Assignment 1 Questions:

7. Research the agile movement as it applies to software development and other types of projects. See how many books and websites are available on the topic. Is there evidence to show that agile projects are more successful than others? What agile principles can be applied to all types of projects? Write a short paper that summarizes your findings, and cite at least three references. Also, include any personal experience and your opinion on the topic.

Using the information I learned from the PowerPoint to start off Agile is a methodology that describes how to manage projects. The definition of Agile is being able to move quickly and easily. Agile today means using an approach where requirements and solutions evolve through collaboration. Some people think that project management, as they have seen it used, doesn't allow fast and efficient use. So, as technology and businesses became more complex, the approach became difficult to use because requirements were different and changing. In order to fix this a group of 17 people that called itself the Agile Alliance developed and agreed on the Manifesto for Agile Software Development. When I researched the Agile movement numerous websites popped up as well as many books. Most talked about how the Agile movement is great for flexibility and is an approach where value is given to users in small increments. "The short iterations in the Agile cycle allow changes to easily be made, helping the team modify the process to best fit its needs rather than the other way around. Overall, Agile software development believes change is always a way to improve the project and provide additional value." Reading this I feel like it's a movement where feedback is valued and it is always improving. The websites that I read mainly talk about the positives of the agile movement and don't show much evidence that agile projects are more successful than others rather, they just help me understand what it is.
Website References -
What is Agile software development? | Definition from TechTarget.
What Is Agile Software Development? Life Cycle, Methodology, and Examples.
Book reference on Agile Project Managment -
https://www.amazon.com/Agile-Project-Management-Methodology-Development-ebook/dp/B0BGQQR4LD

8. Watch videos about Scrum and Kanban by Axosoft or other organizations. Summarize what you learned and any questions you have in a short paper. Try to find answers to your questions and cite your sources.

Using the information I learned from the PowerPoint to start off, Scrum is the leading agile development method for completing projects with a complex, innovative scope of work. The name was made in 1986 by a "Harvard Business Review study that compared high-performing, cross-functional teams to the scrum formation used by rugby teams." In the video I watched for Scrum I learned about the product backlog which was described as a wishlist for all the things that would make a product great. I also learned about the scrum master (sets up meetings and manages the work being done), product owner, developer, and tester. The release backlog keeps the user stories, sprints are short time milestones, and the best thing about scrum in this video is said to be the burndown charts which provide a day-by-day measure of the amount of

work that remains in a sprint or release. So it basically tells us if the product is going to be on-track or late. The daily scrum is where members have meetings in which they tell what they've completed and what they still need to work on. Kanban is a technique that can be used alongside Scrum. Kanban is a schedule made in Japan. They start with a board and visual cards that represent their current step in the workflow going from new to complete. Kanban also induces work-in-progress limits so the workflows are as efficient as possible. It's a great way to get tasks done without any backing and as quickly as possible.

Video Sources -

[Intro to Scrum in Under 10 Minutes](#)
[Intro to Kanban in Under 5 Minutes (What is Kanban, Learn Kanban)](#)

9. Review the Opening and Closing case about Tom Walters's tablet project. Also, find at least two articles about the NFL's adoption of tablets. Using the four frames of organizations presented in this chapter, contrast the structural, human resource, political, and symbolic frames as they relate to adopting tablets for Tom's College versus the NFL. What do you think the main factors were in canceling Tom's project early versus continuing the NFL tablet project?

Tom Walters wanted to adopt tablets at his college to better the IT department there. But the college already had laptops so, in short, they didn't think it was important to make all students get tablets as well only for the sake of improving the IT department, sure, Tom might have had ideas for the whole college as well, like making it easier for students to access textbooks, but it wasn't enough to move the presidents and the committee into buying them which is why his project was canceled. The NFL used the tablets to their advantage as it helped them improve their play which I think is one of the reasons the NFL decided to keep using them. The four frames of organizations are structural, human resources, political, and symbolic. Structural - "Roles and responsibilities, coordination, and control. Organizational charts help describe this frame." Tom used this frame when he and his staff developed plans for all students to have tablets. I think the project worked for the NFL because they had a better structural frame, unlike Tom. Political- "Coalitions composed of varied individuals and interest groups. Conflict and power are key-issues." The project worked for the NFL when talking about the political frame because Microsoft paid the NFL $400 million for them to use their tablets. Human Resources - "Providing harmony between needs of the organization and needs of people." Using this frame Tom could have found more people that agreed with him on his project like the students instead of giving it straight to the higher authorities. The NFL had a good human resources frame as they actually needed the tablets for a straightforward reason; it helped them improve the game by using it for analyzing high-resolution photos. Symbolic Frame- "Symbols and meaning related to events. Culture, language, traditions, and image are all parts of this frame." The NFL has a very big audience and it in a way has a culture of its own. I'm not sure how this frame contrasts with Tom and his project.

NFL Adoption of Tablet Articles -

[NFL adopts tablets for team meetings and sideline strategies](#)
[Tablets in the NFL: How Technology Has Made a Difference 1 Year Later | BizTech Magazine](#)