

Sprint 1 - Week 1 and Week 2 (Possible Points: 20)

Product Backlog (one screenshot for sprint 1)

- Paste a screenshot of your product backlog prior to starting sprint 1.

Answer

Order ↑↓	Story Name ↑↓	Required for MVP ↑↓	Story Points ↑↓	Sprint ↑↓	Select Story ↑↓
2	Ability to Display Pre-tax Deductions	Yes	1	Sprint 1	...
3	Enter Expenses	Yes	3	Sprint 1	...
5	Change Payroll Deductions	Yes	1	Sprint 1	...
6	Ability to Print a Pay-stub Form from any Pay Period	Yes	2	Sprint 1	...
8	Change W4 Information	Yes	1	Sprint 1	...
9	Submit Reimbursable Medical Expenses	Yes	2	Sprint 1	...
10	Life Insurance Enrollment	Yes	3	Sprint 1	...
11	Annual Enrollment of Benefits	Yes	3	Sprint 1	...
34	SOX Audit Compliance Reporting	Yes	2	Sprint 1	...
35	Allowance for W-2 Hourly Employees	Yes	3	Sprint 1	...
36	Employee Validation Rules	Yes	1	Sprint 1	...
37	Charitable Contribution Tax Savings	Yes	1	Sprint 1	...
39	Notification of Changes to Deductions	Yes	3	Sprint 1	...

- Please explain what you did in grooming the user stories in your product backlog and your reasoning for these decisions.

Answer

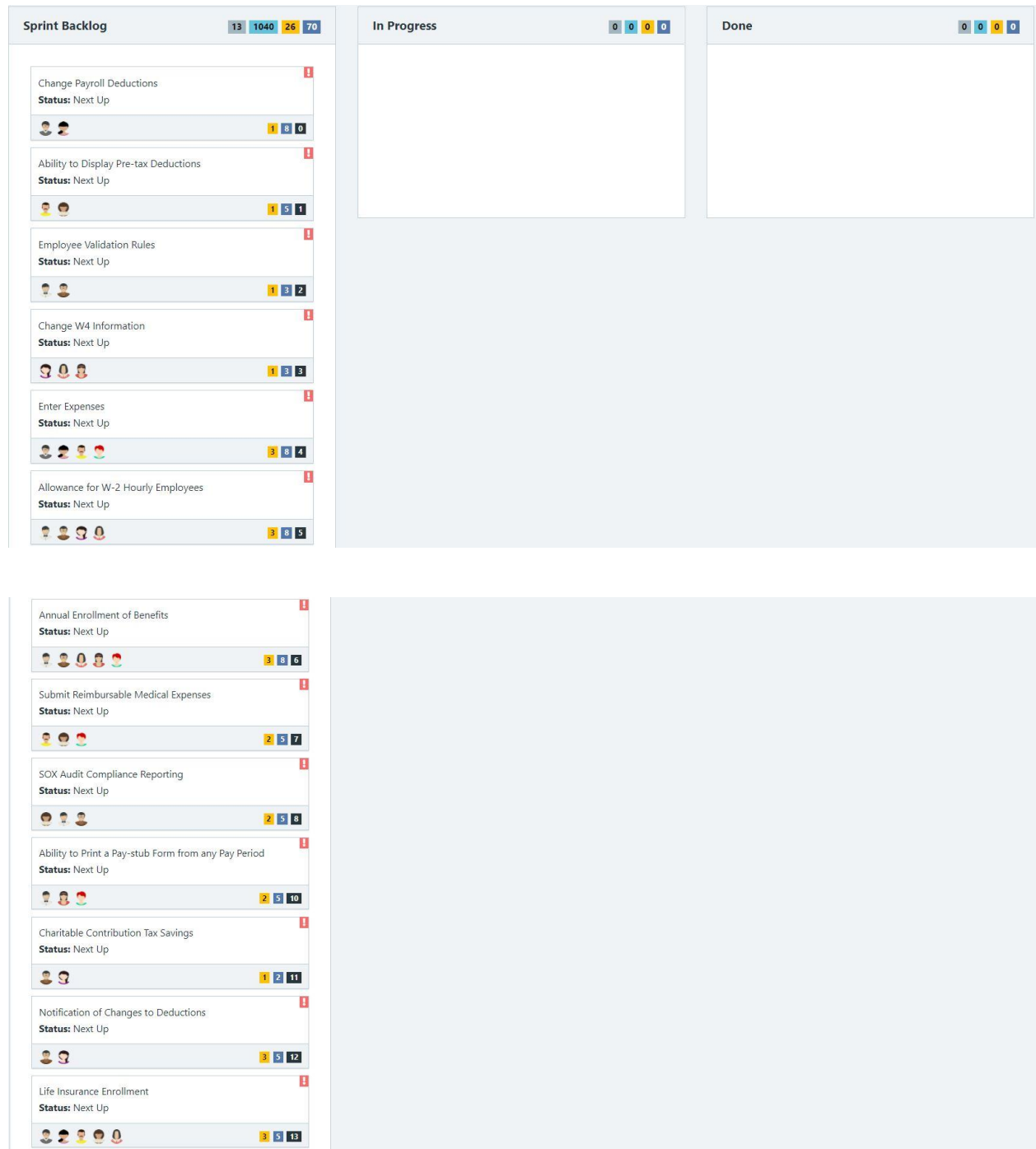
Currently, it is imperative that the team delivers an MVP as soon as possible. Hence, the first layer of prioritization was based on the MVP classification. The MRFs that are necessary to produce the MVP have been given a higher priority. Then, in alignment with Scrum philosophy, we wanted to deliver the most valuable functionality each iteration. Hence, the business value per story point metric was used as the second layer of prioritization. Lastly, if two user stories had the same

value offerings, then the smaller user story was slotted before the larger one. Often, stories that have fewer story points are less complex and completing these sets of stories quickly builds confidence for the team. This will improve team cohesion and helps set a positive cadence for the rest of the project.

Scrum Board

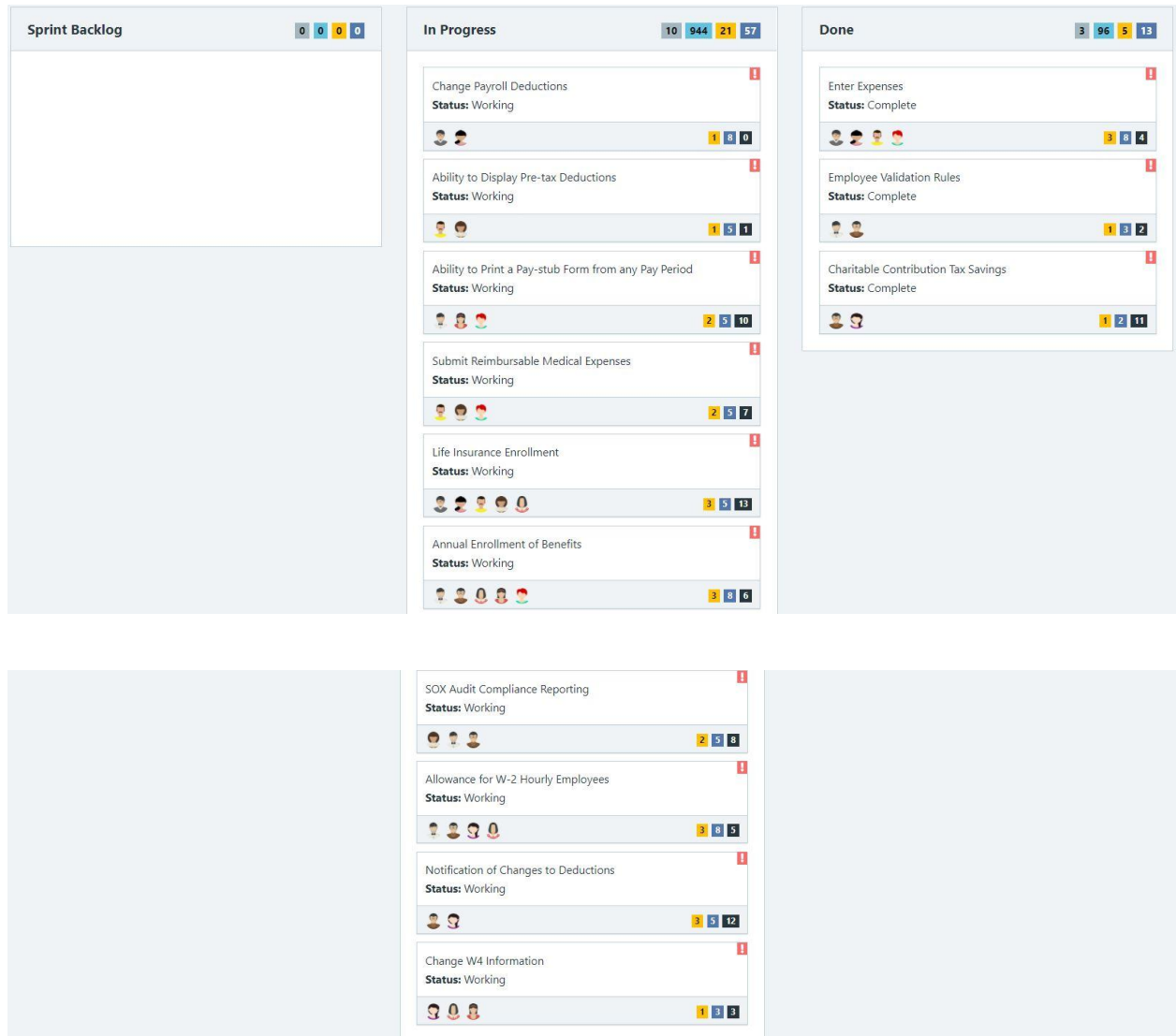
- Scrum Board screenshot before sprint 1 has started

