

EVALUATION OF AGILE PROJECT MANAGEMENT PRACTICE AT ANZ SUPPORT SERVICES INDIA LTD, BENGALURU

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ABSTRACT

In today's fast-moving, perpetually changing market, using a holistic approach to project management, one that includes agile techniques, enables flexibility and the use of the right approach for the right project is an essential strategic competence. Agile approaches can complement traditional project management methods to quickly meet customer demands in today's increasingly dynamic marketplace. The main benefit of Agile Project Management is its ability to respond to issues as they arise throughout the course of the project. Making a necessary change to a project at the right time can save resources and, ultimately, help deliver a successful project on time and within budget. ANZ support services India Ltd roll out of agile methodologies across its business and technology divisions is well under way, with many employees working in Agile teams. It is also revealed that the organisational style and associated methodologies would help the company respond more quickly to customer needs, create higher staff engagement and boost efficiency.

Keywords: Agile Project Management, ANZ Support Services India Ltd.

INTRODUCTION

An organization's strategic initiatives are implemented through projects and programs that drive change, enhance competitive advantage and fuel growth, it is imperative that companies take a holistic approach to project management and select the project management method that best suits the needs of a given project. In today's fast-moving, perpetually changing market, using a holistic approach to project management, one that includes agile techniques, enables flexibility and the use of the right approach for the right project is an essential strategic competence. Agile approaches can complement traditional project management methods to quickly meet customer demands in today's increasingly dynamic marketplace. Agile practices rose to prominence within the information technology industry, where adaptability and agility are required to meet the demand for flexibility inherent in that business space. The considerations that led to the

widespread use of agile within the information technology industry now have implications across a wide range of industries, as software and other technologies increasingly impact everything from product manufacturing to marketing initiatives. Agile techniques allow project teams to deliver specific features and then work with customers on improvements in real time. So while agile is not practiced in place of managing a project, the approach is frequently introduced as a means of accelerating the phases of a project. Agile project management (APM) has recently emerged as a new and different way of managing projects. Some experts are already voicing the opinion that APM will become the project management of the 21st century.

LITERATURE REVIEW

Jeff Totten (2017) conducted a study with the purpose to understand whether agile project management methods (Scrum in particular) used successfully in the software industry are also being used in full, or in part, in non-software development industries when managing product development projects. From the survey he found that agile project management is used in industries other than software development, mainly in manufacturing, training and consulting, research and development, and education. Four independent variables that showed significance with project success included: (1) the commitment by management with a clear vision, (2) holding daily stand-up meetings, (3) keeping task sizes small, and (4) using visual management. He also found that the main reason for not using agile project management is insufficient time to change from current methods.

Andre Henriksen (2016) found that practices which improves customer feedback, helps the team to understand customer needs and improves the team process, are most likely to affect project success in his study on "Agile project management: A case study on agile practices" with the goal of identifying possible factors which could affect the success of an agile project.

Karlheinz Kautz (2016) contributed a study which demonstrated the positive impact of the agile development and project management method Scrum on process transparency in Information Systems Development projects. He investigated the impact of Scrum on the six concepts productivity, quality, team leadership, employee satisfaction, customer satisfaction, and process transparency for and found that it managed to exploit the potential of Scrum with regard to increasing process transparency.

OBJECTIVES

1. To understand the reasons to adopt agile project management.
2. To find out the main benefits of Agile Project Management to ANZ Support Services India Ltd, Bengaluru.

METHODOLOGY

The study is based on the data collected through interview of employees and from the official website of ANZ support services India. The study adopts descriptive and analytical research design. Secondary data collected from books, online journals, Report, websites etc.

Agile Project Management

Agile project methodology breaks down projects into small pieces that are completed in work sessions that run from the design phase to testing and quality assurance. These sessions are often called sprints, the term for iteration used in one specific and popular Agile development method known as Scrum. Sprints are generally short, running over days or weeks; they're typically two to four weeks long.

The Agile methodology enables teams to release segments as they're completed. This continuous release schedule allows for teams to demonstrate that these segments are successful and, if not, to fix flaws quickly. The belief is that this helps reduce the chance of large-scale failures, because there is continuous improvement throughout the project lifecycle.

The main benefit of Agile Project Management is its ability to respond to issues as they arise throughout the course of the project. Making a necessary change to a project at the right time can save resources and, ultimately, help deliver a successful project on time and within budget.

APM vs Waterfall

Agile Project Management was, and remains, a counter to the waterfall methodology. The waterfall methodology features a strict sequential approach to projects, where initiatives start with gathering all requirements before the work begins, scoping out the resources needed, establishing budgets and timelines, performing the actual work, testing and then delivering the project as a whole when all the work is completed.

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ANZ's operations in India are an integral part of ANZ's global network comprising:

- Australia and New Zealand Banking Group Limited (ANZ) India branch.
- ANZ Operations and Technology Pvt. Ltd, Bengaluru and
- ANZ Support Services India Ltd, Bengaluru.

Australia and New Zealand Banking Group Limited (ANZ) in India

ANZ established its Mumbai branch in 2011 and today supports institutional and corporate clients in India and across the other 34 markets in our global network with their banking requirements for local and offshore facilities. In May 2014, ANZ received in-principle approval from the Reserve Bank of India (RBI) to open new branches in Gurgaon, New Delhi's prime business hub and in outer Bengaluru. ANZ commenced operations in Gurgaon in July 2015, and in outer Bengaluru in May 2016. India is a major engine of growth in the region and is deepening its trade and investment flows with Asia and ANZ's home markets of Australia and New Zealand.

