SWEN90016

Software Processes & Project Management

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Lecture 6

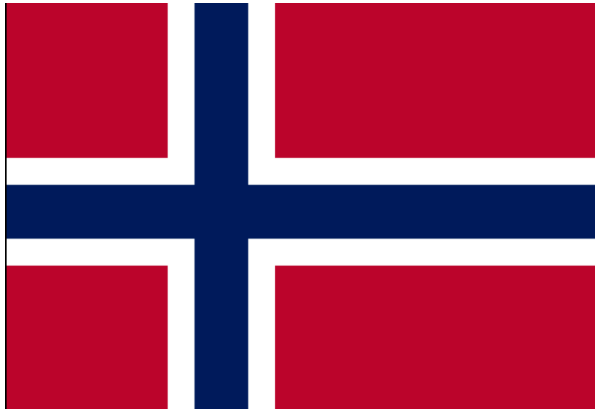
Project scheduling

Positive or negative amounts

() = negative

No brackets = positive

Case Study



https://en.wikipedia.org/wiki/Norway#/media/File:Flag_of_Norway.svg
https://www.fjordnorway.com/top-attractions/vikings

Case Study

	Organisation A (150 employees in four organizational units)		Organisation B	
	Project A	**Project B**	**Project C**	**Project D**
Project size	3 years	3 years	9 months	12 months
Developers	7 (Norway: 4, India: 3)	5 (including 2 consultants)	6	4
Scrum master	One of the developers	One of the developers	From the quality and marketing department	The department head
Product owner	From the sales and business department	Former project manager	Former project manager, in another city	Former project manager, in another city
System developed	Information system for integrity management of pipelines, both off-shore and on-shore	Information system for designing and maintaining off-shore installations	Geographical information system for planning and coordination work	Information system for handling reports from clients

[1]

Case Study

	Organisation A (150 employees in four organizational units)		Organisation B	
	Project A	**Project B**	**Project C**	**Project D**
Scrum introduced	Middle of project	Middle of project	Beginning of project	Beginning of project
Scrum practices	All. No retrospective in every sprint	All	All. No retrospective in every sprint	All. No retrospective in every sprint
Physical wall with tasks	No	Yes	No	Yes

[1]

Assignment 2

Sprint review

Vs

Sprint retrospective

Assignment 2

Sprint review -> Product

Vs

Sprint retrospective -> Team

Case Study

[1]

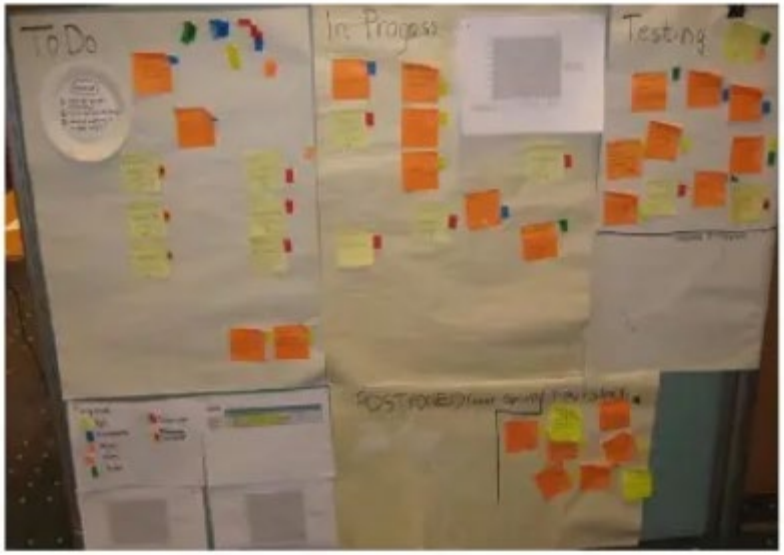


Fig. 1. The Scrum wall of project B showing the task status and task flow.

Case Study

Product backlog and scope creep

The Scrum master said:

- “Everything cannot be equally important. The product-backlog makes it easier for us to tell the Product owner to prioritize what is most important. The prioritized backlog helped in aligning all input to the project”

A developer said:

- “The sprint and sprint backlog makes it easier to say ‘‘no’’ to the Product owner. . .”

(Project A)

[1]

Case Study

Resourcing

Scrum master

- “It is now more difficult to ‘‘steal’’ resources from us, because the consequences of losing resources during a sprint are more visible with Scrum. Earlier the deadline was 6–12 months ahead, and it was easy to steal a day or two. There has been a change of attitude in the company, and it is now well accepted that you do not steal resources from a Scrum team during a sprint”

(Project A)

[1]

Case Study

Resourcing

- Lost resources during iterations because of conflicting priorities within the company. The teams were lacking support from the organization and adequate resources, which are two important factors for achieving self-management. Not aligning tactical decisions on the company level resulted in challenges on the project and product level.

(Project C and D)

[1]

Case Study

Planning

A developer said:

- When we use planning-poker we do it too fast and without preparation , we only suggest numbers without really knowing. The tasks are more complex than we realize. Because we lack knowledge about the problem to solve, the meetings are time consuming. And when I propose an estimate I do not get really valuable feedback from the others.
- When it comes to the daily Scrum, I do not pay attention when Annis talking. For me it is a bit far off what she talks about, and I do not manage to pay attention. She talks about the things she is working on. I guess this situation is not good for the project.

(Project B)

[1]

Case Study

Sprints

Third, projects C and D were missing a clear definition of ‘done’ and the Scrum master often wanted to make the team look better than they actually were. Therefore, each iteration started by performing tasks that were officially finished in the previous iteration, and then everybody in the team knew they could not complete what was planned for the current iteration

A developer said:

- Since we also added so many features we knew we could not finish, we did not care if we did not complete all the tasks during a sprint. Some tasks were moved four sprints before they were even started

(Project C and D)

[1]

Case Study

Sprints

The team moved from Waterfall to Agile

The scrum master said

- I perceive the team as not taking real responsibility. When they have finished a task they ask me ‘‘what should I do now?’’. I would expect them to take more responsibility. They are used to be given single tasks. This is how we used to work. They do not see all the tasks as a pool they can choose from

(Project B)

[1]

[1] Nils Brede Moe, Aybüke Aurum and Tore Dybå , “Challenges of shared decision-making: A multiple case study of agile software development,” Information and Software Technology, vol. 54, (8) pp. 853-865, 2012.

Assignment 2

Questions?