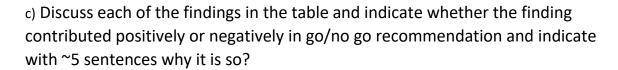Q1.)

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

Agile involves constant collaboration with stakeholders and continuous improvement at every stage. Once the work begins, teams cycle through a process of planning, executing, and evaluating Service Inc. operates on building air tight requirements, and tends to freeze it before committing their resources. However, Service Inc. was simply not agile enough for an agile product where uncertainty and constant change are the only truth and they relied on volumes of documentation which is just a waste of time that a fast-growing product cannot afford. Agile prefers working software over comprehensive documentation and Service Inc. has been very successful in shielding Product Inc. from resource issues. Responding to change over following a plan. Agile is one of the most popular approaches to project management due to its flexibility, adaptability to change, and high level of customer input.

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

Service Inc. initially did not conduct sprint meetings. They didn't have a scrum master and instead they had project managers, program managers, and lead engineers. It was not able to grow despite its army of quality professionals with certifications because they didn't follow the scrum framework. There was no direct communication with the customer or the engineers. Communication was infrequent. However,customer collaboration must be prioritized over contract negotiation

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. Go

2. Go

3. Go

4. No go

5. No go

6. Go

7. No go

8. No go

There should be a separate team responsible for solving product issues. Although feedback was collected from team members, they weren't collected from the customer in sprint meetings. Scrum teams must also set realistic goal and execute them in order to minimize backlogs. Product owners didn't communicate with customers which is a very important characteristic of Scrum framework .

Q2.) How can Service Inc. achieve 40% growth in margin while achieving only a 25% growth in revenue?

By following an Agile-Scrum approach.

Product owners should meet with the customers in order to know their requirements. The targets must be achievable and not ambitious as it would reduce backlog and increase average output. Short term targets allow for easy inclusion of emergency product issues.

Q3. 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.?

The ways of working of Service Inc. engineering management is hierarchical and bureaucratic which would work for sustenance, but for a pure product engineering operation being agile is an imperative and thus Service Inc. cannot be relied upon for product line roadmap, in spite of its army of quality professionals with certifications.

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.

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Section - F