**COMP 8967 Final Exam**

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**READ ALL INSTRUCTIONS CAREFULLY**

Answer the following four questions using your own words, ensuring sufficient breadth to touch on the important aspects along with sufficient depth given to elaborate each aspect of the answer suitable for an advanced level course. Provide examples where applicable. (Tip for diagrams: if you must draw a figure on a paper then use your phone to scan the page into an image and insert it into the document). Answers must be typed where each answer must be in 12pts font Times New Roman on a single letter 8.5”x11” page size with 1” margin all around. Do not exceed 1 page per question; only the first page of each question will be graded. All questions carry equal weight of 10pts each.

This is an open book exam, but what you submit must be your own unique work. Submissions that are identical or nearly similar will not be graded. Use proper referencing in IEEE format for any sources you use to support your answers.

You must submit this test using the Blackboard submission link on the course website no later than **10:00pm August 17, 2021**. The submission link will be removed promptly at the exam end time.

If you have a difficulty or run into any problems, please email Dr. Kalyani directly at [kalyanis@uwindsor.ca](mailto:kalyanis@uwindsor.ca) with the email subject heading: “8967 FINAL EXAM”. I will monitor this mailbox between 8:30pm and 10:00pm on the day of the exam to assure a prompt answer.

STATEMENT ON ACADEMIC INTEGRITY

\*\*\*You must complete the section below for your exam to be graded\*\*\*

|  |  |
| --- | --- |
| “I attest that I have neither given nor received unauthorized help in this exam, and that all the answers submitted are based on my own work” | |
| First Name: | **Wen** |
| Last Name: | **Dong** |
| Student ID: | **110057395** |

**Question sheet:** **©Dr. Ziad Kobti and Dr. Kalyani Selvarajah: Not for public distribution.**

**Answer all questions in the space provided.**

**Question 1: [5 pts]**

What, according to the author Peter Koning, is the Agile mindset?

Provide an example to illustrate this point in an agile software development team.

**Question 2: [5 pts]**

Briefly describe 3 qualities of a successful Agile leader.

Which quality would you consider is most important, and why?

**Question 3: [5 pts]**

Explain the steps you would take to deal with a passive team where members are leaving, or where the managers feel that they constantly have to push the demotivated team to do more.

**Question 4: [5 pts]**

In reference to the Agile Leadership Toolkit, what does freedom actually mean in an agile organization, and is there a gray area?

***\*do not write on this page; use space on next pages for your answers\****

Answer to question 1 [MAX 1 page]

Agile mindset comprises and emphasises four matrixes in contrast to traditional project management and development, that is shared goal, honor of ownership, continuous learning, and habits. It focuses more on doing right thing in a right way in a right self-managing environment.

A clear co-created and shared goal among the team is crucial to business success, it should involve all in the forming process through discussions, suggestions rather than establish the goal arbitrarily from any authority or leader, that carries two advantages, not only allowing to take advantage of the group wisdom to identify the right thing to do, but also resulting in a ready agreement across the team that the team can be united with and strive for.

Once the goal is there, team would and need to take the ownership to attain it. However, there is a balance between freedom and chaos, as too much freedom for an unmature team or individual would run into turmoil or unpredictable mess, meanwhile, rigorous constraint in a structure would suppress the vitality of the team, especially the talented would feel imprisoned and in lack of the flexibility to exabit desired performance. Basically, more mature the team is, more freedom be granted.

Learning and continuous learning is the sole path to grow team towards maturity, it not only gains the knowledge and skills that is required in next challenge, iteration of development or task in such a rapidly changing world, but it also enable the team to refine the processes and workflows by integrating lessons learned form a former period of experience. For example, most of successful companies encourage the employees to spend time and effort to learn, to grow. Learning can be open and diverse, learning from your users, team members, senior colleagues, or by reading, exercising, exploring, etc. keep learning to match a growing, self-managing and trustworthy agile team.

Finally, changing habits conclude the agile circle and build a healthy agile environment where agile mindset can populate and flourish automatically, as we cannot force people into an agile mode, neither culture can be changed directly, so let’s cultivate a sense of changing habits in hope that it will walk the team into an agile world.

