MBA USP ESALQ

AGILE METHODOLOGIES

Prof. Gino Terentim

Eduardo Aparecido Sereguin Cabral de Nelo 339.652.318-04

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PROJECTS PROMOTE CHANGES

BUT WHAT DO WE DEFINE AS CHANGE?

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PROBLEMS AND SOLUTIONS

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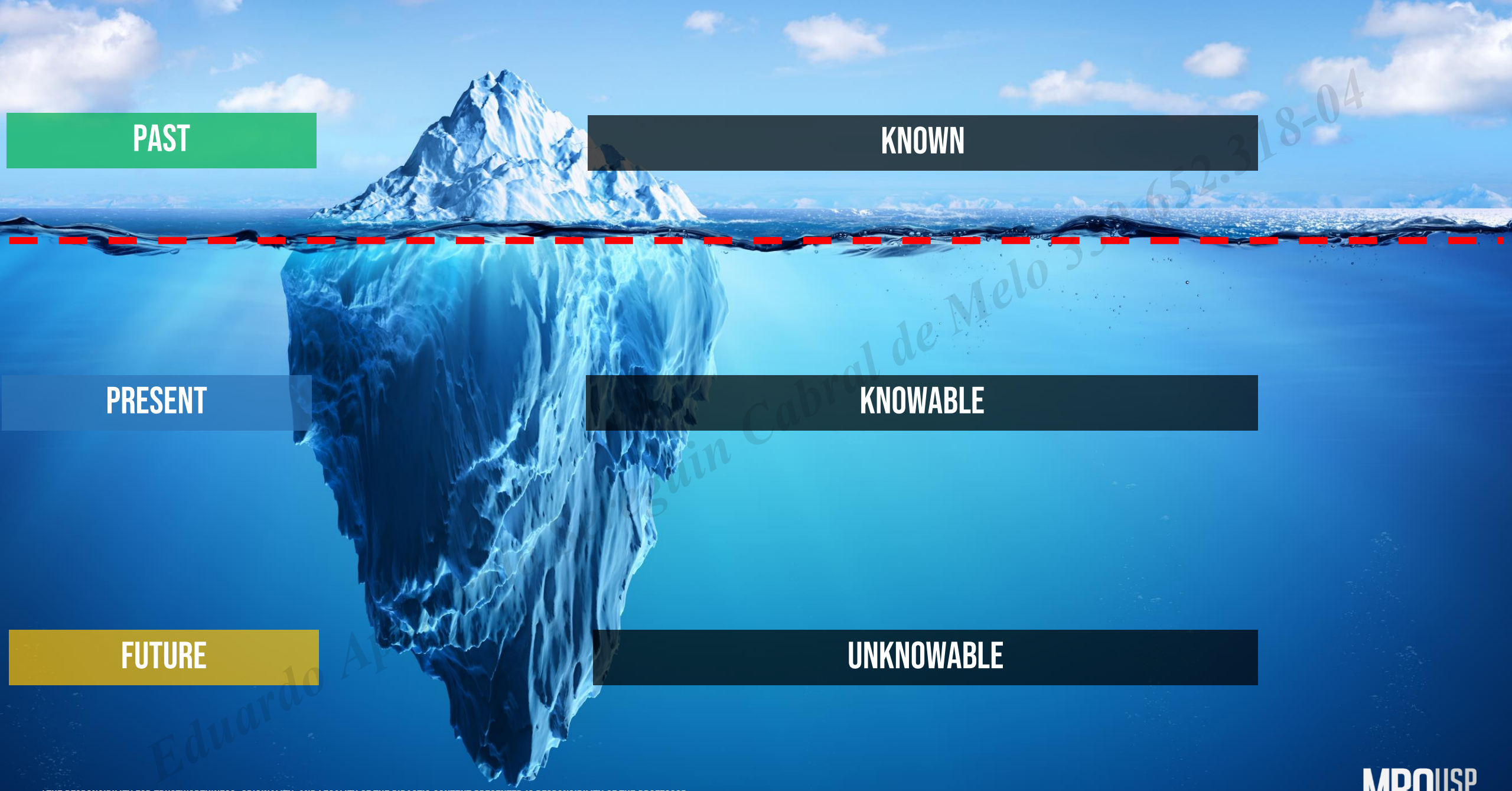

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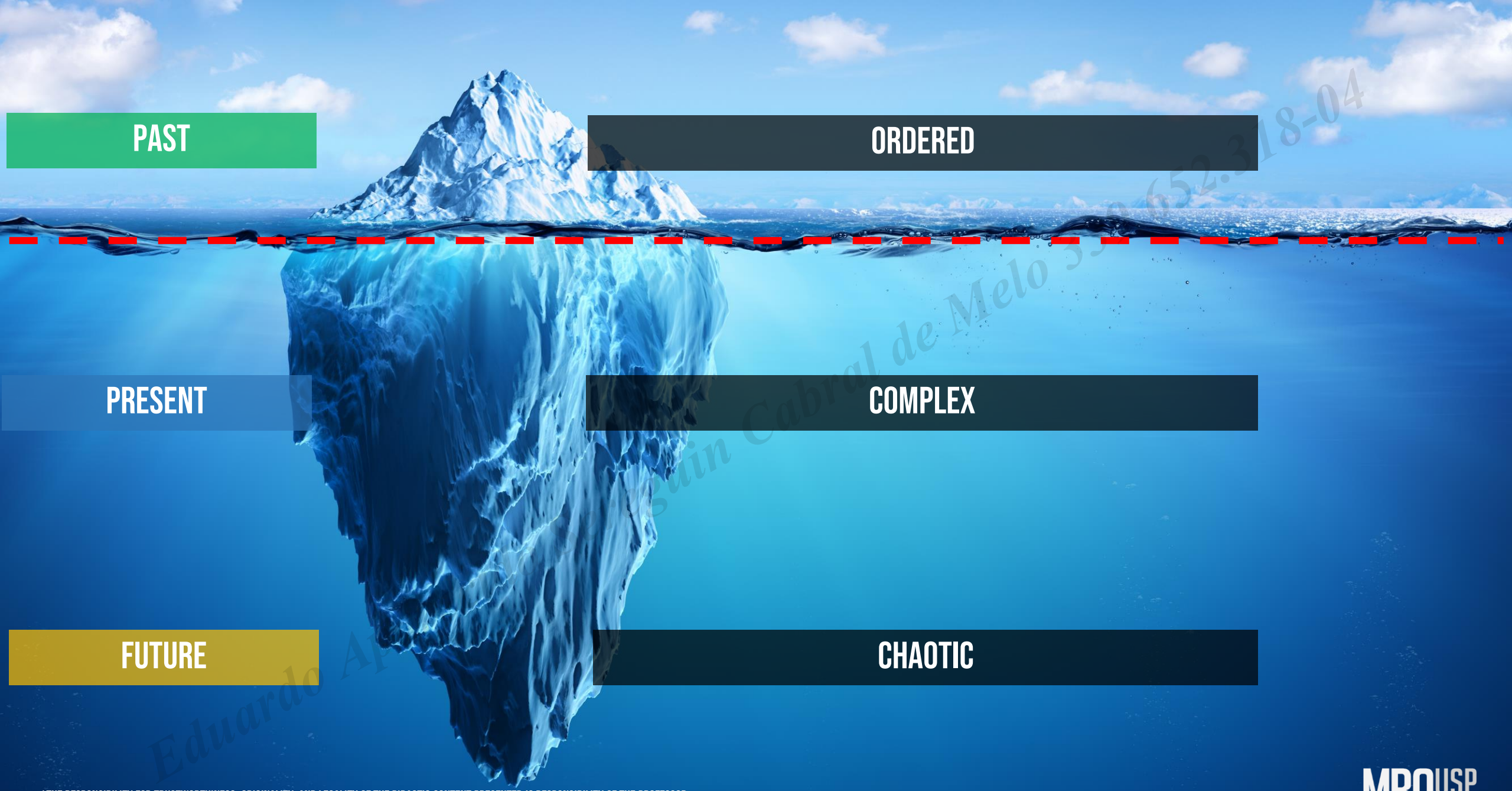

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RETHINKING LEARNING

...BUT HOW TO OBTAIN KNOWLEDGE TO SOLVE A PROBLEM?

Knowledge

- ***A priori***
  - Something is known a priori when it is known regardless of experience and through thought , reason, deduction and reminiscence.
- ***A posteriori*** **or empirical**
  - Something is known a posteriori when it is known through experience (sensory or introspective).

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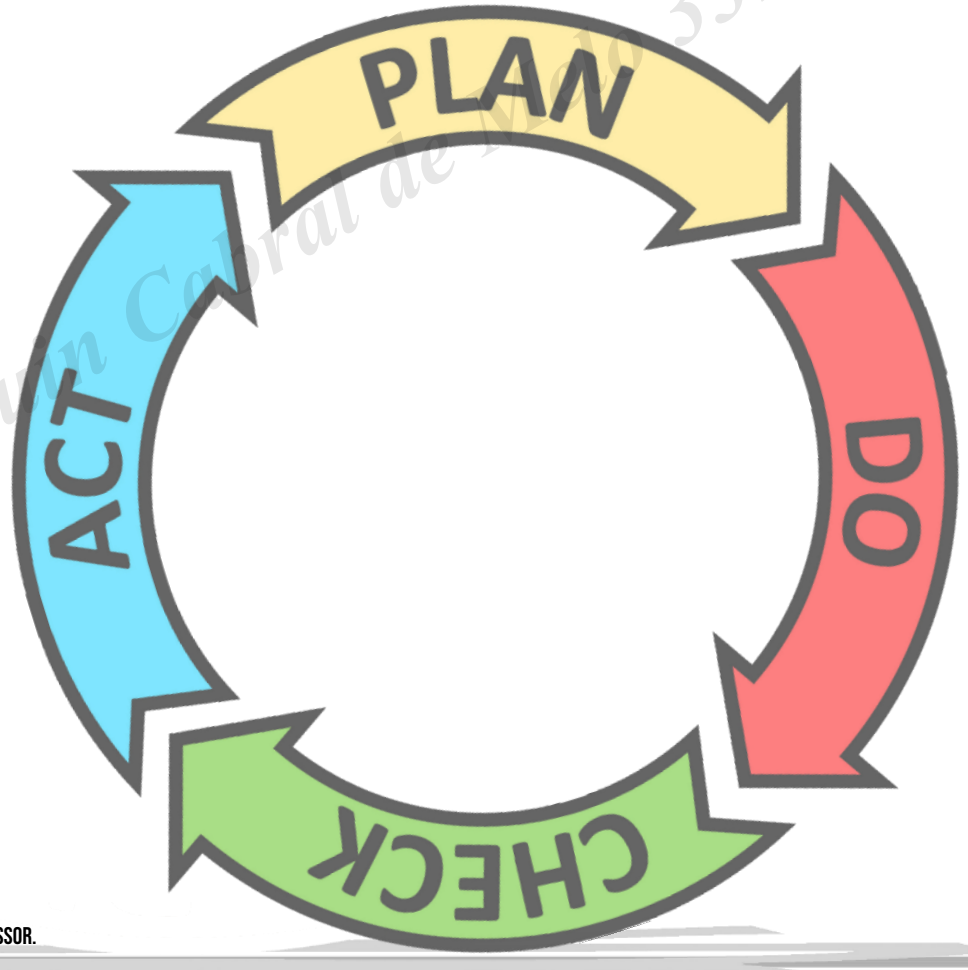
PDCA AND DCAP!



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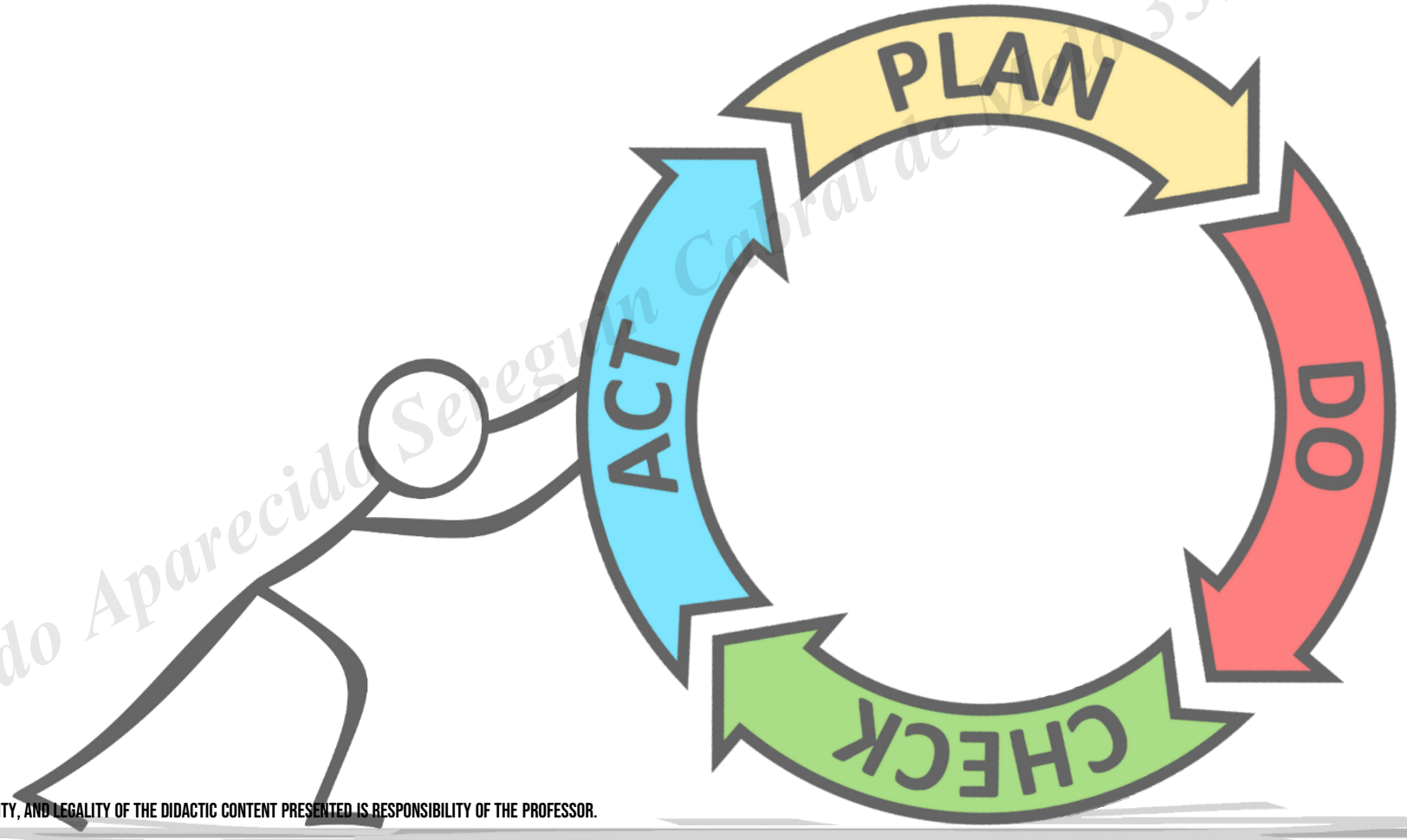

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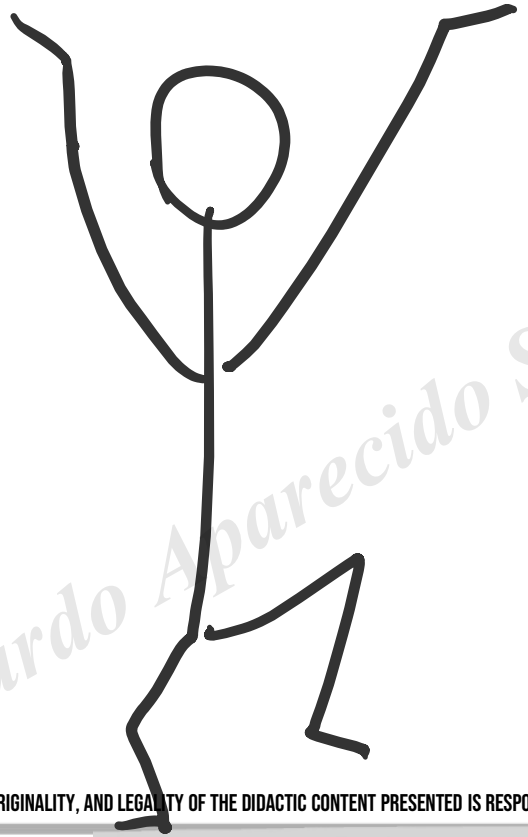

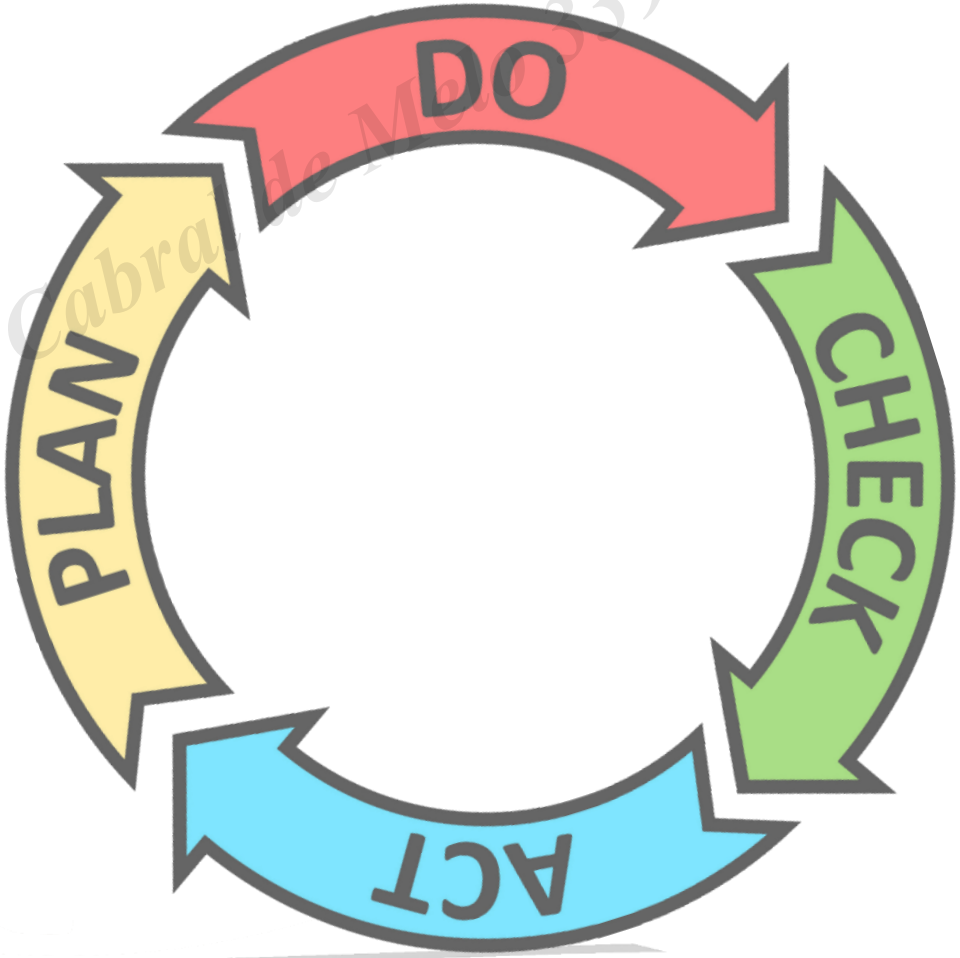

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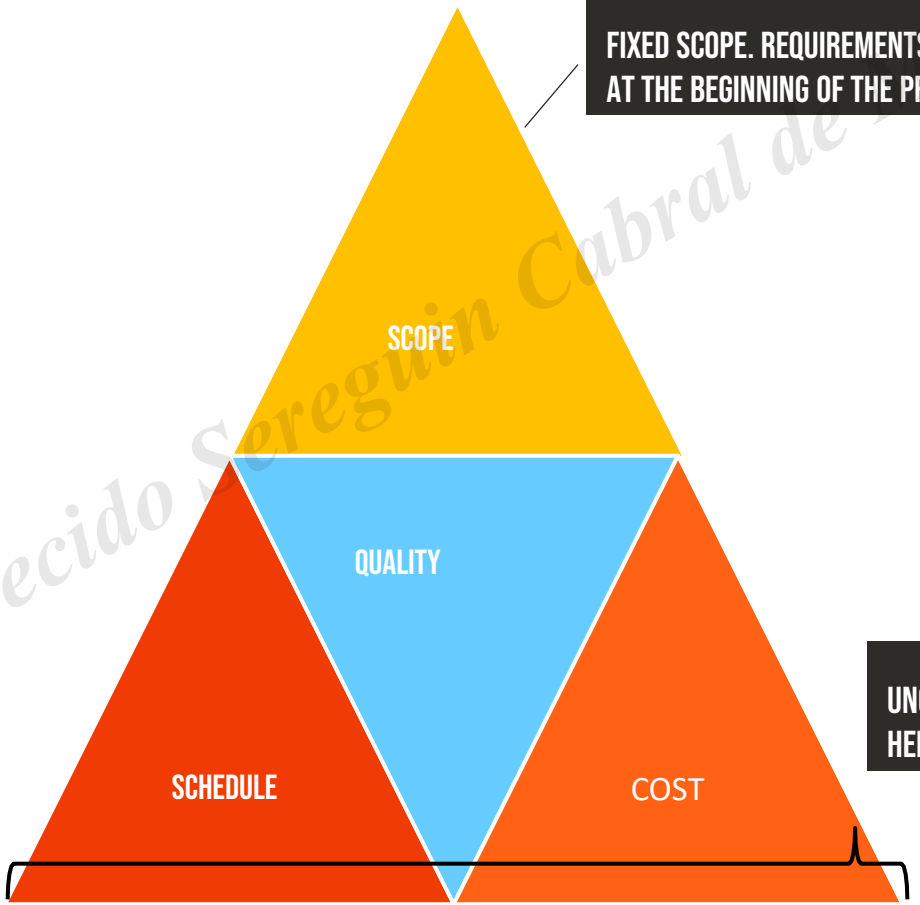
EMPIRICAL X ADAPTIVE

PREDICTION



FIXED SCOPE. REQUIREMENTS ARE DETAILED AT THE BEGINNING OF THE PROJECT.

UNCERTAINTIES WILL BE ACCOMMODATED HERE: IN THE SCHEDULE, COSTS OR BOTH

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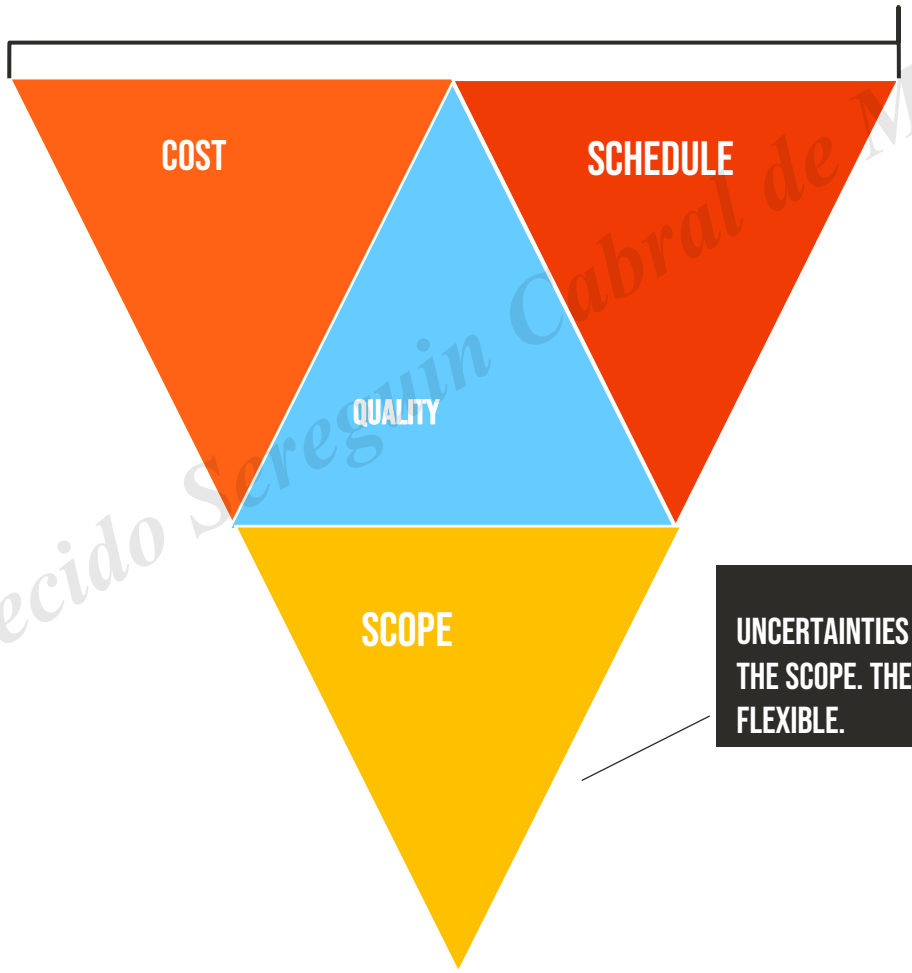
EMPIRICAL X ADAPTIVE

ADAPTIVE OR EMPIRICAL



ZERO-TOLERANCE IS CREATED TO STOP DEADLINE AND COSTS.