Answer



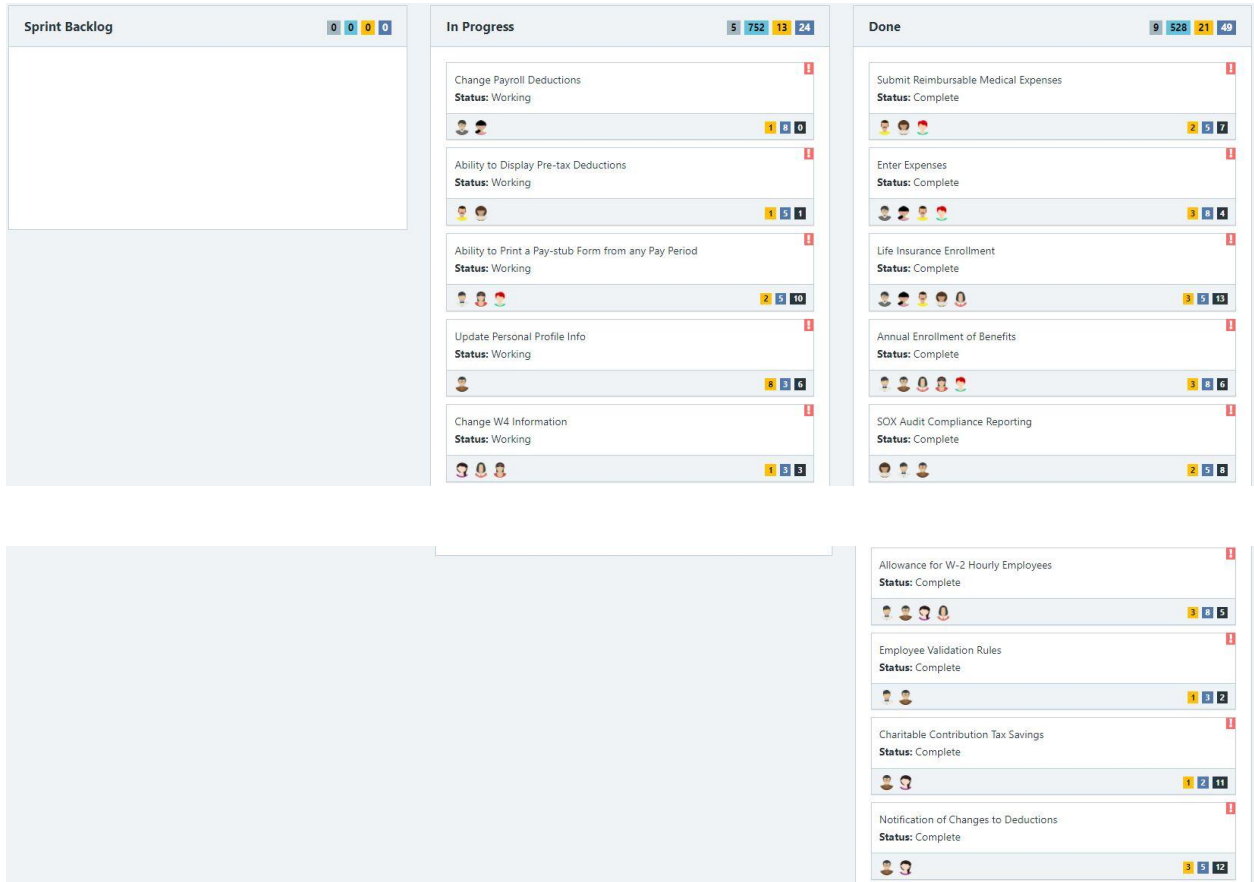
- Scrum Board screenshot after 1st week of sprint 1

Answer



- Scrum Board screenshot after 2nd week of sprint 1

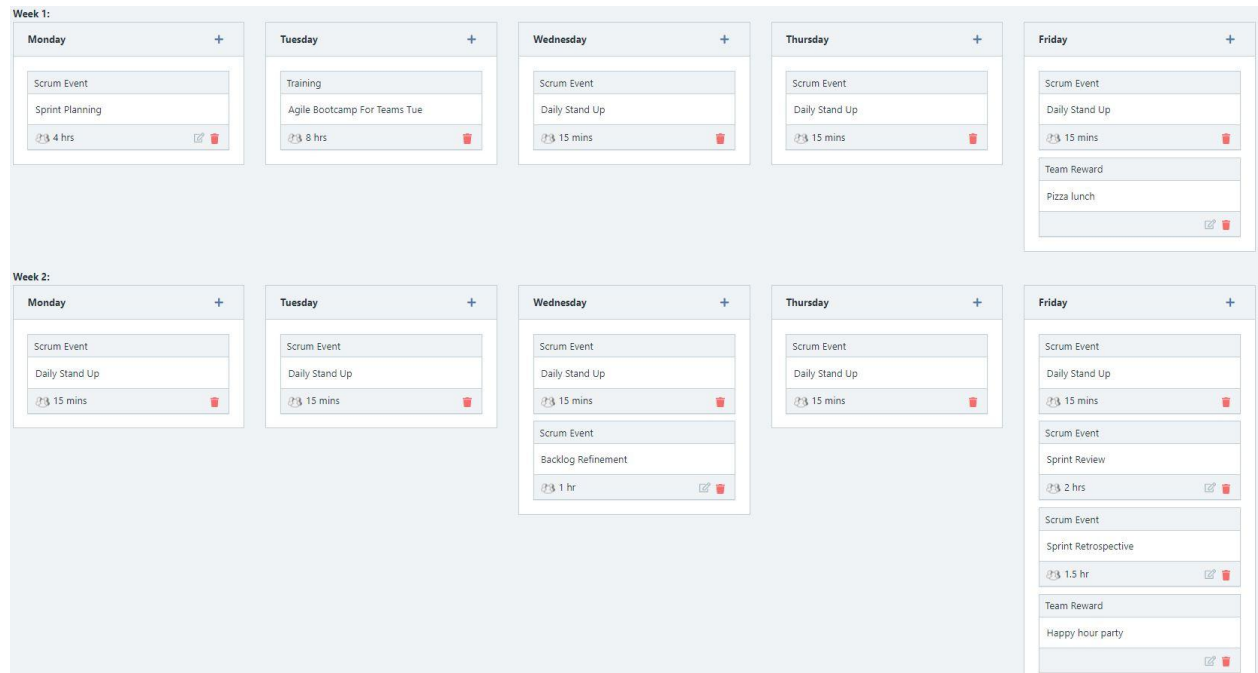
Answer



Calendar

- Paste a screenshot of your calendar for sprint 1.

Answer



- Explain the reason why you have scheduled the meetings listed on your calendar.

Answer

In alignment with the standard Scrum procedures, the required Scrum activities within a Sprint have been scheduled such as Sprint Planning, Daily Stand Up, Backlog Refinement, Sprint Review, and Sprint Retrospective. Apart from the Scrum events, Agile Bootcamp and Team Rewards events have been scheduled.

Scrum Events:

- ☐ Sprint Planning: Breaks down the user stories into a set of manageable tasks such that the product can be developed.
- ☐ Daily Stand Up: Daily inspect and adapt activity to synchronize efforts and create a plan for the upcoming 24 hours.
- ☐ Backlog Refinement: Prioritization of the backlog to facilitate the next upcoming sprints.
- ☐ Sprint Review: Inspect and adapt activity with regards to the product being built. Essentially, a review of the product and outlining any changes to be made.
- ☐ Sprint Retrospective: Inspect and adapt activity with regards to the Scrum process. Essentially, a review of the process and outlining any changes to be made.

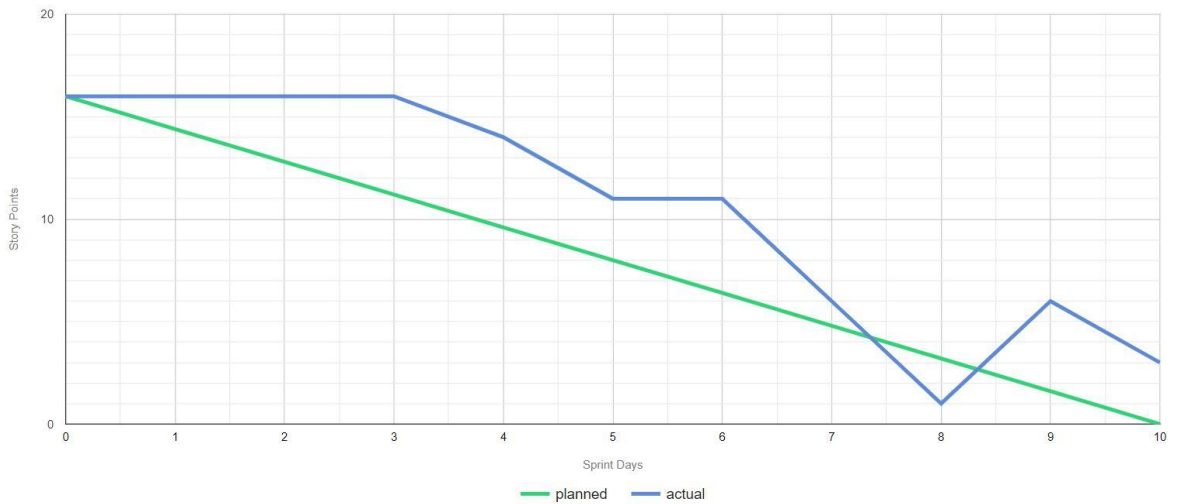
Additional Events:

- ☐ Agile Bootcamp: This is a team-based training that outlines Agile principles and methodologies. This bootcamp was scheduled because many of the team members are relatively new to the Scrum process. In addition, the members come from different functional departments and have limited experience working with each other.
- ☐ Team Rewards: A Pizza Lunch was scheduled on the 1st Friday of the sprint and the Happy Hours Party was scheduled on the 2nd Friday of the sprint. Both of these activities aim to foster high team morale and to enhance team cohesion.

Burn Down

- After completing sprint 1, paste a screenshot of the sprint 1 Burn Down Chart below.

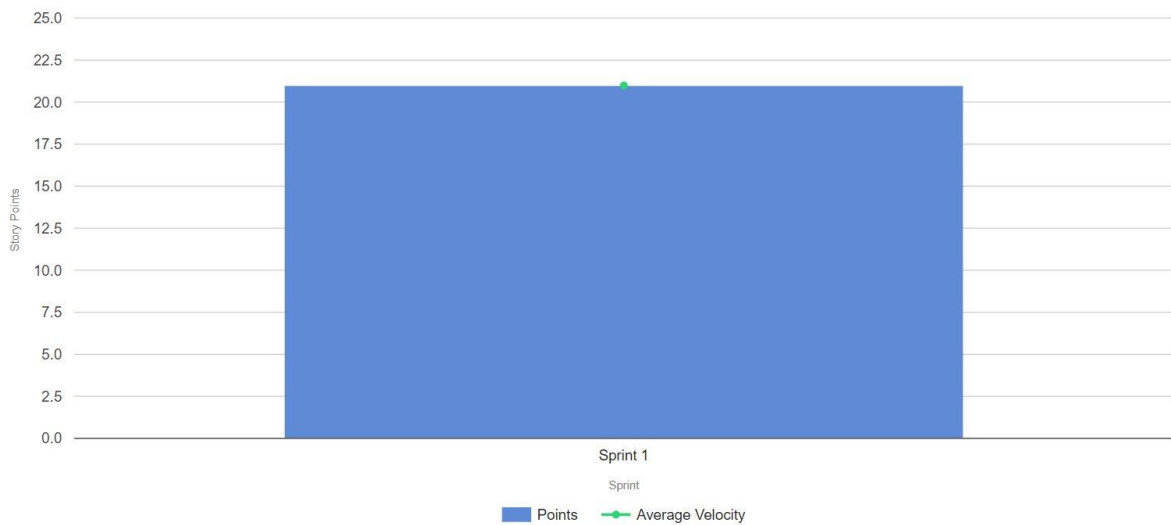
Answer



Velocity Trend

- After completing sprint 1, paste the sprint 1 Velocity Chart below:

Answer



Retrospective Meeting

- How did you do in this Sprint?

