

# A Contextual Analysis and Challenges Between Agile and Non-Agile Teams in Working Environment

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## ABSTRACT

There are thinks about demonstrating what occurs if coordinated groups are brought into a non-light-footed association, for example higher overhead expenses and the need of a comprehension of deft techniques even outside the groups. This contextual analysis demonstrates a case of work inspirational perspectives that may surface when a dexterous group exists amidst a progressively conventional structure. This contextual investigation was directed at a vehicle producer in Sweden, comprising of an unstructured meeting with the Scrum Master and a semi-organized center gathering. The outcomes demonstrate that the groups felt that the criticism from the encompassing association was unsynchronized bringing about them not feeling acknowledged while conveying their work. Besides, they felt baffled when dealing with non-dexterous groups after have been taking a shot at coordinated ones. This investigation reasons that there were work inspirational effects of fitting a nimble group into a non-spry encompassing association, and in this way this may likewise be valid for different associations.

**Keywords:** Agile Development Processes, Large Organizations, Work Motivation, Empirical Study

## I. INTRODUCTION

There are numerous examples of overcoming adversity of organizations that have progressed to a nimble method for working. In complex tasks where a reasonable objective and end goal are difficult to characterize and everchanging, a progressively adaptable administrative style is frequently required [1]. With expanding achievement in "sparing" extends in emergency and with these undertakings being of various sizes and having different conditions there was a progressively across the board acknowledgment and utilization of light-footed ways to deal with programming advancement. After some time, the idea additionally observed expanding use as an increasingly broad way to deal with task the board. Light-footed reasoning and techniques are not a disengaged marvel, however. As per [2] a few books

covering distinctive administration plans and hypotheses have been composed that identifies with and addresses the thoughts fundamental like the venture the executives rehearse, for example, Critical Chain Theory [3] and Lean Production [4].

The advantages of presenting deft techniques in association have been turned out to be for the most part positive for some associations, for example [5]. It has additionally been demonstrated that activity fulfillment increments on nimble groups [6]. Be that as it may, inspirational parts of spry groups' interface to an encompassing non-dexterous association have not been found. This examination intends to demonstrate a case of what could happen to coordinate colleagues' inspiration when taking a shot at a deft group in a bigger non-dexterous condition. In this manner, the examination question "is there

employment inspirational angles with respect to the interface between dexterous groups and a non-lithe encompassing association?".

## II. LARGE ORGANIZATIONS AND AGILE METHODS

### A. Conventional Project Management

In conventional task the board, exchange offs are frequently set aside a few minutes, cost, and quality, for example it is difficult to organize every one of the three [7]– [9]. To browse distinctive undertakings numerous associations select as indicated by a lot of money related choice techniques. These are frequently essentially dependent on money streams (which has apparent downsides; for instance, how to put financial incentive on different assets [10]), yet are generally utilized.

**a) Net Present Value:** The most well-known strategy is the Net Present Value (NPV) approach. This strategy depends on the presumption that cash is worth more today than later on (the time estimation of cash). This implies future profit are worth less today, so its esteem mirrors a markdown. Consequently, this rate is alluded to as a markdown rate  $r$ . This implies the entirety of all money streams limited for now is the present estimation of an undertaking:  $PV = \sum_{n=1}^{\infty} \frac{C_n}{(1+r)^n}$ . Where  $C_n$  is future incentive for the speculation at year  $n$  (and  $C_0$  is available day). All the present estimations of all the expense and income for the undertaking is in this way determined. The Net Present Value is at that point:  $NPV = PV(\text{benefits}) - PV(\text{costs})$ . This implies if the  $NPV > 0$  the task merits running. A fascinating truth is additionally that an association's all out esteem is the NPV of all benefits in it [11]. One investigates against the NPV approach is that it accept just a single choice point in the start of the task. A piece of an answer could be a Real Options Approach. For this situation, diverse ways and money streams are determined and weighted by their probabilities [11], [12]. This is

additionally associated with the stage-door techniques portrayed underneath.