UNCERTAINTIES WILL BE ACCOMMODATED IN THE SCOPE. THE SCOPE WILL NEED TO BE FLEXIBLE.

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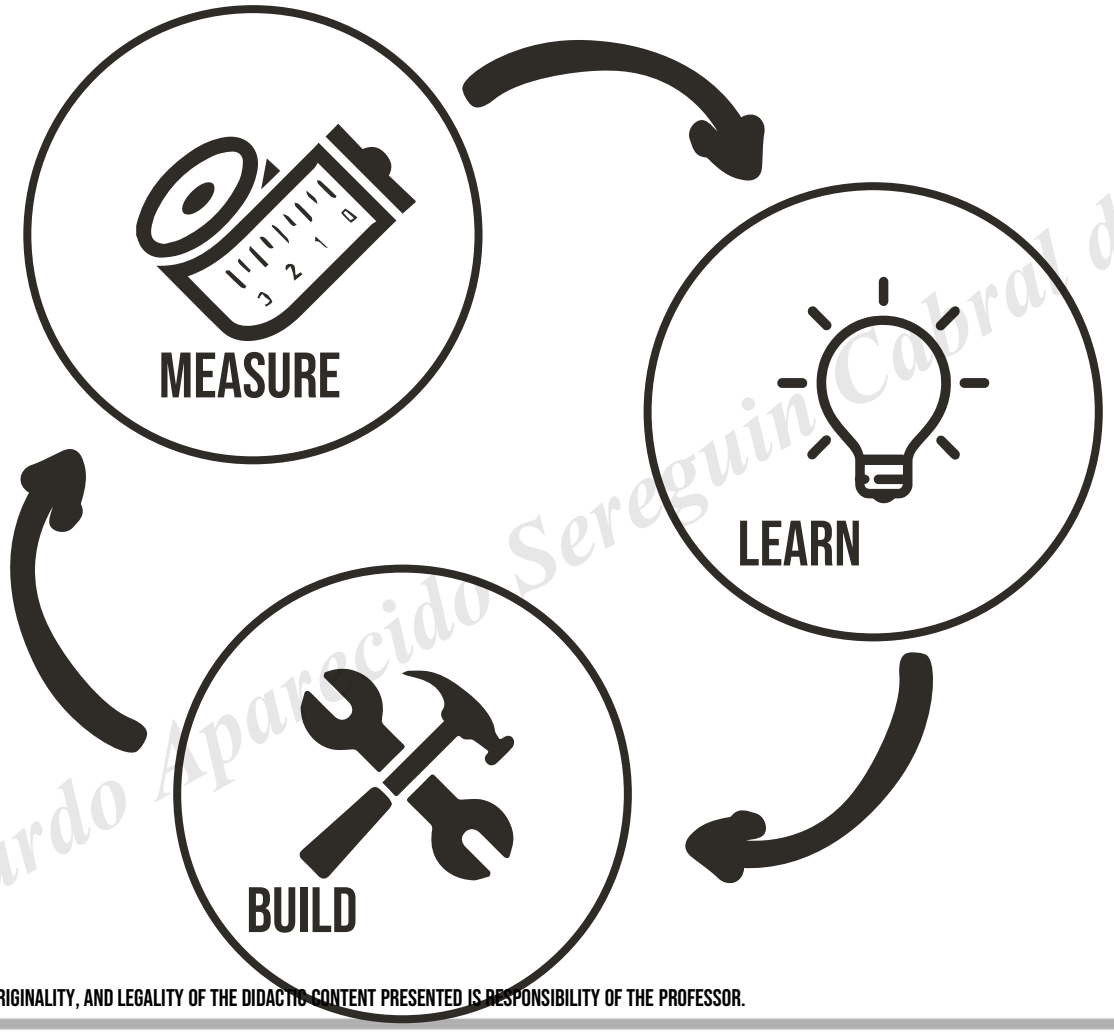
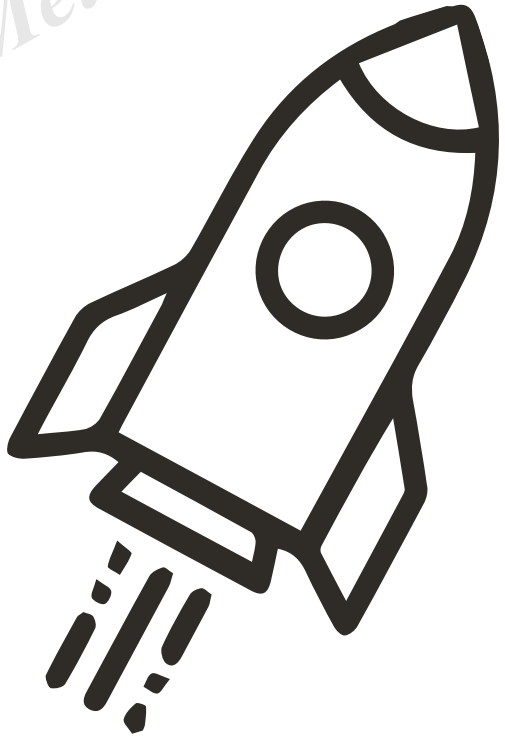
LEAN STARTUP





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PROBLEM MAP

PROBLEM

PROBLEM CONTEXT

IDENTIFIED CAUSES

CONSEQUENCES: KNOW EFFECTS

AFFECTED OR IMPACTED PEOPLE (DIRECTLY OR INDIRECTLY)

IMPORTANCE

REALITY X IDEAL

BLOCO 1: CONSISTENCY

BLOCO 2: RELEVENCE

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PROBLEM MAP

PROBLEM

PROBLEM CONTEXT

IDENTIFIED CAUSES

AFFECTED OR IMPACTED PEOPLE
(DIRECTLY OR INDIRECTLY)

IMPORTANCE

1

2

3

4

5

6

CONSEQUENCES: KNOW EFFECTS

REALITY X IDEAL

BLOCO 1: CONSISTENCY

BLOCO 2: RELEVENCE

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PROBLEM MAP

PROBLEM

PROBLEM CONTEXT

1

IDENTIFIED CAUSES

AFFECTED OR IMPACTED PEOPLE (DIRECTLY OR INDIRECTLY)

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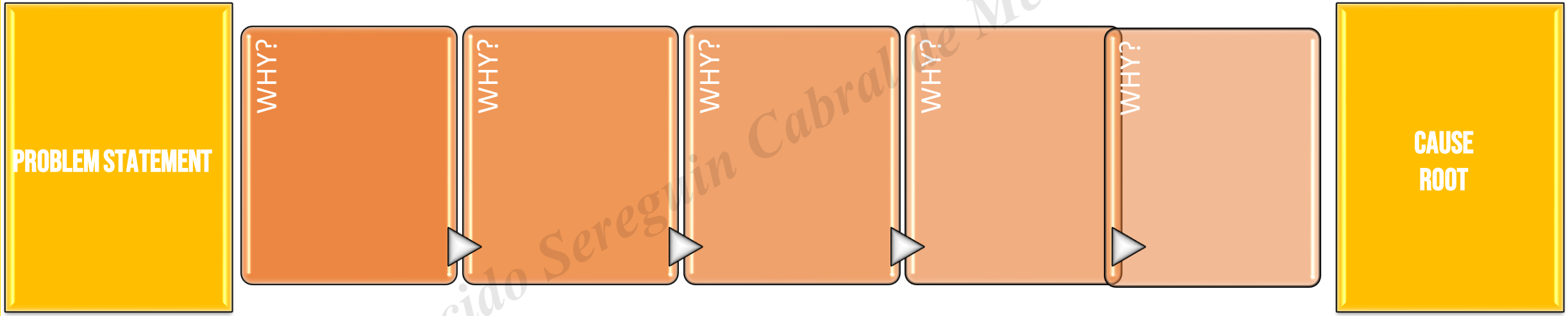
5 WHYS



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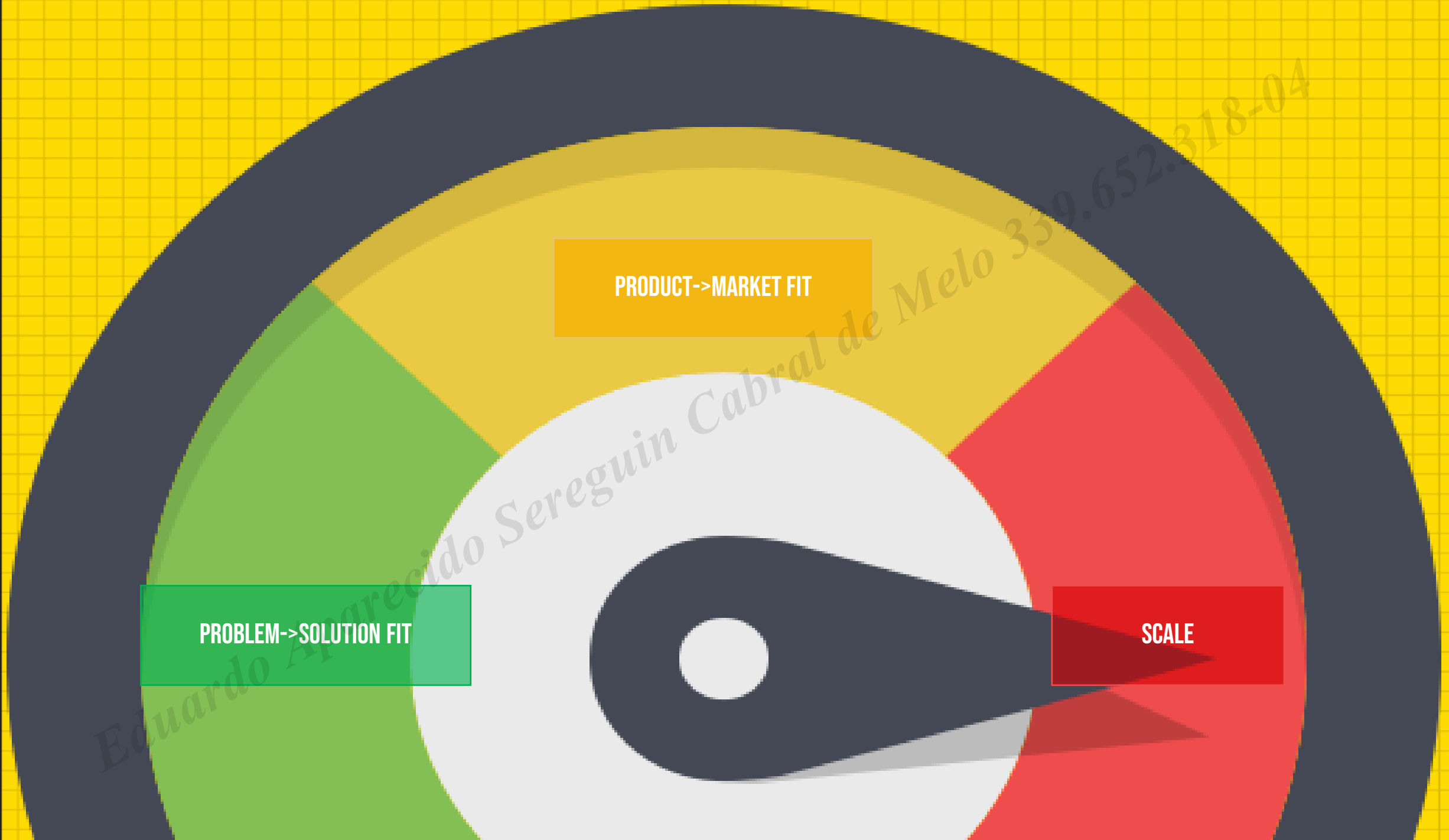

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Juarez Barreto Sereguin Cabral de Melo 339.652.318-0

CYNEFIN

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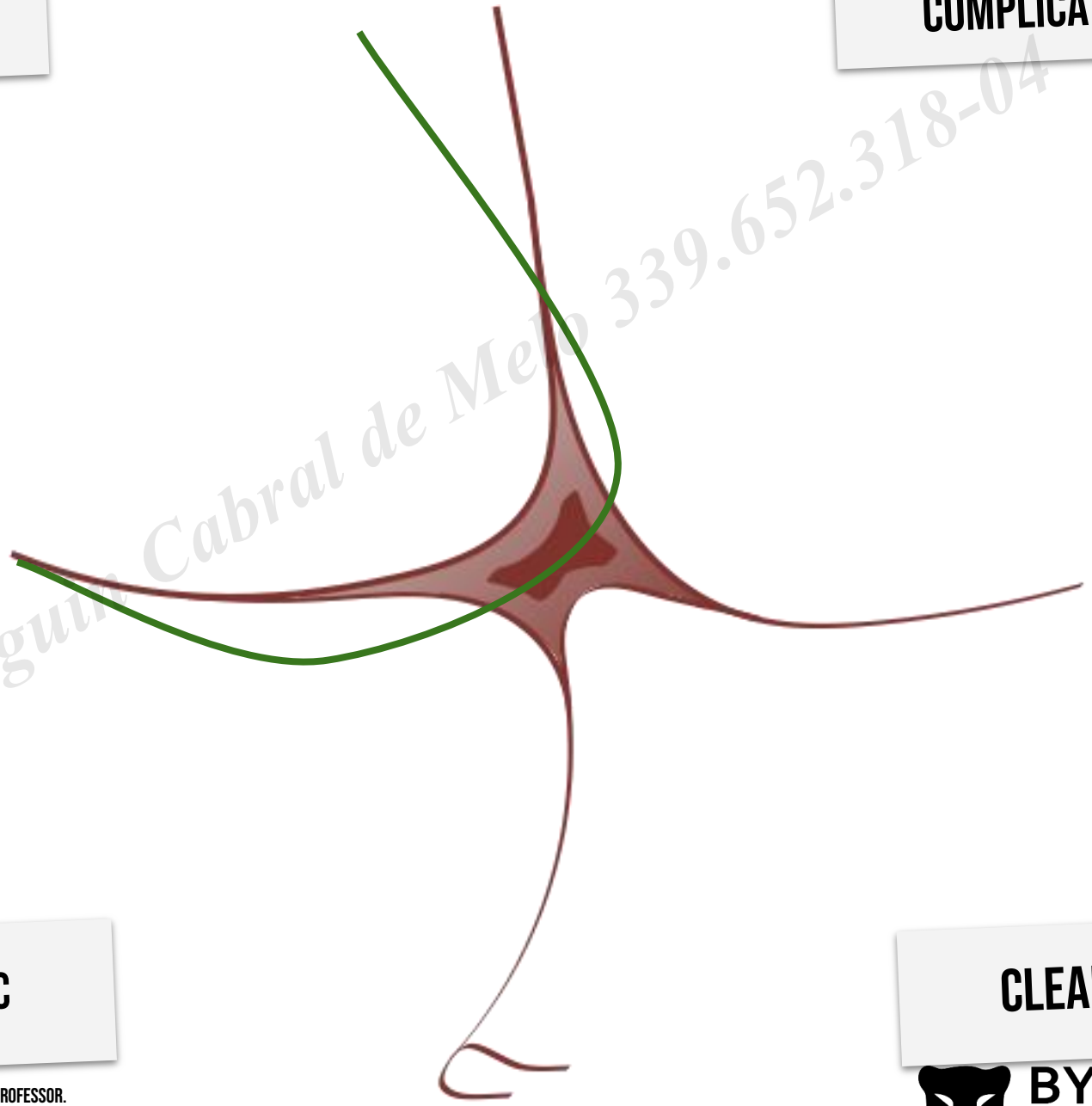
CYNEFIN FRAMEWORK

COMPLEX

COMPLICATED



CHAOTIC

CLEAR

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CYNEFIN FRAME WORK

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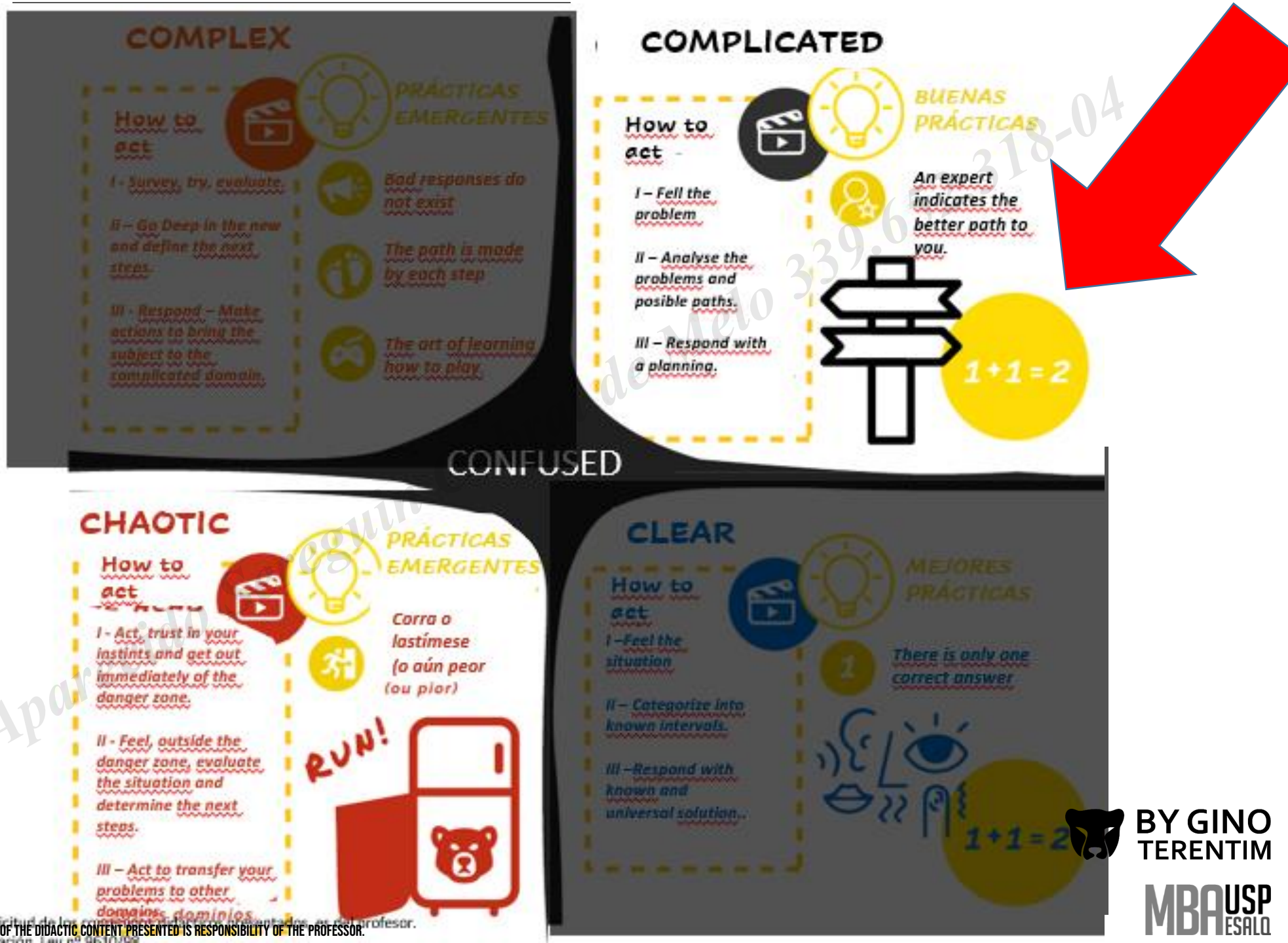

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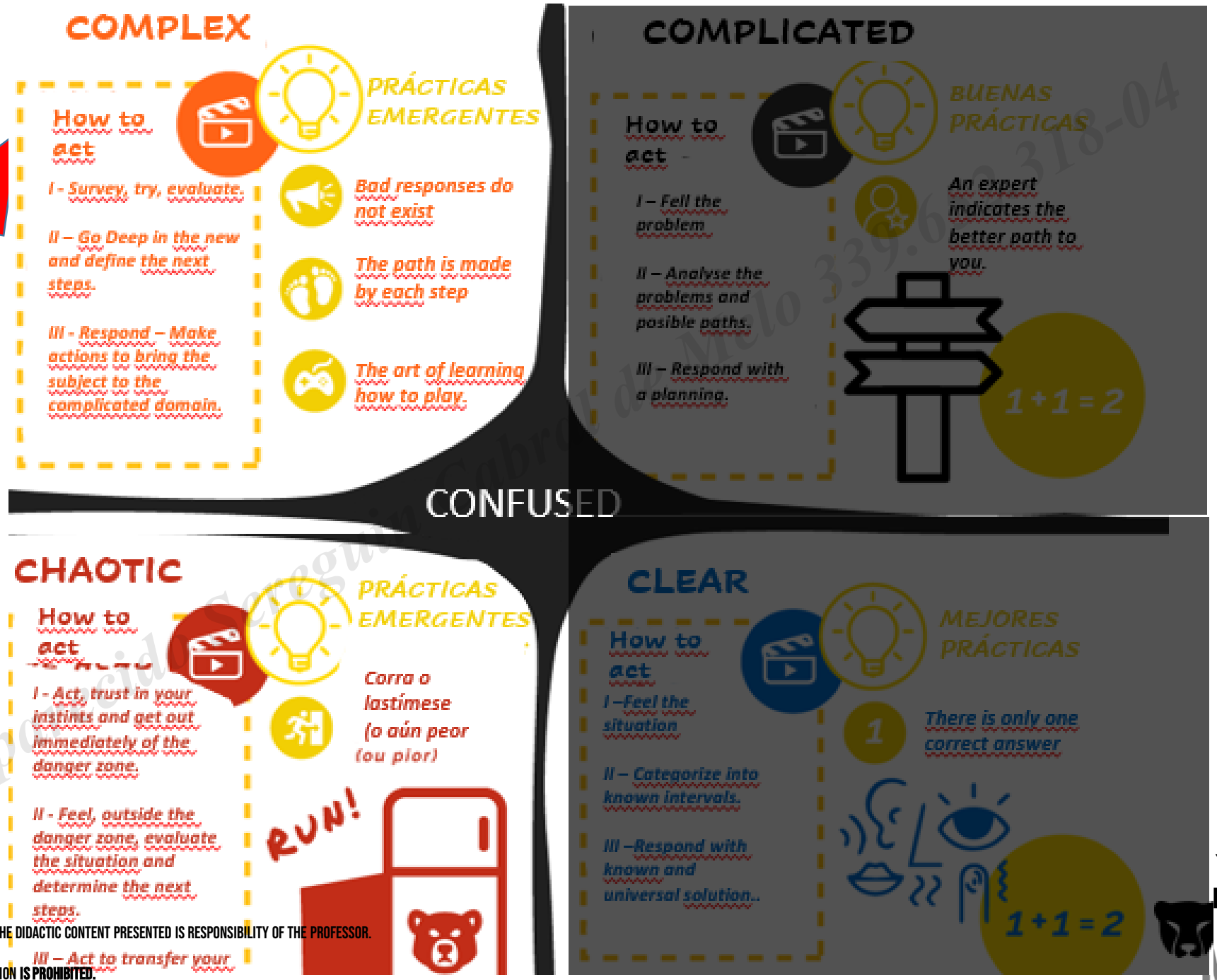

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CYNEFIN FRAME WORK

COMPLEX

How to act

I - Survey, try, evaluate.

II – Go Deep in the new and define the next steps.

III - Respond – Make actions to bring the subject to the complicated domain.

PRÁCTICAS EMERGENTES

Bad responses do not exist

The path is made by each step

The art of learning how to play.

COMPLICATED

How to act

I – Fell the problem

II – Analyse the problems and posible paths.

III – Respond with a planning.

BUENAS PRÁCTICAS

An expert indicates the better path to you.

