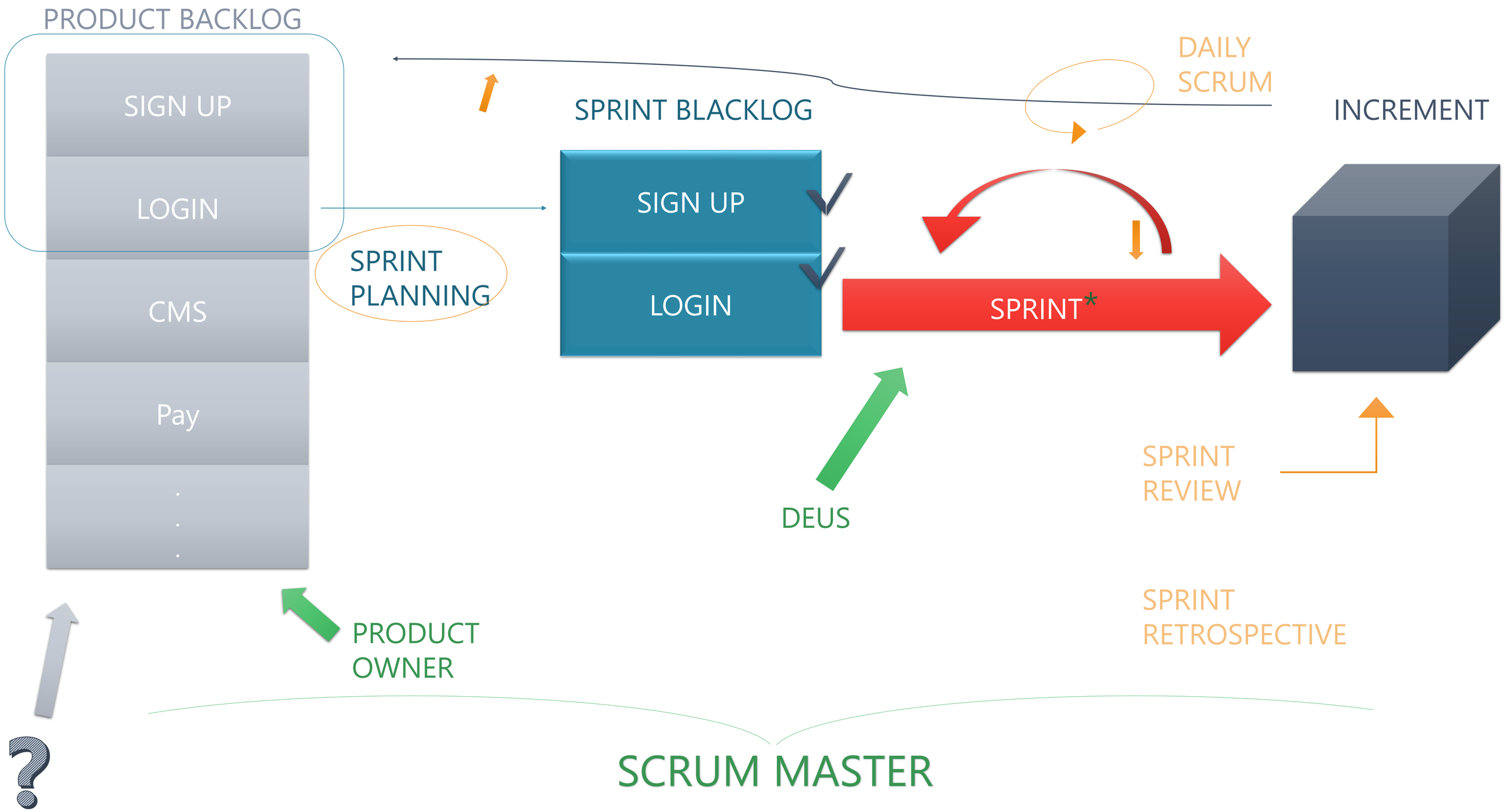
Omni Academy

Professional Scrum Master I

Mirko Perkusich

Scrum


PRODUCT BACKLOG
SIGN UP
LOGIN
CMS
Pay
SPRINT PLANNING
SPRINT BLACKLOG
SIGN UP
LOGIN
SPRINT*
DAILY SCRUM
INCREMENT
DEUS
SPRINT REVIEW
SPRINT RETROSPECTIVE
PRODUCT OWNER
SCRUM MASTER

Professional Scrum Master I | Scrum.org

Scrum Alliance

CSM

CERTIFIED

PROFESSIONAL SCRUM

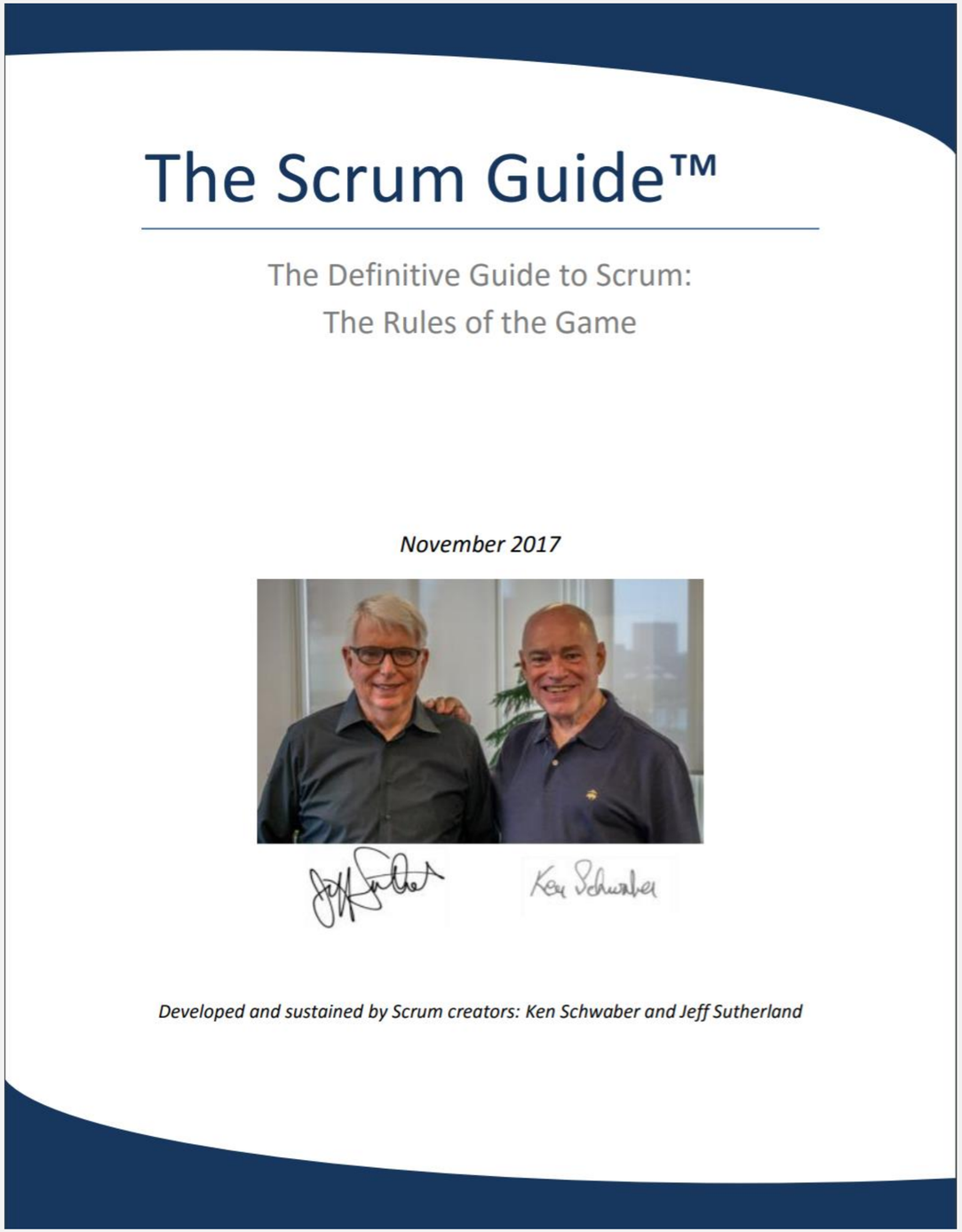
Scrum.org

PSM

MASTER

Professional Scrum Master I

- Fee: 150 USD per attempt
- Time limit: 60 minutes
- Format: 80 questions
  - Multiple choice
  - Multiple answers
  - True/false
- Passing score: 85%
- Language: English <u>only</u>

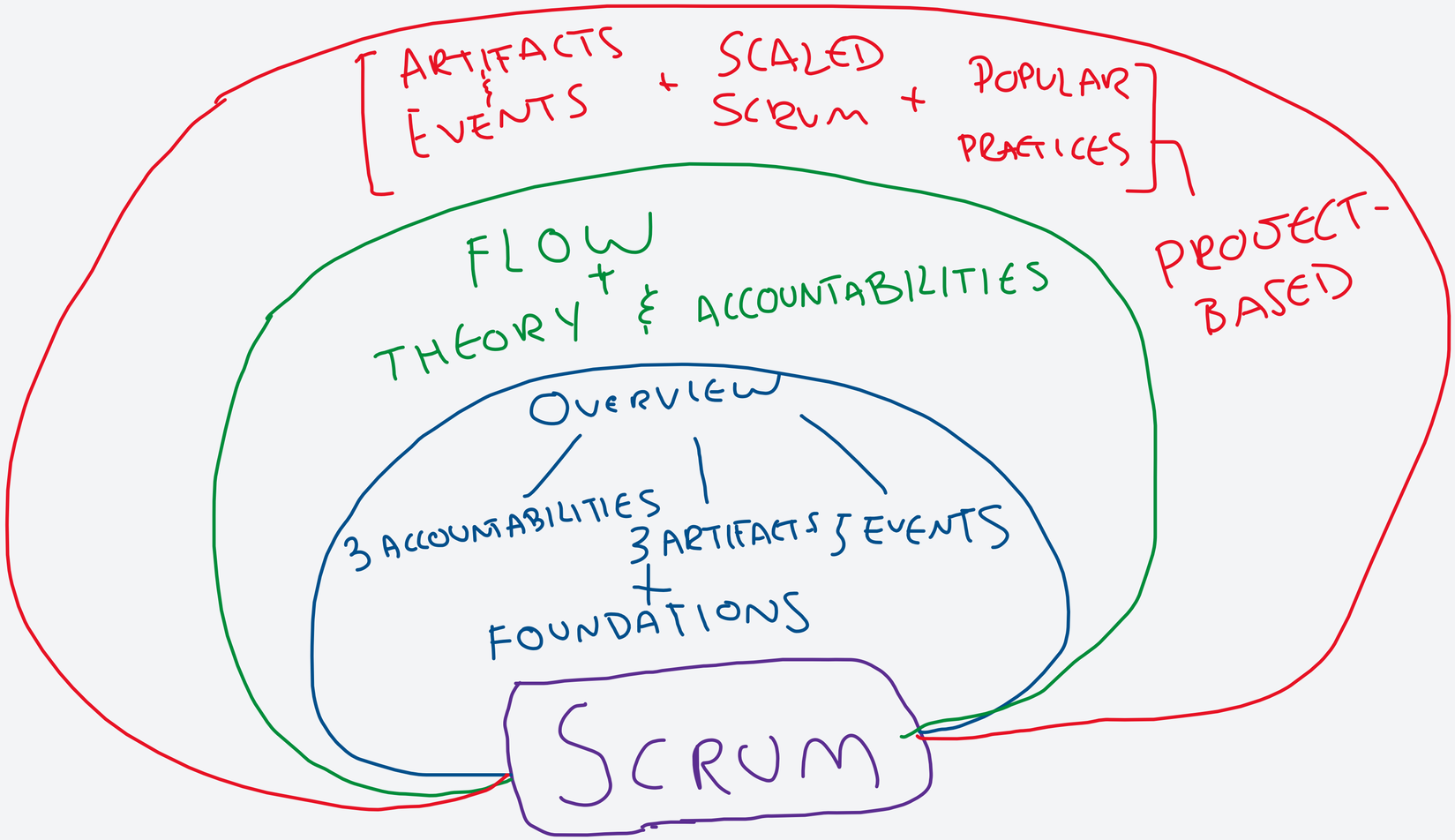


The Scrum Guide™

The Definitive Guide to Scrum:
The Rules of the Game

November 2017

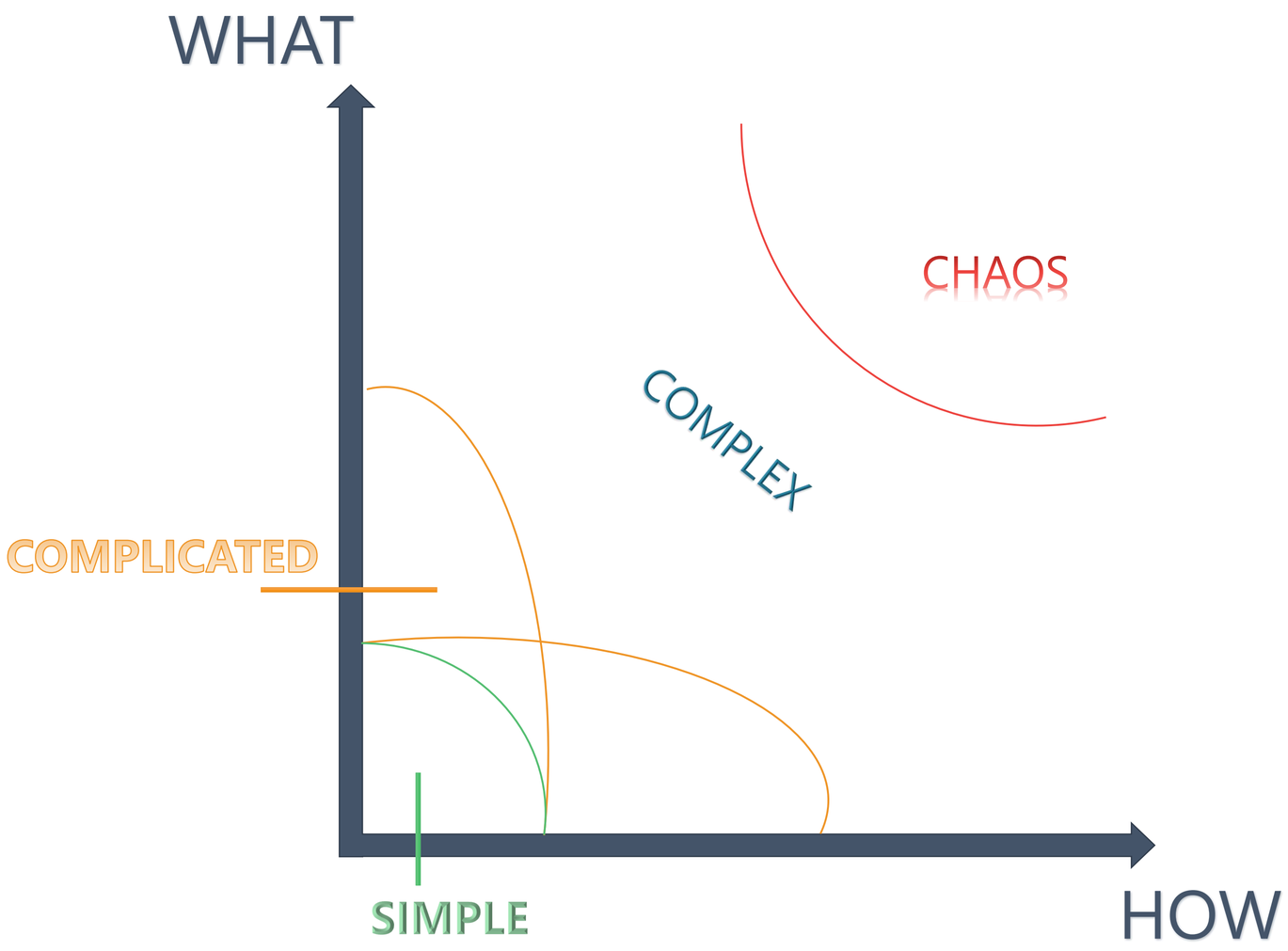
Developed and sustained by Scrum creators: Ken Schwaber and Jeff Sutherland



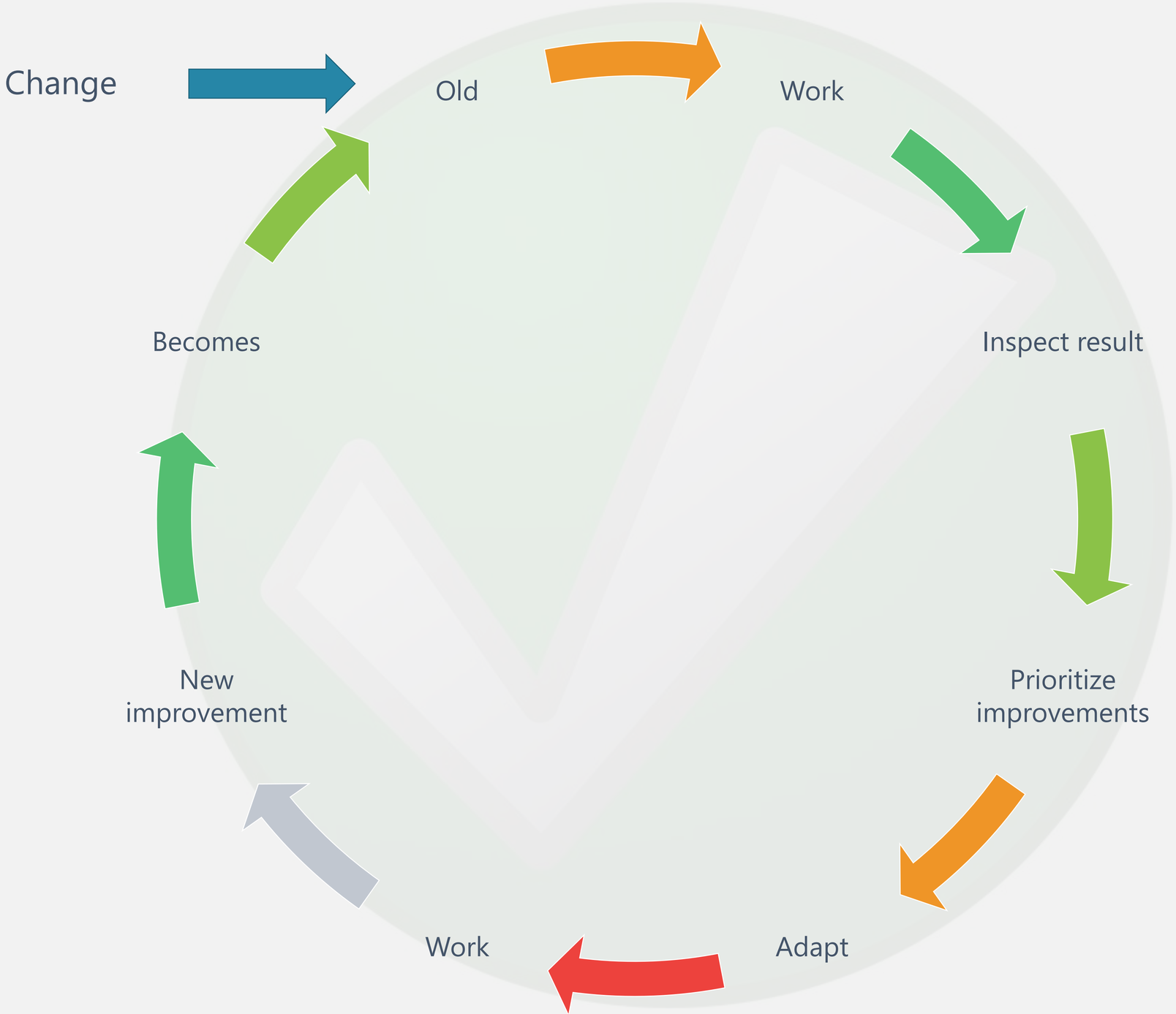
PSM I
SNIPER
+
End of section quizzes
+
Simulators

What is Scrum?

A mechanism to optimize the value delivery system


WHAT
CHAOS
COMPLEX
COMPLICATED
SIMPLE
HOW

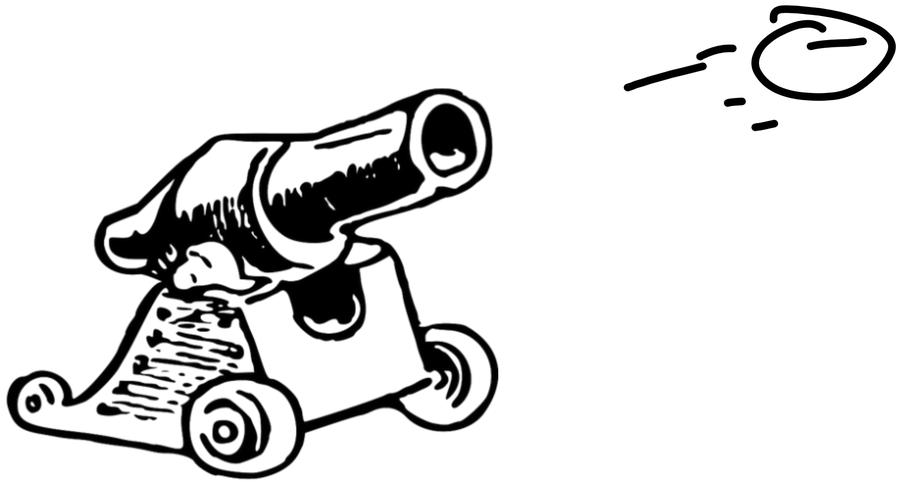
A mechanism to guide changes


Change
Old
Work
Inspect result
Prioritize improvements
Adapt
Work
New improvement
Becomes

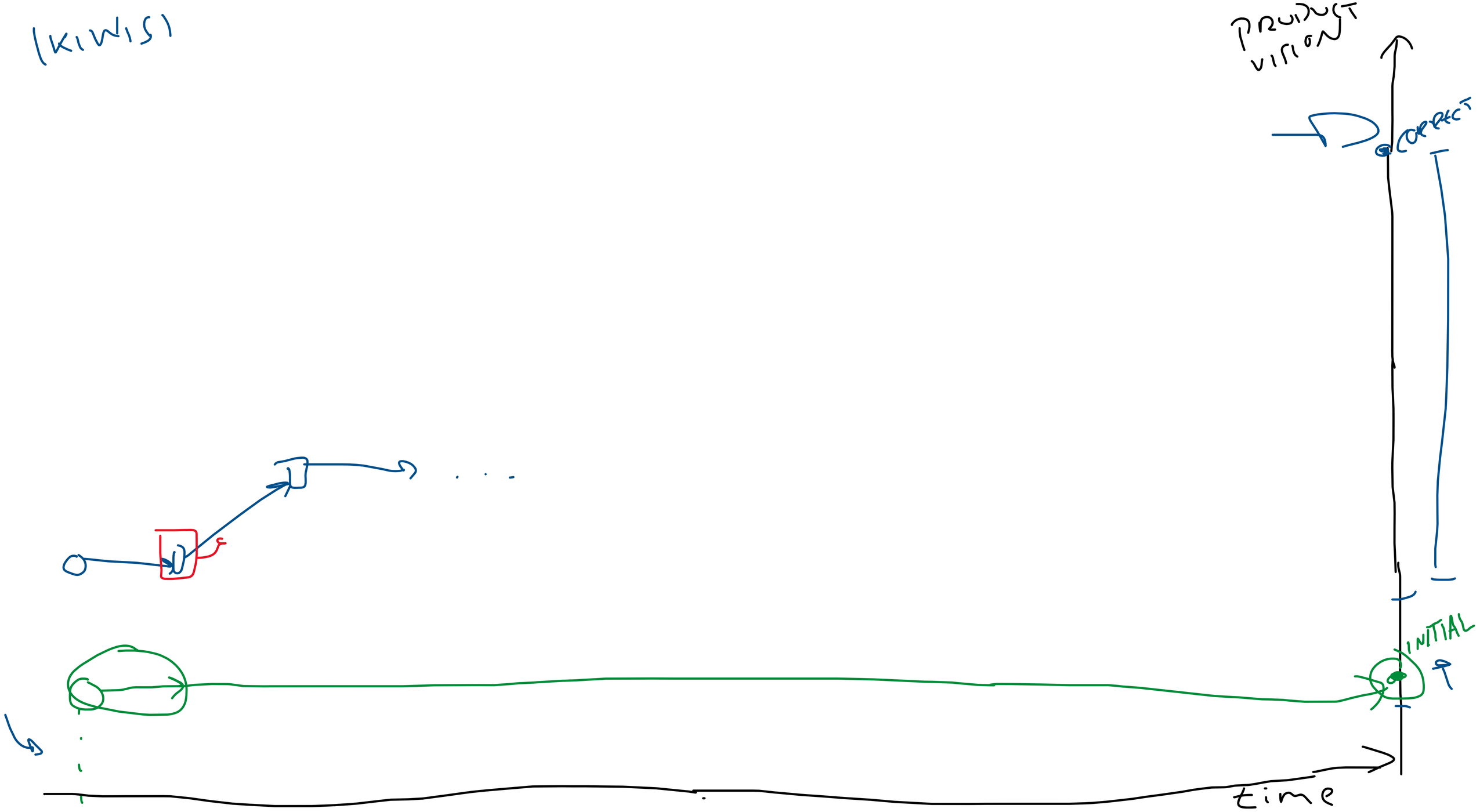
TRADITIONAL

AGILE

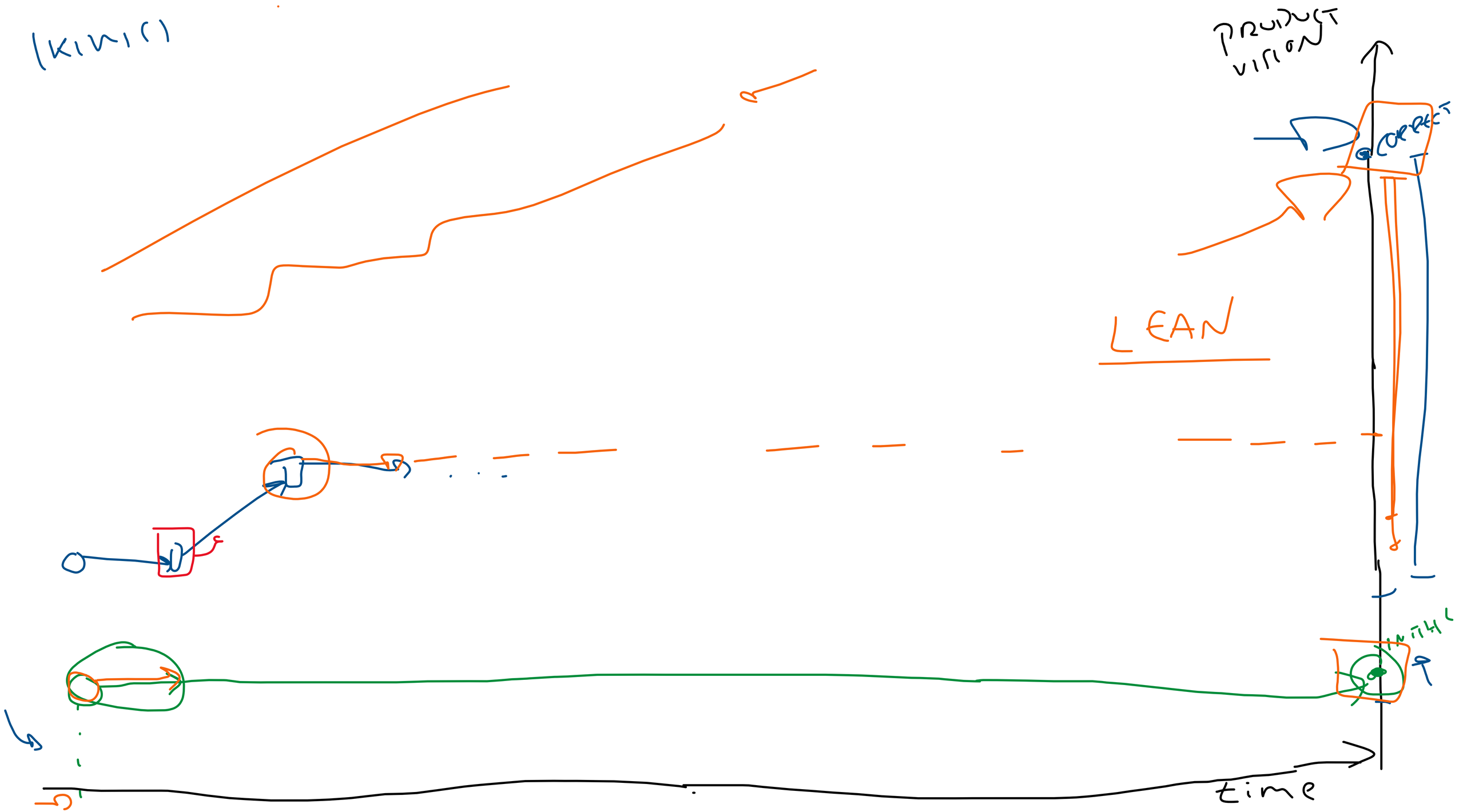
CANNON BALL APPROACH

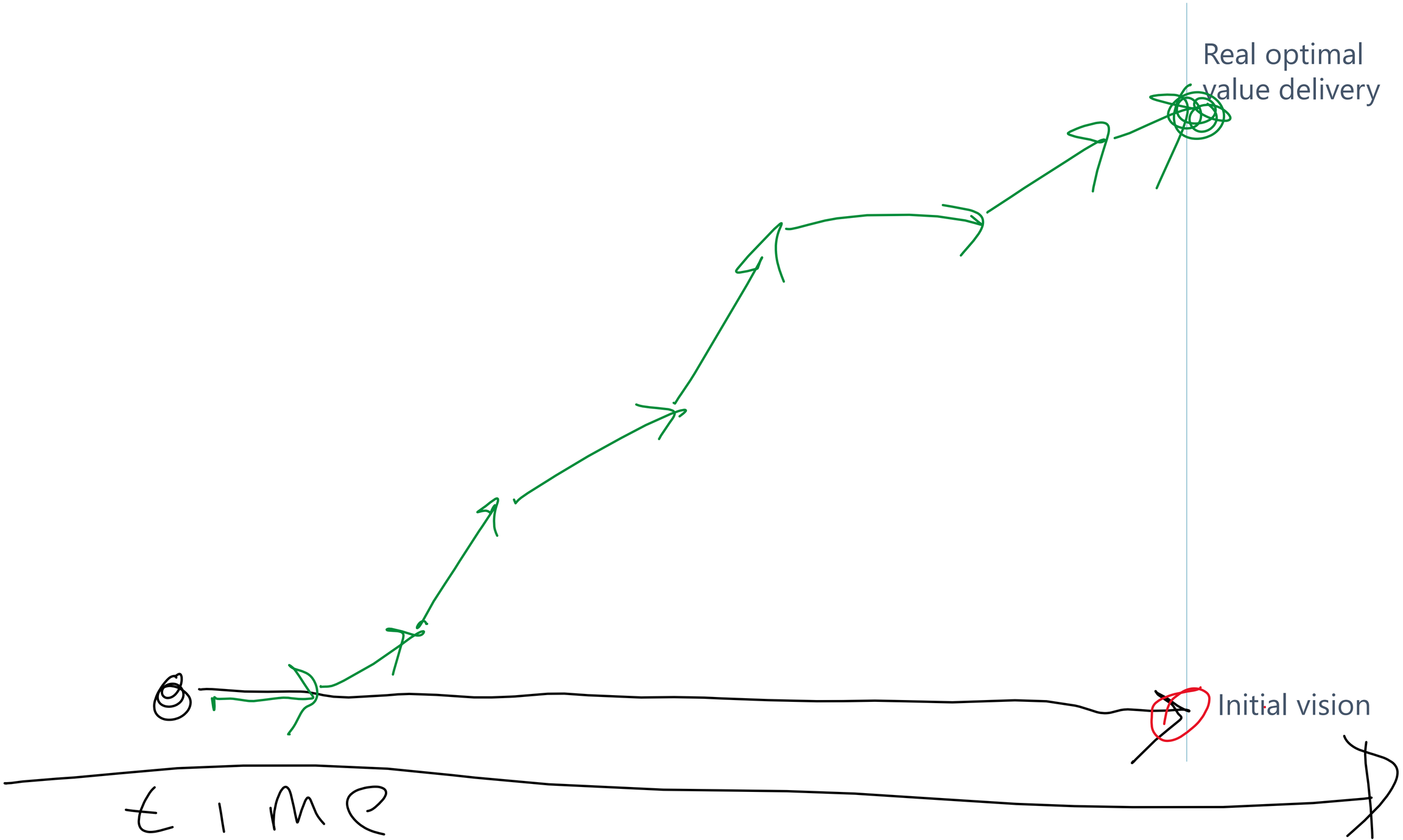


(KIWIS)



Agility means **responding to change**

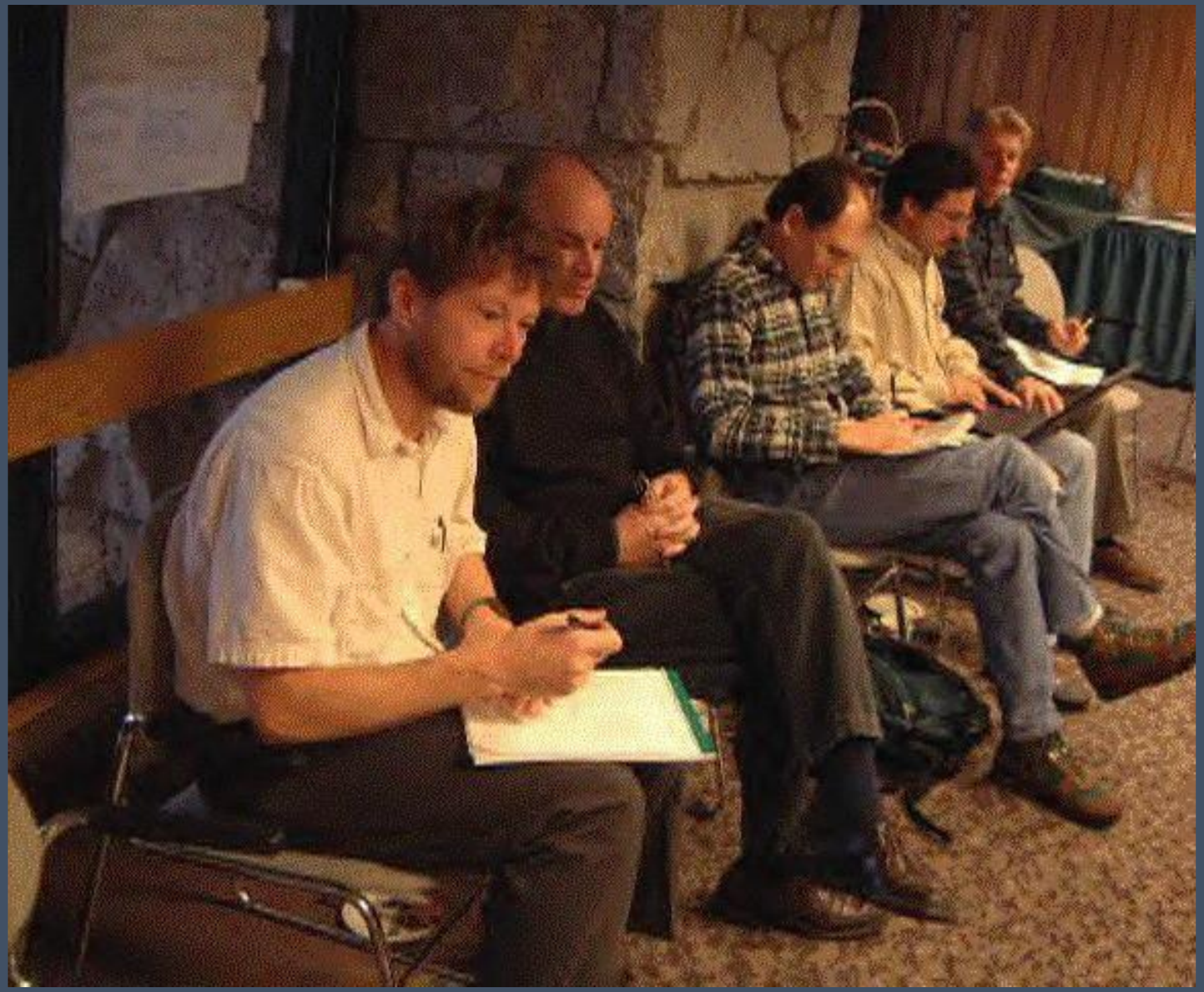

KINIC
PROJECT VISION
CORRECT
LEAN
INITIAL
time


Real optimal value delivery
Initial vision
time

How did Agile emerge?

