**CS 250 Module Seven Final Project**

Sprint Review and Retrospective from the Perspective of a Scrum Master

Zander Taylor

As the Scrum Master for the SNHU Travel application project at Chada Tech, this experience was unique because while I served as Scrum Master, I also had the opportunity to step into each core role. Those roles included the Product Owner, Developer, and Tester. This gave me an end to end understanding of how Scrum roles, ceremonies, and tools interconnect to drive a project to success. My review and retrospective summarize how each role contributed specifically, how user stories were completed, how Agile overall supported the change, and how communication and organizational tools maintained this collaboration.

As Scrum Master, I facilitated team coordination and ensured adherence to the values of the Agile system. Those being transparency, inspection, and adaptation. Throughout the project my involvement in multiple roles improved my understanding of how each contributes to the team’s success. As the Product Owner, I defined value driven goals by collaborating with stakeholders to clarify any requirements and prioritize backlog items. One key success that comes to mind was the “Top Five Destination List” user story, where I led discussions to refine acceptance criteria and align on deliverables that represented the best customer value (Schwaber & Sutherland, 2020). As Developer, I worked within Scrum’s iterative rhythm, delivering incremental functions while maintaining close communication with the Product Owner and Tester. When new requirements came up, I approved adjustments during sprint planning and daily stand ups, making sure that flexibility didn’t compromise quality (Kostin & Strode, 2023). As a Tester, I put emphasis on the validation of each increment against other measurable acceptance criteria. By collaborating directly with the Product Owner, I was able to identify any missing nonfunctional requirements and clarify the expected behaviors. Overall, this reduced the amount of ambiguity and improved testing precision (Ali et al., 2021; Santos et al., 2020). Through these experiences, I learned to guide others and grew as a Scrum Master by modeling how each role’s collaboration leads to the success of the entire team.

Agile’s iterative approach was paramount in transforming user stories into results. For example, the “Top Five Destination List” story evolved through consistent collaboration and examinations. The clear definition of acceptance criteria that was ranked by destinations with images, brief descriptions, and links ensured all stakeholders shared a common understanding of what “done” actually meant (Schwaber & Sutherland, 2020). As Scrum Master, I emphasized reviewing progress at each Daily Scrum, making sure that we tackled any blockers quickly and team members maintained a shared accountability. This continuous delivery approach turned user stories into steppingstones to realize our values. Rather than waiting for final releases, as a team, we showcased functional increments at each Sprint Review. This visibility and transparency built trust and allowed us to pivot swiftly whenever user expectations shifted, asserting Agile’s responsiveness and user focus.

Agile’s adaptability was tested when unplanned changes emerged mid sprint, like the updated login requirements. Acting as Scrum Master, I facilitated a backlog refinement session to reassess priorities and reallocate effort. Instead of viewing interruptions as setbacks, I chose to encourage the team to see them as opportunities to deliver more accurate value to the customer and improve their experience. Our use of short feedback loops allowed us to integrate changes without derailing momentum (Strode et al., 2022). Through this process, I observed that Agile greatly reduces disruption by embedding change management into its structure. Transparency during stand ups and collaboration via Jira updates kept the entire team aligned, demonstrating Scrum’s strength in converting uncertainty into a continuous improvement system.

As Scrum Master, I led open, structured communication practices both synchronous and asynchronous to maintain collaboration. Daily stand ups, sprint reviews, and retrospectives created rhythm and alignment, while written communication reinforced our shared accountability again. A strong example of this was the developer email requesting clarification from both the Product Owner and Tester, which modeled concise, respectful, and actionable communication (Kostin & Strode, 2023). These open exchanges encouraged mutual understanding and prevented any unnecessary delays. Another instance that shows the significance of open communication occurred when the Developer and Tester discovered mismatched expectations about acceptance criteria. During the stand up, we clarified the misunderstanding together, updated the Jira story description, and avoided possible rework. This outcome aligned perfectly with findings by Hamzah (2025) and Maharao (2024), who noted that adaptive communication and psychological safety improve transparency and team performance. By facilitating a culture where questions were welcomed and openly addressed, I was able to help ensure that collaboration remained proactive and productive.

