corrigé le 23/03 15h20	The primary target of the PO is the **VALUE**. PB : Product Backlog. <u>A new sprint starts immediately after the previous sprint.</u> DOD : Definition of done. Ne jamais choisir comme réponses "hardening" et "tester".	Primary measure of progress in **Agile** : working software.
The value	Its management by order the PB ans validating assumptions. **Release** occurs frequently, release an increment to the market. To make investment, all required to conceive and develop. With technical debt > velocity reduced > greater budget. The PO is responsible for the ROI (**R**eturn **O**n **I**nvestment),<u> he monitors by any practice.</u> The p**roject plan** updated (by the PO) as new information and insights emerge. The **TCO** (**T**otal **C**ost of **O**wnership) is the sum of all investments required. An i<u>mportant client</u> wants : add to the **next sprint** planning. Ultimate way to predict the value : <u>the points = 0 > story needs no effort.</u> Value points are not mandatory but are the best practice. **Success** is measured by impact on revenue,cost and customer satisfaction. The most **important stakeholder** : the product's users. KVA (**K**ey **V**alue **A**reas) : Time-to-market, ability to innovate, current value. Value driven : > coach the dev team > remover of impediments.	
PO	<u>Value maximizer and product marketplace expert</u>. He asks for stakeholder input. User acceptance, create user stories, release planning, prioritize the PB, monitoring the remaining work. Have a **sigle metric** : FALSE. The PO <u>actively asks </u>for stakeholders. His **attendance** to the sprint retrospective : <u>mandatory</u>. Intelligent balancing of interests Is **not required** at the daily scrum. **Duties** : coordinate the team. <u>Release decision : </u>constrained by new release, costs & benefits, increment meets DOD. If absent, the scrum master assumes the **PO's responsabilities.**	
Increment/done	To learn about the forecast, the sum of all PO items. Done : responsible > developers (development team), ready for a release. Done **valuable** if increase customer satisfaction & reduces long-term operational costs.	

Product backlog	Criteria to order : Value, dependencies to other and between. Difficulty to build : re-negociate. Ordering by anythings that informs. Updated only during PB refinement or at any time. <u>NO preconditions</u>. <u>Not ready</u> for sprint planning : cancel the sprint. Changes by the PO and by the developers (with PO permission). NEVER BASELINED. **It is the only source of requirements for any changes to be made.** PB often include test descriptions. The PO must create **acceptance criteria**. **Transparency** : PB is ordered, availiable to all stakeholders. <u>Refinment</u> : ongoing process, adding details and estimates. **Ready** : sized 1-2 days, small enough, 1 sprint, stated as user stories refined. SHOULD be **refined** 1-2 preceding sprints / actual sprint.	**NOT** part of the scurm team : the developement team
Scrum	Successful by **releasing** frequently/often. NOT design for static requirements. Timeboxes help minimize risk. **Container** for other techniques and methodologies. VALUES : Courage, openness, focus, commitment, respect (all affected by lack of trust). **Validated learning** : customer feedback, release an increment. **ESSENCE** : <u>A small team.</u> Management HAVE a role within scrum > management of the team : team members. The **recommended** size of a scrum **team** : 3-11, **optimum** size less than 10. Sprint goal is NOT an **input** to the sprint planning.	**Agile manifesto:** FALSE : comprehensive documentation.
Sprint	Typically : **collaborate** with stakeholders and work <u>with the developers.</u> To allow sprint planning : <u>NO preconditions.</u> Sprint retrospective : what to stop and start doing, **mandatory** for the PO. Sprint retrospective : to promote continuous process improvements. 3 activities of the PO : work (provide feedback) with the stackholders, answer questions. **Sprint review** contains much more activities. Sprint backlog includes at least 1 high priority process improvement : FALSE. To do in **conformance** with the DOD.	
Organization	Must respect the PO's decisions. > 1.org OR 2.dev team creates the DOD. PO and scrum master **could be** part of the dev team.	

Divers	**Legwork of gathering :** it does not matter. A persona : An imaginary representation of a user role. Least productive : act as a **go-between.** **Pigs** : the team. Product succes : customer satisfaction, revenue, cost. Developers are accountable for estimates. **Technical debt** : reflects extra work, comrpomises quality, is a real risk. **Velocity** is NOT a key measure of success BUT is the rate teams convert done in 1 sprint.	
Burndown chart	Removals of features : stays BELOW horizontal axis, bottom of the bar is lowered.	