SCRUM
DSDM
ASD +
FDD
CRYSTALCLEAR

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler
James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
2001 February + 'The Lodge' at Snowbird Ski Resort + 17 Thinkers = Agile Manifesto
Brian Marick
Bob Martin
Stephen Mellor
Jeff Sutherland
Ken Schwaber
Dave Thomas



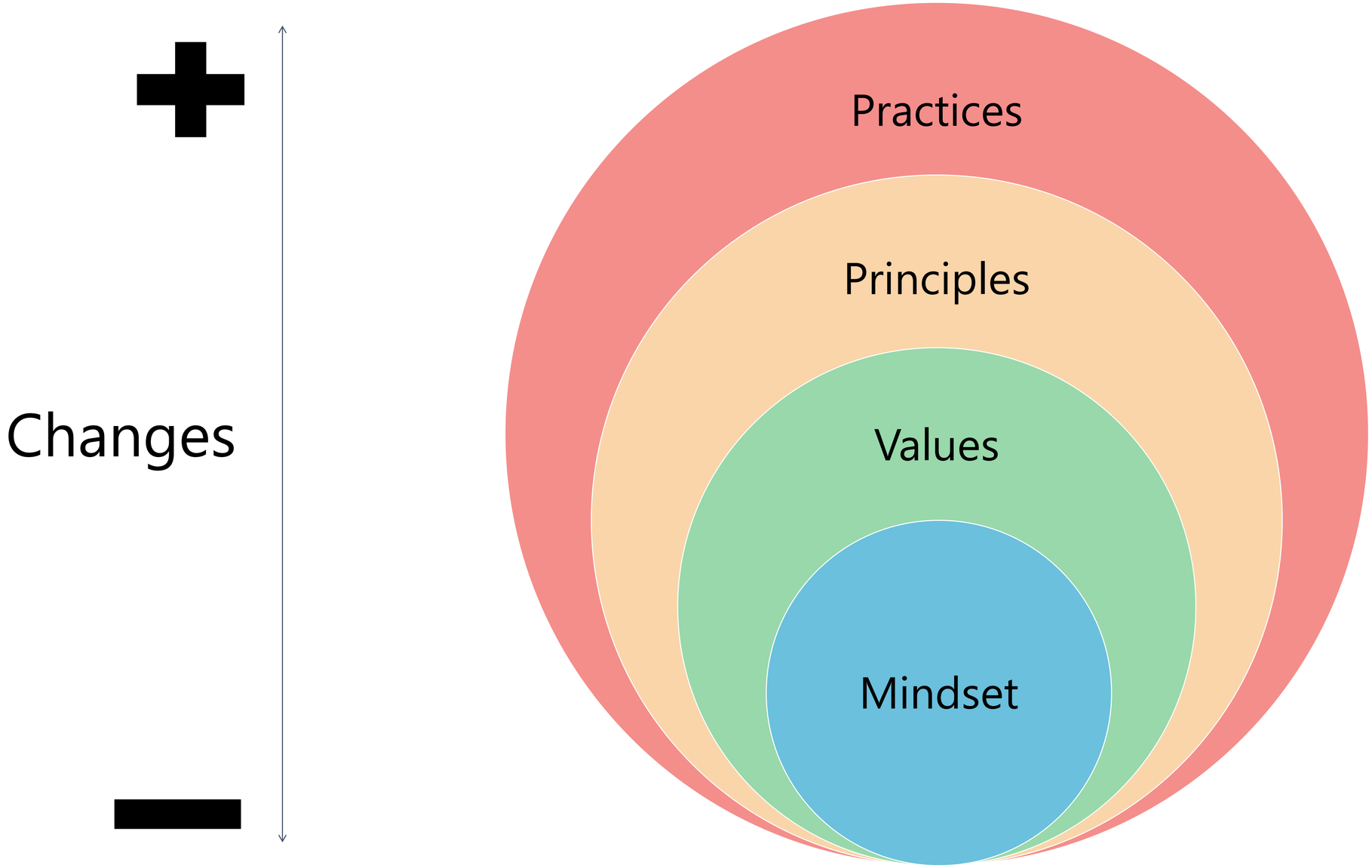
Manifesto for Agile Software Development

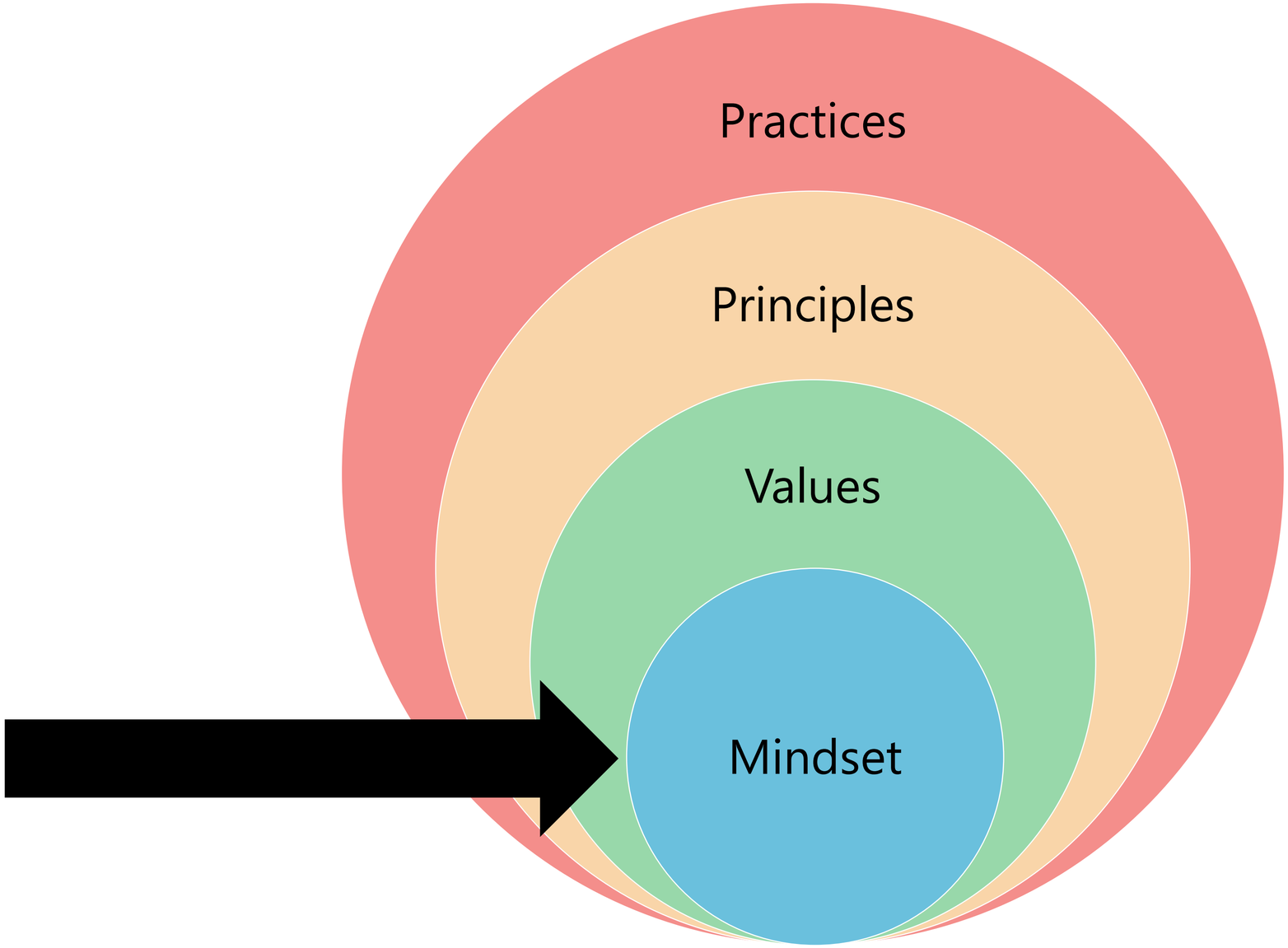
We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on
the right, we value the items on the left more.

Agile Manifesto


+
Changes
−
Practices
Principles
Values
Mindset


Practices
Principles
Values
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“We are uncovering better ways…”

Agile Mindset

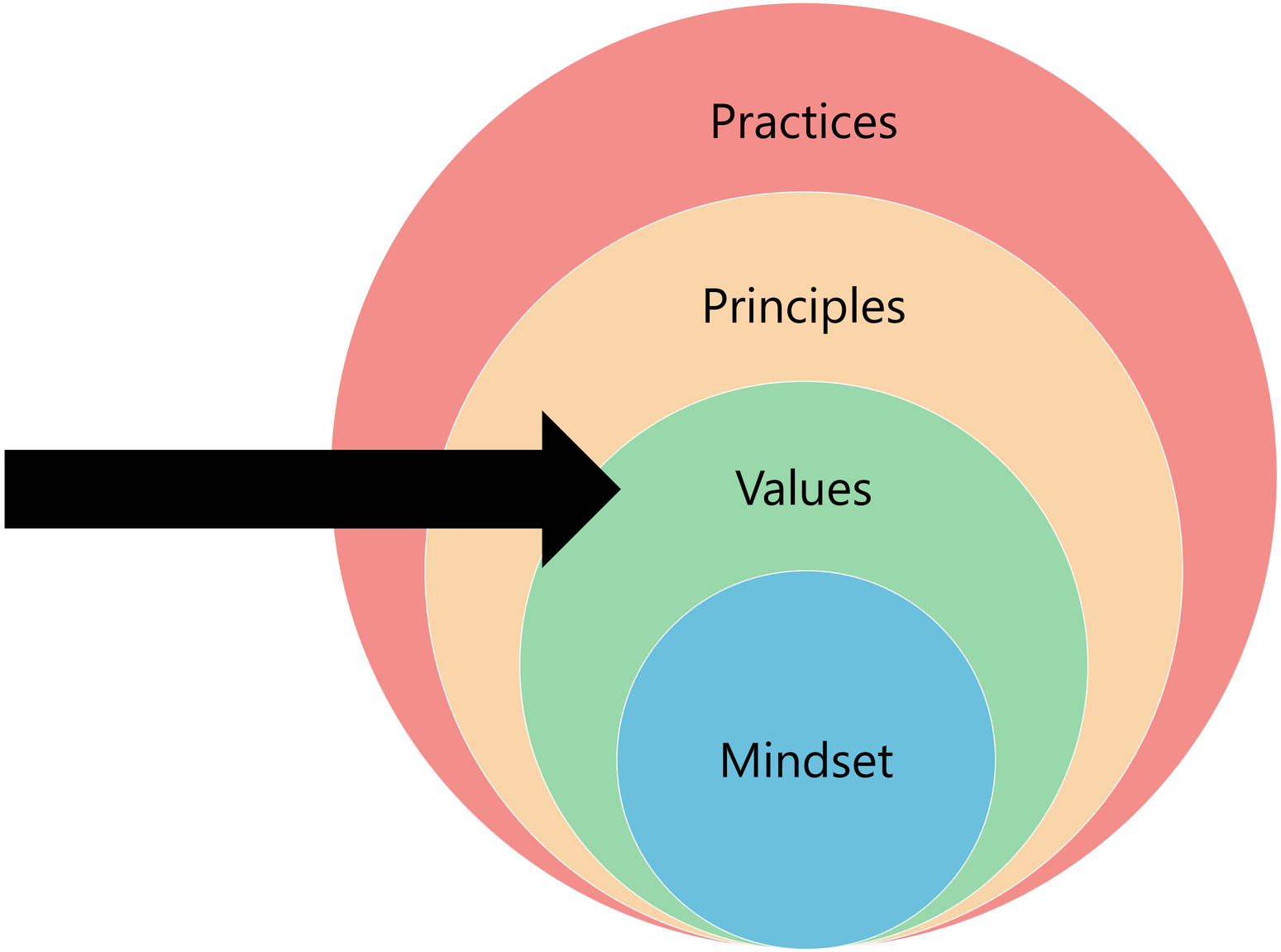
- See setbacks as **learning opportunities**

Agile Mindset

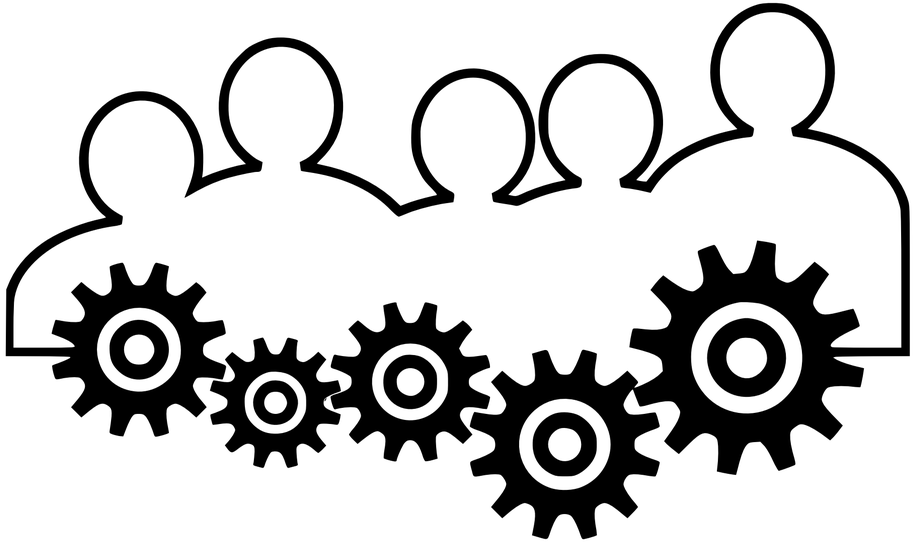
- See setbacks as **learning opportunities**
- Adopt **short delivery cycles**, **collaboration**, and **change**

Agile Mindset

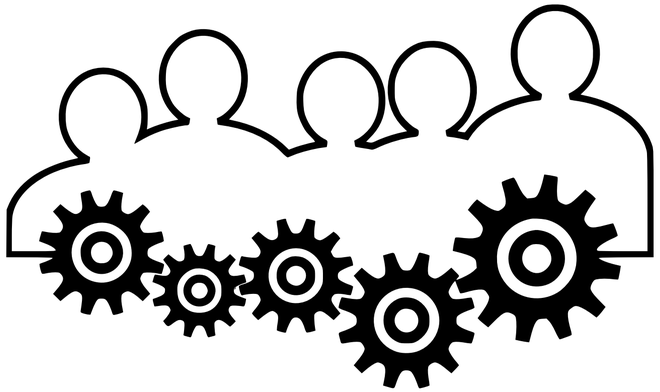
- See setbacks as **learning opportunities**
- Adopt **short delivery cycles**, **collaboration**, and **change**
- Focus on delivering **value**

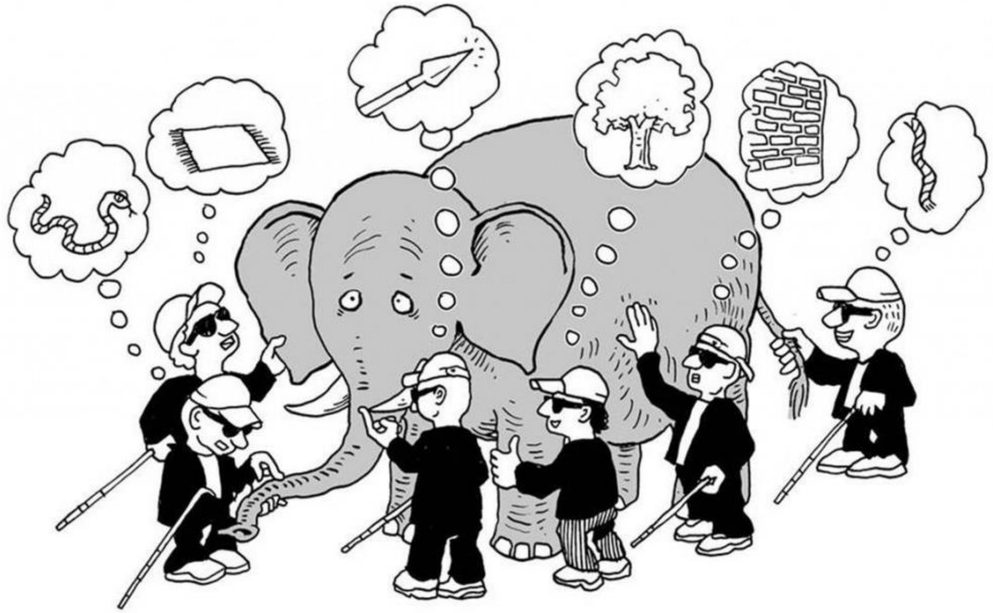

Practices
Principles
Values
Mindset

Individuals and interactions	over	Processes and tools



Individuals and interactions	over	Processes and tools



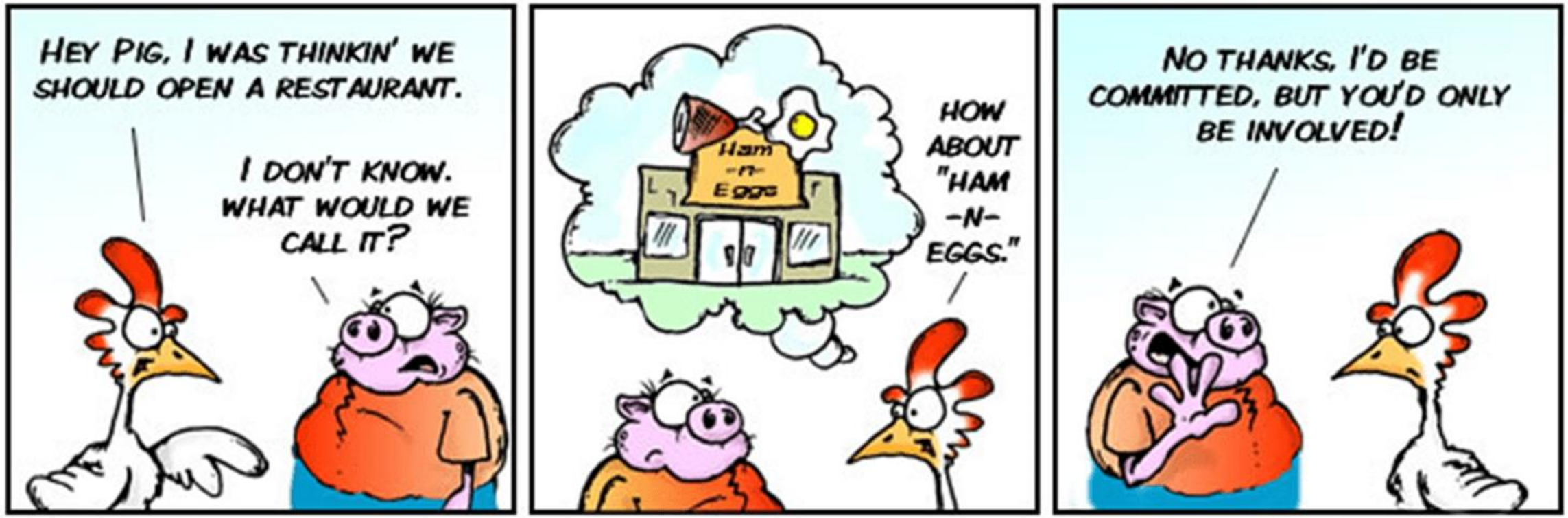


Individuals and interactions	over	Processes and tools

Individuals and interactions	over	Processes and tools
Working software	over	Comprehensive documentation

Individuals and interactions	over	Processes and tools
Working product	over	Comprehensive documentation

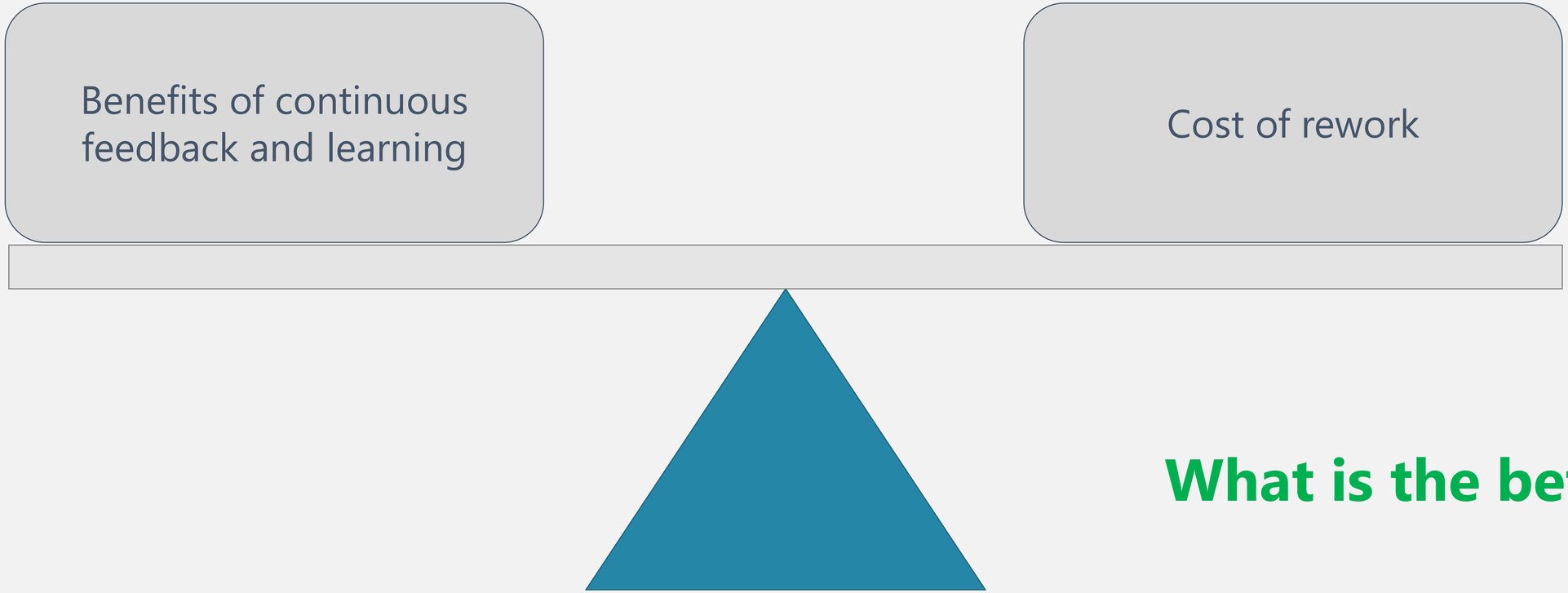
Individuals and interactions	over	Processes and tools
Working product	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation



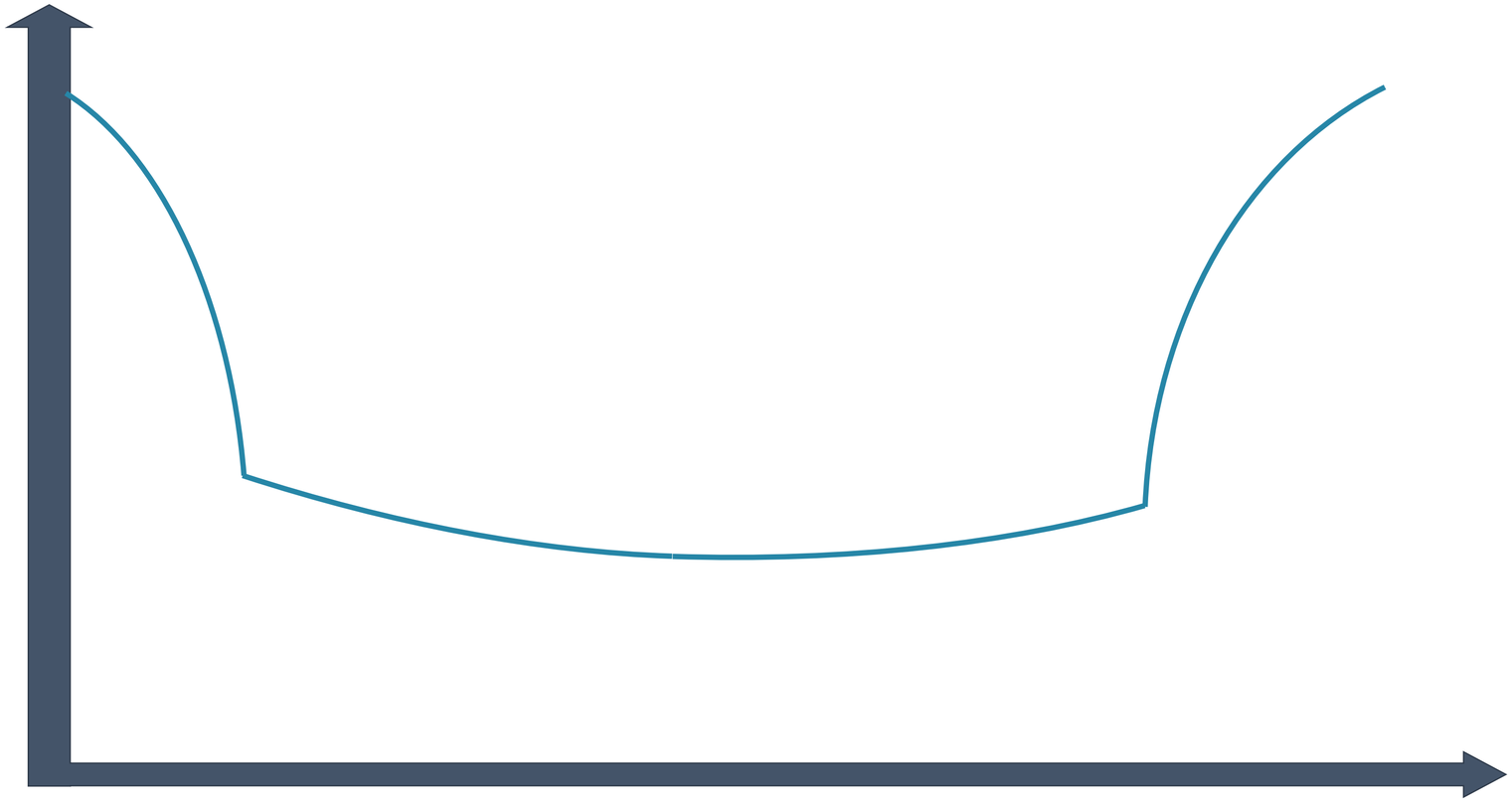
By Clark & Vizdos

© 2006 implementingscrum.com

Individuals and interactions	over	Processes and tools
Working product	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan

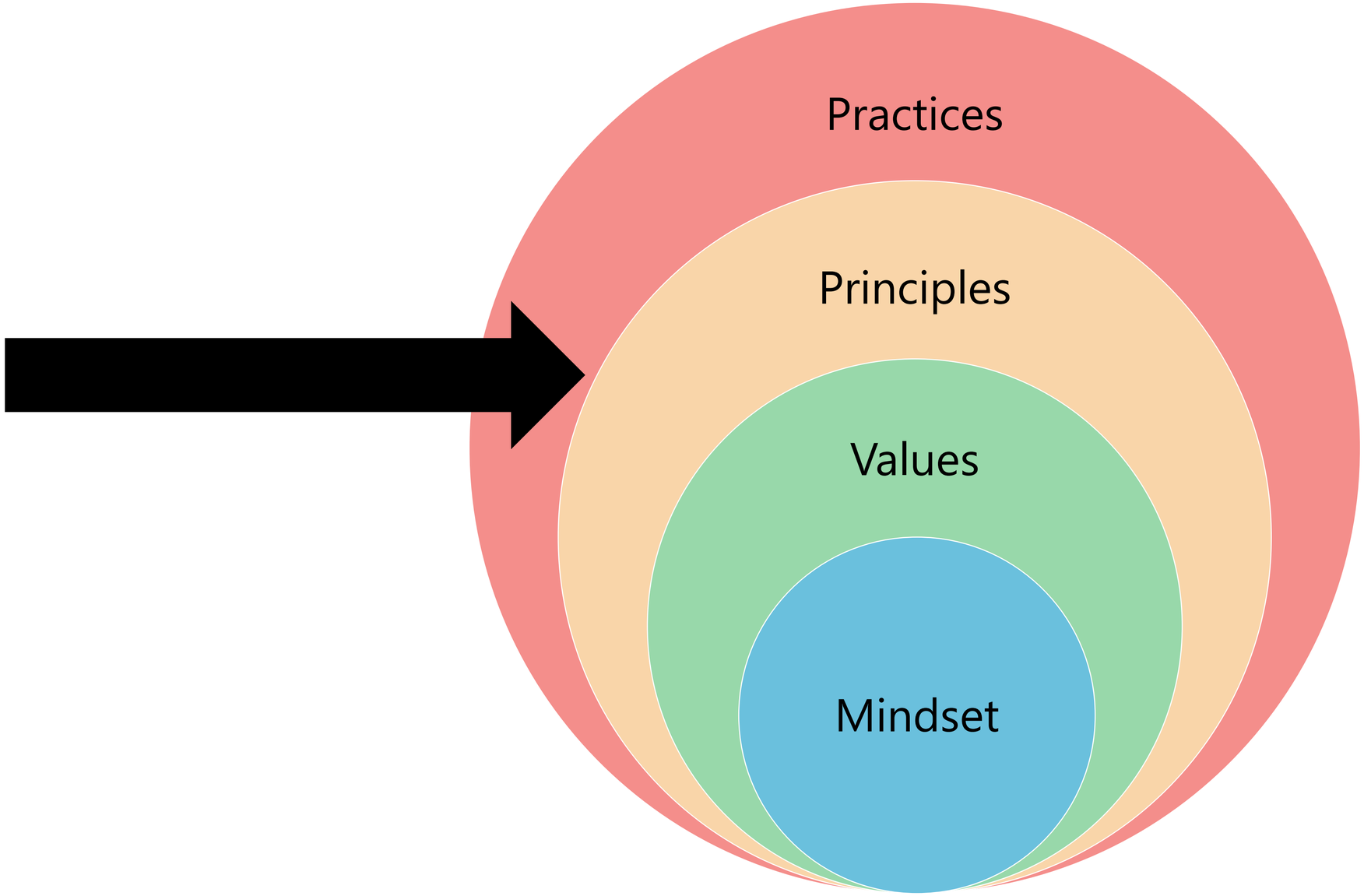


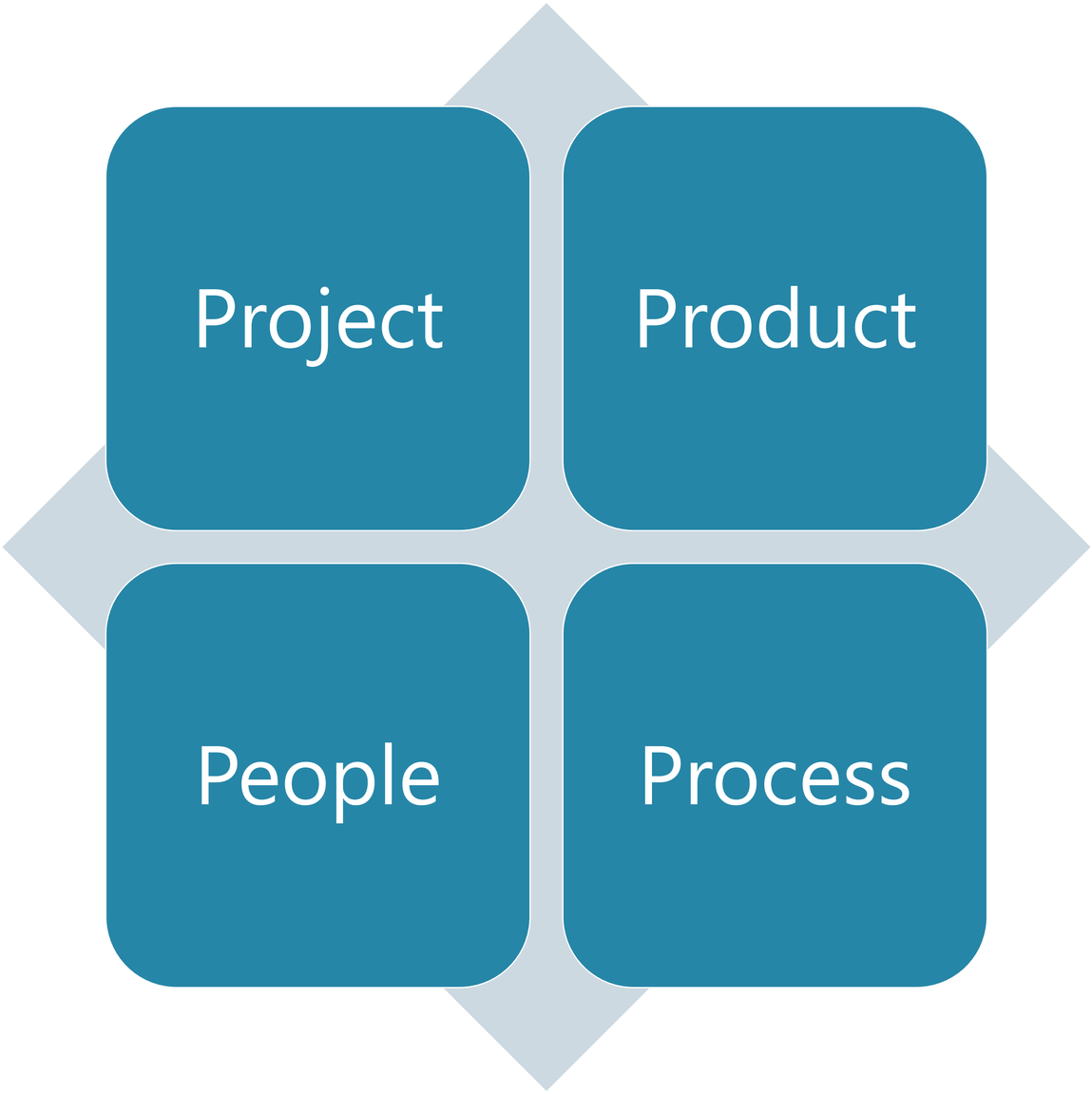
What is the bet???

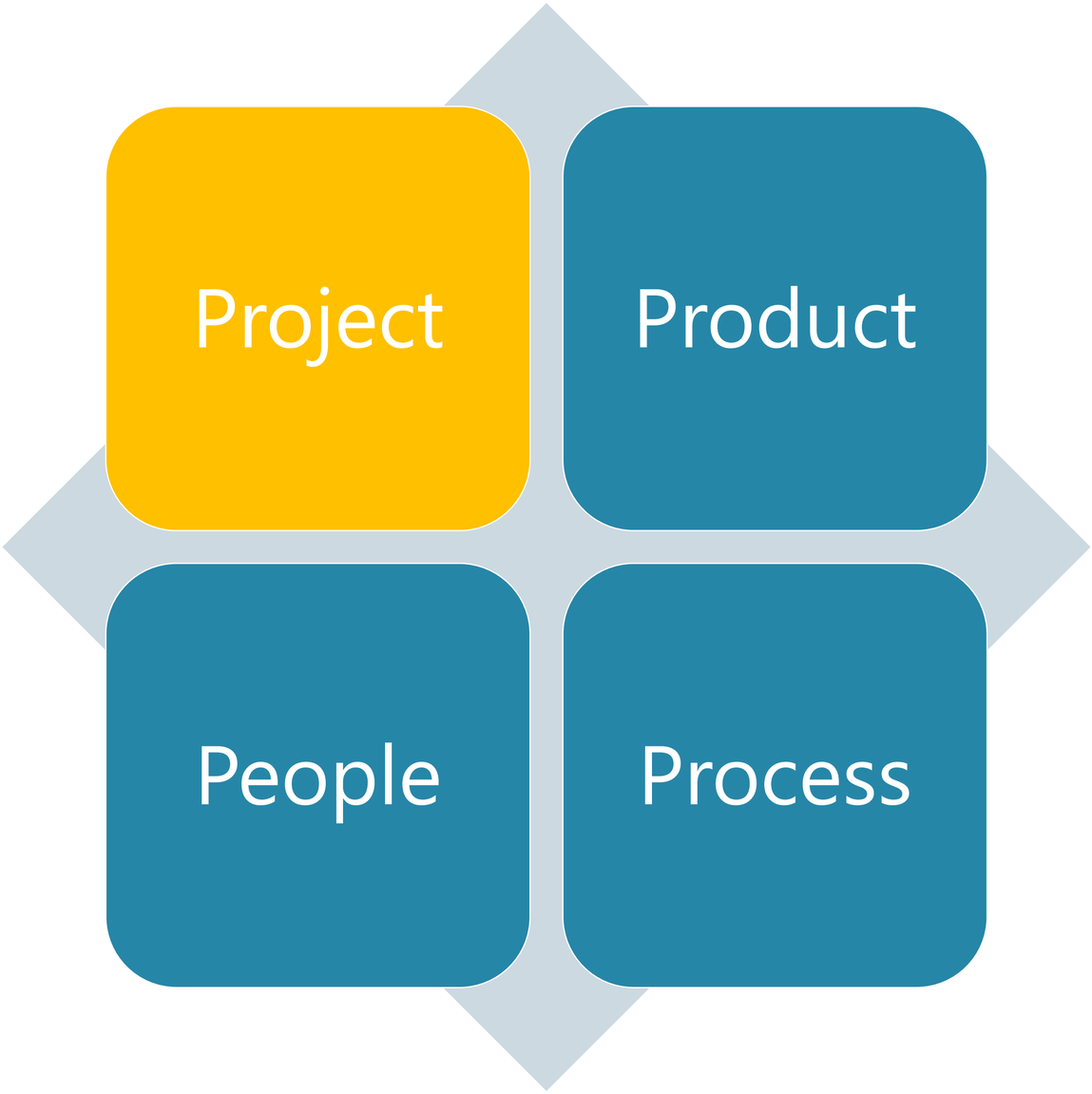


That is, while there is value in the items on the right, we value the items on the left more.

