

## Project 1: Backlog and Outcomes

### Sprint 1 (first 10 days of the project, April 6 – April 16)

№	Task	Responsible party
1	<b>Working in class teams of 5, team members choose their teams</b> using the link to the Excel table below: <a href="#">link provided here</a>	All team members
2	<b>Assess the team's Trello board</b> by following the link next to the team in the Excel table.	All team members
3	<b>Study the materials</b> in the list "About the project" (or in SmartLMS) <b>and explore Trello</b> . These materials are designed to help students understand the structure, elements, and practices of an agile project and the value of participating in it. The materials also explain how Trello works.	All team members
4	<b>The team leader schedules and facilitates the sprint planning meeting</b> of Sprint 1, during which the team discusses the project assignment, divides tasks according to their roles and establishes the processes and schedules of the first Sprint.	All team members
5	<b>Read and discuss Chapter 10</b> in the course's textbook by Daft as a starting point of the project.	All team members
6	<b>Select a company to explore:</b> it could be in any industry and in any geographic location, preferably a medium (50-259 workers) or large (250+ workers) one. The studied company has to have incorporated at least one significant innovation or made at least one notable change since the beginning of the COVID-19 pandemic (from Spring 2020). Students use their networking skills (e.g., their relatives, friends, friends of their relatives, and relatives of their friends) to identify potential insider(s) in the company. It is important to inform these insiders that their company's name will not be used for project reporting if they wish. Instead, a pseudonym could be used to protect the confidentiality of the company and its insiders.	All team members
7	<b>Study the chosen company</b> , explore all available materials about it (e.g., company's website, annual reports, investor presentations, articles, interviews with executives) to learn as much as possible about it and the changes/innovations in it.	Company liaison, with some input from Industry expert
8	<b>Study the literature</b> , explore the academic and non-academic papers about the changes/innovations in general and during the COVID-19 specifically to get the basic knowledge about the topic.	Organizational change expert and Industry expert
9	<b>Prepare the interview questions</b> about the company, its structure, goals, main processes, its problems due to the pandemic restrictions and actions (the changes/innovations) implemented.	Company liaison, with some input from Organization

		al change expert, Industry expert and Communications associate
10	<b>Conduct the interview</b> with an employee(s) of the company who is/are in the known about the changes/innovations implemented. The number of people to question and the number of interactions with them is not limited: more than one person could be interviewed. The goal of this interview(s) is to gain information about the company, its problems due to COVID-19, and changes/innovations made to solve it. Students could use any online tool to interview and communicate with the company.	Company liaison
11	<b>Draw an overall conclusion</b> about the role of the changes/innovations in the company during the pandemic.	Organizational change expert, Industry expert, Company liaison
12	<b>Summarize all information and develop the presentation</b> to show the results of the Sprint 1.	Communications associate
13	During the Sprint, <b>the team leader has to schedule and facilitate 2-5 stand-ups every week</b> to discuss the progress, ideas, and challenges the team members faced and solve any issues that occurred.	All team members
14	During the Sprint, <b>the team leader has to facilitate the completion of one questionnaire</b> . A link to it would be provided in Trello	All team members

**Outcome:** A presentation of the **preliminary project results** or results of Sprint 1. The Product Owner is interested to see evidence of an accurate, systematic, and complete implementation of all tasks and activities of Sprint 1.

The presentation has to include:

1. Company's description (e.g., industry, size, products/services, structure);
2. Data collection process (e.g., description of insider(s), interview questions, academic and non-academic papers);
3. Scope of the company's problems due to COVID-19;
4. Changes/innovations implemented to overcome these problems;
5. An overall conclusion about the role of the changes/innovations in the company during the pandemic.

6. Sources and references in the APA style.

Other requirements:

- Submission deadline: 23:59 MSK of the April 16 by uploading the presentation to [www](#);
- Presentation deadline: Seminar 3 (week of April 18 – April 24);
- Time limit: 5 minutes;
- Format: PPT or similar formal format.

# Getting Started With



**Trello** is an easy, free, flexible, and visual platform to **organize and manage projects**.

It is available as a **mobile & desktop website**, and as a **mobile application** for iOS & Android.

Trello has 4 main components:

1

**Boards**

2

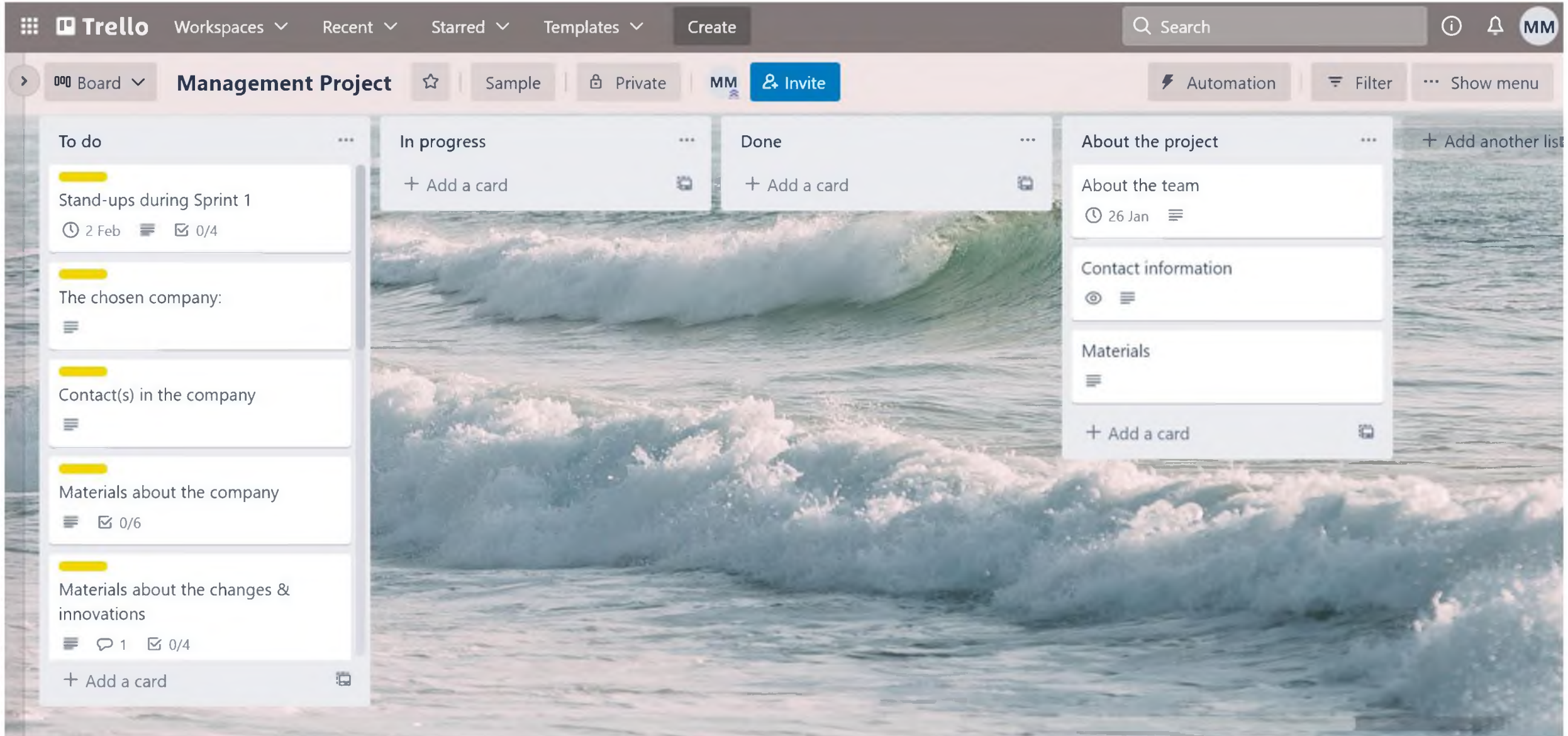
**Lists**

3

**Cards**

4

**Menu**



**Boards** - A board represents a project as a place to keep track of information. A Trello board is a series of lists, with multiple movable cards attached to each list.