References:

[1] - <https://www.infoq.com/articles/book-review-agile-leadership-toolkit/>

[2] - <https://www.youtube.com/watch?v=cL4cYSfE3q4&t=288s>

Answer to question 2 [MAX 1 page]

In my opinion, be focused, think strategically and be consistent are the three important qualities a successful Agile leader must possesses.

Be focused is always bearing in mind the vision of the organization and putting first the major valuable projects supporting it. As an agile leader, you might get surrounded by various of attractive ideas and fantastic projects, be focus on the direction of final goal and abstain from the temptation or distraction so as to save your time and energy for moving firmly towards vision.

Think strategically, leverage your limited precious time and effort to drive the organization towards the vision by thinking strategically rather than thinking over operational details, as the progress to vision is achieved by everyday tasks, every leader is vulnerable to attraction and exhaustion by distractions and emergencies, so think strategically use your priceless intelligent power wisely.

Be consistent, highlights the consistency between words and actions, alignment between actions and commitments, it is the basic quality and principles for human being we need to carry everyday in everything we do. Lack of such inconsistency will for sure jeopardize agile leader’s reputation and expense the influential power dramatically.

Out of the three, be consistent if the most important asset, as lack of consistency people around will be unable to put their trust on you, it not only devastates the reputation as a agile leader, but also alters the fundamental basis for being a human.

References:

[1] - <https://www.amanet.org/articles/characteristics-of-agile-leaders/>

Answer to question 3 [MAX 1 page]

First, I will observe and involve frank talk with the team to find out the reason behind the passiveness, leaving or demotivation.

If it is due to lack of incentive or opportunity in the company, I will suggest adding more incentive mechanism and open up more opportunity for juniors to grow senior and seniors to grow expert, it’s understandable how dull and frustrated it is to work hard but the hard work can hardly lead to a bright future, so offer the room for teams to grow up and strong along with the company advancement, in return, a stronger and more mature team would reward the organization considerably.

If the team is demotivated due to rigorous company policy constraining people especially the talented members from behaving boldly and happily, I will suggest loosing the organizational structures or change cultural style to grant the team the freedom and trust they respectively deserve, nevertheless, not everyone is of the capability and maturity to be entrusted with more responsibility and be granted more freedom, in that case, encouraging learning and provide training opportunity for the juniors to advance in their career path is an important option.

Another reason for passiveness is the teams are in lack of ownership or unclear about the goal, so engaging them in periodical meetings like daily scrum or weekly retrospective meetings to clear the unclearness and remove confusion on responsibility and corresponding commitment to make.

So, demotivation must have reasons, identify it and tackle it correspondingly, balance freedom and discipline wisely, allow people to grow with the organization, clear confusion timely and lead the team out of aimless chaos to active action towards crystal-clear responsibility and commitment.

References:

[1] - <https://www.zippia.com/employer/6-tips-managing-passive-employees/>

Answer to question 4 [MAX 1 page]

In the Agile Leadership Toolkit, freedom means team or member being entrusted the responsibility and power to make decision or choice on what to do and how to do, also may refer to free working style that is under no supervision or surveillance, it is an important ingredient for a team member to work comfortably and live happily. The freedom inspires team to take ownership of the organizational vision and work autonomously towards the goal, also attracts people to retain in the organization by its nature as most people dislike imprisonment or rigid rules.

However, freedom according to the Toolkit is not taken for granted, people need to be mature to win and match it, excessive freedom for less mature members leads to nothing chaos or inefficiency, for example, a newcomer is granted unmatching freedom to make important decisions, that will benefit nobody but lead the team to turmoil. So, freedom is granted along with maturity and capability, it is like a jewelry to be presented to wise man who will not spoil it but make user of it, beautify it and honor it.

References:

[1] - <https://www.infoq.com/articles/book-review-agile-leadership-toolkit/>

[2] - <https://www.youtube.com/watch?v=cL4cYSfE3q4&t=288s>