

National Packaging Waste Database (NPWD)

<https://fimatix.com/wp-content/uploads/2014/08/NPWD-Case-Study-v4.pdf>

TUTORIAL TASK: Please read the above case study and identify the following:

- What were the initial challenges faced by NPWD in this article? And how did the challenges hinder in the adoption of the traditional approach?
- Finally, how did the adopted Agile approach help in making this project a success?

Be prepared to discuss your findings in the tutorial group.

- What were the initial challenges faced by NPWD in this article?
 - NPWD replaced a completely paper-based system of regulation that had been open to fraud and did not provide the right information at the right time.
 - initial project management contractor's approach (Waterfall / Prince2) was causing concerns.
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- And how did the challenges hinder in the adoption of the traditional approach?
 - Time was short – Traditional approach takes longer to implement and is linear in nature.
 - Stakeholders did not feel engaged. – Consultation to stakeholders is limited to early stages and does not cater for an involved approach in Waterfall.
 - The budget was fixed Noticeable “scope creep” - Traditional waterfall have set budgets and very little flexibility. As the objectives and functionality are set any deviations or increases in the scope of the project has a direct impact on the cost and resources.
- Finally, how did the adopted Agile approach help in making this project a success?
 - It addresses the shortcoming of the traditional approaches better.
 - Using Agile techniques, it became clear that this functionality was a ‘should have’ rather than ‘must have’ for delivery and so was re-scheduled for the following year.
 - Allowed for collaboration with the diverse range of stakeholders which had presented as a major challenge in the traditional approach
 - incremental delivery of a basic system first, which provided a simple on-line information capture and reporting website.
 - Flexibility to cope with changing requirements and personnel.
 - Agile project facilitator was essential to bring people together

Please encourage the students to expand and explain on these points. So, they can discuss the benefits and drawback of both the approaches.



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Dr. Aditi Rawal