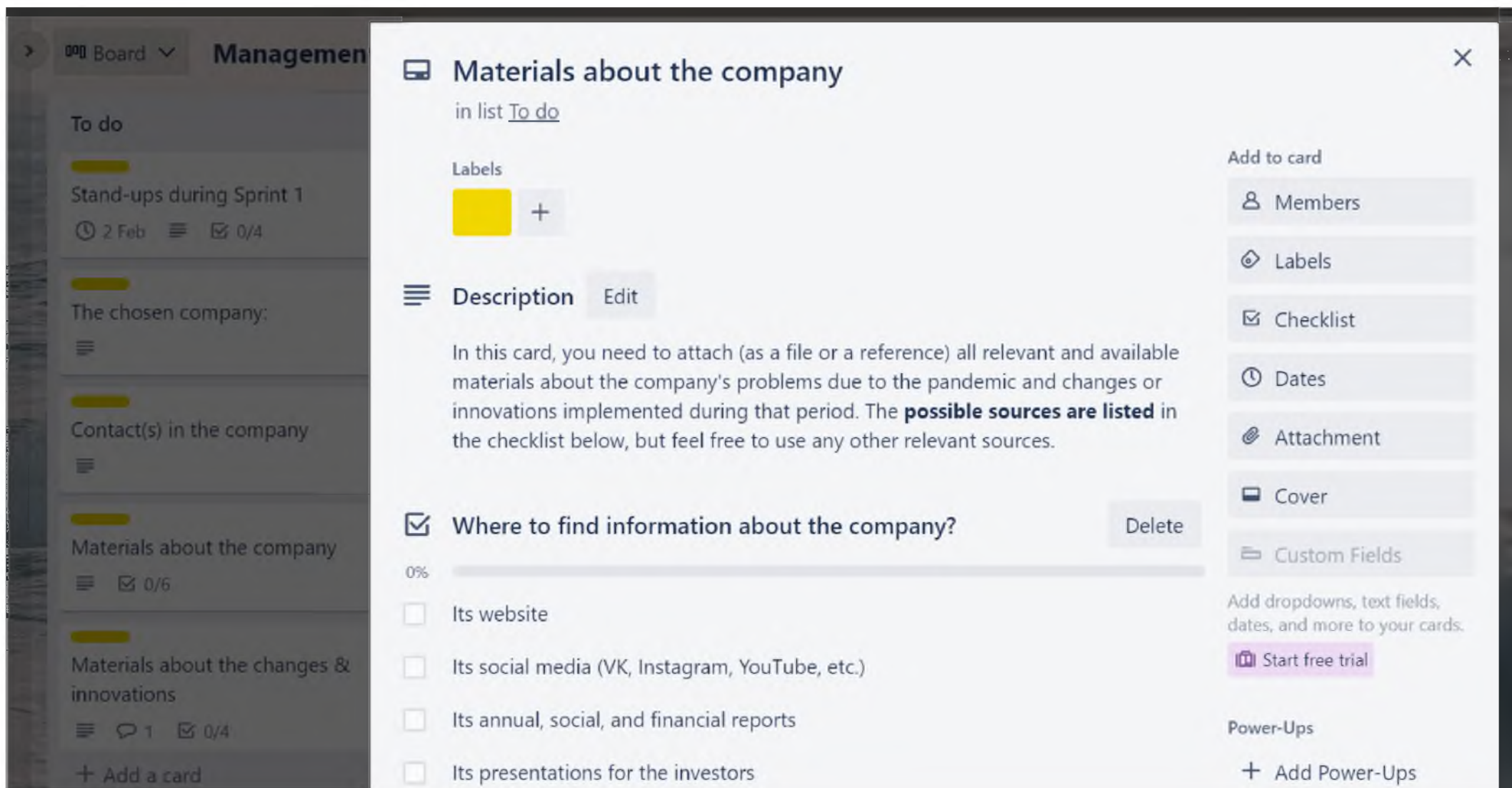
1  
**Boards**





**Lists** - Lists keep cards organized in their various stages of progress. They can be used to create a workflow where cards are moved across lists from start to finish, or simply act as a place to keep track of ideas and information.



