

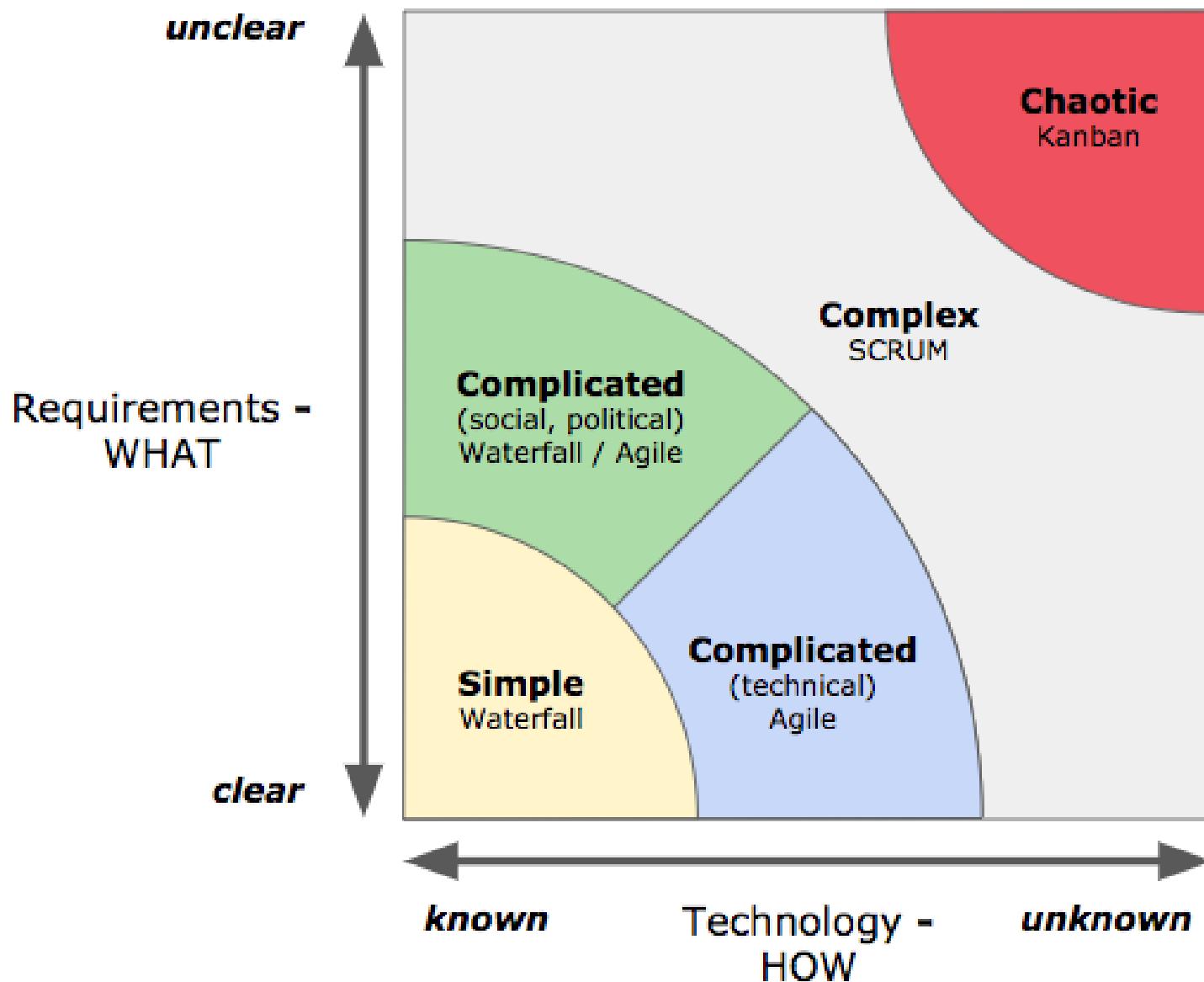
# 4 Managing Projects

## - How to Manage Projects Successfully?

### Content:

1. Motivation & Basics
2. Agile vs Traditional Project Management
3. Agile with KANBAN
4. Agile with SCRUM
5. Agile Culture at Spotify
6. Summary

# When to use Waterfall, Agile, Scrum or Kanban?



# 4 Managing Projects

- How to Manage Projects Successfully?  
(4) Agile Project Management with **SCRUM**



there are three artifacts or documents



there are three ceremonies that make up

# Overview of Scrum

## Scrum's Simple Rules

3 Roles • 5 Events • 3 Artifacts

Without embracing the Scrum values and operating according to the 3-5-3, you aren't doing Scrum.



**scruminc.**



# SCRUM vs KANBAN

# Scrum and Kanban

A comparison of Agile methodologies

	Scrum	Kanban
Origin	Software development	Lean manufacturing
Ideology	Solve complex problems while delivering valuable products	Use visuals to improve work flows and processes
Practices	Sprint planning Sprint Daily scrum Sprint review Sprint retrospective	Visualize the flow of work Limit work in progress Manage flow Make process policies explicit Implement feedback loops Improve, experiment
Roles	Product Owner Scrum Master Development Team	No formal roles
Metrics	Velocity	Cycle time Throughput

# Differences Between Kanban and Scrum

Kanban	Scrum
Roles are fluid. Project manager optional.	Roles are predefined. Scrum master required.
Tasks are shared by everyone.	Tasks have assigned owners.
Timelines evolve on an as-needed basis.	Timelines are timeboxed into sprints.
Changes can be made mid-stream, allowing for iterations before completion of a project.	Changes can only be made upon completion of a sprint.
Productivity is measured by the cycle time of the complete project.	Productivity is measured by the number of story points completed in each sprint.

# Where to Go Next: scrum.org

The screenshot shows the homepage of Scrum.org. At the top, there's a navigation bar with links for 'login', 'register', 'partners', 'support', and a search icon. Below the navigation is a menu with 'ABOUT US', 'TRAINING', 'CERTIFICATION', 'OPEN ASSESSMENTS', 'COMMUNITY', and 'RESOURCES'. A banner at the top of the main content area says 'COVID-19 response: How we are helping you and your teams during this time.' Below this is a large, semi-transparent image of a group of people smiling, with the text 'Welcome to the Home of Scrum!™' overlaid in a white, cursive font. Three dark blue buttons below the image say 'WHAT IS SCRUM?', 'GET CERTIFIED', and 'FIND TRAINING'. The main content area is titled 'PROFESSIONAL SCRUM TRAINING COURSES' and features four cards for different certification programs: 'Professional Scrum Master™', 'Professional Scrum Master™ II', 'Professional Scrum Product Owner™', and 'Professional Scrum Product Owner™ - Advanced'. Each card includes a circular logo, a title, a brief description, and 'Details' and 'Find Training' buttons. A 'See all courses' link is located in the top right corner of this section.

Home | Scrum.org

Scrum.org™  
The Home of Scrum

login register partners support

ABOUT US TRAINING CERTIFICATION OPEN ASSESSMENTS COMMUNITY RESOURCES

COVID-19 response: How we are helping you and your teams during this time.

