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**Module Seven – Final Project: Sprint Review and Retrospective**

**How did the various roles on the Scrum-agile Team specifically contribute to the success of the SNHU Travel project?**

* The Scrum-agile team roles of the SNHU Travel project were: Product Owner, Scrum Master, Developers, and Testers. Each of these roles had unique responsibilities which contributed to the overall success of the SNHU Travel project.
* The Product Owner was responsible for:
  + providing the overall direction to the team on the product to be developed;
  + maximizing the value of the developed product;
  + creating, prioritizing, and refining the Product Backlog for the project;
  + guide the team through the Sprint Planning events

The Product Owner was responsible for engaging with the end users to identify the problems and pain points to be solved. The Product Owner then took these items and developed user stories for the Scrum-agile team. The Product Owner then created the Agile Team Charter that included the business case, mission statement, team description, success criteria, key risks, rules of behavior, and communication guidelines for the project for the Scrum-agile team. Ultimately, the Product Owner was the Scrum-agile team’s top decision maker for the project.

* The Scrum Master was responsible for coordinating and facilitating the Sprint Planning events to decide with the entire Scrum-agile team on the user stories that will be taken in the sprint, Daily Scrum Meetings with the Developers and the Testers during the sprint, the Sprint Review meetings between the Product Owner and the Developers, as well as the Sprint Retrospective to review the things that went well and the lessons learned during the sprint that will help to improve the Scrum-agile process for the future sprints. Ultimately, the Scrum Master acted as the servant leader for the Scrum-agile team that encouraged transparency, openness, and a sense of empowerment within each Developer and Tester, all in order to help each member of the team maximize their production and agility.
* The Developers were the ones who did the work of incrementally delivering completed product at the end of each sprint. The Developers, provided with user stories from the Product Owner, was empowered to establish the project schedule by estimating their own agility for the user stories. In the SNHU Travel project, the Developers were also required to request from the Product Owner the scope of work, acceptance criteria, and the Definition of Done for each user story that was taken into the sprint. As part of establishing their own structure and managing their own work, the Developers also coordinated with the Testers throughout the duration of the sprint on the test cases to ensure that the products met the acceptance criteria at the end of sprints.
* The Testers were responsible for coordinating with the Product Owner to fully refine the user stories. By doing this, the Testers were able to develop accurate initial test cases for the user stories. Specifically, on the SNHU Travel project, one of the user stories required clarification on the sorting method of the travel destinations that were displayed to the users. The Testers identified this early on in the sprint cycle, and communicated with the Product Owner to bridge this gap so that the appropriate test cases could be developed.

**How did a Scrum-agile approach to the SDLC help each of the user stories come to completion?**

* With the Scrum-agile approach, the individuals and interactions are valued over processes and tools, and customer collaborations are valued over contract negotiations. With these values, the Product Owner was able to engage with the SNHU Travel website users in a focus group meeting with the goal of understanding the problems the users faced. Doing this allowed the Product Owner to clearly identify what the users wanted, and it also allowed the Product Owner to develop detailed and accurate user stories that aligned with what the users requested.

**How did a Scrum-agile approach support project completion when the project was interrupted and changed direction?**

* In the SNHU Travel project, the Scrum-agile team encountered a change in their work when the Product Owner notified the Scrum-agile team that the priority of the sprint needed be shifted by including a user story to the ongoing sprint that reflected focusing on the detox/wellness travel destinations as the types of travels and packages to be displayed to the users. However, remembering that one of the agile value statements indicates preference for “responding to change over following a plan”, the Scrum-agile team members responded by showing willingness to accommodate the change – the Testers updated the test cases to reflect the new priority story, and the Developers shifted their development effort to the new requirements.

This was possible due to the Scrum-agile approach that the team took for the SNHU Travel project. By instilling and encouraging the agile values such as: responding to change over following a plan, and customer collaboration over contract negotiation, the Scrum-agile team was able to successfully respond to the changing user stories and reprioritizing of the user stories.

