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TRABALHO DE CONCLUSÃO DE CURSO I

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SCHWABER, Ken. **The Enterprise and Scrum.** Microsoft Press,2007

CITAÇÃO	PALAVRA-CHAVE
"Scrum isn't a process that you modify to fit your enterprise. Instead, it exposes every disfunction in your enterprise while you build products " (pág. 7)	Processo
"The Product Backlog is often decomposed by layers: architectural, functional, and geographical-or a mix of all of these." (pág 64)	Integração e camadas
"The development teams are responsible for managing themselves. Every Sprint, they evaluate their process for opportunities to improve them." (pág 78)	Gerenciando e times
"They followed the same team practices as the team, [...], but the time-zone differences made the Daily Scrums hard to schedule " (pág. 82)	Times distribuídos globalmente
"Scrum addresses the complexity of software development projects by implementing the inspection, adaption, and visibility requirements of empirical process control in a set of simple practices and rules." (pág 105)	Desenvolvimento de software complexo
"The Scrum process uses a mechanism known as co-coordinating status meeting-or Scrum of Scrums, or integration Daily Scrum- which synchronizes the work between multiple teams. " (pág. 138)	Sincronização e múltiplos times
"A problem that occurs frequently is an oversized team." (pág. 139)	Tamanho de times

LARMAN, Craig; VODDE, Bas. **Pratices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large Scale Scrum,** Addison-Wesley, 2010

CITAÇÃO	PALAVRA-CHAVE
"Large-scale Scrum is Scrum. [...] It is not new and improved Scrum. Rather, it is regular Scrum, na empirical process framework that within na organization can inspect and adapt to work in a group small or large." (pág. 9)	Large-scale Scrum
"Customers can participate more frequently in concrete product evaluation, since the product is shippable from the first iteration." (pág 105)	Gerenciamento de produto, entrega
"The Contract is not a commercial contract, rather, it is an internal agreement between P-M and R&D" (pág. 108)	Contrato, gerenciamento de produto
"The Content Milestone is often a fixed arbritary date decided at The Start." (pág. 108)	Acordo de liberação, definição de conceito de pronto
"The third agile value is customer collaboration over contract negotiation. This refers not only to commercial contracts, but also to the internal 'contracts' between parties within the product-creation company." (pág. 116)	Colaboração, cliente
"The Product Owner has business responsibility – The PO is responsible for the product profitability, has the business view, and talks to real customers." (pág. 117)	Responsabilidades do Product Owner
"[...] the product owner cannot be someone from within R&D (unless that person had business responsibility)." (pág 117)	Product Owner
"[...] the product manager's (Product Owner) major focus should be outward to the market, not inward, and include acting as a cross-functional leader between R&D, manufacturing, and so forth. " (pág. 118)	Foco do Product Owner

"[...] the real Product Owner is not a project manager from IT or engineering; rather, he or she is a business person from the area the application is created for".(pág. 121)	Quem é o Product Owner
"The name Product Owner was coined by Jeff Sutherland (the creator of Scrum). His intention, while working in a commercial product company, was straightforward: that the Product Owner *really owns the product* and have responsibility and decision-authority related to profit, business case, pricing, release date, and content. " (pág. 122)	Definição e responsabilidades do Product Owner
"When an organization with a platform group adopts Scrum, a common notion is to create a shared infrastructure backlog for the group, fed from the products" (pág. 129)	Múltiplos produtos, risco de compartilhamento de backlogs entre produtos
"Some scaling Scrum descriptions advise that each team have their own Product Backlog. This is not correct. There is only one Product Backlog for the overall product, regardless of the number of teams. " (pág. 132)	Muitos times, Product Backlog
"Area Product Owners (APOS) are applicable to large-scale development involving many teams, such as 50 teams for one product. [...]. Each area has its own Area Backlog and APO, and is served by many teams that specialize in that requirement area. An APO (and requirement area) has many teams, never (or at least extremely rarely) only one. " (pág. 133)	Area Product Owner, Area Backlog