Welcome to the Home of Scrum!™

WHAT IS SCRUM? GET CERTIFIED FIND TRAINING

PROFESSIONAL SCRUM TRAINING COURSES

See all courses →

**Professional Scrum Master™**

Learn Scrum theory, roles, events, and artifacts through individual and group activities along with trainer instruction.

**Professional Scrum Master™ II**

In this advanced class, experienced Scrum Masters learn to overcome challenges they face through immersive facilitated exercises.

**Professional Scrum Product Owner™**

Students learn how to maximize the value of products and systems through instruction and team-based exercises.

**Professional Scrum Product Owner™ - Advanced**

Mastering the Product Owner Stances course focuses on helping experienced practitioners expand their ability to establish a solid vision, validate their hypotheses, and ultimately deliver.

Details → Find Training

Details → Find Training

Details → Find Training

Details → Find Training

# The Official Scrum Guide 2020 from scrum.org

## The Scrum Guide

★★★★★ 4.5 from 77 ratings

Scrum is defined completely in the Scrum Guide by Ken Schwaber and Jeff Sutherland, the originators of Scrum. The Scrum Guide is maintained independently of any company or vendor and therefore lives on a brand neutral site. The Scrum Guide is translated and available in over 30 languages. You can read and [download the Scrum Guide here](#). This site contains both the 2020 and 2017 versions of the Scrum Guide.

Share this article

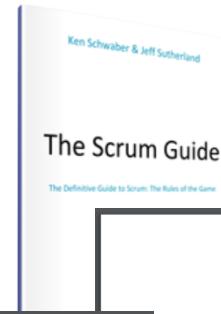


Ken Schwaber & Jeff Sutherland

## The Scrum Guide

[The Definitive Guide to Scrum: The Rules of the Game](#)

November 2020



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# Udemy.com: Kurse zur Vorbereitung der Zertifizierung

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Bestseller 4,6 ★★★★★ (6.037 Bewertungen) 23.354 Teilnehmer

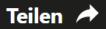
Erstellt von [Valentin Despa](#), [Valentin Despa \(Support\)](#)

⌚ Zuletzt aktualisiert 11/2020 ⌐ Englisch ⚡ Englisch

Wishlist



Teilen



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### Das wirst du lernen

- ✓ Pass the Professional Scrum Master™ I (PSM I) certification
- ✓ Ask questions in the Q&A section
- ✓ Get exam tips that can really make a difference
- ✓ Understand the Agile mindset
- ✓ Learn about burn-down charts, technical debt, velocity
- ✓ Test your Scrum understanding with 3 complete prep tests x 80 questions
- ✓ Attend Scrum webinar (exclusive for Udemy students)
- ✓ How to deal with hard exam questions
- ✓ Feature teams vs component teams
- ✓ Functional requirements vs non-functional requirements

### Das ist im Kurs enthalten:

- ▶ 6,5 Stunden On-Demand-Video
- 📄 35 Artikel
- ฿ 3 zum Download verfügbare Materialien
- ❓ 2 Praxistests
- ♾ Uneingeschränkter lebenslanger Zugriff

# Who needs Scrum anyway?

Steve Schmitz  
 MODERN  
KANBAN.COM

## A Bicycle vs Scrum

### Bicycle

Here's a bicycle! It will help you go a lot faster than what you're doing now – walking.



Thanks, but I don't need a seat when walking, so why do I need a seat on a bike? I'll remove it.



I want to go fast, and brakes slow me down. I'll remove the brakes & stop with my feet instead.



Maintaining the air pressure in the tires takes too much time. I don't have time for that.



Maybe other people need pedals on their bikes, but I don't. I'll be just fine without pedals.



Bicycles don't work for me! I can't use it. Give me something else that works better.



### Scrum

Here's Scrum! It will help your team work better than what you're doing now.



Thanks, but we didn't need sprint goals before, so why do we need them now? We'll remove it.



We need to go fast, and sprint planning slows us down. We'll remove it and improvise instead.



Sprint reviews and retrospectives take too much time. We don't have time for that.



Maybe other teams need a product owner, but we don't. We'll be just fine without one.



Scrum doesn't work for us! We can't use it. Give us something else that works better.

# What can we learn from the Agile Culture at Spotify?

**What is more important / What do you like:**

- Agile > Scrum.
- Principles > Practices.
- Autonomous Squad > Scrum Team.
- High Autonomy, High Alignment.
- Standardization < Cross-Polination.
- Motivation > Leadership
- Community > Structure.
- Squads, Tribes, Chapters (Roles), Guilds (Interests).
- Frequent Releases in Release Trains.
- Self Service: Enable > Serve.
- Trust > Control.

# 4 Managing Projects

- How to Manage Projects Successfully?  
**(6) Summary**

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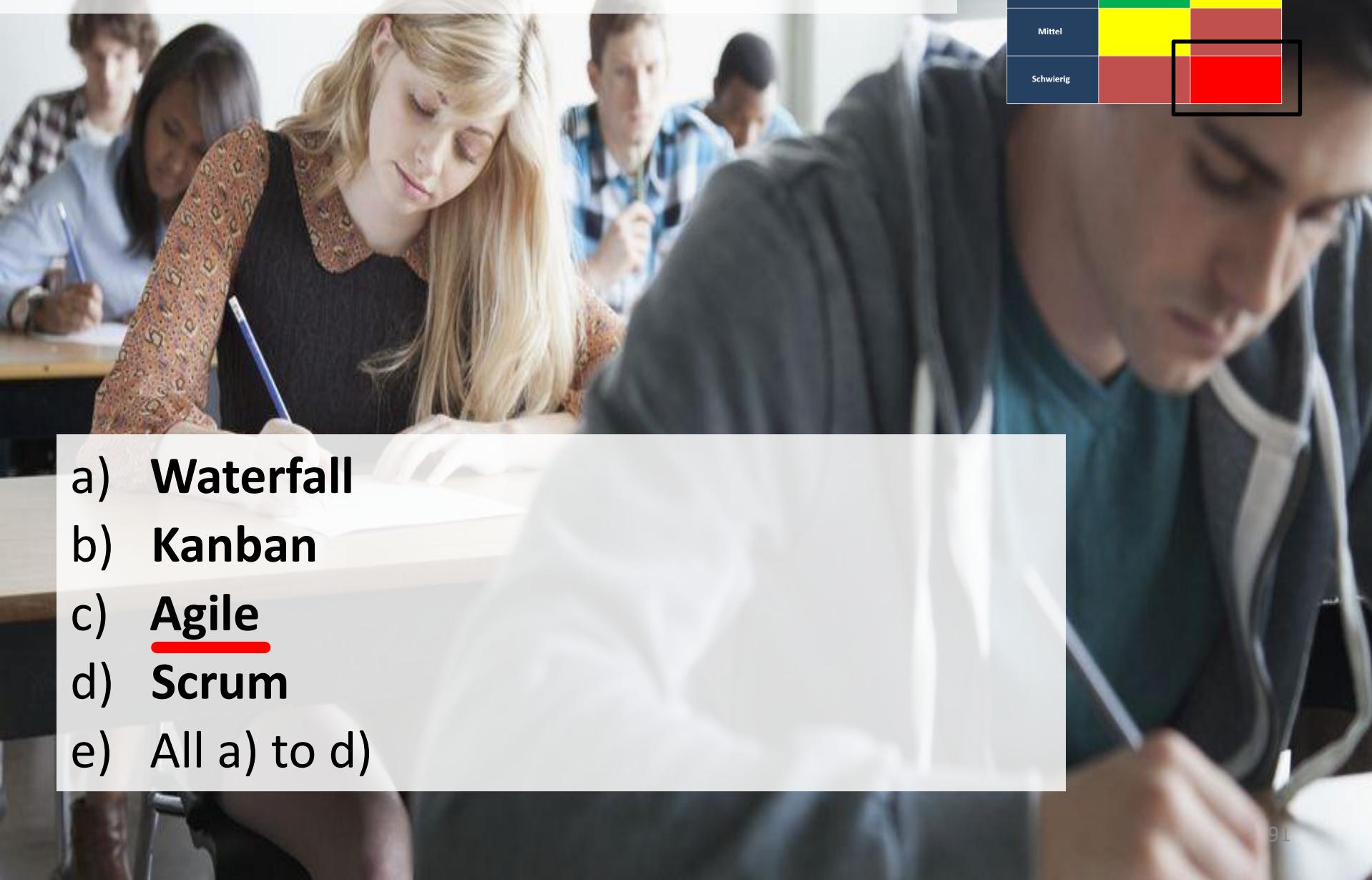
- 
- Zentrale **Grundlagen** des Projektmanagements.
  - **Gemeinsamkeiten** und **Unterschiede** von **Agiles** vs **Traditionelles** Projektmanagement.
  - **Agiles** Projektmanagement mit **KANBAN** und **SCRUM**.
  - Wie Sie **studentische Projekte** besser planen können.

