# AGILE PROJECT MANAGEMENT

How to deliver Projects successfully in Agile?

Planning a Scrum Project

- Planning is done to set the stakeholders' expectations.
- The stakeholders include those who sponsor the project, those who will be using the product or service created by the project, and those who will otherwise be affected by the project.
- Plans synchronize stakeholders' expectations with teams' expectations.
- A plan's progress is validated at the end of the Sprint when the stakeholders attend the Sprint review meetings, and actual progress against the planned progress is assessed.
- The original plan that comes out of Sprint planning may change at Sprint review due to changes in course and revisions.

Scrum Planning Process

- Scrum projects require less planning than traditional projects.
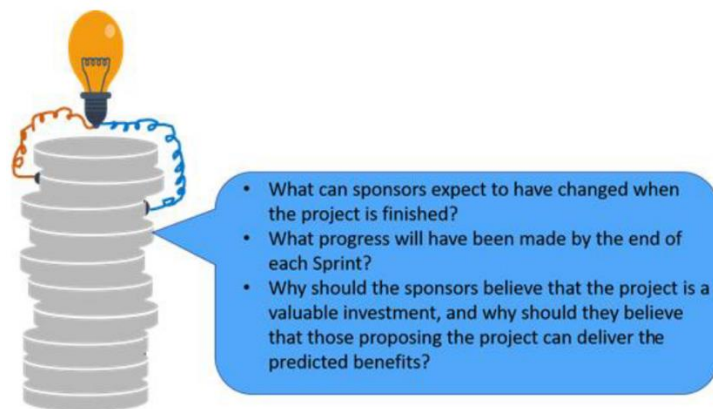
- The Scrum planning process involves resolving three questions:
  - What can sponsors expect to have changed when the project is finished?
  - What progress will have been made by the end of each Sprint?
  - Why should the sponsors believe that the project is a valuable investment, and why should they believe that those proposing the project can deliver the predicted benefits?

Pre-requisites

- The following are the minimum pre-requisites for a Scrum Project Planning.
  - **Product Vision**
    - The Product Vision describes the desired intermediate or final stages of the product that is being developed in the project.
    - The Product Owner builds the Product Vision along with other stakeholders.

- - **Product Backlog**
    - The Product Backlog contains functional and non-functional requirements that the project must deliver to meet the vision.
    - The Product Backlog is owned by the Product Owner.
    - The Product Backlog is prioritized by the Product Owner in such a way that high-priority items are on the top and low priority items are at the bottom.

Step 1 – Finding team capacity

- A team member's capacity in a Sprint is worked out.
- This is illustrated with the following example:
  - Team size: 6 members
  - Typical work hours per day for each member: 8 hours (assumption)
  - Total team capacity per day: 6 * 8 = 48 hours
  - Total team capacity per week: 48 * 5 = 240 hours (assuming 5-day week)
  - Total team capacity per Sprint of 4 weeks = 240 * 4 = 960 hours

Step 2 – Estimating the Product Backlog

- The Product Owner presents the Product Backlog's high-priority items one by one.
- Team members can ask questions and require clarifications on the presented Backlog item.
- Each team member would estimate the presented backlog item using Planning Poker cards.
- The Scrum Master will ask team members to justify the lowest and highest estimates. The common estimate shown will be agreed upon. This will fill the team capacity to some extent.
- For the next high-priority item, the same process repeats.
- This is done one by one for Product Backlog items until the team's capacity is filled in.
- If there is remaining team capacity and the selected story would exceed the capacity, the team would select another story that may fit in or split the bigger story into smaller ones.

Importance of Definition of Done

- For each selected Product Backlog item, the Product Owner and the team must agree on the Definition of Done.
- Definition of Done (also known as Conditions of Satisfaction) contains measurable, achievable acceptance criteria that must be satisfied.
- Only the Product Owner can decide on whether an item meets Definition of Done or not.

Step 3 – Sprint Backlog Creation

- The Product Backlog items that the team estimates and commits in a Sprint are added to Sprint Backlog.
- Sprint Backlog is a subset of Product Backlog. While Product Backlog can take items anytime in a project, Sprint Backlog is frozen at the end of Sprint planning meeting. This

means that changes to Sprint Backlog can occur only after the team agrees with the Product Owner.

A Few Important Considerations for the Scrum Project Planning

- Those responsible for the planning (from Product Vision and Product Backlog prioritization perspective) must have adequate information if they are to make the best decisions. Lack of adequate information leads to wrong and useless plans.
- Scrum projects don't need extensive planning. But the plans must be adequate to guide the inspection and adaptation cycle of empirical processes like Scrum.

Project Progress Reporting in Scrum

- Team-level progress reporting in a Scrum project mostly happens face-to-face.
- Teams do Daily Scrums to keep everyone updated about project progress in 24-hour cycles.
- In addition to face-to-face reporting, formal reports can be generated as required by the project.
- On Scrum projects, project progress is measured and tracked by requirements but not tasks.
- The Product Backlog contains the prioritized requirements and the anticipated grouping of the requirements into Sprints and releases.
- The Product Backlog changes dynamically throughout the project—items are added, moved, and removed as required by the Product Owner.
- At the beginning of a Scrum project, the Product Backlog might include more or fewer requirements.