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**PROJECT 400 A1**

**CMM vs. Agile Case**

**Questions on the Traditional “Waterfall” approach:**

1. *What was the initial motivation to go to the CMM approach?*

The initial motivation to the CMM approach is to have well defined and well-structured process structure that enforces waterfall-like approach do delivering a product.

1. *Is CMM really a software development methodology?*

CMM is a set of processes that need to be established and followed to mature as a business. Thus, CMM is not a development methodology.

1. *What are your thoughts on the advantages of the CMM approach?*

CMM approach provides well-defined, predictable structure to the project with well-defined, repeatable processes. This, CMM approach can greatly benefit an organization in maintaining control over its processes.

1. *What are some of the potential pitfalls of the CMM approach?*

The biggest shortcoming of the CMM approach, especially in the software realm, is the inability of CMM to accommodate rapid changes in the SDLC. If unstructured change is needed – CMM model fails.

1. *How do you think CMM relates to Risk Management?*

CMM address risk management issue in establishment of processes and procedures to follow if the risk is encountered. Thus, CMM is well suited for handling Risk Management.

**Questions on the Agile approach:**

1. *The study says that, “There should be little or no documentation beyond the actual code.”  Is that* really *what the Agile Manifesto says?*

Not, it is not. Agile manifesto emphasizes working software over the documentation.

1. *For the on-going operations of an organization, what are the potential problems of having used an Agile approach?*

Agile methodology is software DEVELOPMENT project oriented. It is not suitable for day-to-day operations as a primary methodology. It works well for new developments or changes only.

1. *What do you see as the positive and negative potentials in regard to Collective Ownership?*

The positive is collective responsibility. The negative is also collective responsibility.

1. *Would Agile work on anything other than software development projects?*

No it would not. Agile is designed to accommodate frequent changes in the software development. Agile will not work, for example, for construction project.

1. *Would Agile work on* your *projects?*

I work in the software development and software maintenance realm. So, the answer is ‘Yes’.

**In general:**

1. *In the Concluding Thoughts it states that you can do big projects with Agile. “If you are careful as you plan your incremental releases…”  However, the Agile Manifesto states that they value, “Responding to change over flowing a plan”.  Your thoughts?*

There can be a balance between Waterfall and Agile. I used to work on a project that used Waterfall flow, but with Agile sprints planned for the development, testing, and validation. So, everything is in planning: I have seen Waterfall and Agile work together.

1. *Do you think that an organization can become CMM level 3 following an Agile development approach?*

It is a difficult question. However, from experience, I would say it is possible, but would require a lot more work than Waterfall methodology.

1. *Do you think that there are projects that are entirely Agile, or entirely Traditional?*

I cannot speak to all projects, but in software development – no. The project are always hybrid.

1. *How would you describe an “hybrid” approach?*

Agile iterative sprints built into the Waterfall phases. I have seen it done.