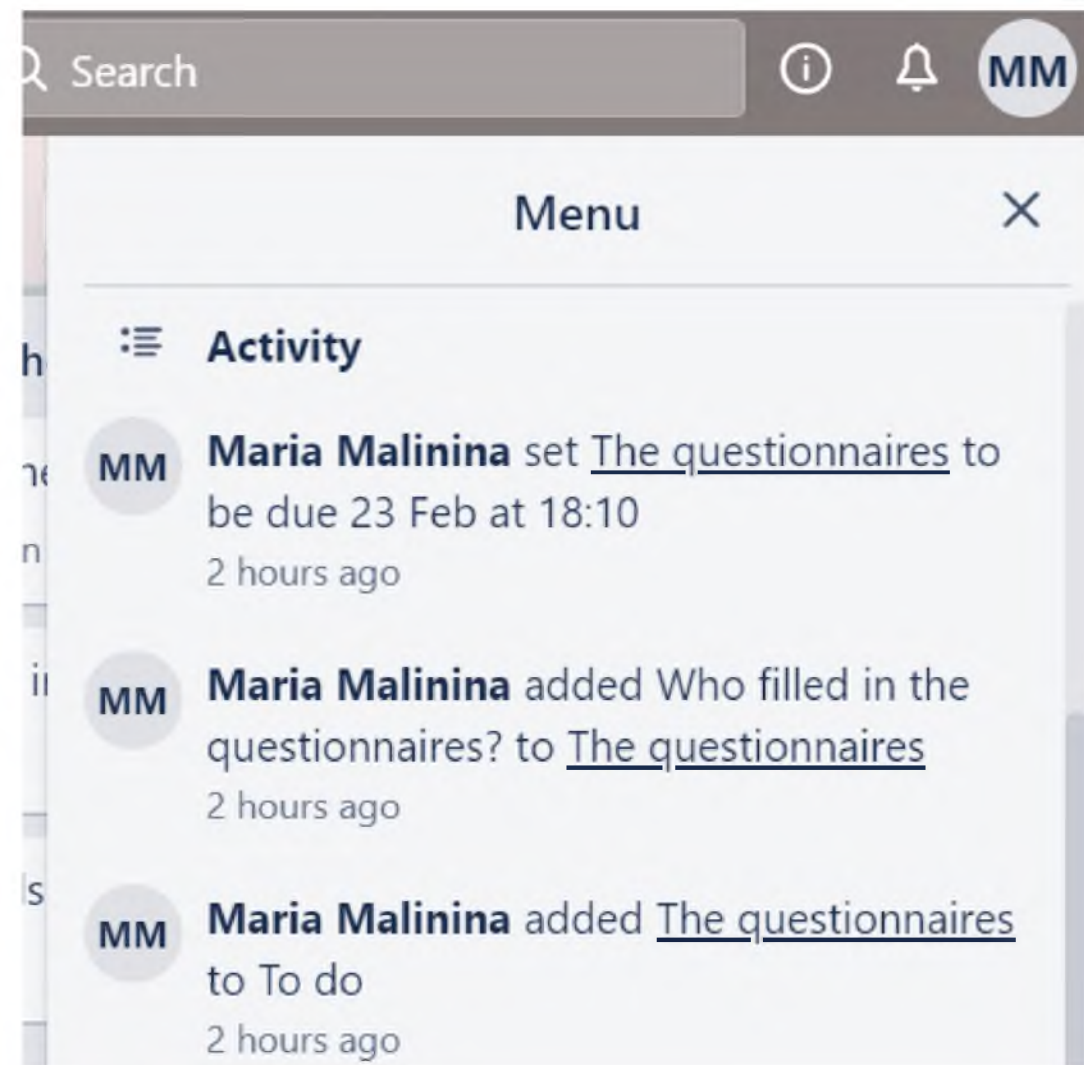
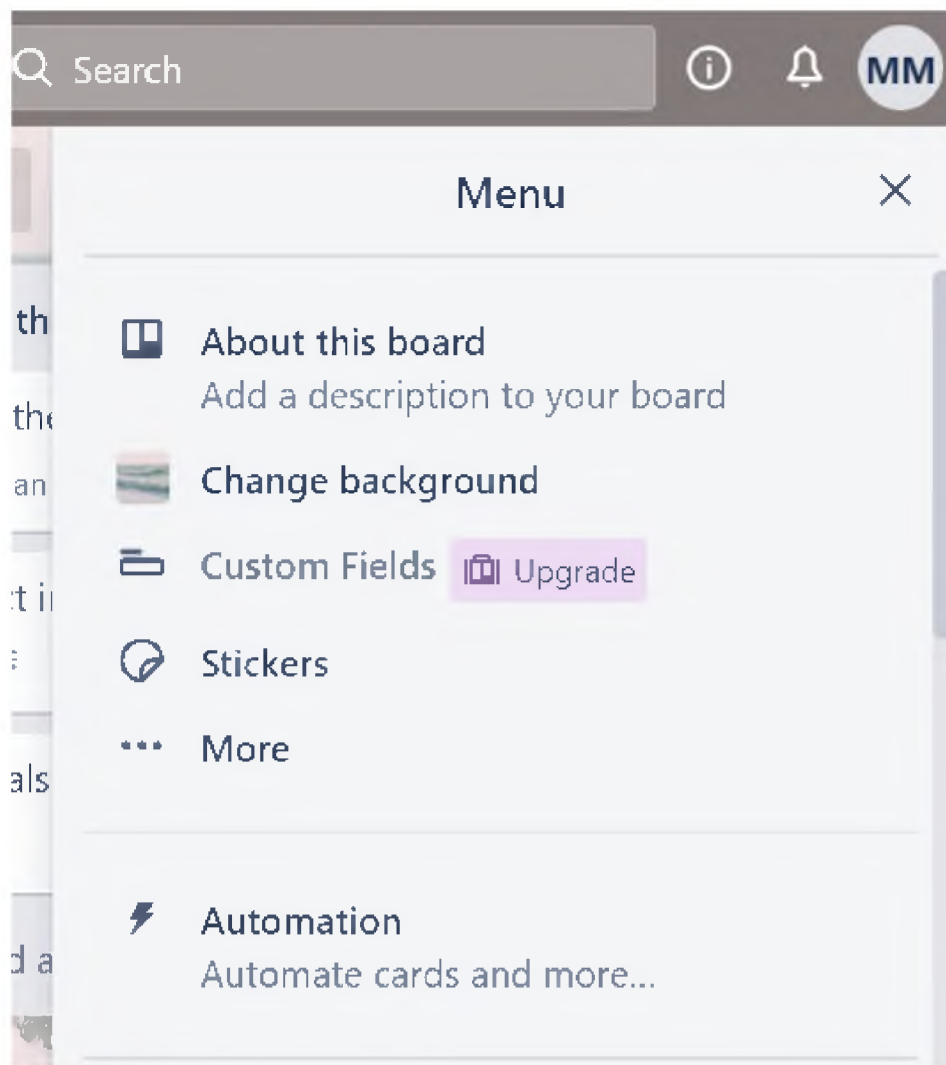


**Cards** - A card is the fundamental unit of a board. It can represent something that needs to get done, or something that needs to be remembered. Just click “Add a card...” at the bottom of any list to create a new card and give it a name. Drag and drop cards across lists to show progress.

3  
Cards

The screenshot displays a Trello board interface. On the left, a sidebar shows a list of cards under the heading 'Management'. The main area features a card titled 'Materials about the company' in the 'To do' list. The card has a yellow label and a description: 'In this card, you need to attach (as a file or a reference) all relevant and available materials about the company's problems due to the pandemic and changes or innovations implemented during that period. The **possible sources are listed** in the checklist below, but feel free to use any other relevant sources.' Below the description is a checklist titled 'Where to find information about the company?' with a progress bar at 0%. The checklist items are: 'Its website', 'Its social media (VK, Instagram, YouTube, etc.)', 'Its annual, social, and financial reports', and 'Its presentations for the investors'. On the right side of the card, a menu titled 'Add to card' is open, showing options: 'Members', 'Labels', 'Checklist', 'Dates', 'Attachment', 'Cover', and 'Custom Fields'. Below this menu, there is a note: 'Add dropdowns, text fields, dates, and more to your cards.' and a 'Start free trial' button. At the bottom right, there is a 'Power-Ups' section with an 'Add Power-Ups' button.