Individuals and interactions	over	Processes and tools
Working product	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan


Practices
Principles
Values
Mindset


Project
Product
People
Process

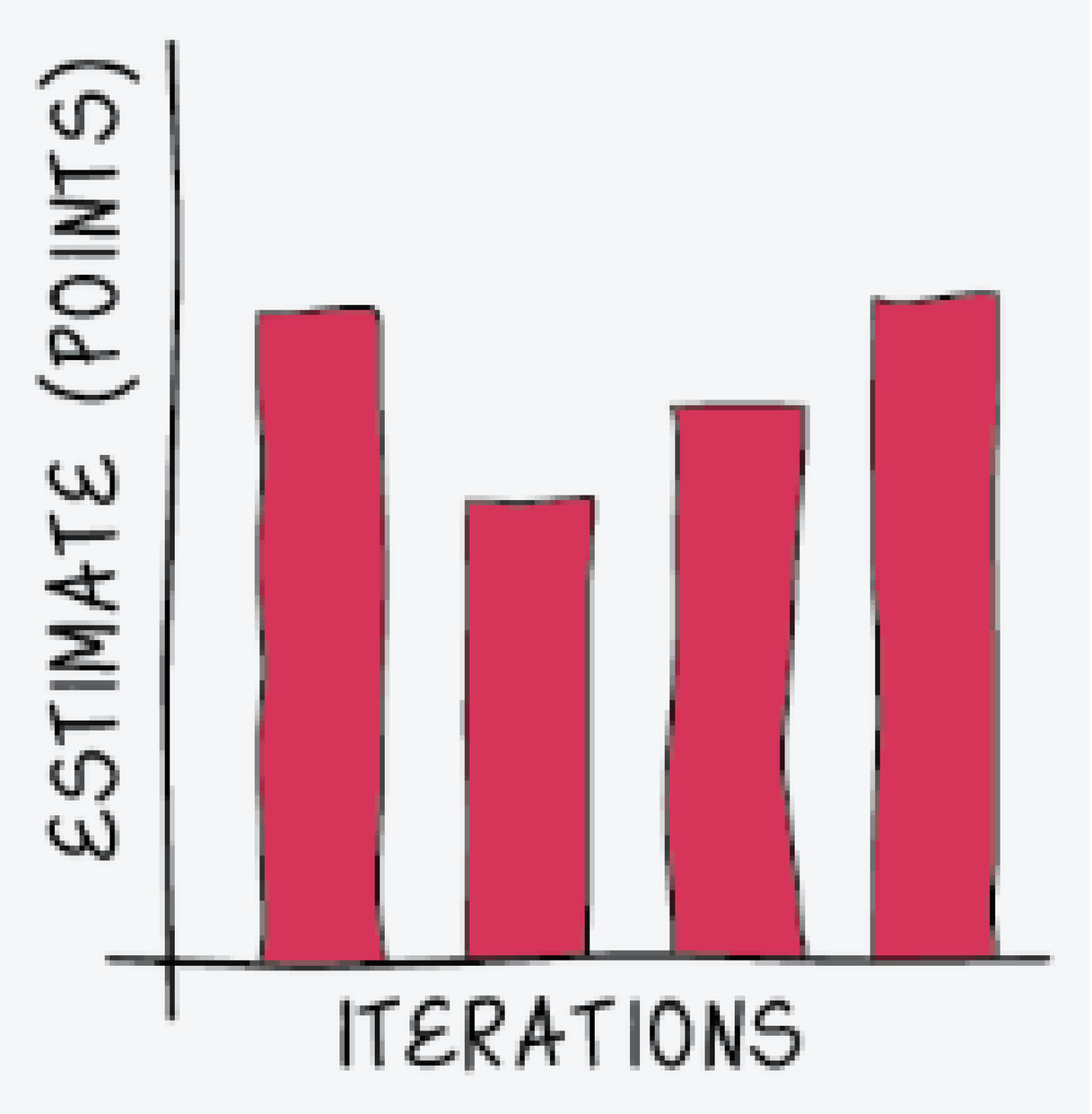

Project
Product
People
Process

Satisfy customer with working product

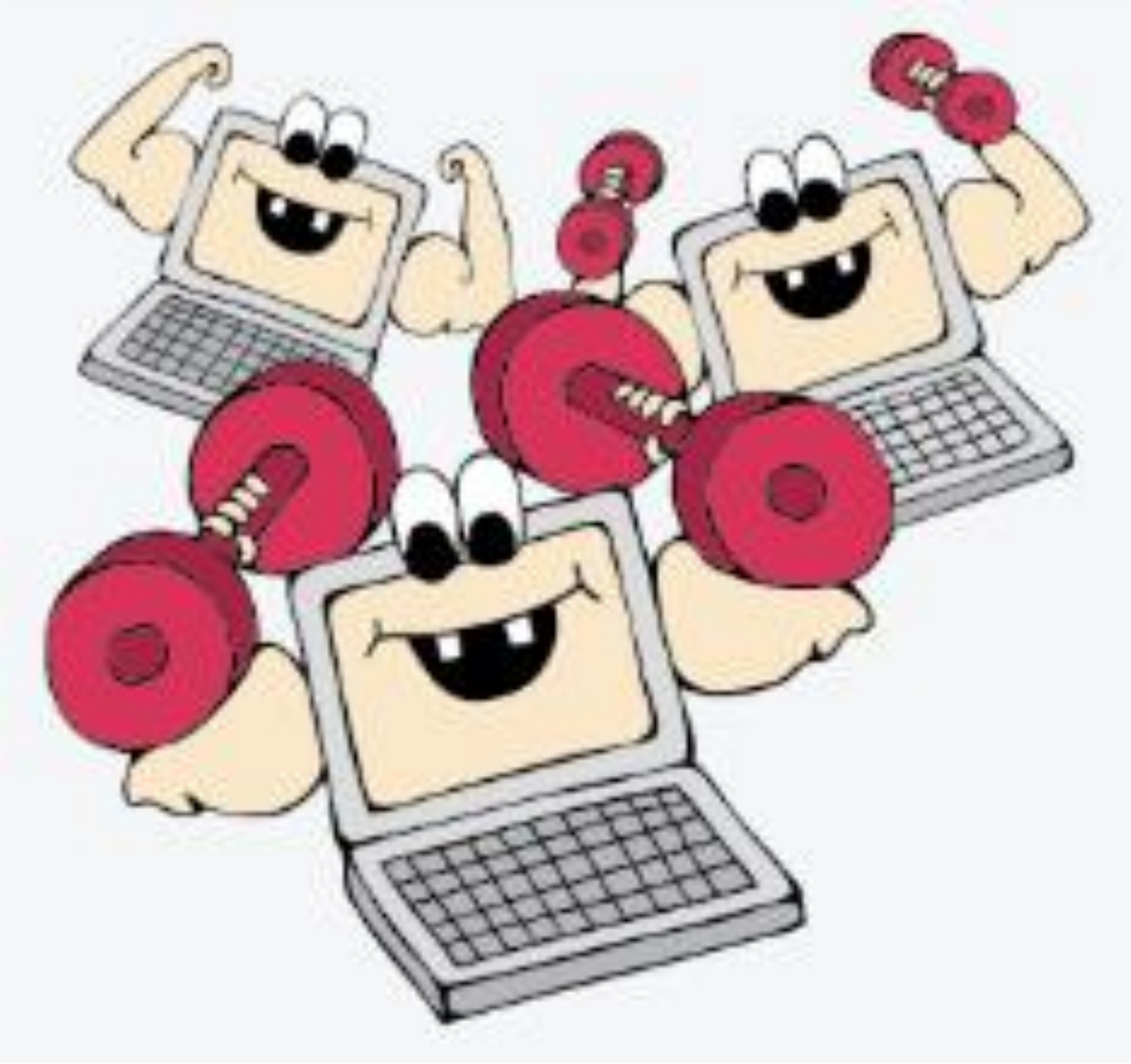
Changes are always welcome

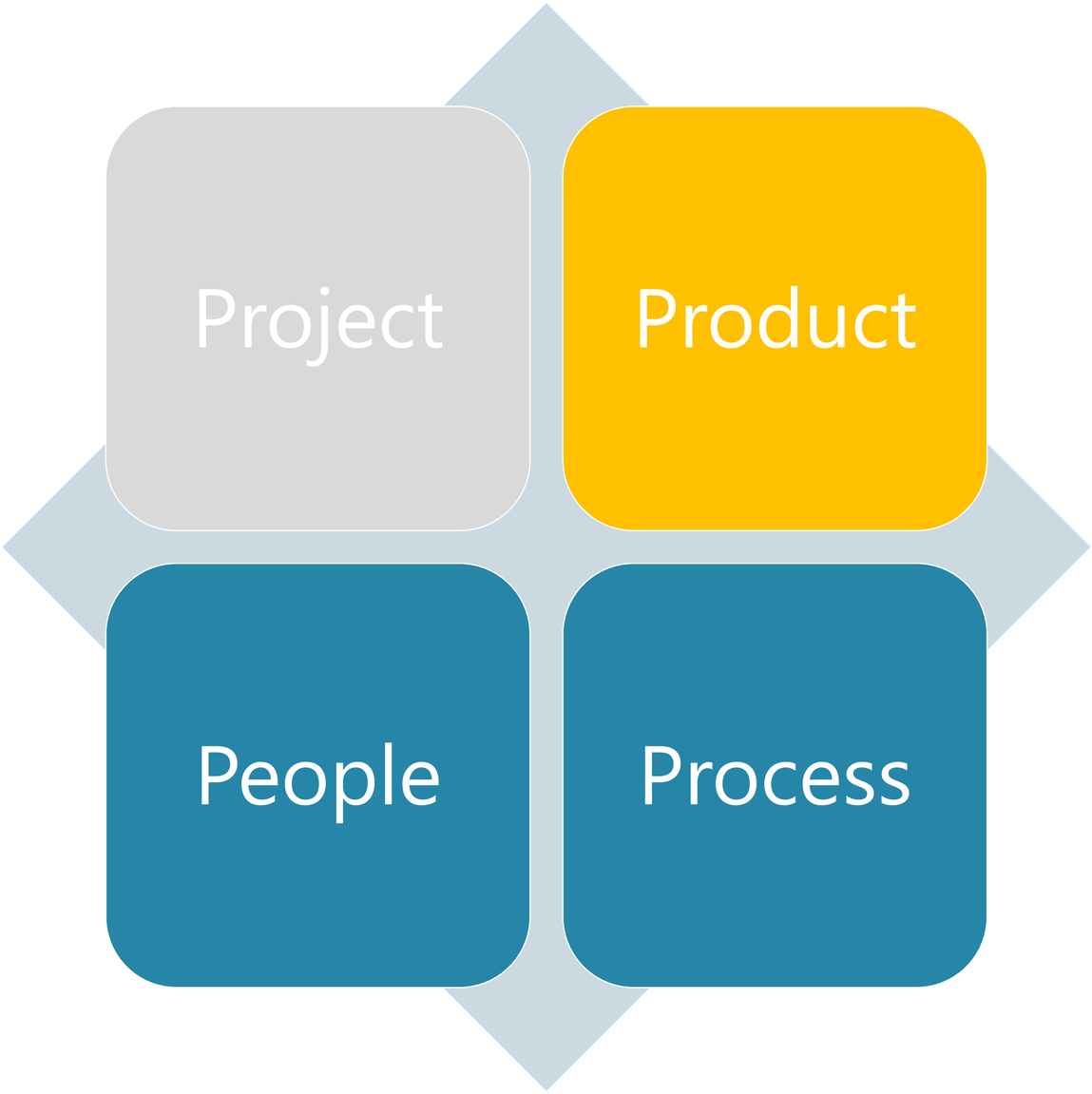
Short delivery cycles

Sustainable pace



Working product as the primary measure of progress

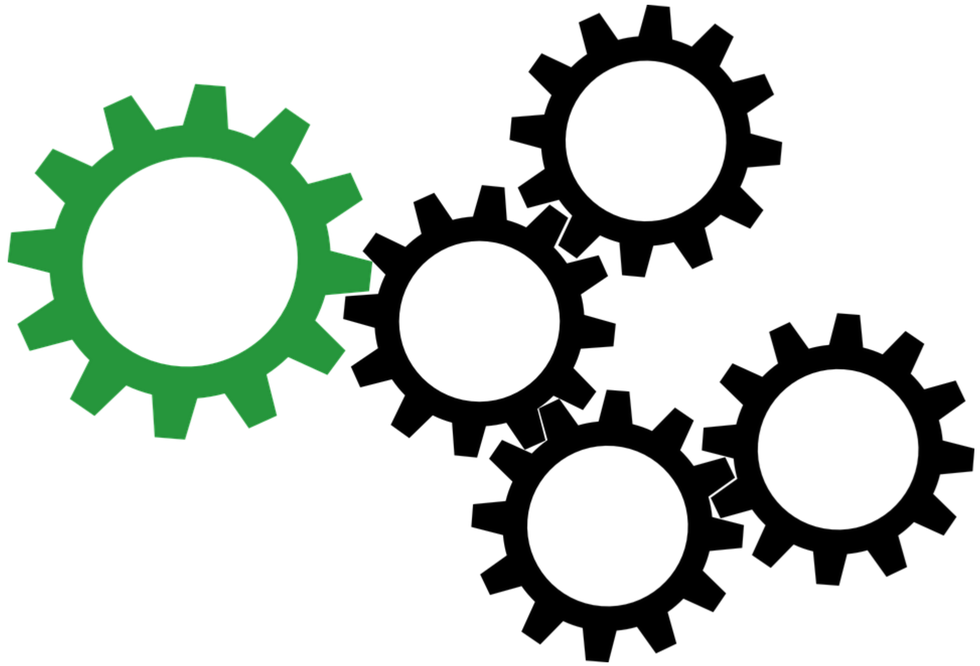


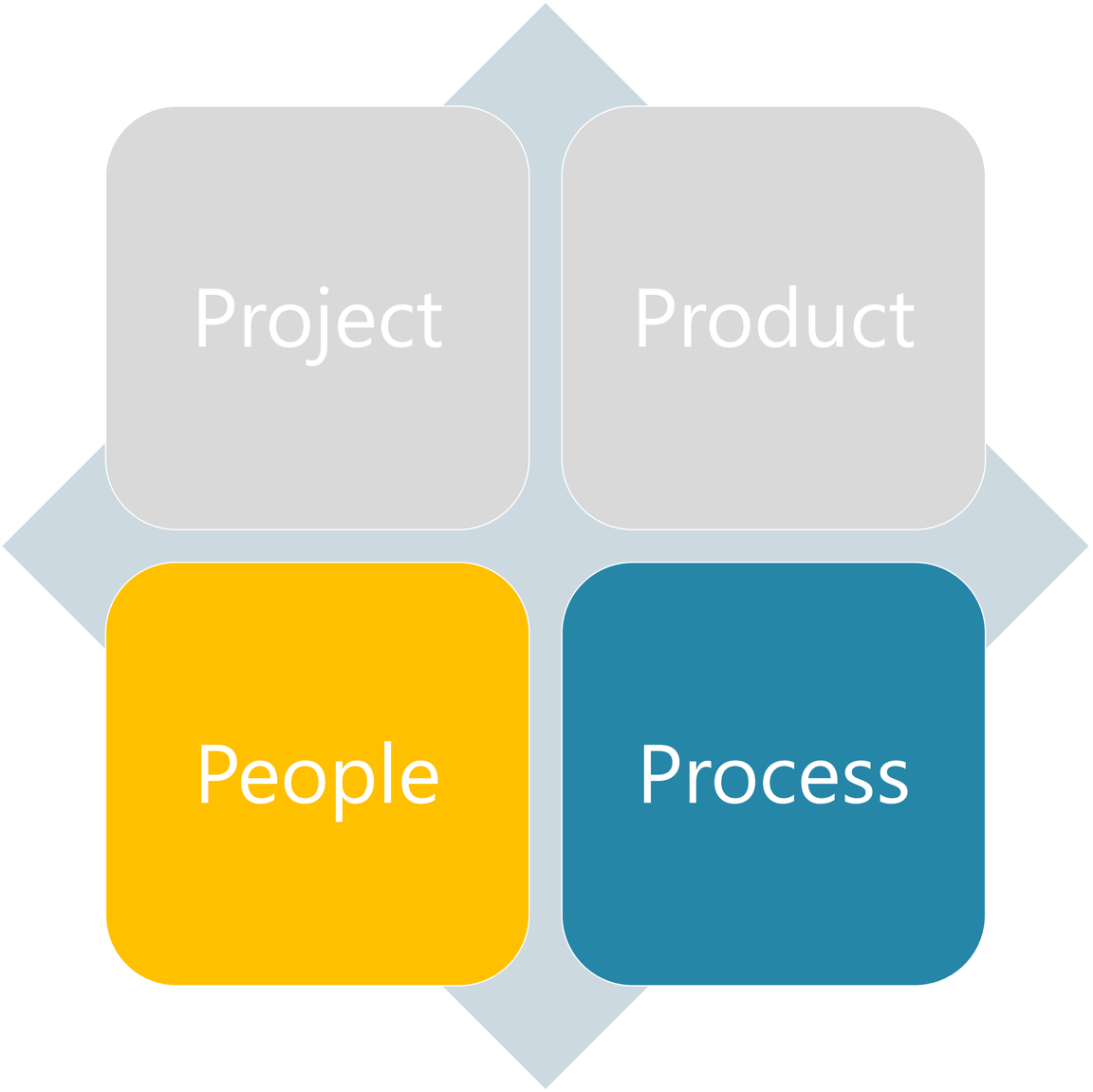

Project
Product
People
Process

Simplicity

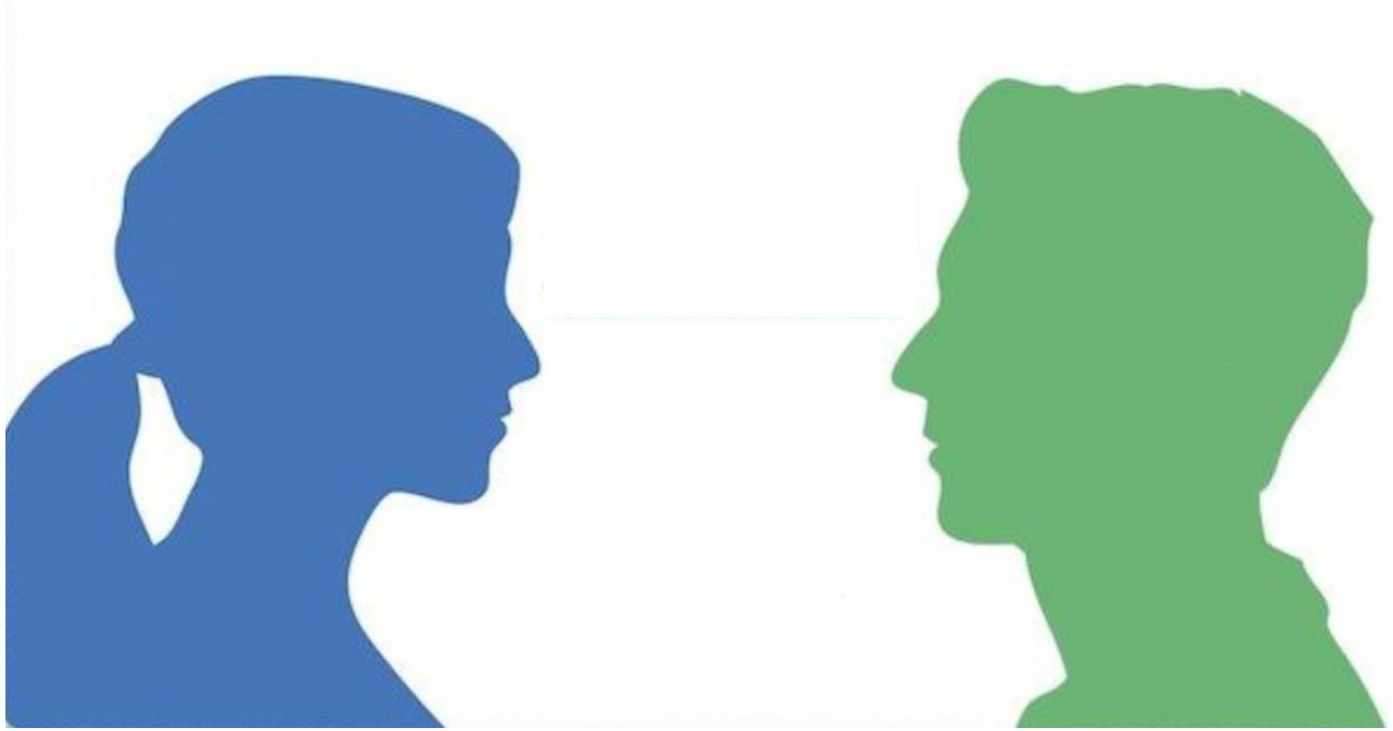
Simplicity

Technical excellence



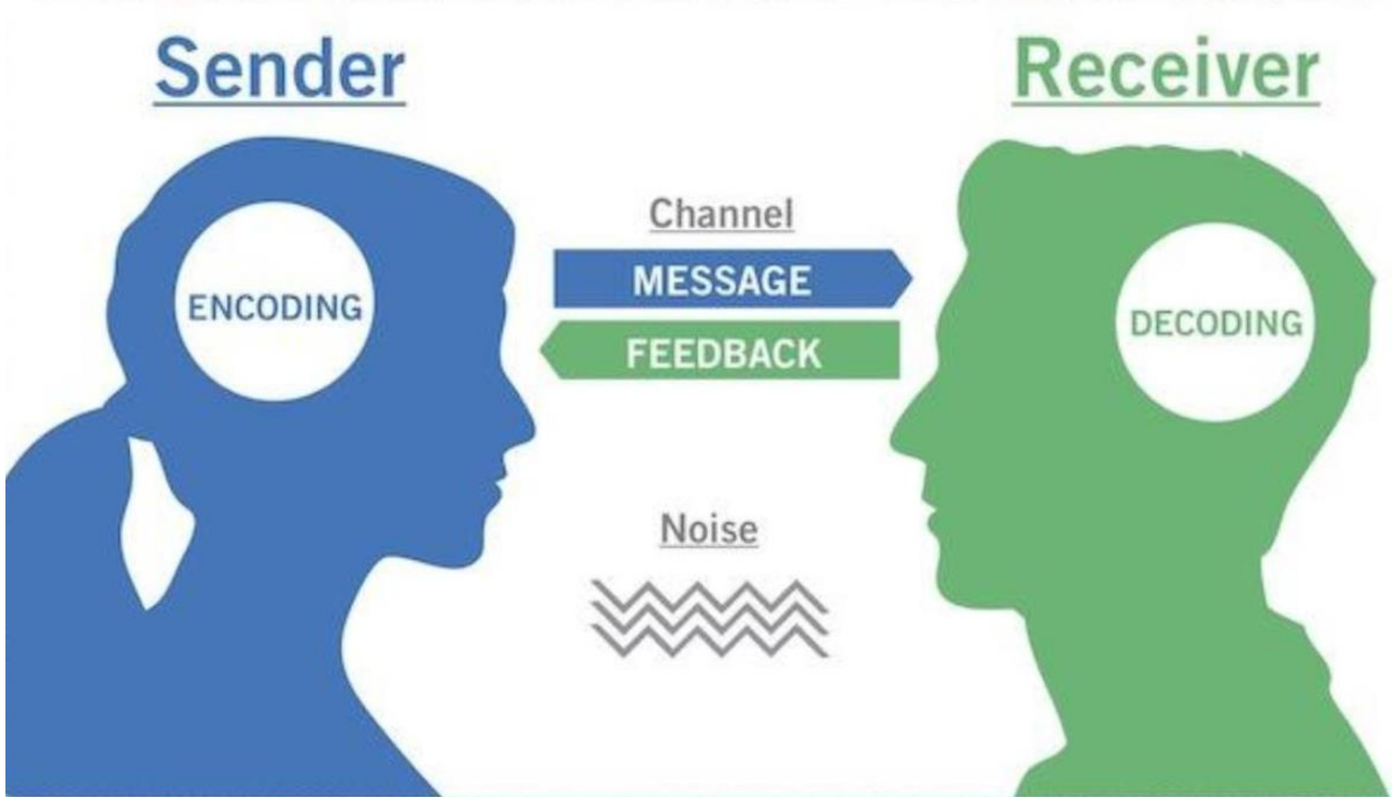

Project
Product
People
Process

Face-to-face communication

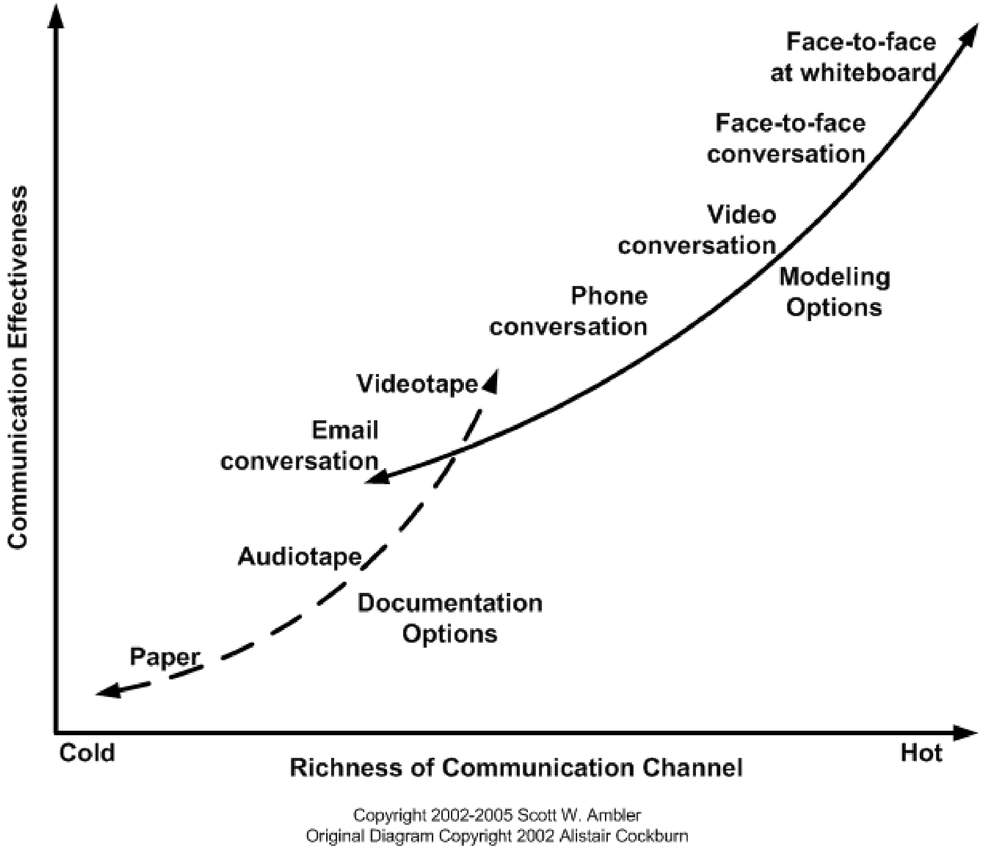


mashroom5

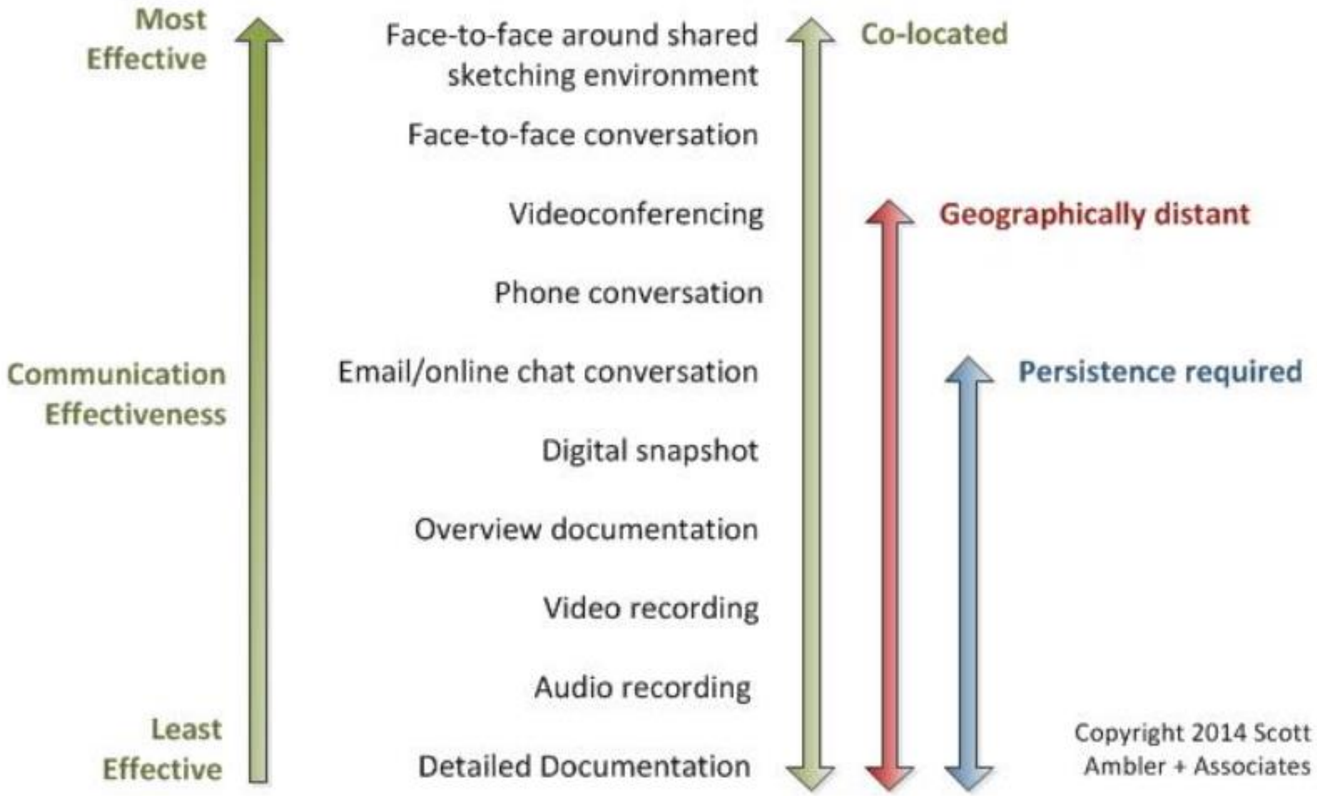
Face-to-face communication



Face-to-face communication

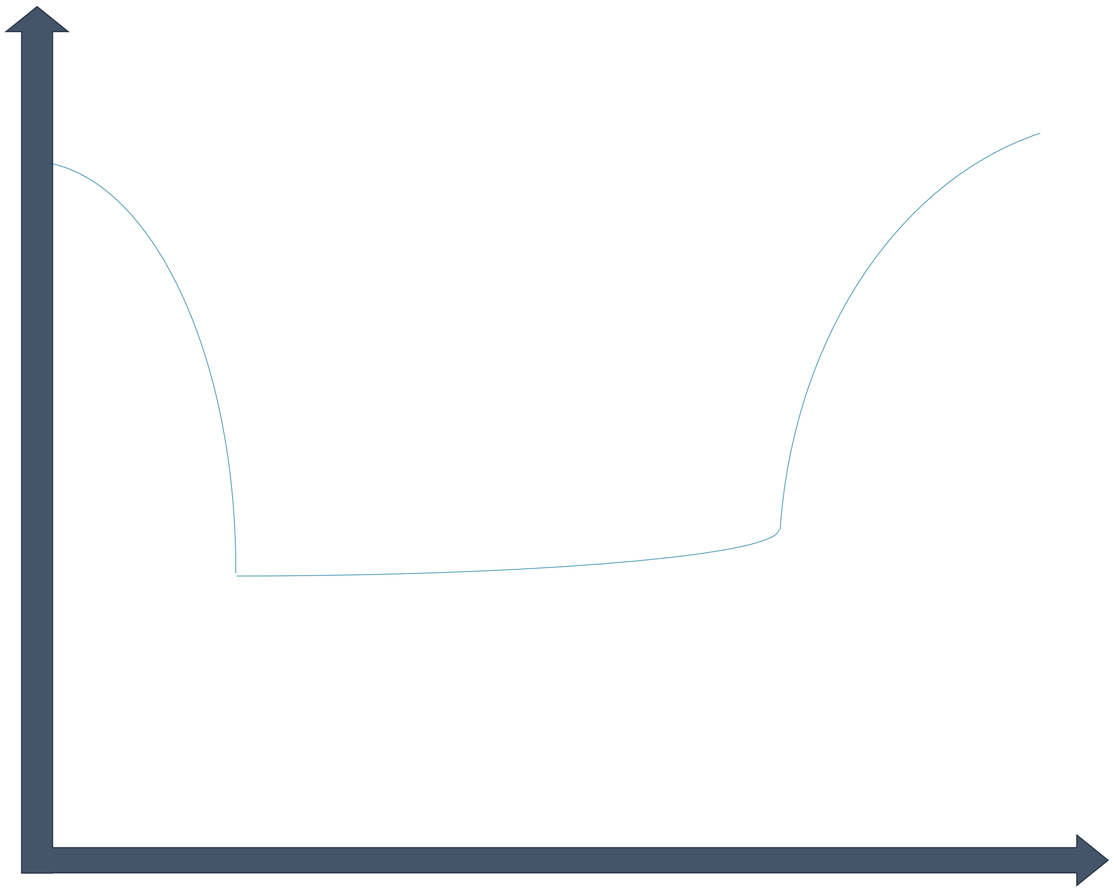


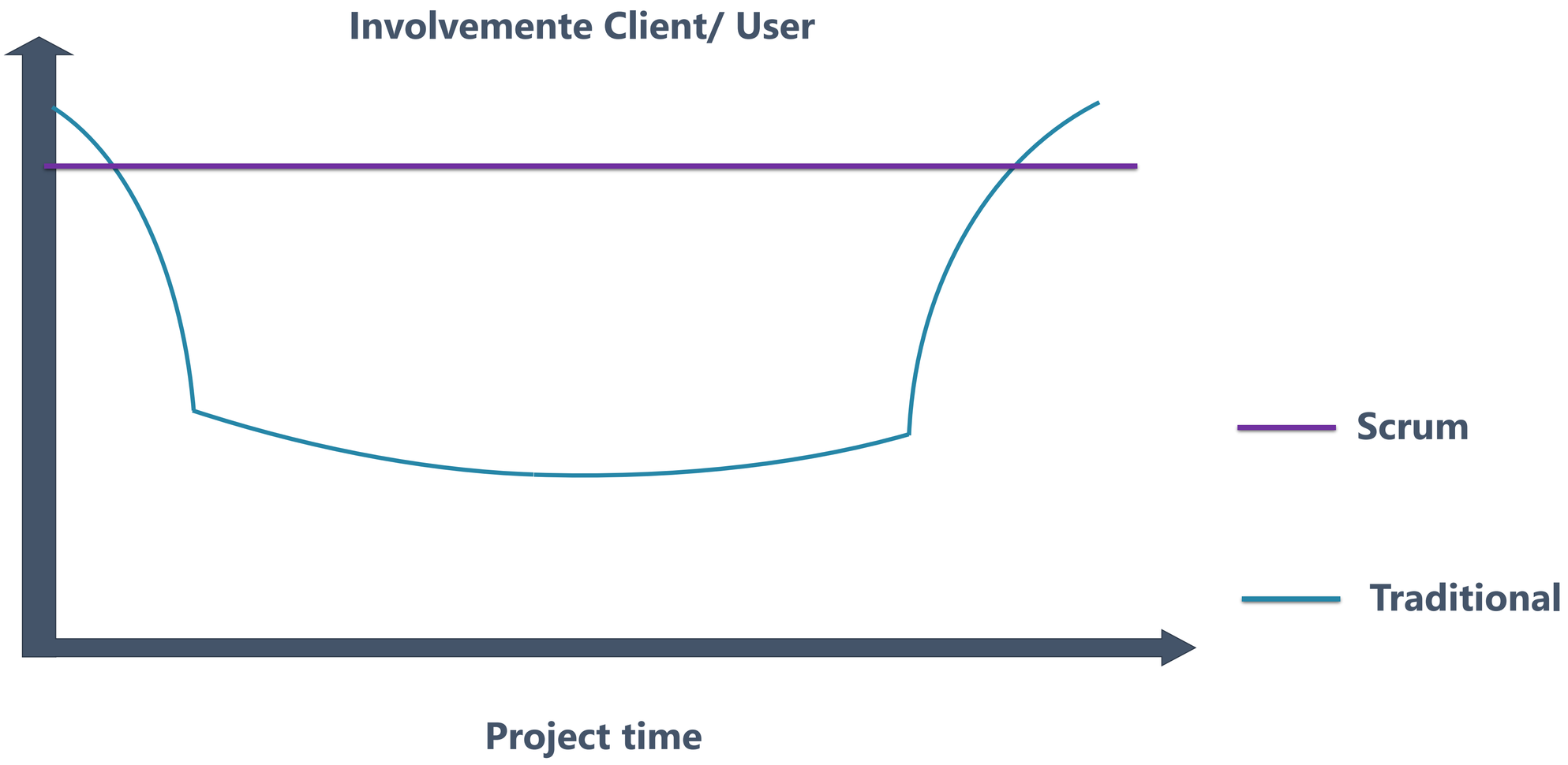
Face-to-face communication



Customer as a team member

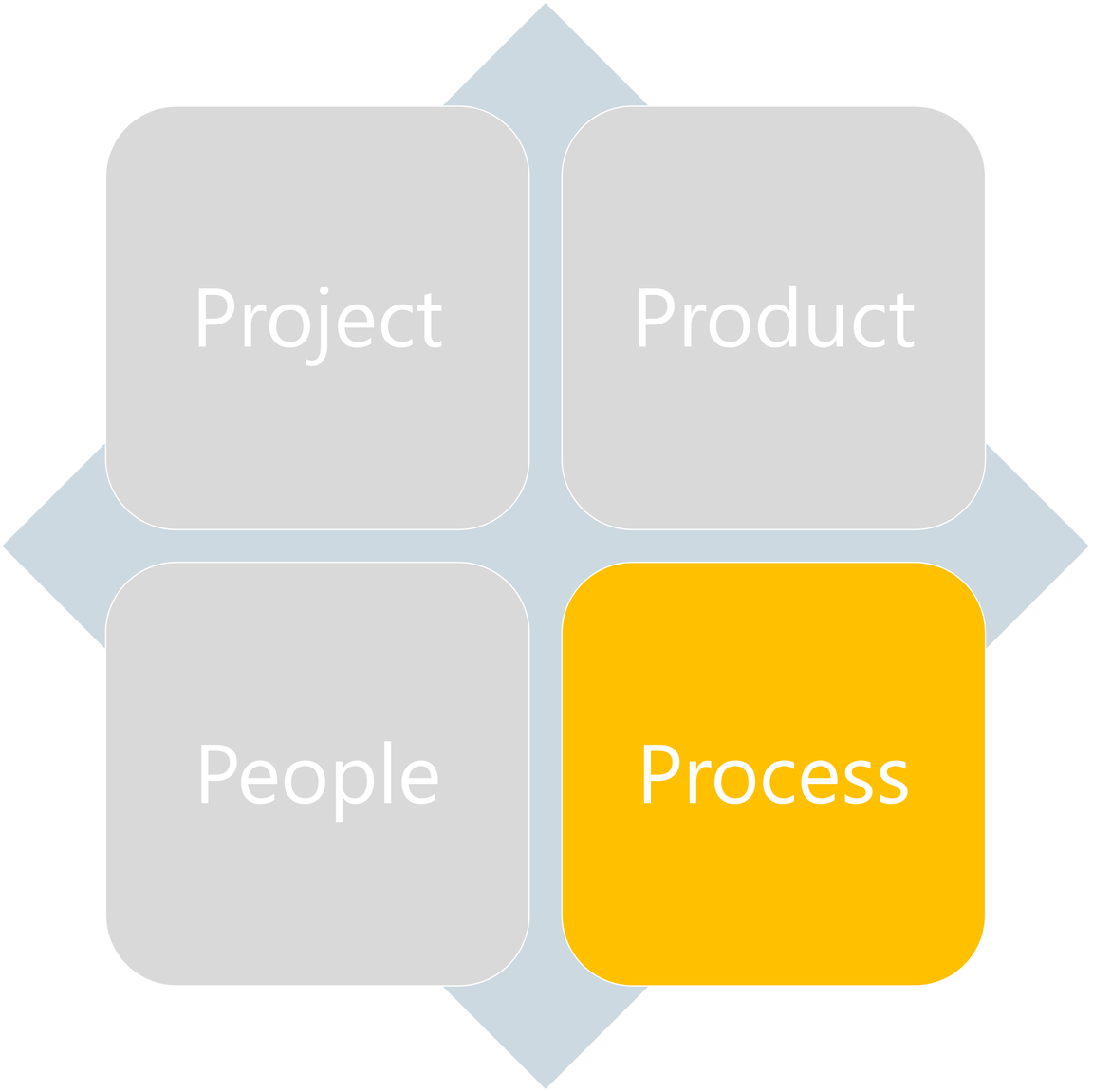
Customer as a team member




Involvemente Client/ User
Scrum
Traditional
Project time

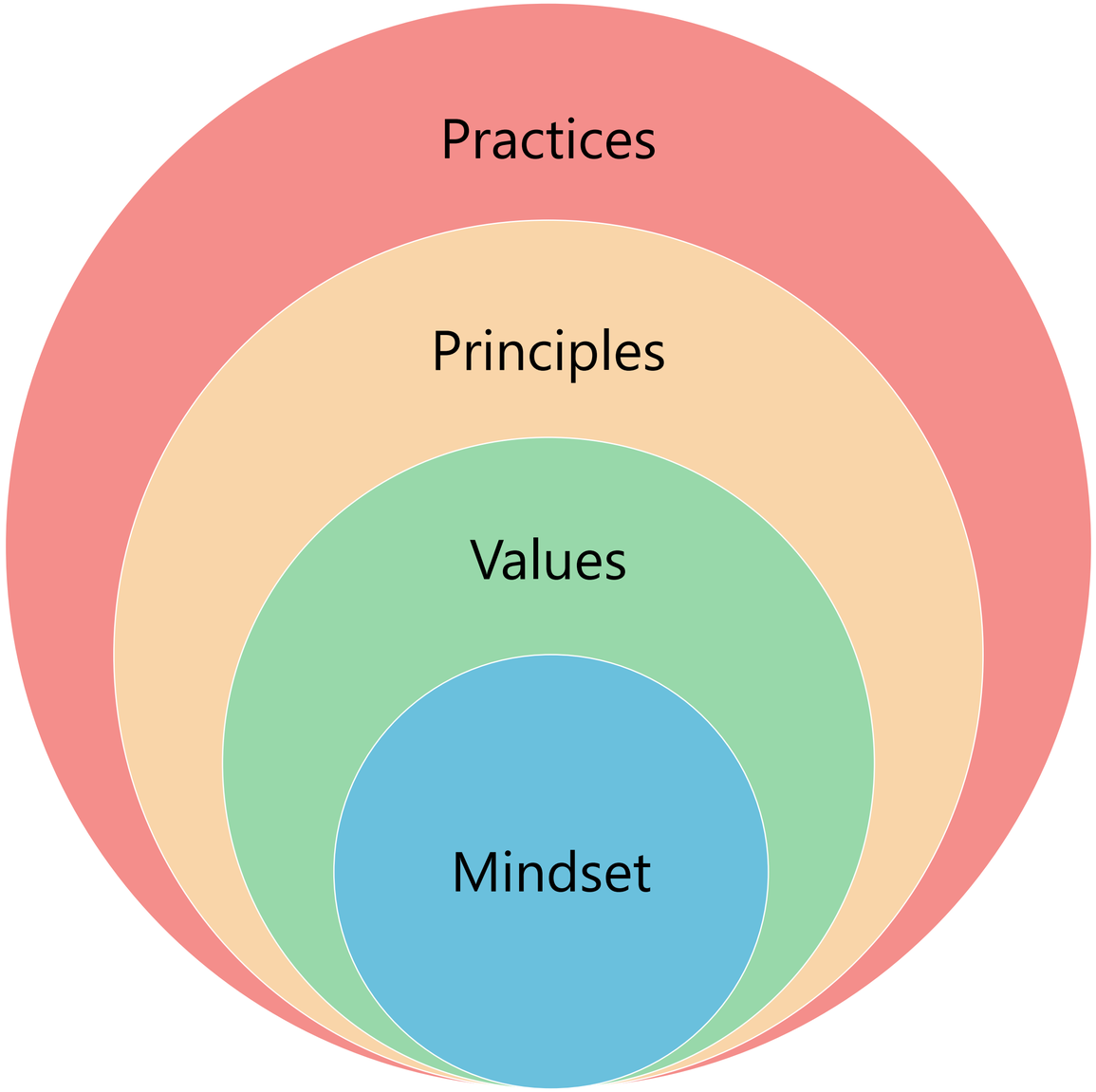
Self-managed teams

Trust and support

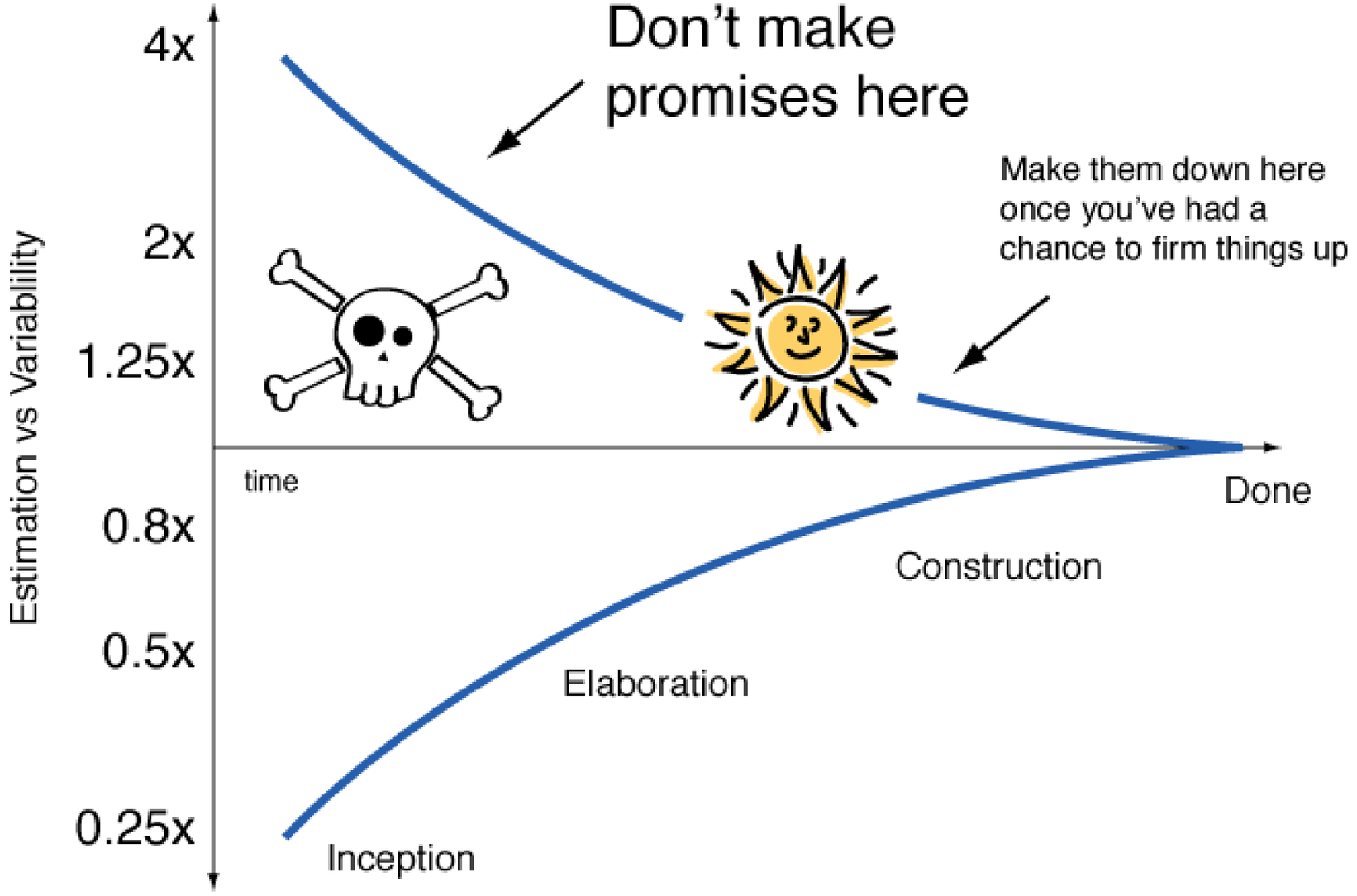

Project
Product
People
Process

Reflect and adjust

The Relationship Between Scrum and Agile


Practices
Principles
Values
Mindset

Cone of Uncertainty



PSM I Assessment Taking Tips

PSM I ASSESSMENT TAKING TIPS

- Read the entire question

PSM I ASSESSMENT TAKING TIPS

- Read the entire question

NOT
SHOULD
MUST
RECOMMEND
USUALLY
MANDATE
ALWAYS
NEVER
BEST
WORST
OPTIMAL

PSM I ASSESSMENT TAKING TIPS

- Read the entire question
- Eliminate wrong answers
- Use the process of elimination
- Analyze every option carefully
- Make an educated guess

PSM I Sniper

QUESTION

What does the Cone of Uncertainty present?

a) The sequence of a project's tasks.

b) The remaining work for a project.

c) The dependencies, resources, and estimated effort for a project's tasks.

d) The evolution of a product's knowledge over time.

QUESTION

What does the Cone of Uncertainty present?

a) The sequence of a project's tasks.

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QUESTION

Which agile aspect claims that overtime must be avoided?

a) Collective Ownership.

b) Sustainable pace.

c) Whole team.

d) Small releases.

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Which agile aspect claims that overtime must be avoided?

a) Collective Ownership.

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QUESTION

(True or False) Scrum is both an incremental and iterative agile way of deliverying work.

a) True.

b) False.

QUESTION

(True or False) Scrum is both an incremental and iterative agile way of deliverying work.

a) True.

b) False.

Table of Contents

- Purpose of the Scrum Guide
- Scrum Definition
- Scrum Theory
  - Transparency
  - Inspection
  - Adaptation
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  - Developers
  - Product Owner
  - Scrum Master
- Scrum Events
  - The Sprint
  - Sprint Planning
  - Daily Scrum
  - Sprint Review
  - Sprint Retrospective
- Scrum Artifacts
  - Product Backlog
  - Sprint Backlog
  - Increment
- End Note
  - Acknowledgements

The 2020 Scrum Guide™

This HTML version of the Scrum Guide is a direct port of the November 2020 version available as a PDF here.

Purpose of the Scrum Guide

We developed Scrum in the early 1990s. We wrote the first version of the Scrum Guide in 2010 to help people worldwide understand Scrum. We have evolved the Guide since then through small, functional updates. Together, we stand behind it.

The Scrum Guide contains the definition of Scrum. Each element of the framework serves a specific purpose that is essential to the overall value and results realized with Scrum. Changing the core design or ideas of Scrum, leaving out elements, or not following the rules of Scrum, covers up problems and limits the benefits of Scrum, potentially even rendering it useless.

We follow the growing use of Scrum within an ever-growing complex world. We are humbled to see Scrum being adopted in many domains holding essentially complex work, beyond software product development where Scrum has its roots. As Scrum's use spreads, developers, researchers, analysts, scientists, and other specialists do the work. We use the word "developers" in Scrum not to exclude, but to simplify. If you get value from Scrum, consider yourself included.

As Scrum is being used, patterns, processes, and insights that fit the Scrum framework as described in this document, may be found, applied and devised. Their description is beyond the purpose of the Scrum Guide because they are context sensitive and differ widely between Scrum uses. Such tactics for using within the Scrum framework vary widely and are described elsewhere.

Scrum Definition

Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

In a nutshell, Scrum requires a Scrum Master to foster an environment where:

1. A Product Owner orders the work for a complex problem into a Product Backlog.
2. The Scrum Team turns a selection of the work into an Increment of value during a Sprint.
3. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.
4. *Repeat*