# Was trifft Nicht auf Agiles PM zu?

Art des Wissens	Abfragewissen (Vorlesung)	Anwendungswissen (Literatur)
Schwierigkeitsgrad		
Einfach	Green	Yellow
Mittel	Yellow	Red
Schwierig	Red	Red

- a) **Projektmanager legt Prozesse fest und wählt Methoden aus**
- b) Team muss **selbstorganisiert** sein
- c) Vorgaben müssen **konsequent angewendet** und **umgesetzt** werden
- d) Rahmenwerk mit **wenigen Vorgaben**
- e) Product Owner verantwortet Inhalte, Scrum Master die Organisation

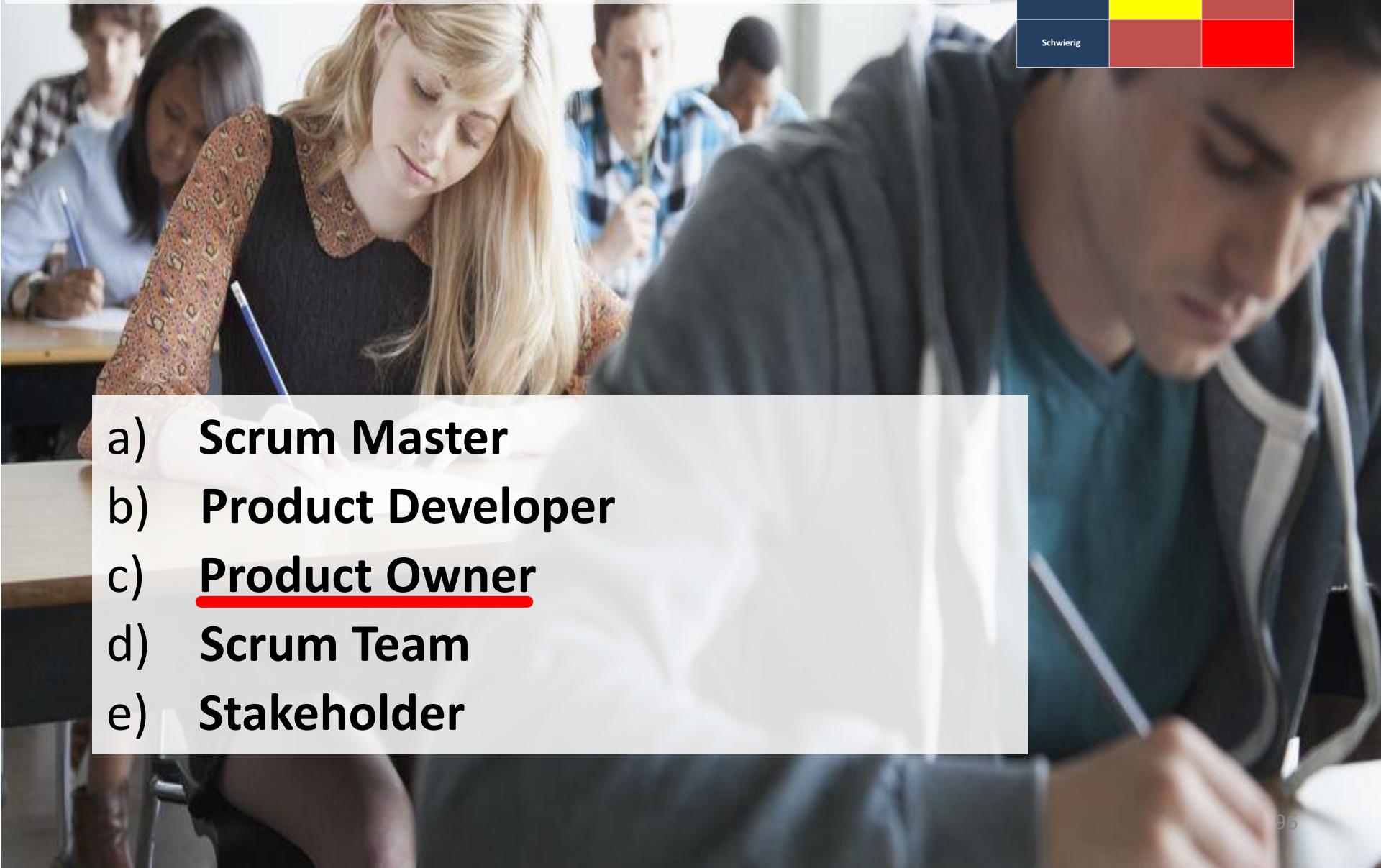
# Which Method should we use when there is a Complicated Technology?