The above methodology is viewed as a decent method to get an outline of undertaking exercises and is likewise genuinely easy to draw and get it. The effortlessness will convey disservices, for example, the trouble to make refreshes when numerous progressions are required, and they don't help in advancing asset allotment. That in itself would suggest that they could bring a misguided feeling of assurance about the task, frequently associated with time estimation.

Time estimation is influenced by a wide range of variables. One of them is learning impacts that can be depicted with an expectation to absorb information:  $Y_x = Kx^n$  where  $x$  is the occasions the assignment has been done,  $Y_x$  is the time taken to complete the undertaking the  $x$ th time,  $K$  is the time it required the main investment, and  $n$  is the place  $b$  is the learning rate [10], [13]. What's more, one close factor to think about when performing time estimation is hazard.

There is an essential stage-door framework for part a task into parts (or stages), as characterized by [14]. Along these lines an undertaking must go through a door before continuing to the following stage. The intention is to tackle issues where they spring up and not to pass them on to the following stage. A weakness is that another piece of the procedure can't begin before the past one is finished. Simultaneous designing, for example to make the procedures cover, can comprehend this halfway. The essential thought when arranging a venture would then be to separate it into little assignments. This is frequently done through a work breakdown structure. The second step is to build a period plan as indicated by this structure so as to gauge to what extent time the undertaking will take.

There is a lot of systems to lead Risk Management, yet they should all incorporate recognizable proof, evaluation and alleviation. So as to measure the dangers one can survey the seriousness, conceal capacity, and probability of a hazard so as to get a Risk Priority Number (by basically duplicating these scores). Other, increasingly quantitative, techniques are normal esteem, Monte Carlo reproduction, and PERT. The last is a straightforward method to add hopeful and cynical occasions to all evaluations so as to all the more precisely get a period estimate that did not depend on a solitary speculation. This adds likelihood to the time estimation process, which will, ideally, make it progressively practical [15].

### **B. Light-footed Project Management**

The fundamental thought of nimble undertaking the executives is that intricate activities need to consolidate the conventional way to deal with overseeing ventures and the should most likely react to change. The nimble network has, in this way, characterized a lot of rules that they condense in The Agile Manifesto [16]:

1. Individuals and collaborations over procedures and instruments.
2. Working programming over exhaustive documentation.
3. Customer coordinated effort over contract arrangement.
4. Responding to change over after an arrangement.

Numerous clients have business needs that change after some time, reflecting new needs as well as the need to react to an adjustment in the commercial center. There are numerous deft practices, for example, eXtreme Programming (XP), Crystal, and Scrum, which attempt to consider. In Scrum the venture has an organized accumulation of necessities and utilize iterative improvement (called 'runs') to get essential working programming for the client to

see as quickly as time permits. Scrum utilizes selforganizing groups that get composed through day by day gatherings called 'scrums'. Dexterous advancement, all in all, is customerfocused, which implies that the client is ideally on location.

This implies the venture isn't carefully arranged in advance, however changes consistently all through the task. Rather than having exercises arranged precisely the undertaking keeps up an adaptability that is required so as to quickly react to change. The administrative culture of lithe techniques is trust, duty, collaboration, equity, and reasonable treatment. This implies coordinated strategies will most likely work best in level associations and have adjusted basic leadership on all dimensions [17]. Further, nimbleness must be available at all dimensions including the vital one [18]. The thought is to have proof based choices, objective center (with change worked in), freedom with obligation, and longterm thinking otherwise called supportable pace (for example a 40-hour week's worth of work). The chief of a deft group attempts to create aggregate viability by being a facilitator and not an administrator, and straightforwardness is key for this procedure to work [19], [20].