Scrum is simple. Try it as is and determine if its philosophy, theory, and structure help to achieve goals and create value. The Scrum framework is purposefully incomplete, only defining the parts required to implement Scrum theory. Scrum is built upon by the collective intelligence of the people using it. Rather than provide people with detailed instructions, the rules of Scrum guide their relationships and interactions.

Various processes, techniques and methods can be employed within the framework. Scrum wraps around existing practices or renders them unnecessary. Scrum makes visible the relative efficacy of current management, environment, and work techniques, so that improvements can be made.

Scrum Theory

Scrum is founded on empiricism and lean thinking. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed. Lean thinking reduces waste and focuses on the essentials.

Scrum employs an iterative, incremental approach to optimize predictability and to control risk. Scrum engages groups of people who collectively have all the skills and expertise to do the work and share or acquire such skills as needed.

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The Scrum Guide contains the definition of Scrum. Each element of the framework serves a specific purpose that is essential to the overall value and results realized with Scrum. Changing the core design or ideas of Scrum, leaving out elements, or not following the rules of Scrum, covers up problems and limits the benefits of Scrum, potentially even rendering it useless.

We follow the growing use of Scrum within an ever-growing complex world. We are humbled to see Scrum being adopted in many domains holding essentially complex work, beyond software product development where Scrum has its roots. As Scrum's use spreads, developers, researchers, analysts, scientists, and other specialists do the work. We use the word "developers" in Scrum not to exclude, but to simplify. If you get value from Scrum, consider yourself included.

As Scrum is being used, patterns, processes, and insights that fit the Scrum framework as described in this document, may be found, applied and devised. Their description is beyond the purpose of the Scrum Guide because they are context sensitive and differ widely between Scrum uses. Such tactics for using within the Scrum framework vary widely and are described elsewhere.

Scrum Definition

Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

In a nutshell, Scrum requires a Scrum Master to foster an environment where:

1. A Product Owner orders the work for a complex problem into a Product Backlog.
2. The Scrum Team turns a selection of the work into an Increment of value during a Sprint.
3. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.
4. *Repeat*

Scrum is simple. Try it as is and determine if its philosophy, theory, and structure help to achieve goals and create value. The Scrum framework is purposefully incomplete, only defining the parts required to implement Scrum theory. Scrum is built upon by the collective intelligence of the people using it. Rather than provide people with detailed instructions, the rules of Scrum guide their relationships and interactions.

Various processes, techniques and methods can be employed within the framework. Scrum wraps around existing practices or renders them unnecessary. Scrum makes visible the relative efficacy of current management, environment, and work techniques, so that improvements can be made.

Scrum Theory

Scrum is founded on empiricism and lean thinking. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed. Lean thinking reduces waste and focuses on the essentials.

Scrum employs an iterative, incremental approach to optimize predictability and to control risk. Scrum engages groups of people who collectively have all the skills and expertise to do the work and share or acquire such skills as needed.

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The 2020 Scrum Guide™

This HTML version of the Scrum Guide is a direct port of the November 2020 version available as a PDF here.

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collectively have all the skills and expertise to do the work and share or acquire such skills as needed.

Scrum combines four formal events for inspection and adaptation within a containing event, the Sprint. These event
implement the empirical Scrum pillars of transparency, inspection, and adaptation.

Transparency

The emergent process and work must be visible to those performing the work as well as those receiving the work. W
decisions are based on the perceived state of its three formal artifacts. Artifacts that have low transparency can lead
diminish value and increase risk.

QUESTION

Which statement best describes Scrum?

(choose the best answer)

a) A prescriptive process following the principles of Disciplined Management

b) A process that includes the best practices for developing software.

c) A framework for developing, delivering, and sustaining complex products.

d) A definitive method for software development.

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Manifesto for Agile Software Development

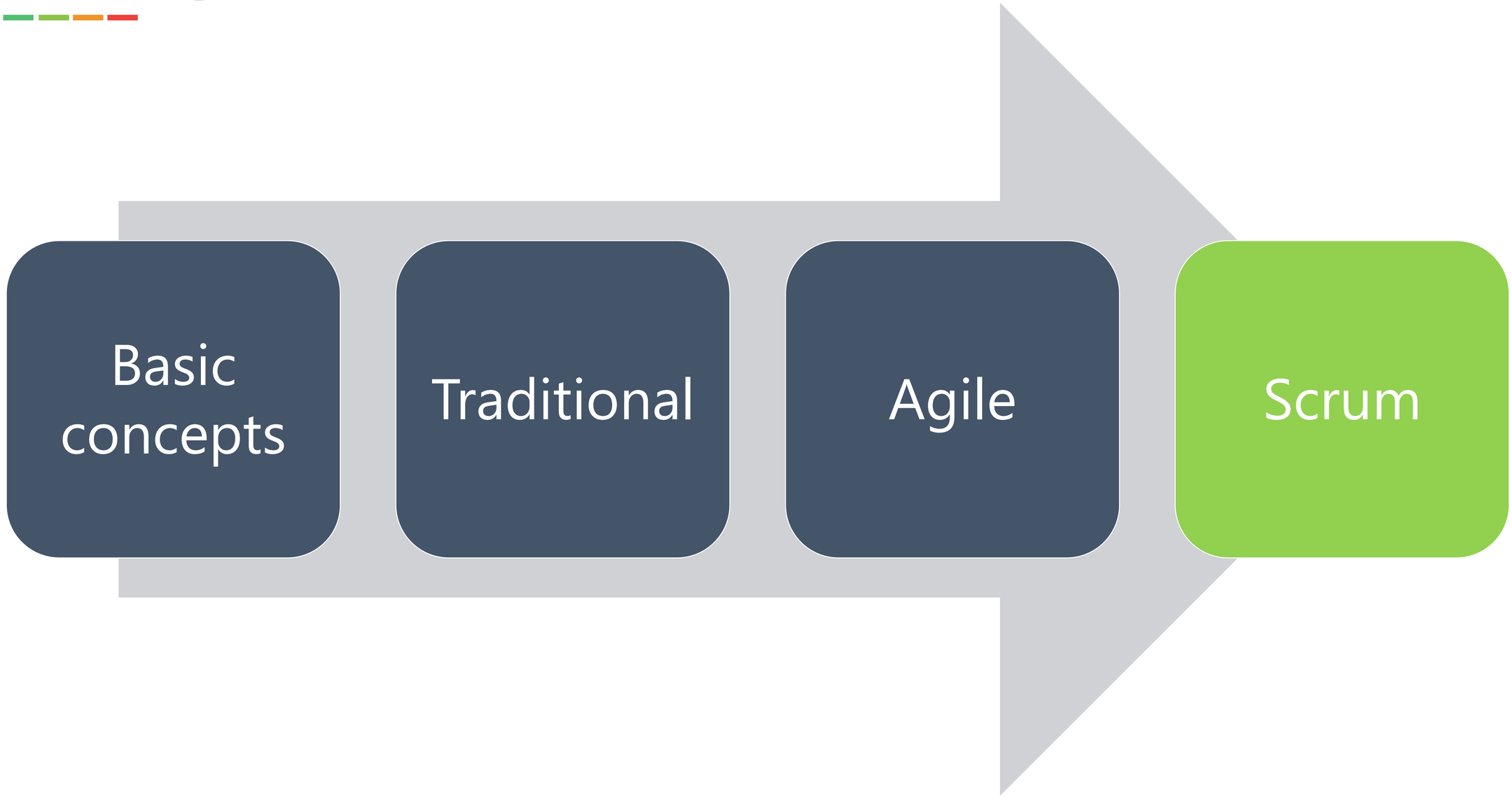
We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on
the right, we value the items on the left more.

Agility means **responding to change**

Roadmap



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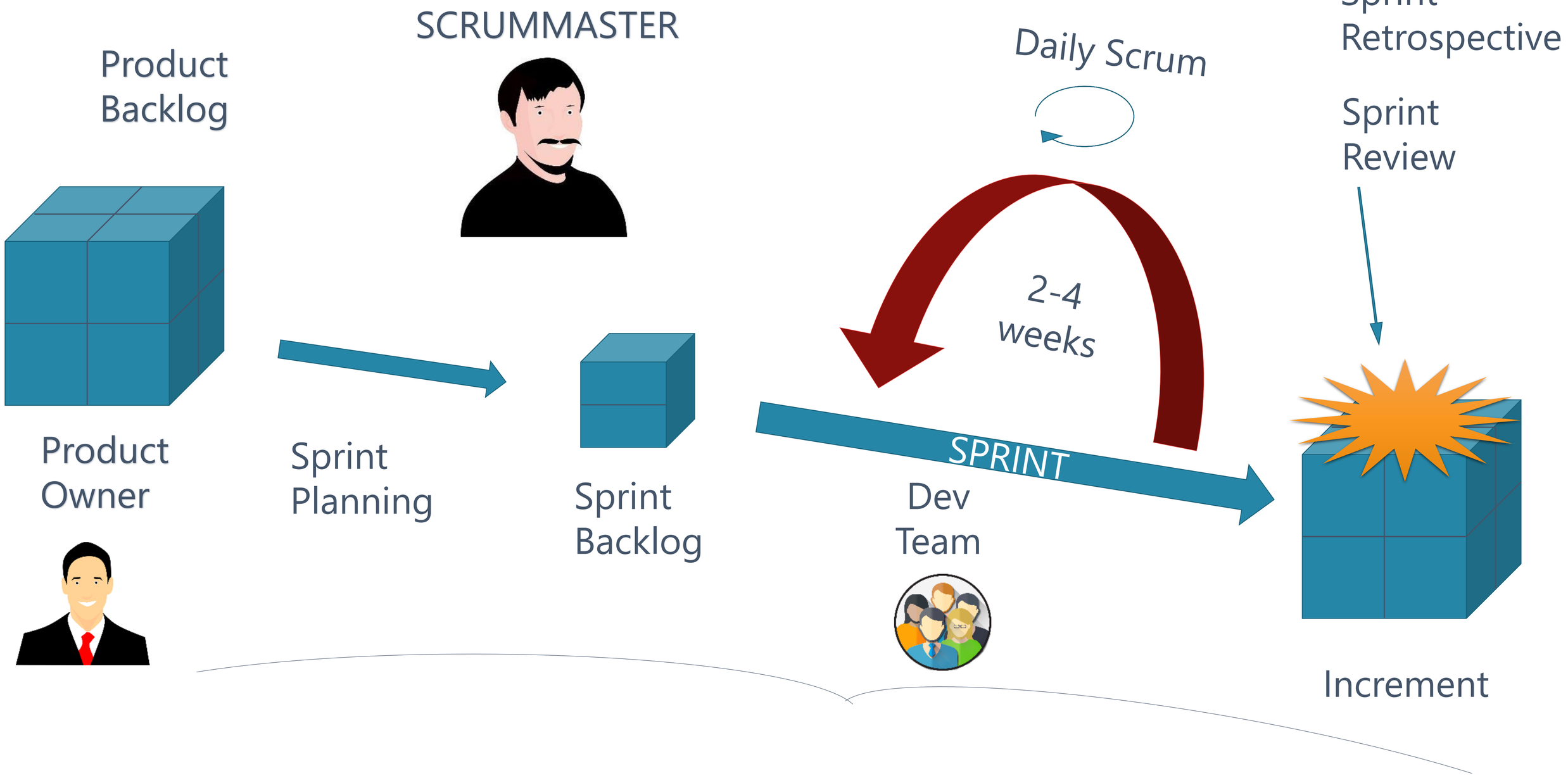
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Product Owner
Sprint Planning
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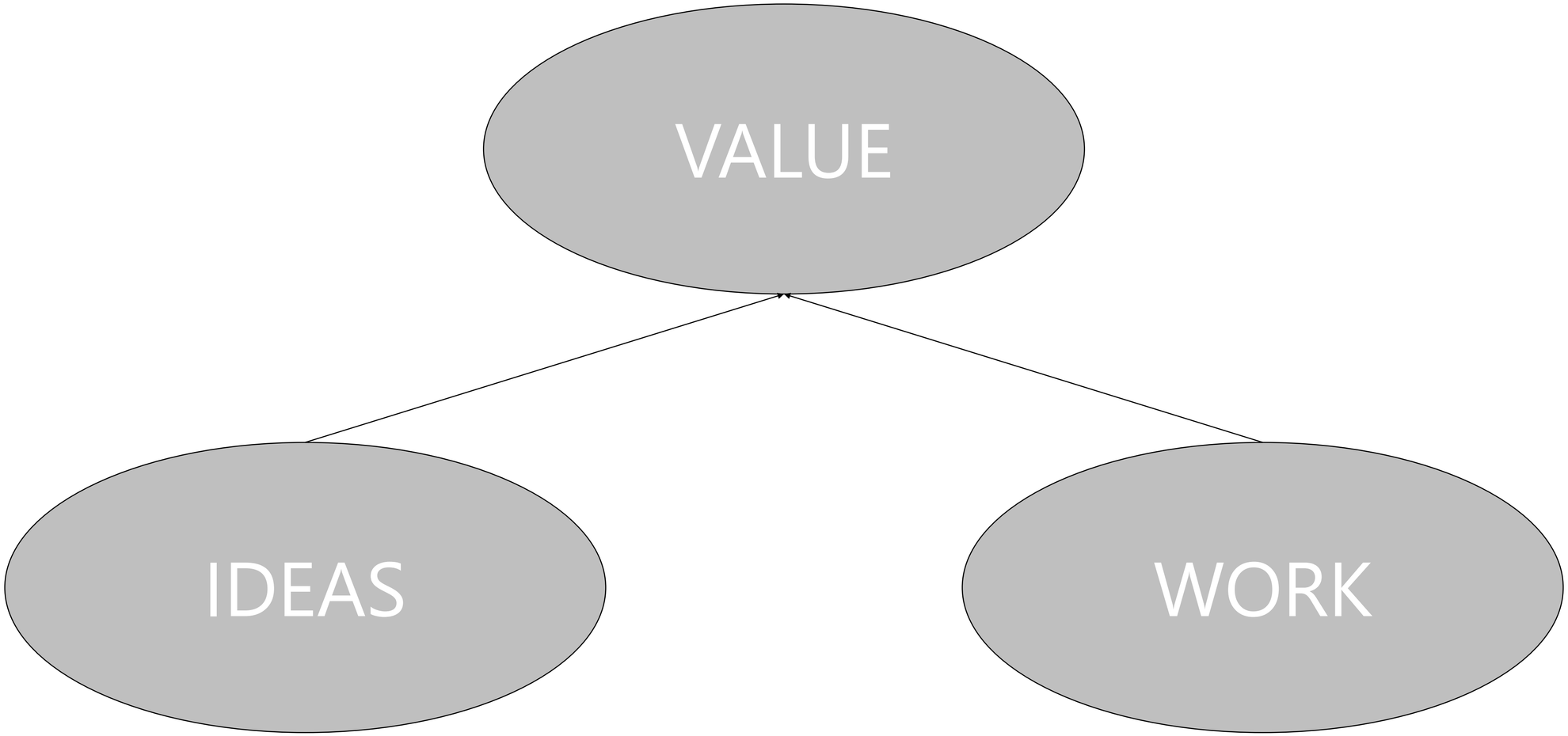
Dev Team
Increment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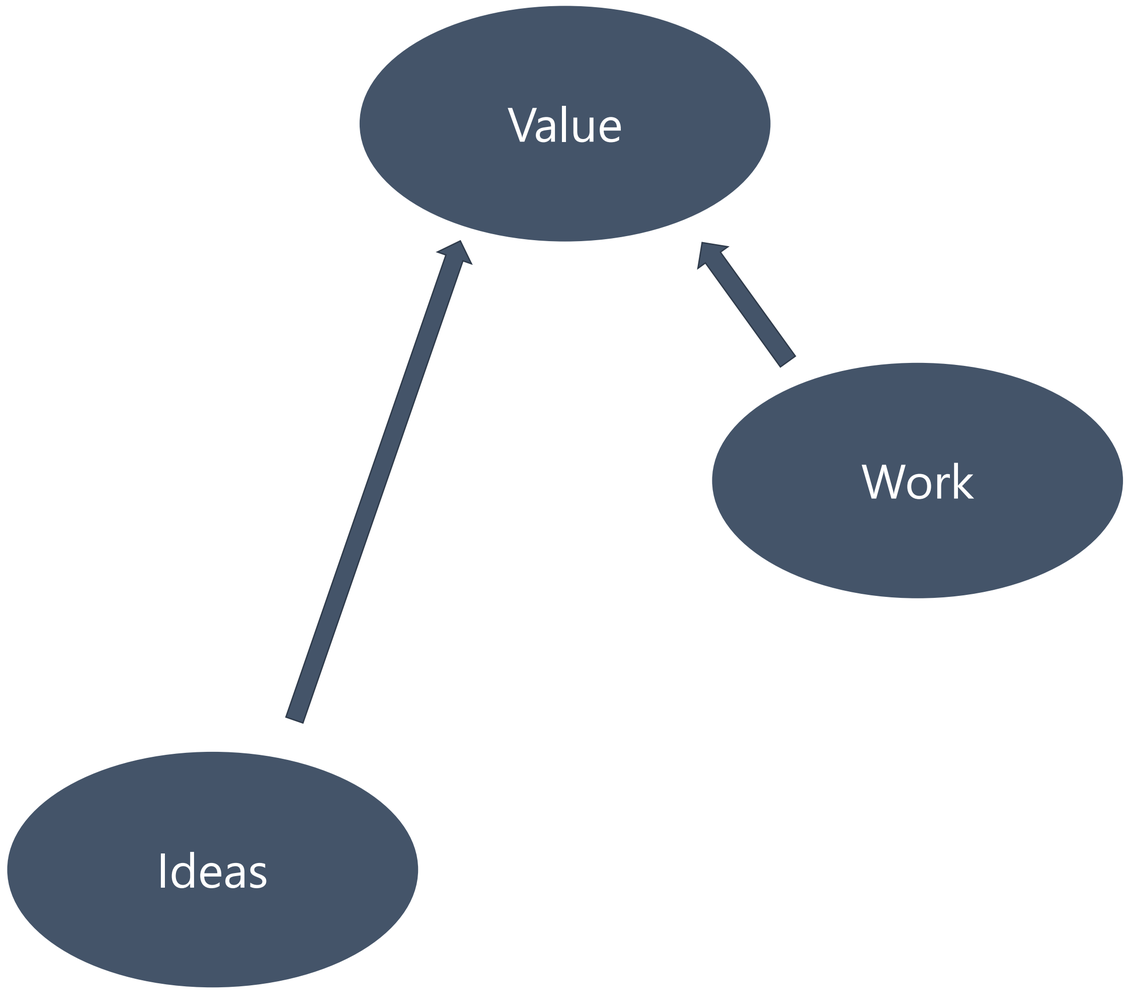