Answer

Overall, 9 user stories have been completed worth a total of 21 points. The planned story points threshold of 26 points was not met as outlined in the Release Plan. This was expected because SimAgile also takes into account the factor of Total Hours during sprint execution. All in all, the team is getting used to the Scrum process and noticeable progress is being made with regards to the MVP completion.

- What problems, if any, did you encounter as you were executing the sprint?

Answer

The main problems encountered during the sprint execution was low team morale and that certain team members were absent during critical Scrum events.

- What changes, if any, are you planning to make in the next sprint?

Answer

The new capacity for planning purposes will be 14 story points. In addition, there will be no training activities scheduled within the next sprint.

Answer following questions based on this Sprint:

- What is the velocity (in story points) for the sprint?

Answer

21 Story Points

- What is the average velocity, minimum velocity, and maximum velocity (in story points) for the project across all sprints that have been completed so far?

Answer

Average Velocity: 21 Story Points

Minimum Velocity: 21 Story Points

Maximum Velocity: 21 Story Points

- Based on the current status of your project, do you believe that you will be able to complete the mandatory (or required) stories in the product backlog within the four sprints? Explain your answer.

Answer

Yes, based on the current status, the required stories in the product backlog will be completed within the four sprints. The MVP requires 51 story points of work. The current velocity is 21 story points indicating that the MVP could be approximately completed by the end of Sprint 3.

- Based on the current status of your project, do you believe that you will be able to complete all stories in the product backlog within the four sprints planned? Explain your answer.

Answer

No, based on the current status, completing all the stories in the backlog will not be possible within the four sprints. The initial backlog contains 163 story points of work. The current velocity is 21 story points. If this rate is maintained, then all the current PBIs should be approximately completed by the end of Sprint 8. In addition, some of the PBIs are not fully developed and are not sprint ready.

Sprint 2 - Week 3 and Week 4 (Possible Points: 20)

Product Backlog (one screenshot for the sprint)

- Paste the screenshot of your Product Backlog below.

Answer

Order ↑↓	Story Name ↑↓	Required for MVP ↑↓	Story Points ↑↓	Sprint ↑↓	Select Story ↑↓
1	Update Personal Profile Info	Yes	8	Sprint 2	...
2	Ability to Display Pre-tax Deductions	Yes	1	Sprint 2	...
5	Change Payroll Deductions	Yes	1	Sprint 2	...
6	Ability to Print a Pay-stub Form from any Pay Period	Yes	2	Sprint 2	...
7	Calculate 401K Tax Savings	Yes	2	Sprint 2	...
12	View Employee Stock Purchase Program information	Yes	5	Sprint 2	...
13	Print W-2	Yes	5	Sprint 2	...

- Please explain what you did in grooming the user stories in your Product Backlog and your reasoning for these decisions.

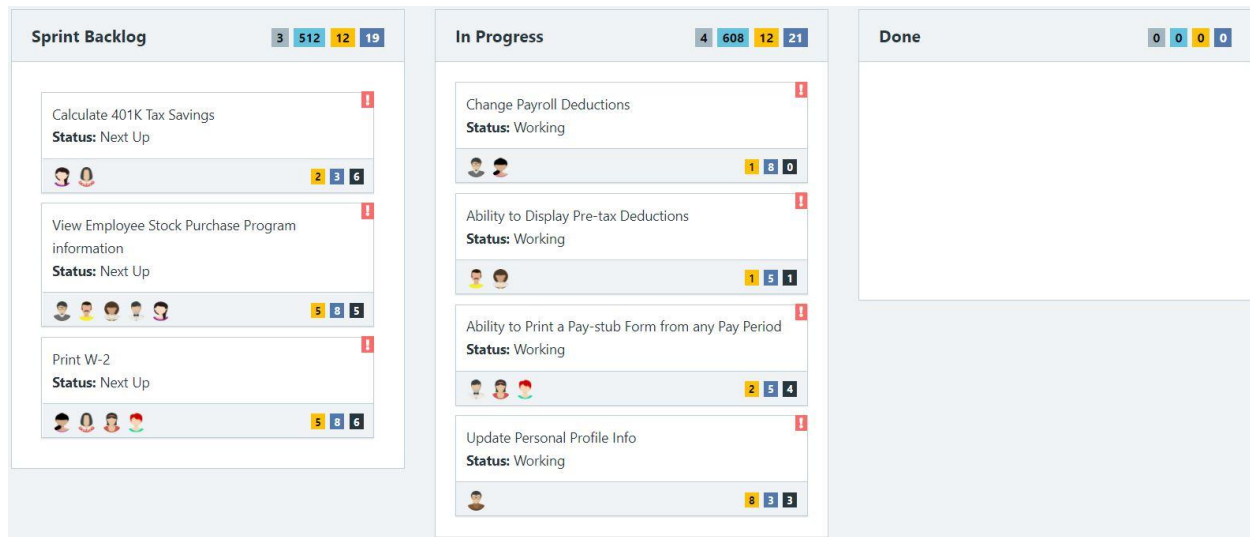
Answer

Currently, it is imperative that the team delivers an MVP as soon as possible. Hence, the first layer of prioritization was based on the MVP classification. The MRFs that are necessary to produce the MVP have been given a higher priority. Then, in alignment with Scrum philosophy, we wanted to deliver the most valuable functionality each iteration. Hence, the business value per story point metric was used as the second layer of prioritization. Lastly, if two user stories had the same value offerings, then the story that had a lower Total Hours time unit was prioritized higher. In addition, under certain instances, themes of stories were arranged sequentially to provide groupings of functionality.

Scrum Board

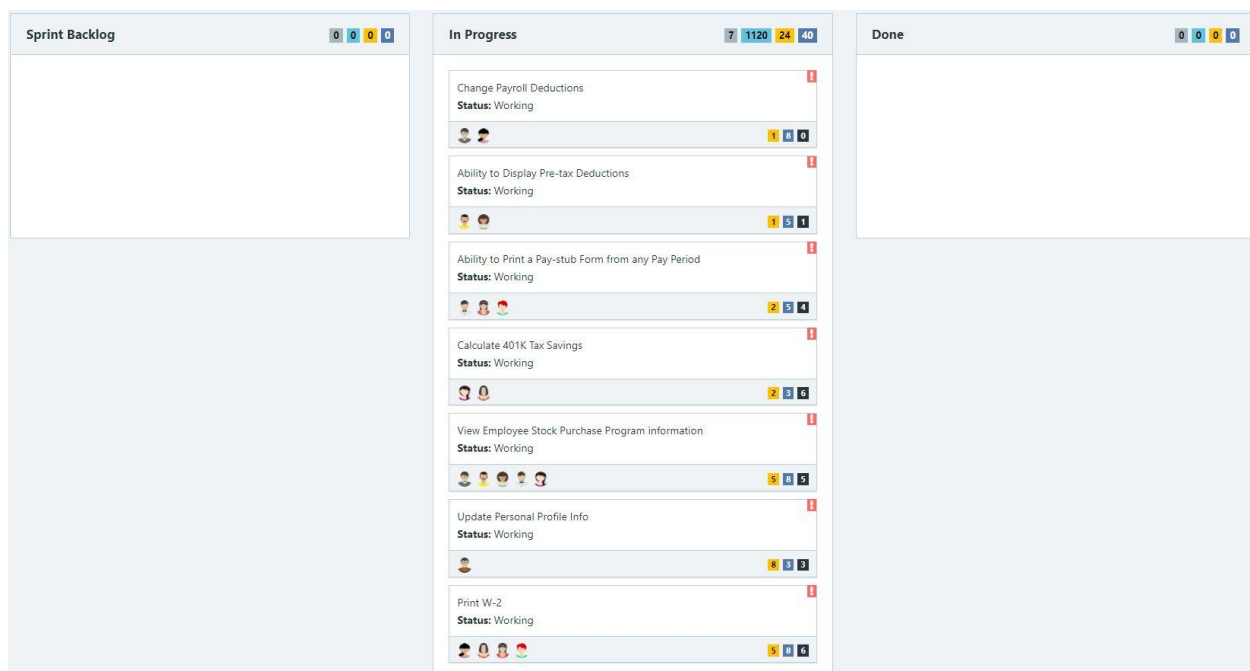
- Scrum Board screenshot before sprint 2 has started

Answer



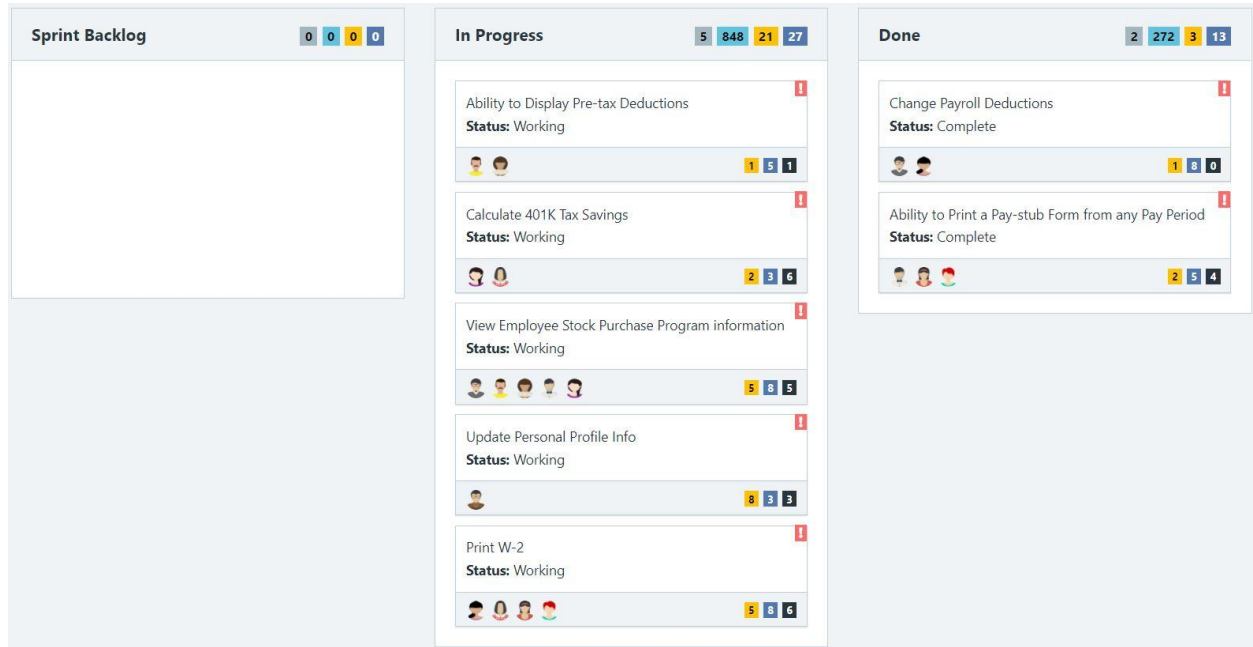
- Scrum Board screenshot after 1st week of sprint 2

