

Scrutinize the history

Ideas

- Too intuitive, too human
 - Small goals, measure the progress after each
 - Small measured steps
- Pre-Agile v.s. Scientific Management
 - low cost of change and partially defined problems with informally specified goals
 - high cost of change and well-defined problems with extremely specific goals

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Scientific Management in Software Projects

- Waterfall, a logic descendant of Scientific Management
 - Winston Royce, Managing the development of large software systems, in 1970.
 - Thorough **analysis**, detailed **plan or design**, then **execution**
 - Dominated in over 30 years but never worked as expected