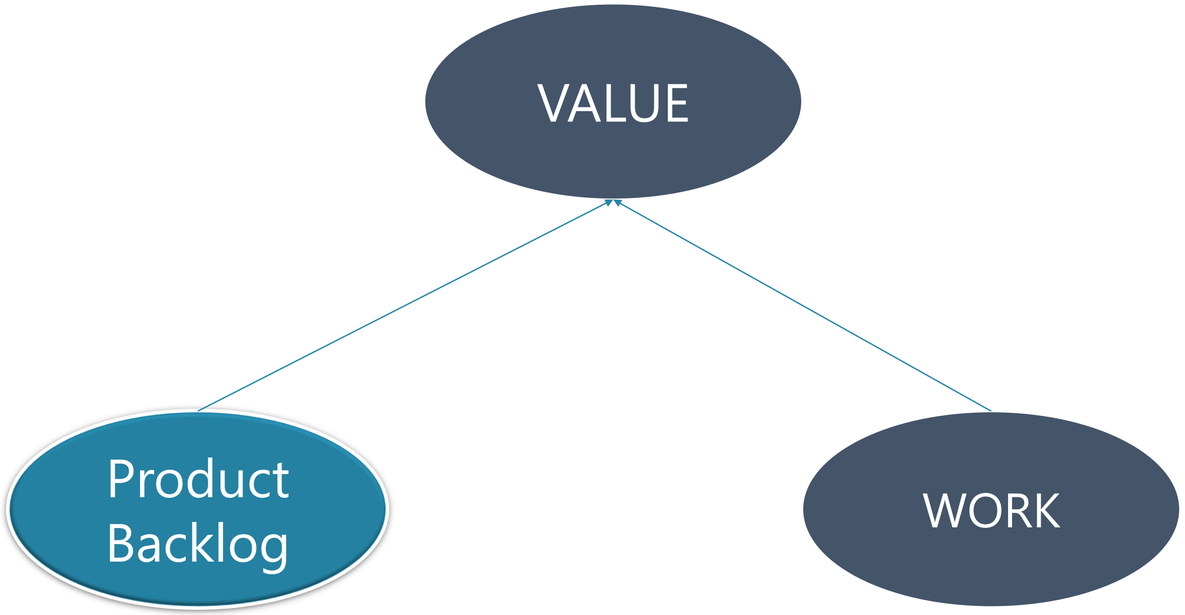
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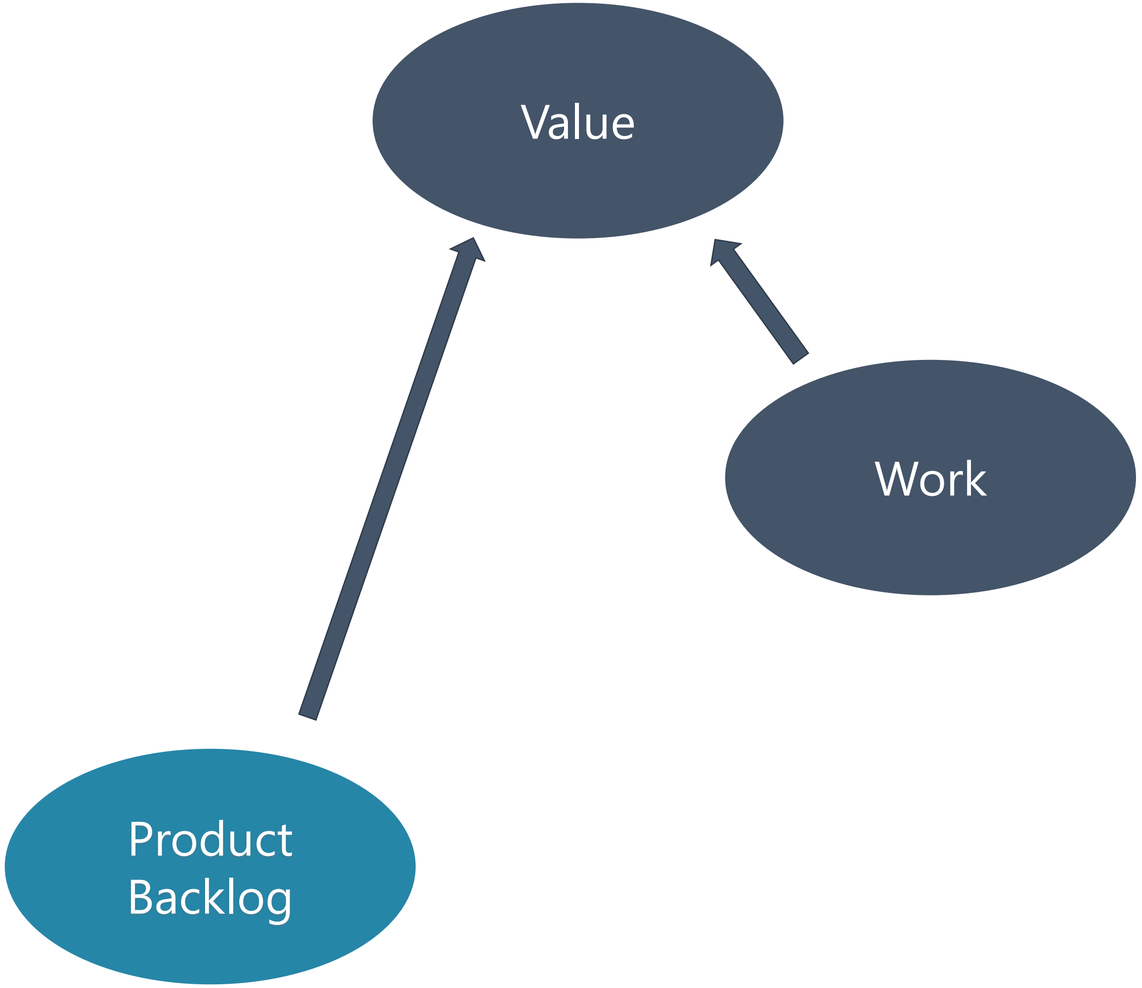

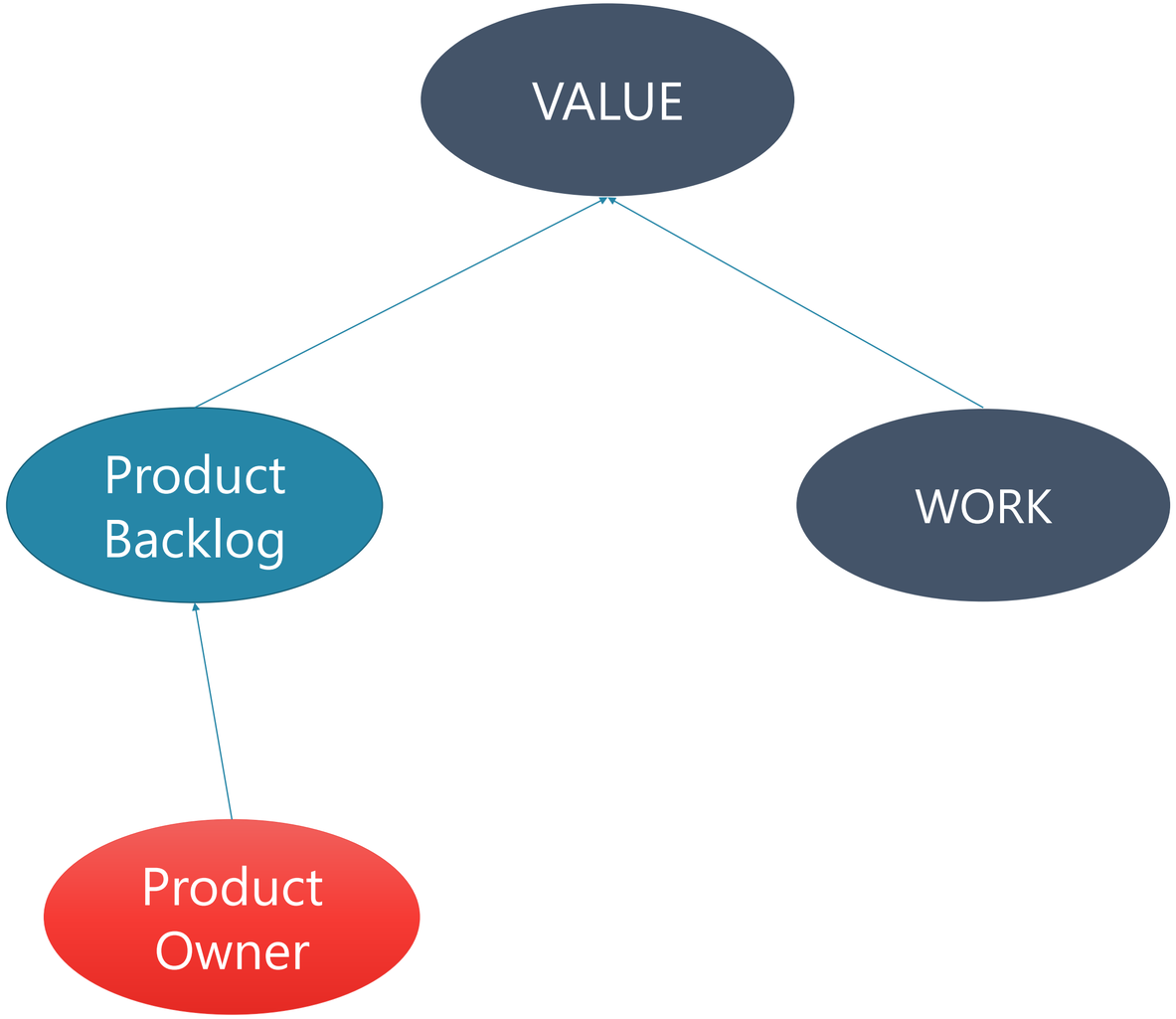
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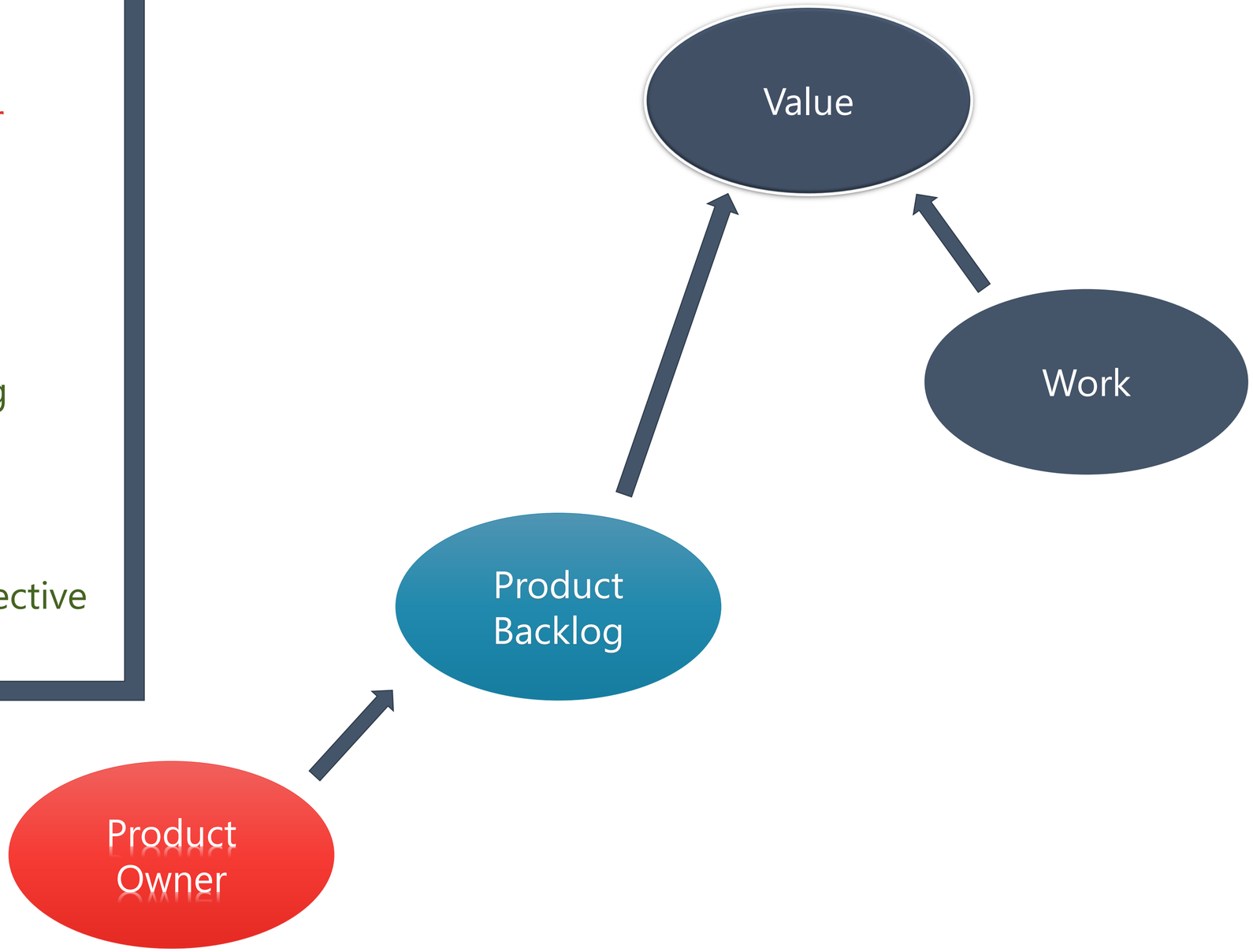

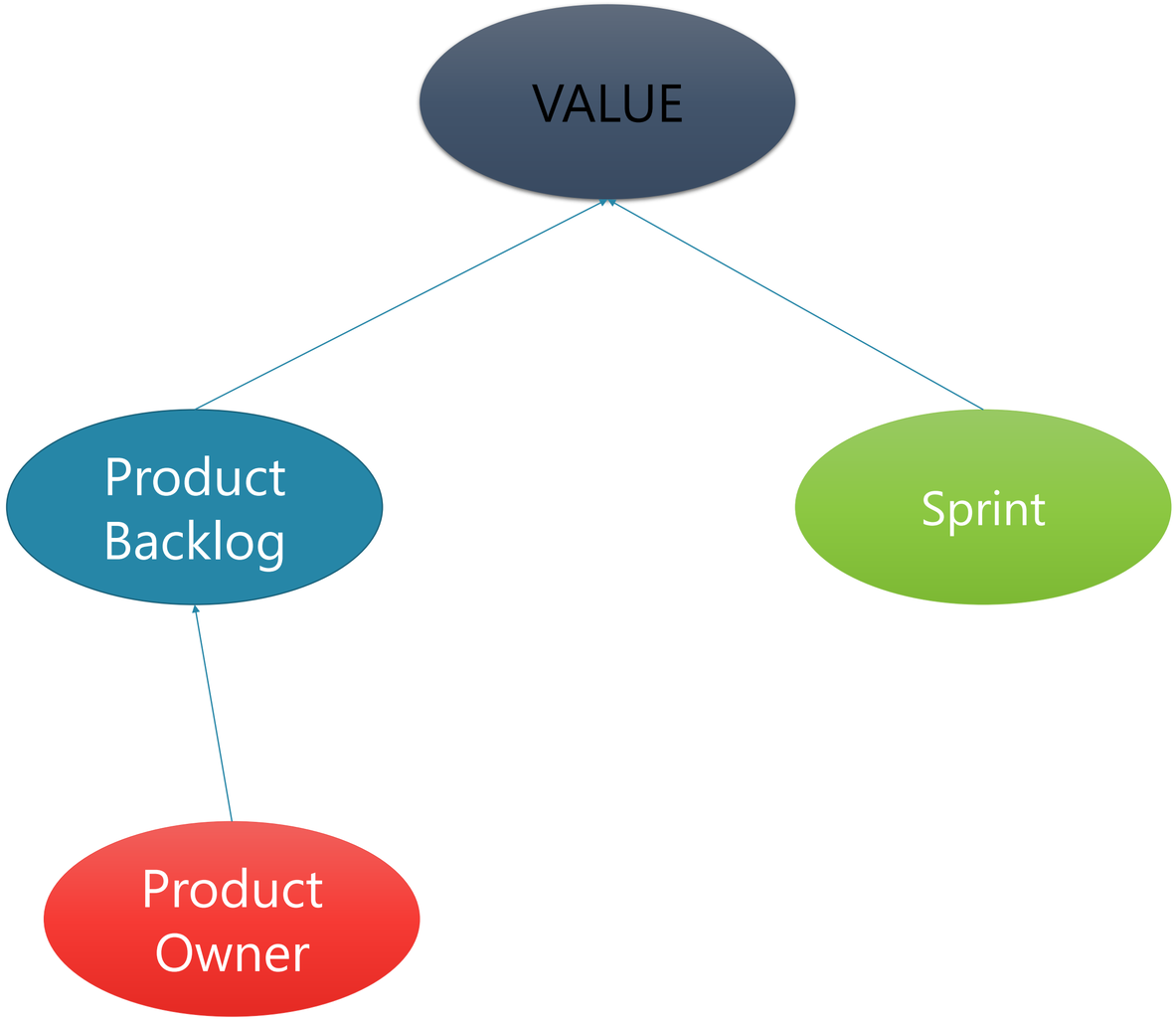
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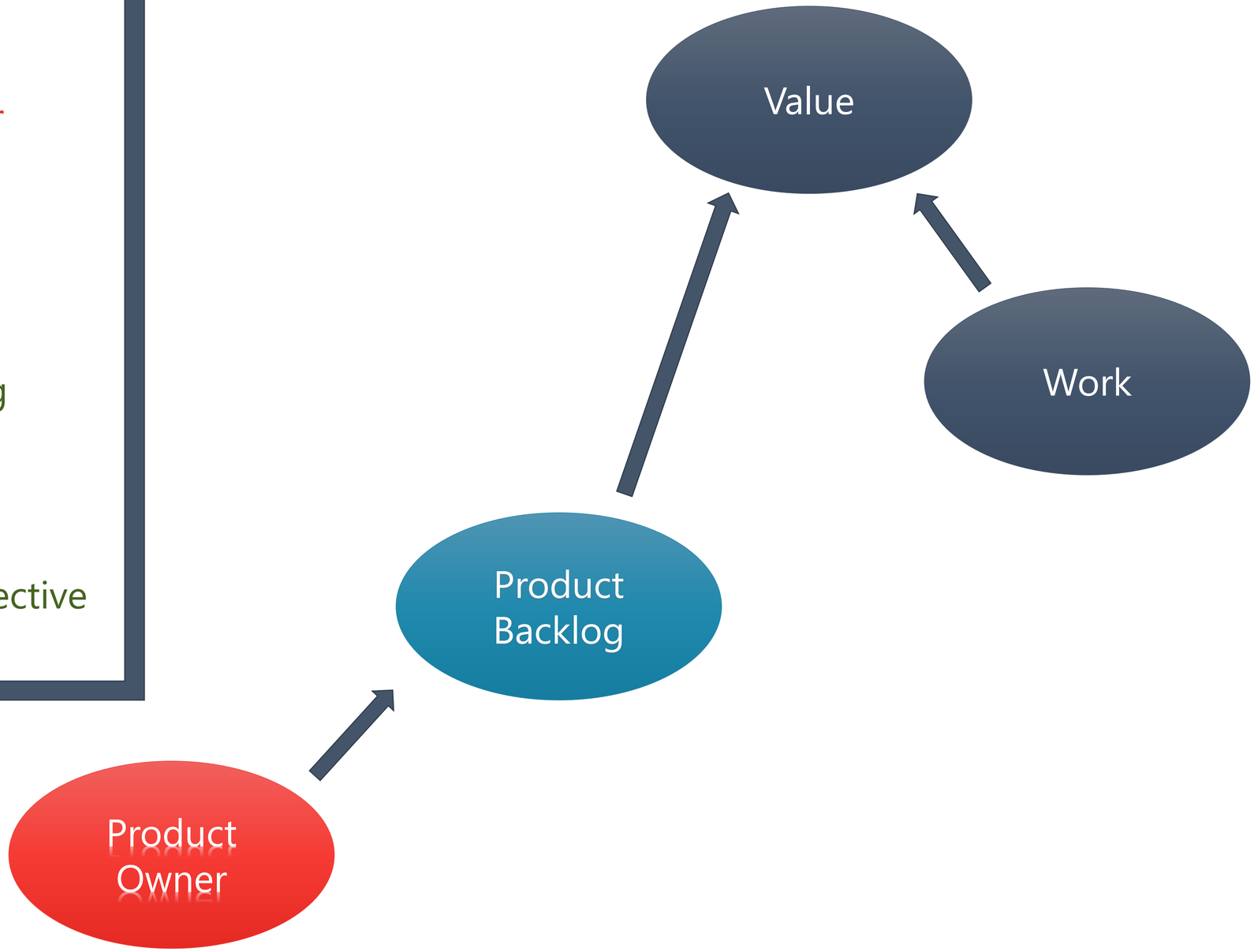

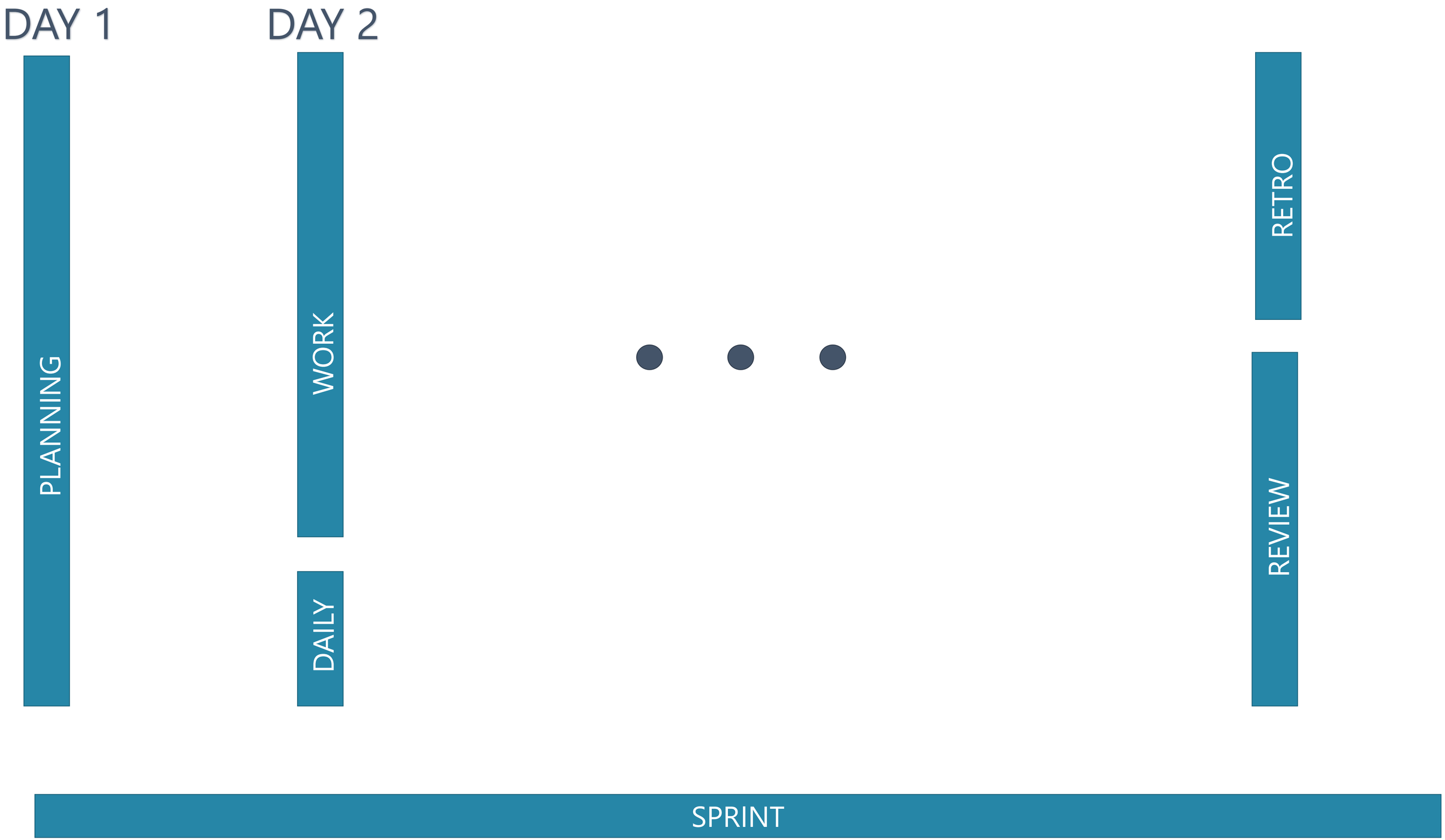
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Daily Scrum

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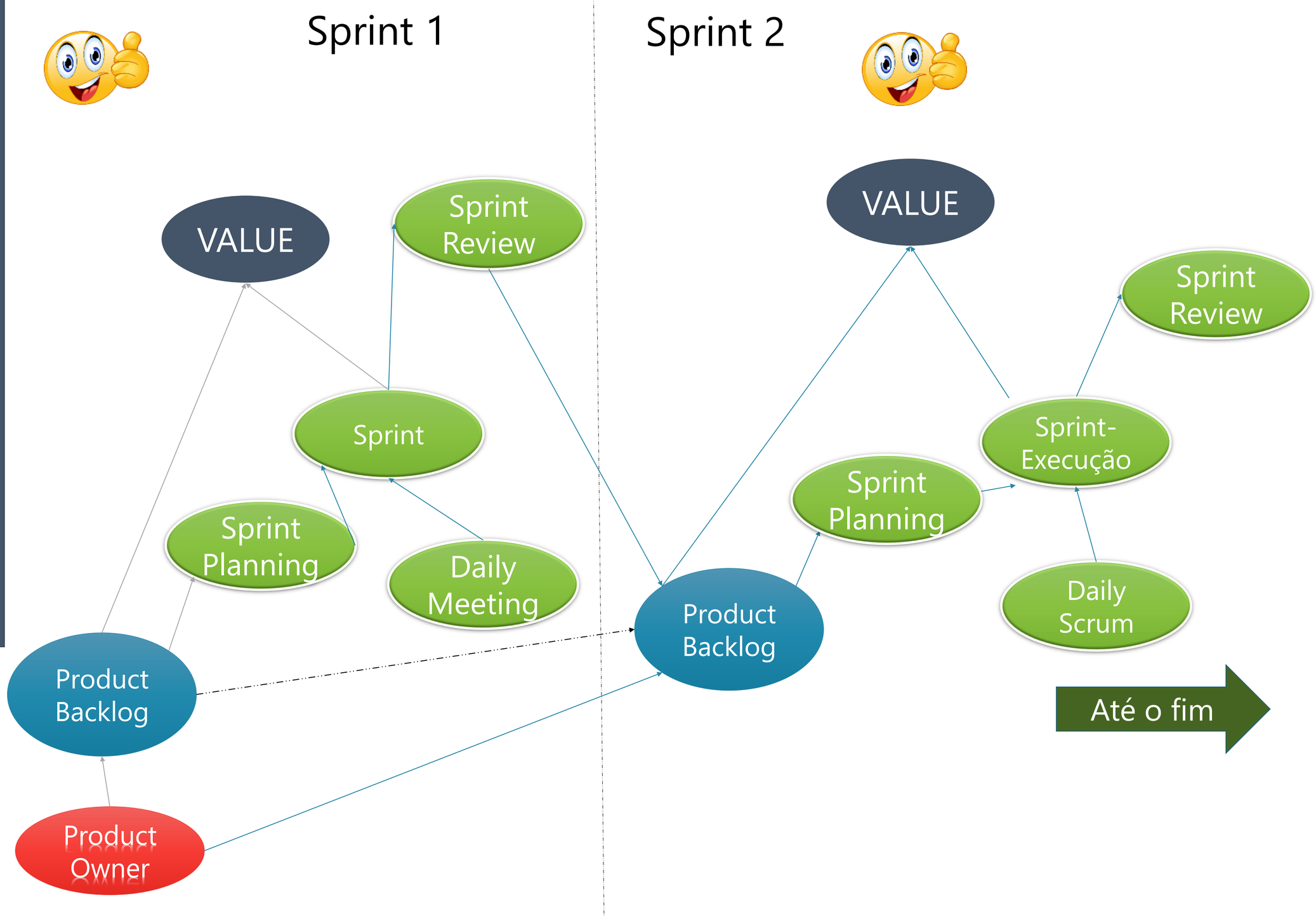

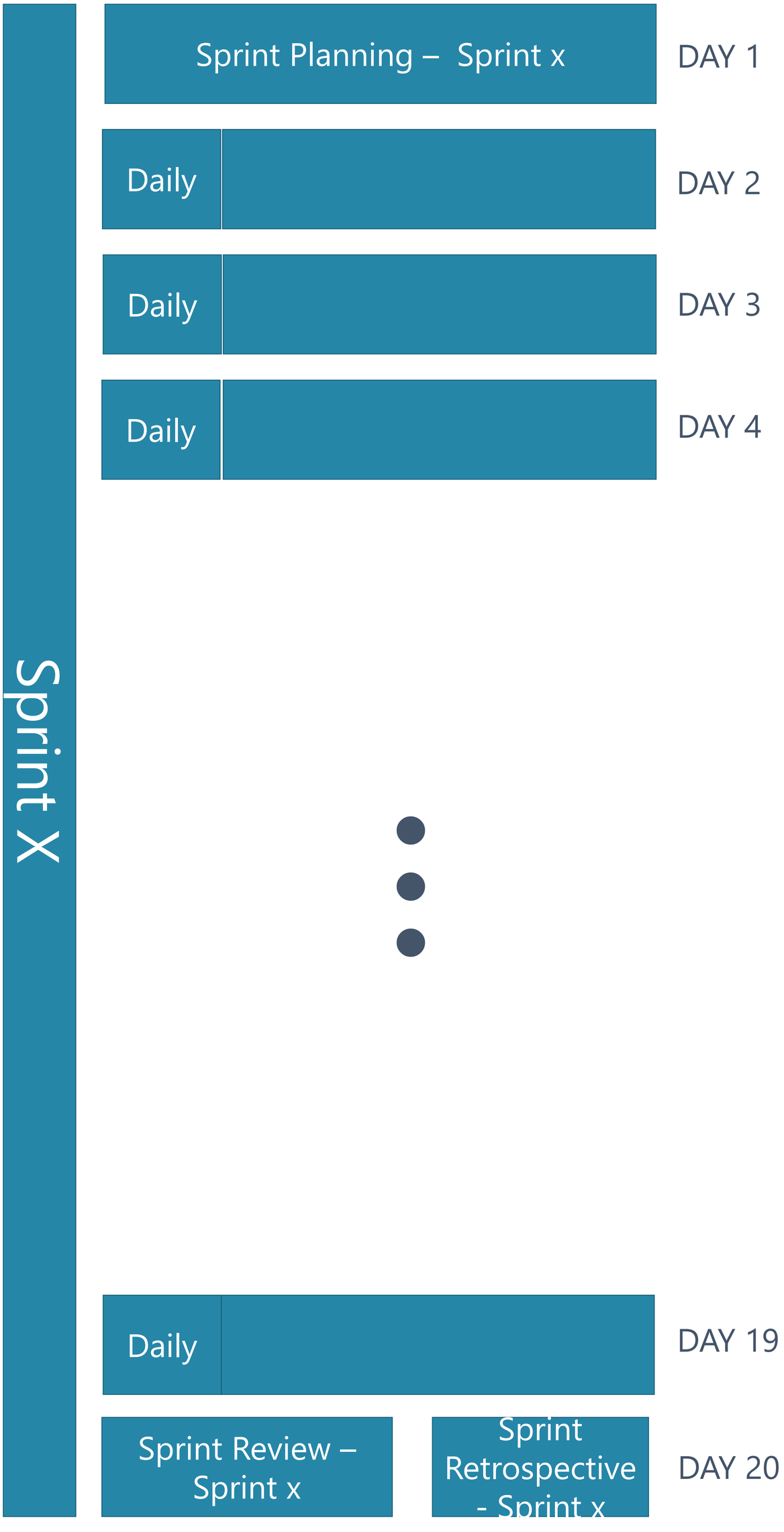
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Sprint Retrospective - Sprint x
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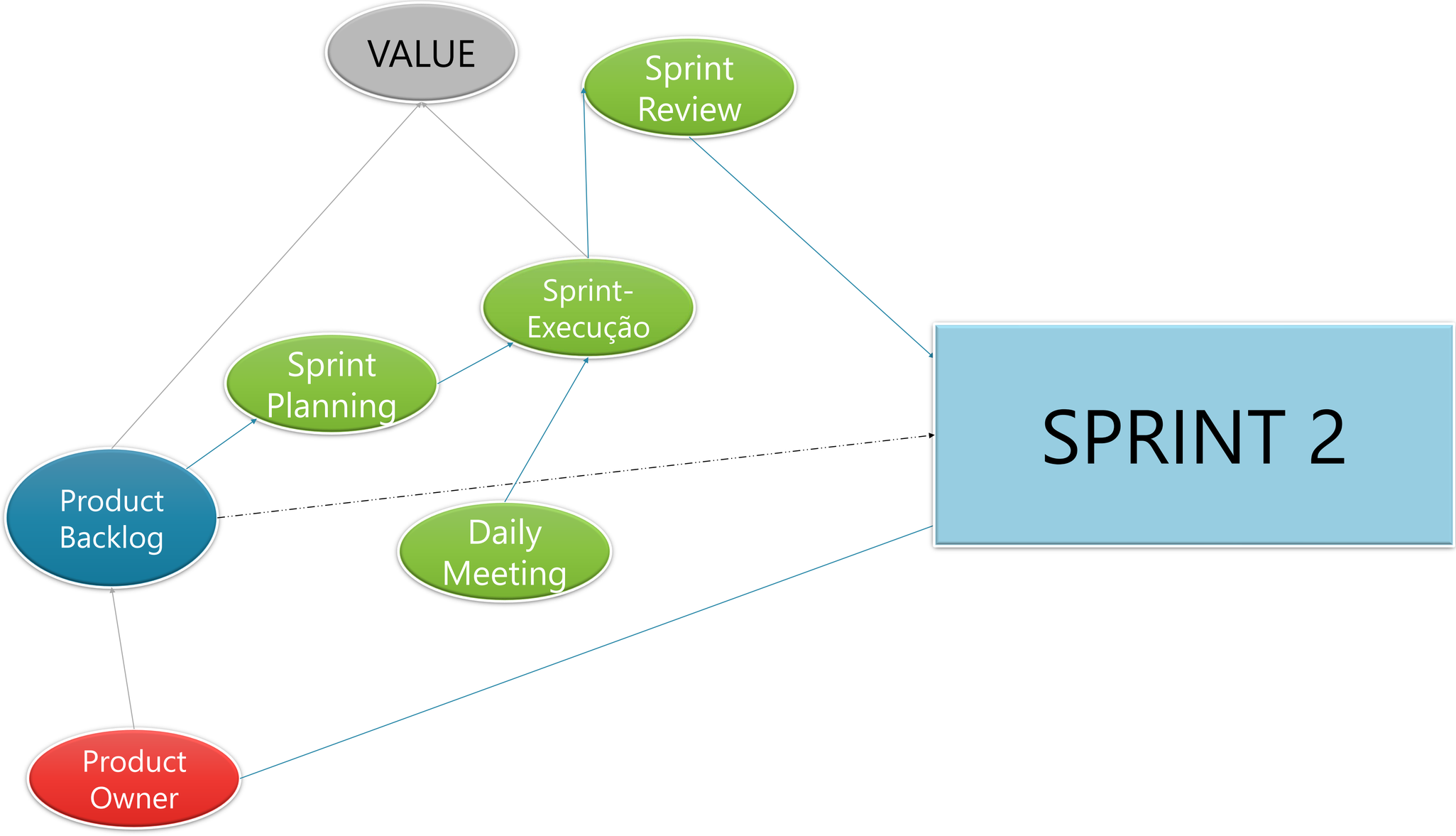