Answer



- Scrum Board screenshot after 2nd week of sprint 2

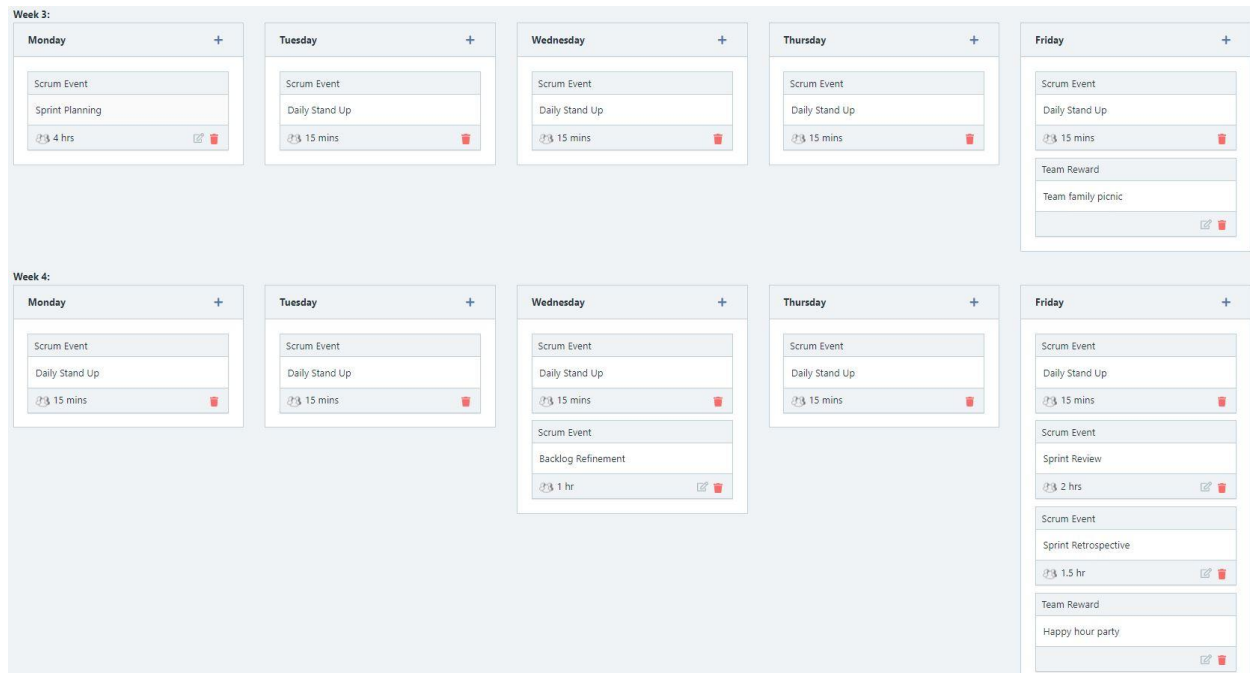
Answer



Calendar

- Paste the screenshot of your calendar for sprint 2

Answer



- Explain the reason why you have scheduled the meetings listed on your calendar (if any)?

Answer

In alignment with the standard Scrum procedures, the required Scrum activities within a Sprint have been scheduled such as Sprint Planning, Daily Stand Up, Backlog Refinement, Sprint Review, and Sprint Retrospective. Apart from the Scrum events, Team Rewards events have been scheduled.

Scrum Events:

- ☐ Sprint Planning: Breaks down the user stories into a set of manageable tasks such that the product can be developed.
- ☐ Daily Stand Up: Daily inspect and adapt activity to synchronize efforts and create a plan for the upcoming 24 hours.
- ☐ Backlog Refinement: Prioritization of the backlog to facilitate the next upcoming sprints.
- ☐ Sprint Review: Inspect and adapt activity with regards to the product being built. Essentially, a review of the product and outlining any changes to be made.
- ☐ Sprint Retrospective: Inspect and adapt activity with regards to the Scrum process. Essentially, a review of the process and outlining any changes to be made.

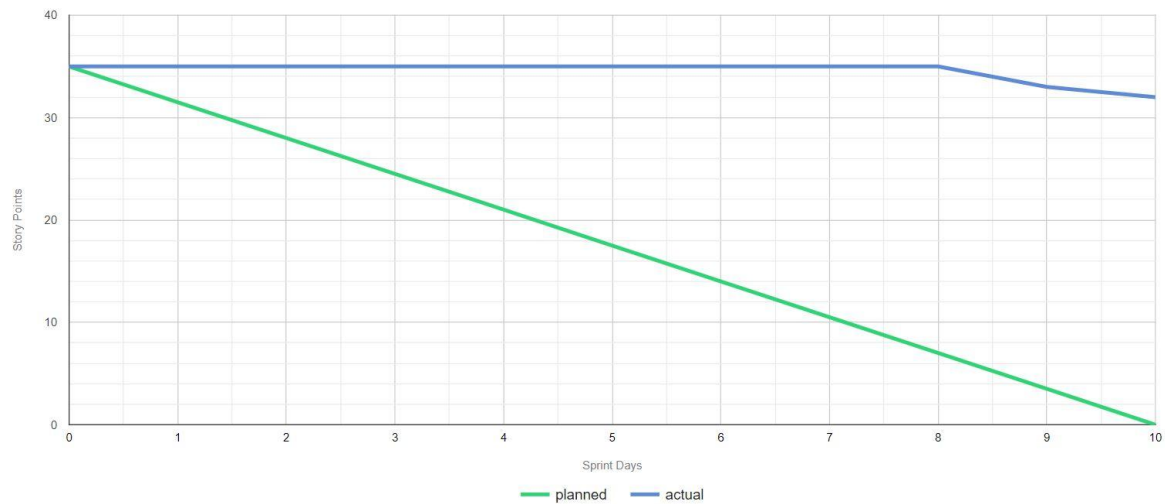
Additional Events:

- ☐ Team Rewards: A Team Picnic was scheduled on the 1st Friday of the sprint and the Happy Hours Party was scheduled on the 2nd Friday of the sprint. Both of these activities aim to foster high team morale and to enhance team cohesion.

BurnDown

- After completing sprint 2, paste a screenshot of the sprint 2 Burn Down Chart below.

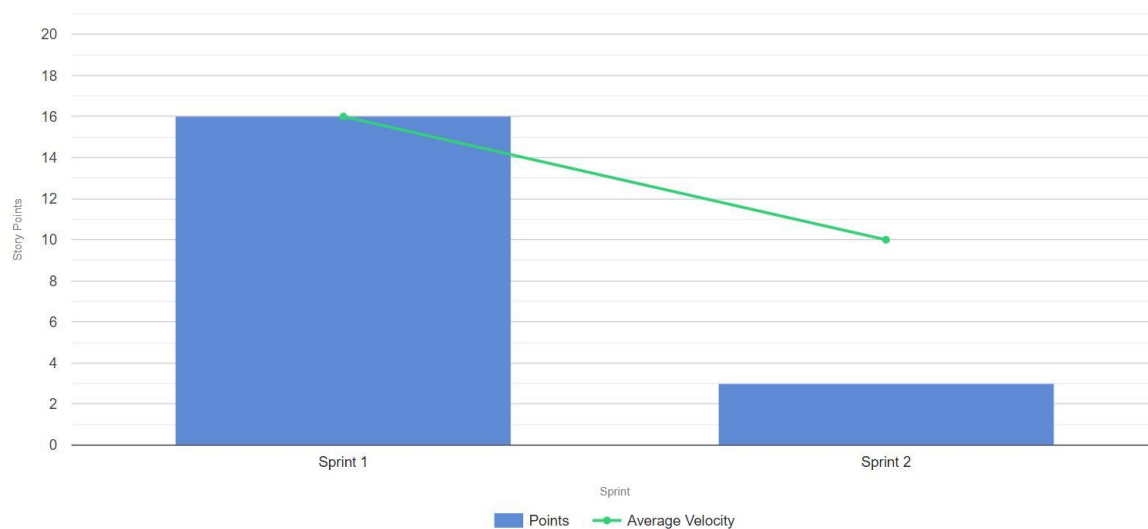
Answer



Velocity Trend

- After completing sprint 2, paste the sprint 2 Velocity Chart below:

Answer



Retrospective Meeting:

- How did you do in this Sprint?

Answer

Overall, only 2 user stories have been completed worth a total of 3 points. The planned story points threshold was not met and there has been a huge decrease in velocity. This was not expected. Furthermore, some of the stories completed in Sprint 1 need to be reworked. Thus, the story point velocity of Sprint 1 is now 16. All in all, a lot of uncertainties have risen that could potentially delay the MVP release.

- What problems, if any, did you encounter as you were executing the sprint?

Answer

The main problems encountered during the sprint were team conflicts such as one developer wanting to work alone and time clashes regarding Daily Standups. The team seems to be undergoing some compatibility issues. In addition, there are talks of growing cost concerns within the office and this has the potential to dampen stakeholder relations and support.

- What changes, if any, are you planning to make in the next sprint?

Answer

We will experiment with working out better ways to estimate stories that can reflect complexity more accurately by taking into account both the story point size in combination with the total hours. The time factor should also influence the complexity in conjunction with the technical intricacies.

Answer following questions based on this Sprint:

- What is the velocity (in story points) for the sprint?

Answer

3 Story Points

- What is the average velocity, minimum velocity, and maximum velocity (in story points) for the project across all sprints that have been completed so far?

Answer

Average Velocity: 10 Story Points

Minimum Velocity: 3 Story Points

Maximum Velocity: 16 Story Points

- Based on the current status of your project, do you believe that you will be able to complete the mandatory (or required) stories in the product backlog within the four sprints? Explain your answer.

Answer

Yes, based on the current status, the required stories in the product backlog should be completed within four sprints. While the sprint velocity has gone down significantly and this sprint has only produced 2 stories, the current work in progress within the Scrum Board is almost complete. The rest of the total hours are capable of being completed in combination with the newly slotted stories. Thus, the upcoming sprint should produce a high velocity. Overall, if the current cadence is maintained, then the MVP should be complete within the desired time frame.

- Based on the current status of your project, do you believe that you will be able to complete all stories in the product backlog within the four sprints planned? Explain your answer.