Schwierigkeitsgrad	Art des Wissens	Ablfragewissen (Vorlesung)	Anwendungswissen (Literatur)
Einfach		Green	Yellow
Mittel		Yellow	Red
Schwierig		Red	Red

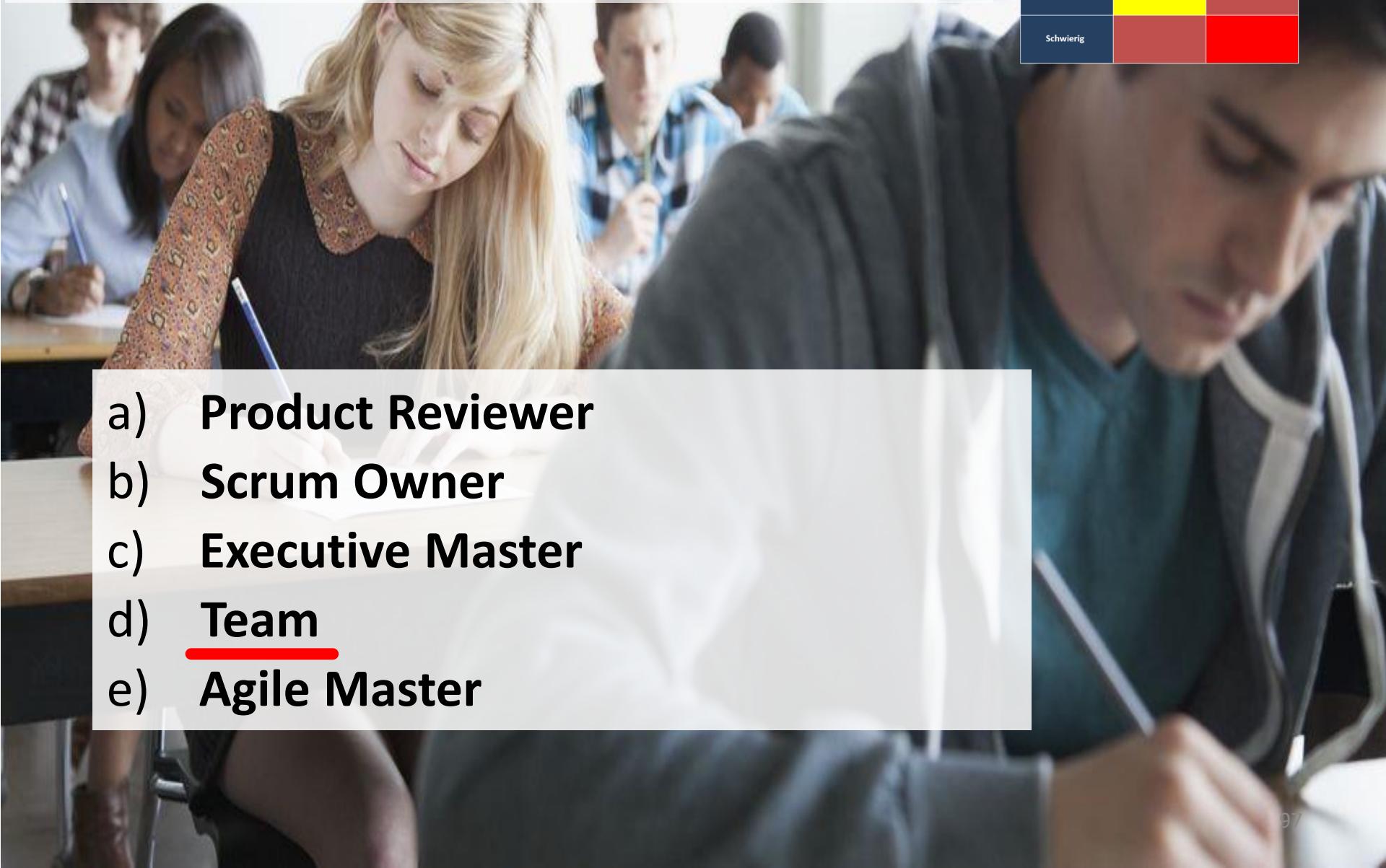
- a) Waterfall
- b) Kanban
- c) Agile
- d) Scrum
- e) All a) to d)

# \_\_\_\_\_ orders the work for a complex problem into a Product Backlog



- a) Scrum Master
- b) Product Developer
- c) Product Owner
- d) Scrum Team
- e) Stakeholder

# Select a Role which belongs to the Scrum Model?



Schwierigkeitsgrad	Art des Wissens	Abfragewissen (Fachwissen)	Anwendungswissen (Literatur)
Einfach	Green	Yellow	Red
Mittel	Yellow	Yellow	Red
Schwierig	Red	Red	Red

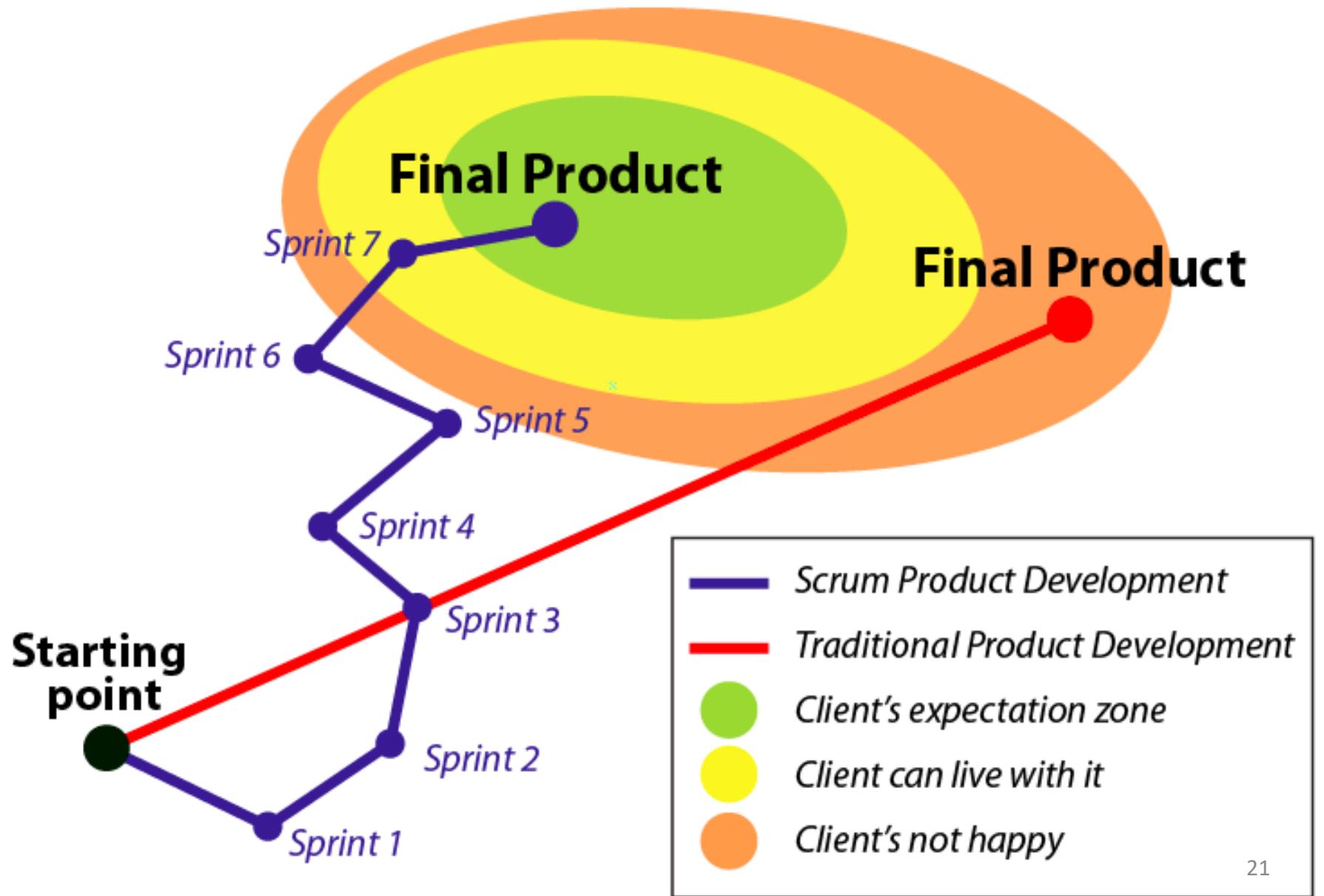
- a) Product Reviewer
- b) Scrum Owner
- c) Executive Master
- d) Team
- e) Agile Master