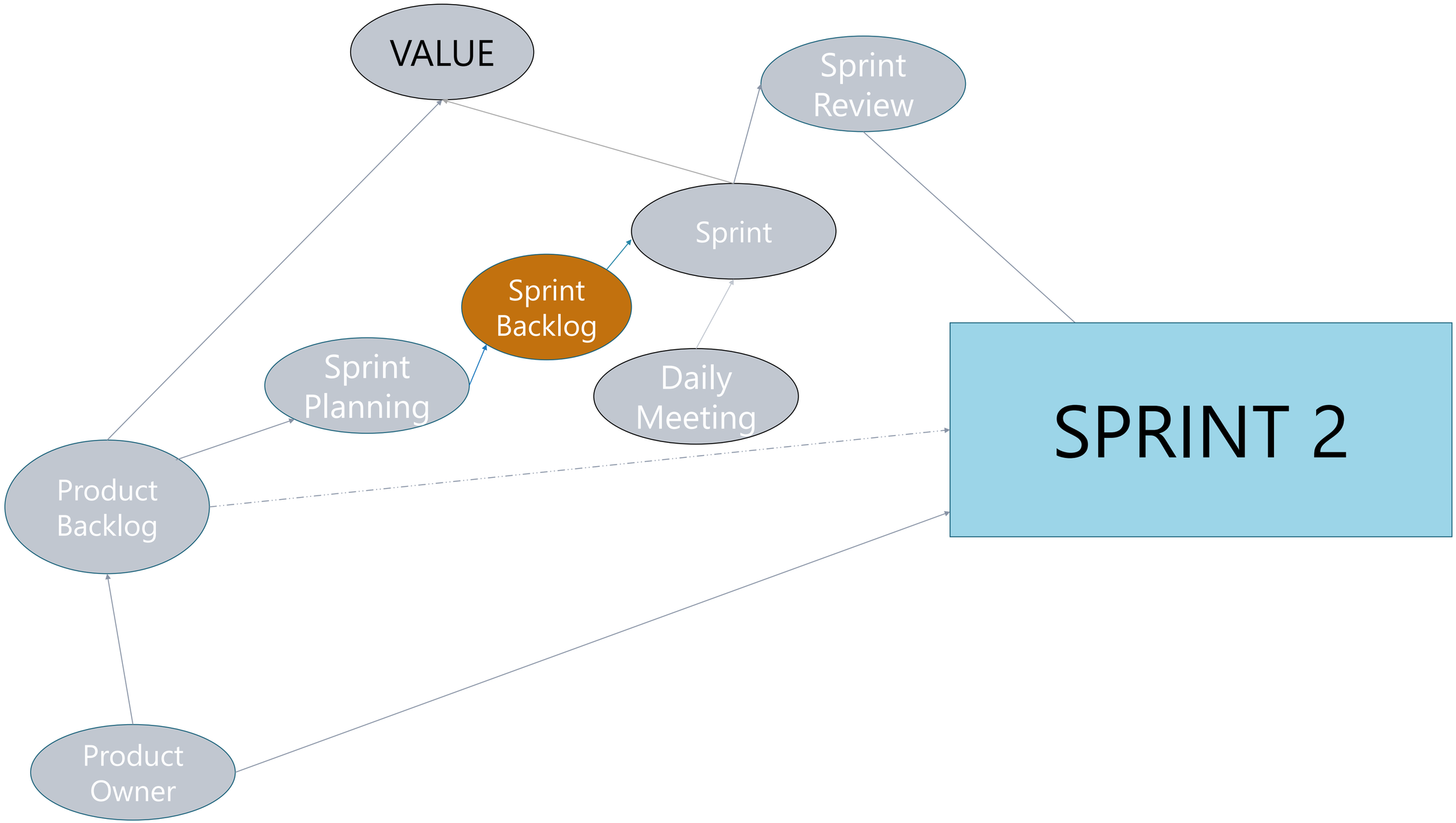
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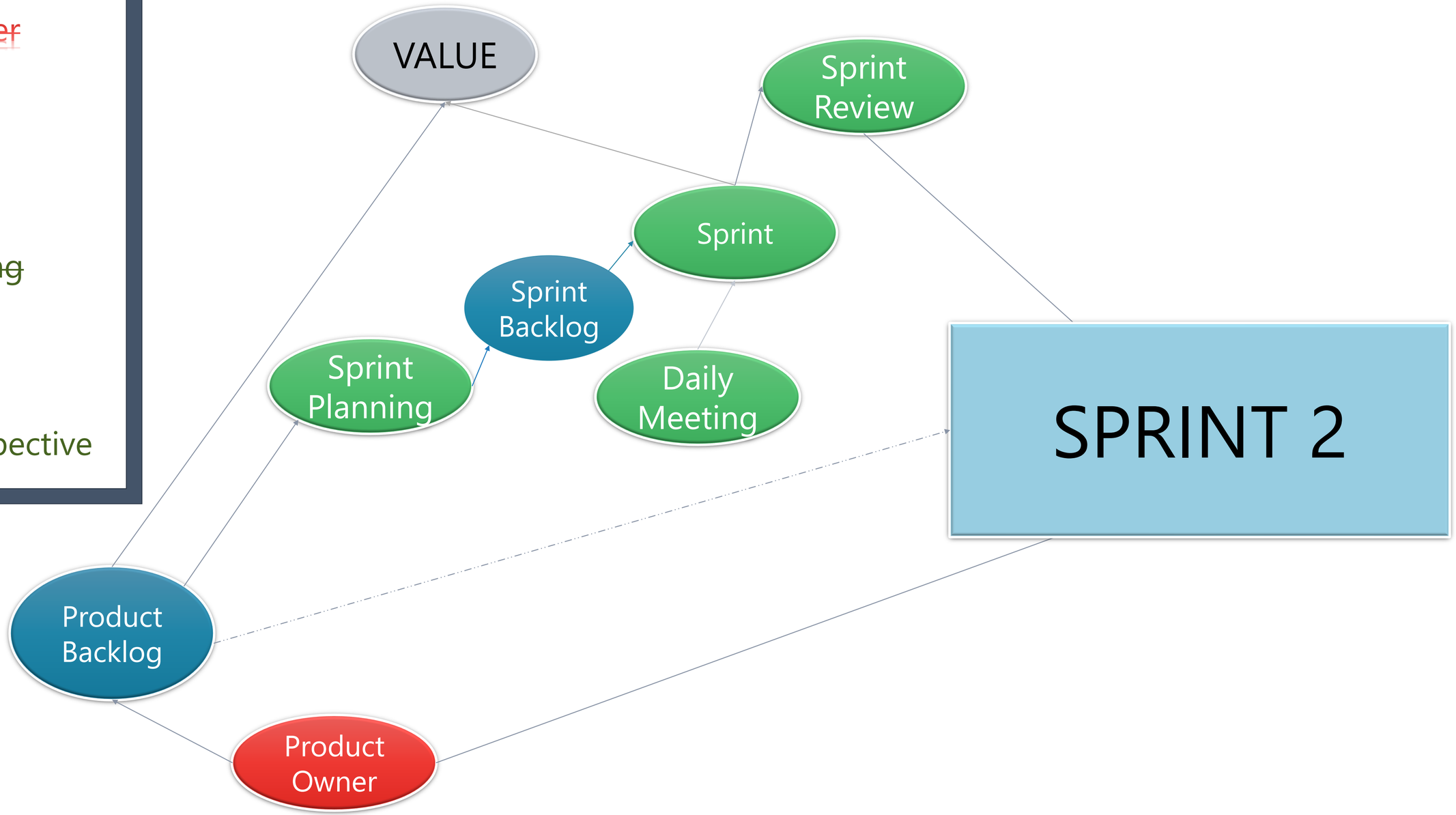

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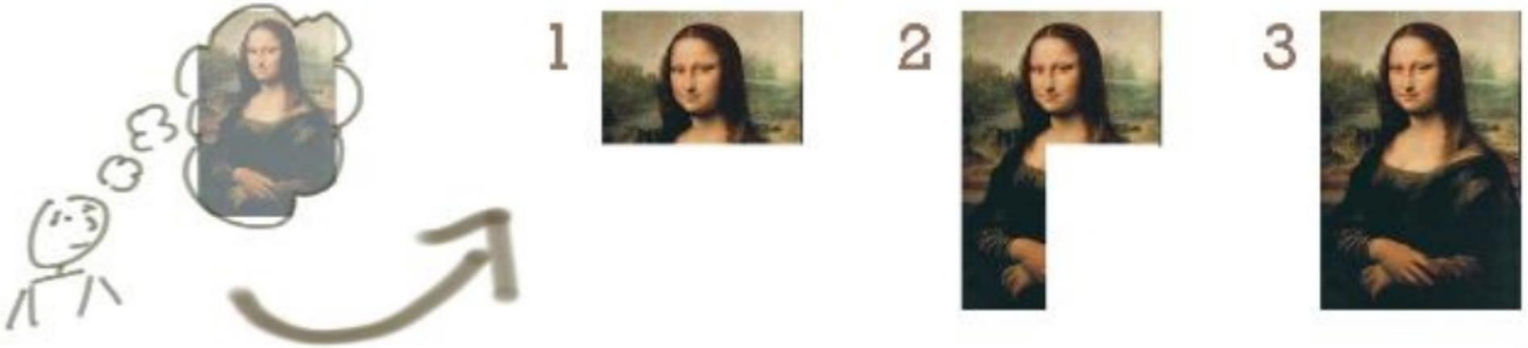

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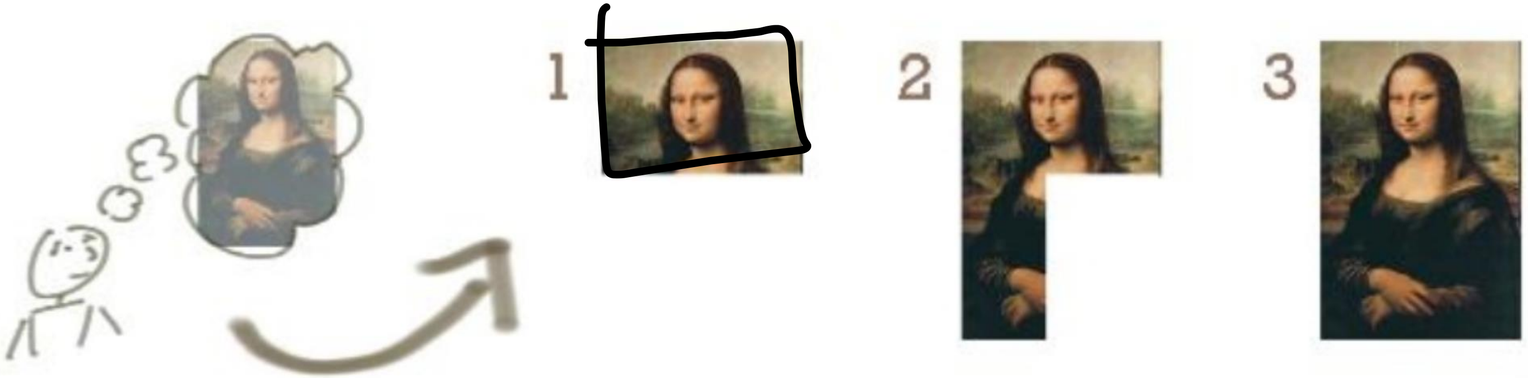

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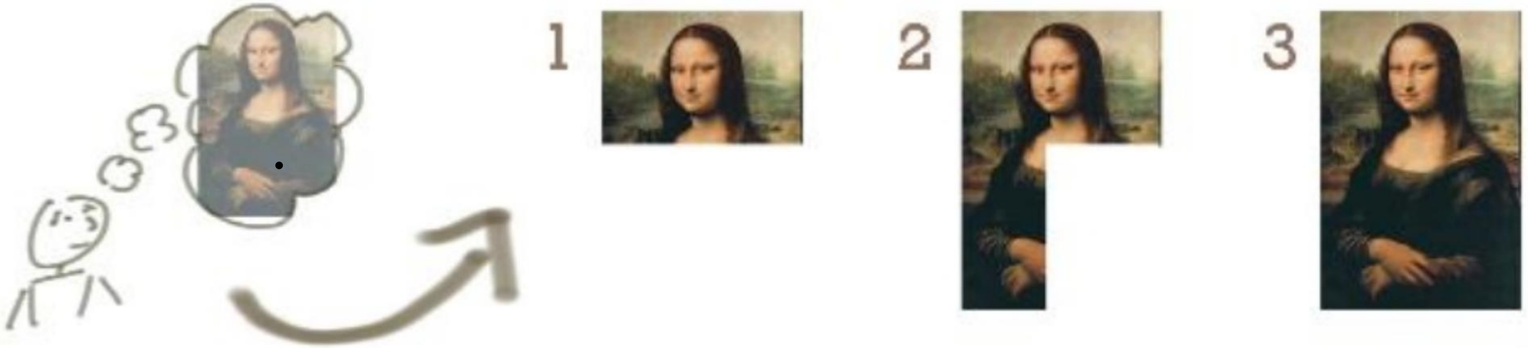
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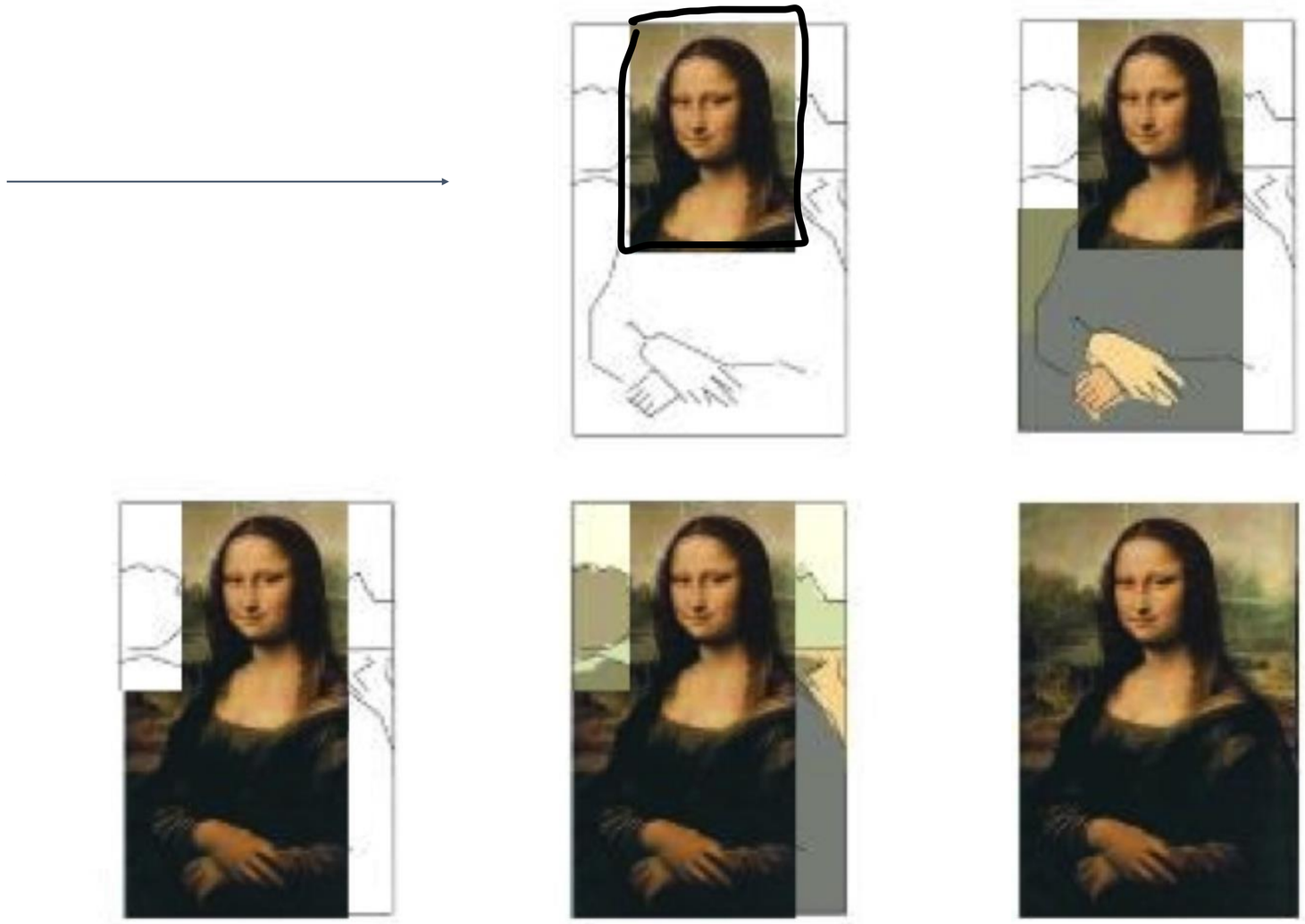

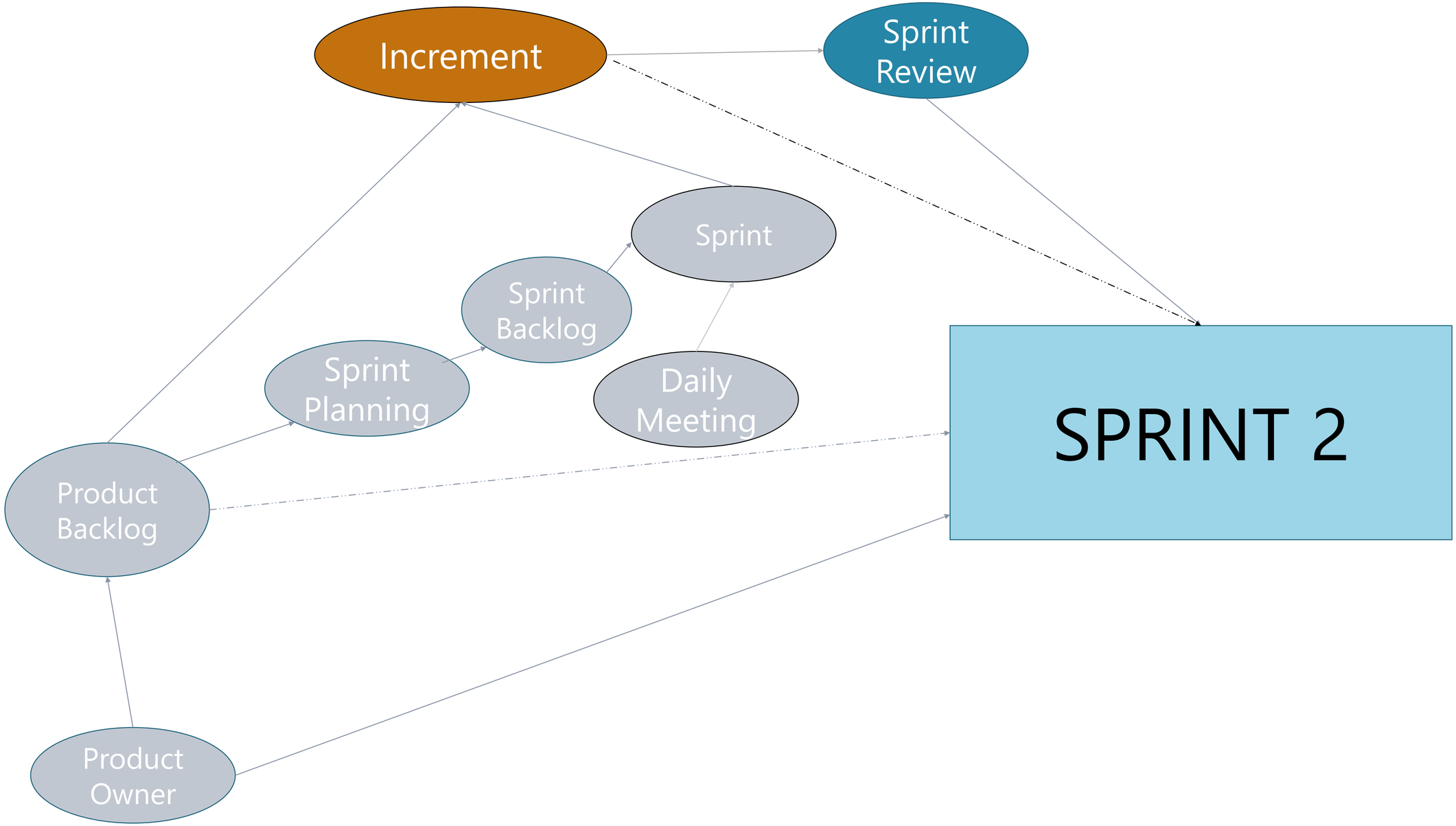
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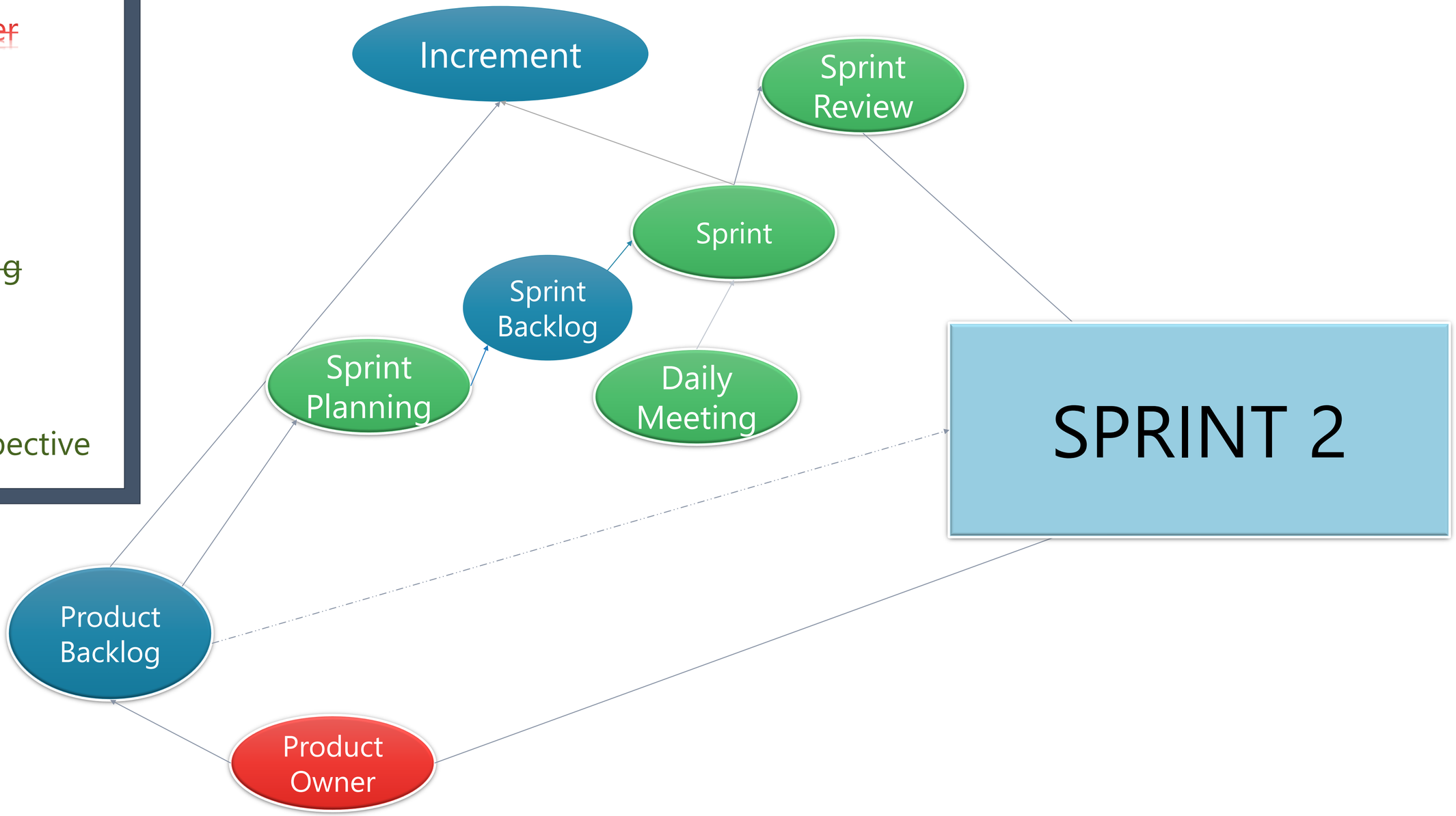

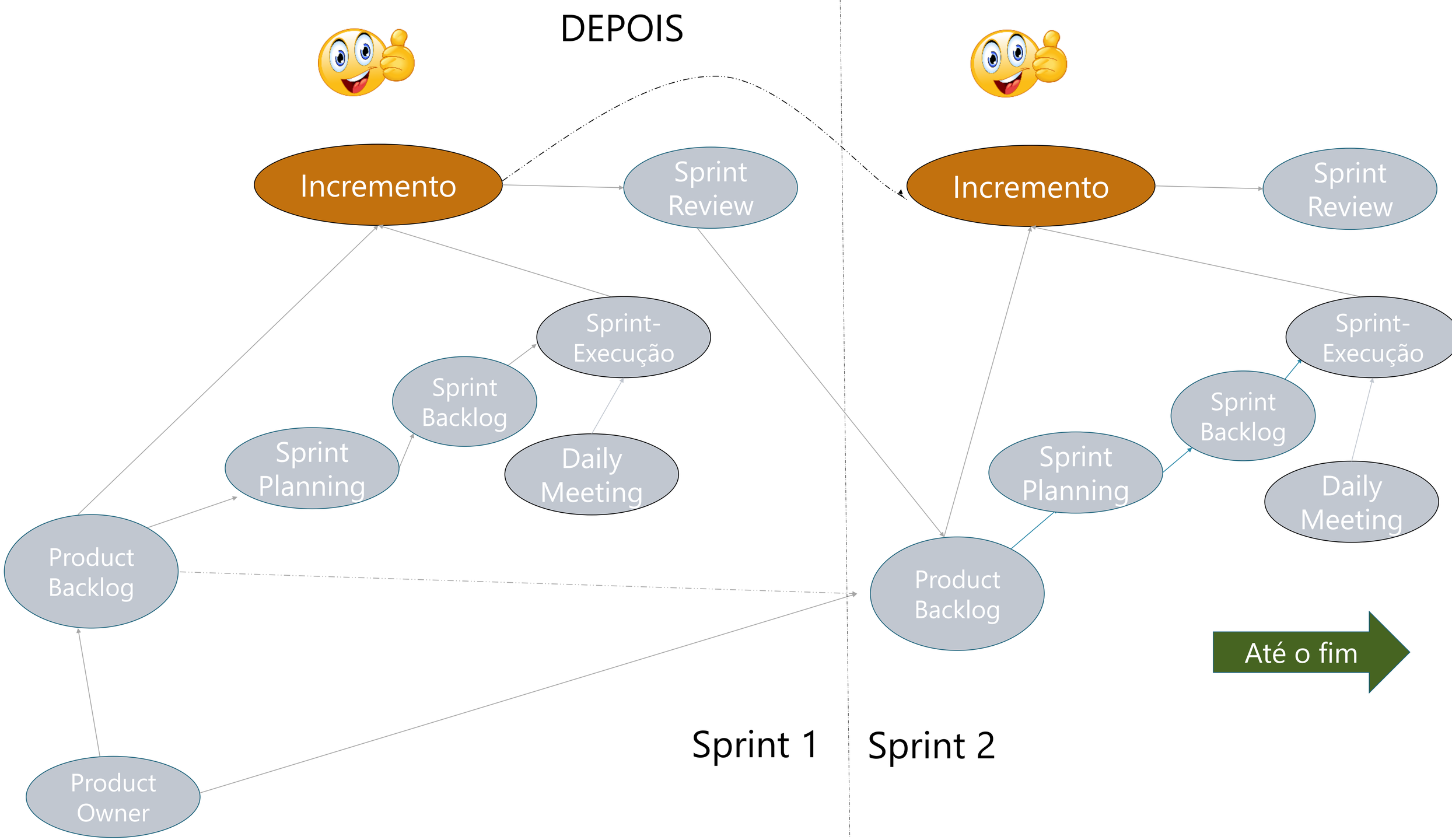
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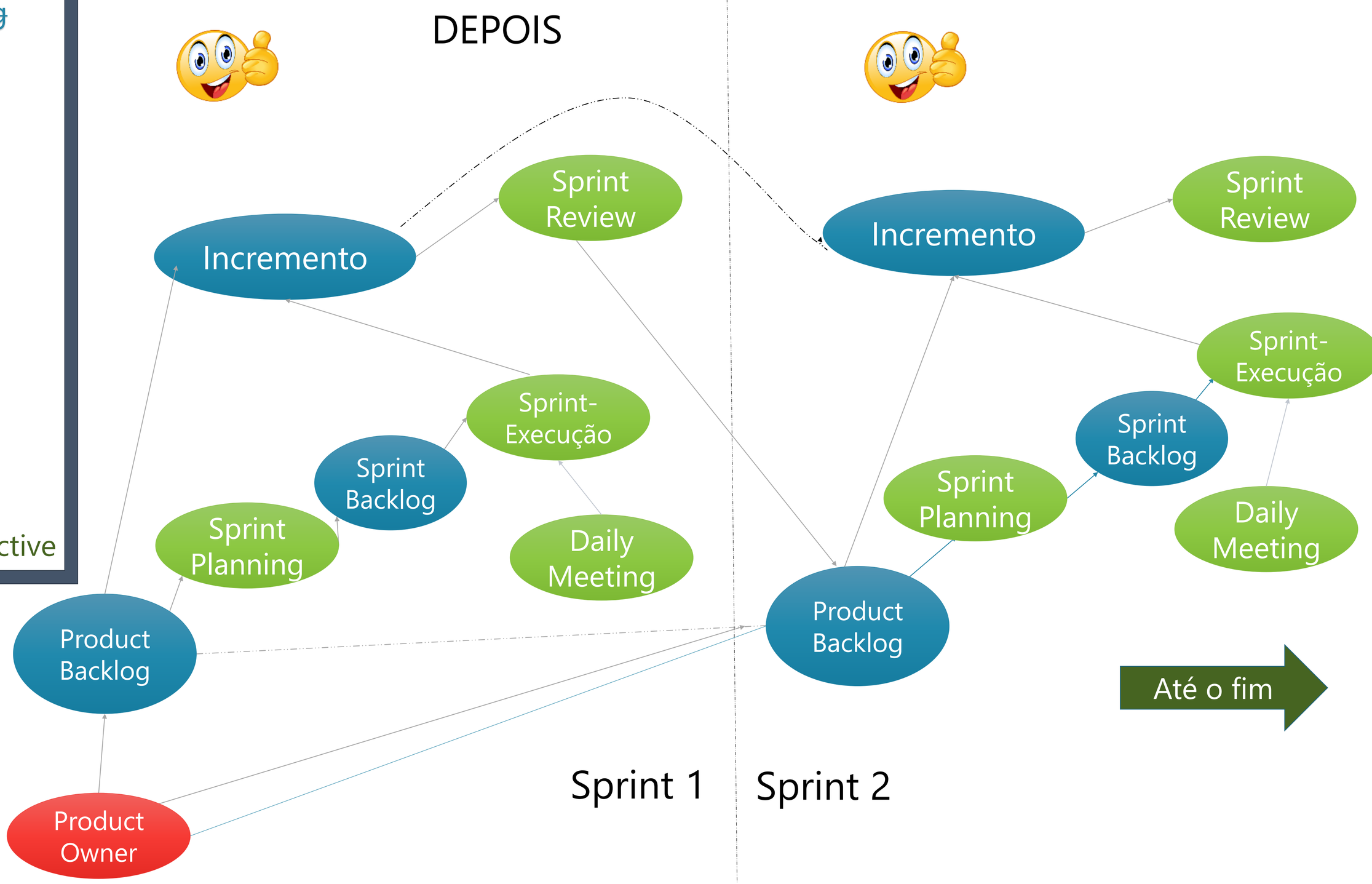

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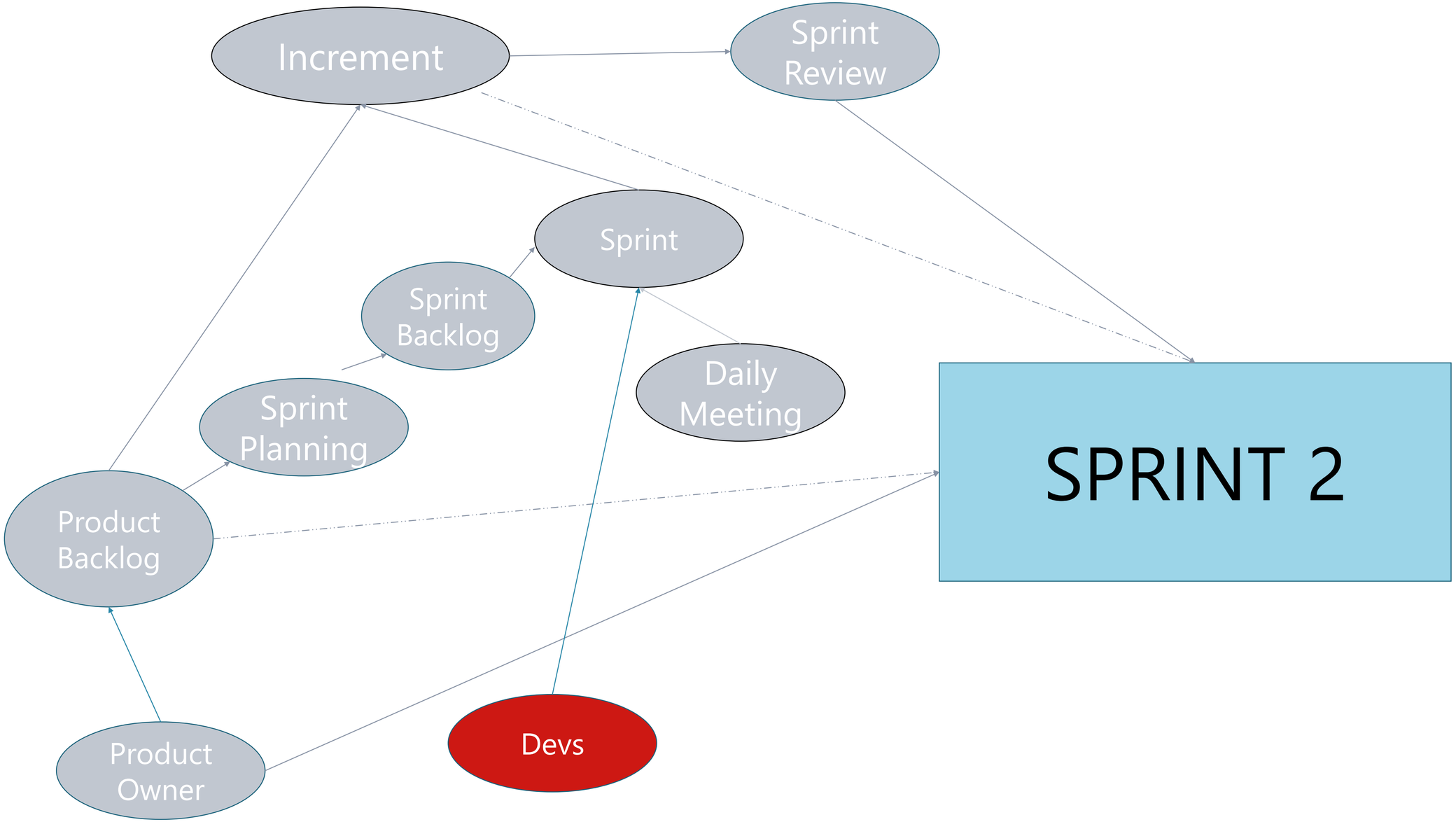

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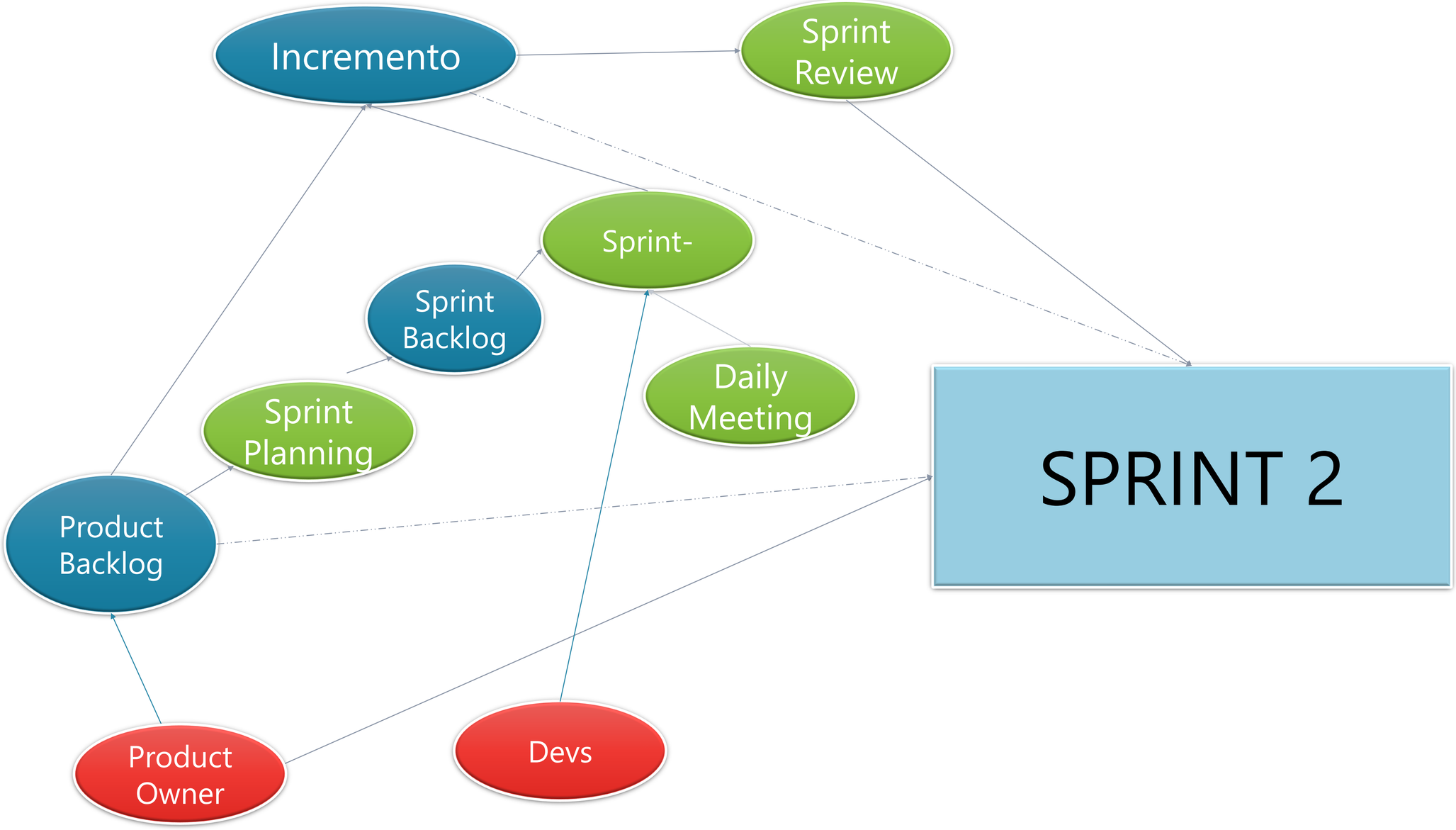

