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The various roles were extremely helpful in the workload management. Every team member had their individual work they had to complete as well as an overall team task. These individual workloads were achieved by:

* Product Owner: Being the business sponsor and bridge between the client, stakeholders, and the scrum team. They would ensure any backlog items were prioritized by level of importance based on client needs and sprint capacity.
* Scrum Master: Time management and provided team efficiency. They ensured our goals were on track to be met by end of sprint and project.
* Scrum team: The team ensured that the developed and quality assurance of the being created and tested properly. They had to ensure they had effective communication to provide a quality product.

They worked together in maintaining constant communication by achieving the following sprint ceremonies.

* Sprint Planning: The product owner, after talking with stakeholders, will communicate with the team on the work that needs to completed. The team will then decide collectively which stories they are able to work on per sprint. Every team member needs to agree on the workload since every member acknowledges Commitment and Focus as a scrum value. This ensures that the team will be held accountable for their work.
* Daily Standup: The team ensures a consistent open line of communication by having a meeting once a day to discuss the work they have completed the day prior, the work they intend to complete that day, and any challenges they have or might encountered.
* Sprint review: After each sprint the team presented their work to the product owner and stakeholders. Here they discuss the work that they completed and its intended functionality.
* Sprint Retrospective: At the end of the sprint the team reviews all the challenges they faced and how they can fix the issues for the upcoming sprint. It is important that the team follows the Openness and Respect scrum values during the retro. Honestly is the best policy when it comes to how a team faced and handled the adversity of the sprint, especially if they want to mitigate having reoccurring issues.

When the team faced an issue, they had to quickly adapt to the new priority. A big issue faced during this project was the client and stakeholders changing destination priority at the middle of a sprint due to receiving new information about the most popular upcoming trips. The team took advantage of a backlog grooming session to discuss if changing the acceptance criteria to match the new user stories and developed work to fit the new priorities was feasible. After the team discussed the potential impacts and risks, they were able to adapt and update the developed work to match the new acceptance criteria. The team was still able to deliver at the end of the sprint but discussed that these type of change requests should be handled as enhancements for the next sprint instead of a full shift of workflow.

Using the Agile Methodology for the SDLC was extraordinarily helpful in the creation of user stories mainly for their general format, As a <role> I want <to be able to do something> so that <benefit>. This format improves and accelerates the story creation process, allowing for a quick and efficient planning session. The short length of the story helps with the sticky note approach of writing a quick user story and placing it on a white board to prioritize. It allows the team to create a bulk number of stories quickly, allowing for more time to dictating the priority levels and scope of the features. Another important aspect is understanding that Agile stories should be created to be independent to mitigate dependencies as well as negotiable to allow them to build on each other if needed.

An important tool that can be used for the SHNU Travel project was the utilization of a Jira board. There are many other software vendors that do the exact function Jira offers which can be useful as well. These tools help visualize every aspect the project is working on or is planning to work on. This includes having the Backlog, Sprint Board, Stories, defects, burndown charts, and other estimation tools and all in one central location for the team members and stakeholders to view. It is very efficient to create a workflow and subtasks for development, testing, and code reviews for each individual story to get a visual representation on where the story is during the development process as well. Overall, the SNHU Travel Project was very effective employing all the Scrum – agile processes and procedures.

Sources

Cobb, C. G. (2015). *The Project Manager's Guide to Mastering Agile: Principles and Practices for an Adaptive Approach*. Hoboken.