Agile Project Management - Glossary

- Empirical: based on, concerned with, or verifiable by observation or experience rather than theory or pure logic.

- Iteration: the repetition of a process or utterance, repetition of a mathematical or computational procedure applied to the result of a previous application, typically as a means of obtaining successively closer approximations to the solution of a problem, a new version of a piece of computer hardware or software.

- Agile: quick and coordinated in movement; a method based on iterative and incremental development, in which requirements and solutions evolve through collaboration.

- Agile methods: an approach to managing projects that includes a workflow comprised of short iterations and incremental delivery of software.

- Agile software development: a method for software development that uses new approaches, focusing on close collaboration between programming teams and business experts.

- Artifact: A template, document, output, or project deliverable. An artifact can be called a deliverable in other project management approaches

- Daily Scrum: A short meeting in which the team shares progress and challenges and plan work for the day.

- Kanban: A just-in-time method of inventory control that can be modified and used in conjunction with Scrum.

- Lean: An approach for improving quality that involves evaluating processes to maximize customer value while minimizing waste.

- Scrum: The leading agile development methodology for completing projects with a complex, innovative scope of work.

- ScrumMaster: a person who ensures that the team is productive, facilitates the daily Scrum, enables close cooperation across all roles and functions, and removes barriers that prevent the team from being effective.

- Scrum team or development team: A cross-functional team of five to nine people who organize themselves and the work to produce the desired results for each sprint

- Burndown chart: A chart that shows the cumulative work remaining in a sprint on a day-by-day basis. This is one of the artifacts created with Scrum.

- Sprint: A set time period, normally two to four weeks, during which specific work must be completed and made ready for review when using Scrum methodology.

- Sprint backlog: The highest-priority items from the product backlog to be completed within a sprint. The Scrum team breaks down the highest-priority items into smaller tasks that take about 12 to 16 hours to complete. This is one of the artifacts created with Scrum.

- Product owner: The person responsible for the business value of the project and for deciding what work to do and in what order, as documented in the product backlog.

- Product backlog: A list of features prioritized by business value. The highest-priority items should be broken down in enough detail for the team to estimate the effort involved in developing those features. This is one of the artifacts created with Scrum.

- User Story: A brief description of an outcome for a specific user, which is a promise for a conversation to clarify details.

- The ScrumMaster facilitates four ceremonies or meetings when using Scrum methodology:
    - Scrum planning session: A meeting with the team to select a set of work from the product backlog to deliver using a sprint. This meeting takes about four hours to a full day.

    - Daily Scrum: A short meeting for the development team to share progress and challenges and plan work for the day. The meeting usually lasts no more than 15 minutes and is held at the same time and place each day. The Scrum Master asks what work has been done since yesterday, what work is planned for today, and what impediments or stumbling blocks might hamper the team's efforts. The ScrumMaster documents these stumbling blocks and works with key stakeholders to resolve them after the daily Scrum. The term *issues* is used for items that do not have to be solved in the next 24 hours and *blockers* for items that need to be addressed immediately. This allows a ScrumMaster to maintain focus on highest-priority items (blockers) first and then manage the resolution of other issues over the next day or so.

    - Sprint reviews: A meeting in which the team demonstrates to the product owner what it has completed during the sprint.

    - Sprint retrospectives: A meeting in which the team looks for the ways to improve the product and the process based on a review of the actual performance of the development team.

- Agile methods:
  - Agile software development is a form of adaptive software development.

  - All agile methods include an iterative workflow and incremental delivery of software in short iterations.

  - Popular agile methods include extreme programming, Scrum, Agile Unified Process (AUP), Crystal and Dynamic System Development Method (DSDM).

  - See websites like *www.agilealliance.org* for more information.