

UNIVERSITI TEKNOLOGI MARA

**A CASE STUDY ON PLANNING POKER
ACTIVITY: PROBLEMS AND FACTORS OF
FAILURE TO DELIVER**

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ABSTRACT

It has been almost three years ago when Exact Asia Development Center also known as Exact ADC started using Scrum as its system development methodology. A lot of systems and functionalities successfully delivered to the customers in a short period of time as well as high in quality to meet the market need nowadays where everything must be fast, reliable and agile enough to cater for the massive changes of technology. Intensive communication among product owners, stakeholders, and team members are the effective approach in gathering knowledge that help achieving business goals and facilitates business processes (Rich C. Lee, 2012). However, among these success stories, there are still some delayed and failed projects that cannot be delivered on time. To identify the cause of this matter, the investigation must start from the root, which is the effort estimation in planning phase. Thus, this paper discuss about the problems faced by the developers in Exact ADC when using planning poker as the effort estimation technique and also the factors that caused the failure in delivering the user stories.

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