# Which is not a Scrum Artefact?

Schwierigkeitsgrad	Art des Wissens	Abfragewissen (Vorlesung)	Anwendungswissen (Literatur)
Einfach			
Mittel			
Schwierig			

- a) **Burndown Chart**
- b) Product Increment
- c) Sprint Backlog
- d) Product Backlog
- e) None

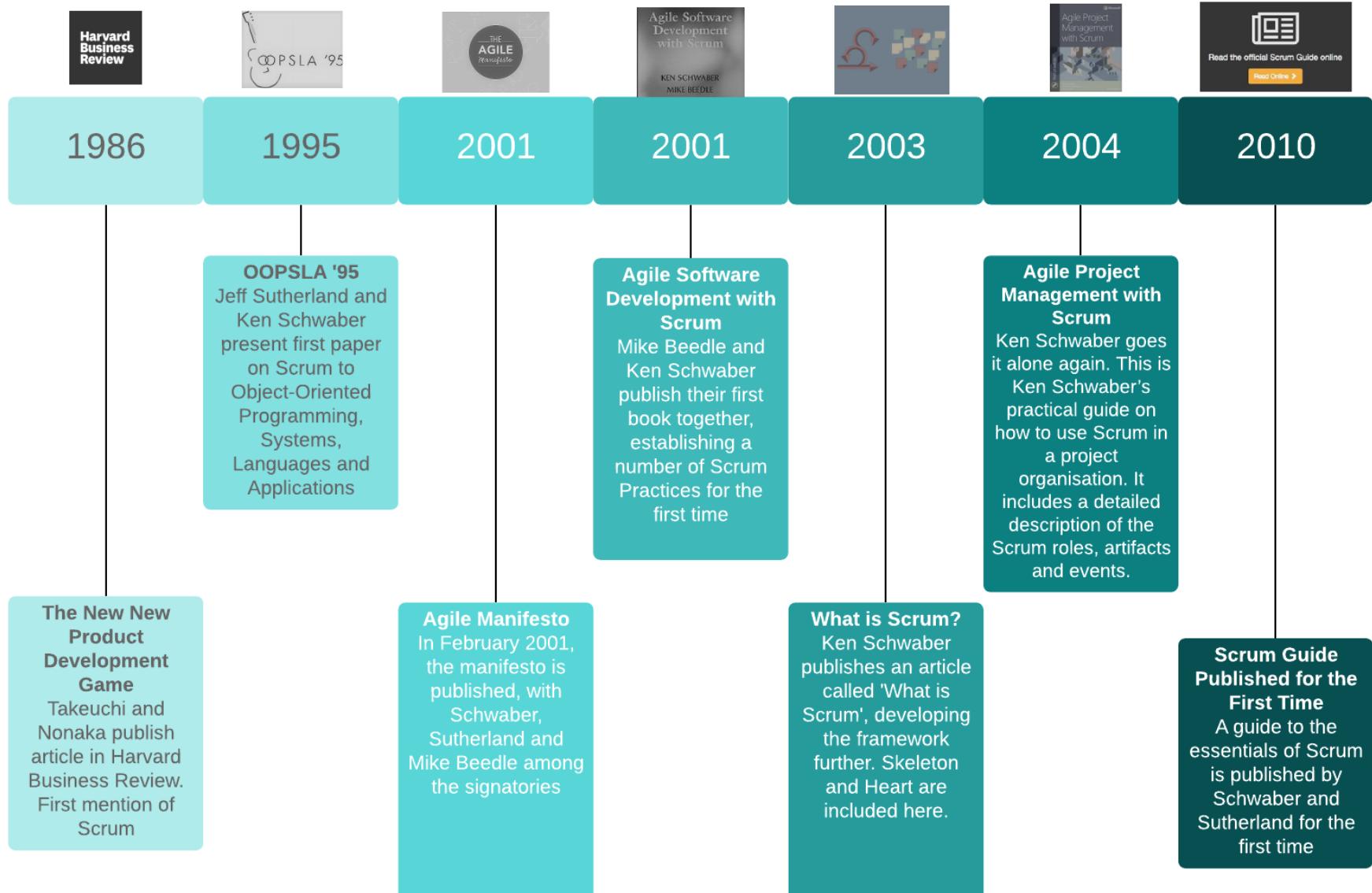
# Agile (SCRUM) vs Traditional Product Development



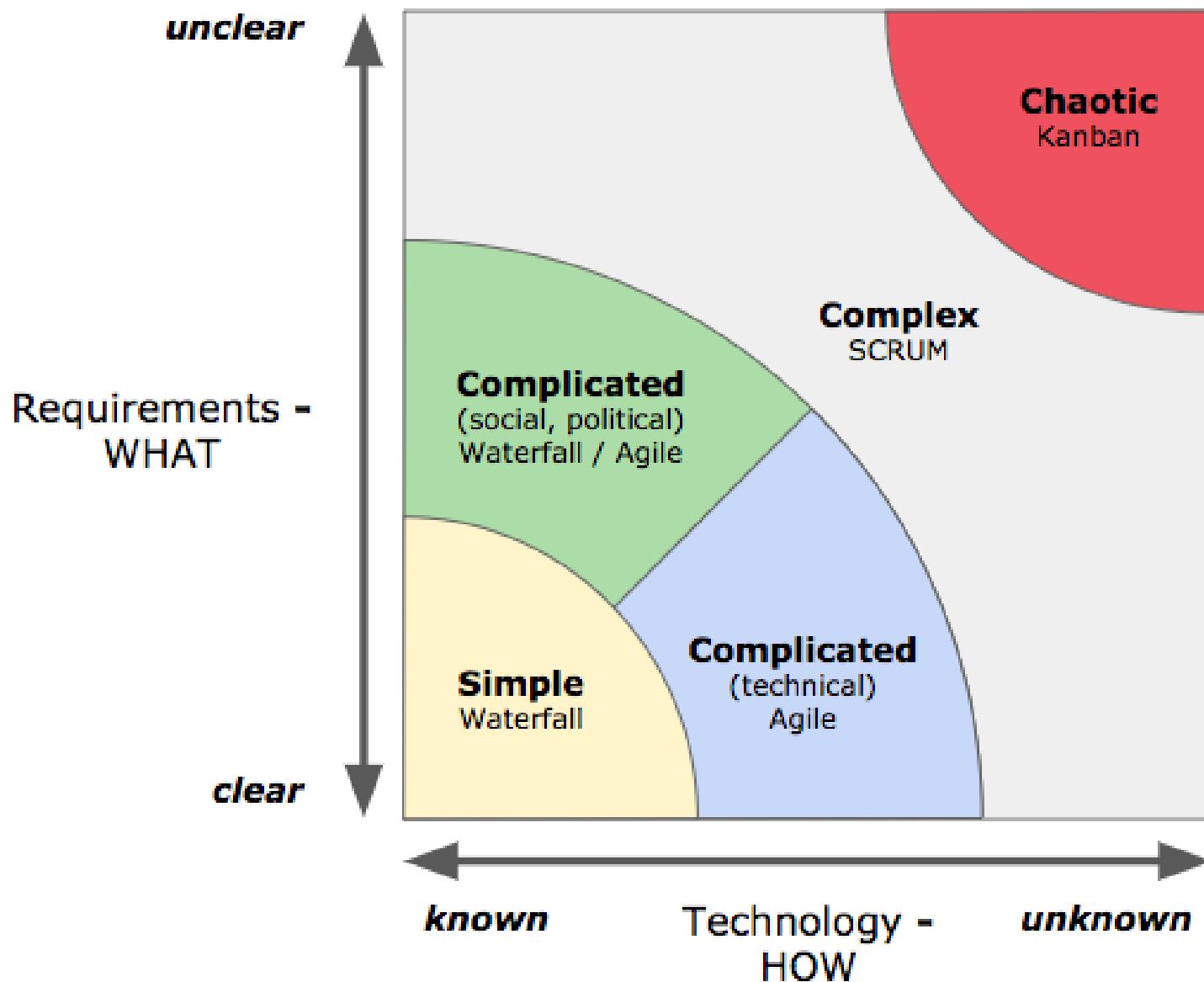
# Scrum & Agile Software Development: A History