1 + 1 = 2

CONFUSED

CHAOTIC

How to act

I - Act, trust in your instints and get out immediately of the danger zone.

II - Feel, outside the danger zone, evaluate the situation and determine the next steps.

III – Act to transfer your

domains. dominios

PRÁCTICAS EMERGENTES

Corra o lastímese (o aún peor (ou pior)

RUN!

CLEAR

How to act

I –Feel the situation

II – Categorize into known intervals.

III –Respond with known and universal solution..

MEJORES PRÁCTICAS

1 There is only one correct answer

1 + 1 = 2

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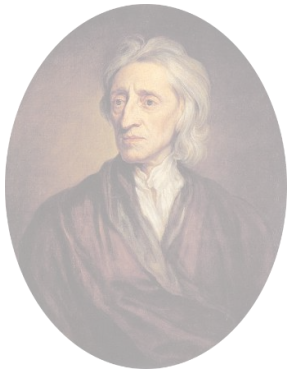
[illegible] didácticos presentados, es del profesor.

... BUT HOW TO OBTAIN KNOWLEDGE TO MAKE A DECISION?



KNOWLEDGE

A POSTERIORI OR EMPIRICAL

A PRIORI

SOMETHING IS KNOWN *A POSTERIORI* WHEN IT IS KNOWN THROUGH EXPERIENCE (SENSORY OR INTROSPECTIVE).

SOMETHING IS KNOWN *A PRIORI* WHEN IT IS KNOWN REGARDLESS OF EXPERIENCE AND THROUGH ONLY THOUGHT, REASON, DEDUCTION, AND REMINISCENCE.

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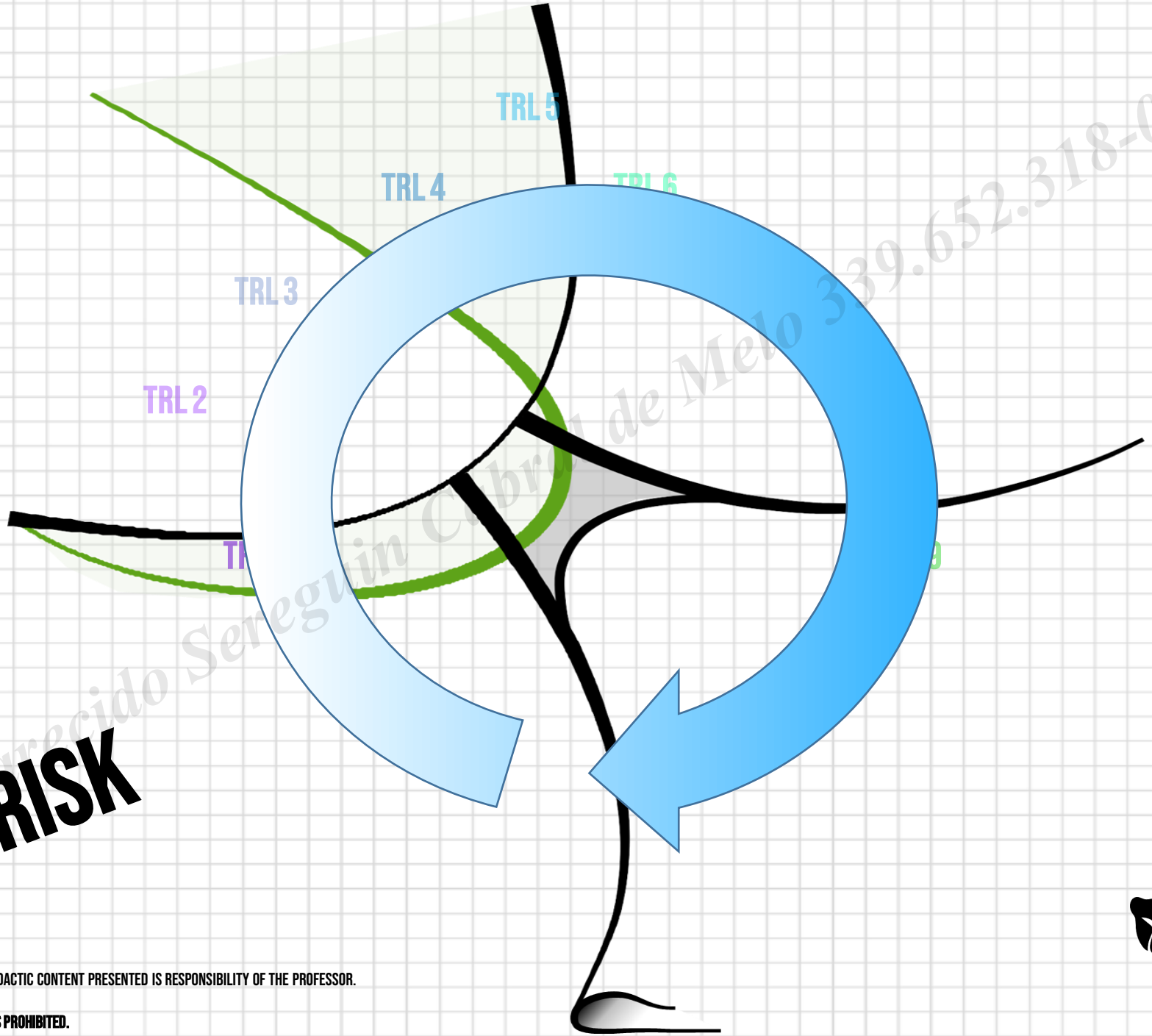

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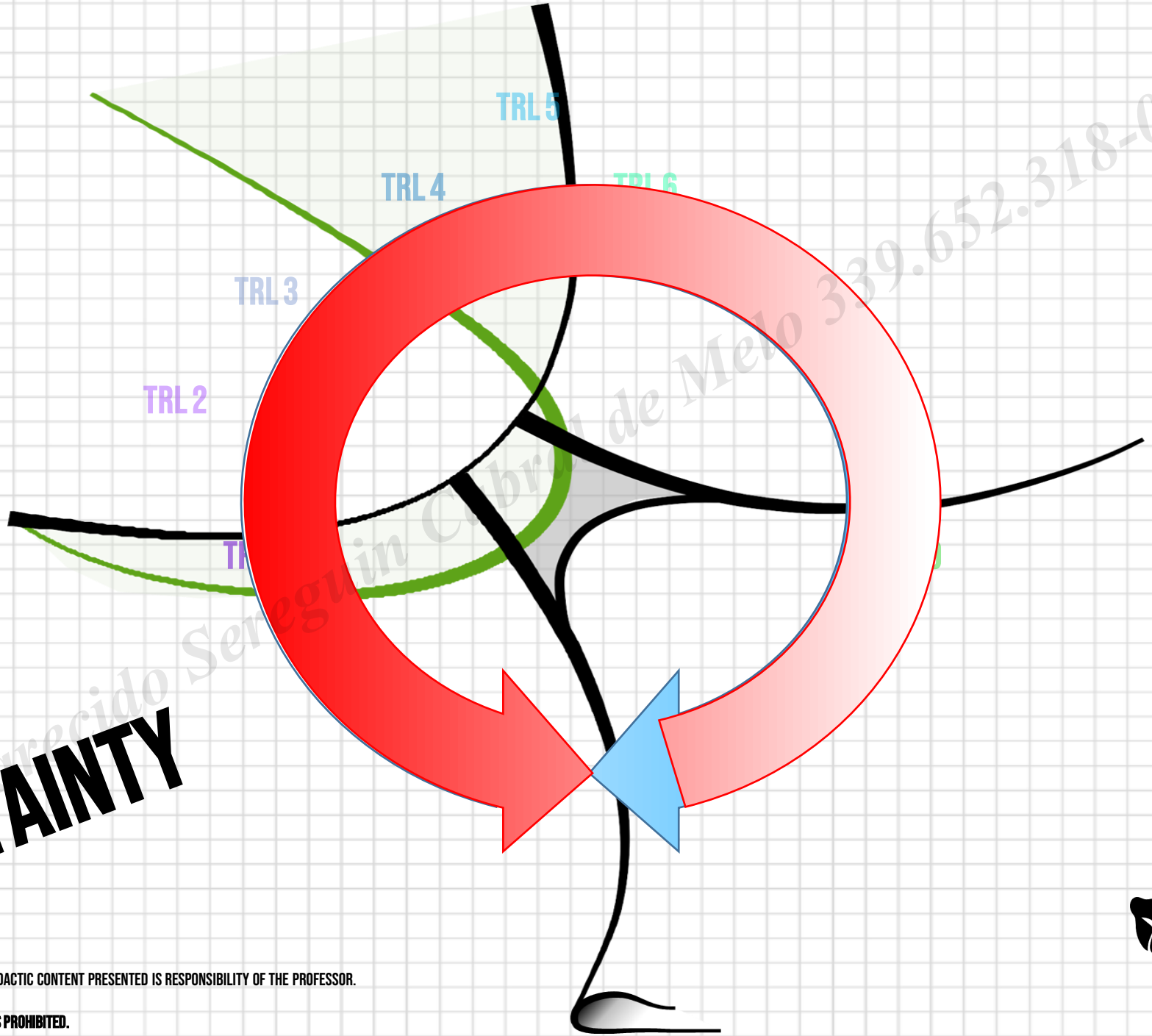

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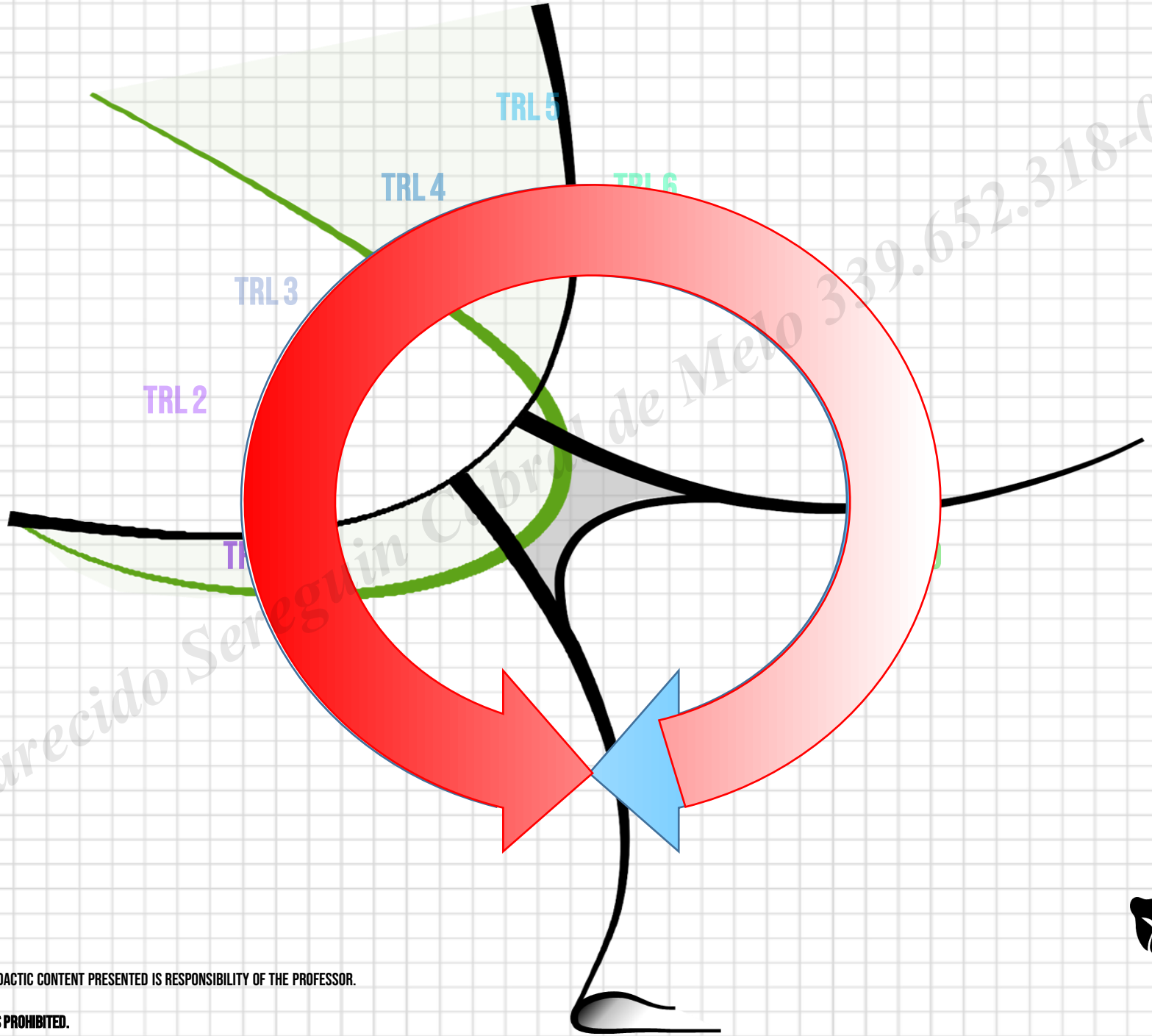

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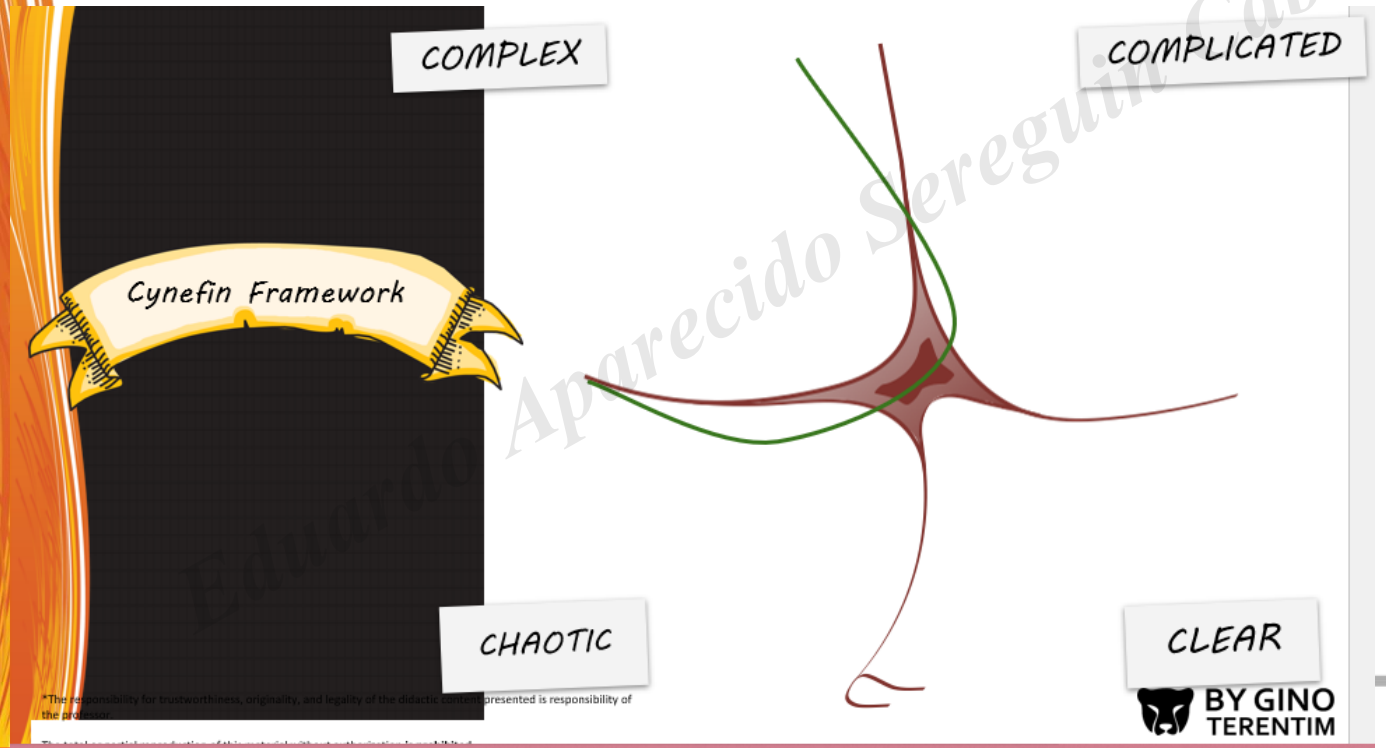
SUGGESTION OF ACTIVITY

CHOOSE ONE OF THE PROBLEMS PRESENTED. THEN, USE THE CAF METHOD (CONSIDER ALL FACTORS) TO GENERATE DECISIONS.



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PRODUCT->MARKET FIT

IS THE MARKET ANSWERING THE PRODUCT WITH ENTHUSIASM AND IS THE DIFFUSION INCREASING?

IS THERE A KNOWN AND APPLICABLE SOLUTION FOR THE PROBLEM?

PROBLEM->SOLUTION FIT

CAN THE PRODUCT BE MADE AVAIABLE TO THE MARKET IN A FULL AND SUSTAINABLE WAY?

SCALE

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TRL 9

- Actual system "flight proven" through successful mission operations

TRL 8

- Actual system completed and "flight qualified" through test and demonstration (ground or space)

TRL 7

- System prototype demonstration in a space environment

TRL 6

- System/subsystem model or prototype demonstration in a relevant environment (ground or space)

TRL 5

- Component and/or breadboard validation in relevant environment

TRL 4

- Component and/or breadboard validation in laboratory environment

TRL 3

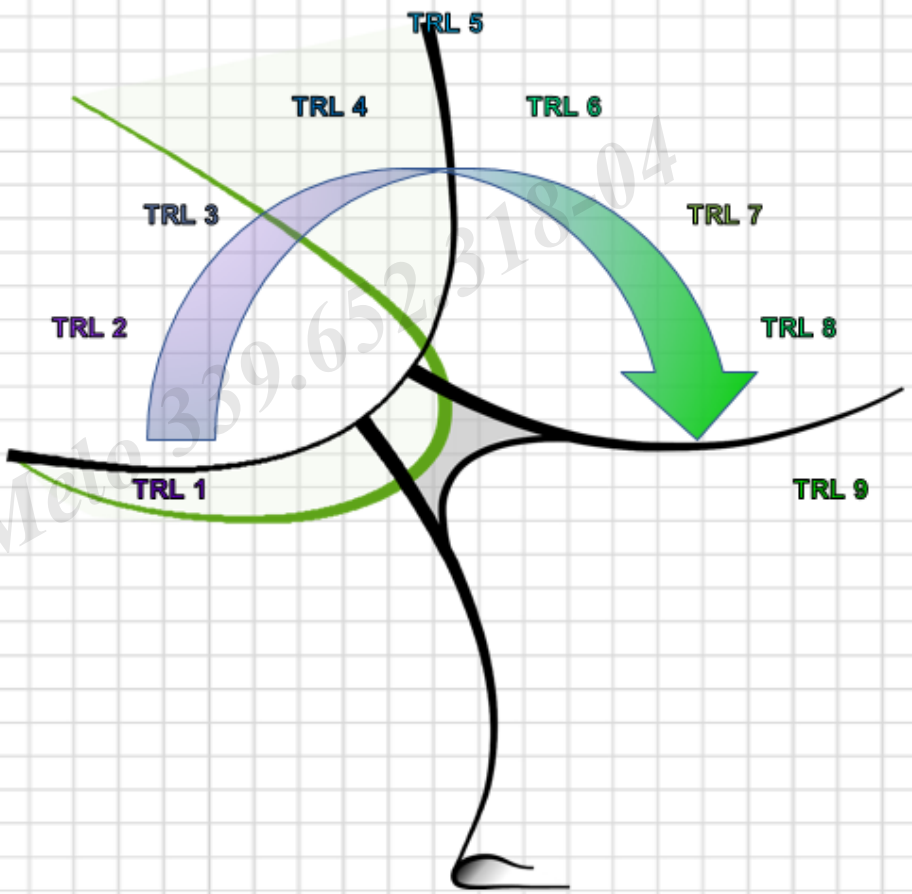
- Analytical and experimental critical function and/or characteristic proof-of-concept

TRL 2

- Technology concept and/or application formulated

TRL 1

- Basic principles observed and reported



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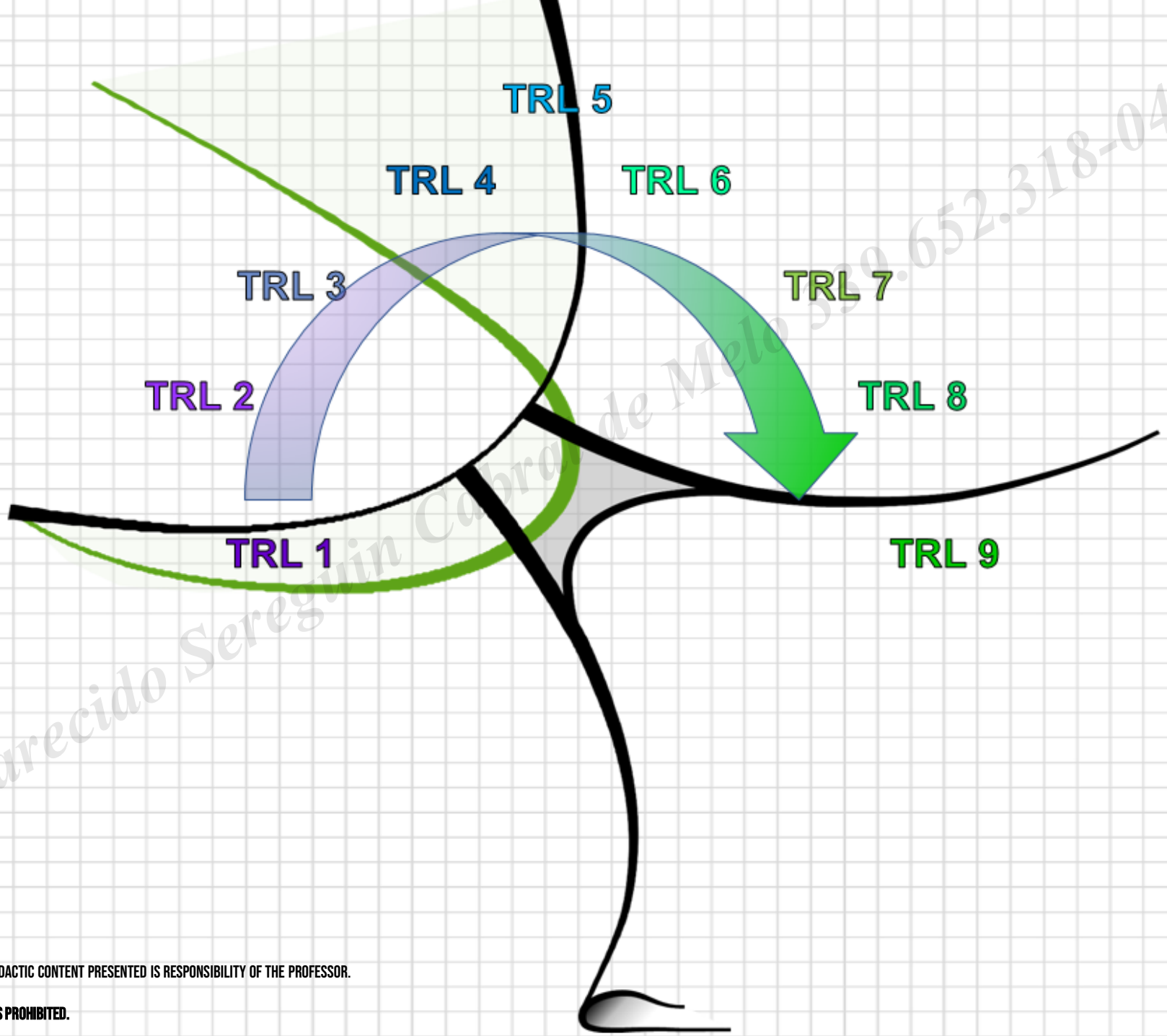

