		DIVERS
corrigé le 16/03 15h18	**1 seul PO par projet,** origine scrum : <u>empirisme</u> (xp) et <u>pensée lean</u>. BEFORE : dev team > BA*, testeur, dev inf. NOW : developers > BA, developers inf. BEFORE : scrum team > PO, SM, dev team. NOW : scrum team > developers, PO, SM. BEFORE : <u>dev team</u> > entre 3 et 9 personnes. NOW : <u>scrum team</u> > 10 personnes **maximum.** **<u>Scrum has no tester role, everyone in the scrum team is responsible for quality.</u>** Multiple scrum teams, same PB, same DOD. *BA : Business Analyst. SG : Scrum Guide	ils mélangent les versions (ancienne/nouvelle) dans les questions de la certif. Si dans la question, il y a "dev team" : ancienne, si "developers" : nouvelle.
Burndown chart, KPI	NOT DEFINED IN THE SCRUM FRAMEWORK, good practice, not mandatory in the SG. An estimate of the total work remains till the end of the sprint, shows the evolution of remaining effort against time, report of all the work that is DONE. NEW : KPI > cumulative flow diagram : reduire la colonne "en cours". NEW : KPI > vélocité : des story points (mesure sur 5 sprints), pour connaître la capacité. Responsable : developers. **"will likely be completed"**. Remaining time required to complete the work.	Pour toute question où il y a la notion d'obligation, la réponse sera **FALSE** (le but est de réduire les obligations).
Cone of uncertainty	**First couple of sprints**. How much is known about the Product over time . **If déviation** >>> correction "as soon as possible".	Professionnal Scrum Master 1 (PSM1)
Sprint (événement scrum)	Produce a valuable and useful increment. **Cancellation or finish** by the **PO only** (if sprint goal obsolete or cannot be met). A sprint <u>Is over when the timebox expires</u>. Le sprint zero n'existe pas. Longueur maximale : <u>must be 1 month or less</u>. Scope may be clarified and re-negociated. Dans un projet, **les sprints ont tous la même taille.** **At the end** of the sprint : the delivery is working, functional, DONE.	collaboration avec PMI-PMI qui impose d'être moins prescriptif mais plus descriptif d'où les changements dans le scrum guide 2020.

Sprint planning **(événement scrum)**	8H max pour 1 mois, responsable: scrum team, TOUT LE MONDE PEUT Y ASSISTER. WHAT CAN BE DONE AND HOW TO DO IT. Work needed to deliver. <u>The sprint backlog is fully formulated in this event.</u> NEW : Les questions sur le choix des user stories : why (sprint goal), what (PB items), how (tasks). <u>No mandatory prerequisites</u>. input : last sprint, PB, past performance, last increment. L'important est la plannification **des premiers jours**. Les estimates du PO avec les Business Value , Story Points pour la scrum team). <u>Is not an input : sprint goal.</u>	1 mois : 20 jours de travail.
Daily Scrum **(événement scrum)** **(feedback loop)**	**ANYONE CAN ATTEND, ONLY THE DEVELOPERS PARTICIPATE.** Plan of work for next 24h, inspecting work since the last, forecasting upcoming sprint work. 15 minutes (**OR LESS**), toujours au même endroit (reduces complexity). BEFORE : 3 questions > hier, aujourd'hui, blocages. NOW : 3 questions <u>SHOULD NOT</u> TAKE PLACE, **no specific format**. Team members synchronize their work and progress. Le scrum master ne la "conduit" pas, la plupart du temps il ne sera pas présent. --NO CANCELLATION ALLOWED--	
Backlog Refinement ou **Grooming** **(non événement)**	Le PO, developers. Ongoing process, ordering PB, act of adding details. BEFORE : "consume not more than 10% of the capacity of the developers" NOW : capacité ou durée à l'appréciation. <u>Scrum teams may participate for all estimates</u>. Not for the current sprint in progress, <u>during the sprint</u> at the end.	Le mot scrum est apparu en **1995**, l'agilité en 2001, le 1er scrum guide en 2011, le 2ème en 2020.
Sprint Review **(événement scrum)** **(feedback loop)**	4H max pour 1 mois, inspect the product increment, collect feedback. PO presents itens DONE. TOUT LE MONDE PEUT Y ASSISTER. Formal presentation, possible de ne rien livrer. Review the output of the sprint and decide what to do next.	

Sprint rétrospective (événement scrum) (feedback loop)	3H max, fermeture du sprint, juste après la sprint Review. C'est pour la scrum team. Moment of : Lessons learned. Sert à **améliorer** pour les prochains sprints, **identifier** ce qui a été bien, intend to promote continous process, **analyser** >>> people, relationships, process, and tool. Most appropriate moment to change the DOD. if **improvement** possible, include at least 1 high priority process for the next.	
Product backlog (PB)	Responsable : PO uniquement. The entire team owns the items. NEVER BASELINED. **Estimates** : the developers after clarifying requirements with th PO. Any technique used for **representing** PB items. "owner" is NOT an attribute of the PB. Ce qui n'est pas fini n'est pas reporté au prochain sprint, c'est mis dans le PB. Considered complete when adheres to the DOD, dynamic, never complete. **It is the only source of requirements for any changes to be made.** Le 1er sprint peut commencer même si le PB n'est pas complet. **Management :** PO responsable, ordering : whatever is **deemed** most appropriateby the PO). It is allowed to grow and change. Items of the PB larger than the items in the sprint backlog.	
Sprint backlog	The PB items selected for this sprint + the plan for delivering them, it is the developer's plan. NEW : Les questions sur le choix des user stories : why (sprint goal), what (PB items), how (tasks). (contains use case, tasks or user stories). The entire team owns the sprint backlog. A prioritized list of tasks/requirements to be completed during the project. It's finalized at sprint planning. **Changes during sprint:** developers ONLY (belongs solely, possible to add new work). La modification / rééstimations des **user stories** est préférable à l'annulation d'un sprint.	
Definition of Ready DOR	**La user story est claire, précise et comprise**. Pour la scrum team, le PO peut y assister. Se fait n'importe quand. Ready if it can be done in 1 sprint. **There is no acceptance criteria.**	