## Schwaber and Sutherland's Scrum Timeline

Paddy Corry, Serious Scrum



# When to use Waterfall, Agile, Scrum or Kanban?



# **Michael Amberg**

## **Todays Content:**

- 1. Motivation & Basics**
- 2. Agile vs Traditional Project Management (PM)**
- 3. Agile with KANBAN**
- 4. Agile with SCRUM**
- 5. Agile Culture at Spotify**
- 6. Summary**



# Wikipedia gibt einen sehr guten Überblick

The screenshot shows a web browser window with the URL [de.wikipedia.org/wiki/Kanban\\_\(Softwareentwicklung\)](https://de.wikipedia.org/wiki/Kanban_(Softwareentwicklung)). The page title is "Kanban (Softwareentwicklung)". The main content area describes Kanban as a method in software development where the number of parallel tasks is limited to achieve shorter lead times and identify bottlenecks. A sidebar on the left contains links to various Wikipedia categories and tools.

**Inhaltsverzeichnis [Verbergen]**

- 1 Wurzeln und Geschichte
- 2 Kanban-Prinzipien und -Praktiken
  - 2.1 Grundprinzipien
  - 2.2 Kernpraktiken
- 3 Kanban Flight Levels – Wie passt Kanban ins Unternehmen?
- 4 Verhältnis zu anderen Vorgehensweisen in der Softwareentwicklung
  - 4.1 Wasserfall
  - 4.2 Scrum
    - 4.2.1 Gemeinsamkeiten von Kanban und Scrum
    - 4.2.2 Unterschiede zwischen Kanban und Scrum
- 5 Kaizen
- 6 Value, Flow und Waste Elimination
- 7 Priorisierung
- 8 Service Level Agreements (SLA)
- 9 Anwendungsbereiche
- 10 Varianzen
- 11 Tracking
- 12 Literatur
- 13 Weblinks



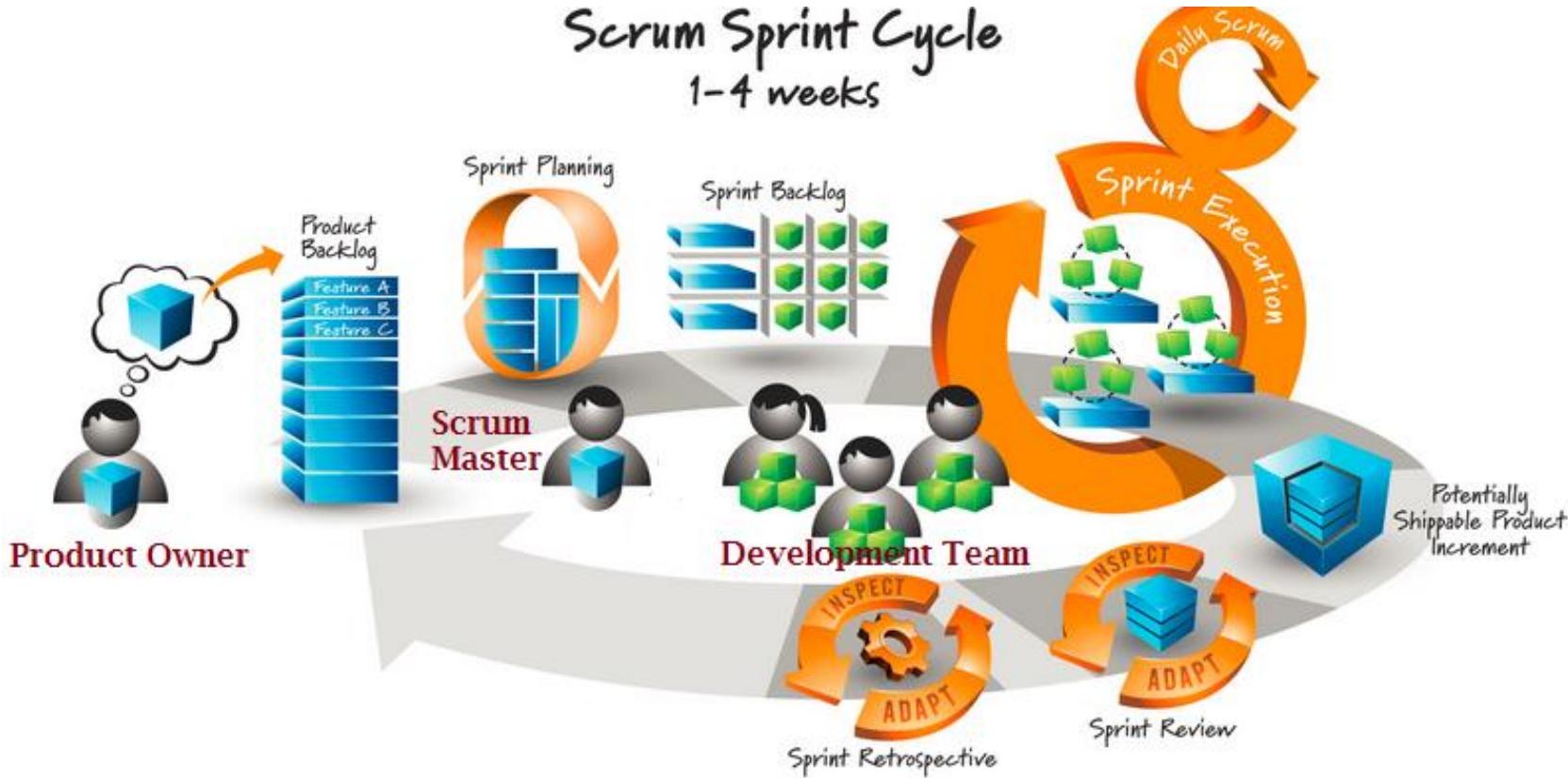
## 4. Agile Project Management with SCRUM