Answer

No, based on the current status, completing all the stories in the backlog will not be possible within the four sprints. The initial backlog contains 163 story points of work. With the current average velocity, all the current PBIs can't be completed within 8 weeks. In addition, some of the PBIs are not fully developed and are not sprint ready. Lastly, new stories have been added to the backlog as well.

Sprint 3 - Week 5 and Week 6 (Possible Points: 20)

Product Backlog (one screenshot for sprint 3)

- Paste the screenshot of your product backlog below.

Answer

Order ↑↓	Story Name ↑↓	Required for MVP ↑↓	Story Points ↑↓	Sprint ↑↓	Select Story ↑↓
1	Update Personal Profile Info	Yes	8	Sprint 3	...
2	Ability to Display Pre-tax Deductions	Yes	1	Sprint 3	...
7	Calculate 401K Tax Savings	Yes	2	Sprint 3	...
8	Change W4 Information	Yes	1	Sprint 3	...
12	View Employee Stock Purchase Program information	Yes	5	Sprint 3	...
13	Print W-2	Yes	5	Sprint 3	...
14	Charitable Contribution Edit	Yes	5	Sprint 3	...
33	Links to Outside Charitable Contributions	No	1	Sprint 3	...

- Please explain what you did in grooming the user stories in your Product Backlog and your reasoning for these decisions.

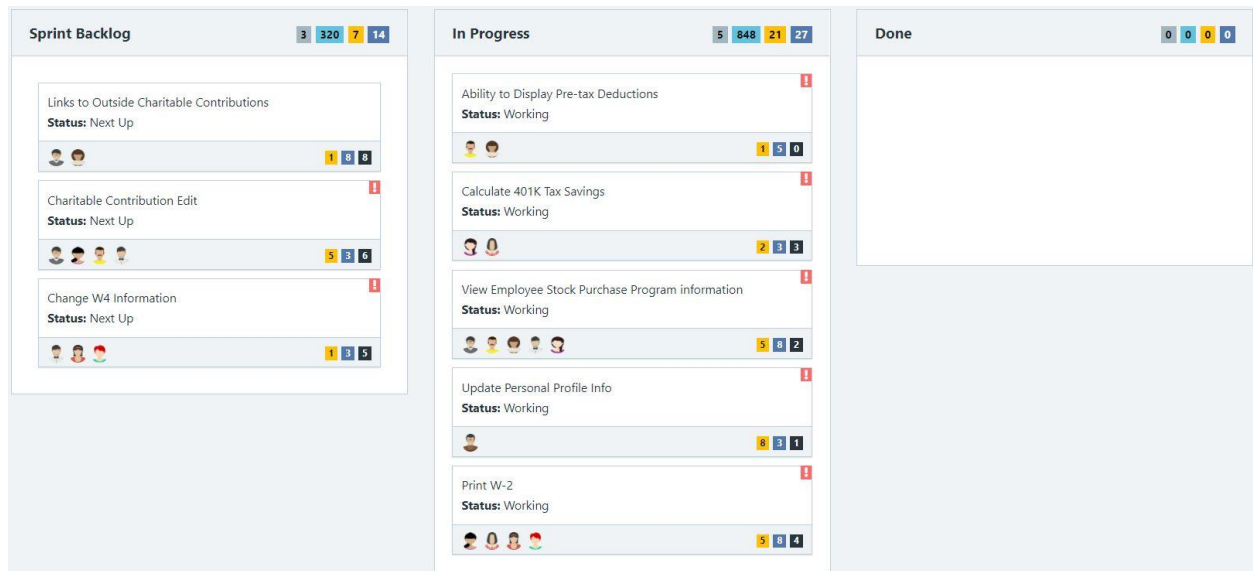
Answer

Currently, it is imperative that the team delivers an MVP as soon as possible. Hence, the first layer of prioritization was based on the MVP classification. The MRFs that are necessary to produce the MVP have been given a higher priority. Then, in alignment with Scrum philosophy, we wanted to deliver the most valuable functionality each iteration. Hence, the business value per story point metric was used as the second layer of prioritization. Lastly, if two user stories had the same value offerings, then the story that had a lower Total Hours time unit was prioritized higher. In addition, under certain instances, themes of stories were arranged sequentially to provide groupings of functionality.

Scrum Board

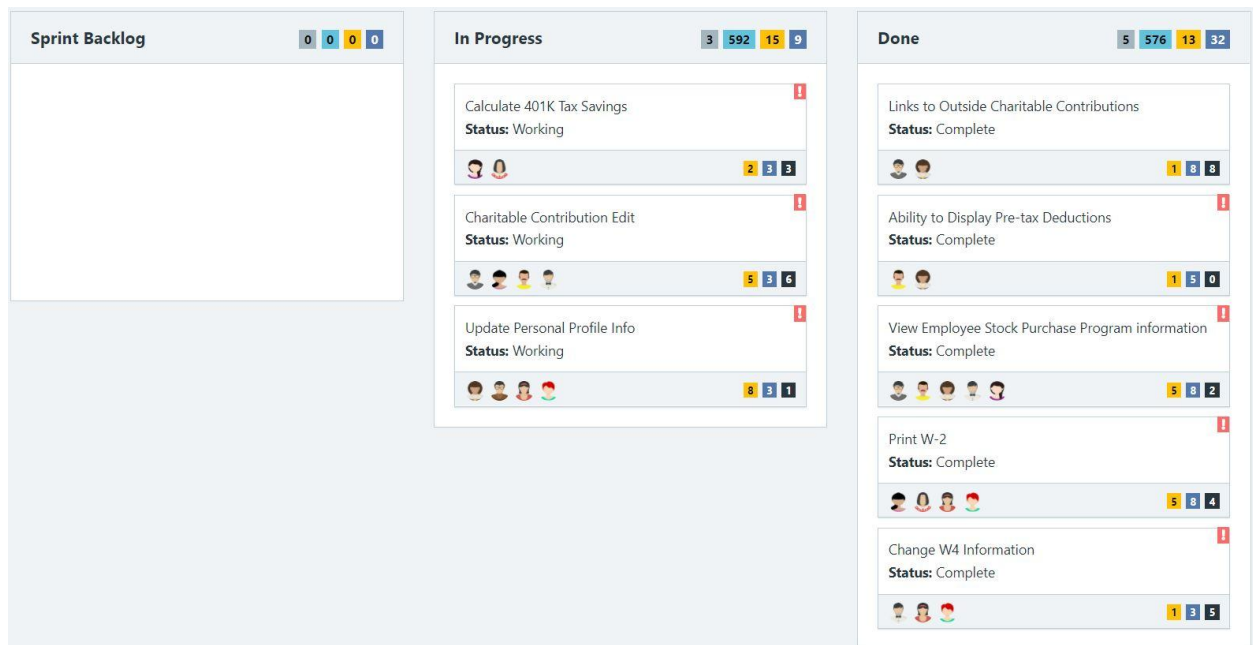
- Scrum Board screenshot before sprint 3 has Started

Answer



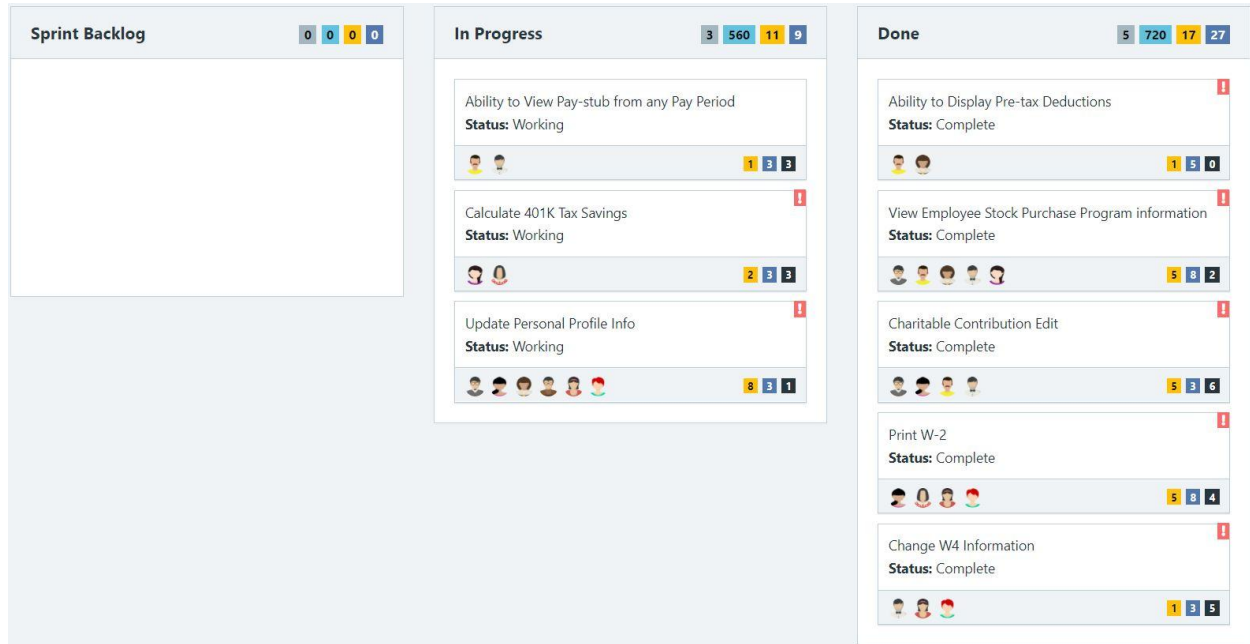
- Scrum Board screenshot after 1st week of sprint 3