The menu on the right allows members of the project to set deadlines, attach documents, create checklists, assign team members responsible for the task or join the card to track the progress, and many more. It is also possible to get Power-Ups to use, for instance, Google Drive or Dropbox to share files directly in Trello.



**Menu** - On the right side of your Trello board is the menu—the mission control center for your board. The menu is where you manage members, control settings, filter cards. You can see all of the activity that has taken place on a board in the menu's activity feed.

4

Menu

Each team has a **template for the project** prepared by the Product Owner.

Each team is responsible to add, remove, rename, and **modify their boards, lists, and cards in any way** to suit the needs of their project.

You can find out more about using Trello at  
[trello.com/en/guide/](https://trello.com/en/guide/)

# Why Agile Teams for Project Effectiveness?

# What Is an Agile Approach?

“

**An agile approach**

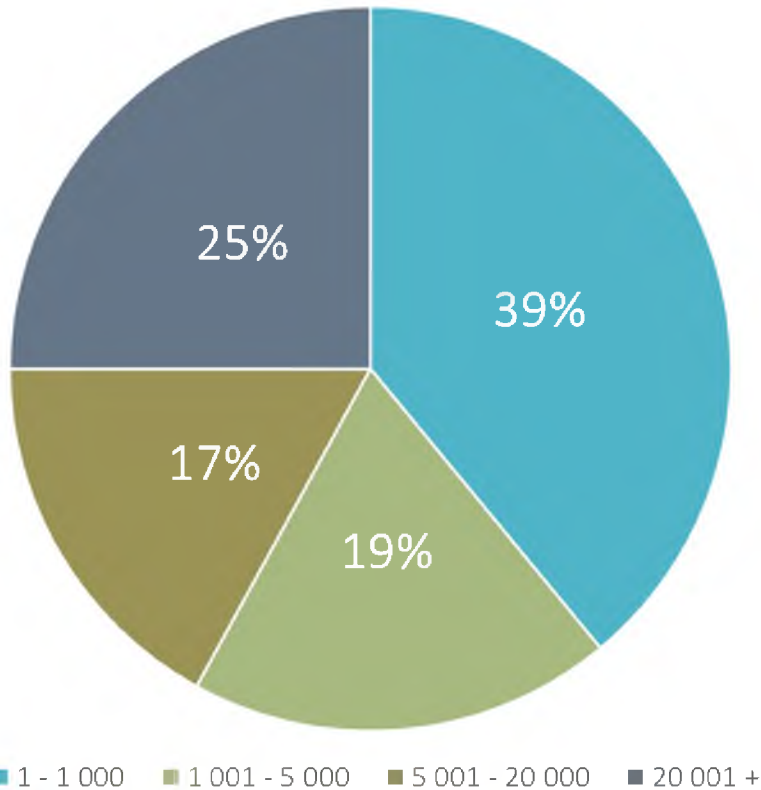
is a set of methods, ideas, beliefs, principles, and values that help flexibly and iteratively organize the product delivery quickly and in a team-oriented way.

”



# Who Adopts Agile Practices? – More than 1380 companies!

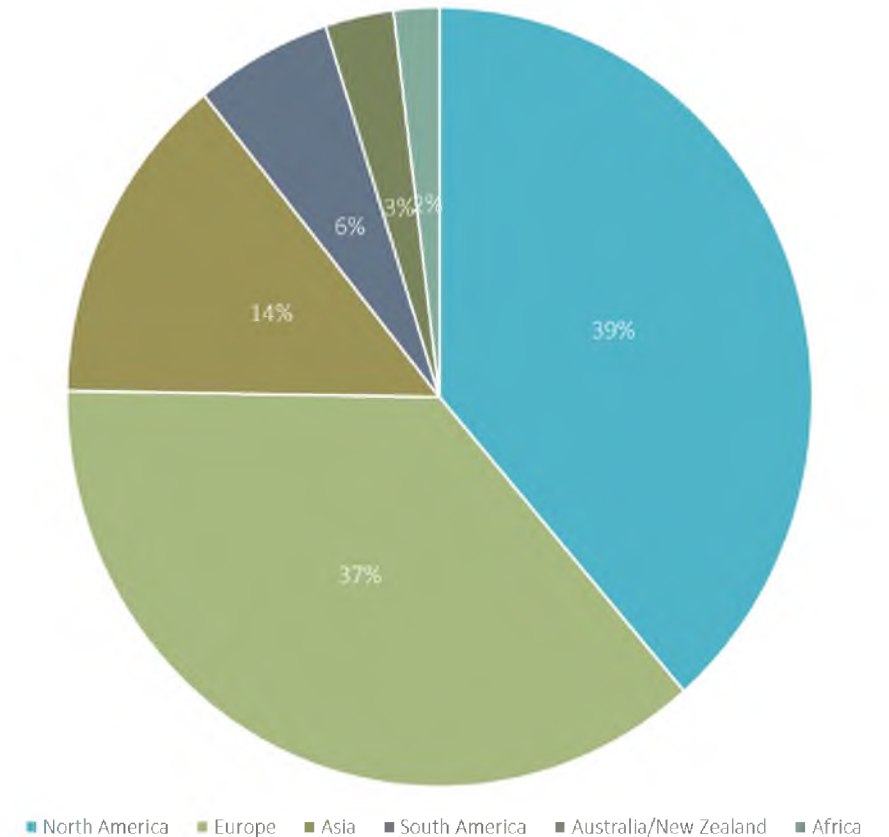
Of various size



In many industries:

- Software development
- IT
- Operations
- Marketing
- HR
- Finance
- Security
- Sales

From all continents



# Examples of Companies



*М.видео*



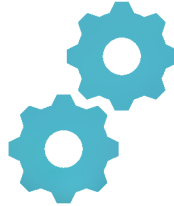
# Benefits of Agile

- Accelerate product delivery
- Enhance ability to manage changing priorities
- Increase productivity
- Enhance product quality
- Enhance delivery predictability
- Improve project visibility
- Reduce project cost
- Improve team morale
- Reduce project risk
- Better manage distributed teams

# Core Values of An Agile Approach



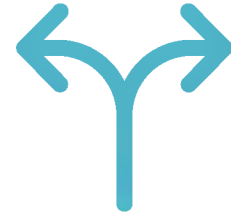
People and their interactions



A product that actually works



Communication with the client



Readiness to changes

**are much more important than**

tools and processes



project documents



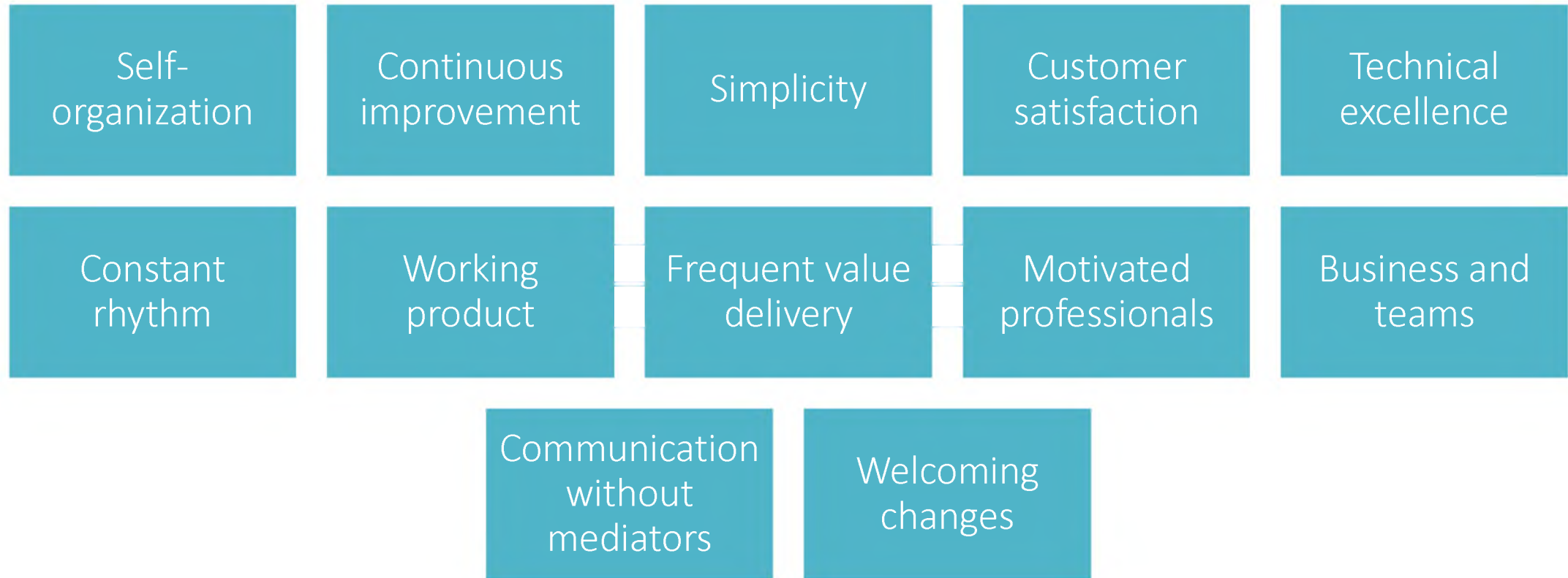
formal terms



pre-made plan



# Main Principles of An Agile Approach



# What Is an Agile Team?

“

**An agile team**

is a cross-functional group of 5-11 individuals who define, build, test, and deliver value in a short period.

”

# Roles in an Agile Team



**A customer** is a person who ordered the team's services in carrying out the project and providing results. He/she states what results the team has to provide.



**A product owner** represents the customer and translates the project's goal and prospective results into actual tasks and activities (or product backlog). He/she states what the team has to do to provide results.



**A Scrum master** or team leader is responsible for overseeing and supporting the implementation of agile processes and activities during the project. He/she is responsible for the project flow, facilitating the project, guiding the team, and providing feedback. He/she states how to effectively organize and manage the team to provide results.



**The team members** are the makers of the results. They have varied roles and skills, but all are responsible for getting stuff done on time and in excellent quality.