# Introduction to Scrum



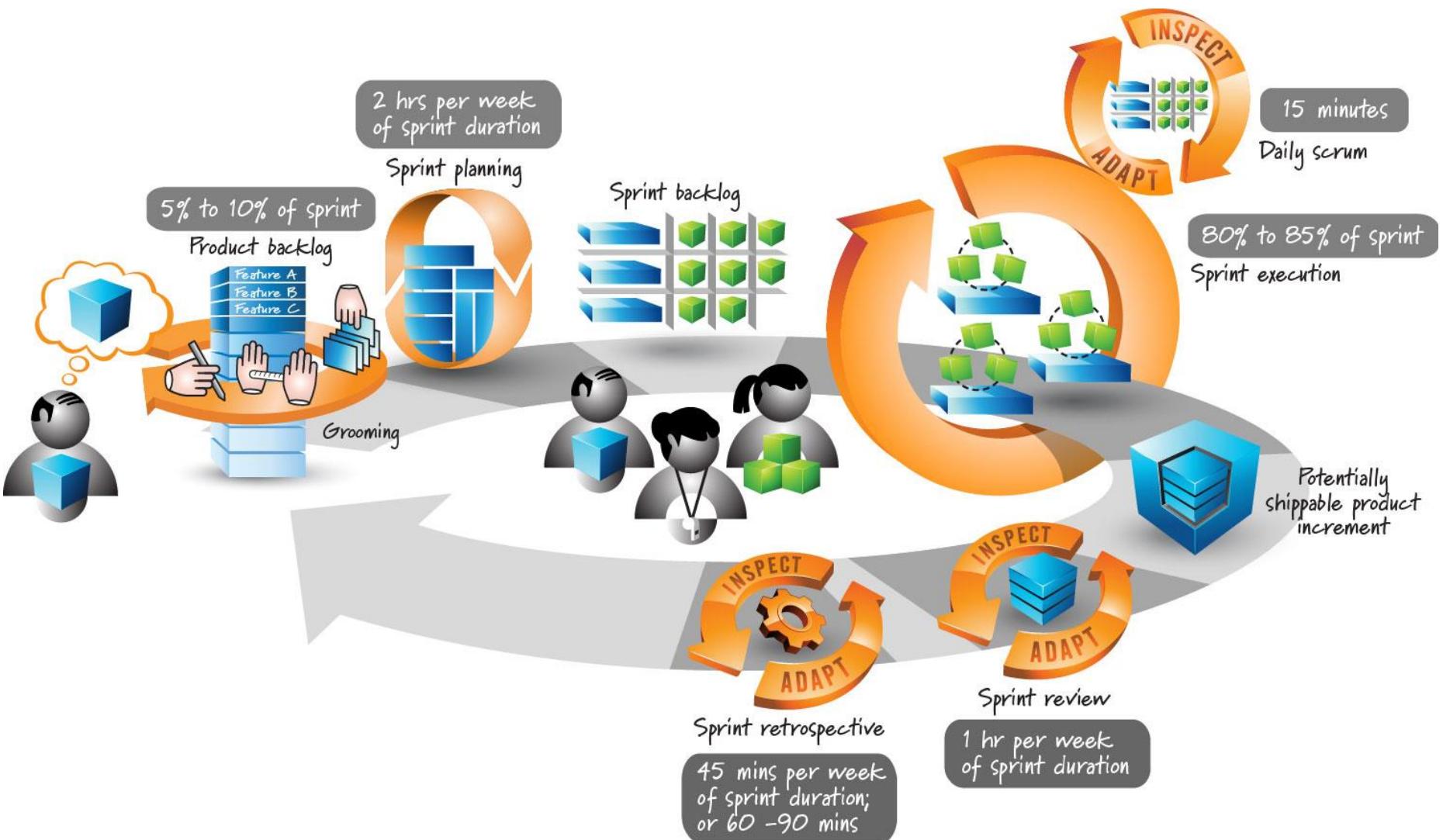
Introduction to Scrum - 7 Minutes  
[www.youtube.com/watch?v=9TycLROtqFA](https://www.youtube.com/watch?v=9TycLROtqFA)

# Overview of Scrum



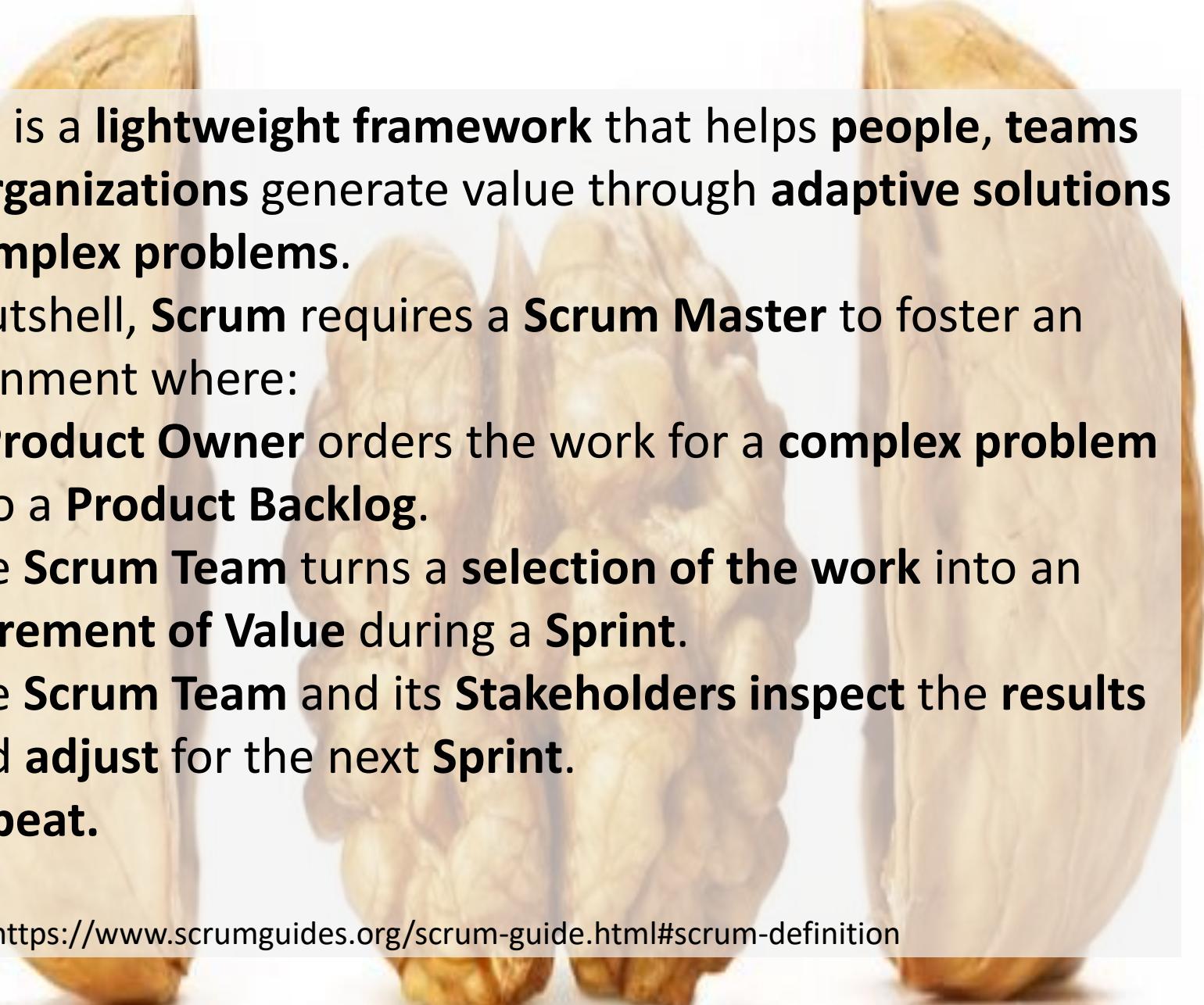
- Roles: **Product Owner, Scrum Master, Team**
- Artefacts: **Product Backlog, Sprint Backlog, Product Increment**
- Ceremonies: **Product / Release Planning, Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective**
- Others: **User Story, Sprint, Burndown Chart**