Answer



- Scrum Board screenshot after 2nd week of sprint 3

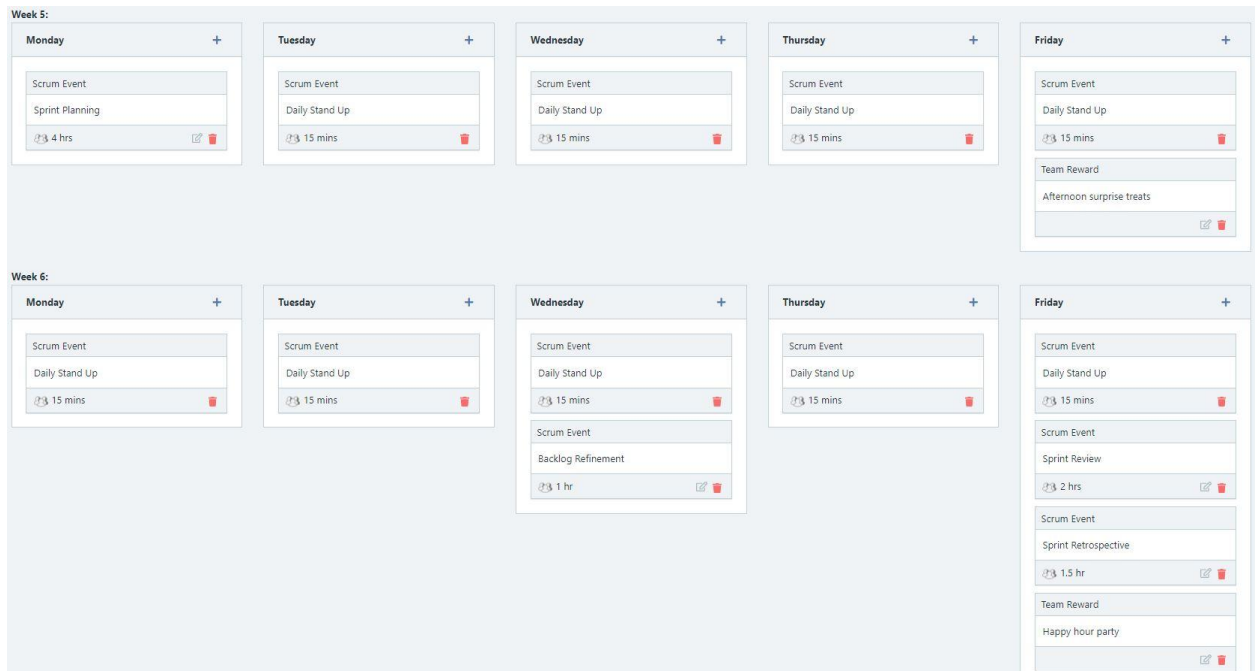
Answer



Calendar

- Paste the screenshot of your calendar for sprint 3

Answer



- Explain the reason why you have scheduled the meetings listed on your calendar (if any)?

Answer

In alignment with the standard Scrum procedures, the required Scrum activities within a Sprint have been scheduled such as Sprint Planning, Daily Stand Up, Backlog Refinement, Sprint Review, and Sprint Retrospective. Apart from the Scrum events, Team Rewards events have been scheduled.

Scrum Events:

- ☐ Sprint Planning: Breaks down the user stories into a set of manageable tasks such that the product can be developed.
- ☐ Daily Stand Up: Daily inspect and adapt activity to synchronize efforts and create a plan for the upcoming 24 hours.
- ☐ Backlog Refinement: Prioritization of the backlog to facilitate the next upcoming sprints.
- ☐ Sprint Review: Inspect and adapt activity with regards to the product being built. Essentially, a review of the product and outlining any changes to be made.
- ☐ Sprint Retrospective: Inspect and adapt activity with regards to the Scrum process. Essentially, a review of the process and outlining any changes to be made.

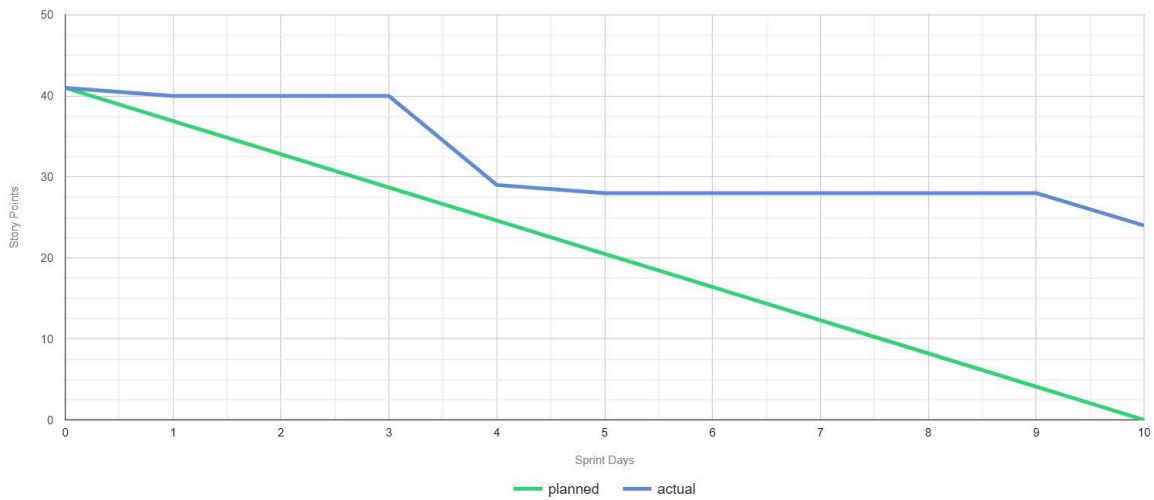
Additional Events:

- ☐ Team Rewards: Afternoon Surprise Treats was scheduled on the 1st Friday of the sprint and the Happy Hours Party was scheduled on the 2nd Friday of the sprint. Both of these activities aim to foster high team morale and to enhance team cohesion.

BurnDown

- After completing sprint 3, paste a screenshot of the sprint 3 Burn Down Chart below.

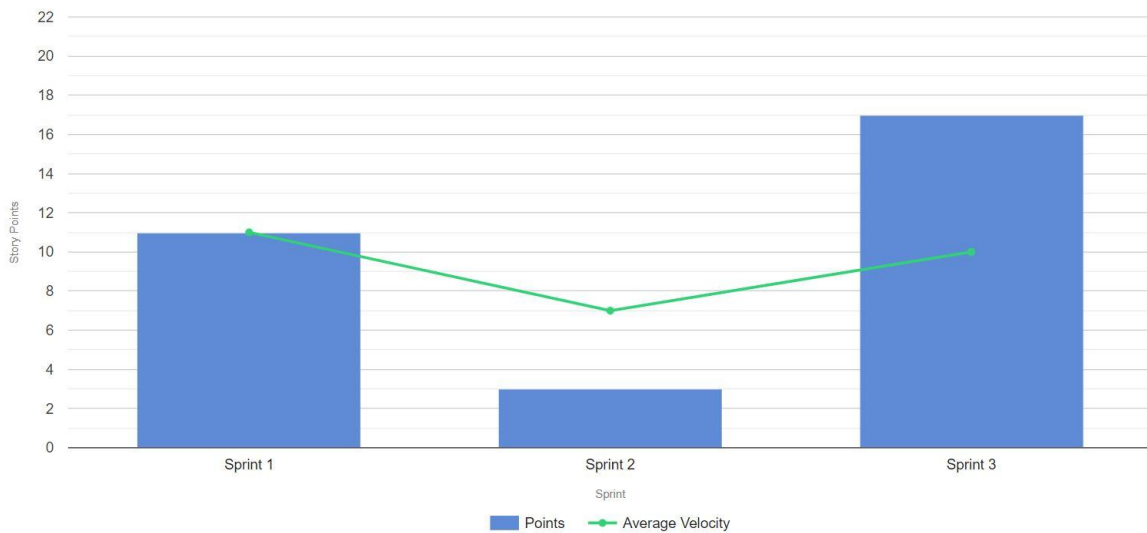
Answer



Velocity Trend

- After completing sprint 3, paste the sprint 3 Velocity Chart below:

Answer



Retrospective Meeting:

- How did you do in this sprint?

Answer

Overall, 5 user stories have been completed worth a total of 17 points. The planned story points threshold was met and the velocity has bounced back to a satisfactory level. However, some of the stories completed in Sprint 1 need to be reworked. Thus, the story point velocity of Sprint 1 is now 11.

- What problems, if any, did you encounter as you were executing the sprint?

Answer

The main problems encountered during the sprint was with regards to fixing bugs and defects. Moving forward, defect fixings will be factored into the backlog and will have a noticeable impact with regards to progression. In addition, there was a security incident in relation to the BAAT department. Thus, the team has to undergo a security refresher in the upcoming sprint.

- What changes, if any, are you planning to make in the next sprint?

Answer

We will experiment with pair programming and testing for code reviews because there has been an uptick in the number of bugs present within the production environment.

Answer following questions based on this Sprint:

- What is the velocity (in story points) for the sprint?

Answer

17 Story Points

- What is the average velocity, minimum velocity, and maximum velocity (in story points) for the project across all sprints that have been completed so far?

Answer

Average Velocity: 10 Story Points

Minimum Velocity: 3 Story Points

Maximum Velocity: 17 Story Points

- Based on the current status of your project, do you believe that you will be able to complete the mandatory (or required) stories in the product backlog within the four sprints? Explain your answer.

Answer

Yes, based on the current status, the required stories in the product backlog should be completed within four sprints. The sprint velocity has bounced back up and the current work in progress within the Scrum Board is almost complete. The rest of the total hours are capable of being completed in combination with the newly slotted stories. All the remaining MRFs are sprint mapped and will be carried out within the final sprint. The upcoming sprint should produce a high velocity. Overall, if the current cadence is maintained, then the MVP should be complete within the desired time frame.

- Based on the current status of your project, do you believe that you will be able to complete all stories in the product backlog within the four sprints planned? Explain your answer.

Answer

No, based on the current status, completing all the stories in the backlog will not be possible within the four sprints. The initial backlog contains 163 story points of work. With the current average velocity, all the current PBIs can't be completed in the remaining 2 weeks. In addition, some of the PBIs are not fully developed and are not sprint ready. Lastly, there is technical work within the backlog that has to be carried out as well.

Sprint 4 - Week 7 and Week 8 (Possible Points: 20)

Product Backlog (one screenshot for sprint 4)

- Paste the screenshot of your Product Backlog below.

Answer

Order ↑↓	Story Name ↑↓	Required for MVP ↑↓	Story Points ↑↓	Sprint ↑↓	Select Story ↑↓
7	Calculate 401K Tax Savings	Yes	2	Sprint 4	...
14	Charitable Contribution Edit	Yes	5	Sprint 4	...
34	SOX Audit Compliance Reporting	Yes	2	Sprint 4	...
35	Allowance for W-2 Hourly Employees	Yes	3	Sprint 4	...
36	Employee Validation Rules	Yes	1	Sprint 4	...
37	Charitable Contribution Tax Savings	Yes	1	Sprint 4	...
39	Notification of Changes to Deductions	Yes	3	Sprint 4	...

- Please explain what you did in grooming the user stories in your Product Backlog and your reasoning for these decisions.

