

# AGILITY AS A CAPABILITY

(A unified strategy to project futures)

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## Abstract

Agile initiatives encounter a different set of challenges and issues than traditional projects. This paper examines a number of factors to consider while dealing with the obstacles, setbacks, and issues that arise in traditional and Agile projects. This research is based on a thorough review of project management literature and a number of studies that have raised issues about scope creep management. Our analysis is based on a selection of some of the most well-known study findings on the topic. When working on a project, the first and most important thing a project manager needs is a solid understanding of the project requirements.

The Agile project management methodology arose as a result of problems found in software development projects that followed more traditional project management methods. Traditional methods worked well in many fields, such as construction, but not so well in software development. As Agile becomes more mainstream, more project managers who were previously trained in traditional methods are beginning to utilise Agile practises. This document shares the perspectives of project managers who have made the shift from traditional to Agile, as well as suggestions for other project managers considering Agile.

## Introduction

Scope creep is a nightmare that may strike any project. "Scope creeps" is a project management term that refers to the unintentional and ongoing expansion of a project's scope once it has begun. According to Larson, R. & Larson, E. (2009), project creep can occur in any project, resulting in discontent, waste of money, and failure to meet the project's value. This is also because the project team accepts more work without affecting the project's timetable (PMBOK Guide July 2021 7th edition PMI®). In a nutshell, scope creep occurs in a project as a result of project stakeholders frequently changing requirements. As a result, there are misconceptions among the team, all without investing time or money.

Scope creep has a significant influence on project timelines and delivery dates. As a consequence of my years of IT experience, I've handled a wide range of projects. I feel that understanding the causes of scope creep and how to properly manage this unfavourable state in a project is crucial for all project managers. To avoid jeopardising the project's deliverables.

However, when I read this paper by Keifer, S. C. (1996), the author surprised me by supporting the changes as an opportunity. To support his statement, the author also provided their rationale as follows, to which I think I am in support of, as I believe this thought is actually depicting modern Agile methodologies in today's era.

Major shifts in project direction are normally well-documented and accounted for, but day-to-day interactions with your client result in a slew of little, compounding shifts in project direction. These can provide a chance for your company to generate revenue, create a reputation, and strengthen connections if correctly identified and handled:

- Adding content to your final product might boost sales (and revenues). Every change is a price opportunity if addressed carefully and implemented only after considering its influence on the remainder of the project's objectives.

- While certain modifications may not create a direct product price opportunity, they may present an opportunity to highlight your organisation's capabilities to your customer and other potential customers. This improves your company's reputation in the market while also positioning you for future business with the existing customer. Such adjustments must be thoroughly assessed in terms of cost against expected benefit.
- Even if it comes at a higher expense, absorbing some changes may help you build a long-term relationship with your consumer. Helping your clients finish their work frequently helps you finish yours as well! Any such adjustments must be assessed in the context of the current and anticipated long-term partnership.

Moreover, Elton C. (2018) claims that. Limiting timetables and ensuring what's out of limits are all possible ways to avoid scope creep. Finally, create backup plans.

I came across another study by Sliger, M. (2010), to support Keifer, S. C. (1996) research. This is a nod to today's Agile methodologies, which anticipate and accept change throughout a project. Its value-driven approach provides for flexibility and accelerates delivery by prioritising the most critical areas first and employing rolling wave planning and progressive elaboration. The scope does not "creep" in agile frameworks since they are meant to embrace and manage change. Change is expected and welcomed throughout the project's life cycle.

## Recommendation

I'll focus on the methodologies in this research. A multi-method approach is used to discover scope creep issues, including SLR and interviews. As a result of the analysis of the two techniques, a conceptual framework has been given.

### (A) Comprehensive Literature Review (SLR)

SLR is a way of analysing a defined question that employs a variety of techniques to collect and critically evaluate data from the research included in the review process.

There are various stages of SLR.

PHASE	DESCRIPTION
Planning	a: Research Questions b: Data Sources c: Search String d: Inclusion Criteria e: Exclusion Criteria
Conducting	The second phase of the SLR process, i.e. conducting the review is performed to set review protocol into practice.
Reporting	After setting the review protocol in practice, reporting has been performed.

### (B) Interviews

Qualitative data analysis methodologies are used to collect and analyse data from unstructured interviews. We were able to approve the SLR criteria with the use of competent counsel, and we were able to pursue any missing or overlooked facts.

## Conclusion

In a word, traditional project management is based on a set of blueprints. And the Agile project management methodology prioritises value. Technology, such as Jira, makes things easier to handle and manage in today's software development projects. Last but not least, I'd like to point out that the fundamental questions with which I began my research at the beginning of the course remain important today. I'm almost done with my study on scope creep, which may happen in any project. The important element is that effective analysis, timetable management, and resource management should all be handled in project management. Whether we're working on traditional projects or those that use the Agile methodology. By supporting Agility as a skill in the project, Agile projects provide a unified method for managing complicated projects considerably easier.

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