### **C. Dexterity and Discipline**

In programming building the conventional way to deal with programming advancement ventures is typically viewed as 'Plan-Driven'. These techniques originate from the frameworks building and different teaches, and were built up to arrange extensive interoperating parts. Programming does not work as equipment and, along these lines, distinctive gauges were presented. The fundamental supposition is that product building is a procedure of formal scientific determination and confirmation. The procedure is separated into various advances (for example a cascade), which are completely reported. The procedure is institutionalized, and gradually improved to control and deal with the work process

[21]. When changing to a dexterous technique, where participation and self-arranging group are focal, a few parts of the advanced working environment may cause issues. In the event that aggregate individuals are unfit to, e.g., be physically present amid meeting, the part of human collaboration ends up more diligently to accomplish and issues concerning correspondence, culture, trust, and information the executives show up [22]. There are likewise a few signs that individuals that does not have programming duties in an expansive association feel that dexterous techniques is unacceptable when all is said in done [23]. There is likewise a part of coordinating adaptability in fixed and substantial associations. Lithe techniques can give a conventional stage-entryway show a ground-breaking smaller scale arranging instrument and increment the change reaction time. In the event that the entire association has not grasped the nimble standards, a deft group that adjusts to a phase entryway framework can synchronize their advancement with different groups and elements of the association. So as to make this attainable, the lithe group must be set up to interface with the conventional stage-door framework around it. The imperative part is that the group knows about these additional overhead expenses. Deft strategies are commonly increasingly acknowledged by colleagues and more dreaded by the board. In any case, so as to make this work an all inclusive acknowledgment in the association is truly necessary [24]. Be that as it may, it has been some proof appearing light-footed groups have higher employment inspiration than non-dexterous groups [6].

### III. METHOD

The technique utilized for this investigation comprised of a meeting with the Scrum Master and a center gathering with two groups taking part.

#### A. Case and Subjects Selection

The groups in this investigation were two groups with the equivalent Scrum Master at Company X in Sweden. Organization X is a piece of a bigger firm, which gives overall production network aptitude to a lot of car organizations. The IT part is, obviously, basic for the organization to work. Numerous associations, autonomous of field, need a proficient IT division to give great answers for the entire association. The association took a choice to execute coordinated strategies and was leading a first pilot concentrate to later diffuse the techniques to more pieces of the association.

The groups that were a piece of this investigation had the undertaking of building up an expansion of a corporate programming framework utilized for store network the executives. In their work procedure they incorporated deft strategies and Scrum explicitly. The motivation behind why this case is from programming building is that they have the most involvement with nimble strategies and were less demanding to discover. This product venture included numerous groups, however two of these groups were utilizing Scrum and had a similar Scrum Master. The gatherings were a blend of business and programming centered representatives and outside assets. The purpose behind this blend was to affirm that the business parts of the venture were considered and to make a technique that more regions in the association could utilize. A considerable lot of the colleagues had thusly the board errands. Since there were vague partition between the two groups and the way that they had a similar Scrum Master we met the two groups all in all.

#### B. Information Collection Procedures

The primary contact with the organization was by means of an unstructured 40-minute meeting the Scrum Master of these new light-footed activities. Amid the meeting one specialist were taking notes cautiously. The Scrum Master at that point set up a

dispensing welcoming all individuals from the two groups (N = 23). A subset of these colleagues went to the gathering/center gathering (N = 10). The colleagues were educated that they would assess their new procedure in a center gathering with a specialist from college. We had a lot of inquiries to begin the discourse (semi-organized gathering meeting/center gathering), be that as it may, the group had a great deal to state about their better approaches for working and its association with the remainder of the association. The themes secured were:

1. The groups' involvement with/assessments of their new light-footed procedure.
2. A examination with their other current tasks.
3. Differences between this task and others they have encountered.

One analyst took an interest amid the one-hour center gathering and cautiously recorded what being said. The meetings were not recorded since we needed member to have the capacity to talk as uninhibitedly as conceivable in regards to their feelings associated with their interest in the group. The tradeoff is at that point, obviously, that we can't state precisely how often every individual concurred on a theme lifted by one of their partner. The analyst who partook in the center gathering recorded perspective the group concentrated on amid the session.

### C. Investigation Procedures

After both the meeting with the Scrum Master and the center gathering the notes were cautiously checked on and abridged by one creator. The synopses were specifically investigated just keeping articulations with respect to work inspiration. After this, the announcements were classified, and contrasted with other research. For instance, unsynchronized input circles were referenced by a few people and no different members communicated

difference. Accordingly this angle was translated as vital and displayed beneath.

