

corrigé le 25/03 15h47	<p>The primary target of the PO is the VALUE.</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".</p>	Primary measure of progress in Agile : working software.
The value	<p>Its management by order the PB and validating assumptions.</p> <p>Release occurs frequently, release an increment to the market.</p> <p>To make investment, all required to conceive and develop.</p> <p>With technical debt > velocity reduced > greater budget.</p> <p>The PO is responsible for the ROI (Return On Investment), <u>he monitors by any practice.</u></p> <p>The project plan updated (by the PO) as new information and insights emerge.</p> <p>The TCO (Total Cost of Ownership) is the sum of all investments required.</p> <p>An <u>important client</u> wants : add to the next sprint planning.</p> <p>Ultimate way to predict the value : <u>the points = 0 > story needs no effort.</u></p> <p>Value points are not mandatory but are the best practice.</p> <p>Success is measured by impact on revenue, cost and customer satisfaction.</p> <p>The most important stakeholder : the product's users.</p> <p>KVA (Key Value Areas) : Time-to-market, ability to innovate, current value.</p> <p>Value driven : > coach the dev team > remover of impediments.</p> <p>How readily his product can be absorb, how much of the functionality, customer feedback</p>	
PO	<p>Value maximizer and product marketplace expert. He asks for stakeholder input.</p> <p>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.</p> <p>His attendance to the sprint retrospective : <u>mandatory</u>. Intelligent balancing of interests</p> <p>Is not required at the daily scrum. Duties : coordinate the team.</p> <p><u>Release decision</u> : constrained by new release, costs & benefits, increment meets DOD.</p> <p>If absent, the scrum master assumes the PO's responsibilities (but he doesn't delegate).</p> <p>He can delegate the ordering of the PB, he is NOT an <u>optional attendee</u> of the sprint retro.</p>	
Increment/done	<p>To learn about the forecast, the sum of all PO items.</p> <p>Done : responsible > developers (development team), ready for a release.</p> <p>Done valuable if increase customer satisfaction & reduces long-term operational costs.</p> <p>Done ensure transparency, guides the dev team and is used to assess.</p>	

Product backlog	<p><u>Criteria to order</u> : Value, dependencies to other and between. Difficulty to build : re-negotiate. 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, available to all stakeholders. <u>Refinement</u> : ongoing process, adding details and estimates. Ready : sized 1-2 days, small enough, 1 sprint, stated as user stories refined. NOT Ready : Cancel the sprint. SHOULD be refined 1-2 preceding sprints / actual sprint.</p>	NOT part of the scurm team : the developement team
Scrum	<p>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. Scrum team is allowed to <u>interact</u> ANY time, works to ensure the PB conform to the DOD.</p>	<p>Agile manifesto: FALSE : comprehensive documentation.</p>
Sprint	<p>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. Sprint backlog : Pb items plus the (development team's) plan. To do in conformance with the DOD.</p>	

Organization	<p>Must respect the PO's decisions. > 1.org OR 2.dev team creates the DOD.</p> <p>PO and scrum master could be part of the dev team.</p> <p>Enhance collaboration : innovation games.</p>	
Divers	<p>Legwork of gathering : it does not matter.</p> <p>A persona : An imaginary representation of a user role.</p> <p><u>Least productive</u> : act as a go-between.</p> <p>Pigs : the team. Changes can be made that impact the sprint goal.</p> <p>Product succes : customer satisfaction, revenue, cost.</p> <p>Developers are accountable for estimates. Development : complex work.</p> <p>Technical debt : reflects extra work, compromises quality, is a real risk.</p> <p>Velocity 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>	
Burndown chart	<p>Removals of features : stays BELOW horizontal axis, bottom of the bar is lowered.</p>	

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