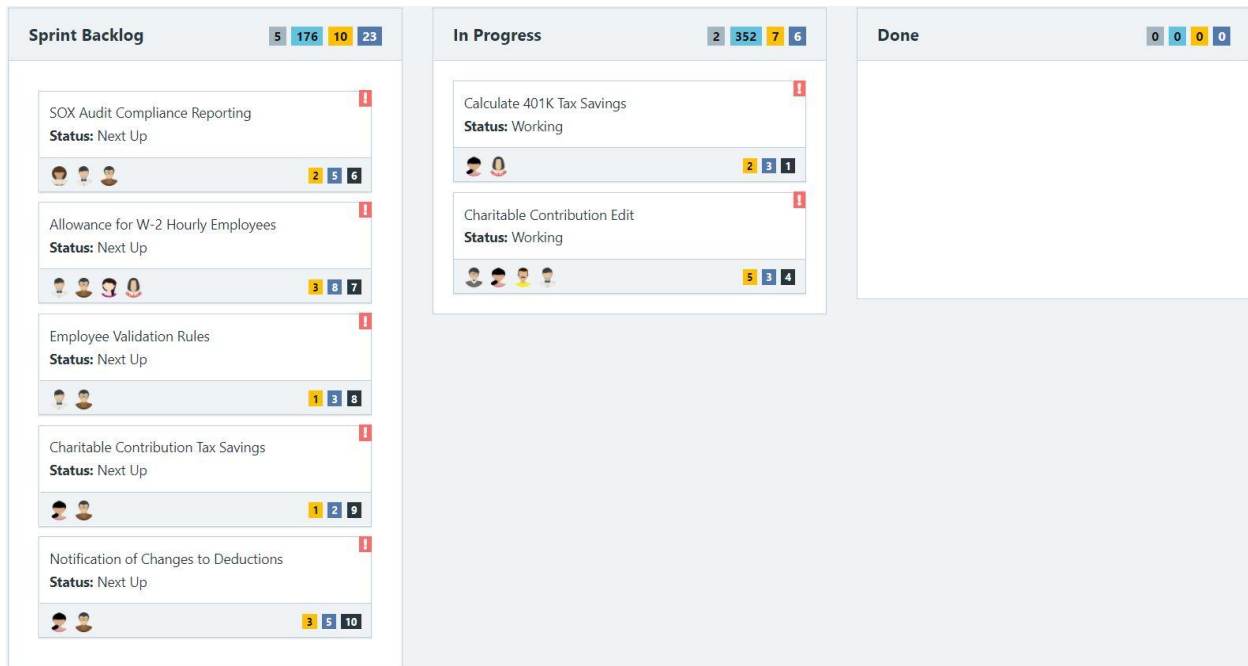
Answer

Currently, it is imperative that the team delivers an MVP as soon as possible. Hence, the first layer of prioritization was based on the MVP classification. The MRFs that are necessary to produce the MVP have been given a higher priority. Then, in alignment with Scrum philosophy, we wanted to deliver the most valuable functionality each iteration. Hence, the business value per story point metric was used as the second layer of prioritization. Lastly, if two user stories had the same value offerings, then the story that had a lower Total Hours time unit was prioritized higher. In addition, under certain instances, themes of stories were arranged sequentially to provide groupings of functionality.

Scrum Board

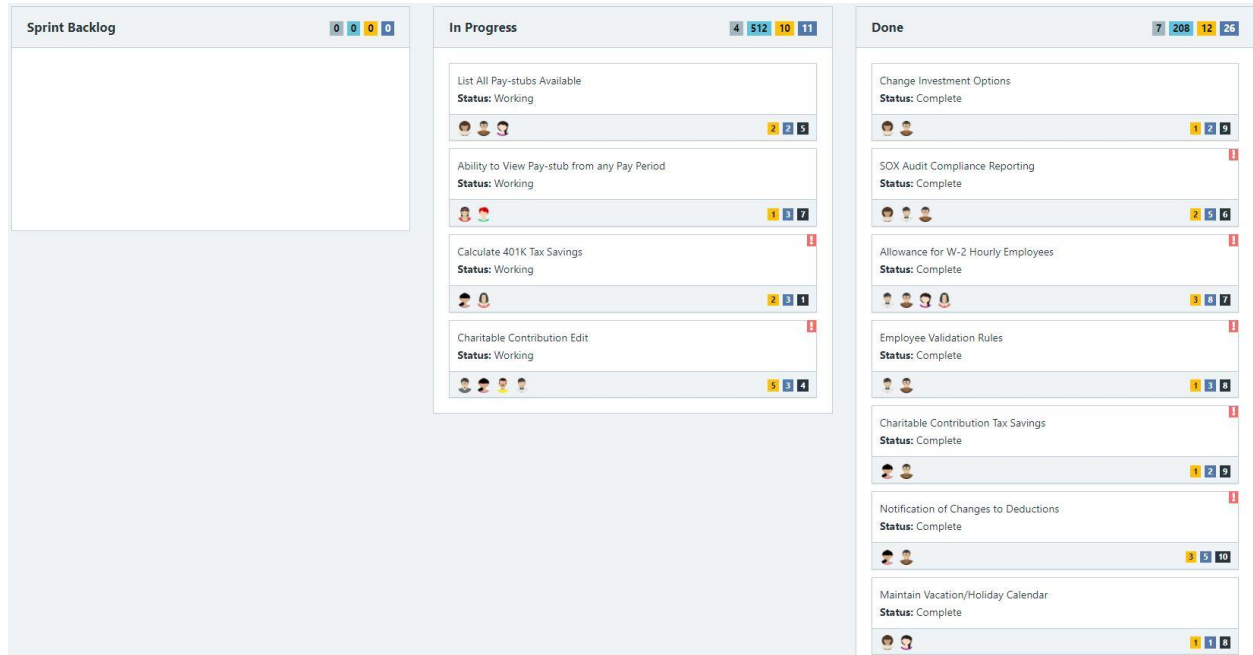
- Scrum Board screenshot before sprint 4 has started

Answer



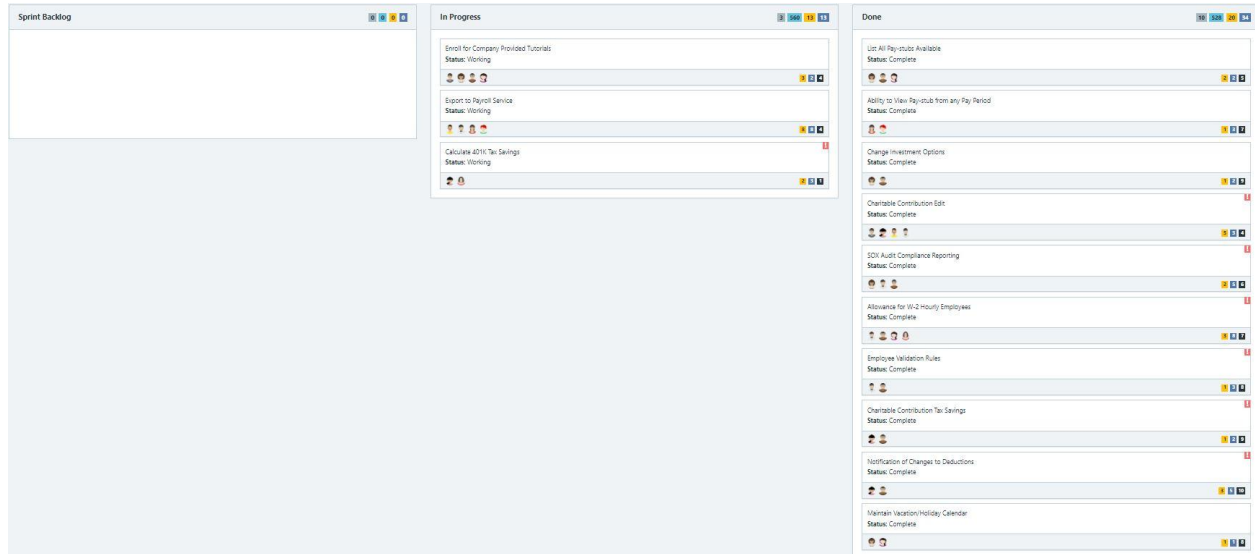
- Scrum Board screenshot after 1st week of sprint 4

Answer



- Scrum Board screenshot after 2nd week of Sprint 4

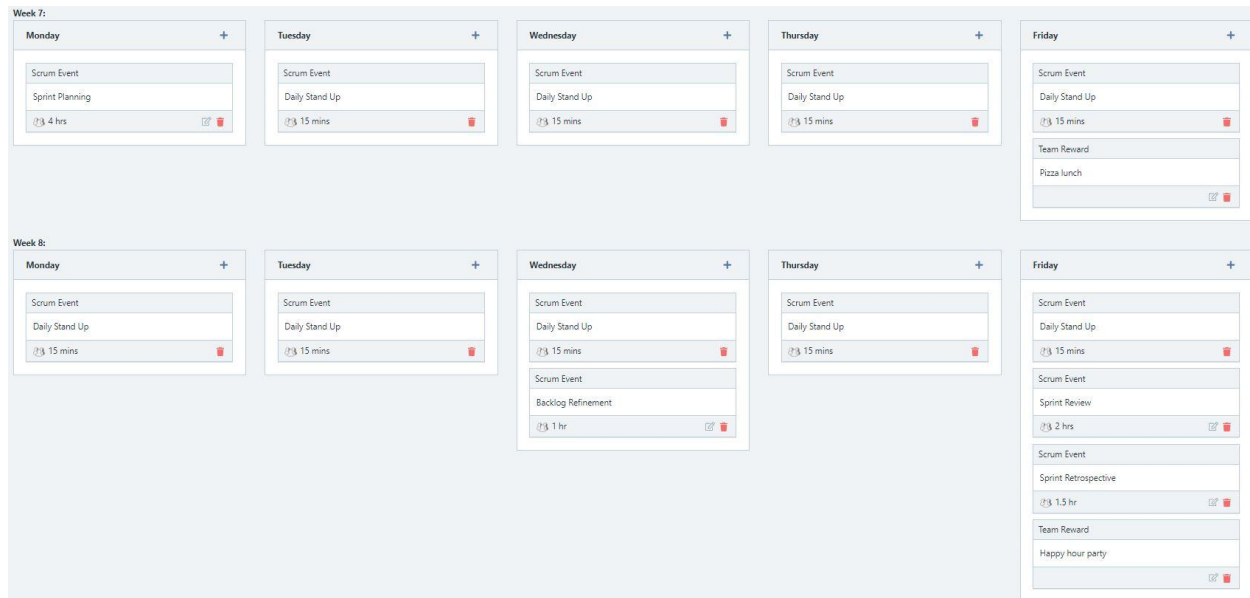
Answer



Calendar

- Paste the screenshot of your Calendar for Sprint 4

Answer



- Explain the reason why you have scheduled the meetings listed on your calendar (if any)?

Answer

In alignment with the standard Scrum procedures, the required Scrum activities within a Sprint have been scheduled such as Sprint Planning, Daily Stand Up, Backlog Refinement, Sprint Review, and Sprint Retrospective. Apart from the Scrum events, Team Rewards events have been scheduled.