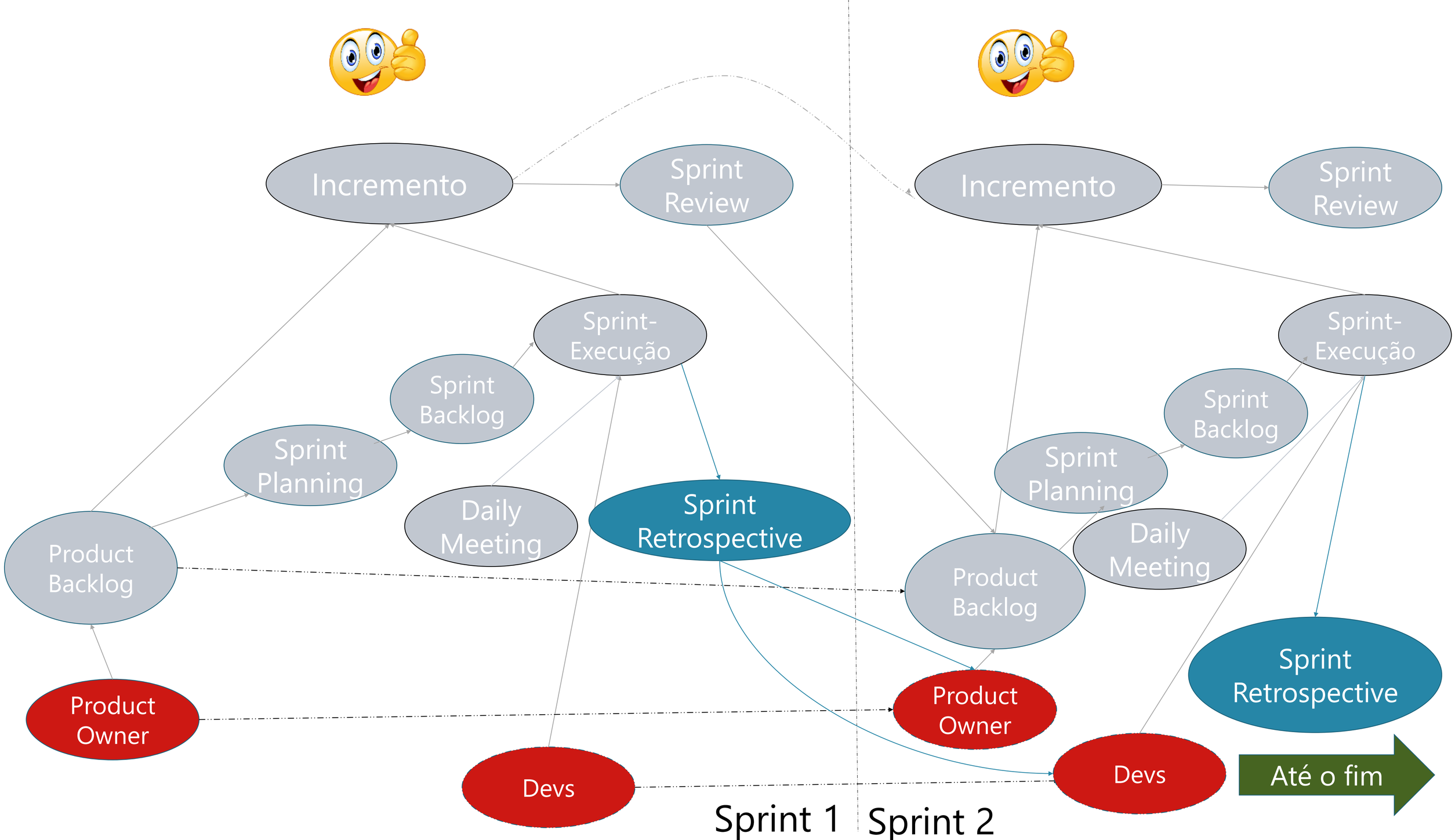
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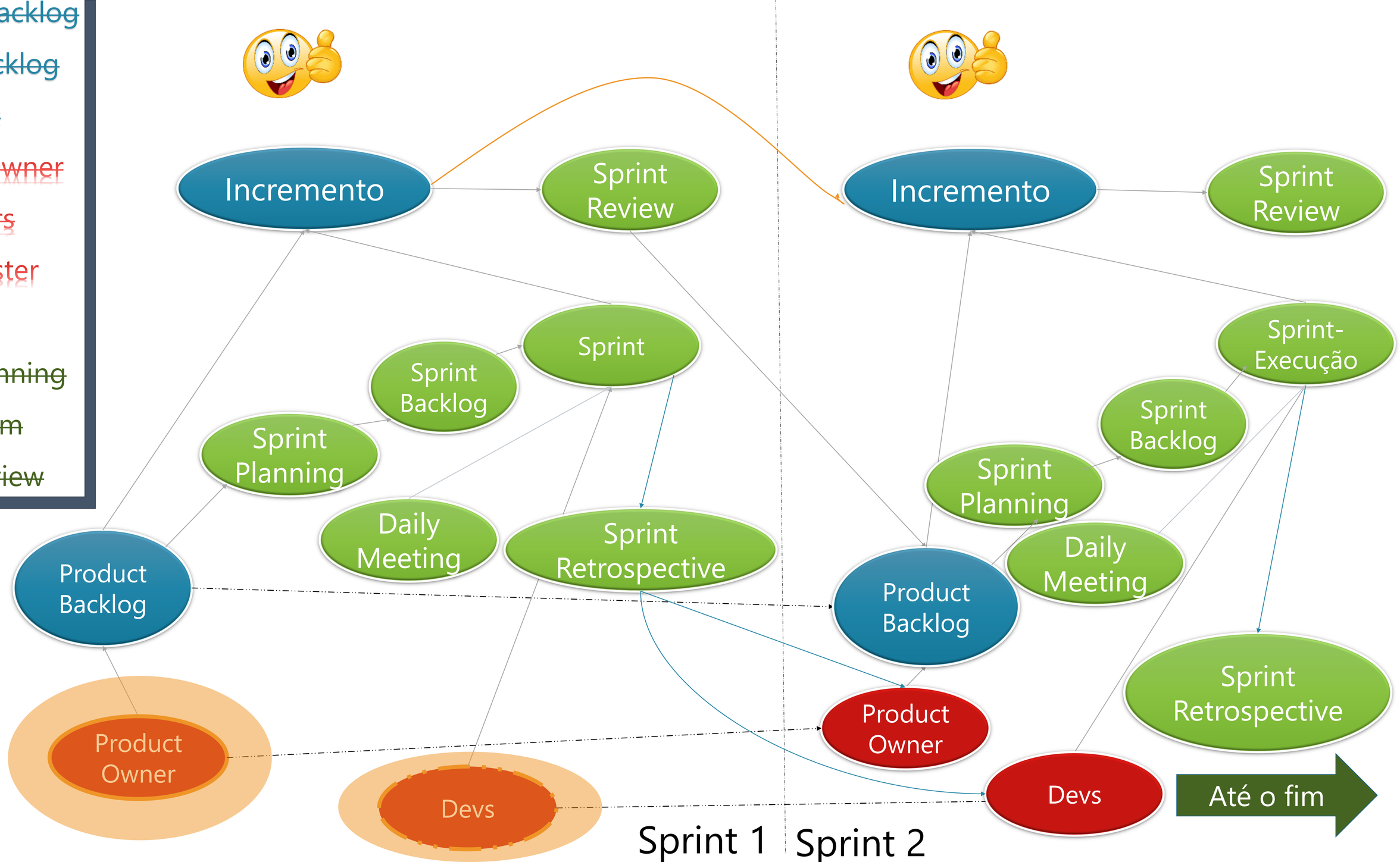

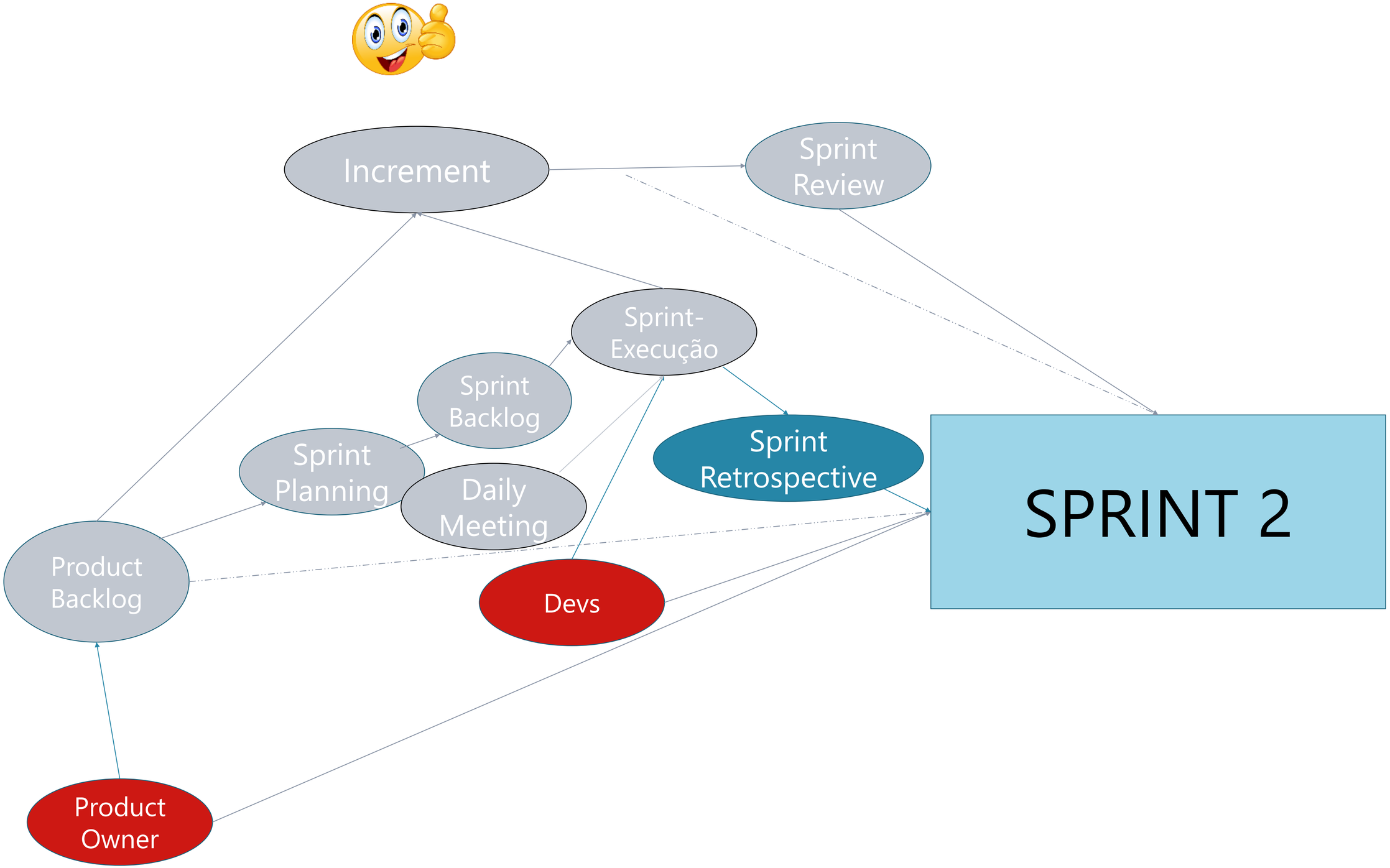
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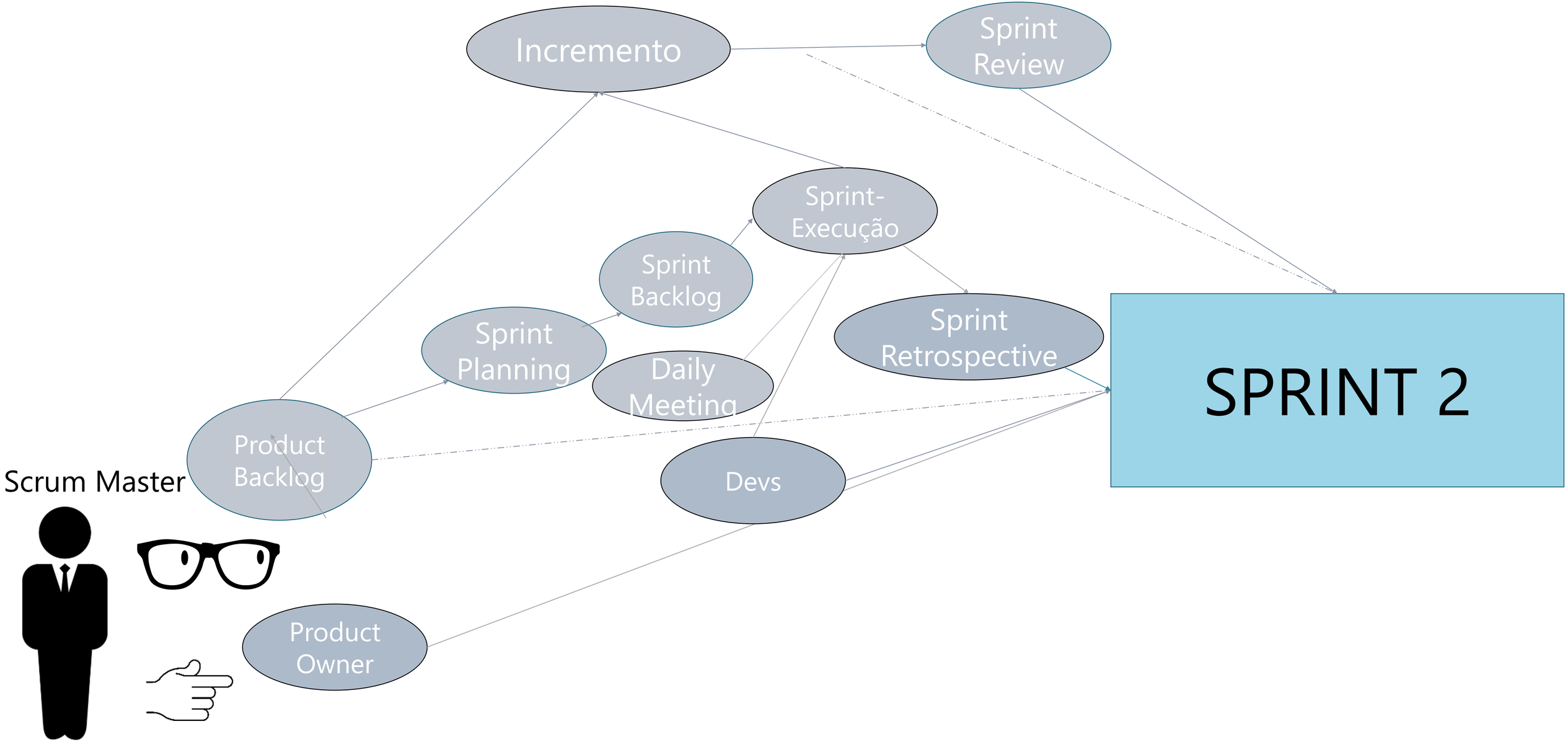
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Scrum Master
Product Owner

Flaccid Scrum

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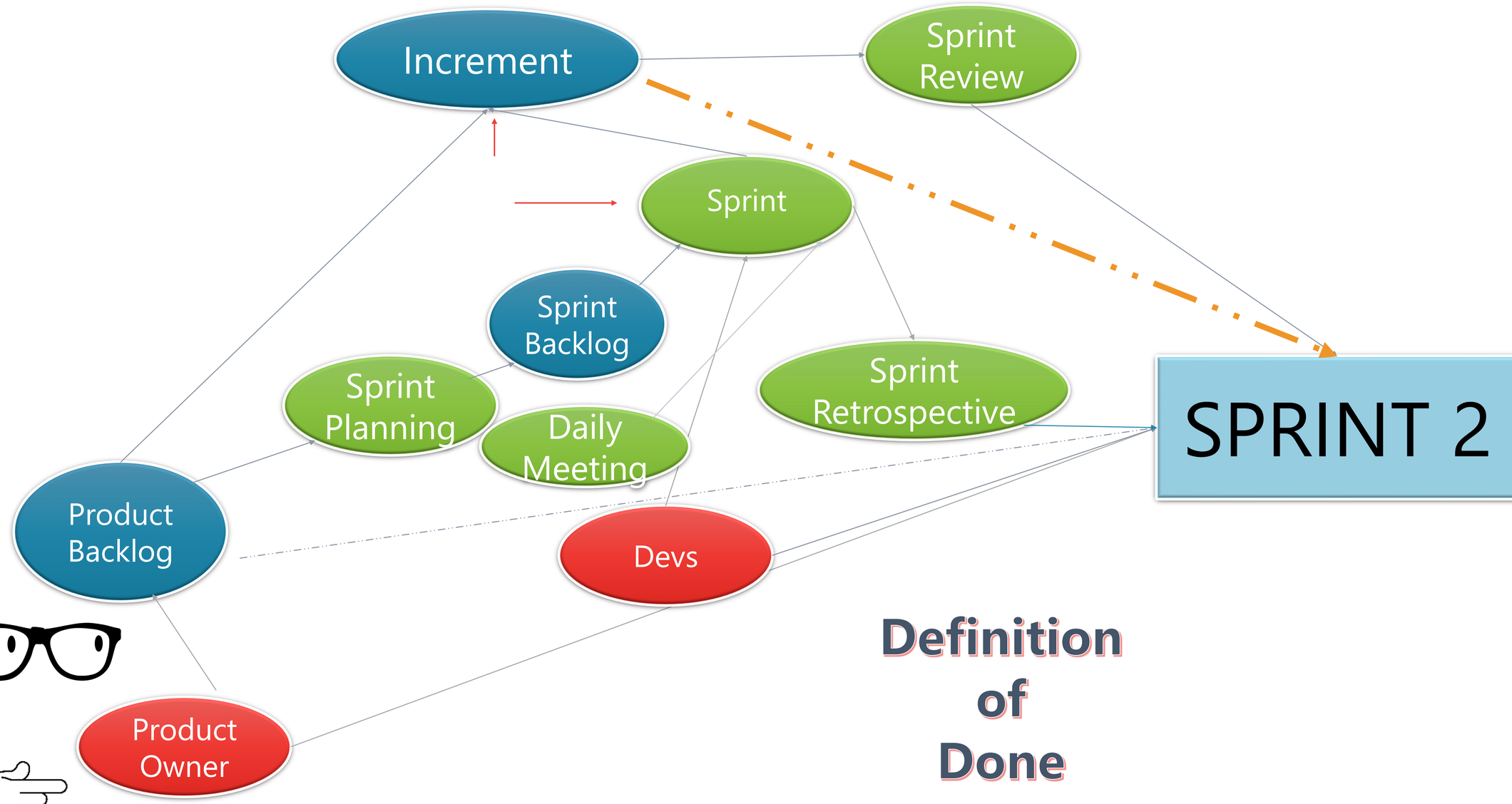
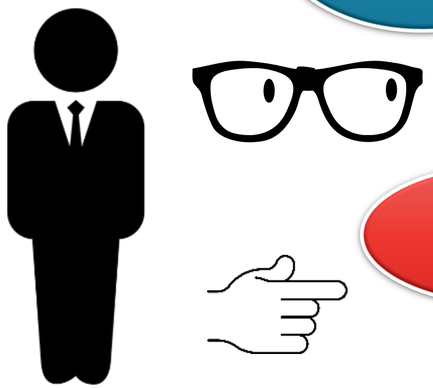
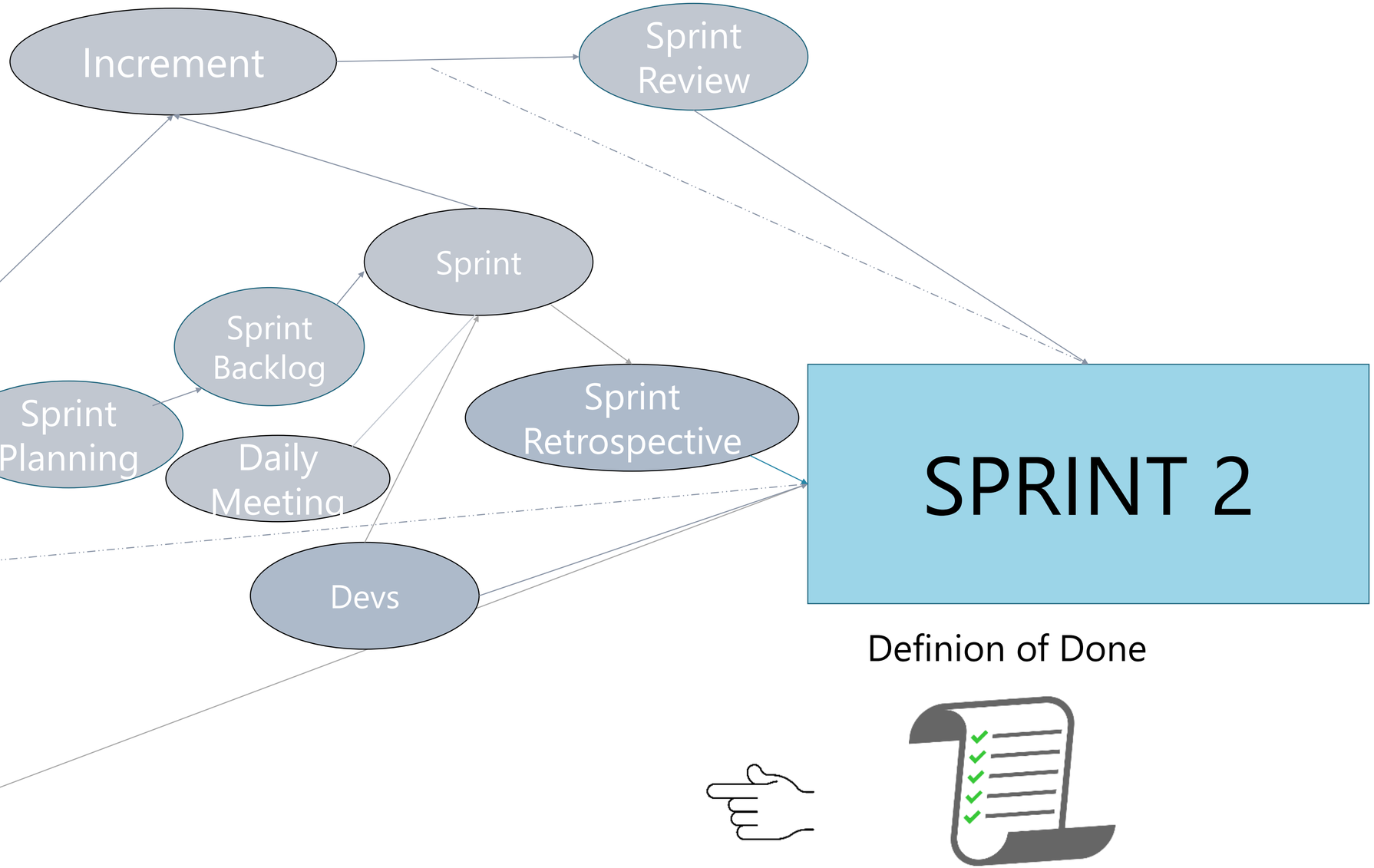


Scrum Master



Definition of Done



Scrum Master

Definion of Done

Scrum Theory

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  - Sprint Review

Various processes, techniques and methods can be employed within the framework. Scrum wraps around existing practices or renders them unnecessary. Scrum makes visible the relative efficacy of current management, environment, and work techniques, so that improvements can be made.

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Scrum is founded on empiricism and lean thinking. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed. Lean thinking reduces waste and focuses on the essentials.

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Transparency

The emergent process and work must be visible to those performing the work as well as those receiving the work. With Scrum, important decisions are based on the perceived state of its three formal artifacts. Artifacts that have low transparency can lead to decisions that diminish value and increase risk.

Transparency enables inspection. Inspection without transparency is misleading and wasteful.

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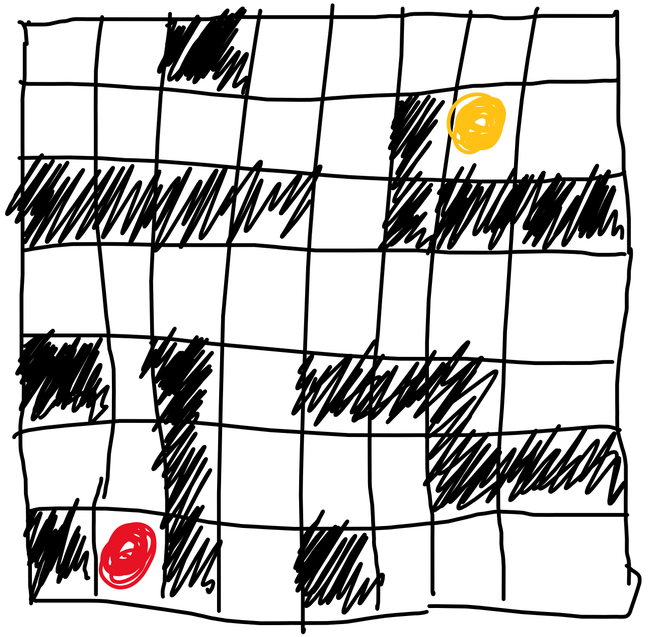
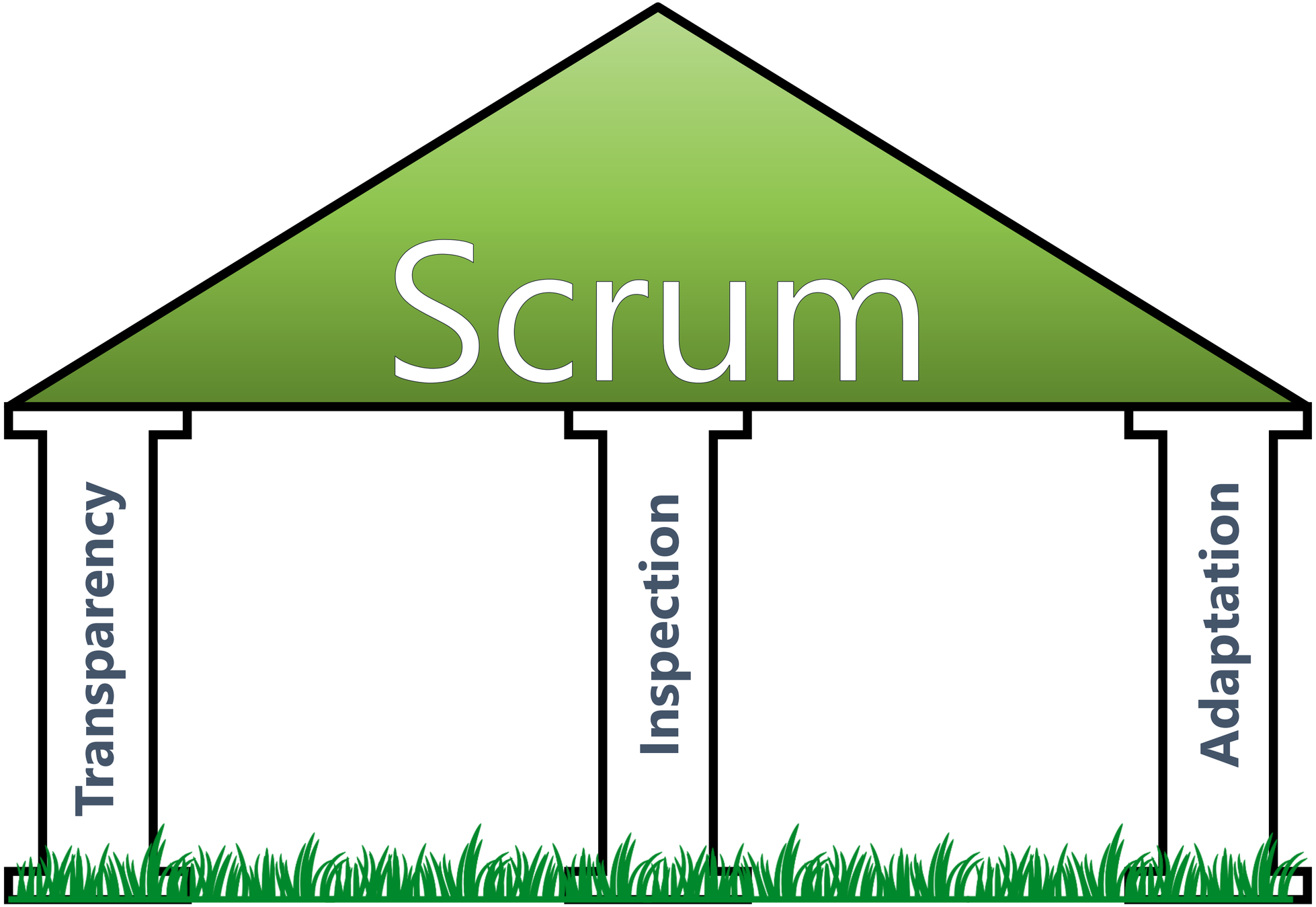
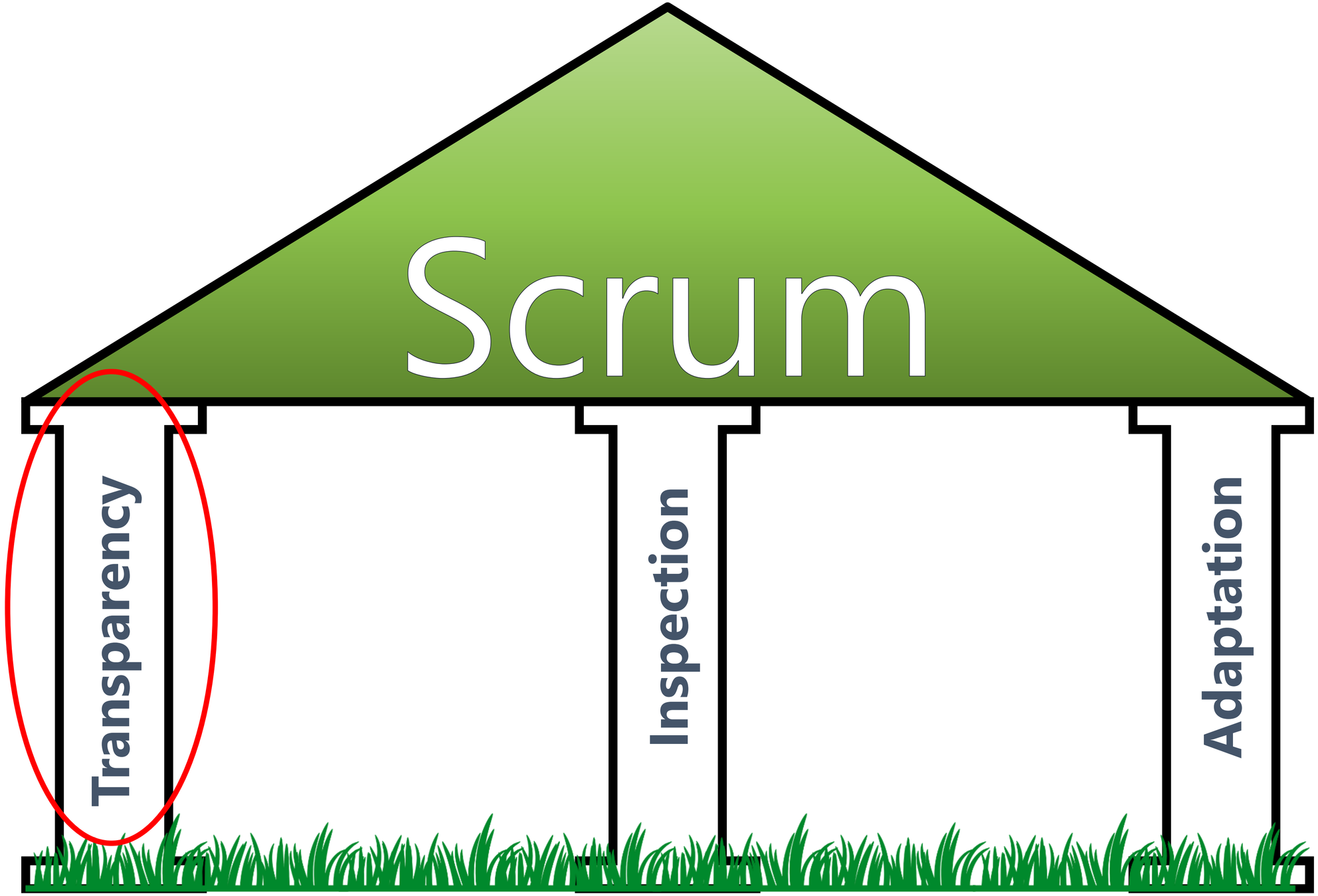
Empiricism