"In a very large-scale product group with requirement areas, the Product Owner Team includes the (overall) Product Owner and Area Product Owners. A team is needed because there are too many Scrum teams and too much product management work for one person to handle as Product Owner. " (pág. 136)	Grandes grupos, muitos Product Owners
"On average, each Area Product Owner is then served by seven teams. That one person cannot effectively spend time with each team acting in the role of Product Owner – giving full attention to each team during Sprint Planning, helping to refine all the backlog items, and so on. Someone else needs to serve as Product Owner in relation to the team. " (pág. 138)	Distinção entre Area Product Owner e Product Owner junto ao time
"In traditional lage-scale development, a team seldom does complete end-to-end customer goals. [...], this changes with the transition to feature teams that do complete end-to-end work. In this case, what a tema does is profoundly relevant to real users." (pág. 146)	Feature teams, trabalho fim-a-fim
"Participants – include the Product Owner Team and all team members, or representatives if too many people; workshops with more than 50 people are unwieldy – even this size is only effective with a skilled large-workshop facilitator." (pág. 158)	Workshop inicial de refinamento do Product Backlog
"Multisite development – One product group at two or more sites, also known as distributed development." (pág. 413)	Definição de desenvolvimento multisite

"The impact of distance does not start after hundreds of kilometers. Multisite issues rear up as soon as teams are a short distance apart – and short is short." (pág. 415)	Impacto da distância dos times
"Even with advances in virtual presence, time zone differences are a hard constraint – there is the lost potential benefits of synchronous communication to reduce the wastes of delay, misunderstanding and information scatter, and to help form real relationships." (pág 416)	Dificuldade do multisite
"An iteration or Sprint in Scrum is for the entire product, with the perfection challenge of creating a potentially shippable product increment at the end of each two- or four-week timebox. There is no separate and independent iteration unique to each site. " (pág. 417)	Entrega do produto, janela de tempo, multisite
"When a complete customer-centric feature is given to one cross-functional, cross-component, co-located, self-organizing feature team (that is a normal Scrum Team) – and they do the planning, analysis, design, programming, and testing for the future – there is no need for project management coordination with other groups and no need for project management overhead." (pág. 419)	Auto coordenação do time, time multifuncional
"Synchronous communication implies that a dispersed team should have significantly overlapping work days, such as no more than three or four time zones apart. It is improbable (impossible?) to form a real team that does not participate regularly in synchronous communication" (pág. 421)	Comunicação síncrona entre times
"The scope of continuous integration (CI) is the product, not the site. Fifty feature teams in four countries need to share one repository and be continually integrating all code." (pág. 424)	Integração de código multisite

"In large-scale Scrum, there will be joint Sprint Retrospective. Start with a team-level retrospective. When the need is felt for higher-level joint retrospective to improve the system, try holding one simply at the level of the requirement area that the feature teams belong to." (pág. 434)	Retrospectiva do Sprint

WOODWARD Elizabeth; SURDEK, Steffan; GANIS, Matthew. **A Practical Guide to Distributed Scrum,** IBM Press, 2010

CITAÇÃO	PALAVRA-CHAVE
"How do teams become distributed? A software development organization may outsource a particular function to another company in another country, or the software development organization may be hiring their own workers in an emerging country. With a well thought-out plan to best leverage the talent in multiple countries, it can be less expensive to develop a product " (pág. 6)	Motivação para desenvolvimento distribuído
"In the Isolated Scrum Model, each location has a cross-functional Scrum Team. Teams work apart from one other. Each team is independent. There is no need for collaboration between teams." (pág. 12)	Times isolados
"The Distributed Scrum of Scrums, places a separate, cross-functional Scrum Team at each location, but the teams use a regular Scrum of Scrums meeting to coordinate efforts between them." (pág. 12)	Scrum de Scrums distribuídos
"Totally Integrated Scrum. In this model, each Scrum Team has members in multiple locations. It may be that all testers are at one location while all developers are at another location or that each of the cross-functional team members telecommutes. Where multiple Scrum Teams are working together to deliver a project." (pág. 13)	Scrum totalmente integrado

