A Scrum Project and Its Team

Learning Objectives

After completing this topic, you should be able to

- *recognize the various members of a Scrum team, given a scenario*
- *recognize the activities that various Scrum team members will carry out during a given project*

Exercise overview

In this exercise, you're required to illustrate an understanding of the Scrum team.

This involves the following tasks:

- identifying the roles of Scrum team members and
- recognizing the phases of the Scrum development process and the activities they include

Identifying Scrum team roles

The Scrum team at Brocadero, a web development company, is ready to start developing an online reservations portal for Easy Nomad Travel, a nationwide travel agency. At the start of the project, Theresa reviews the competencies of the Scrum team members, including Stephen, Evelyn, and Mario.

Stephen works closely with two people from Easy Nomad Travel – Taku, the program manager, and Arnold, who's an IT manager. He focuses on ensuring that the team's work complies with customer requirements.

Evelyn and Mario are the web developers. They decide how best to develop the portal and then create it.

Question

Who is the Scrum Master?

Options:

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1. Theresa
2. Stephen
3. Taku
4. Evelyn

Answer

Option 1: Correct. Theresa is the Scrum Master. One of the Scrum Master's responsibilities is to ensure that team members have the required competencies and work according to the Scrum principles throughout the project.

Option 2: Incorrect. Stephen represents the interests of the customer, rather than serving as the Scrum Master.

Option 3: Incorrect. Taku is a representative of the customer, rather than the Scrum Master.

Option 4: Incorrect. The Scrum Master may be a member of the development team, but in this case Evelyn is a web developer, rather than the Scrum Master.

Correct answer(s):

1. Theresa

Question

Who is the product owner?

Options:

1. Stephen
2. Evelyn
3. Arnold
4. Mario

Answer

Option 1: Correct. Stephen is the product owner because he works closely with the customer representatives, Taku and Arnold. His main responsibility is to ensure that the development team meets customer requirements.

Option 2: Incorrect. Evelyn is a member of the development team, rather than the product owner. She'll work with Stephen, the product owner, to meet customer requirements in order of their priority. She'll also present completed deliverables to Stephen and adapt them based on his feedback.

Option 3: Incorrect. Arnold is the customer, rather than the product owner. Stephen, the product owner, will communicate closely with Arnold to ensure the development team's work meets all customer requirements.

Option 4: Incorrect. Mario is a member of the development team. He'll work closely with Stephen, who's the product owner, to ensure the deliverables he helps build will meet customer requirements.

Correct answer(s):

> 1. Stephen

Question

Which person is an interested stakeholder in the project?

Options:

> 1. Taku
> 2. Stephen
> 3. Evelyn
> 4. Mario

Answer

Option 1: Correct. Taku is an example of an interested stakeholder. He wants the project to maximize his company's return on investment, or ROI, but isn't actively involved in the development process.

Option 2: Incorrect. Stephen is a committed stakeholder and holds the role of product owner on the team. He must ensure that the team delivers the value requested by the customer and so is actively involved in the development of the product.

Option 3: Incorrect. All members of the development team, including Evelyn, are committed stakeholders rather than simply having interests in the project.

Option 4: Incorrect. Mario is a member of the development team, so he's a committed stakeholder – as opposed to an interested stakeholder.

Correct answer(s):

> 1. Taku

Question

With Mario, Evelyn decides how best to develop the portal and then creates it.

What other activity would Evelyn perform on a daily basis?

Options:

1. Demonstrate functioning deliverables to stakeholders
2. Participate in Scrum meetings
3. Calculate the ROI that the portal will generate
4. Ensure her team develops the most valuable deliverables first

Answer

Option 1: Incorrect. A sprint review meeting, during which the team presents its results to stakeholders for review, is held only at the end of a sprint, rather than on a daily basis.

Option 2: Correct. Members of a Scrum team, like Evelyn, participate in daily Scrums during a sprint. During this type of meeting, the team members update one another on their progress during the previous 24 hours, what they plan to do over the next 24 hours, and any obstacles they're facing.

Option 3: Incorrect. The customer, rather than a developer like Evelyn, will calculate the ROI for a project. Evelyn's main role is to deliver a working product to the customer.

Option 4: Incorrect. The product owner, rather than a developer like Evelyn, manages the product backlog, which is an ordered list of customer requirements.

Correct answer(s):

> 2. Participate in Scrum meetings

Recognizing Scrum phases

Question

Who on the Scrum team will be most active during the pre-game phase?

Options:

1. Stephen
2. Theresa
3. Evelyn
4. Mario

Answer

Option 1: Correct. As the product owner, Stephen will be the most active member of the Scrum team during the pre-game phase. He'll have to liaise closely with the customer to develop the project's goal and the initial product backlog.

Option 2: Incorrect. The product owner takes the lead during the pre-game phase. Theresa will ensure the process moves smoothly.