# Main Activities of an Agile Project

**A product backlog** is a prioritized list of tasks for the team that is derived from the client's project requirements and developed by the product owner.

**A sprint** is a short set equal period of 1-3 weeks during which the team works on specific tasks and achieves particular results.

**A sprint planning meeting** is a meeting at the beginning of each sprint during which the team establishes the tasks and prospective results of a sprint.

**A stand-up** is daily or 3-4-weekly 15-minute team meetings to discuss the project progress, planning, and issues.

**A sprint review meeting** is a meeting during which the team shows achieved results to the client and product owner and receives feedback.

# An Agile Project Process

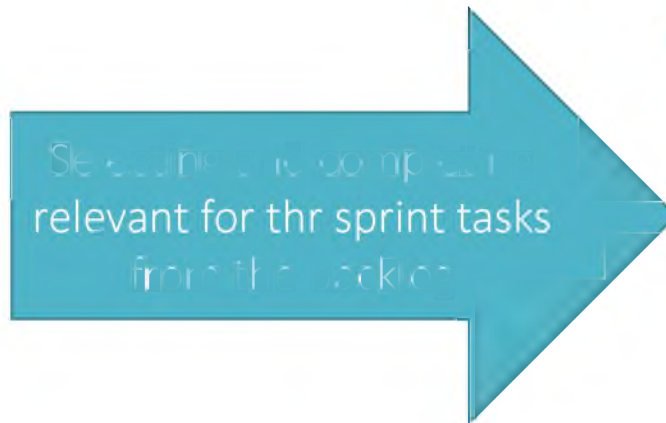
Task from the customer



The product owner prepares a **backlog**



The team **plans the sprint**



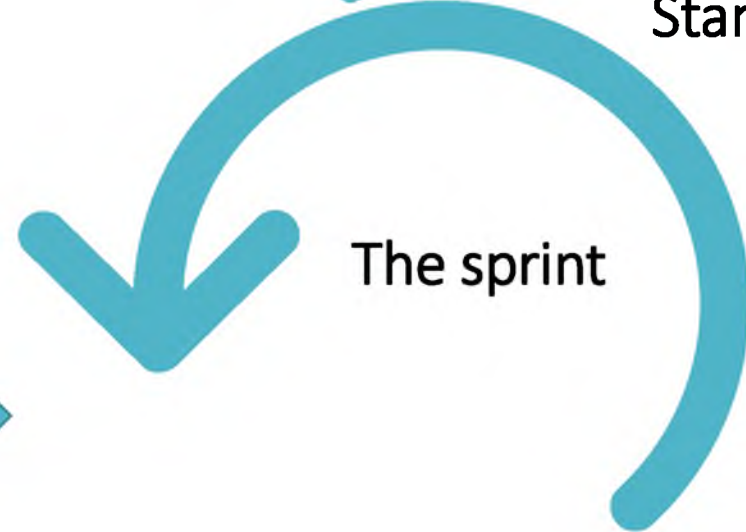
Sprint review



Stand-ups



The sprint



Final product



# References

- Beck, K., Beedle, M., van Bennekum, A., Cockburn, A., Cunningham, W., Fowler, M., . . . Thomas, D. (2001). *Manifesto for agile software development*. <https://agilemanifesto.org/>
- Belling, S. (2020). Agile history. In *Succeeding with agile hybrids* (pp. 39–46). Berkeley, CA: Apress. <https://doi.org/10.1007/978-1-4842-6461-4>
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- Schwaber, K. (2004). *Agile project management with Scrum* (1st ed.). Redmond, WA: Microsoft Press.
- Stellman, A., & Greene, J. (2014). *Learning agile: Understanding Scrum, XP, Lean, and Kanban* (1<sup>st</sup> ed.). Sebastopol, CA: O'Reilly Media.

## Project Description

- I. **Name:** *Managing Organizational Change*
- II. **Goal:** The project's goal is twofold: (1) to investigate how companies manage change and innovation during COVID-19 and (2) to acquire experience working in an agile team.
- III. **Focus:** A specific change or innovation during the pandemic in the studied company.
- IV. **Time Frame:** 20 days from the project beginning to the project end. The project is divided into two 10-days sprints. After the end of each sprint, students have to present preliminary and final project results, respectively. Students are expected to start working on the project from the first week of class.
- V. **Short Description:** In groups of 5, students choose a company and explore changes made or innovations implemented during the pandemic. Students have to research the changes/innovations using primary and secondary data to describe the process of its implementation and state its benefits and drawbacks for the company. Then students focus on one change/innovation or on one aspect or drawback of a change/innovation implementation and explore and critique it in-depth, using primary and secondary sources. Then they provide recommendations for its improvement and further development. Students have to use Trello as their primary online platform for team collaboration.
- VI. **Resources/Materials:**
  - Trello;
  - Microsoft Word, Excel, PowerPoint;
  - HSE electronic library sources;
  - Publicly available sources;
  - Instructional materials in LMS and Trello;
  - Course textbook;
  - Resources of the chosen company.
- VII. **Evaluation:**
  1. Project grade:
    - a. Presentation of the preliminary results - 20%
    - b. Presentation of the final results - 50%
    - c. Report - 30%

2. Agile team outcomes are measured along two primary dimensions: quality of the outcome and speed (or degree of completion). Both presentations and the report will be measured along these two dimensions by applying the *General Assessment Criteria* (see the syllabus).
3. The final grade rounding will follow the final exam rounding (see the syllabus). Exceptions will be made for those groups in which all members complete all questionnaires. Their grade will be rounded to the closest whole number (e.g., 6.1-6.4 rounded to 6.0 and 6.5-6.9 rounded to 7).

