Team Details:

| **PRATHAM MANJA** | **PES2UG20CS253** |
| --- | --- |
| **PREETHIKA AJAY KUMAR** | **PES2UG20CS256** |
| **NEERAJ SUDHEER** | **PES2UG20CS221** |
| **NANDANA MANOJ** | **PES2UG20CS215** |

Task 1: CASE STUDY

| **1.a)** | * The ways of working of service Inc. engineering management is hierarchical and bureaucratic. * Daily stand-up meetings take 60-90 minutes. * In the 4-week sprints, quality engineers joined after 2 weeks as they rotated among projects and there was nothing ready for testing till the end of 3rd week. The test engineers wrote test cases in the 3rd week and tested in the 4th week. * One could make out the seniority of a manager in the organization by the size of his desk and room that he has been allocated. * Product owners in the scrum teams have worked with the products ever since the centers have been set up but have never met a customer. * Roadmap is not implemented before the sprint cycle * Ambitious isn’t constant * Scrum meeting should always be less then 15 min but it is 45 min * Sprint cycles should be made shorter so that changes can be implemented easily. * Testing isn’t beginning immediately after each story. |
| --- | --- |
| **b)** | * Quality engineers joined 2 weeks late and delayed the project of testing. * Testing was not done until 3rd week so the testing team had nothing to do till that time. * The task list took one week’s time to be prepared which wasted a lot of time just to decide on what tasks are to be done for a 4- week sprint. * Product owners have never met up with a customer even though they have worked ever since the start of the center. * Customer feedback isn’t taken in frequently which increases the quality of the product being built. * The scrum team is not ready to deal with emergency situations and thus delay the scrum backlog further. * The customers weren’t involved in the scrum review meetings and if they had major changes, they had to redo the entire product again. * The requirement changes which are made by the customer aren't factored in. Product owners are changed after every sprint. * The sprint backlog underwent changes until 3rd week. |
| **c)** | The contribution was positive as there were daily scrum meetings, thesprint review meetings and sprint pre planning meetings happeningwithout fail. This helped the scrum master, product owner and all themembers of the team updated on the tasks being done. They tookconsiderable amount of time to review the progress and discuss anychanges required with the scrum masterThe quality engineers joined almost halfway through the sprint whichreduced the productivity of the product backlog. Testing should be done atevery stage of product which they failed to do and also they started thetesting only at the 3rd week because of which the testing team were idle(waste of resources and time).This made a bad impact.There was a positive impact as the scrum master monitored on theprogress of the team and decided how efficiently the work can be done bytaking record from the team members itself. The scrum team was on trackor up to date with the schedule as the scrum master took the responsibilityin doing so.The team members were not prepared for emergency situations and theywere not adaptive to make changes in the project. This delayed theschedule which ruined the sprint and this was a bad impact.Detailed presentation was done to the concluded sprint routinely and alsothe feedback was taken from all the members of the team (routinely). Thisis a positive impact but the bad feedback given by the team membersweren't addressed and resolved immediately and hence this became a badimpact.The task list was supposed to be done before the sprint planning meetingbut the task list was done only in the first week of the sprint, because ofthis time was wasted and also the developers and testers further had towait till the end of 1st week to proceed which had a negative impact. Therewas also a positive impact, as the feedback of the central manager weretaken into consideration and also the discussion was done by the teammembers and the scrum master.The progress at the end of the sprint was not as fast as the progress at thebeginning of the sprint as the team preferred to take ambitious targetswhich had a negative effect.The product owners were supposed to be in link with the customers andthe development team. They have to get the user stories and convey it tothe development team. This team has to work based on user stories. |
| **2.** | * Service Inc achieved 40% growth in margin and only 25% growth in revenue. * The “Revenue” in general terms refers to the inflow of cash the company generates by selling products or services to its customers. * “Margin” here refers to the total profit generated by the company which is revenue generated minus the expenditure. * Service Inc is a software development firm that has branched out into product engineering.. It was more concerned with overall scalability than with being able to bill resources at a greater rate. * Service Inc continues to thrive because the universities in India tend to produce a large number of engineering graduates each year, considerably exceeding demand, and Service Inc has always been effective in generating a viable labor arbitrage to maintain both growth and profit. * Despite the fact that Service Inc’s revenue growth was slower (relative to margin increase), the company's overall profit or gain was higher. * This is owing to the fact that the cost of producing their products is not very high, and they were able to reduce manufacturing costs due to an abundance of resources. This aided Service Inc's long-term margin expansion. |
| **3.** | | **Product Inc.** | **Service Inc.** | | --- | --- | | Product Inc. is a flat organization with an open office, where engineers and managers including VPs and SVPs share open cubicles, with senior managers having offices in the corner, and are designed with dedicated conference rooms for meetings. | In Service Inc. one can make out the seniority of a manager by the size of desk and room that he has been allocated. | | Works as a self-organizing team With iterative and incremental development, delivering progress after every two weeks, take valuable feedbacks from stakeholders | Operates on building tight requirements, tends to freeze it before committing their resources, has trained project managers on coordination, has a skilled program manager on rigorous change management, builds an existing documentation. | | Scrum master doesn’t assign tasks but rather focuses on developing a high performance team for better product development. | Scrum master assigns tasks to scrum team and commits on the team’s behalf | | Product owners stop ‘water falling’ in sprints and start delivering value for customers. | Product owner never meets with the customer which indicates it is not following scrum implementation (following the waterfall model) | | Testing is done at every sprint meeting. | Testing Phase started only at 3rd week and 4th week. | |