Option 3: Incorrect. The work of the development team, including Evelyn, will begin during the game phase, when sprints are planned and executed, and the results are inspected.

Option 4: Incorrect. Mario is a web developer on the development team. He'll be involved only once the game phase – also known as the development phase – begins.

Correct answer(s):

1. Stephen

Question

What are Theresa's responsibilities during sprints?

Options:

1. Remove any obstacles to productivity
2. Help create the product backlog
3. Ensure the development team follows Scrum principles
4. Order the requirements in the product backlog
5. Identify the value of a deliverable to the customer

Answer

Option 1: Correct. When planned and actual expectations don't meet, Theresa, as the Scrum Master, investigates and removes obstacles to productivity during the sprints. She may notice the self-organizing team structure isn't working as optimally as it should be, or she may notice that daily Scrums aren't run as effectively as possible.

Option 2: Correct. Depending on the experience the product owner, Stephen, has with Agile, she may need to help him create the product backlog to ensure it reflects the requirements of the customer and the items are ordered according to the value they bring to the company.

Option 3: Correct. As the Scrum Master, Theresa needs to ensure the development team follows Scrum principles, so she'll be involved in the daily Scrums and all review processes.

Option 4: Incorrect. Stephen, who represents the customer, is responsible for prioritizing the requirements in the product backlog. Theresa may advise Stephen, but it's not up to her to determine what's of most value to the customer.

Option 5: Incorrect. Stephen, the product owner, is responsible for identifying the value of a deliverable to the customer. He, rather than the Scrum Master, represents the customer's interests and vision for a product.

Correct answer(s):

1. Remove any obstacles to productivity
2. Help create the product backlog
3. Ensure the development team follows Scrum principles

Question

In which meeting will Stephen play an active role?

Options:

1. Sprint planning meeting
2. Sprint review meeting
3. Daily Scrum
4. Sprint retrospective

Answer

Option 1: Correct. During the sprint planning meeting, Stephen – who's the product owner – needs to present the product backlog to the development team and advise it on the order in which requirements need to be met.

Option 2: Incorrect. During a sprint review meeting, development team members – rather than Stephen, who's the product owner – present the results of a sprint to the customer. Stephen will attend to ensure the deliverables meet customer expectations and to update the product backlog as a result of the feedback, but his role isn't an especially active one.

Option 3: Incorrect. Although the entire Scrum team may participate in the daily Scrum, Stephen will be there largely as an observer. Development team members use daily Scrum meetings to update one another on their progress.

Option 4: Incorrect. The Scrum Master – rather than Stephen, who's the product owner – facilitates a sprint retrospective after each sprint to encourage the development team to investigate improvements it can implement during the next sprint.

Correct answer(s):

1. Sprint planning meeting

Question

The project is about halfway through and Arnold, the IT manager at Easy Nomad Travel, is starting to miss meetings. He also isn't returning phone calls and e-mails. This is cause for concern because the development team is waiting on him to answer questions about his company's IT infrastructure.

What should Theresa do?

Options:

1. E-mail Arnold the project's burndown chart and explain why it's important to answer the development team's questions
2. Request a face-to-face meeting between Arnold and a member of the development team
3. Ask Stephen to find another customer contact to answer the infrastructure question
4. Ignore Arnold and ask the development team to find common sense solutions
5. Change the sprint backlog when Arnold's refusal to participate causes severe production delays

Answer

Option 1: Correct. As the Scrum Master, Theresa needs to take steps to involve the customer in the development process. She should keep Arnold informed about the progress of the project and emphasize why his feedback is important. She also needs to let him know when his feedback is required if he's to avoid holding up production.

Option 2: Correct. In the Scrum methodology, face-to-face communication is favored over other communication types, like telephone or e-mail. This is because it doesn't involve delays, builds trust, and encourages the free flow of information. So asking for a face-to-face meeting is an appropriate response on Theresa's part.

Option 3: Correct. Theresa could ask Stephen to find another contact to ensure the team gets the answers it needs to develop the product without further delay.

Option 4: Incorrect. The active participation of the customer is crucial to the Scrum development process. As a Scrum project develops, so does understanding of the product and of what will really add value to the customer's business. Without Arnold's participation, the development team may fail to provide the customer with value. For example, the team may create a portal that can't be integrated with Easy Nomad Travel's existing IT infrastructure.

Option 5: Incorrect. Theresa can't make changes to the sprint backlog. The development team will approach the product owner if it notices that it can't complete all the tasks in the sprint backlog in the required time.

Correct answer(s):

1. E-mail Arnold the project's burndown chart and explain why it's important to answer the development team's questions
2. Request a face-to-face meeting between Arnold and a member of the development team

3. Ask Stephen to find another customer contact to answer the
infrastructure question

The roles of Scrum team members and the activities associated with each of the
phases in the Scrum development process have been identified.