## IV. FINDINGS

### A. Outline of Interview with the Scrum Master

The Scrum Master of the two groups portrays the framework they are creating and the main undertaking framework venture so far for them. The reason for existing is to coordinate this new framework into the remainder of the association and the framework is safetycritical. The association customarily has a phase door venture the executives strategy that is exceptionally severe. This structure is fixed and they need to adjust to it and convey what is required at specific achievements. Both these achievements and a financial plan for the entire venture must be predefined. The thought with nimble technique is to work coordinated in the middle of the entryways at various stages. They utilize a module cycle procedure of spry that isn't actually what they communicated that they needed in the start of the task. The business part of the venture had been continuing for a large portion of a-year as of now, and they have fourteen day dashes with frameworks particulars to each run. The aggregate sum of dashes is nine, and they have a gathering at day five in each run. The undertaking utilizes an increasingly severe method for composing necessities and they don't make a difference client stories. They get their necessities from the item proprietor, and this individual chooses the prerequisites and their need. They get the prerequisites records to the groups by a standard called "Business Rules Description". They got a model ready for action quick with essential usefulness.

### B. Synopsis from the center gathering

A few individuals communicated pressure associated with the criticism framework from the encompassing piece of the association. On the off chance that they had attempted to achieve a due date inside the

gathering, the exertion was not perceived by different pieces of the association since they had different achievements to pursue. They would have wanted to stop and commend to some degree and after that proceed onward. At different occasions, they got positive criticism from directors without them being even near a conveyance. This was depicted and odd and unsynchronized. At that point the individuals had a talk about how functioning coordinated had helped them in their gathering advancement process. The Scrum rehearses had given them a gathering and a spot to talk about arrangements and clashes all the time before they become increasingly tainted. The individuals who were not 100% devoted to the group but rather had other agreeing ventures said they truly felt a distinction between the two. Different activities felt moderate and lethargic and they had become accustomed to fast reactions and snappy advancement with issues. They all concurred that activity fulfillment was higher for them when chipping away at the lithe group. They likewise contrasted their outcome with another non-light-footed group, and expressed that they were route in front of them thinking about what they had conveyed.

## V. LIMITATIONS

This contextual analysis just shows one case of the end result for dexterous groups in a bigger non-deft association. In association with research of what persuades workers, all things considered, unsynchronized criticism circles will have a similar impact in different associations. Nonetheless, we, obviously, can't reason that the issue of unsynchronized criticism circles or dissatisfaction when coming back to non-dexterous groups, are happening in different associations, since we just examinations one. In this manner, this examination just shows what occurred on these particular groups. Besides, the procedure isn't intensive. It would have been a smart thought to check the dependability of

the topical investigation by having more analysts code information disclosed in the meeting and the center gathering.

## CONCLUSION AND FUTURE WORK

All in all, this investigation has demonstrated that challenges when incorporating deft groups into an encompassing non-spry association, did respect overhead expenses, but on the other hand were of occupation persuasive nature in this particular case. This was because of unsynchronized criticism circles between the spry groups' conveyance focuses and the encompassing stage-entryway achievements. Moreover, representatives revealed being disappointed with the moderate pace when taking a shot at a non-nimble group subsequent to having been on a deft group.

These issues may happen on different associations too, and on the off chance that it does, almost certainly, the coordinated groups will feel overlooked since for example positive criticism won't be given to the groups when they anticipate it. This outcome was appeared as a contextual analysis incorporating a meeting with the Scrum Master and a center gathering with a subset of two light-footed groups.

This implies associations that actualize lithe techniques inside customary associations ought, anticipate higher overhead expenses, yet additionally know about the distinctive input circles expected to the nimble groups, and expect lower inspiration and dissatisfaction from workers on non-dexterous groups after have taken an interest in a light-footed venture.

This investigation was only an initial phase in considering work inspirational viewpoints with respect to the interface between deft groups and a non-light-footed encompassing association. The most evident future work is to check whether these discoveries are valid in more associations, which is ideally researched utilizing both subjective (for

example by leading more meetings utilizing a progressively intensive technique) and quantitative information (for example dispersing a study to perceive how light-footed groups in vast non-coordinated associations end up on work inspiration scales associated with this subject).

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