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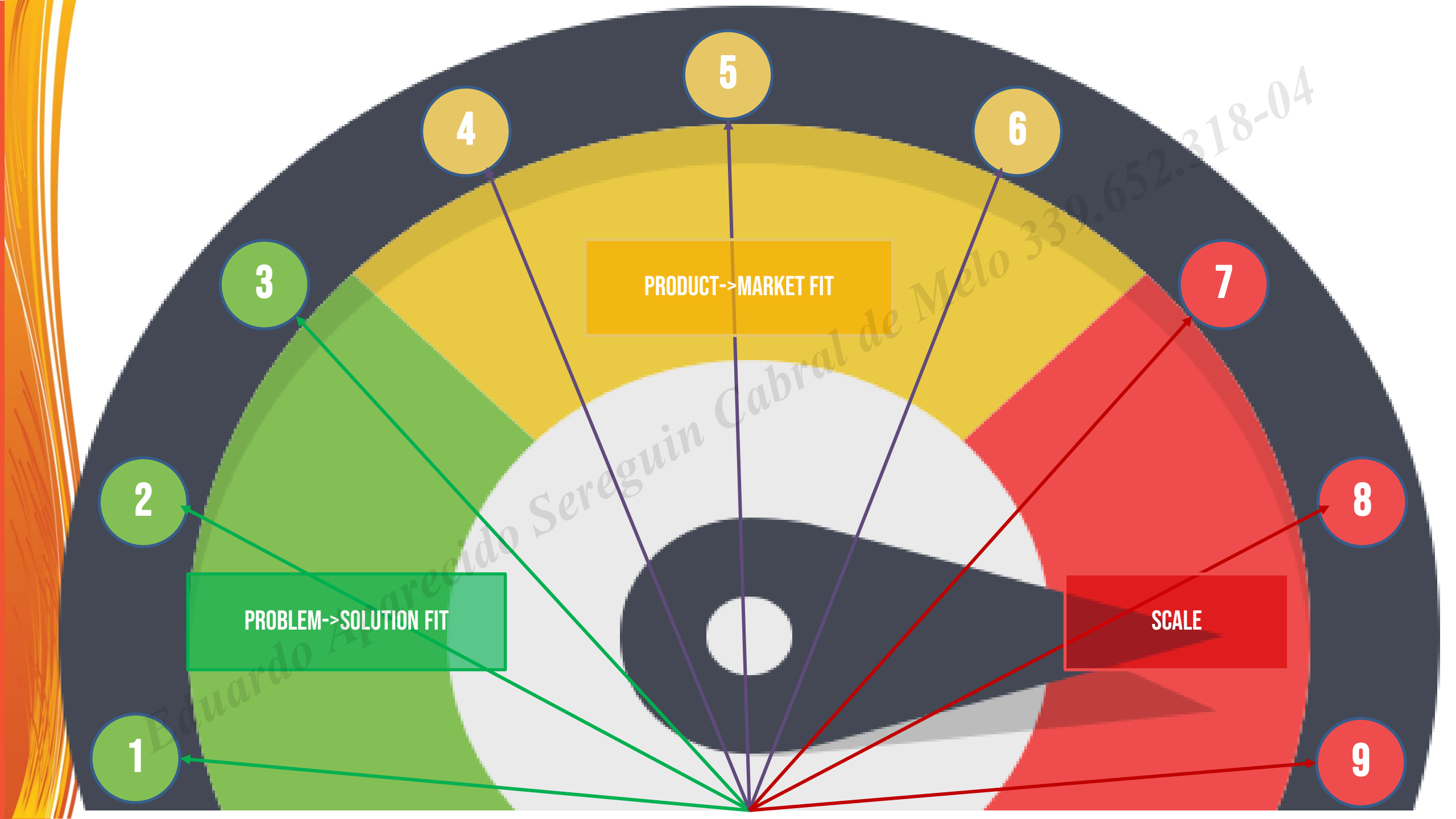

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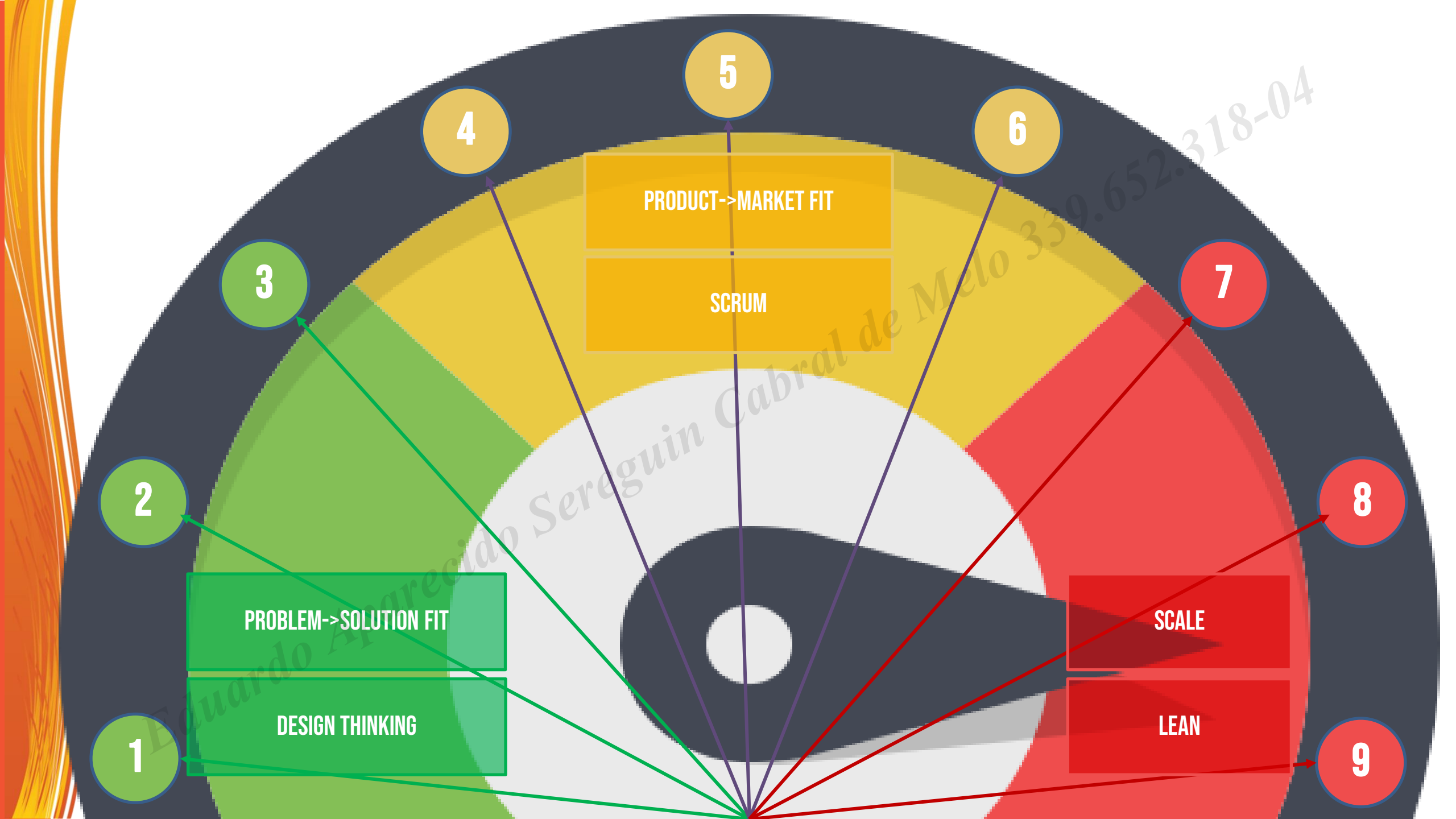

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PROJECT MANAGEMENT READINESS LEVEL

- FIRST ABYSS: VALIDATE THE PRODUCT ACCORDING TO THE MARKET
  THEY FAIL WHEN DOING PRODUCTS TECHNICALLY EFFICIENT, BUT THEY ARE NOT RECEIVED WELL BY THE MARKET
- SECOND ABYSS: VALIDATE THE PRODUCT ACCORDING TO THE PROCESS
  THEY FAIL WHEN SCALING BAD PROCESSES

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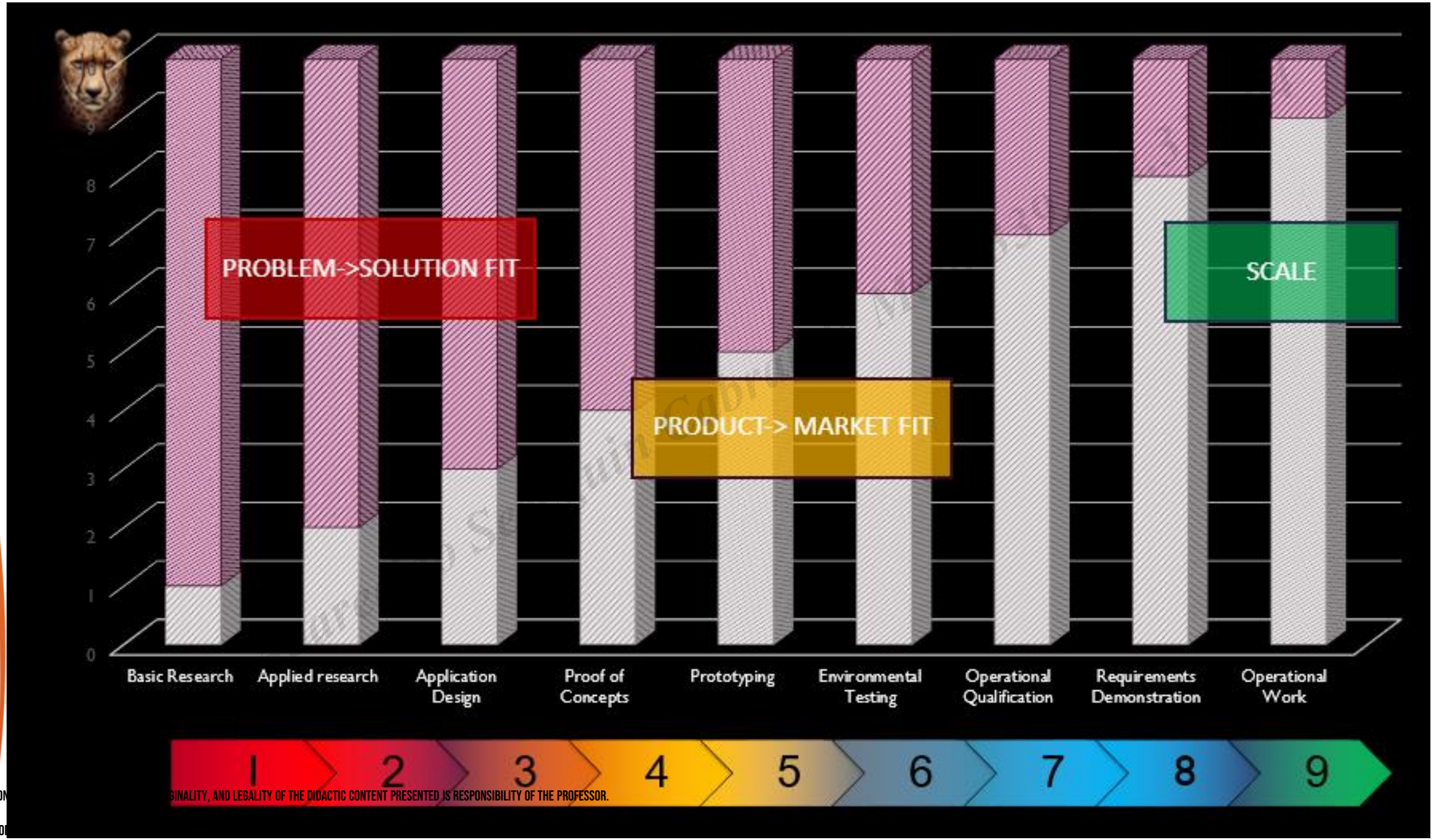

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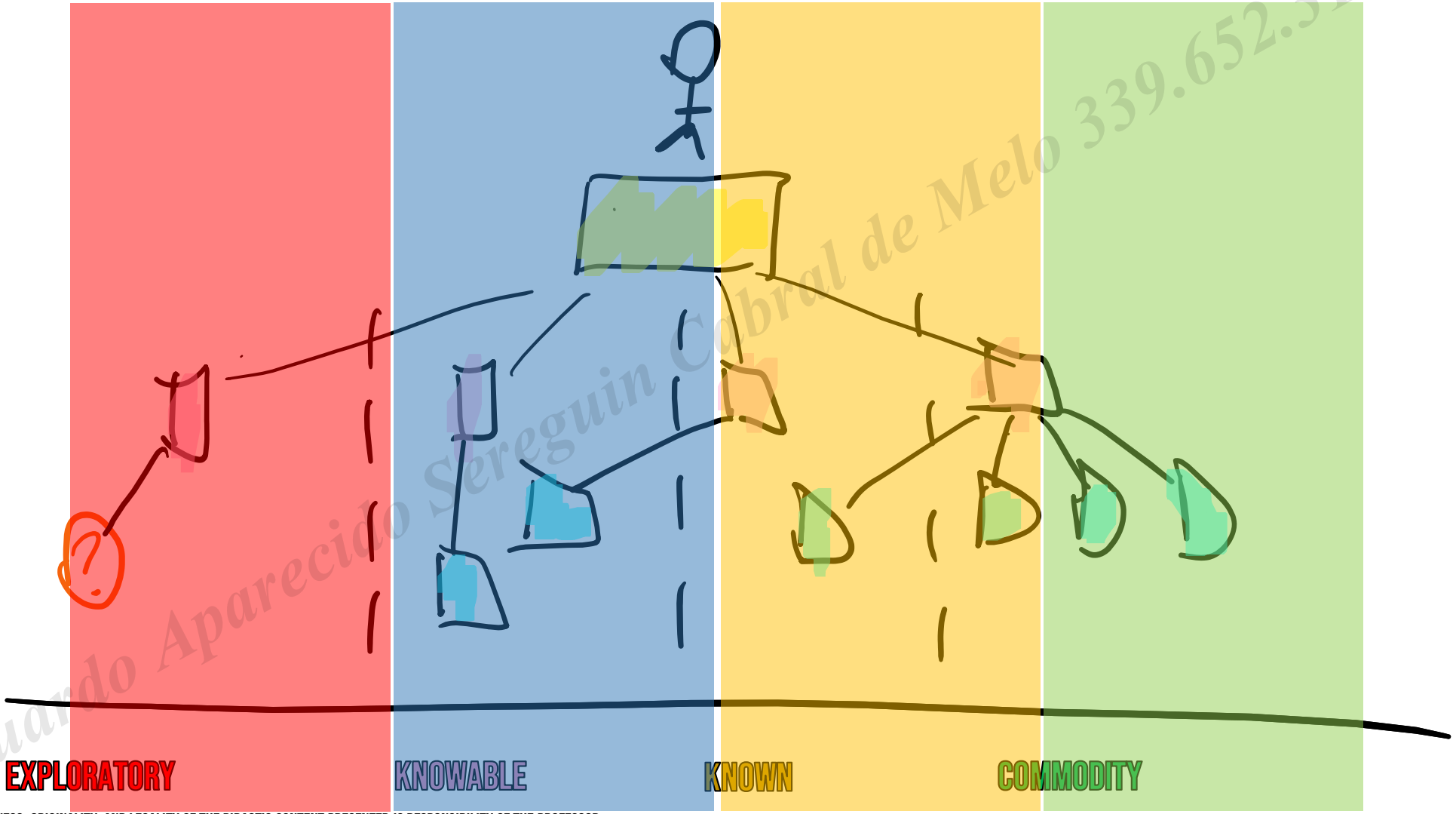
THE TOTAL O

THE 4 STAGES



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MBA USP ESALQ

THE 4 STAGES

DESIGN THINKING AND DISCOVERY APPROACH.	AGILE APPROACHES AIMED TO THE DELIVERY	LEAN PROCESSES, WITH THE PURPOSE OF IMPROVING THE EFFICIENCY	6 SIGMA AND RIGOROUS QUALITY CONTROL
EXPLORATORY	KNOWABLE	KNOWN	COMMODITY

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THE 4 STAGES

DESIGN THINKING AND DISCOVERY APPROACH.	AGILE APPROACHES AIMED TO THE DELIVERY	LEAN PROCESSES, WITH THE PURPOSE OF IMPROVING THE EFFICIENCY	6 SIGMA AND RIGOROUS QUALITY CONTROL SEEKING TO SCALE
EXPLORATORY	KNOWABLE	KNOWN	COMMODITY

1 > 2 > 3 > 4 > 5 > 6 > 7 > 8 > 9

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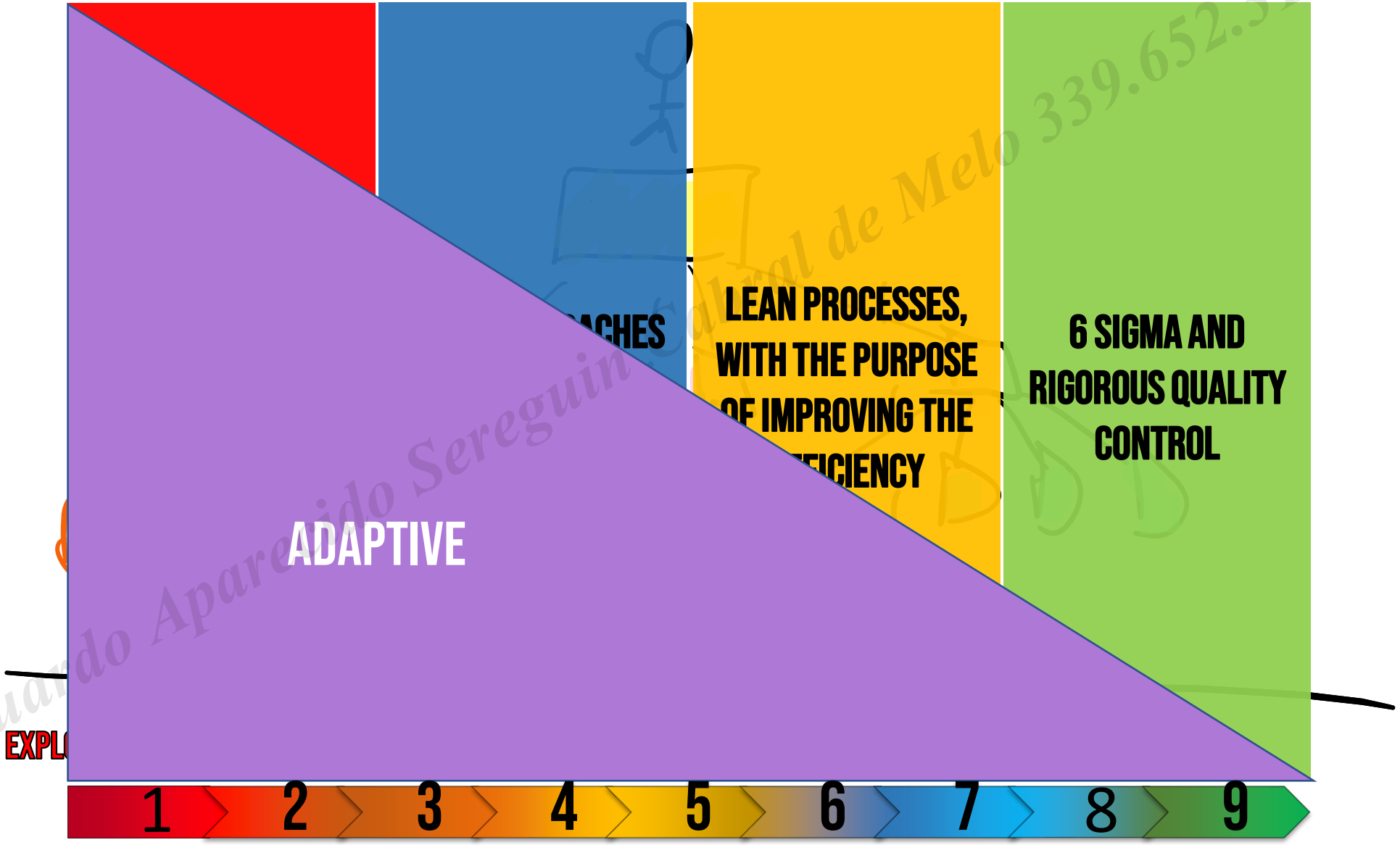
THE 4 STAGES



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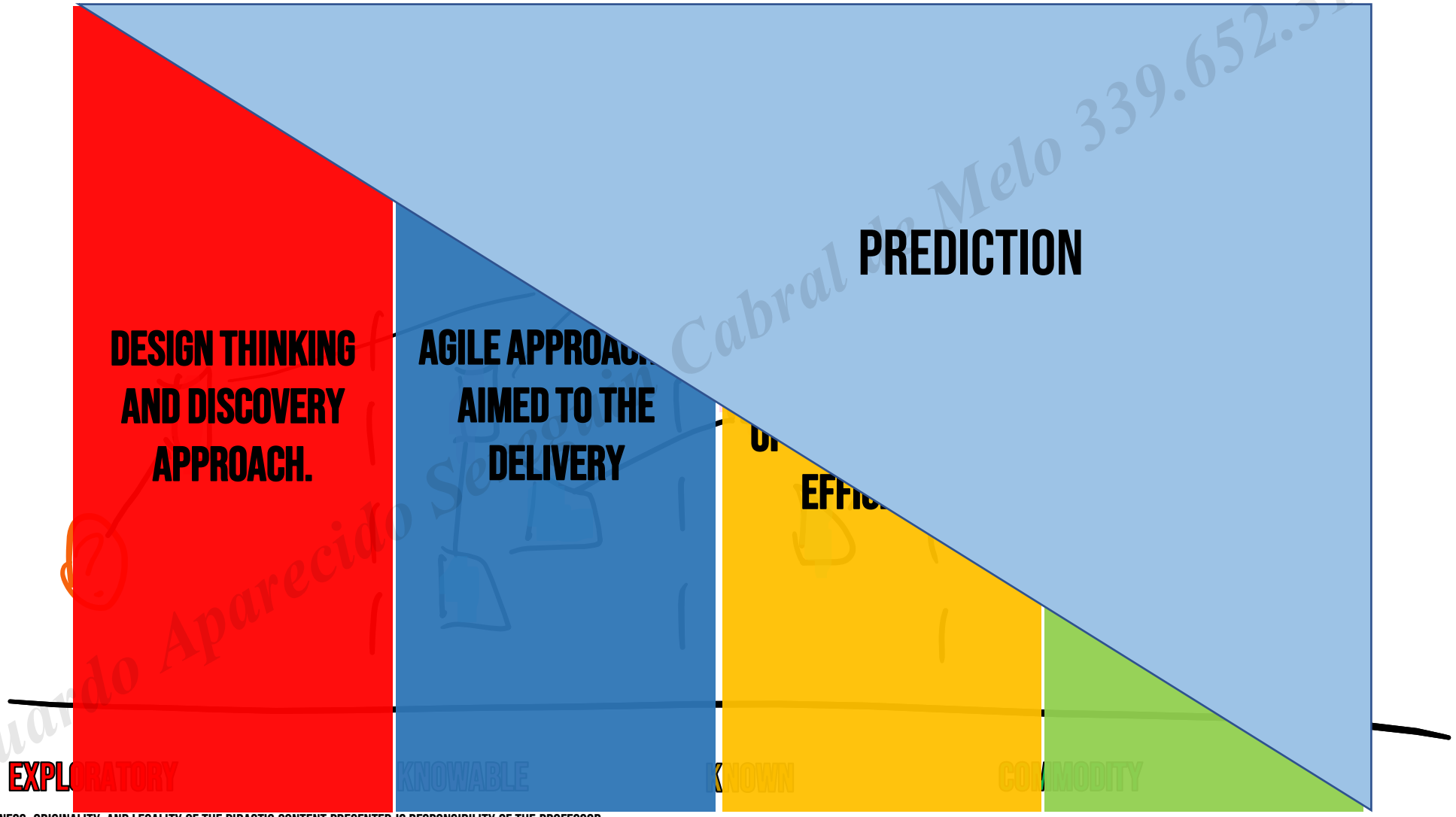
THE 4 STAGES