Scrum Events:

- ☐ Sprint Planning: Breaks down the user stories into a set of manageable tasks such that the product can be developed.
- ☐ Daily Stand Up: Daily inspect and adapt activity to synchronize efforts and create a plan for the upcoming 24 hours.
- ☐ Backlog Refinement: Prioritization of the backlog to facilitate the next upcoming sprints.
- ☐ Sprint Review: Inspect and adapt activity with regards to the product being built. Essentially, a review of the product and outlining any changes to be made.
- ☐ Sprint Retrospective: Inspect and adapt activity with regards to the Scrum process. Essentially, a review of the process and outlining any changes to be made.

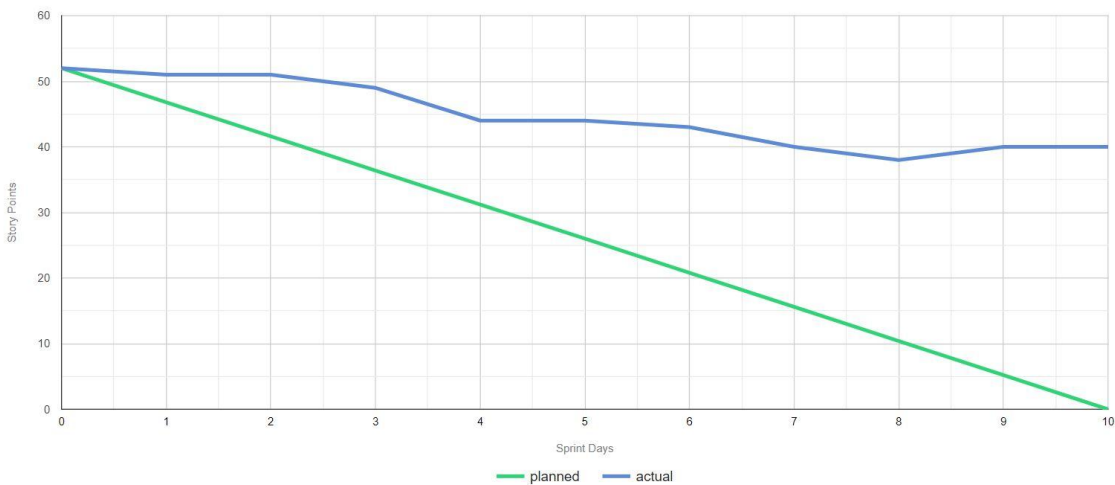
Additional Events:

- ☐ Team Rewards: A Pizza Lunch was scheduled on the 1st Friday of the sprint and the Happy Hours Party was scheduled on the 2nd Friday of the sprint. Both of these activities aim to foster high team morale and to enhance team cohesion.

BurnDown

- After completing sprint 4, paste a screenshot of the sprint 4 Burn Down Chart below.

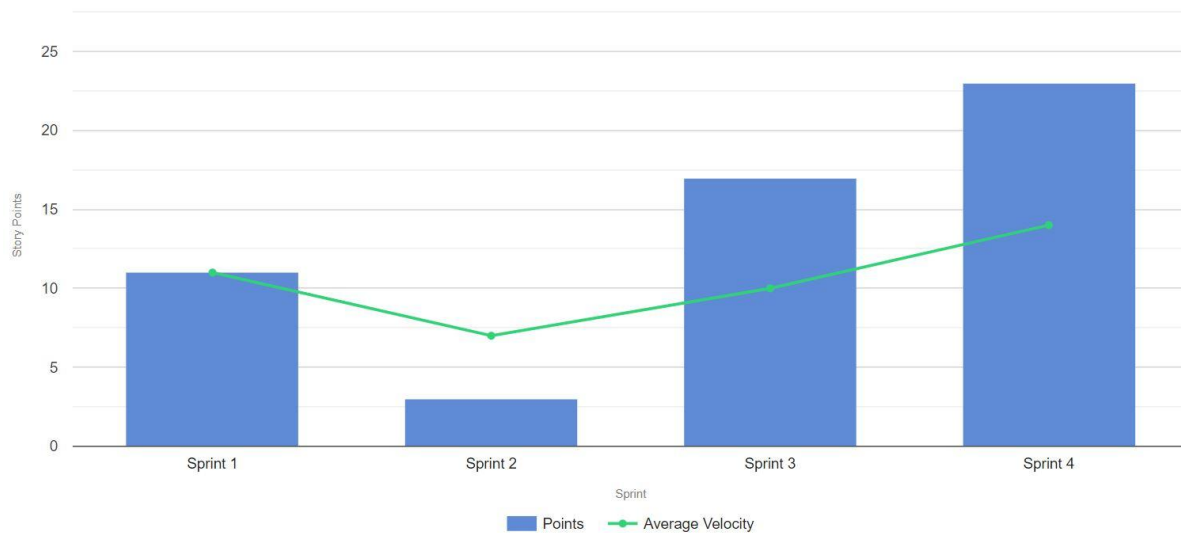
Answer



Velocity Trend

- After completing sprint 4, paste the sprint 4 Velocity Chart below:

Answer



Retrospective Meeting:

- How did you do in this sprint?

Answer

Overall, 10 user stories have been completed worth a total of 23 points. The planned story points threshold was met and the velocity has increased significantly. All the necessary MRFs except 1 have been completed.

- What problems, if any, did you encounter as you were executing the sprint?

Answer

The main problem encountered during the sprint execution was increased absence amongst team members during critical Scrum events.

- What changes, if any, are you planning to make in the next sprint?

Answer

We will experiment with changing the timings of certain Scrum events. For example, conducting the Backlog Refinement on Thursday instead of Wednesday and the Daily Standup in the afternoon instead of the morning.

Answer following questions based on this Sprint:

- What is the velocity (in story points) for the sprint?

Answer

23 Story Points

- What is the average velocity, minimum velocity, and maximum velocity (in story points) for the project across all sprints that have been completed so far?

Answer

Average Velocity: 14 Story Points

Minimum Velocity: 3 Story Points

Maximum Velocity: 23 Story Points

- Did you deliver all required functionality needed for the MVP? Explain your answer.

Answer

Planned MVP stories:	18
Completed MVP stories:	17
Average team velocity *(Story Points)*:	14

All the MVP required stories except 1 have been completed. This remaining user story was only worth 2 points and could have been completed in place of a finished non-required story within Sprint 4 itself. However, as previously mentioned, SimAgile did not maintain the specified story ordering during execution. Thus, this last story is still in progress.

- Did you deliver all the user stories in the product backlog? What were the three most significant items that affected your team's performance?

Answer

No, all the user stories in the product backlog were not able to be delivered. The 3 most significant items that affected the team's performance were absences, story rework, and story ordering. In all the 4 sprints, one or more team members were absent. In addition, some repeatedly skipped important Scrum events. Secondly, story rework cost the team about 10 story points of work. Some of the initial user stories performed during Sprint 1 were not properly completed and had to be reworked, which impacted project progression. Lastly, the mapped stories within the Scrum Board were unable to be ordered in a particular manner, which led to one of the MRFs being missed out on during the last sprint.

Project Retrospective (Possible Points: 20)

The next three questions pertain to your thoughts about the performance of the BAAT project team across all four sprints after the project has completed.

1. How many story points did your BAAT project team deliver in your best execution of the simulation?

During the best execution of the simulation, the BAAT project team delivered 55 story points worth of functionality. This was during our second simulation practice run.

Performance by Sprint:

Sprint	Number of stories completed	Velocity *(Story Points)*
1	2	5
2	3	8
3	7	22
4	10	20

2. Describe three things that positively impacted the performance of the BAAT project team.

The three things that positively impacted the performance of the BAAT project team were Team Rewards, Initial Agile Training, and Equal Workload Balance. Often, team rewards were scheduled each week. They mostly consisted of Pizza Lunch and Happy Hours Party. This helped increase team morale and commitment. Then, the Agile Training provided the members with crucial knowledge with regards to Scrum processes and principles, which prepared them well for the upcoming sprints. Lastly, more equally balanced workloads amongst the members led to higher productivity. Overall, these three factors positively impacted the performance.

3. Describe three things that negatively impacted the performance of the BAAT project team.

The three things that negatively impacted the performance of the BAAT project team were Absences, Missing Scrum Events, and Excessive Workload. As expected, when developers are absent, less work gets completed which dampens the sprint cadence. Then, the missing of Scrum events affects the daily inspect and adapt synchronization process. Lastly, whenever members were allocated excessive workload within their work backlog, burnout increased and their productivity went down. It was important to assign an appropriate amount of work and for the developers to maintain a sustainable pace. Overall, these three factors negatively impacted the performance.

The final two questions pertain to your overall thoughts about the simulation.

4. As a result of executing the AgileSim, discuss three lessons you learned related to how you will manage projects and people in the future.

The three lessons that I learned with regards to managing people and projects are the importance of stakeholder communication, risk handling, and team morale. There will be a lot of people that have a vested interest in the project ranging from executive managers to core project team to external entities. Thus, it is vital to maintain proper communication with the necessary stakeholders. During the simulation, a variety of scenarios emerged and it was interesting to see how the results differed based on how a particular message was communicated or how one option was chosen over the other. Moving on, the centrality of risk handling became very apparent. Different uncertainties present potential risks and need to be accounted for when planning and performing sprints. This includes placing a buffer during sprints, predicting the workthroughput of team members and how productivity will be lost if they are absent, waiting till stories are fully developed before engaging them such as those with loosely defined acceptance criterias. Lastly, it became clear that team morale had to be monitored and kept at a high rate in order to increase productivity and work throughput. If there were any

compatibility issues among the members or if the team cohesion was not lucid, it was imperative to fix these issues right away. Overall, in executing SimAgile, the three important lessons that I learned are the importance of stakeholder communication, risk handling, and team morale.

5. What are the strengths and weaknesses of Scrum?

The Scrum Framework allows for the implementation of Agile Methodology. Scrum describes a set of meetings, tools, and roles that work in concert to help teams structure and manage their work. The primary strengths of Scrum is that it is a highly adaptive approach, optimal for rapidly changing environments, and conducive to creative solutions. The primary weakness of Scrum is that it doesn't outline clear cost and time factors, is difficult to scale, and requires experienced personnel.

Strengths:

Scrum is a highly adaptive approach whereby emphasis is placed on delivering an operational slice of product functionality within the time boxed sprints. Similarly, it is optimal for rapidly changing environments with few known requirements. Thus, a lot of time is not wasted planning up-front for different scenarios or uncertainties which can be a drain on resources, time, and budget. Lastly, Scrum embraces ideas such as combination of just-in-time planning with up-front planning and taking advantage of both incremental and iterative development processes while negating their individual disadvantages. This leads to more creative solutions in development and problem solving.

Weakness:

Scrum doesn't clearly outline cost and time factors which means the support for the project's overall budget and schedule deadline is not well known making it harder for stakeholders to track the project progress. Next, Scrum is difficult to scale and predominantly only works well within small teams. Lastly, Scrum requires experienced personnel working together such that the stories are properly estimated and they are able to quickly adapt to changing circumstances.