

Agile Project Management: MSD Case Study

Nicole Vosátková, 2023

Masaryk Institute of Advanced Studies, CTU in Prague



MASARYKŮV ÚSTAV
VYŠŠÍCH STUDIÍ
ČVUT V PRAZE

Master's thesis supervisor: Ing. Mgr. Tomáš Sadílek, Ph.D.

Workplace: MÚVS ČVUT v Praze, Institute of Management Studies

Abstract

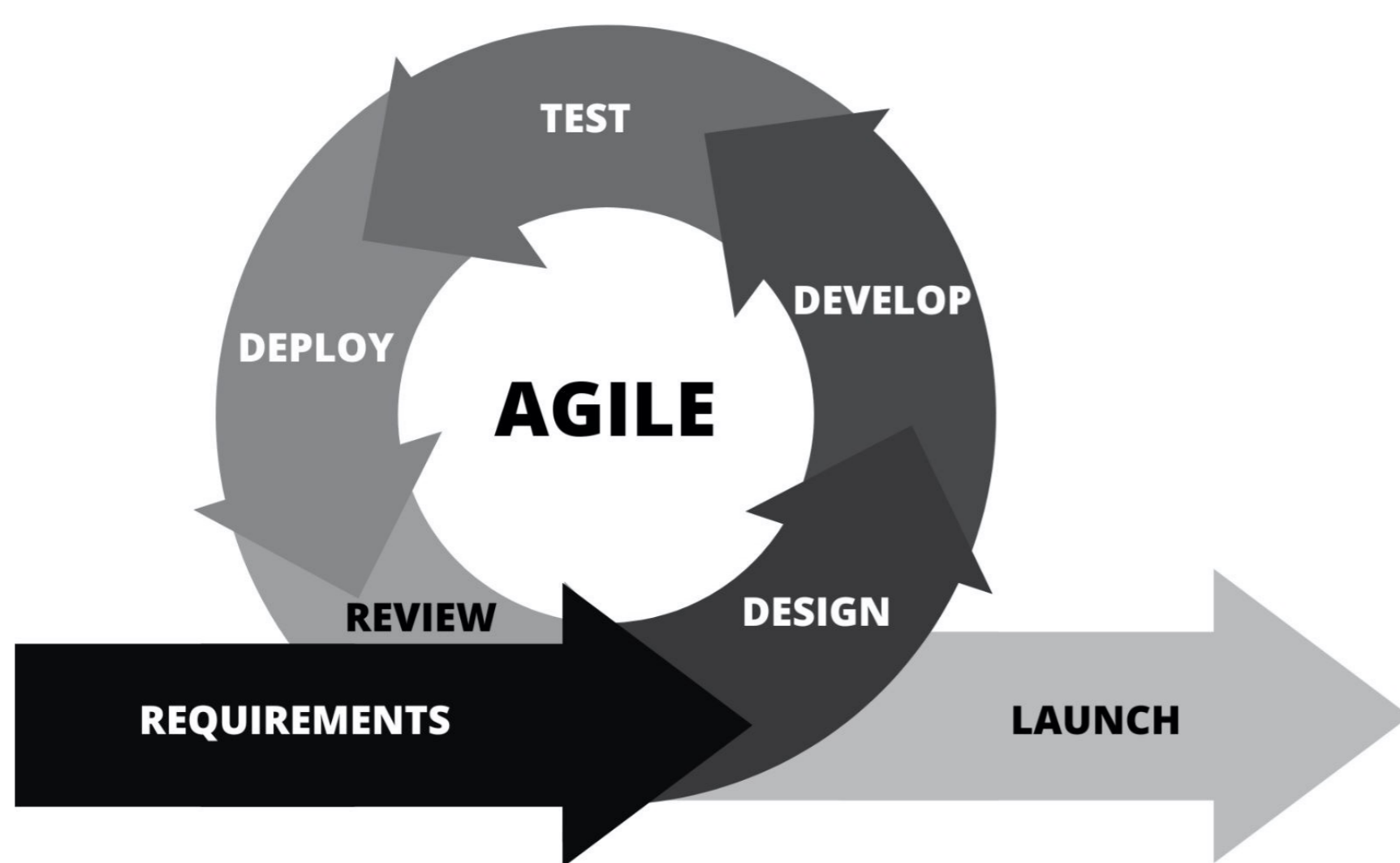
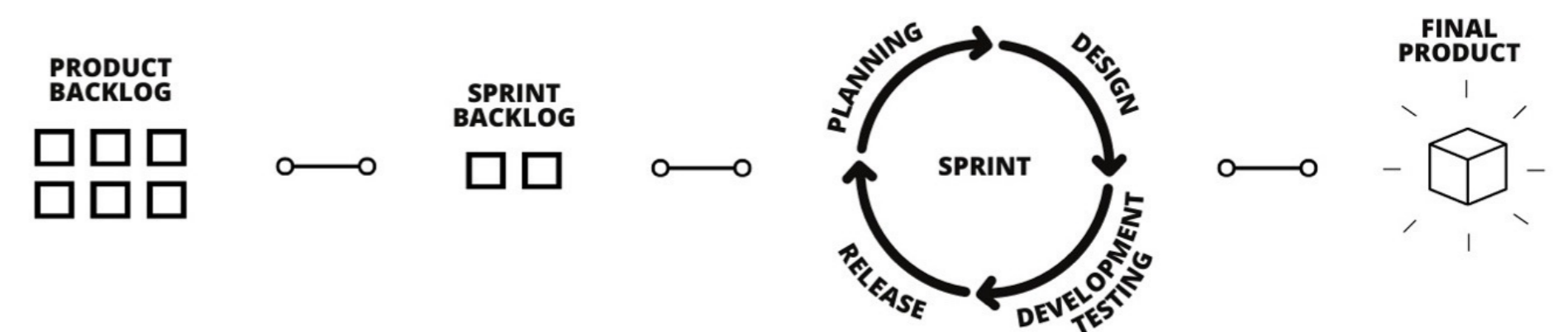
This thesis examines the effectiveness of Agile Project Management, an interactive project management method, from the perspective of employees at MSD, a leading global biopharmaceutical company. The aim of this study is to analyse and describe the use of Agile methodology by MSD's IT staff. The theoretical part of the thesis compares traditional project management with Agile methodology. The practical part of the thesis is based on a qualitative method, a Case Study, including a quantitative survey, to analyse the use of Agile methodology among MSD IT employees and to understand their views and experiences of implementing Agile management. The findings indicate MSD IT staff frequently employ various Agile practices, particularly product backlog, the presence of a Product Owner, as well as the utilisation of either a Kanban or Scrum board. Moreover, the Agile practices deemed most effective by MSD IT staff entail the presence of a Scrum Master, a Product Owner, daily collaboration, as well as a product backlog. Based on the findings, recommendations are made for MSD to enhance their Agile methodology and increase awareness of Agile within MSD IT. These recommendations encompass offering broader educational programs, training, and support to employees regarding Agile practices and enhancing awareness and promoting the availability of such resources. In addition, cultivating a culture that prioritises ongoing enhancements and fostering cross-functional cooperation. Overall, this thesis contributes to the understanding of Agile methodology and its effectiveness in the context of MSD IT. Additionally, the conclusions and recommendations presented in this study may also be useful for other companies seeking to implement Agile methodology in their organisations.