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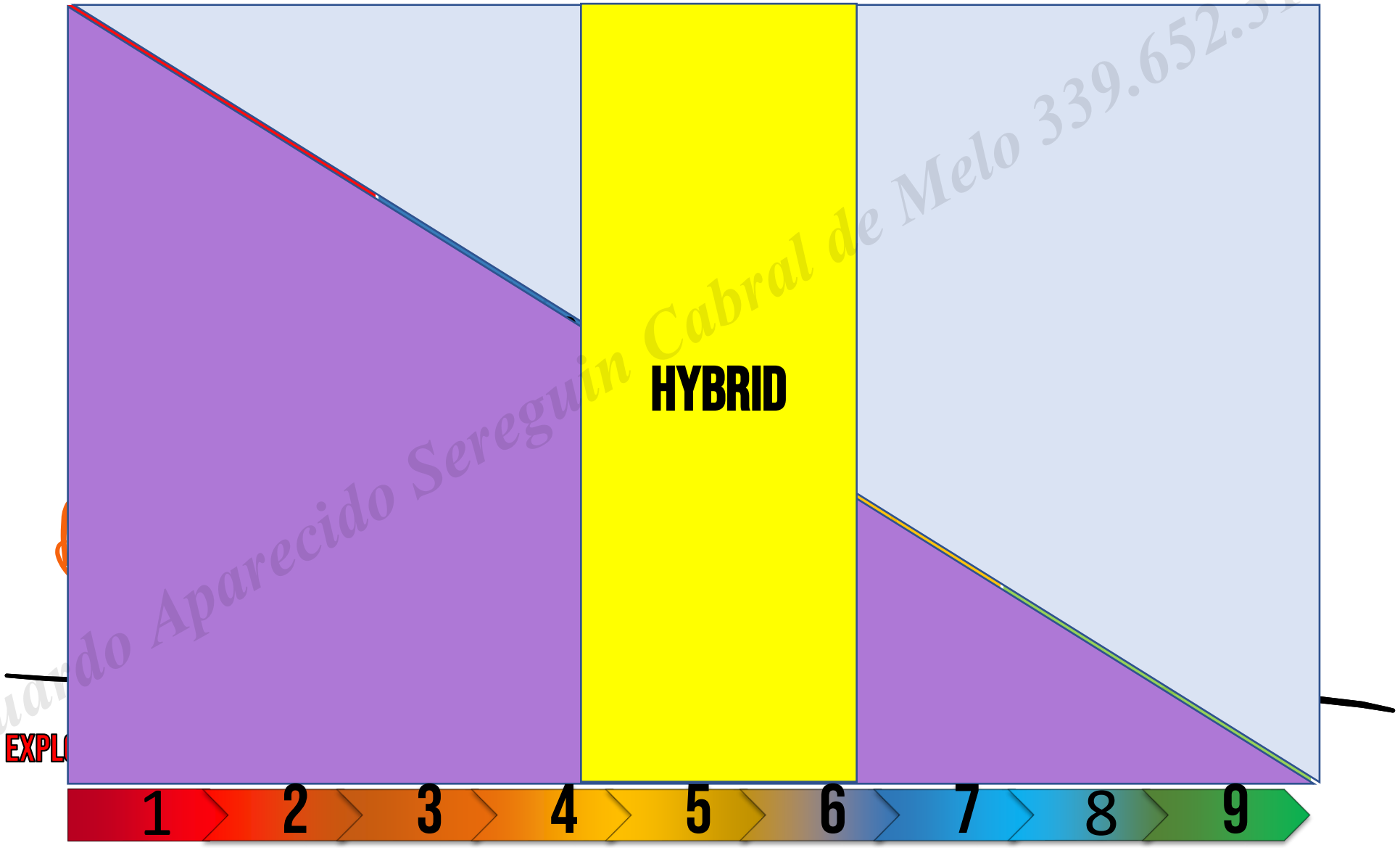
MBA USP ESALQ

THE 4 STAGES



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MBA USP ESALQ

PROJECT MANAGEMENT READINESS LEVEL

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  THEY FAIL WHEN DOING PRODUCTS TECHNICALLY EFFICIENT, BUT THEY ARE NOT RECEIVED WELL BY THE MARKET
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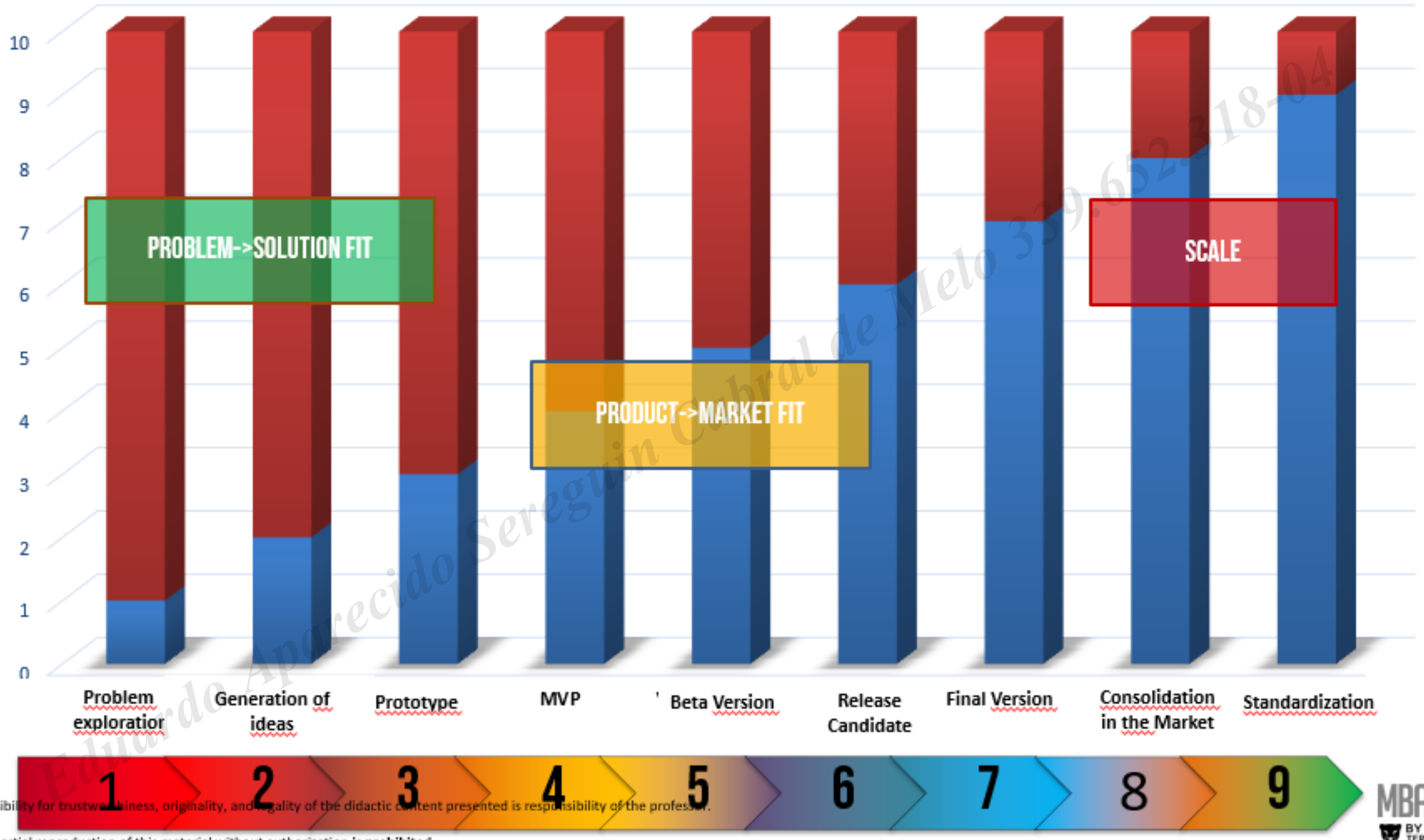

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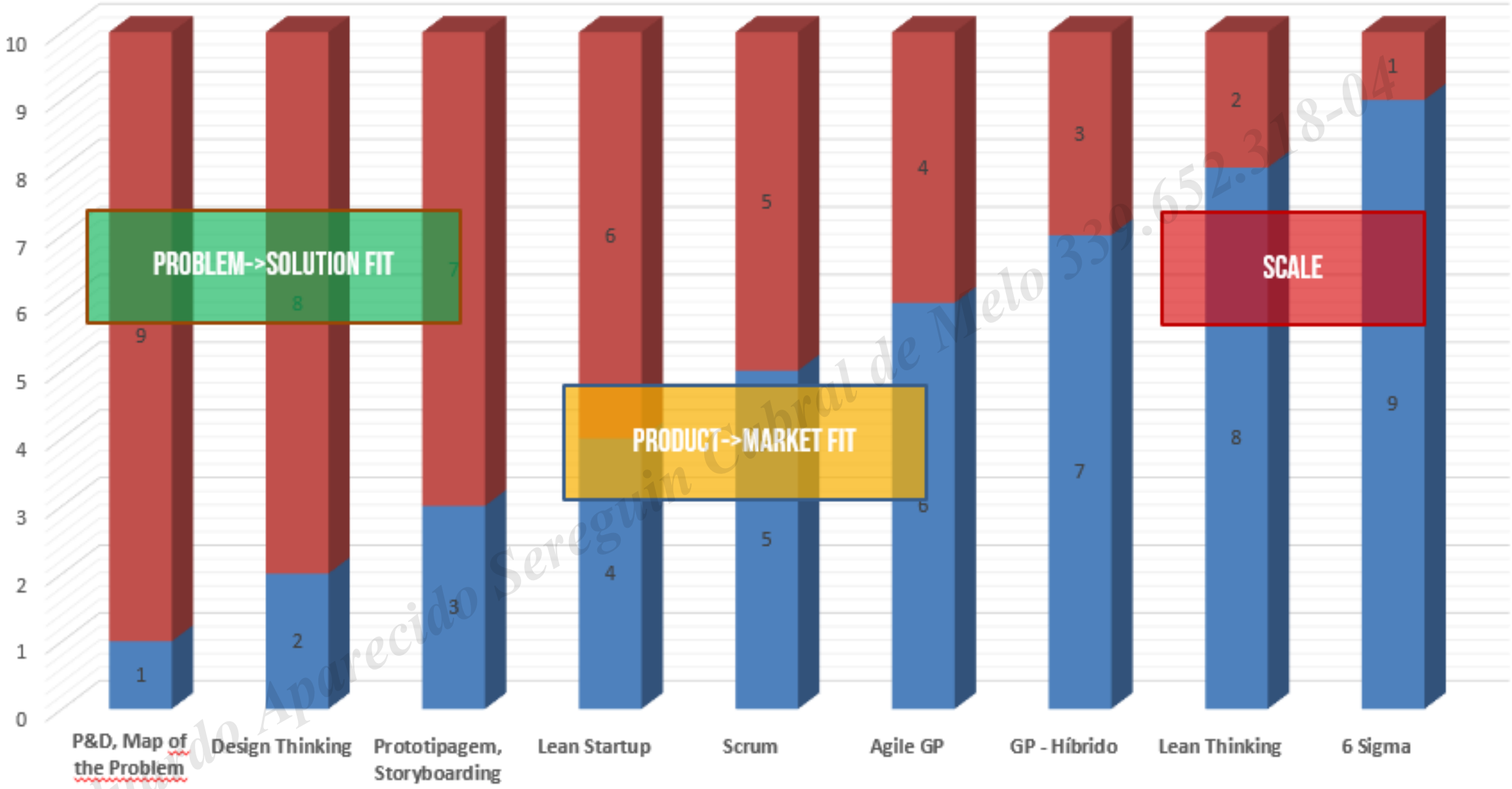
MBA USP ESALQ BY GINO TERENTIM



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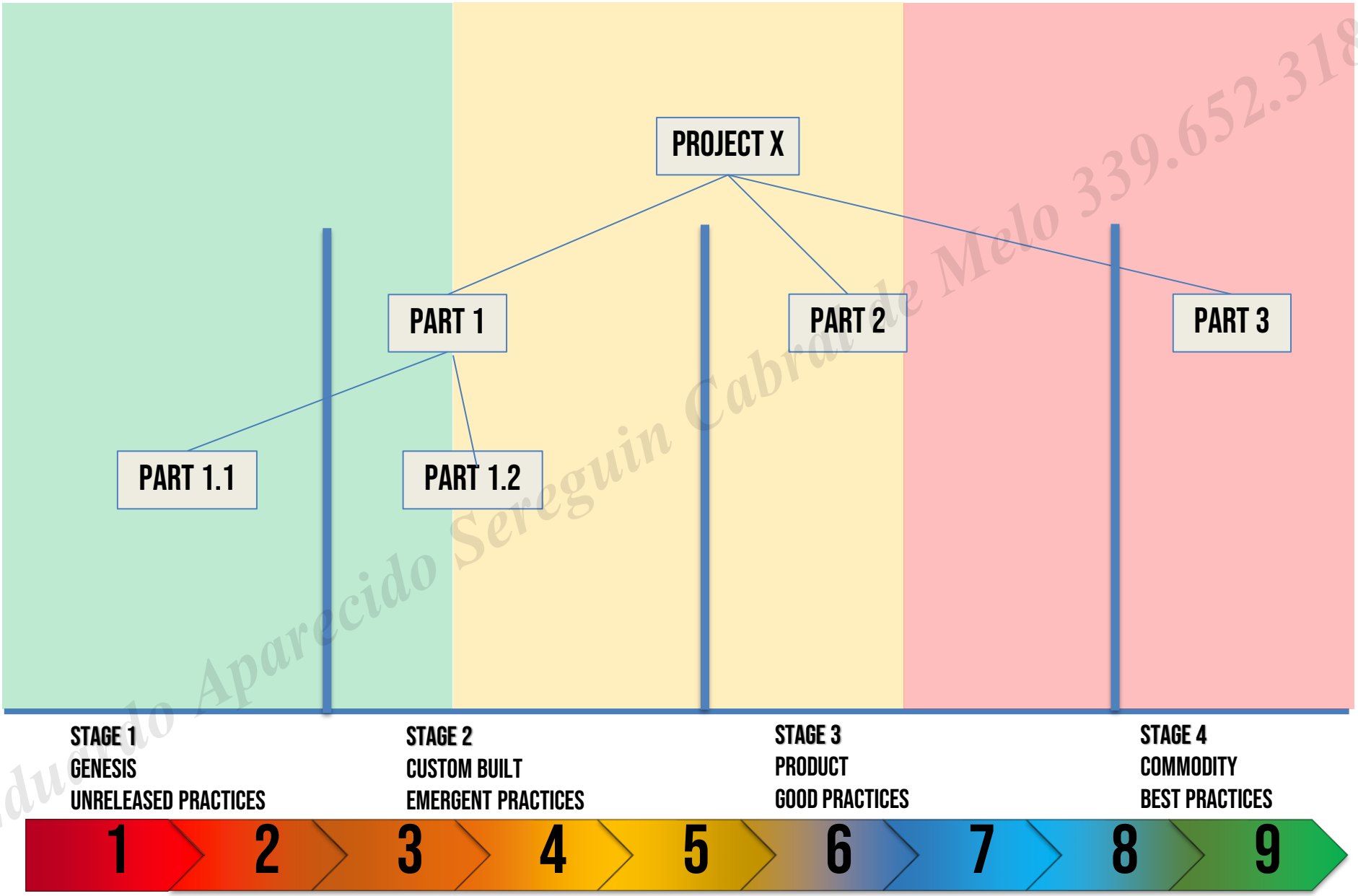
THE CONTEXT DETERMINES THE APPROACH



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I

STOPPED

HERE!!!

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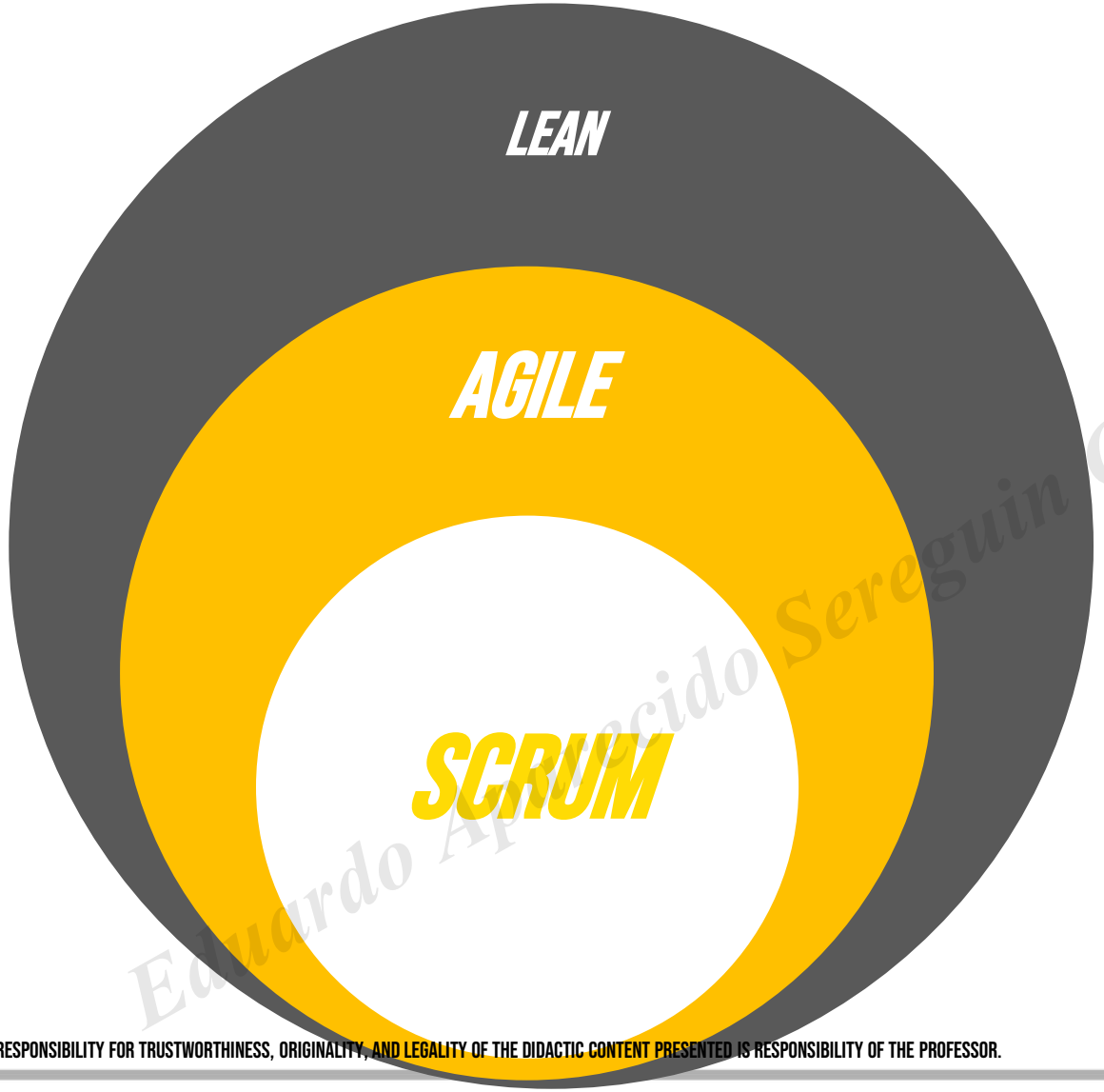
LEAN, AGILE AND SCRUM



COMES FROM LEAN MANUFACTURING, TOYOTA

A SET OF VALUES AND PRINCIPLES

A FRAMEWORK, AMONG OTHERS

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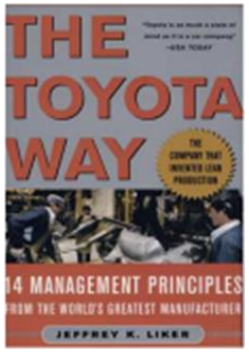
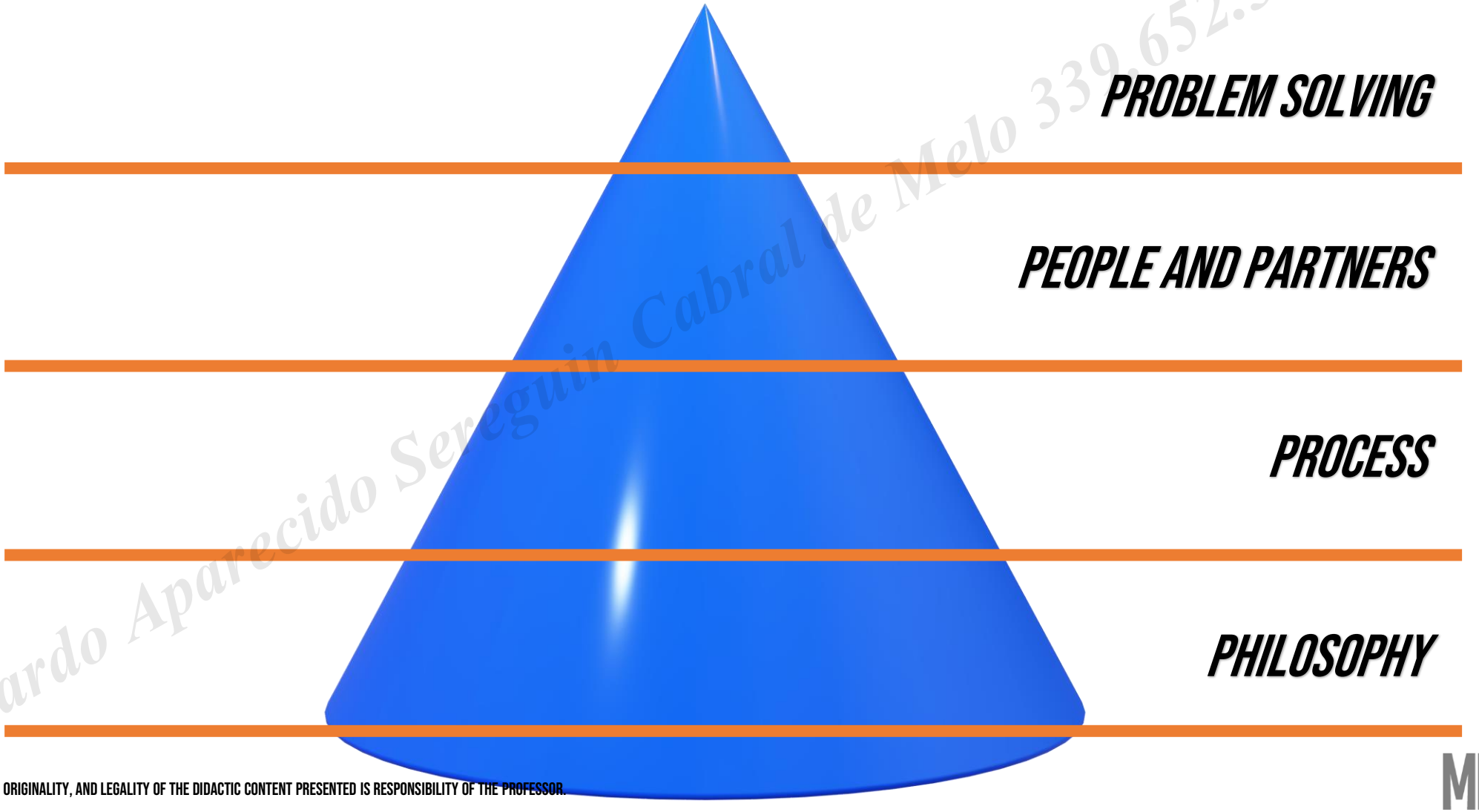
4 P'S "THE TOYOTA WAY"





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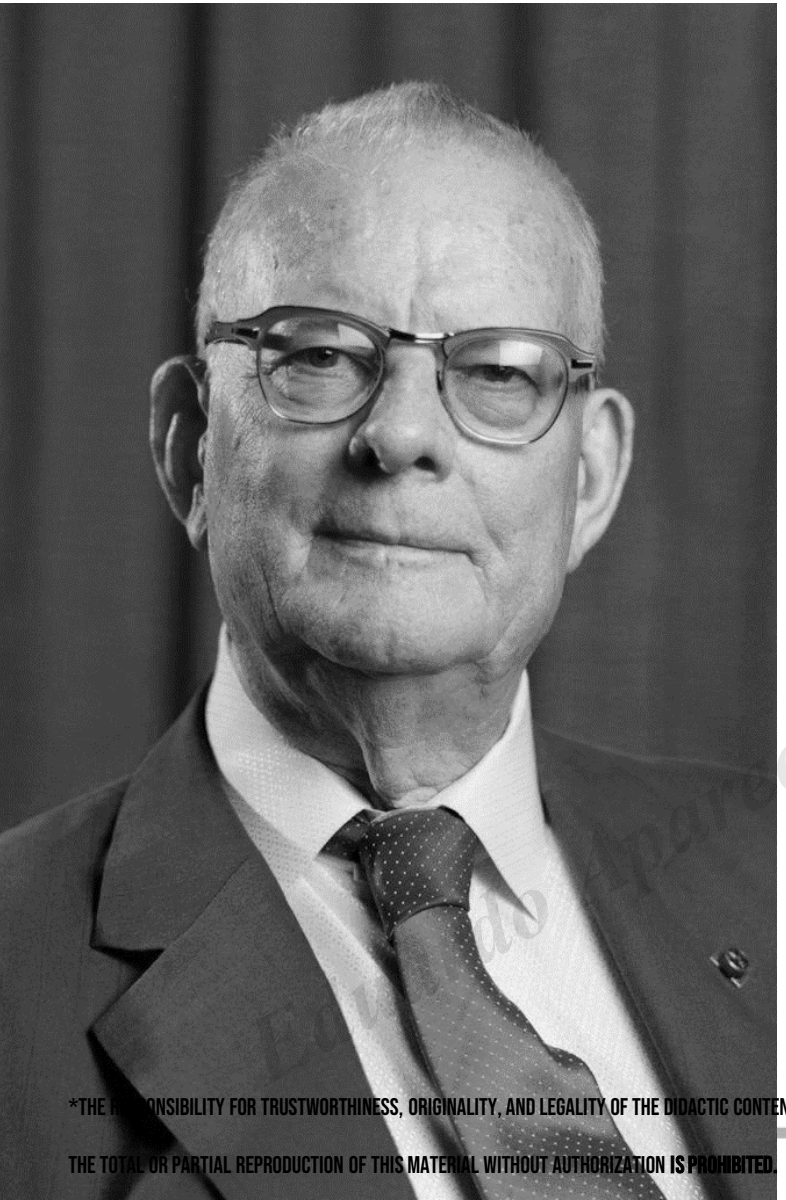
A BAD SYSTEM WILL BEAT A GOOD PERSON EVERY TIME.



