

BEYOND THE AGILE MANIFESTO CHALLENGES, REPERCUSSIONS AND REVIEW

Anand Sunder
anand.sunder@capgemini.com
Capgemini

ABSTRACT

Agile lifecycle implementations often end up with problems owing to last minute changes in business requirements [5][1]. The challenge is in minimizing the work not done, this however cannot be achieved without deliberately delaying the initial phases of development or reducing the size of a minimum viable product. [2][4][5] Later approach would be preferred as it is in a position to take the shifts and changes in business requirements or directions. A future scope would therefore be a model which addresses issues related to directional shifts early on or during inception phase itself, so a notch more than Business Process Management software enablers. [4]

INTRODUCTION

So how do we congregate the understanding from Rational Unified Process and the Agile manifesto [3][5]. This poses a mammoth task as 12 universal principles need to be coerced in a rational manner to solve complex challenges in fast paced business environments of today, without distilling its essence. So the task here is here to concentrate and wrap the agile principles into a centralized scheme of product development, where every shift in business direction is accounted and absorbed.

We illustrate in a schematic or flow diagram the application of 5 of the 12 principles of agile:

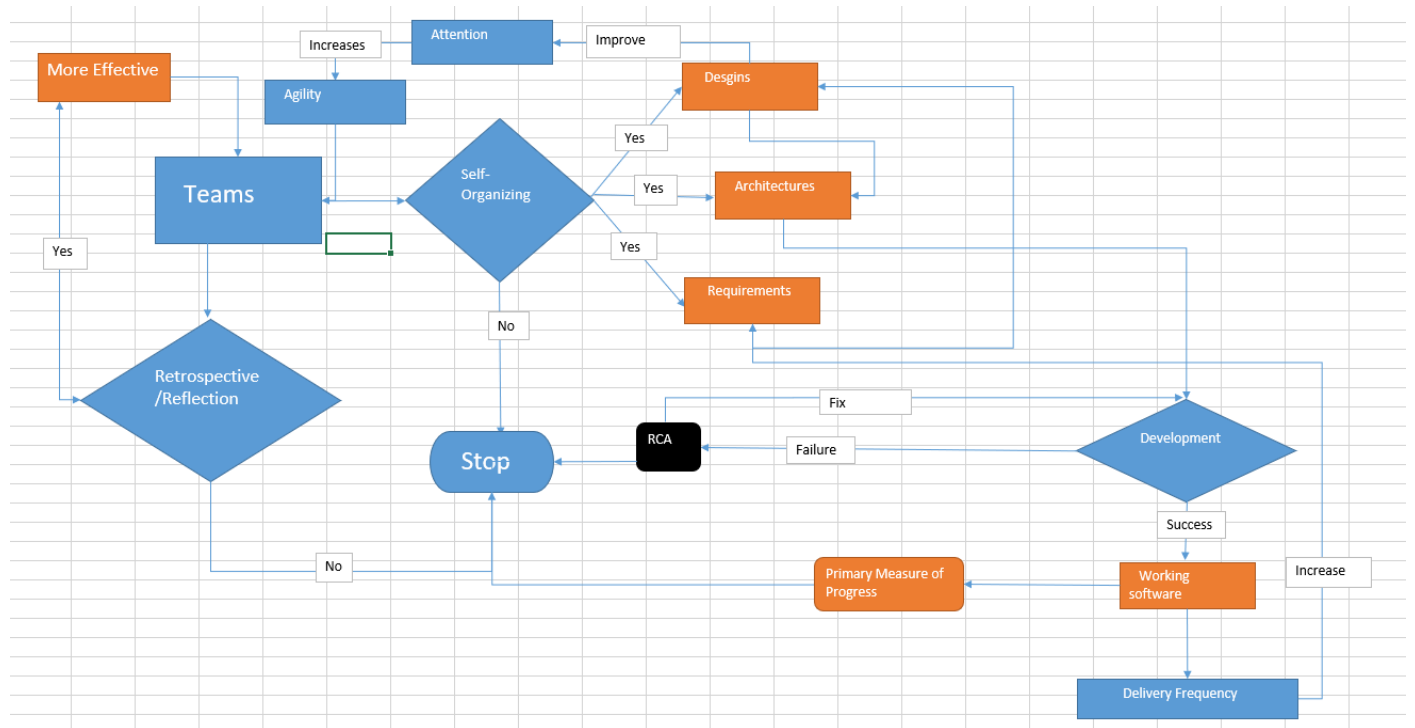


Figure 1: Flow schematic resulted by Applying principles 3,7,9,11,12 from Agile Manifesto [5] In a further delve down we include changing requirements to the flow and the schematic resulted is as follows:

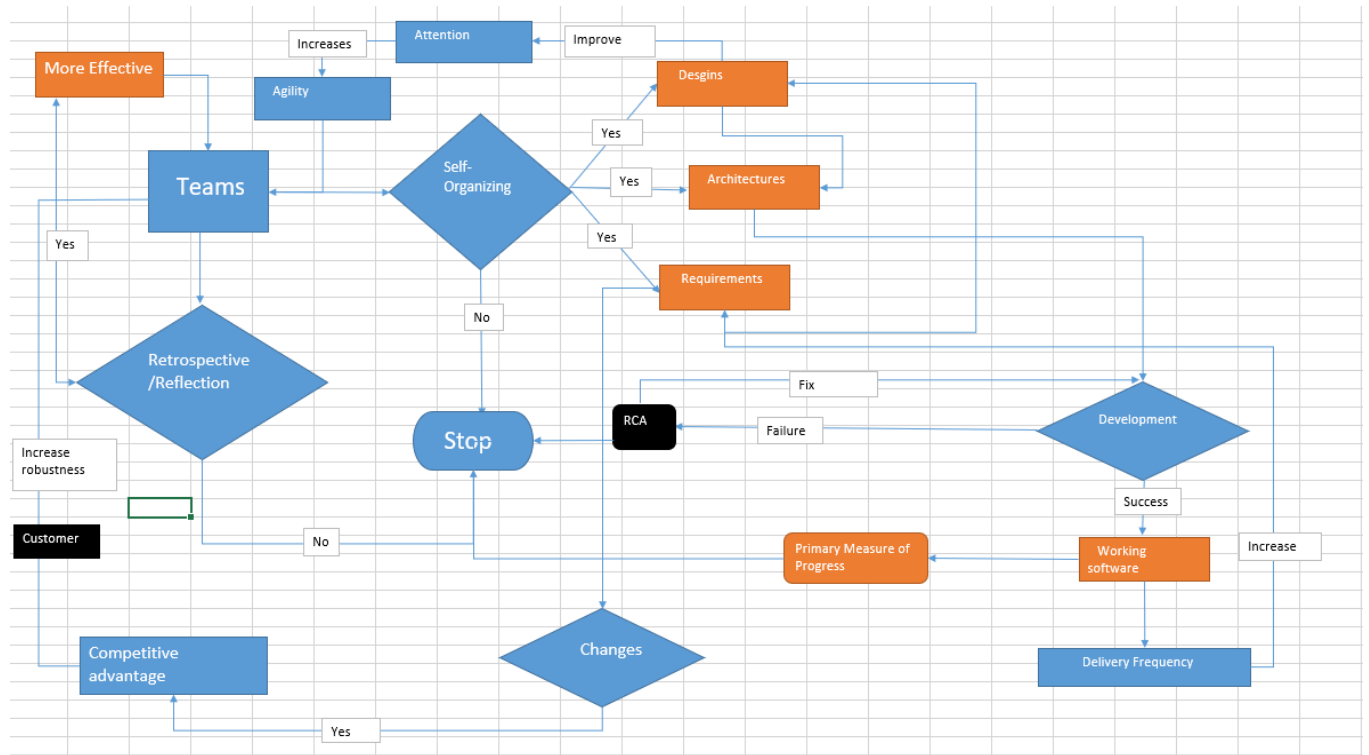


Figure 2: Introduction of changes in requirements bringing competitive advantage to customers

However there are delays and much frustration is caused whenever the changes are last minute, this is owing to lack of reflection through error of judgement or decision making in assessing criticality of such amendments [5][2].

Also in a typical agile implementation the Product Owner is not the consumer of the product/application in question, he is an authority controlling and dictating the swishes undergone by the product.

With the first principle talking of satisfying the customer as being the highest priority, a new restructured functioning of teams is required that can fill the void.

The restructured team would include:

- 1) Customer
- 2) Product Owner
- 3) Development Team
- 4) Scrum Master

CONCLUSION

A comprehensive study needs to be conducted with the customer as a central nerve center for interactions with various participants of a scrum team. The study must come up with an effective solution to accommodating last minute changes with minimum disruption of flow.

Simulation studies and statistical data gathering are encouraged, but this does not withhold actual teams from creating experimental team structures.

REFERENCES

- 1) Ralph Hughes, Chapter 5 - Recap of Agile DW/BI Coding Practices, Editor(s): Ralph Hughes, Agile Data Warehousing for the Enterprise, Pages 85-108, ISBN 9780123964649
<https://doi.org/10.1016/B978-0-12-396464-9.00005-9>
- 2) Ralph Hughes, Chapter 2 - Primer on Agile Development Methods, Editor(s): Ralph Hughes, Agile Data Warehousing for the Enterprise, Morgan Kaufmann,2016, Pages 13-29, ISBN 9780123964649,
<https://doi.org/10.1016/B978-0-12-396464-9.00002-3>
- 3) Rational Unified Process : <https://www.sciencedirect.com/topics/computer-science/rational-unified-process>
- 4) Mark von Rosing, Joshua von Scheel, Asif Qumer Gill, Applying Agile Principles to BPM, Editor(s): Mark von Rosing, August-Wilhelm Scheer, Henrik von Scheel, The Complete Business Process Handbook, Morgan Kaufmann,2015,Pages 557-581,ISBN 9780127999593,
<https://doi.org/10.1016/B978-0-12-799959-3.00027-6>
- 5) Agile Manifesto :
https://www.scrumalliance.org/resources/agile-manifesto?utm_term=&utm_campaign=Live+Online+Courses&utm_source=adwords&utm_medium=ppc&hsa_acc=8637613312&hsa_cam=10054990704&hsa_grp=1121862217

74&hsa_ad=498878865721&hsa_src=g&hsa_tgt=dsa-
1025284834960&hsa_kw=&hsa_mt=b&hsa_net=adwords&hsa_ver=3&gclid=EAJaIQob
ChMI1eOc3-SR8AIVLpZLBR0ScwLaEAAYASAAEg LZPPD_BwE