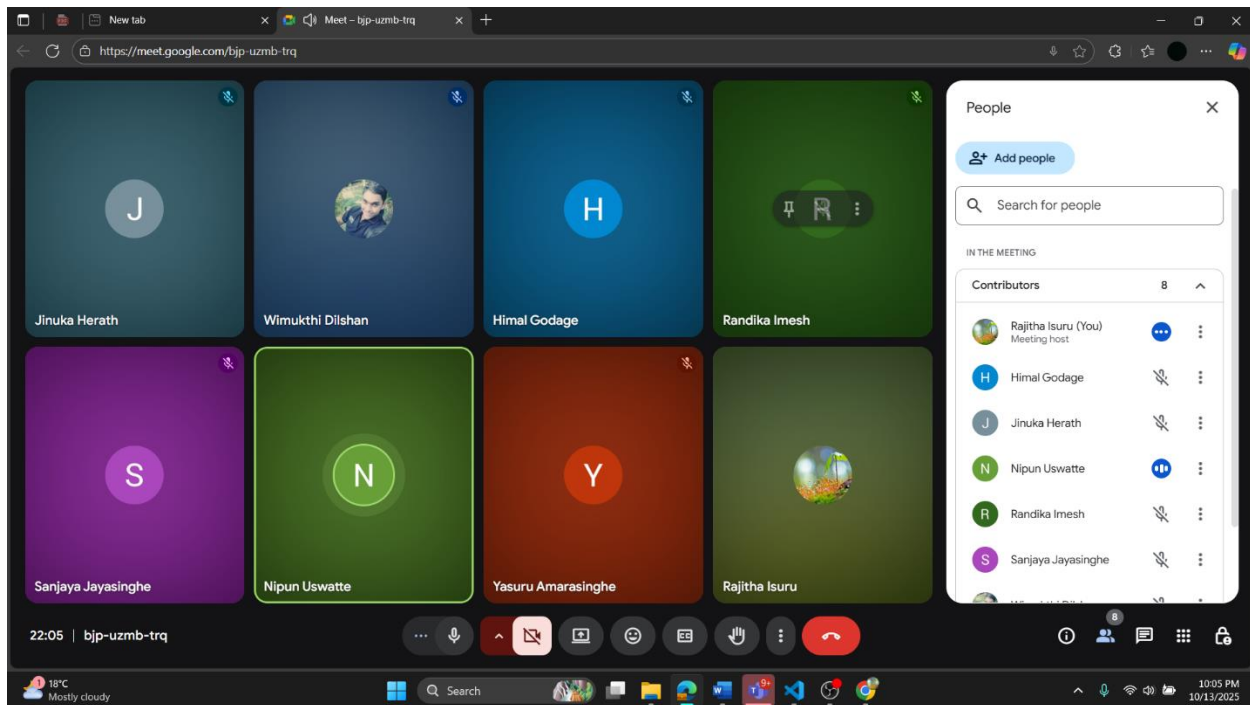
Many of the practices described during the interviews are already part of our team's Scrum process for the SaaS Lanka – Vehicle Management System project. The interviews helped us validate our current methods and refine a few areas for improvement.

Interview Insight	Current Application in SaaS Lanka Project
Clear sprint goals and acceptance criteria	Each sprint has defined goals and clear acceptance criteria.
Structured backlog refinement	Weekly refinement sessions are held before planning. Stories are clarified and split into smaller tasks.
Daily Jira updates and peer reviews	Developers update task status during daily stand-ups. Peer reviews are already scheduled to maintain quality.
Retrospective action tracking	Retrospective action items are documented and reviewed at the start of each sprint.

## 7. Tools and Techniques

<b>Tool / Technique</b>	<b>Purpose</b>	<b>Usage in Project</b>
<b>Jira</b>	Manages products and sprint backlogs. Tracks tasks and burndown charts.	Used to plan sprints, assign tasks, and monitor progress throughout the development process.
<b>Trello</b>	Provides a simple visual roadmap.	Used occasionally for high-level overviews of upcoming features and milestones.
<b>Confluence</b>	Acts as a central documentation platform.	Used to store acceptance criteria, meeting notes, sprint retrospectives, and release information.
<b>Git &amp; Bitbucket</b>	Handles version control and code repository management.	Used to maintain code history, support branching strategies, and ensure every commit is traceable.
<b>Microsoft Teams</b>	Supports real-time communication and collaboration.	Used for daily stand-ups, quick clarifications, and team discussions during sprints.
<b>GitLab CI/CD Pipelines</b>	Automates builds, tests, and deployments.	Ensures each increment is tested and integrated smoothly before merging into the main branch.

## 8. Evidence of Interview



The interview session was conducted as an **online meeting** using **Google Meet**. The session took place on **13 October 2025**. All team members joined the call.

A **screenshot** of the session was captured to verify participation. The meeting was **recorded** and stored securely on the group's **SLIIT OneDrive**. The recording can be accessed through the following link:

[Interview Recording – Google Meet \(13 Oct 2025\)](#)

## 9. Conclusion.

The online industry interview gave valuable insights into how Scrum is applied in a large software organization. IFS Sri Lanka uses clear roles, structured ceremonies, and strong tool support. They follow standard Scrum while adapting some practices to suit distributed teams.

Their approach shows the importance of planning, communication, and continuous improvement. Many of these practices are already part of our SaaS Lanka – Vehicle Management System project. The session also helped us identify areas for further improvement, such as buffer management and refinement discipline.

By applying and refining these methods, our team can improve sprint predictability, collaboration, and overall software quality in future sprints.

## 10. References

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## Appendixes

### Appendix A – Interview Questions

The following structured questions were prepared and used during the online industry interview. Questions were tailored to each Scrum role to explore responsibilities, tools, practices, challenges, and advice relevant to our project.

#### A.1 Scrum Master – Nipun Uswatte

1. Could you describe your role as a Scrum Master at IFS?
2. How many teams or sprints do you usually handle at the same time?
3. What tools do you mainly use to manage Scrum activities?
4. Does IFS follow standard Scrum or has it been adapted for internal projects?
5. What are some common challenges you face as a Scrum Master?
6. What best practices would you recommend for student teams like ours?

#### A.2 Product Owner – Yasuru Amarasinghe

1. What are your key responsibilities as a Product Owner?
2. How do you prioritize backlog items in such a large company?
3. How closely do you work with the Scrum Master and development team?
4. Have you customized the PO role compared to standard Scrum?
5. What challenges do you face in this role?
6. What advice would you give student Product Owners?

### **A.3 Developer – Jinuka Herath**

1. What is your role in the team?
2. How do you manage your daily work within Scrum?
3. Do you participate in sprint planning or retrospectives actively?
4. What practices help the team work smoothly?

### **A.4 Developer – Himal Godage**

1. What is your role as a backend developer within the Scrum team?
2. How do you handle testing and quality assurance?
3. What are some common challenges you face in development?
4. How do you collaborate with other team members?

