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| corrigé le 26/03 14h00 | <p>The primary target of the PO is the <b>VALUE</b>.</p> <p>PB : Product Backlog. <u>A new sprint starts immediately after the previous sprint.</u></p> <p>DOD : Definition of done. Ne jamais choisir comme réponses "hardening" et "tester". Par moment, le scrum guide n'est pas clair, vous trouverez donc de possibles contradictions.</p>   | Primary measure of progress in <b>Agile</b> : working software. |
| The value              | <p>Its management by order the PB and validating assumptions.</p> <p><b>Release</b> occurs frequently, release an increment to the market.</p> <p>To make investment, all required to conceive and develop.</p> <p>With technical debt &gt; velocity reduced &gt; greater budget.</p> <p>The PO <u>monitors by any practice.</u></p> <p>The <b>project plan</b> updated (by the PO) as new information and insights emerge.</p> <p>The <b>TCO</b> (Total Cost of Ownership) is the sum of all investments required.</p> <p>An <u>important client</u> wants : add to the <b>next sprint</b> planning.</p> <p>Ultimate way to predict the value : <u>the points = 0 &gt; story needs no effort.</u></p> <p>Value points are not mandatory but are the best practice.</p> <p><b>Success</b> is measured by impact on revenue, cost and customer satisfaction.</p> <p>The most <b>important stakeholder</b> : the product's users.</p> <p>KVA (<b>Key Value Areas</b>) : Time-to-market, ability to innovate, current value.</p> <p>Value driven : &gt; coach the dev team &gt; remover of impediments.</p> <p>How readily his product can be absorb, how much of the functionality, customer feedback</p> |   |
| PO                     | <p><u>Value maximizer and product marketplace expert.</u> He asks for stakeholder input.</p> <p>User acceptance, create user stories, release planning, prioritize the PB, monitoring the remaining work. Have a <b>sigle metric</b> : FALSE. The PO <u>actively asks</u> for stakeholders.</p> <p>His <b>attendance</b> to the sprint retrospective : <u>mandatory</u>. Intelligent balancing of interests</p> <p>Is <b>not required</b> at the daily scrum. <b>Duties</b> : coordinate the team.</p> <p><u>Release decision</u> : constrained by new release, costs &amp; benefits, increment meets DOD.</p> <p>If absent, the scrum master assumes the <b>PO's responsibilities (but he doesn't delegate).</b></p> <p>He is <b>NOT</b> an <u>optional attendee</u> of the sprint retro.</p>  |   |
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| <b>Increment/done</b>  | <p>To learn about the forecast, the sum of all PO items.</p> <p>Done : responsible &gt; developers (development team), ready for a release.</p> <p>Done <b>valuable</b> if increase customer satisfaction &amp; reduces long-term operational costs.</p> <p>Done <b>ensure</b> transparency, guides the dev team and is used to assess.</p>   |  |
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| <b>Product backlog</b> | <p><u>Criteria to order</u> : Value, dependencies to other and between.</p> <p>Difficulty to build : re-negotiate. Ordering by anything that informs.</p> <p>Updated only during PB refinement or at any time. <u>NO preconditions</u>.</p> <p><u>Not ready</u> for sprint planning : cancel the sprint.</p> <p>Changes by the PO and by the developers (with PO permission). NEVER BASELINED.</p> <p><b>It is the only source of requirements for any changes to be made.</b></p> <p>PB often include test descriptions. The PO must create <b>acceptance criteria</b>.</p> <p><b>Transparency</b> : PB is ordered, available to all stakeholders.</p> <p><u>Refinement</u> : ongoing process, adding details and estimates.</p> <p><b>Ready</b> : sized 1-2 days, small enough, 1 sprint, stated as user stories refined.</p> <p><b>NOT Ready</b> : Cancel the sprint.</p> <p>SHOULD be <b>refined</b> 1-2 preceding sprints / actual sprint.</p> | <b>NOT</b> part of the scrum team :<br>the development team                |
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| <b>Scrum</b>           | <p>Successful by <b>releasing</b> frequently/often. NOT design for static requirements.</p> <p>Timeboxes help minimize risk. <b>Container</b> for other techniques and methodologies.</p> <p>VALUES : Courage, openness, focus, commitment, respect (all affected by lack of trust).</p> <p><b>Validated learning</b> : customer feedback, release an increment. <b>ESSENCE</b> : <u>A small team</u>.</p> <p>Management HAVE a role within scrum &gt; management of the team : team members.</p> <p>The <b>recommended</b> size of a scrum <b>team</b> : 3-11, <b>optimum</b> size less than 10.</p> <p>Sprint goal is NOT an <b>input</b> to the sprint planning.</p> <p>Scrum team is allowed to <u>interact</u> ANY time, works to ensure the PB conform to the DOD.</p>  | <p><b>Agile manifesto:</b></p> <p>FALSE : comprehensive documentation.</p> |
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| <b>Sprint</b>         | <p>Typically : <b>collaborate</b> with stakeholders and work <u>with the developers</u>.</p> <p>To allow sprint planning : <u>NO preconditions</u>.</p> <p>Sprint retrospective : what to stop and start doing, <b>mandatory</b> for the PO.</p> <p>Sprint retrospective : to promote continuous process improvements.</p> <p>3 activities of the PO : work (provide feedback) with the stakeholders, answer questions.</p> <p><b>Sprint review</b> contains much more activities.</p> <p>Sprint backlog includes at least 1 high priority process improvement : FALSE.</p> <p>Sprint backlog : Pb items plus the (development team's) plan.</p> <p>To do in <b>conformance</b> with the DOD.</p>                     |  |
| <b>Organization</b>   | <p>Must respect the PO's decisions. &gt; 1.org OR 2.dev team creates the DOD.</p> <p>PO and scrum master <b>could be</b> part of the dev team.</p> <p><b>Enhance collaboration</b> : innovation games.</p>  |  |
| <b>Divers</b>         | <p><b>Legwork of gathering</b> : it does not matter.</p> <p>A persona : An imaginary representation of a user role.</p> <p><u>Least productive</u> : act as a <b>go-between</b>.</p> <p><b>Pigs</b> : the team. <b>Changes</b> can be made that impact the sprint goal.</p> <p>Product succes : customer satisfaction, revenue, cost.</p> <p>Developers are accountable for estimates. <b>Development</b> : complex work.</p> <p><b>Technical debt</b> : reflects extra work, compromises quality, is a real risk.</p> <p><b>Velocity</b> is NOT a key measure of success BUT is the rate teams convert done in 1 sprint.</p> <p>NFR (<u>Non Functional Requirements</u>) : increment meets them, add to the DOD.</p> |  |
| <b>Burndown chart</b> | <p>Removals of features : stays BELOW horizontal axis, bottom of the bar is lowered.</p>  |  |

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