### **VIII. Project Policies:**

- The preferable number of students in each team is 5. However, it is possible to have a team of 6 if there are 1, 2 or 3 students left without teams in a group. It is also allowed to form a team of 4 in case 4 students are without a team in a group;
- Students choose teams themselves, based on their personal preferences and prior experiences;
- Students have to stay in their chosen teams and cannot switch teams;
- There has to be a team leader in each team;
- The team leader has to stay with the team till the project is complete;
- A team leader is selected by his/her own volition or the team members' vote;
- The usage of Trello to complete the project is mandatory. This policy mirrors similar policies of real-life companies that use only internal platforms for knowledge and information management to ensure company data privacy and security. If the platform is not used at all or if it is used superficially during the project completion, the final grade for the project will be cut down by 20%;
- Only the team leader should contact the Product Owner or Client for questions;
- The primary communication channel with the Product Owner is Trello. The primary communication channel with the Client is corporate email;
- Completion of the questionnaires is mandatory for all teams and team members.

## Roles and Responsibilities

One of the cornerstones of agile management is a clear division and execution of different roles by all stakeholders involved in the project. For this project, the following roles have been identified:

**A Client** is a person who recruits the team's services in carrying out the project and providing results. The course instructor, Dr. Plakhotnik, is the Client.

**A Product Owner** is a person who represents the Client and translates the project's goal and prospective results into actual tasks and activities. The course teaching assistant, Maria Malinina, is the Product Owner. Her responsibilities include:

- Describing the prospective final results of the project;
- Defining the specific tasks and activities for each 10-days sprint;
- Monitoring the teams' implementation of the tasks and activities during each 10-days sprint;
- Providing feedback on any task or activity during each 10-days sprint if asked;
- Answering any questions regarding the project content and organization during each 10-days sprint if asked;
- Evaluating the preliminary and final results of the project after each 10-days sprint.

**A team** is a group of people responsible for the project implementation, has to include 5 people, and needs to be self-organized based on the team members' personal preferences and prior experiences. Each team member, including the team leader, performs at least one (but not more than two) primary role. One role could also be performed by two students. These roles are:

- *Company liaison* networks with the company, creates interview protocols, conducts interviews, documents the results of these interviews, communicates the results to the team.
- *Organizational change expert* leads in interpreting and critiquing organizational change/innovation chosen for the project by searching, identifying, and analyzing academic literature, sharing these sources with the team, suggesting main concepts, facts, cases, and other helpful ideas related to change management and drawn from academic sources to complete the project.

- *Industry expert* leads in interpreting and critiquing organizational change/innovation chosen for the project by searching and analyzing open-source data about the organization, industry, and competitors, sharing these sources with the team, suggesting main concepts, facts, cases, and other helpful ideas related to change management and drawn from non-academic, practitioner sources to complete the project.
- *Communications associate* is responsible for clarity, timeliness, and quality of team's communication related to the required project outcomes by compiling all documentation, ensuring the requirements are understood and met, and all documentation is complete, and proactively suggesting best solutions for outcome delivery.

Responsibilities of each team member include:

- Using Trello during the project completion;
- Contributing to the project success by sharing relevant information, knowledge, skills, experiences, and ideas;
- Performing the tasks assigned to the best of their ability;
- Communicating with the team in a timely fashion, including any issues or delays in completing the assigned tasks;
- Providing support to other team members;
- Actively engaging in stand-ups – team meetings in person or online (via Zoom, MS Teams, VK, or any other platform) that occur 2-5 times each week. These stand-ups need to include discussions of the project progress, status of specific tasks, and any problems that have occurred;
- Completing the questionnaires when required.

**A team leader** is a student who voluntarily chooses to become a project facilitator, coach, and coordinator in addition to his/her responsibilities as a team member. He/she is responsible for:

- Ensuring that the team uses Trello as much as possible during the project completion;
- Guiding the team on using agile methods and Trello to complete their tasks;
- Initiating and moderating sprint planning meetings at the beginning of each sprint to arrange tasks distribution and completion during each 10-days sprint;



- Initiating and moderating stand-ups (2-5 meetings during each week) to discuss the progress made and problems arisen;
- Facilitating teamwork and solving any inter-team conflicts;
- Providing advice, assistance, and feedback to any team member that has issues with the task or its organization;
- Taking into consideration issues that may occur during the project implementation (e.g., team members' schedule conflicts or home emergencies) and making decisions to address these issues (e.g., assigning help or reassigning tasks, extended team deadlines);
- Contacting the Product Owner (teaching assistant) or the Client (the course instructor) in case of any issues or questions;
- Facilitating the questionnaires' completion by all team members;
- Performing other responsibilities assigned by the team.