

Exercise Proof-reading run-on sentences and comma splicing:

Identify and fix all run-on sentences

- The need for adaptation of agile practices to better fit large-scale software development organizations is also recognized by Cao et al. [6] through an industrial case study they identify key differences when agile is employed in a large setting, such as up-front creation of a stable architecture and to surrogate customer involvement to reduce problems with an extensive domain being too much for a single customer to have detailed knowledge of.
- [...]
- Sutherland describes his experience from working in five different projects and organizations where agile software development, and Scrum in particular, has been introduced and successfully used [25], in addition to the conclusion that Scrum works in any environment and is scalable to large projects, it is recognized that development speed can be significantly increased as a direct effect of communication and information sharing reflections from one project state that people were aware of what other team members were doing and could therefore work in a way that were beneficial for the whole team, ultimately eliminating much work for the team members.
- On the topic of balancing agile software development with plan-based business and release, Boehm and Turner created a framework for adapted projects [5], they recognized that both agile and plan-based methods have short-comings which if unaddressed can lead to project failure. The framework constitutes a five step model where risk is used for structuring projects in order to incorporate both agile and plan-based practices. First, risk analysis is used to specify risk areas in relation to agile and plan-based methods, categorized into environmental, agile and plan-driven risks, second, the risks are evaluated to determine whether or not the project should use a pure agile or pure planbased methodology, third, given that the project is unsuitable for a purely agile or plan-based approach, an architecture is developed that supports agile methods where their strengths are exploited and weaknesses minimized, fourth, a risk management and resolution strategy is developed. Finally, project attributes are monitored in order to enable proper adjustments toward either agility or planning during the project life time.

Exercise: Proof-reading sentence fragments

Identify and fix all sentence fragments

- In relation to partially agile and partially plan-based processes such as SD. Karlström and Runeson investigate how an agile development process fit together with stage-gate management. By studying large-scale development settings at ABB, Ericsson and Vodafone where agile development had influenced or been integrated into plan-based management models [12, 13]. They found that both methodologies gave tools to each other, i.e. agility improved planning by having a day-to-day focus and planning improved agility by providing means for inter-team coordination and communication. However, stress that adaptation of the methodologies to be combined is required. That a cross-organization acceptance of the employed process is a major success factor.
- A similar conclusion is supported by Lindvall et al. who analyzed experiences from pilot projects of agile introduction at four large organizations; ABB, DaimlerChrysler, Motorola and Nokia [15]. They found the greatest challenge to be integration of the agile practices into the existing process. Requiring tailoring to integrate agile projects into the organization rather than agile practices into a project. Concluding that clarifying and specifying the interface between agile and nonagile parts of the organization is required to minimize the need for re-work and misunderstandings.