Definition of DONE DOD	Peut possiblement s'adapter à chaque **RETRO** par la scrum team, n'aide pas à calculer la vélocité. Le DOD évolue avec la maturité des developers. DONE est l'objectif, **pas la réduction de la dette technique par un sprint spécial (hardening), pas de non-functional requirements**. Doit respecter : conventions & standards, increase transparency, create a shared understanding of when work is complete, ensures artifact transparency, is used to acces, guides the developers.	
Increment	Une user story devient increment si respect du DOD, il peut être livré (**en prod ou non**). C'est la somme de tous les PB items and the value, fait par les developers, valuable when it reduces operational costs and increases customer satisfasfaction, includes regression testing.	
Scrum team	Scrum master, product owner, developers, they create the sprint goal. Différentes équipes scrum d'un même produit peuvent NE PAS avoir des sprints de longueur différente (does not require) et ne pas avoir de sprint "alignés". Elle fait le SPRINT PLANNING, elle doit être autosuffisante. Increased creativity, commitment and feeling of accountability. Qualités importantes : flexibility, creativity, productivity. Should have all competencies, should choose how best to accomplish their work. If a 2nd scrum team is added, productivity is likely to decrease. BEFORE : self-organizing (make local decisions), convert items to done : **velocity**. NOW : self-managing, collaborates and supports its team members. **Least likely to be used : WBS, Gantt.**	
Scrum artifacts	il y en a 3 : PB (product goal), sprint backlog (sprint goal), increment (DOD). Inspect frequently, but it should not get in the way of the work. **PILARS : TIA** > transparency (responsable scrum master), inspection, adaptation. Awareness of the artifacts : **transparency** (understandable by all stakeholders). Sprint goal provides guidance.	

Scrum	**Framework** : n'est pas adaptable aux projets car chaque composant sert un objectif spécifique, container for other techniques and methodologies. **Events** : if **sprint cancelled**: PB re-estimated under PO supervision. Scrum is **not** designed for **static** requirements. **VALUES :** Courage, openness, focus, commitment, respect (all affected by lack of trust) ESSENCE : a small team flexible and adaptative. Type of process control : empirical. Scrum can be used EVERYWHERE. Scrum Master usually does care about those outside the Scrum Team. SHORT ENOUGH. Scrum scales to large teams. les 4 : role, events, artifacts, rules. **Releases** ? Frequently enough.	**Scrum is iterative and incremental agile process** Rolling wave, sans fin. NOT a cookbook. NOT a process. NOT a methodology. **Agile manifesto:** comprehensive documentation
Le PO	Sa responsabilité : la PB, pas le produit ni le delivery. Interêts : le produit, work (provide feedback) with the stackholders, ordering items, optimizing value, keep visible & transparent the work on next, perform release planning, perform user acceptance, answer questions from the developers, estimates : business value. Monitoring progress toward high-level **goals.** He is the chief product **visionary**. **KVA** : current value, ability to innovate, time-to-market (expert). Software dependencies can influence the ordering. Releases ? C'est le PO qui décide la mise en prod... the risk for the value, absorption by the customer, the costs and benefits, the constraints by the new release.Il peut **déléguer** l'écriture des user-stories aux developers mais il en est responsable. Il n'assigne AUCUNE tâche aux developers. Can participate in the daily scrum. If not available for the developers, discuss the matter with the scrum master.	proxy PO : son adjoint

Le Scrum Master	**Servant leader in service of the organization, the PO and the developers**, helping developers to create value, removing impediments, coaching the developers, champion scrum, by facilitating developer decision-making. Accountability belongs to the scrum master. ~~Is responsible for conducting the Daily Scrum~~. NOW : Il est <u>responsable</u> de la réussite de la scrum team, primary purpose at the daily scrum is to remove impediments. Leading & coaching org, working with other scrum masters, planning scrum implementations. Facilitating and teaching scrum events, <u>techniques for PB management</u>, empirical env. IS A MANAGEMENT POSITION (managing performance of the scrum team), shielding from interruptions. Si le PO a des soucis avec les user stories, il peut les rédiger. The least : Act as a go-between for them.	
KANBAN	It is a report of all the work that is Done.	
DIVERS	burndown chart >> ce terme n'existe pas dans le SG. La vélocité est une mesure de la **maturité** de l'équipe, pas un indice de réussite. Composition des équipes de dev en fonction de la **"self-organization"**. Developers : **Adjustments** to its engineering practices whenever needed. Planning Poker : story points estimés avec la business value et la complexité de dév. **Time-box** : it can take NO MORE than. <u>PO et scrum master could be part</u> of the developers. <u>Incremental delivery :</u> release working software, additional features in a useable state. **Validated learning** : customer feedback.	