"EVERYONE IS ALREADY DOING THEIR BEST; THE PROBLEMS ARE WITH THE SYSTEM.

ONLY MANAGEMENT CAN CHANGE THE SYSTEM." W. EDWARDS DEMING

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ELIMINATE THE WASTES

WASTE

VARIATION

OVERLOAD

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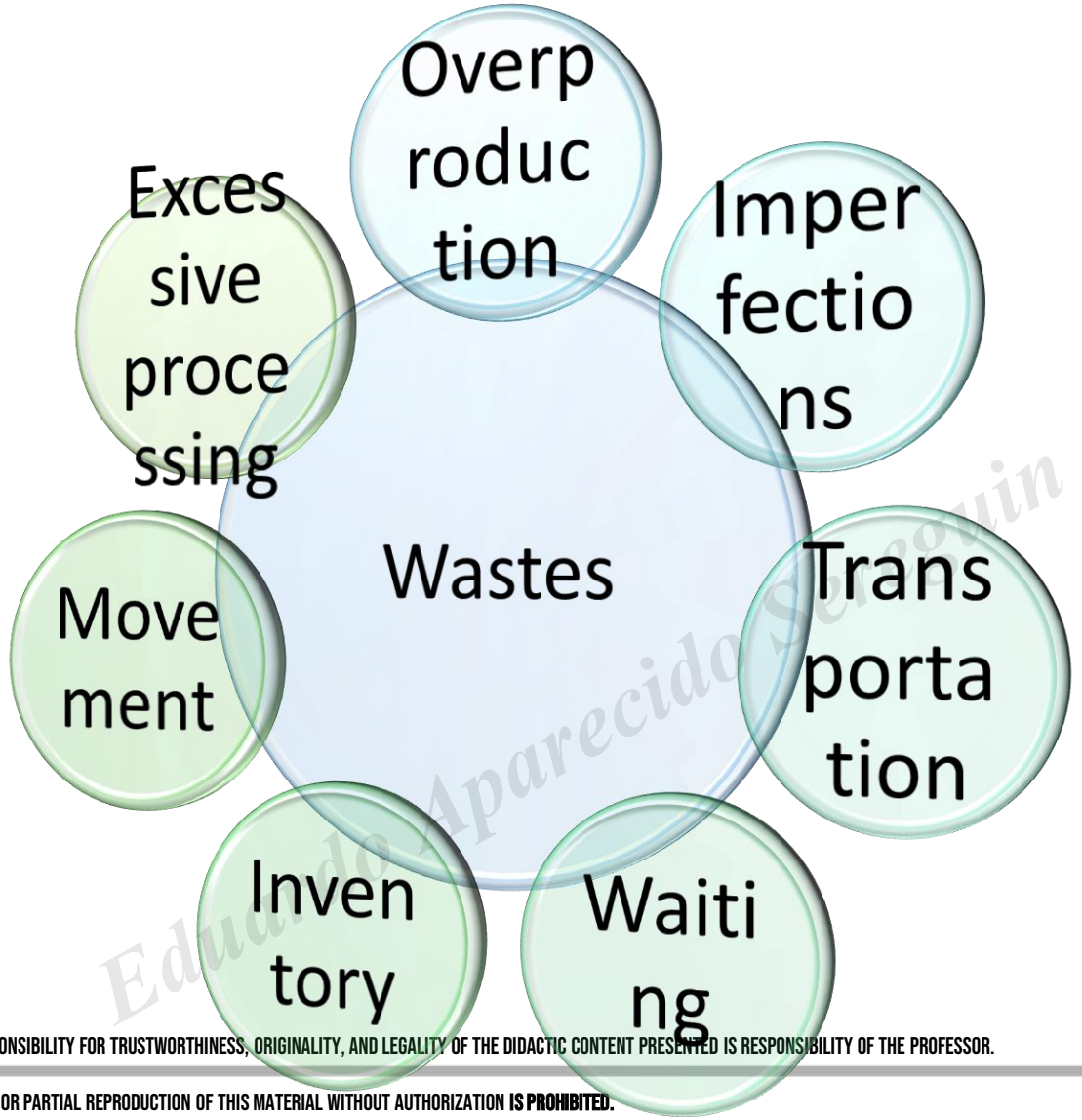
SEVEN WASTES OF LEAN



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WASTES IN ORGANIZATIONAL PROCESSES

1. USELESS INFORMATION
2. EXPECT DECISIONS, RESPONSES, SIGNATURES, ETC...
3. PROCESS OF DEFECTIVE OR NON-EXISTENT DELEGATION
4. REDUDANT AND UNNECESSARY CONTROL
5. OVERTIME
6. INDIVIDUAL METRICES GENERATING SUBOPTIMIZATION
7. EVALUATION SYSTEMS BASED ON QUANTITIES
8. DUPLICATED PROJECTS AND PROCESSES
9. REWORK, LACK OF INFORMATION AND AMBIGUOUS INFORMATION
10. LACK OF WORK BALANCE (LONG PERIOD OF IDLENESS AND OF OVERALLOCATION
11. CONSTANT INTERRUPTIONS

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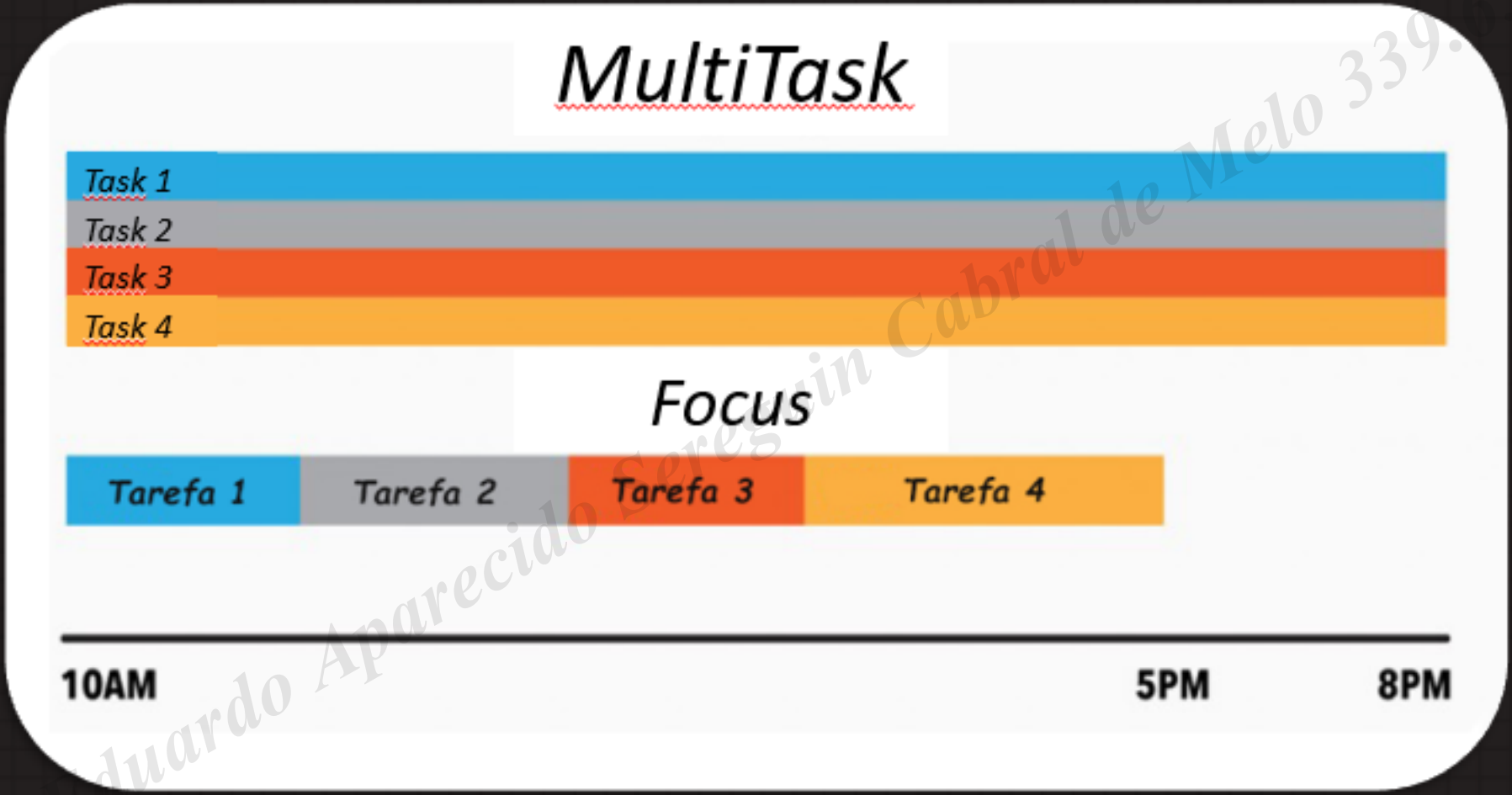
MULTITASK SCIENCE



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MBA USP ESALQ

BY GINO TERENTIM

LET'S TEST

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MULTITASK DYNAMICS - WAIT SIGN TO START!

HERE WE WRITE MULTIPLES OF 4

CONSONANT LETTERS

WE WILL WORK WITH AN ALTERNATION (FIRST ABOVE AND THEN BELLOW)

WE WILL 2 MINUTES

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MULTITASK DYNAMICS - WAIT SIGN TO START!

HERE WE WRITE MULTIPLES OF 4

CONSONANT LETTERS

WE WILL WORK IN A SINGLE ACTIVITY AND, WHEN WE FINISH THE TIMEBOX (60 SECONDS), WE START THE OTHER ONE.

WE WILL HAVE 60 SECONDS FOR EACH HALF OF THE SHEET

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LOSS CAUSED BY MULTITASK

Table 2–1. Waste Caused by Project Switching

Number of Simultaneous Projects	Percent of Working Time Available per Project	Loss to Context Switching
1	100%	0%
2	40%	20%
3	20%	40%
4	10%	60%
5	5%	75%

Weinberg, Gerald M. (1992) Quality Software Management: Systems Thinking. Dorset House, p. 284.

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LEAN AND AGILE

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THEN:

A STORY ABOUT AGILE...

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Harvard Business Review

Diversity Latest Magazine Ascend Topics Podcasts Video Store The Big Idea

Desenvolvimento De Produtos

A new game of development of new products

Data da publicação (Janeiro 1986)

Aviso: este texto foi traduzido com o uso de tradução automática e pode conter erros. Responda a esta pesquisa para nos enviar seus comentários e obtenha mais informações em nossas perguntas frequentes.

Read in English

No mundo acelerado e ferozmente competitivo de desenvolvimento de novos produtos comerciais de hoje, velocidade e flexibilidade são essenciais. As empresas estão cada vez mais percebendo que a abordagem antiga e sequencial para o desenvolvimento de novos

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A GROUP OF SOFTWARE DEVELOPERS NOTICE THAT THE WAY OF SOLVING PROBLEMS AND DEVELOPING PRODUCTS NEEDED TO BE DIFFERENT, AND TOGETHER, THEY CREATED THE AGILE MANIFESTO

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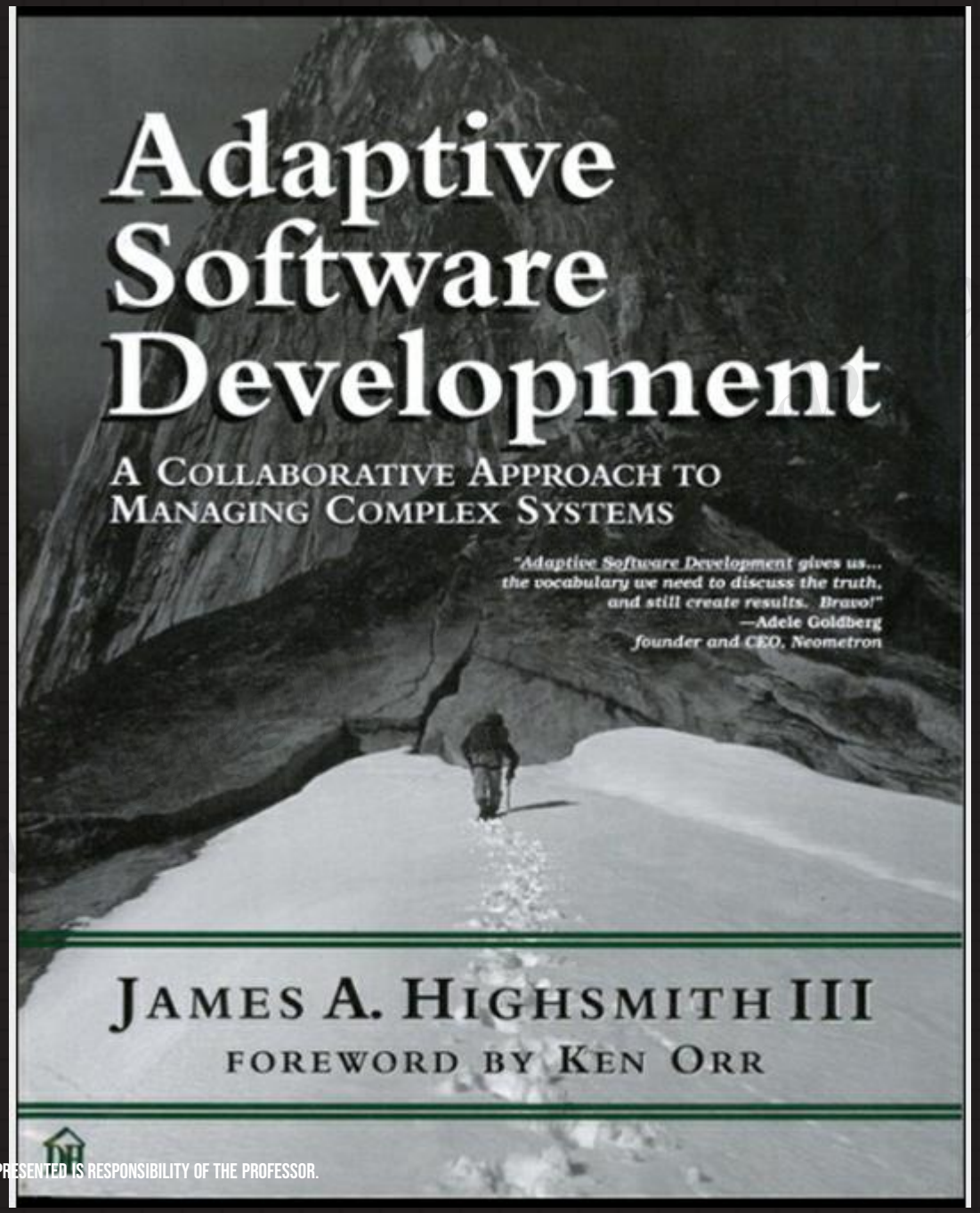

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INDIVIDUALS AND INTERACTIONS	SOFTWARE OPERATING	COLLABORATION WITH THE CUSTOMER	RESPOND TO CHANGES
PROCESSES AND TOOLS	EXTENSIVE DOCUMENTATION	CONTRACT NEGOTIATION	FOLLOW A PLAN

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AGILE = ADAPTIVE

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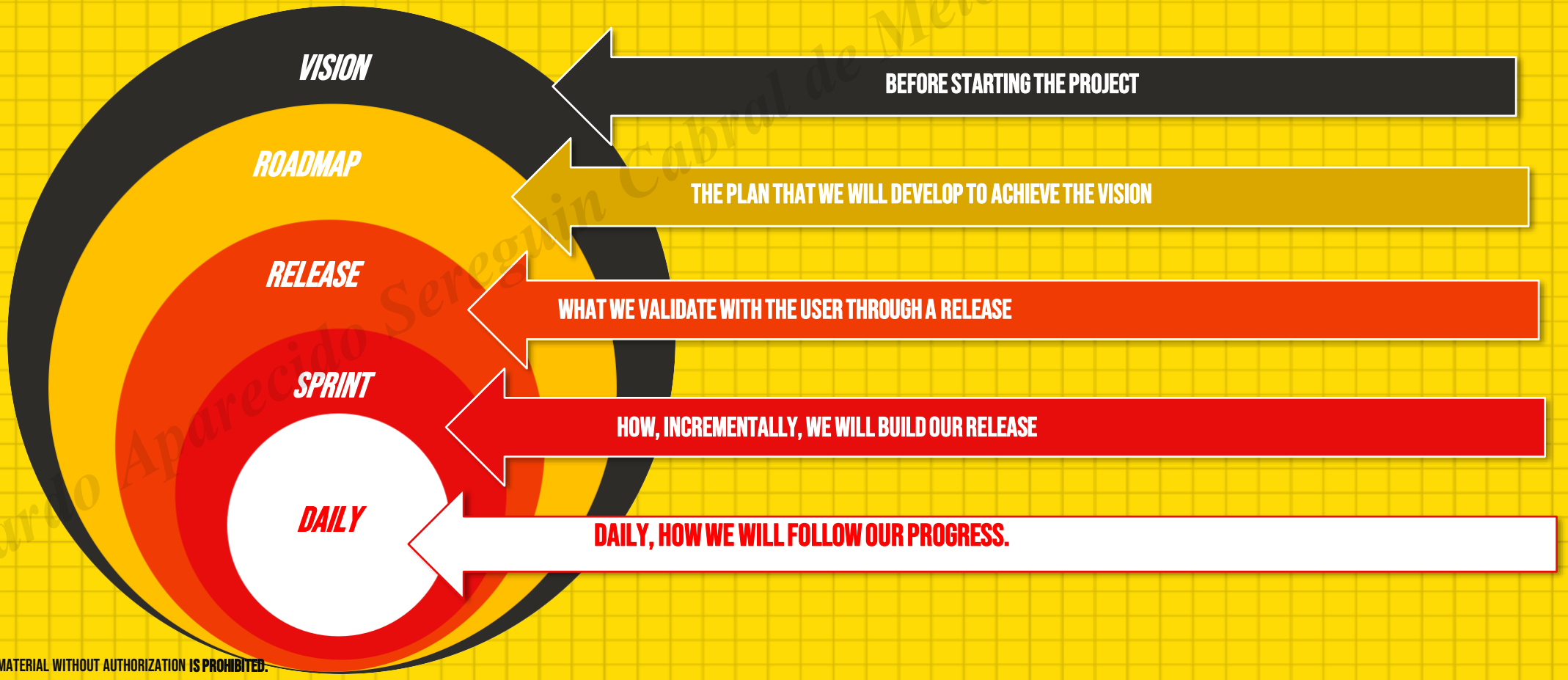
AGILE CONCEPTS

PLANNING ONION



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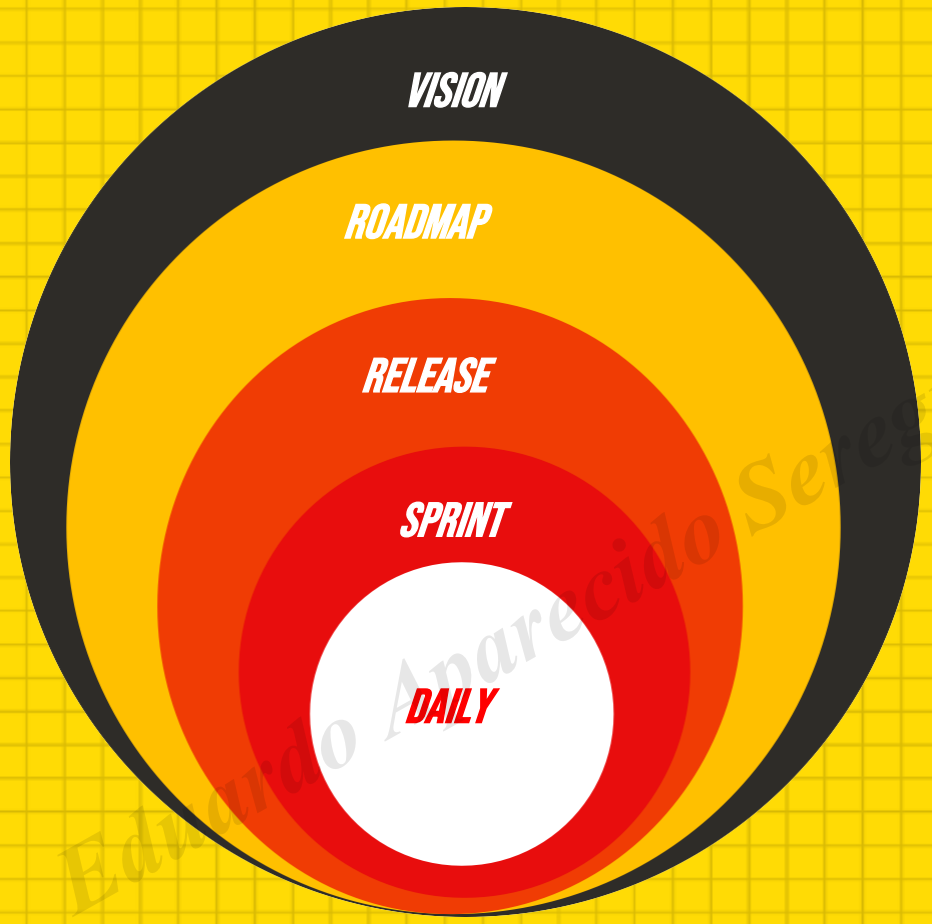
AGILE CONCEPTS



PRODUCT VISION

- ADDRESSES THE MAIN PROBLEMS THAT THE PRODUCT WANTS TO SOLVE
- IT IS ADVISABLE BUT NOT A PRE-REQUISITE FOR IT TO BE ELABORATED BEFORE THE BEGINNING OF THE PROJECT
- IT IS THE PRODUCT VISION THAT WILL BRING THE INPUTS NECESSARY TO CREATE AND MAINTAIN THE PRODUCT BACKLOG

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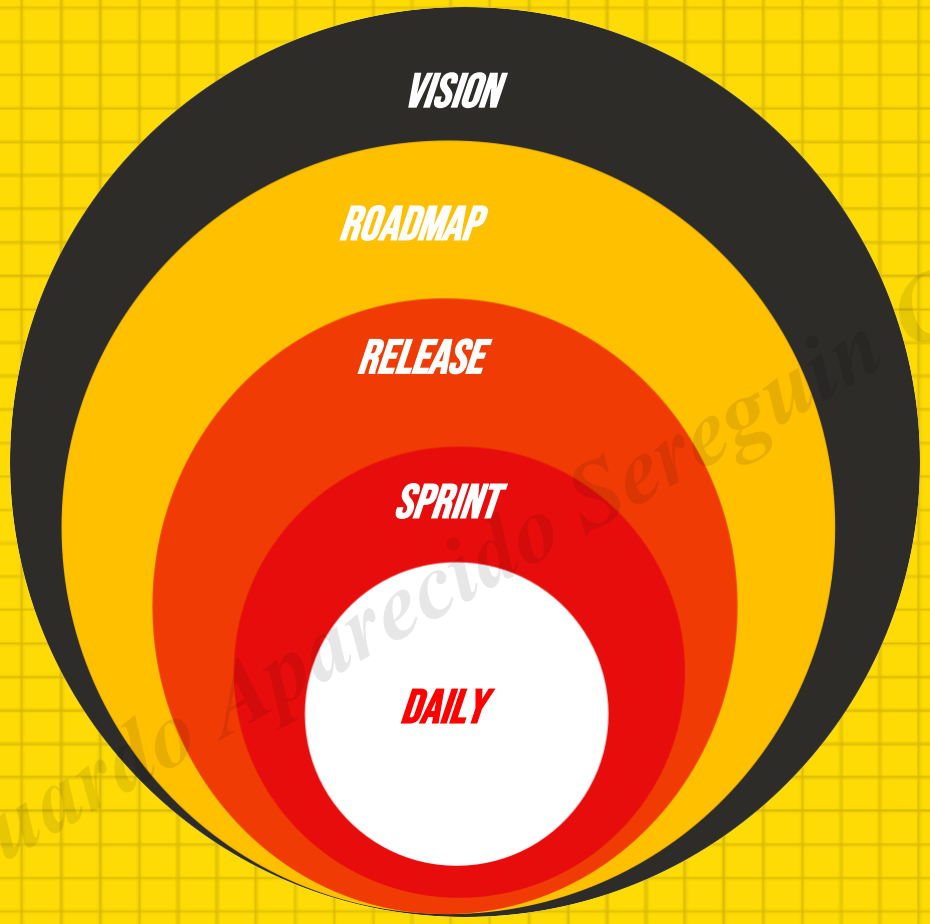
BY GINO TERENTIM

THE PRODUCT VISION



FORMULA OF PITCH ELEVATOR

TO THE [target audience]
THAT HAS [target audience need]
THE [product's name]
IS A/AN [market category]
THE OPPOSITE OF [competitor]
THE PRODUCT [how the product stand out]

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ABOUT THE ROADMAP

Date	The date (or period) of the release	When will it be available?
Name	The name of the published version	What is the version's name?
Goal	The reason for creating the new version	Why are we doing this?
Requirements	High-level characteristic needed to reach a goal	What are the main functions?
Metrics	The metrics to determine if the goal was reached	How will we know if the goal was reached?