# How Much Time Should Each Scrum Practice Take?



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# Scrum in a Nutshell



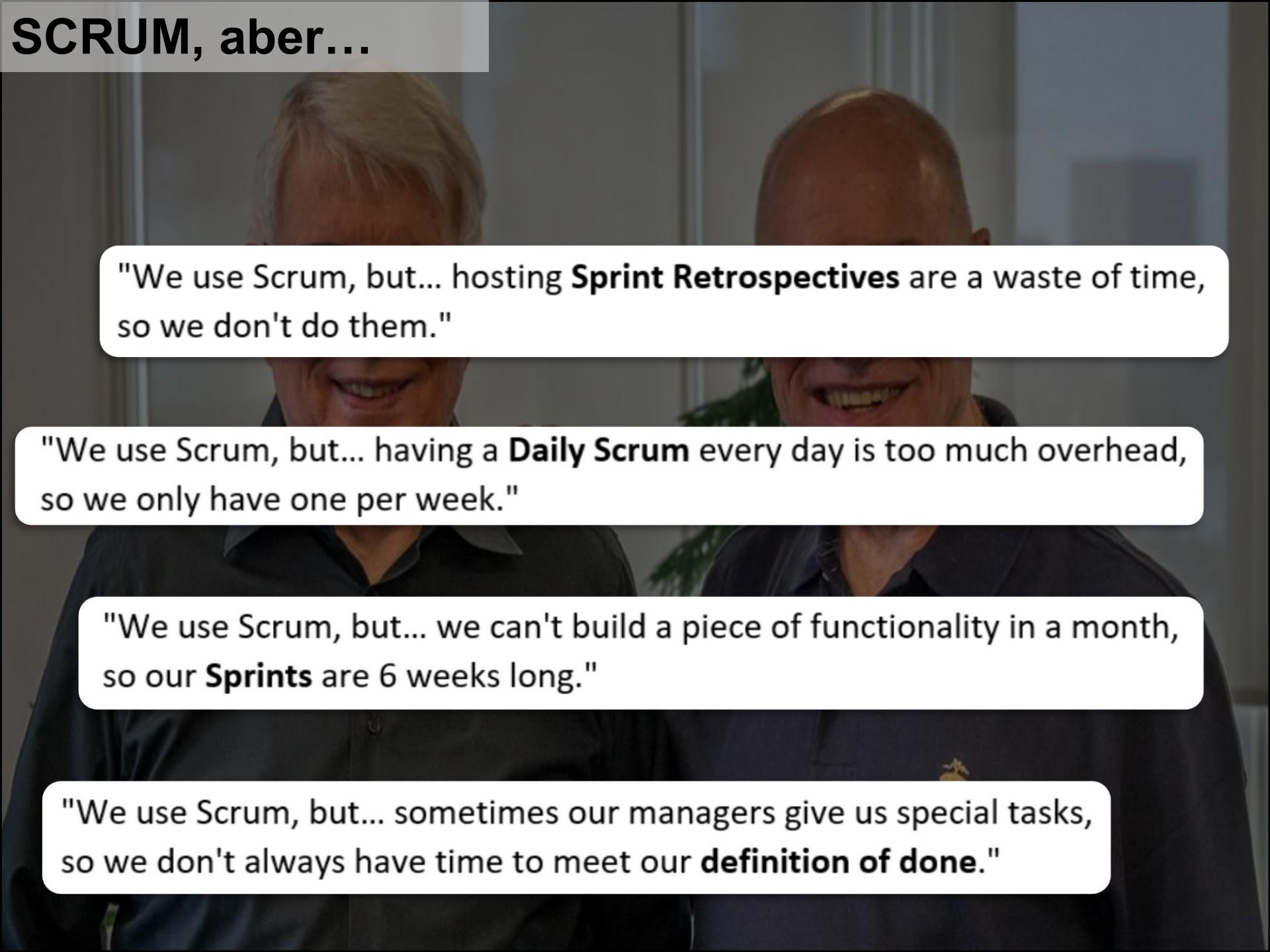
**Scrum** is a **lightweight framework** that helps **people**, **teams** and **organizations** generate value through **adaptive solutions** for **complex problems**.

In a nutshell, **Scrum** requires a **Scrum Master** to foster an environment where:

- A **Product Owner** orders the work for a **complex problem** into a **Product Backlog**.
- The **Scrum Team** turns a **selection of the work** into an **Increment of Value** during a **Sprint**.
- The **Scrum Team** and its **Stakeholders inspect the results** and **adjust** for the next **Sprint**.
- **Repeat.**

*Source: : <https://www.scrumguides.org/scrum-guide.html#scrum-definition>*

# SCRUM, aber...



"We use Scrum, but... hosting **Sprint Retrospectives** are a waste of time, so we don't do them."

"We use Scrum, but... having a **Daily Scrum** every day is too much overhead, so we only have one per week."

"We use Scrum, but... we can't build a piece of functionality in a month, so our **Sprints** are 6 weeks long."

"We use Scrum, but... sometimes our managers give us special tasks, so we don't always have time to meet our **definition of done**."

# Zertifizierung zum Professional Scrum Master



- **Ziel**
  - Professional Scrum Master **Zertifizierung**  
<https://www.scrum.org/professional-scrum-master-i-certification>
- **Aufwand**
  - ca. **2 Wochen**
- **Ablauf**
  - Weitere **Infos** und **Austausch** mit **Studierenden**, die die Zertifizierung aktuell gemacht haben, gibt es unter „**PM@FAU**“ in **MS-Teams**.
  - Anmeldung bei „**PM@FAU**“ in **MS-Teams**.  
**Teamcode: 7kpnoqw**
- **Ansprechpartner**
  - **Martin Enders** (via MS-Teams)
- **MS Teams**
  - **Registrierung und Anmeldung**  
<https://www.anleitungen.rrze.fau.de/medien/ms-teams/>