"During team formation, the team will develop a process for social etiquette, communications, and other aspects of distributed collaboration. The team will evaluate their performance at the end of each Sprint during the retrospective to find opportunities to improve, although the team is expected to make continuous updates throughout the Sprint as needed." (pág. 19)	Formação de times
"When working with global teams, team members need to be mindful of different time zones. When identifying dates in communications, it is important to always state the time zone or, at the beginning of the project, agree on the time zone the team will use and stay consistent." (pág. 20)	Fuso horário e horário de trabalho
"The right tools can help facilitate good communication. Requirements repositories, software configuration management, software repository, version control, build software, defect tracking, and project management tools used by a distributed team should provide good performance across the geographies where the team resides. " (pág. 26)	Ferramentas de comunicação
"Distance can make some team members feel isolated, especially if they have a specialized skill that is used only at certain times during the development effort for each work item." (pág. 28)	Dinâmica dos times, distância

"Some obvious problem occurs when communication channels fail. Team members may not be doing the right task, doing the task correctly, or doing the task at the expected time. " (pág. 35)	Falhas de comunicação
"When multiple teams are working with the same set of stakeholders, they may need to work with the same people at different times. This can make it challenging to coordinate their availabilities."(pág. 42)	Stakeholder, múltiplos times
"It can be helpful to think of the groupings as problem areas or feature areas instead of themes. This helps make sure the Scrum Team does not lose the problem as well as the value." (pág. 44)	Organizando problemas do projeto
"A Scrum Team that self-organizes into two cross-functional smaller teams in different parts of the world, such as China and North America, may have an easier time and maybe even an advantage. Their distribution level allows the team to work a combined 16 hours each day, where each team is working on independent user stories." (pág. 51).	Organização de times
"Large-scale distributed teams integrating their work in a single product face added challenges. These teams need to decide early in the Release Planning on how to manage their Product Backlog; there are many approaches they should consider to find out which might work best for them." (pág. 53)	Integração do produto

"Although an ideal Scrum Project focuses on creating a releasable version of the product each Sprint, in large-scale development, this is not always possible. There is a greater need for Sprints focused on modeling early in the project and to focus on 'endgame' tasks, such as packaging the product, training teams, and formatting end user documentation at the end of the project." (pág. 57)	Release
"Distribution and scaling of Scrum Teams both have an impact on Sprint Planning. In enterprise Scrum where Scrum Team members are in different time zones, the two meetings do not typically happen back-to-back. Sprint planning for scaled teams is different because there are more people contributing to developing the product." (pág. 86)	Planejamento do Sprint
"With a distributed team, silences and verbal cues take on more significant meaning and because of this, the ScrumMaster needs to rely on the role team to take responsibility for ensuring good communication." (pág. 94)	Compromisso do time
"The distribution level will have an impact on how to conduct the Daily Scrum meeting. Conducting the Daily Scrum when team members are in the same time zone and speak the same language is much simpler than for a team with members spread in multiple countries and time zones." (pág. 102)	Reunião diária do Scrum

"Continuous integration helps improve the efficiency of a team by automating once and then reusing as much as possible. This removes human error, provides consistency, and frees up people to do higher-value work." (pág. 136)	Integração contínua
"One of the challenges of distributed teams is not demonstrating stories that part of distributed team completed during the Sprint. This can happen on teams with no overlapping hours when the time of the meeting would be outside the regular hours of the part of the team that worked on the story. " (pág. 159)	Desafios para times distribuídos
"In a distributed environment when multiple Scrum Teams are contributing to the same project, there may be a need for the teams to conduct a joint retrospective meeting. The need for, and the timing or frequency of, these meetings depends a lot on how closely the teams work together." (pág. 166)	Retrospectiva