**Samples of my communications that demonstrate my ability to communicate with my team effectively:**

* In one instance, the Testers required additional clarification on the user stories provided by the Product Owner. The Testers effectively communicated to the Product Owner the request for additional information via email. Below is the sample email from the Tester to the Product Owner. This communication was effective because it clearly identified all of the requested information. This communication was also effective in promoting collaboration between the Product Owner and the Testers, because the Testers were able to identify the missing details and communicate them with the Product Owner, who was then able to revise the user stories that fully clarified the acceptance criteria.

*To: Product Owner*

*Subject: User Story Clarifications*

*Dear Product Owner,*

*I have reviewed your user stories and am developing test cases for the different features to be implemented. However, I need a bit more information on these stories in order to clearly define the test cases. Please take a look at the following and provide additional information.*

*User Story One*

* + *Please clarify the features of User Story One.*

*User Story Two*

* + *Please clarify the format of the features that need to be implemented (i.e., types of information needed in the header, and the list of details needed for each item in the feature).*

*User Story Three*

* + *This user story is vague and requires more detail. Please clarify the end user, the task that the end user would like to perform, and the goal that the end user hopes to achieve.*

*Thank you!*

* *James Lee*
* In another instance, the Developers communicated to the Product Owner and the Testers the request for the additional information regarding the new user story added to the sprint, and the revised test cases for the new user story added to the sprint. Below is the email communication from the Developer to the Product Owner and the Tester. Similar to the Tester’s email above, the Developer’s email below effectively communicated the Developer’s request for additional information from other members of the team. This promoted collaboration amongst the Product Owner, the Developer, and the Tester.

*To: Product Owner, Tester*

*Subject: Information Needed for the New User Story*

*Dear Product Owner,*

*After our Scrum-Agile Team Meeting earlier in regards to the updated user story about the shift in focus of the new booking tool to detox/wellness travels, I need a bit more information from you in order to implement the new features. Please take a look at the following and provide additional information.*

1. *Please specify the new scope of work for the updated user story.*
2. *Please provide the new Acceptance Criteria for the updated user story.*
3. *Please provide the new Definition of Done (DoD) for the updated user story.*

*Dear Tester,*

*In addition to the information I need from the Product Owner above, I also need the new updated test cases for the updated user story.*

*Thank you!*

* *James Lee*

**What organizational tools and Scrum-agile principles helped my team be successful?**

* Since every member on my team was in a different location, the communication was only possible via online discussion board. This is an example of an adjusted communication practice that fit my distributed team. With the online discussion board, each member of the team was able to contribute to the Scrum-agile implementation discussion, and the team was able to collectively decide the agile values, principles, and practices to be adopted for the team.

**Pros and cons of the Scrum-agile approach for the SNHU Travel project:**

* Pros:
  + With the Scrum-agile approach, changes to the requirement are expected and encouraged, and customer collaborations are valued over contract negotiations. These values result in projects that are flexible in accommodating changes without interrupting the process. When the SNHU Travel project team encountered a change in the priority of user stories, the team was able to immediately shift the direction of the development without being thwarted by bureaucratic processes (i.e. contract modification).
* Cons:
  + When the changes are realized after collaboration with the customers, the Scrum-agile team must implement the changes within the existing schedule due to the nature of the agile approach. When the focus of the user story changed in the middle of the sprint, the SNHU Travel project team needed to interrupt the ongoing work to work in the changes to the story focus. The team accommodated the changes by reprioritizing the user stories, but ultimately the pressure and the demand was placed on the Developers and Testers to absorb the changes to the fixed sprint cycles.

**Determine whether or not a Scrum-agile approach was the best approach for the SNHU Travel development project:**

* I believe that a Scrum-agile approach was appropriate for the SNHU Travel project. Although the full scope of the project was not defined in the beginning of the project, the team was able to begin the development work thanks to the Scrum-agile approach. The Scrum-agile approach allowed the team to develop working deliverables with agility, which was crucial because of the aggressiveness of the project schedule (expected completion date was 5 weeks from the state date). When the Scrum-agile team encountered an inevitable change, the Scrum-agile approach allowed the team to adapt and shift the direction of the project without interruption. Had the project adopted the waterfall method, the change would have led to schedule interruption that requires a change to the contract, including impacts to the project schedule.