ANZ India offers a full range of institutional banking services including Indian Rupee and foreign currency services, working capital and term financing, transaction banking, foreign exchange and interest rate solutions, deposits and advisory services. With its in-depth local knowledge and global expertise, ANZ India also gives clients access to ANZ's extensive capabilities in natural resources, agriculture and infrastructure to help them harness the growing trade and investment opportunities across Asia Pacific, and support their domestic requirements.

ANZ Operations and Technology and ANZ Support Services India, Bengaluru

ANZ Operations & Technology Pvt. Ltd. and ANZ Support Services India Pvt. Ltd. aspire to create a unique climate of inspiration, leadership, values and opportunities. It is an integral part of ANZ's Technology Services and Operations division.

In Bengaluru, ANZ currently employs more than 7,000 people in technology development, operations and shared services roles. The group has been servicing ANZ's technology needs for more than 25 years and has in recent years extended its capabilities to include operations and support functions.

ANZ Support Services India Ltd, Bengaluru

Anz Support Services India Private Limited is a Private incorporated on 27 September 2007. It is classified as Non-govt company and is registered at Registrar of Companies, Bangalore. ANZ Support Services India Pvt Ltd provides offshore services including IT and back office services to Australia and New Zealand Banking Group Limited. It is involved in Software publishing,

consultancy and supply. Software publishing includes production, supply and documentation of ready-made (non-customized) software, operating systems software, business & other applications software, computer games software for all platforms. Consultancy includes providing the best solution in the form of custom software after analyzing the user's needs and problems. Custom software also includes made-to-order software based on orders from specific users. Also, included are writing of software of any kind following directives of the users; software maintenance and web-page design. It operates as a subsidiary of Australia & New Zealand Banking Group Limited.

Reasons for adopting Agile Project Management by ANZ Support Service India Ltd.

There are three reasons:

- To provide better value and faster service to customer.
- To increase involvement in work, attract new talents in the new market and to work more collaboratively.
- To improve the efficiency of the machine that work at a higher rate of knots.

Agile Practices adopted by ANZ Support Service India Ltd.

Given the shift in work from project managers to Agile teams, Agile Project Management demands that team members know how to work in this new fashion. They must be able to collaborate with each other, as well as with users. They must be able to communicate well to keep projects on track. They should feel empowered to take appropriate actions at the right times in order to keep pace with delivery schedules.

Four values of Agile Manifesto are:

- Individual and interaction over process and tools.
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan.

Twelve principles of Agile Manifesto are: Customer satisfaction, embracing change, speed recovery, collaboration, empowerment, effective communication, good metrics, steadiness, operational excellence, simplicity, self organisation and continuous improvement.

ANZ support services India Ltd felt that they need to build organizational agility and ability to change. In order to meet the requirements the following Agile Project Management practices were adopted:

- Team members with agile mindset were appointed to continuously evaluate time and cost as they moved through their work.
- A Kanban wall was used by the team to see what activities everyone was working on and to get everyone talking about their work.
- A small squad was set up to make the most of individual skill sets.
- A project manager is essential for success under the traditional project-delivery methodologies, such as the waterfall model while under APM his role is distributed among the team members.
- The new way of working starts by moving from a traditional hierarchy model into one with squads and tribes, who will work together to drive what they are doing and be accountable for it. A squad is a small, multidisciplinary and autonomous team of business and technology people focused on a specific customer goal or machine that they are responsible for delivering end-to-end. A tribe is collection of squads that have related customer missions.
- Cross functional environment where focus was on whom the employees work with as opposed to who they report to was created. This eventually determines how the employees work to deliver an improved customer experience and simplify their work.

FINDINGS OF THE STUDY

- The executives of the company felt that becoming agile is mission critical for the company.
- An agile approach fosters a more efficient, flexible and more energised work environment.
- It has helped to innovate faster and respond relevantly to customer needs and demands.
- Agile way of working has proven impact on radically improving customer experience.
- It has made the company to adopt a culture that brought about ownership, empowerment and customer centricity in everything one does.
- Organisational style and associated methodologies helped the bank to respond more quickly to customer needs, create higher staff engagement and boost efficiency.
- Because Agile management relies on the ability to make decisions quickly, it is not suitable for organizations that tend to deliberate over issues for a prolonged period or for those that take decisions to a committee.
- There are also potential drawbacks, however, including a tendency for projects to go off track, a lack of documentation and less predictable outcomes are a few.

- There are many elements of agile project management that will take time to mature and embed, which will continuously improve the companies efficiency over time. It will also require tenacity.

CONCLUSION

Holistic approach to project management is contributing to better business outcomes. Agile Project Management methodology delivers numerous benefits which includes the rapid deployment of solutions, more efficient use of resources, greater flexibility and adaptability to changing needs, more rapid detection of problems and increased collaboration with users. Agile Project Management (APM) is an iterative approach to planning and guiding project processes. In Agile Project Management the roles and responsibilities of Project Manager are shared among others on the project namely the team, scrum master and product owner. The main reason for ANZ Support Services India Ltd to adopt Agile Project Management is to provide better value and faster services to customers. It has helped to innovate faster and respond relevantly to customer needs and demands. Because Agile management relies on the ability to make decisions quickly, it is not suitable for organizations that tend to deliberate over issues for a prolonged period or for those that take decisions to a committee.

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