

TASK-1 AGILE AND SCRUM

TEAM MEMBERS :

V RAGHAV LOKNATH - PES2UG20CS375

VISHAL C E - PES2UG20CS386

VISHNEDEEP M R - PES2UG20CS388

VISHWAS M- PES2UG20CS390

1)

a)

- The company Service Inc. did not consult the stake holders when they wanted to diversify into high margin sectors.
- There was no regular interactions between the company and their clients and they decided to ask their engineering services clients only after things were going amiss.
- It was hierarchical in Service Inc. company, which means that the teams could not be organized on their own and work efficiently, everything had to be decided in the place of a Senior Manager.
- Because of this hierarchical system they could not welcome changing requirements late in the project as everything which had to be done had to be discussed in the beginning of the project.
- Customer needs and demands aren't represented in the development phase.
- Basically agile is about building projects around motivated individuals and trust them to get the job done, but in Service Inc. it was opposite of this.
- Instead of focusing on short-term projects, they wanted to diversify without having any background development.
- Customer needs were neglected.
- Everything had to be discussed in the presence of a senior consultant and face-to-face conversation was not appreciated.
- They had many people for the project and held long meetings which was very tedious.

b)

- Priority of Sprint Backlog was not maintained at the end.
- Product owners have worked with scrum teammates but have never had an interaction with the customer.
- There was no product ready for testing till the end 3rd week.

- They preferred to accomplish ambitious projects but they weren't successful in doing so in EC 2.
- They didn't reflect on their wins and losses to continue to improve.
- Teams weren't self organized, everything was assigned.
- Scrum teams didn't learn through their experience and lacked the motivation to do so.
- Product backlog was not maintained.
- There was no deliverable at the end of each week.
- Quality engineers joined only after some time as they were rotated among projects.

c)

- All the daily scrum meetings were held regularly and each person was given enough time to update which contributes positively in go recommendation.
- The quality engineers have to join in the first week and the test engineers have to write test cases every week but here nothing was ready until 3rd week and also the quality engineers were rotated and they joined after 2 weeks which contributed negatively.
- The Scrum Master has to discuss with the team members about the commitments which have to be made and not convince the team members after making commitment by himself. So this contributed negatively.
- The spring backlog has to be decided in the 1st week, but it underwent changes till the 3rd week so this contributed negatively.
- Detailed presentation about the just concluded sprint and feedback collection from all the members contributed positively.
- The task list was finalized only after discussing with the centre manager, scrum master and the team members which contributed positively.
- The backlog was only ambitious at the beginning of the scrum which contributes negatively as the ambition should be maintained through the entire sprint.
- Product owners, now Scrum Master have worked with the products ever since the centres have been set up but have never met a customer which contributes negatively as the number one priority in Agile Philosophy is CUSTOMER.

2)

- Service Inc could draw some inspiration from Product Inc to expand their centres like EC2.
- Service Inc could use customer feedback and deliver the products to customer satisfaction
- SVP should ask his team to do requirement analysis.
- Service Inc should setup meeting with other people for similar roles and should not be dependent only on Product Inc.

3)

- A Scrum Master is required to often pay attention to customer needs and make changes to the product accordingly. The Scrum Master has never interacted with a customer, yet, in the instance of Service Inc.
- Contrast to Service Inc., which operates under strict criteria, tends to freeze them before allocating resources, has experienced program managers on rigorous change management, trained project managers on coordination, and builds existing documentation, Product Inc. is a self-organizing team that communicates progress updates every two weeks and solicits constructive feedback from stakeholders.
- Since the teams at Service Inc. love to set high goals, the backlog at the start of the scrum is more ambitious than the average velocity of the scrum teams as of yet. The teams were urged to be ambitious and choose backlogs that were extremely ambitious, but they were unable to put out the necessary effort. However, because Product Inc. is in charge of providing increments, the teams there choose backlog. Product Inc. is a company with open offices, but Service Inc. does not have open offices. Engineers and managers, including VPs and SVPs, share open cubicles at Product Inc. As a result, there is a breakdown in communication among the employees of Service Inc.
- Service Inc.'s engineering management system is hierarchical and bureaucratic, and a senior position not only comes with more privileges but also a higher social prestige. Product Inc., in contrast, is a flat company and has effectively implemented SCRUM. In Service Inc Testing Phase started only at 3rd week and 4th week whereas in Product Inc every sprint meeting includes testing. While Service Inc. has open offices where engineers and managers, including VPs and SVPs, share open cubicles, one can tell the seniority of a manager in Product Inc. by the size of his desk and the space allotted to him.
- Higher authorities, i.e., SVPs and VPs, must approve any changes to the model before they can be made. This could delay the release of the product.