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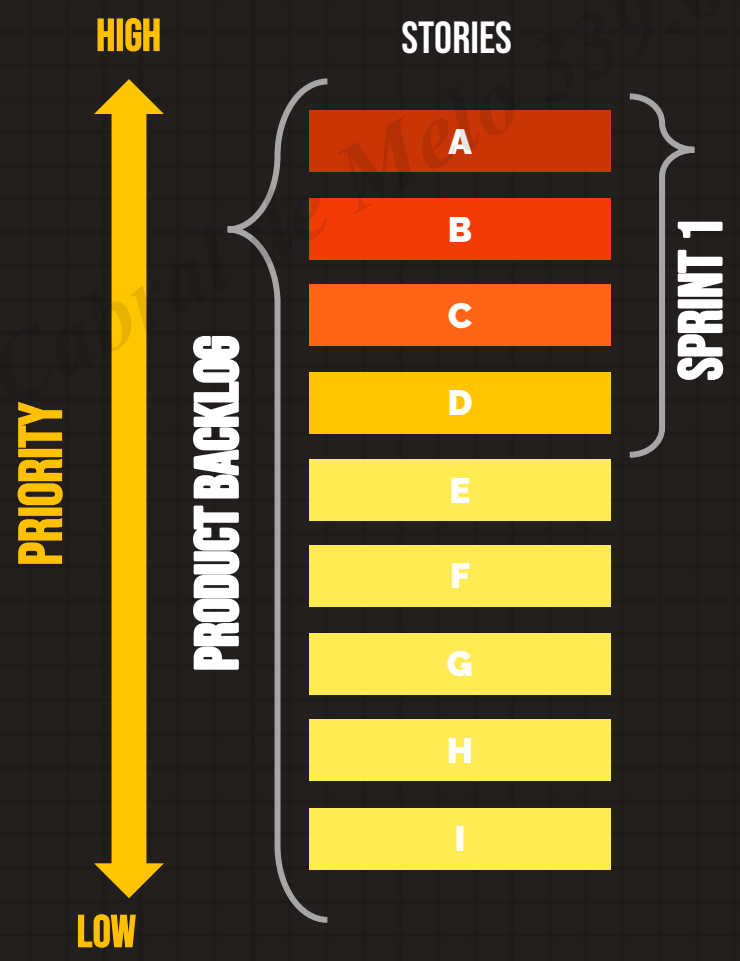
FROM WHY TO WHAT

PRODUCT BACKLOG

- CREATED FROM **THE PRODUCT VISION**
- IT IS AN ORDERED LIST OF EVERYTHING THAT IS NECESSARY TO CREATE THE PRODUCT.
- WHAT IS OUTSIDE THIS LIST WILL NOT BE DONE.
- THE PRODUCT BACKLOG CONTAINS BUSINESS REQUIREMENTS, NON-FUNCTIONAL, IMPROVEMENTS, CORRECTIONS, ARCHITECTURE TESTS, ETC.



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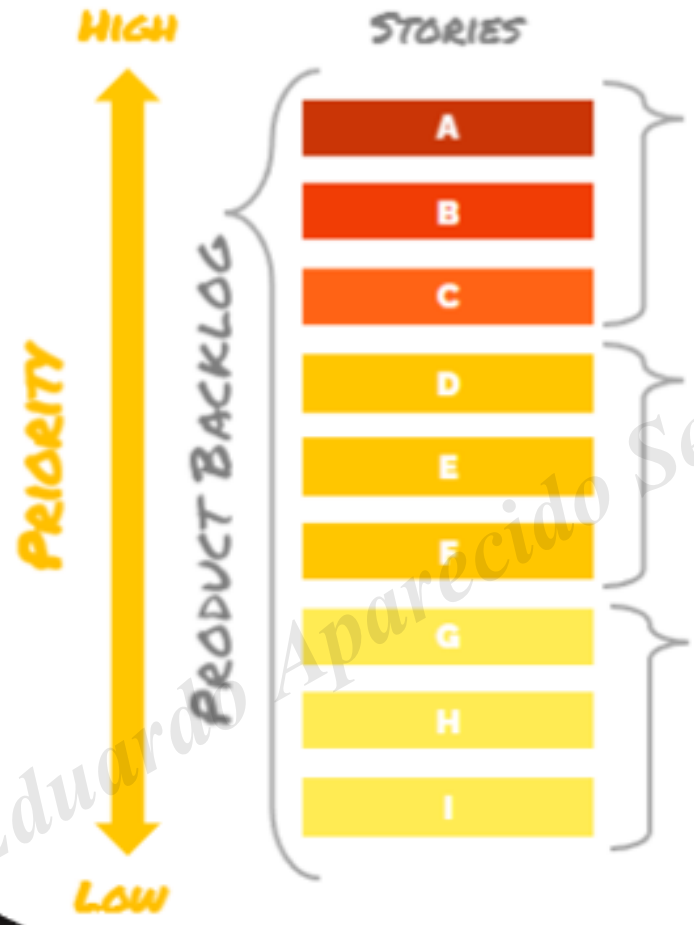
BACKLOG AND UNDERSTANDING LEVEL



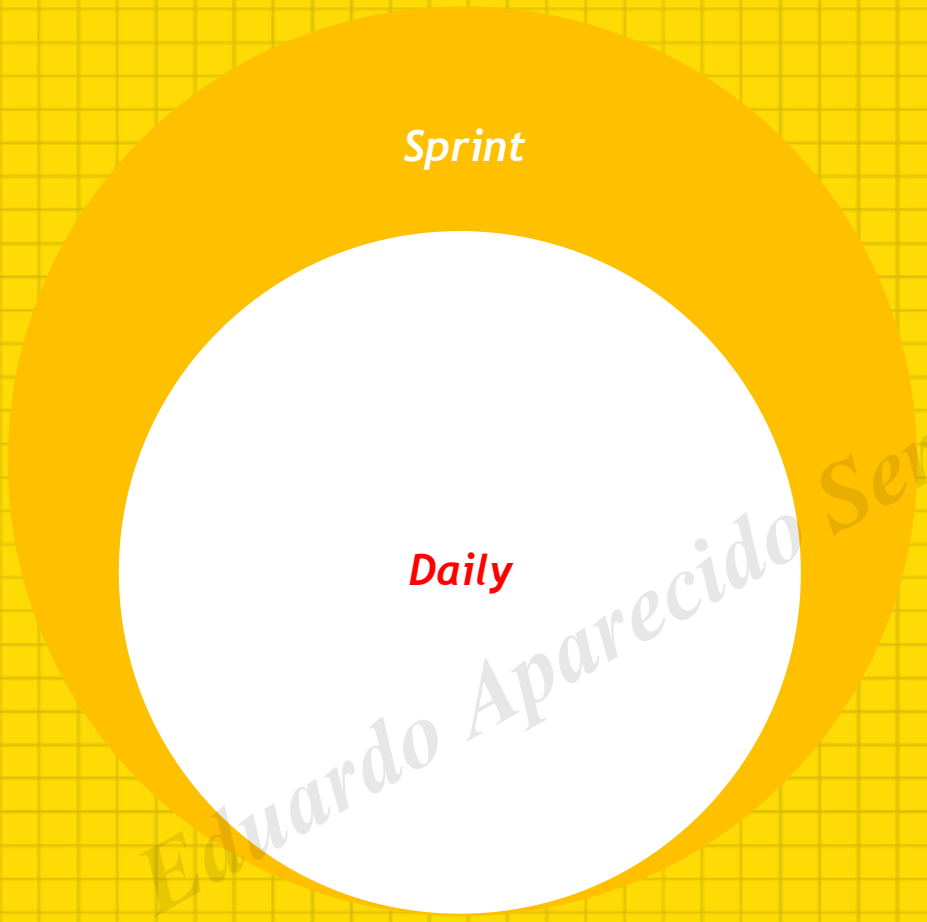
VERY DETAILED.
They will be the items of the next sprint.

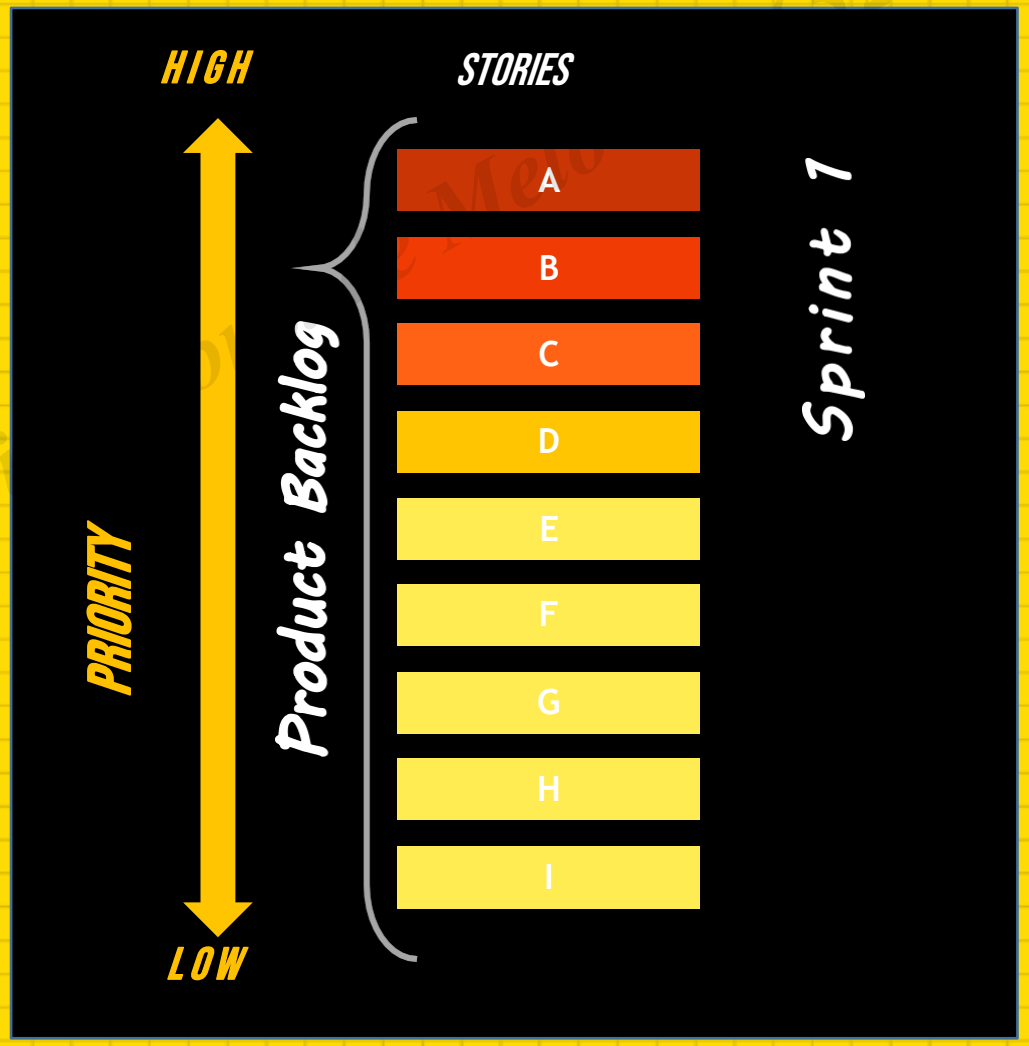
MODERATELY DETAILED.
They will be used in the next sprints.

HIGH-LEVEL ITEMS.
Here are the epics and high level stories, that are not yet mature or important.

Eduardo Aparecido Serafim Cabral de Melo 339.652.818-04

SPRINT PLANNING





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PRIORITIZING THE BACKLOG

MOSCOW

M USTHAVE:
WITHOUT THIS THE PRODUCT IS UNFEASIBLE.

O

S HOULDHAVE:
EXTREMELY IMPORTANT

C OULDHAVE:
IS DESIRABLE

O

W ON'T HAVE:
IT WOULD BE NICE TO HAVE BUT WE WON'T DO IT NOW

THE PRODUCT OWNER IS FREE TO DETERMINE THE VALUE CRITERIA FOR THE BUSINESS THAT WILL USE TO DEFINE PRIORITIES EX: ROI, RISKS, DEPENDENCIES, MARKET, TEAM, TIME ETC..

Cabral de Melo 339.652.318-04
Aparecido Seregum

SPRINT PLANNING

PLANNING IS CARRIED OUT FROM BOTTOM TO TOP, WHILE THE EXECUTION IS CARRIED OUT FROM TOP TO BOTTOM.

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THE SCRUM

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PILLARS OF SCRUM

TRANSPARENCY

INSPECTION

ADAPTATION

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SCR
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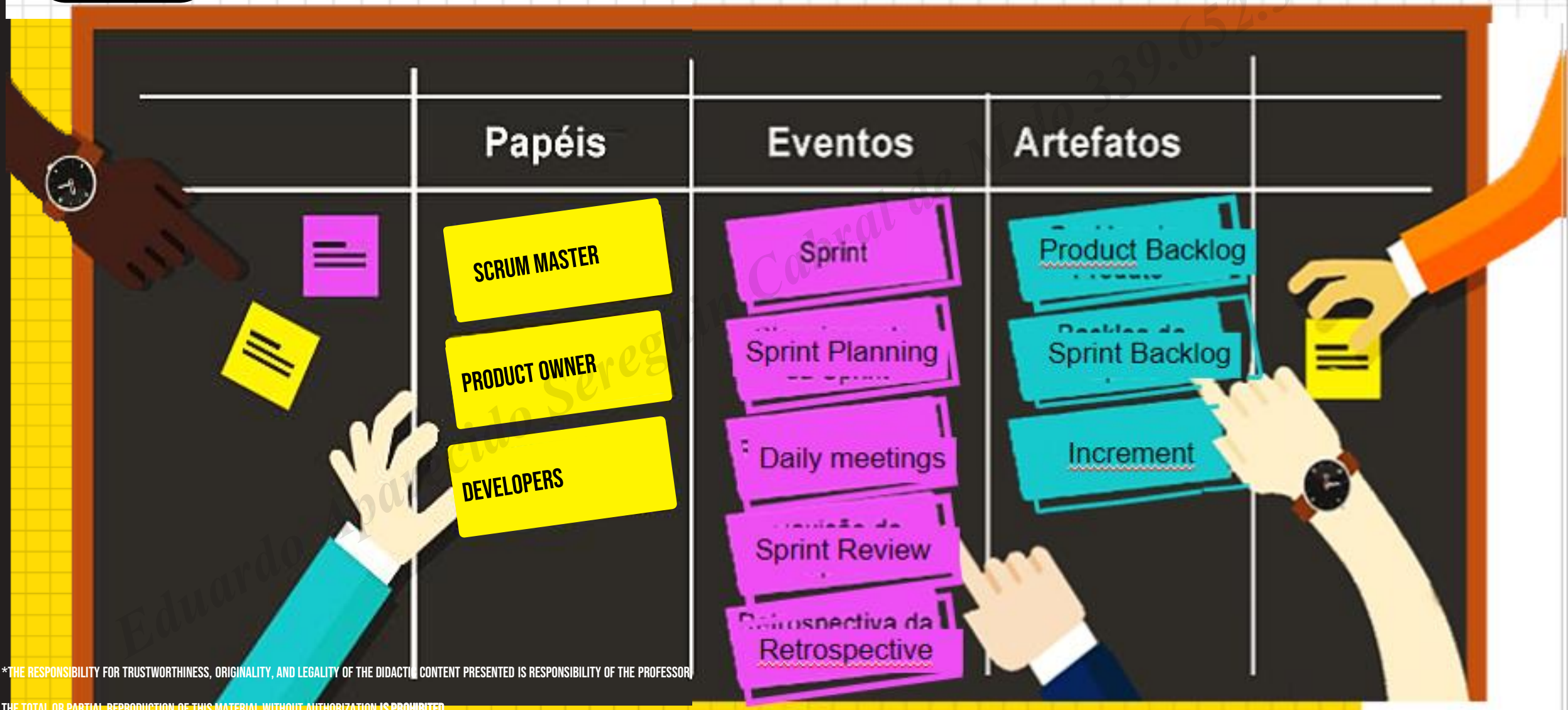
ROLES, EVENTS AND ARTIFACTS



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SCRUM ROLES

PRODUCT OWNER

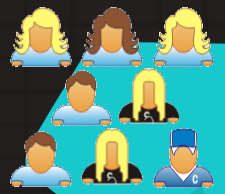
FOCUS ON PRIORITIES FOR BUSINESS, ADDITION OF VALUE

IT REPRESENTS THE INTEREST OF CUSTOMERS, IT ENSURES THAT DELIVERIES ADD VALUE AND THAT THE BACKLOG BE ALWAYS PRIORITIZED, UPDATED, AND IT REPRESENTS WHAT IS MORE IMPORTANT FOR USERS, CUSTOMERS AND FOR THE COMPANY.

SCRUM MASTER

FOCUS ON PROCESSES AND ON PEOPLE DEVELOPMENT

- LEADER OF A SELF-MANAGING TEAM.
- THEY HAVE A ROLE OF MENTOR, WHICH REMOVES IMPEDIMENTS AND CONSTANTLY DEVELOPS PEOPLE.
- THEY HAVE QUESTIONS, NOT ANSWERS. THEY PROGRESS WITH THE TEAM IN A CONSTANT PROCESS THAT SEEKS TO IDENTIFY WHAT IS NOT WORKING AND WHAT MUST BE CHANGED.



DEVELOPERS

FOCUS ON DELIVERIES, ADDED VALUE AND IN USE

- SELF-ORGANIZED, SELF-MANAGING, EMPOWERED AND INDEPENDENT TEAM. THEY HAVE AUTHORITY TO MAKE DECISIONS, TO TAKE RISKS AND RESPONSIBILITIES.
- MULTIDISCIPLINARY TEAM AND WITH DEEP KNOWLEDGE ABOUT THEIR OCCUPATION AREA.

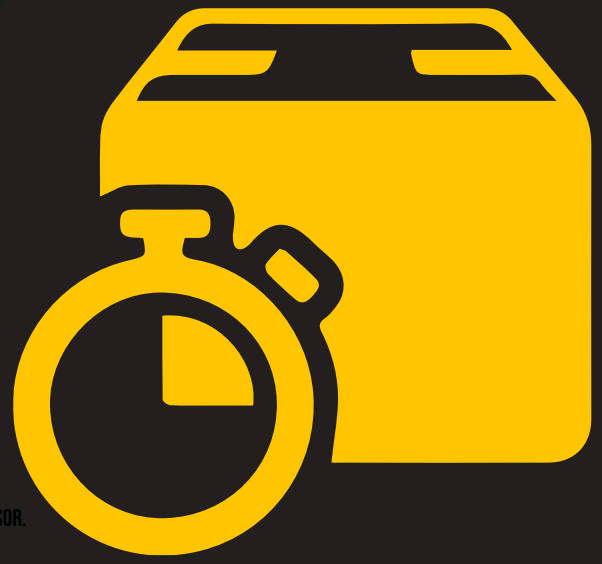
Eduardo Aparecido Sergio do Carmo de Melo 330.052.318-04

SCRUM CONCEPTS

TIMEBOX

TIMEBOX IS A CONCEPT THAT SAYS THAT THE AMOUNT OF TIME (HOURS OR DAYS, WHICH DEPENDS ON THE UNITS BEING USED FOR A GIVEN EVENT) IS IMMUTABLE, THAT IS, **THE AMOUNT OF TIME CANNOT INCREASE IF SOME PROBLEM OR NEW REQUIREMENT IS IDENTIFIED.**

IT IS THE MAXIMUM DURATION OF AN EVENT.



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SCRUM CONCEPTS

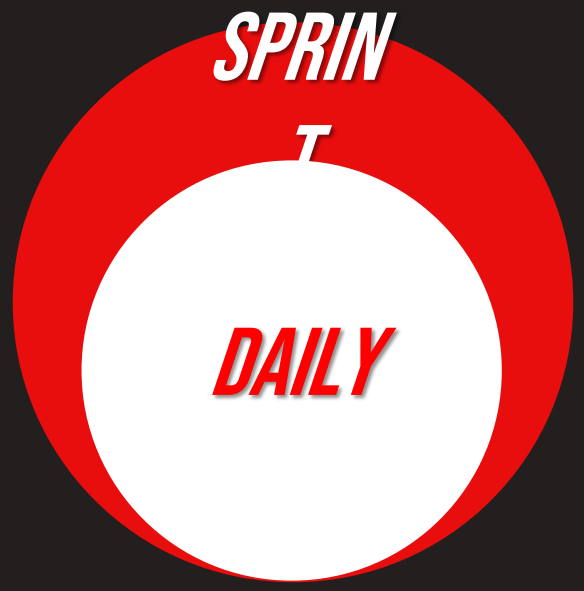
SPRINT

AN EVENT THAT CONTAINS ALL OTHER SCRUM EVENTS. **A SPRINT REPRESENTS A PERIOD OF 30 DAYS (OR LESS).**

SPRINT CAN BE CONSIDERED THE MAIN EVENT OF THE SCRUM, BECAUSE IT IS IN IT THAT THE OTHER EVENTS WILL BE APPLIED.

