**Homework #2**

**Chapter Four**

* Ch 4, #4: Who are the likely candidates to serve as Scrum master?

Ans: The likely candidates to serve as scrum master will be able to make their decisions on their own, and actively work throughout the organization to remove the impediments or roadblocks for the team.

* Ch 4, #5: In what circumstances is it a bad idea to have the IT manager be the Scrum master?

Ans: If the organization was using the waterfall methodology and the IT manager is accustomed to assigning tasks and managing the scrum team individually, then the IT Manager should not be a scrum master.

* Ch 4, #8: How large should a Scrum team be? Why does it matter?

Typically a team size will be from 5 to 9. It matters because any no. less than 5 means losing the element of collaboration and more than 9 means more views and opinions, leading to breakage of the team.

* Ch 4, #9: What are some of the benefits of self-organizing teams?

Ans: Benefits of self-organizing team is that the team can radically outperform larger and traditionally managed teams and Gives an opportunity for cross-training.

* Ch 4, #12: What is a project manager called in Extreme Programming?

Ans: A project manager is called Tracker in XP

* Ch 4, #15: Provide several examples of stakeholders.

Ans: For a Space Systems Company, stakeholders are:

US Government, Parts Suppliers, Employers, Factory Workers

For an environmental project, stakeholders are

US Environmental Agencies, Local Citizens, Project Funder, Workers

* Ch 4, #16: Who is responsible for writing and prioritizing the requirements/user stories?

Ans: Product Owner is someone who is responsible for writing and prioritizing the requirements/user stories

* Ch 4, #19: What are examples of impediments?

Ans: In a Rural Electrification Project, Labor Absenteeism is an impediment

In a Rural Electrification Project, delay in supply of raw materials from suppliers is an impediment.

* Ch 4, #20: Within Scrum, who is responsible for testing?

Ans: Within Scrum, QA (Quality Analyst) people are responsible for testing.

**Chapter Five**

* Ch 5, #1: What is the user story format in Scrum?

Ans: The User story format is “As a <type of user>, I want <some goal>, so that <some reason>.

* Ch 5, #2: Name three of the six elements of a user story represented in the acronym INVEST.

Ans:

1. Independent
2. Negotiable
3. Estimable

* Ch 5, #3: What is an epic? What, if anything, should be done with it?

Ans: An epic is a user story is that usually too big to be designed, coded and tested. Epic should be broken down into many child stories to make them attainable.

* Ch 5, #4: What are the MoSCoW rules in DSDM?

The MoSCoW rules are the must have, should have, could have and want to have features that users require

* Ch 5, #5: What is Crystal software development very interested in with regard to requirements?

Ans: Crystal software development is related to requirements in which it takes a very user-centric approach to getting requirements. The usability of the products and features is core to Crystal, hence the requirements should be mindful of uses and ease of use.

* Ch 5, #8: What are three examples of business value?

Ans: Three examples of business value are:

1. Introduction of a mobile application will serve more mobile users of a service - expansion of addressable market
2. Lower operational cost for operating the power plant - decreased cost
3. Improving customer service strategies to increase customer satisfaction.

* Ch 5, #9: What is *release management*?

Ans: It is an activity that groups features and enhancements together into a compelling release to the marketplace.

* Ch 5, #15: How does the transparency afforded by Agile help the organization?

Ans: It helps the organization to achieve flexibility and enable the scrum team and product owner to manage customer requirements in an iterative fashion.

* Ch 5, #17: Why does the Lean software development advocate for making decisions as late as possible?

Delayed decisions are valuable because better decisions can be made when they are based on fact and not speculation.

**Chapter Six**

* Ch 6, #3: Should features provided by the competition influence prioritization?

Ans: Sometimes features provided by competition too influence prioritization. It is also more than proactive, it helps with increased revenue or improved customer service.

* Ch 6, #7: Why is the Fibonacci sequence preferred over regular numbering for estimating?

Ans: It is because, when the points gets higher, the degree of uncertainty also increases, therefore the Fibonacci sequence is preferred.

* Ch 6, #9: What does velocity tell a team?

Ans: Velocity tells the amount of work that the team can usually deliver within the timeframe of a sprint. Velocity metric, helps the team to inspect and adapt themselves.

* Ch 6, #10: What is *intentional technical debt*?

Ans: Intentional technical debt is something that the team chooses to not to do now as a ‘trade-off’ in the development process

* Ch 6, #13: Describe at least two ways that teams can incorporate maintenance work into sprint planning.
  1. Build time into sprint
  2. Split into two team
* Ch 6, #14: In Agile, what constraint is split into two distinct considerations?

Ans: Scope is split into two different considerations - Scope and Quality

* Ch 6, #16: What is *relative sizing*?

Ans: Relative Sizing involves identifying a task that everyone is familiar with and adding point value to it.

* Ch 6, #18: With wide-band Delphi, how are the estimates gathered?

Ans: With wide-band Delphi, a facilitator will call a meeting of the experts and a feature request will be discussed. Then, each expert participant completes an anonymous estimation form and submits it to the facilitator. The facilitator compiles all the responses and redistributes them to the experts. Based on the new inputs, the expert team will discuss the feature request again, clarify any incorrect assumptions, gain a better understanding of the feature, and finally submit new estimation forms to the facilitator. This process is repeated until the estimations are an agreed-upon value.