The Topic of Agile

The area of interest for this thesis was Agile project management, explored in more detail from the perspective of MSD's IT staff within the case study. Agile project management and product development have been a trend in recent years. This way of thinking, complemented by methods, practices and techniques, has gained its popularity due to its ability to adapt to changing environments caused by market changes, new technologies, business models or by gradual learning and clarification of mutual misunderstandings.

Agile is most commonly used in software development, but is also being adopted in other areas such as IT operations, marketing, and HR. Although there is a lot of emphasis on the implementation of Agile methods in many companies nowadays, it has been confirmed that Agile is still considered a modern method that many people still lack knowledge and experience about.

Many companies are attempting to apply Agile principles even deeper than just to their projects and are undergoing what is called an Agile transformation of the entire company.



MSD Case Study

The practical part of the thesis will focus on the empirical aspect of the study, which pertains to the case study of the organisation MSD. The chapter includes a detailed description and justification of the research methodology employed, followed by a description of the preparatory phase of the case study, where research questions were formulated, and the implementation phase. In the end, the analysis and evaluation of the results obtained through the questionnaire survey will be presented. Additionally, the findings of the case study will be briefly compared with another public study. Finally, this chapter concludes with a set of recommendations and suggestions based on the data collected.

The data collection for the case study was conducted through a questionnaire survey administered within the MSD company. Supplementary data were obtained through interviews with key stakeholders. It is important to note that all sensitive company information, including but not limited to the names of projects, products, respondents, Agile coaches, employees, and Agile teams, will be kept confidential in accordance with internal corporate policies.

By utilising a combination of primary and secondary data sources, this study aims to provide a comprehensive and in-depth analysis of the MSD case study, which can serve as a valuable reference for practitioners and researchers in the field of Agile Development.

The present thesis holds potential for practical application within MSD and other organisations interested in adopting the Agile approach.

Additionally, it can serve as a valuable resource for IT professionals, educators, project managers, and those involved in employee development in Agile.

The extensive literature review and case study presented provide useful insights, particularly for individuals who lack familiarity with Agile methodologies. These resources may also serve as a source of inspiration for organisations not currently utilising Agile practices.