IT IS HERE THAT THE **PRODUCTION OF A PRODUCT OR PART OF IT OCCURS.**

ALL SPRINTS MUST HAVE **EXACTLY THE SAME STRUCTURE.** THE FUNCTIONALITIES BUILT IN THE SPRINT COME FROM THE **SELECTED BLIS (BACKLOG ITEMS)**



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MBA USP ESALQ

SCR A

SPRINT - X

UP TO 30 DAYS

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Planning – Sprint X									REVIEW SPRINT X
									RETROSPECTIVE
	DAILY MEETING	DAILY MEETING	DAILY MEETING	DAILY MEETING	DAILY MEETING	DAILY MEETING	DAILY MEETING	DAILY MEETING	

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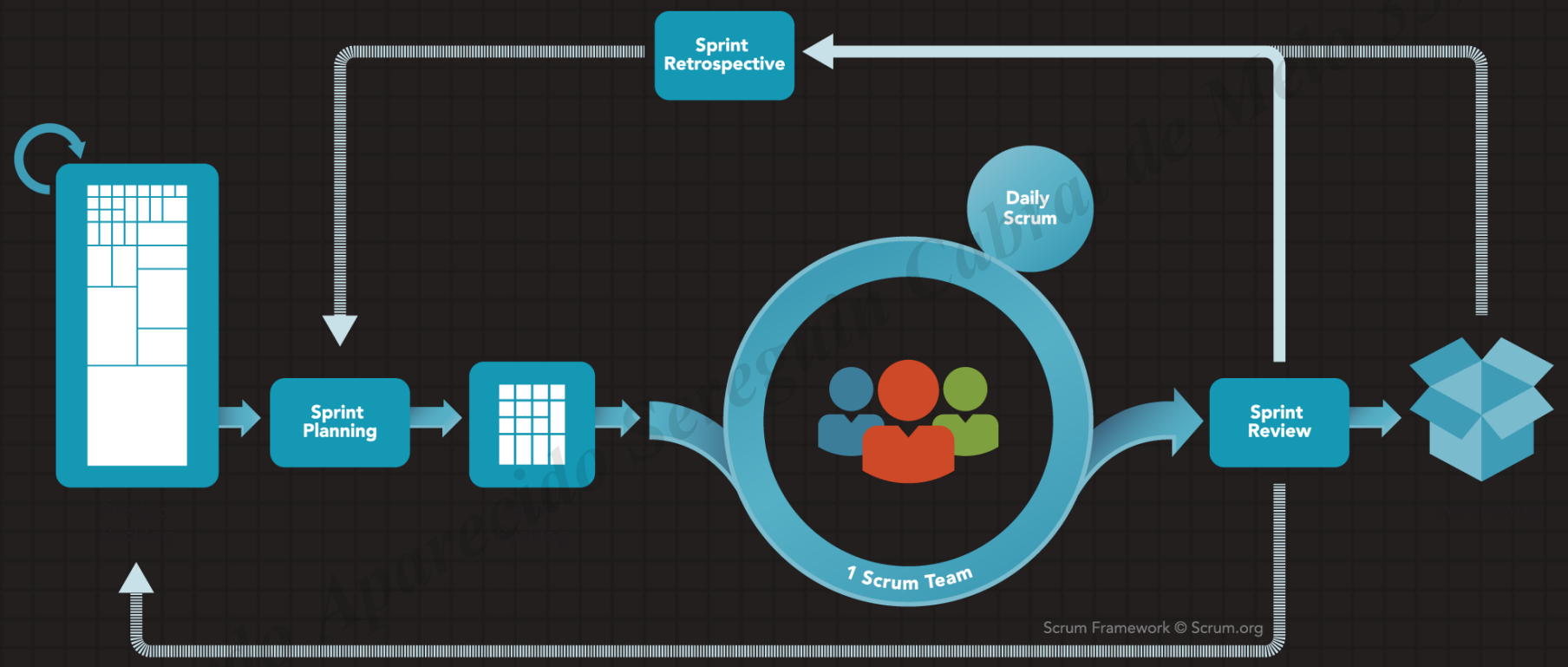
BY GINO TERENTIM

FRAMEWORK SCRUM



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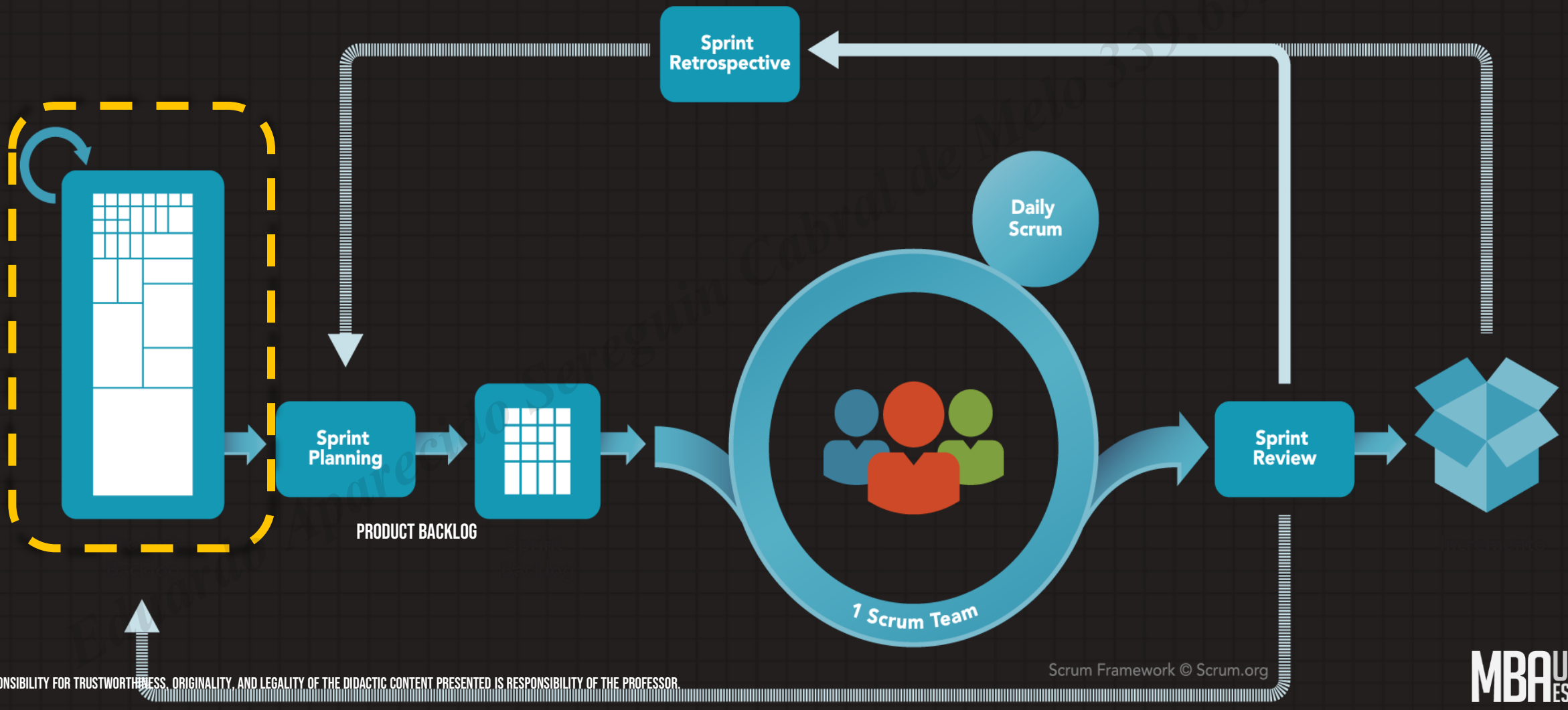

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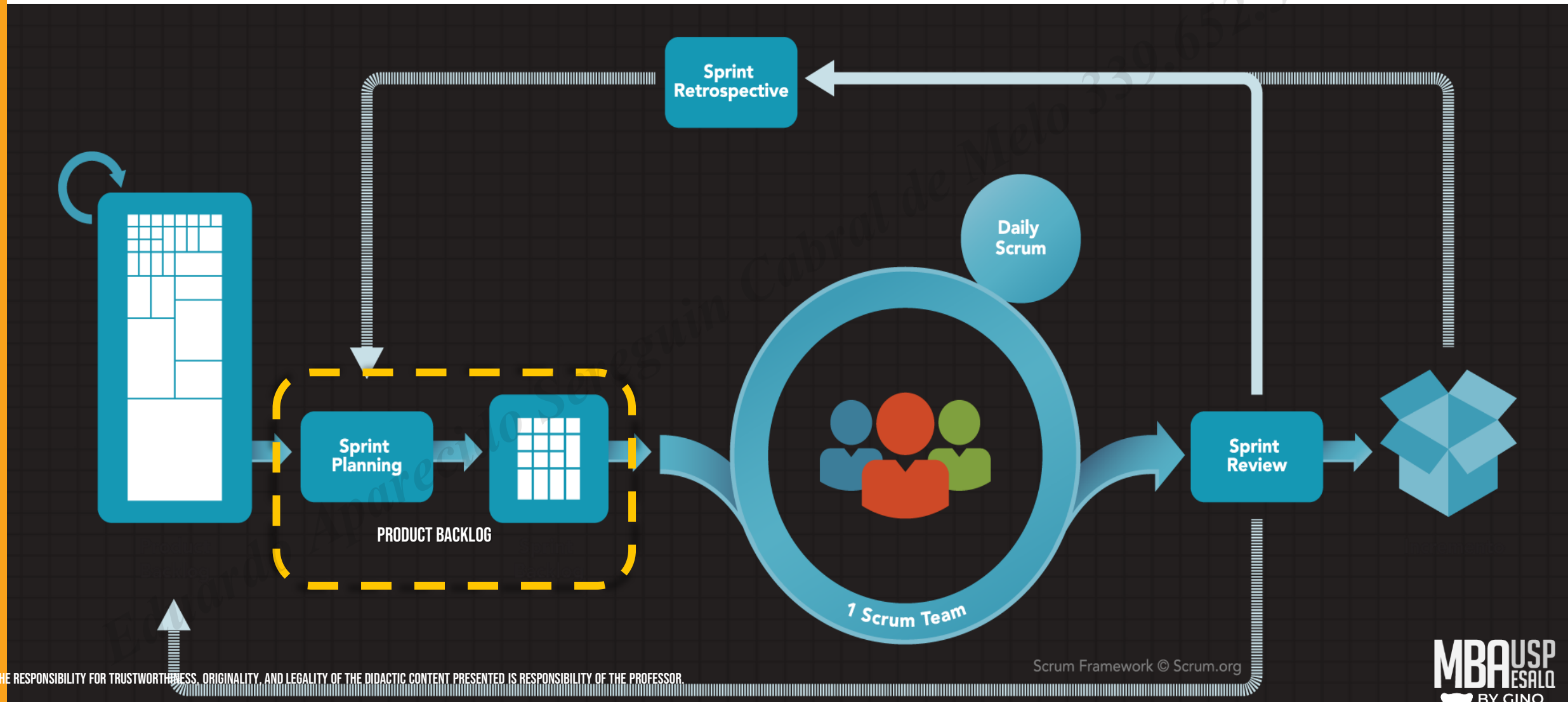

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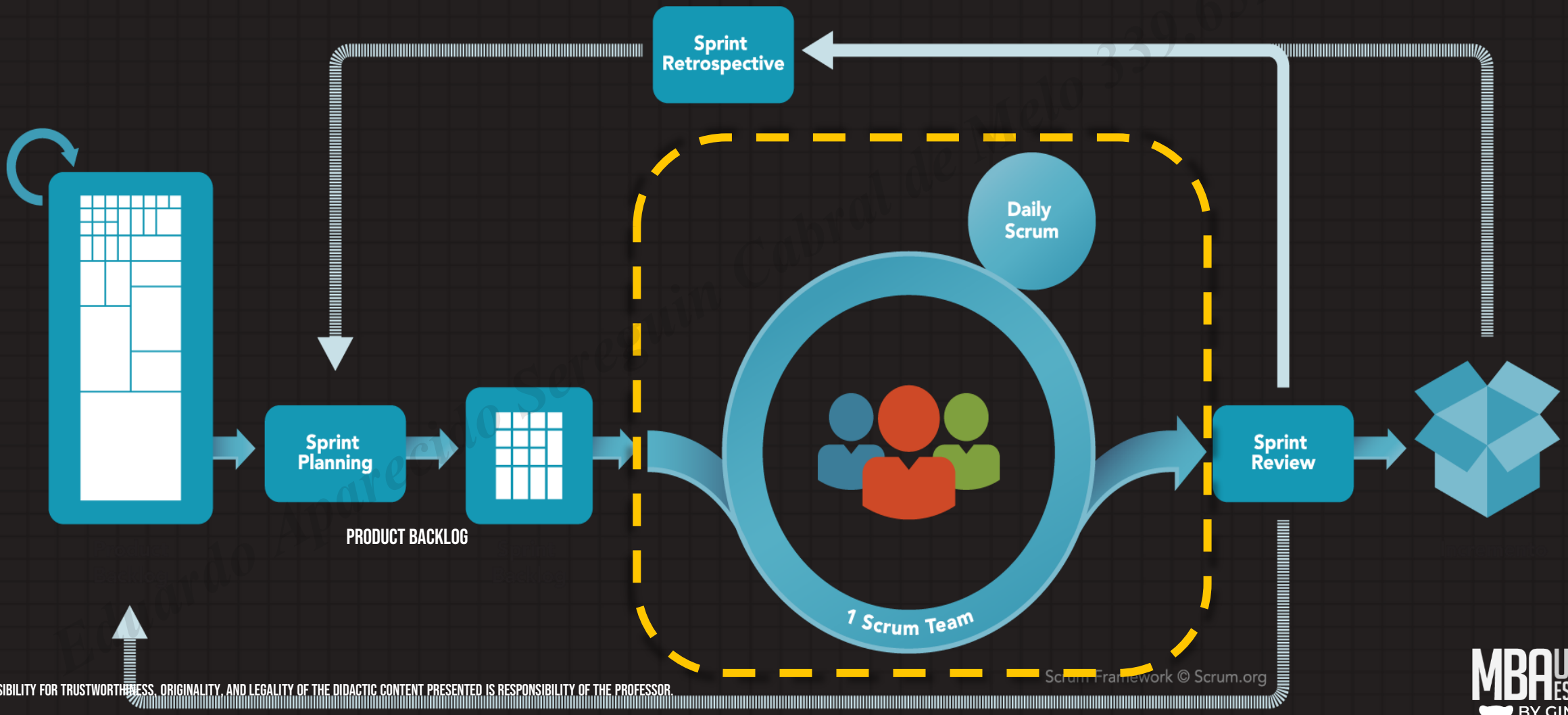

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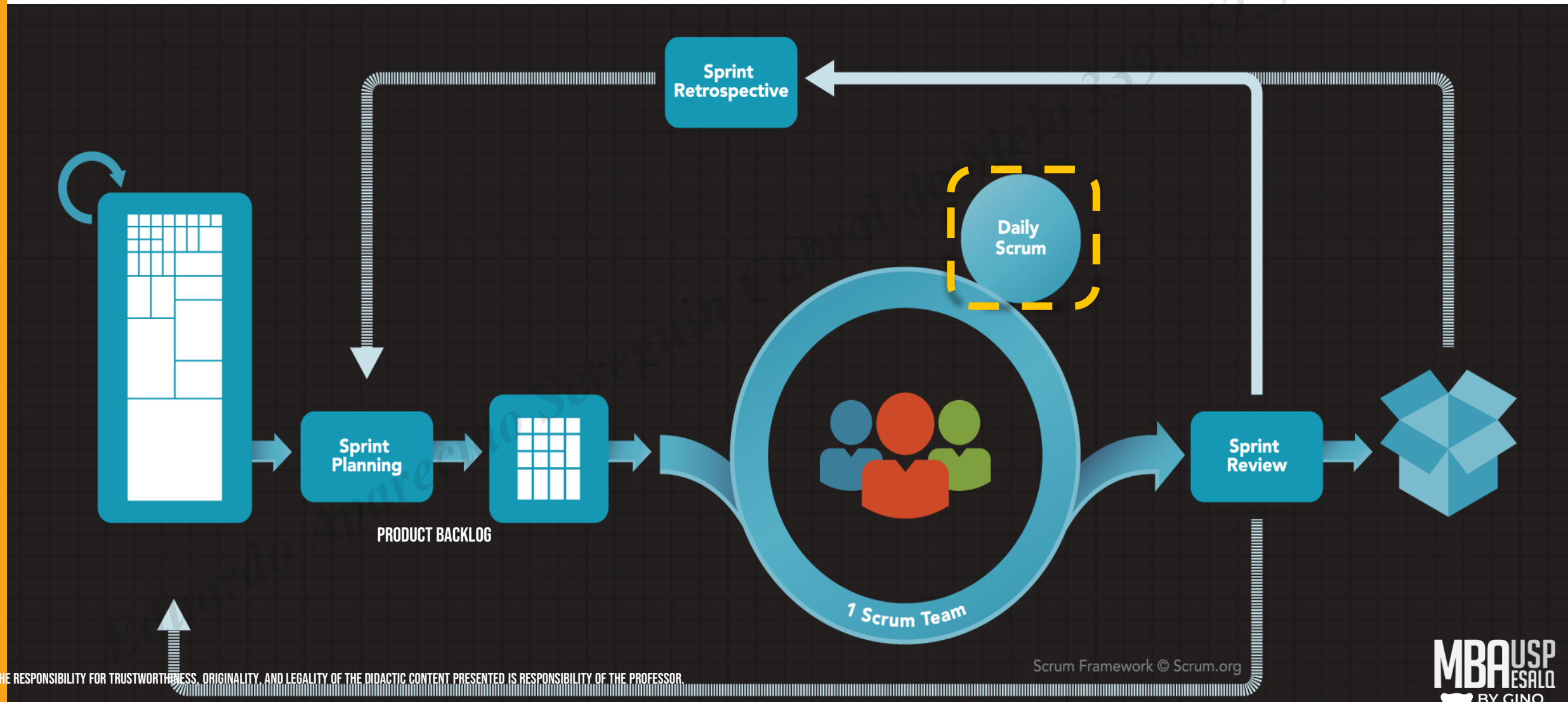

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SCRUM CONCEPTS

DAILY SCRUM

THE DAILY SCRUM OBJECTIVE **IS TO INSPECT THE PROGRESS TOWARDS SPRINT GOAL** AND ADAPT SPRINT BACKLOG AS NECESSARY, ADJUSTING THE NEXT PLANNED WORK.

DAILY SCRUM IS EVENT **OF 15 MINUTES** FOR TIME SCRUM DEVELOPERS. TO REDUCE THE COMPLEXITY, IT IS PERFORMED IN THE SAME SCHEDULE AND PLACE ALL THE WORKING DAYS OF SPRINT

DAILY SCRUMS **IMPROVE COMMUNICATION, IDENTIFY IMPEDIMENTS, PROMOTE AGILITY** IN DECISION-MAKING, AND CONSEQUENTLY, THEY ELIMINATE THE NEED FOR OTHER MEETINGS.

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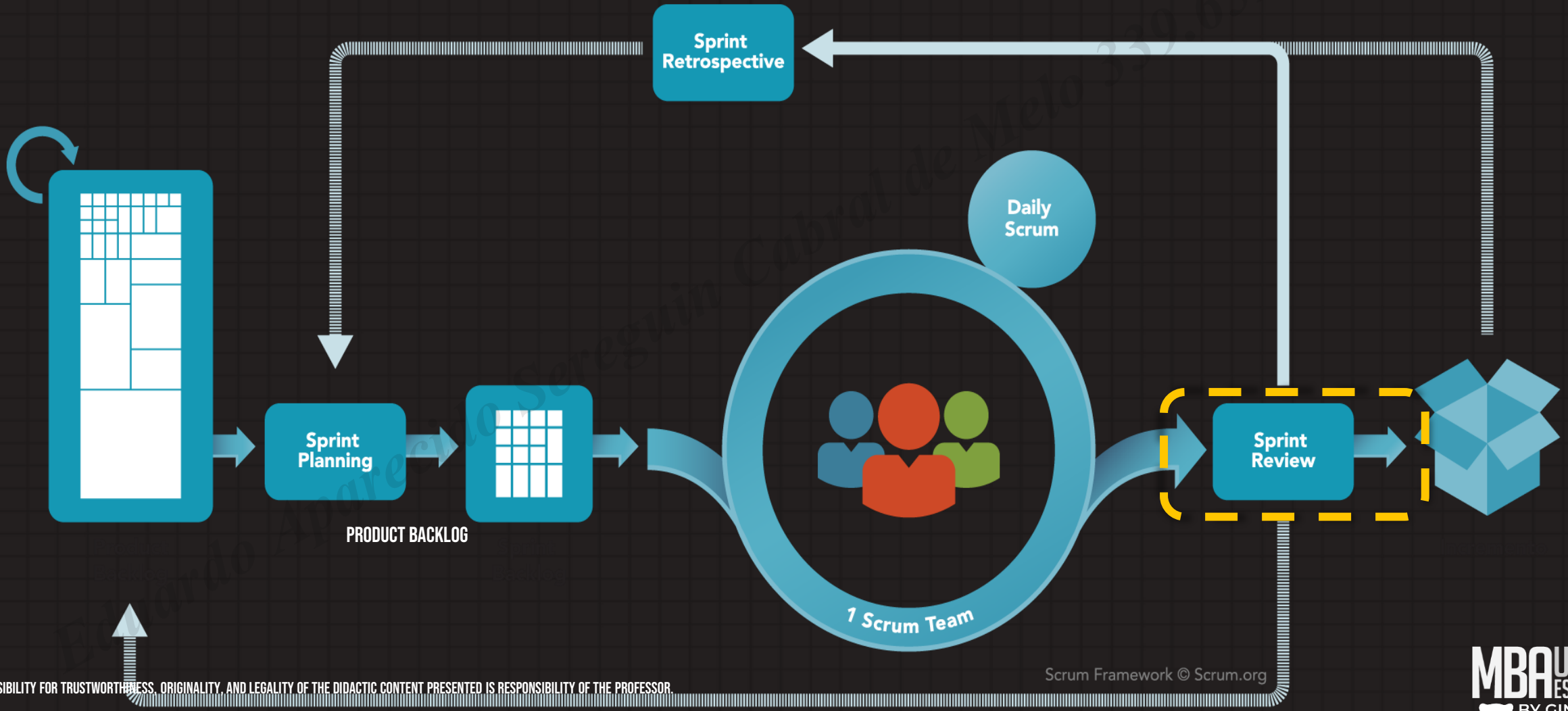

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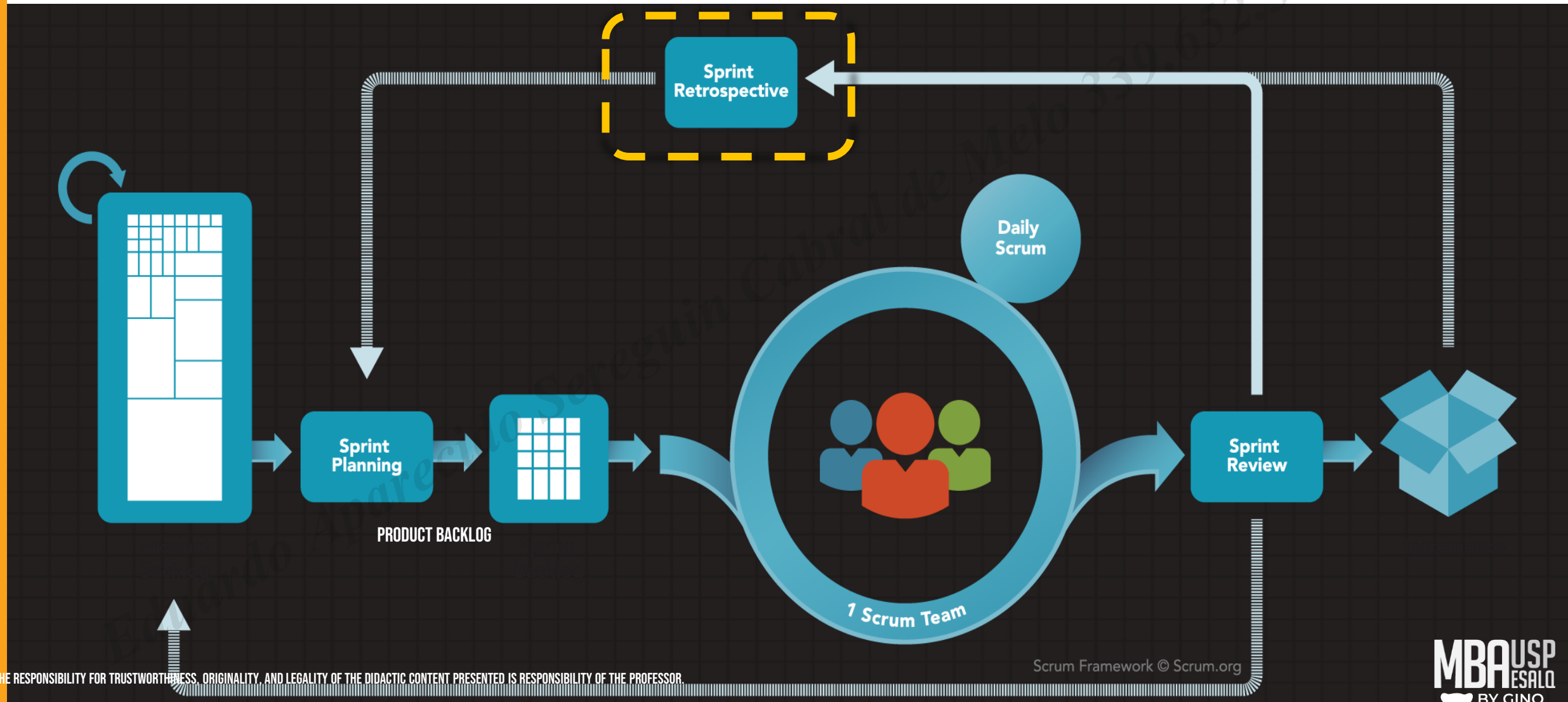

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