Agile tools such as Jira and Azure Boards were indispensable tools for maintaining visibility and accountability. As Scrum Master, I used these tools to track task ownership, visualize progress, and guide certain sprint ceremonies. Information radiators like Scrum boards and burndown charts served as transparent dashboards for the team, again promoting shared ownership of sprint outcomes (Hamzah, 2025; Maharao, 2024). These tools enhanced Scrum events by giving real time insight into how sprints were going, making retrospectives data driven and actionable. The centralized communication and visual workflow in Jira mirrored Agile’s core values of transparency and inspection well. By encouraging consistent updates and cross role visibility, I was able to guarantee the team had a unified view of progress and priorities. This not only improved overall sprint efficiency but also strengthened collaboration across all roles.

Through my experience leading the SNHU Travel project, I found Scrum and Agile to be both effective and transformative. Some of the most recognizable traits included rapid feedback, on the fly adaptability, stakeholder involvement, and enhanced collaboration. Agile empowered me and my team to deliver high-quality increments under changing requirements while maintaining alignment through Scrum events. However, the challenges included a bit of a learning curve for those transitioning from the Waterfall style and the need for more detailed documentation to ensure traceability. Ultimately, the Scrum and Agile framework was without a doubt the best choice for this project. The SNHU Travel application demanded flexibility, collaboration, and incremental delivery, all hallmarks of Agile development. Acting as Scrum Master across multiple functional perspectives allowed me to witness firsthand how important cross role collaboration fosters both speed and quality. The iterative approach not only improved outcomes but also cultivated a resilient, communicative team culture where no one is afraid to ask questions.

Serving as Scrum Master for the SNHU Travel project also solidified my belief in Agile as a mindset rather than just a methodology. By experiencing each Scrum role firsthand, I learned how facilitation, communication, and continuous improvement combine to build super effective teams. This project highlighted how transparent communication, adaptive planning, and supportive tools drive value creation and team growth to new heights I am confident that scaling Scrum company wide at Chada Tech will continue to enhance innovation, foster collaboration, and sustain long term excellence in results.

References  
Ali, N., Ghazarian, A., & Petersen, K. (2021). A comparison study of software testing activities in agile methods. Journal of Systems and Software, 176, 110939. <https://doi.org/10.1016/j.jss.2021.110939>

Hamzah, F. (2025). Adaptive communication strategies for Agile IT project management [Research report]. ResearchGate. <https://www.researchgate.net/publication/389359418_Adaptive_Communication_Strategies_for_Agile_IT_Project_Management>

Kostin, D., & Strode, D. (2023). Effective communication in globally distributed Scrum: A model and practical guidance. Australasian Journal of Information Systems, 27, Article 4501. <https://doi.org/10.3127/ajis.v27i0.4501>

Maharao, C. S. (2024). The influence of Agile practices on project outcomes: Performance, stakeholder satisfaction, and team dynamics. ShodhKosh: Journal of Visual and Performing Arts, 5(1), 1–10. <https://www.researchgate.net/publication/384802532>

Santos, R., Pereira, C., & Ribeiro, J. (2020). User stories and acceptance criteria: A systematic mapping study. Journal of Systems and Software, 165, 110566. <https://doi.org/10.1016/j.jss.2020.110566>

Schwaber, K., & Sutherland, J. (2020). The Scrum guide: The definitive guide to Scrum: The rules of the game. Scrum.org. <https://scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf>

Strode, D., Dingsøyr, T., & Lindsjørn, Y. (2022). A teamwork effective model for agile software development. Empirical Software Engineering, 27(56), 1–23. <https://doi.org/10.1007/s10664-021-10115-0>