Scrum
Transparency
Inspection
Adaptation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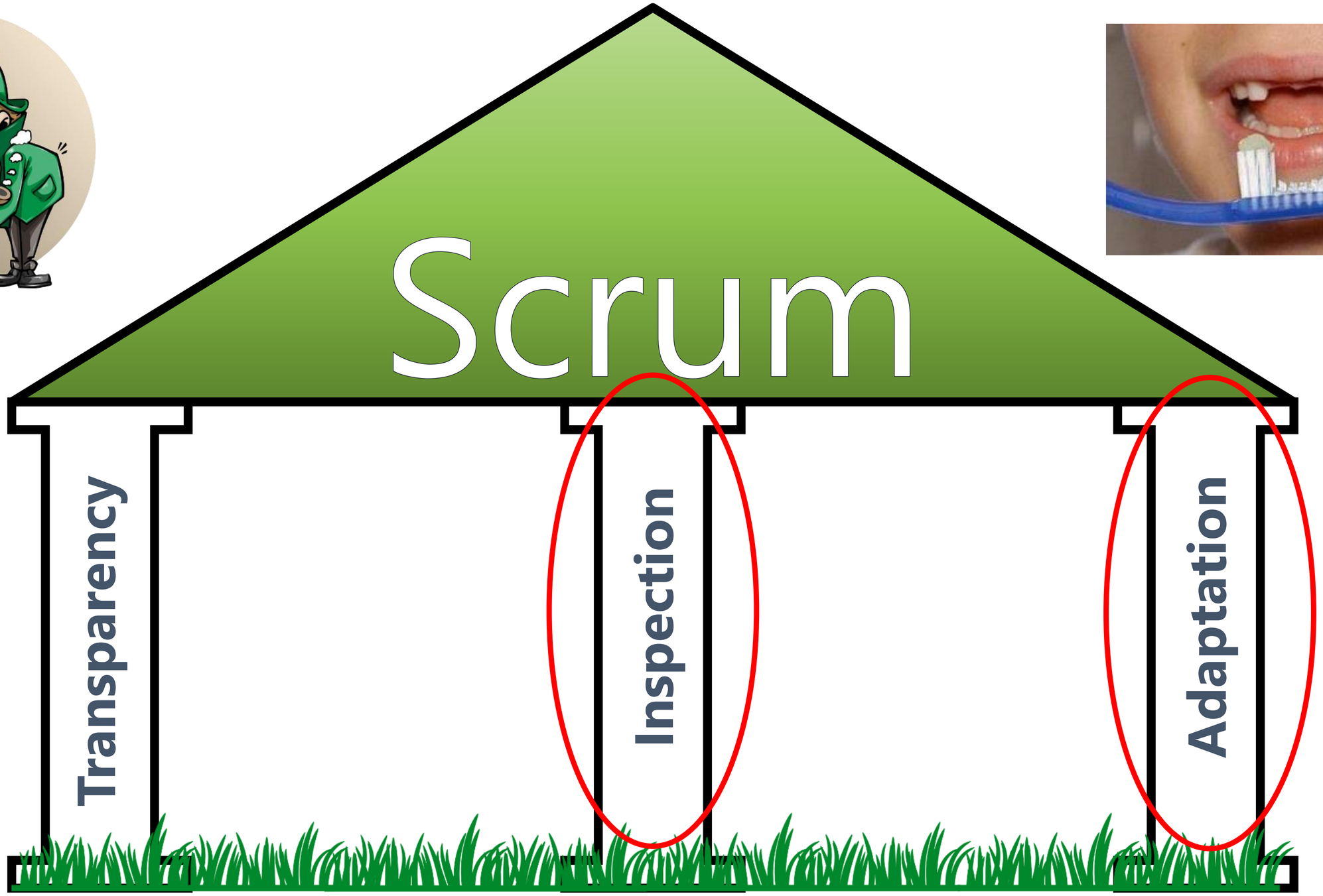
Scrum
Transparency
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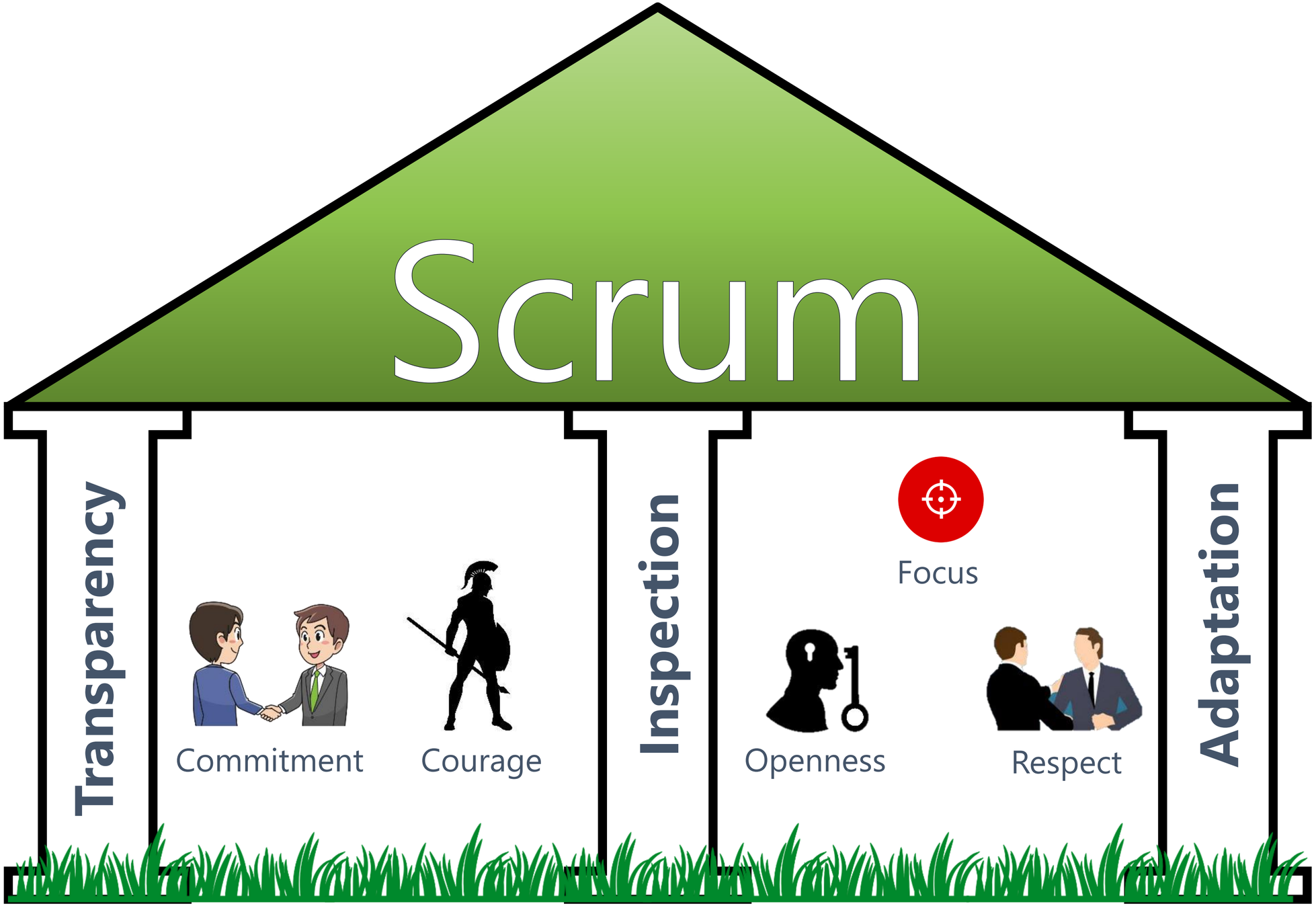
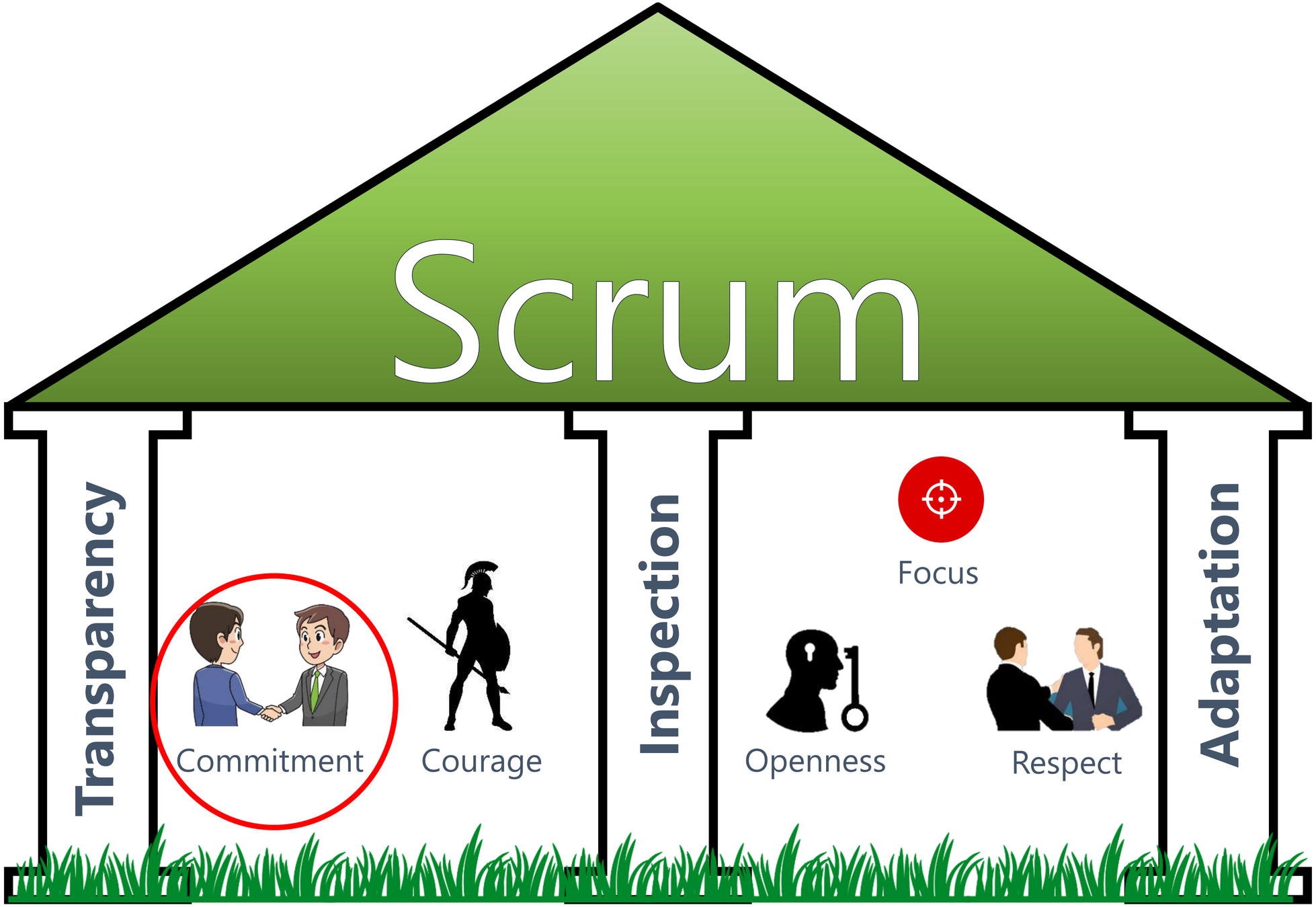
Scrum Values


Scrum
Transparency
Commitment
Courage
Inspection
Focus
Openness
Respect
Adaptation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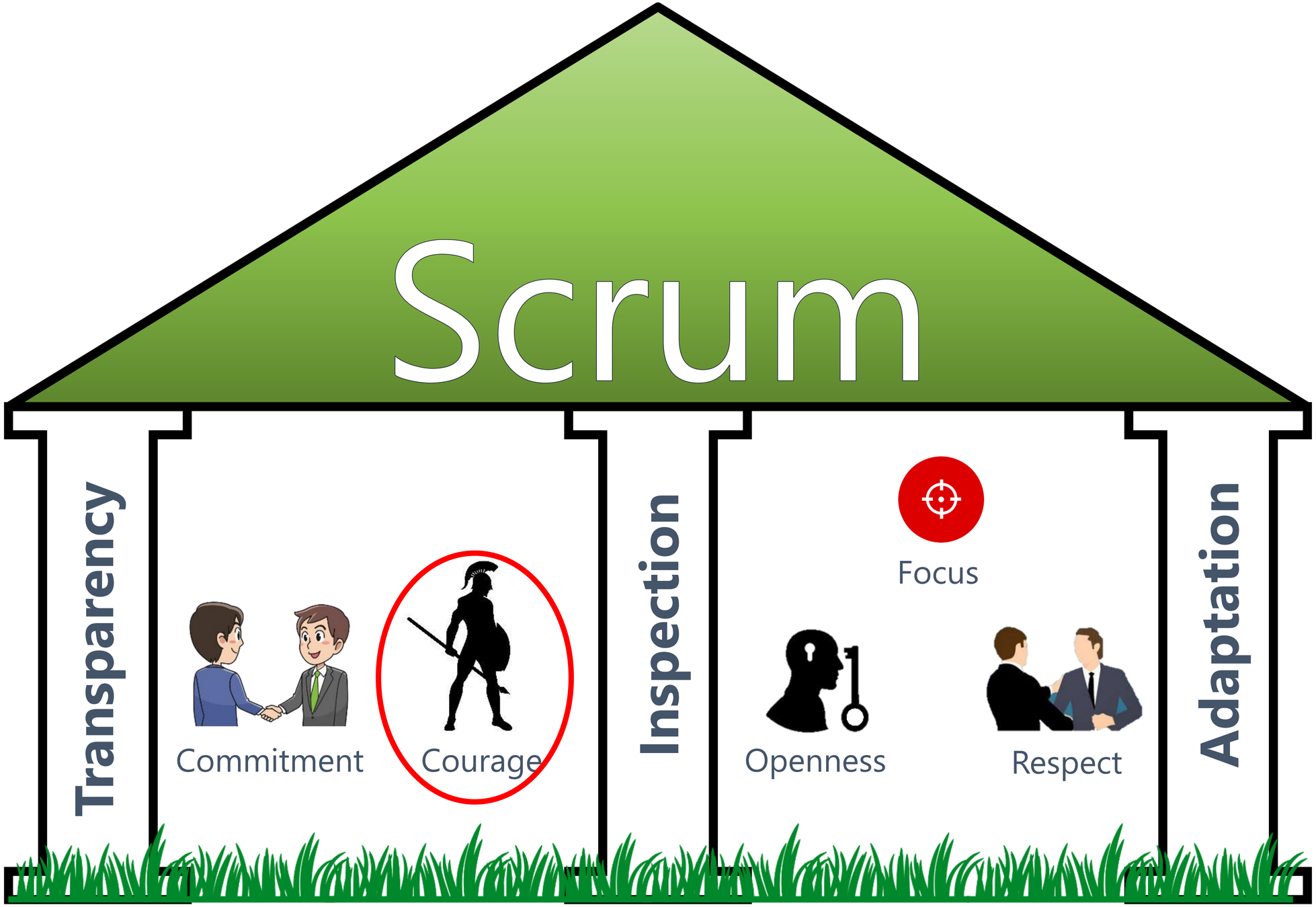
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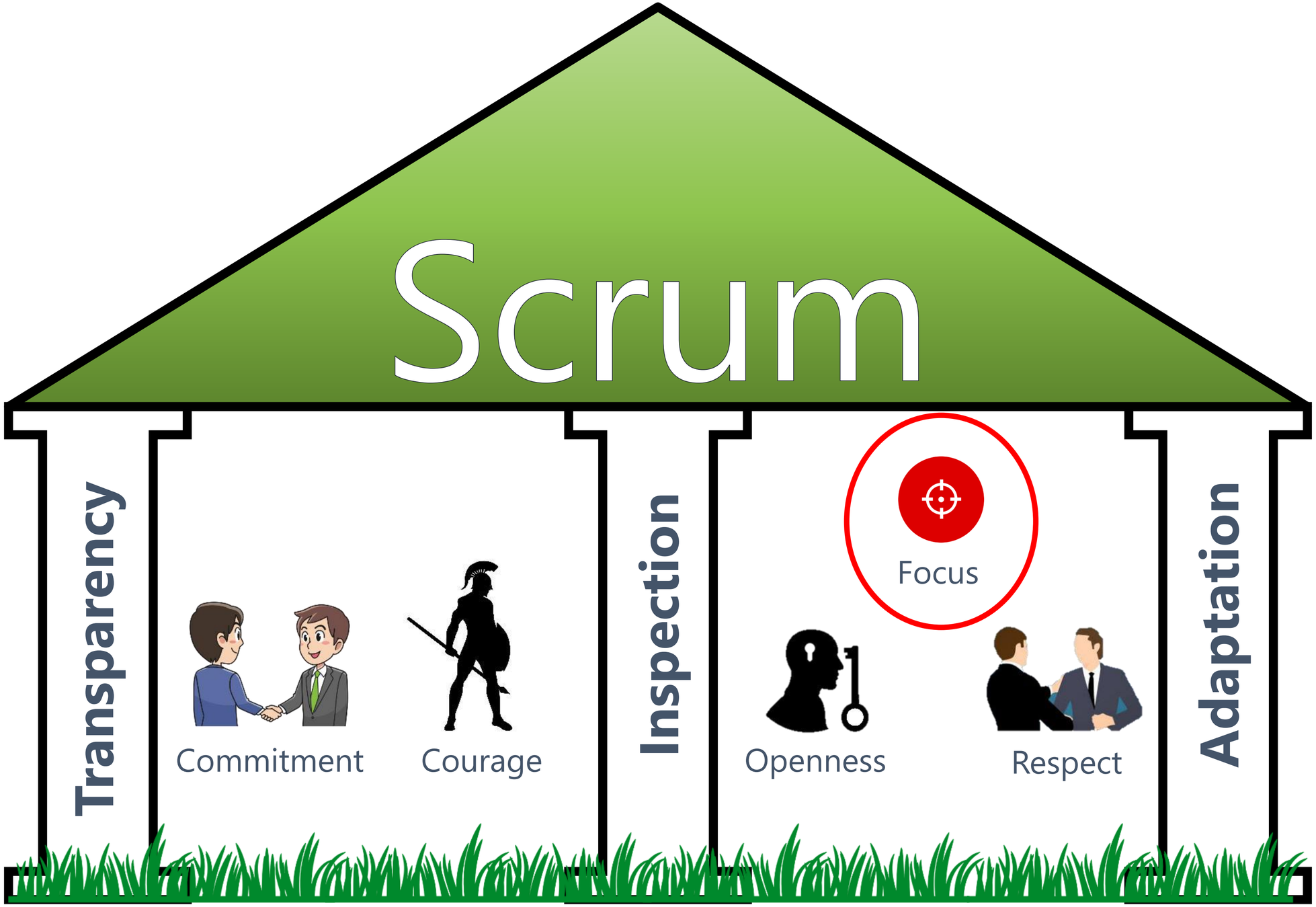
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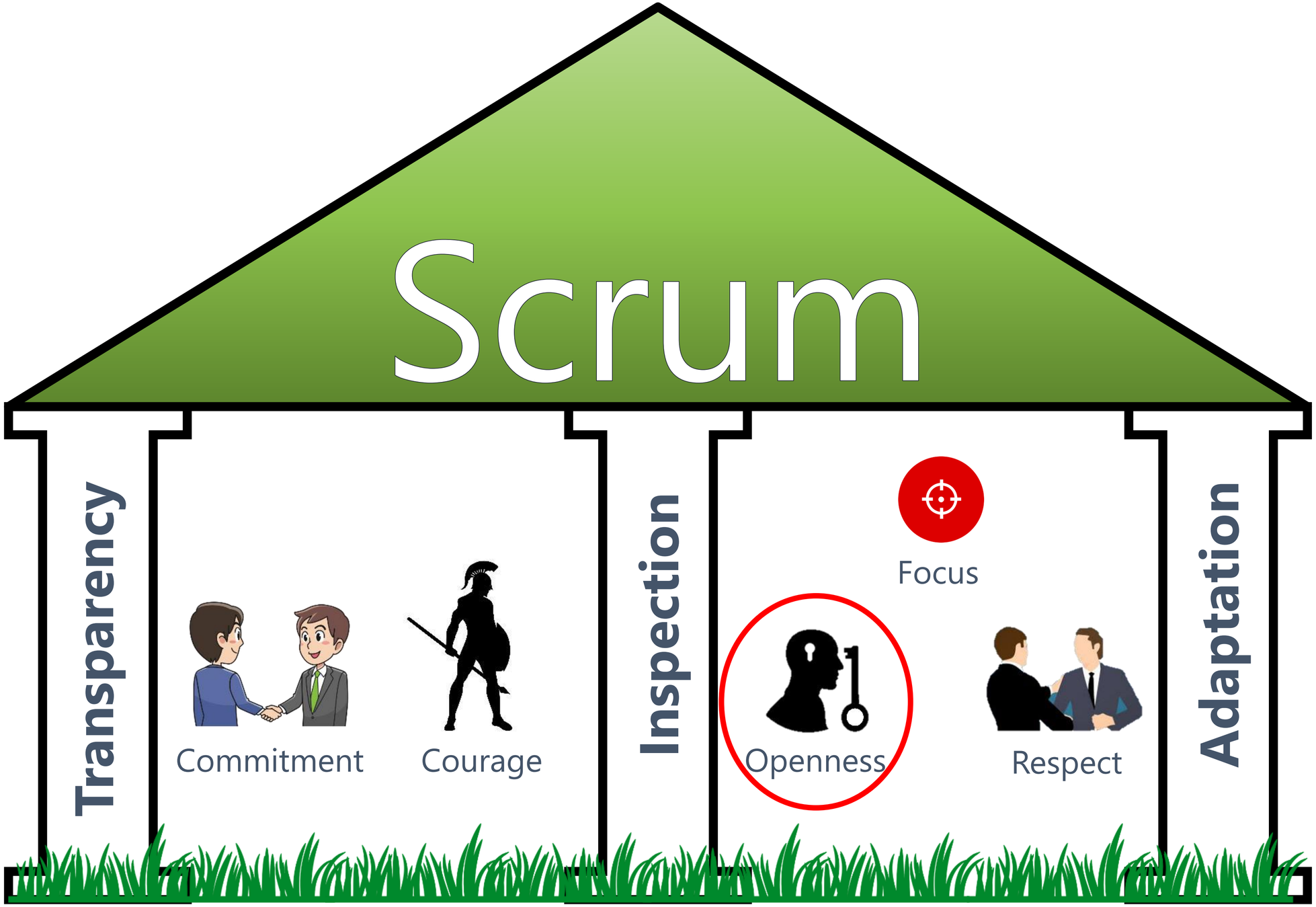
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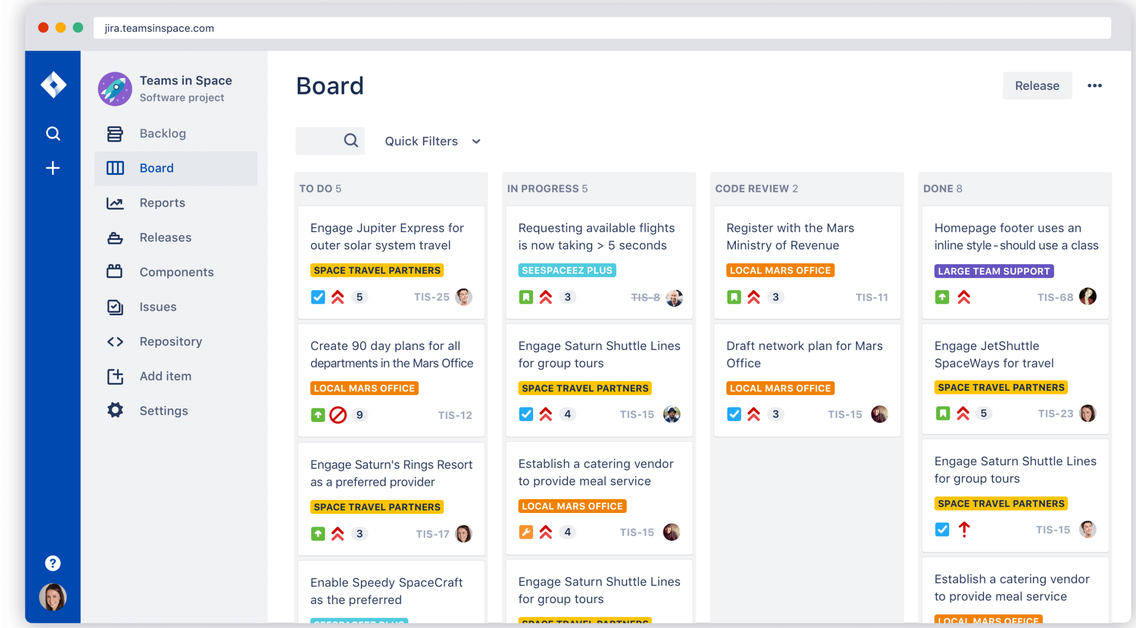
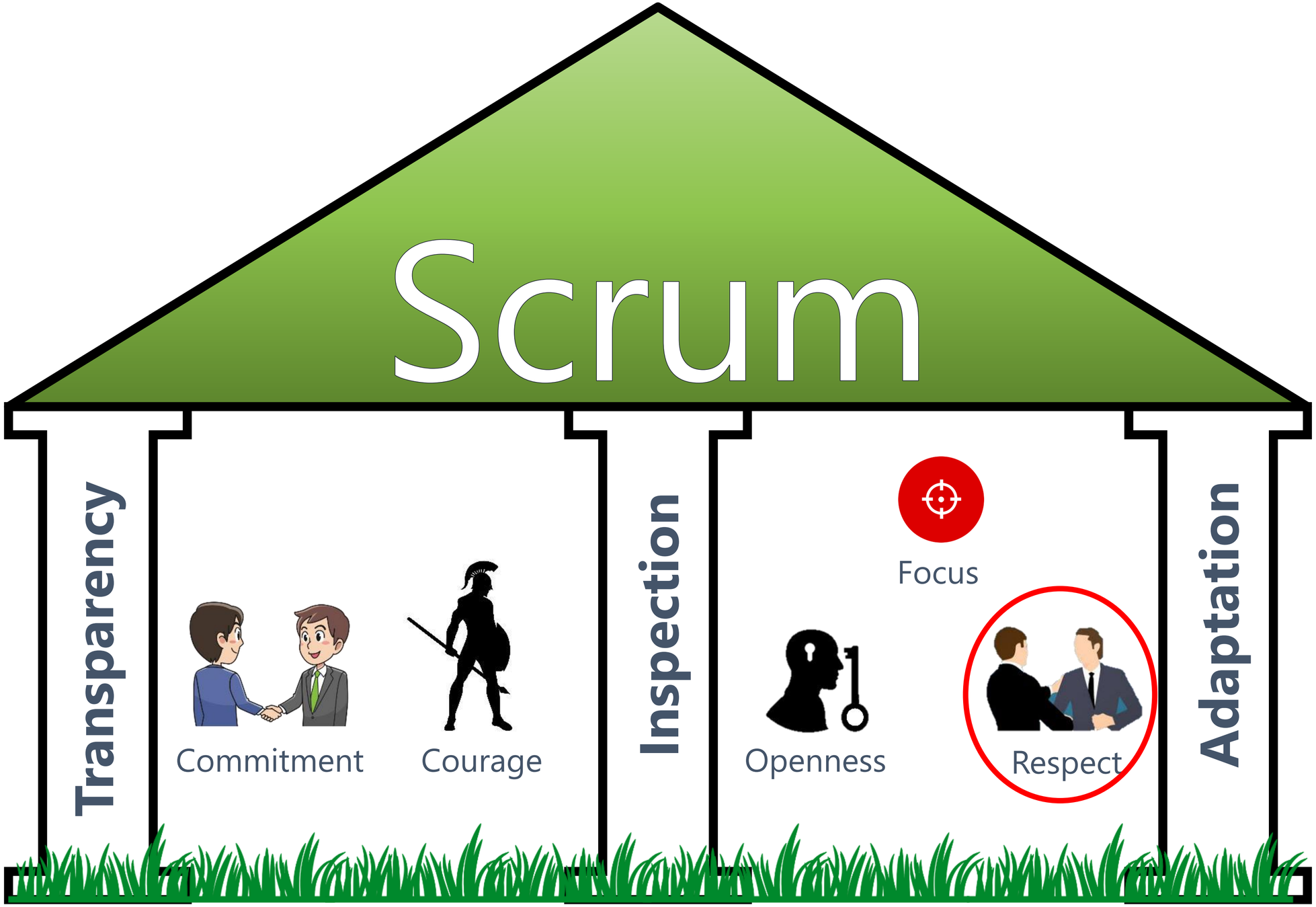
Information radiators




Scrum
Transparency
Commitment
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Adaptation

PSM I Sniper

QUESTION

What are the pillars of empiricism?

(choose the best answer)

a) Planning, Inspection, Transparency

b) Transparency, Eliminate Waste, Kaizen

c) Visualize workflow, Manage flow, Eliminate Waste

d) Inspection, Adaptation, Transparency

e) Eliminate waste, Responsiveness to Change, Transparency

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QUESTION

Which Scrum value is manifested when an information radiator such as a burndown, burndup or cumulative flow chart is made available so that everyone can see it?

(choose the best answer)

a) Openness

b) Communication

c) Adaptation

d) Transparency

e) Simplicity

scrumguides.org/scrum-guide.html#transparency
Atualizar

value 8/25

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- End Note
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decisions are based on the perceived state of its three formal artifact lead to decisions that diminish value and increase risk.

Transparency enables inspection. Inspection without transparency is misleading and wasteful.

Inspection

The Scrum artifacts and the progress toward agreed goals must be inspected frequently and diligently to detect potentially undesirable variances or problems. To help with inspection, Scrum provides cadence in the form of its five events.

Inspection enables adaptation. Inspection without adaptation is considered pointless. Scrum events are designed to provoke change.

Adaptation

If any aspects of a process deviate outside acceptable limits or if the resulting product is unacceptable, the process being applied or the materials being produced must be adjusted. The adjustment must be made as soon as possible to minimize further deviation.

Adaptation becomes more difficult when the people involved are not empowered or self-managing. A Scrum Team is expected to adapt the moment it learns anything new through inspection.

Scrum Values

Successful use of Scrum depends on people becoming more proficient in living five values:

Commitment, Focus, Openness, Respect, and Courage

The Scrum Team commits to achieving its goals and to supporting each other. Their primary focus is on the work of the Sprint to make the best possible progress toward these goals. The Scrum Team and its stakeholders are open about the work and the challenges. Scrum Team members respect each other to be capable, independent people, and are respected as such by the people with whom they work. The Scrum Team members have the courage to do the right thing, to work on tough problems.

These values give direction to the Scrum Team with regard to their work, actions, and behavior. The decisions that are made, the steps taken, and the way Scrum is used should reinforce these values, not diminish or undermine them. The Scrum Team members learn and

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QUESTION

Scrum is founded on?

(choose the two best answers)

a) Empiricism

b) Continuous learning

c) Lean thinking

d) Extreme management

e) Just In Time principles

found 2/3

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1. A Product Owner orders the work for a complex problem into a Product Backlog.
2. The Scrum Team turns a selection of the work into an Increment of value during a Sprint.
3. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.
4. *Repeat*

Scrum is simple. Try it as is and determine if its philosophy, theory, and structure help to achieve goals and create value. The Scrum framework is purposefully incomplete, only defining the parts required to implement Scrum theory. Scrum is built upon by the collective intelligence of the people using it. Rather than provide people with detailed instructions, the rules of Scrum guide their relationships and interactions.

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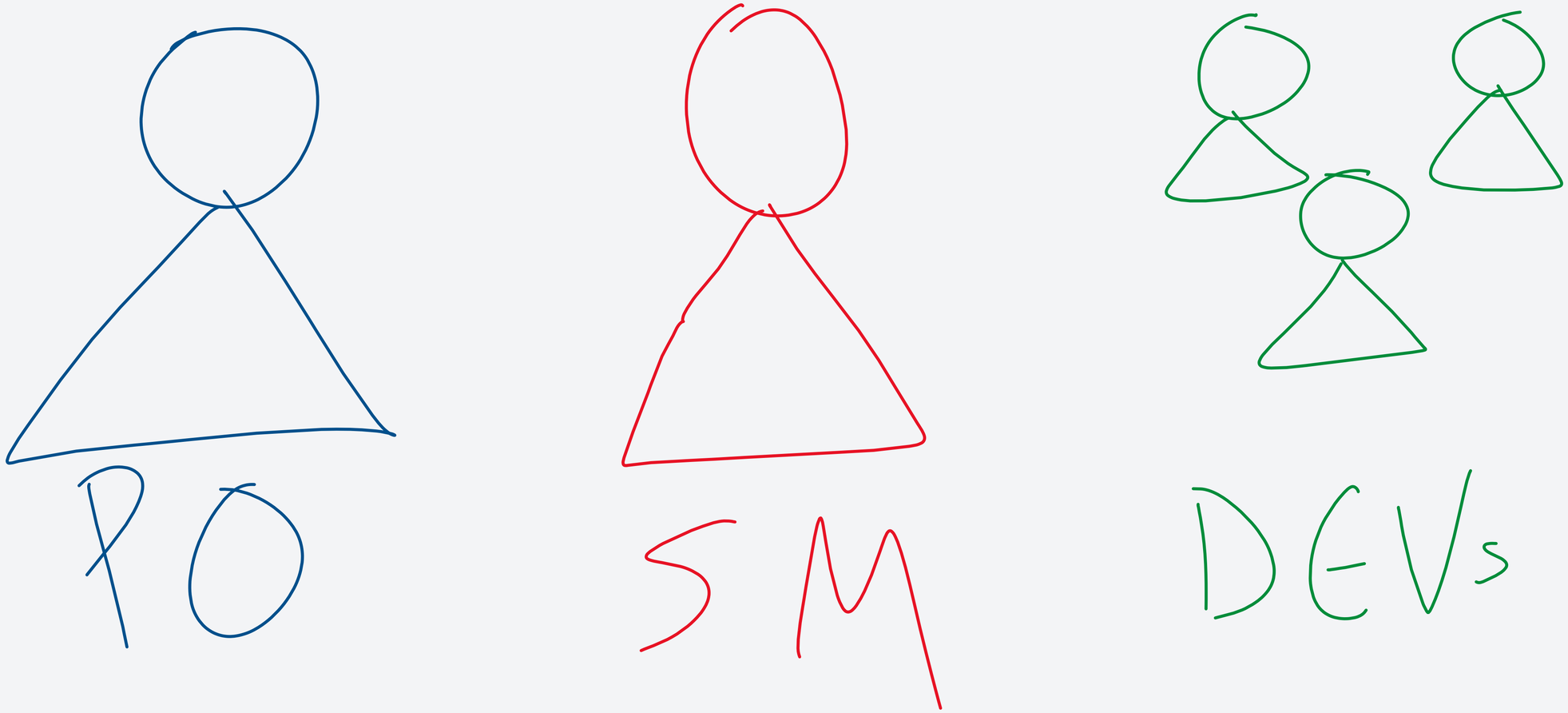
The Scrum Team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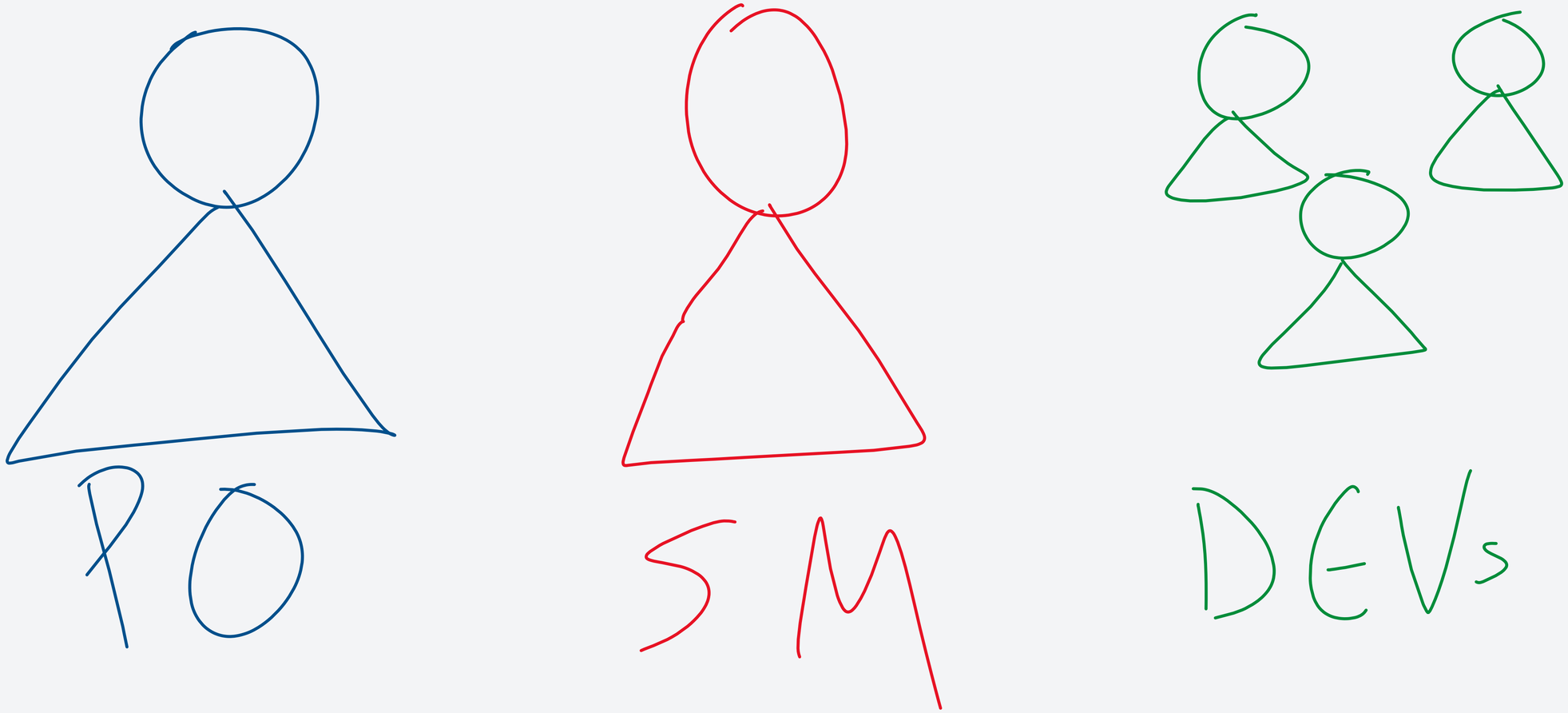
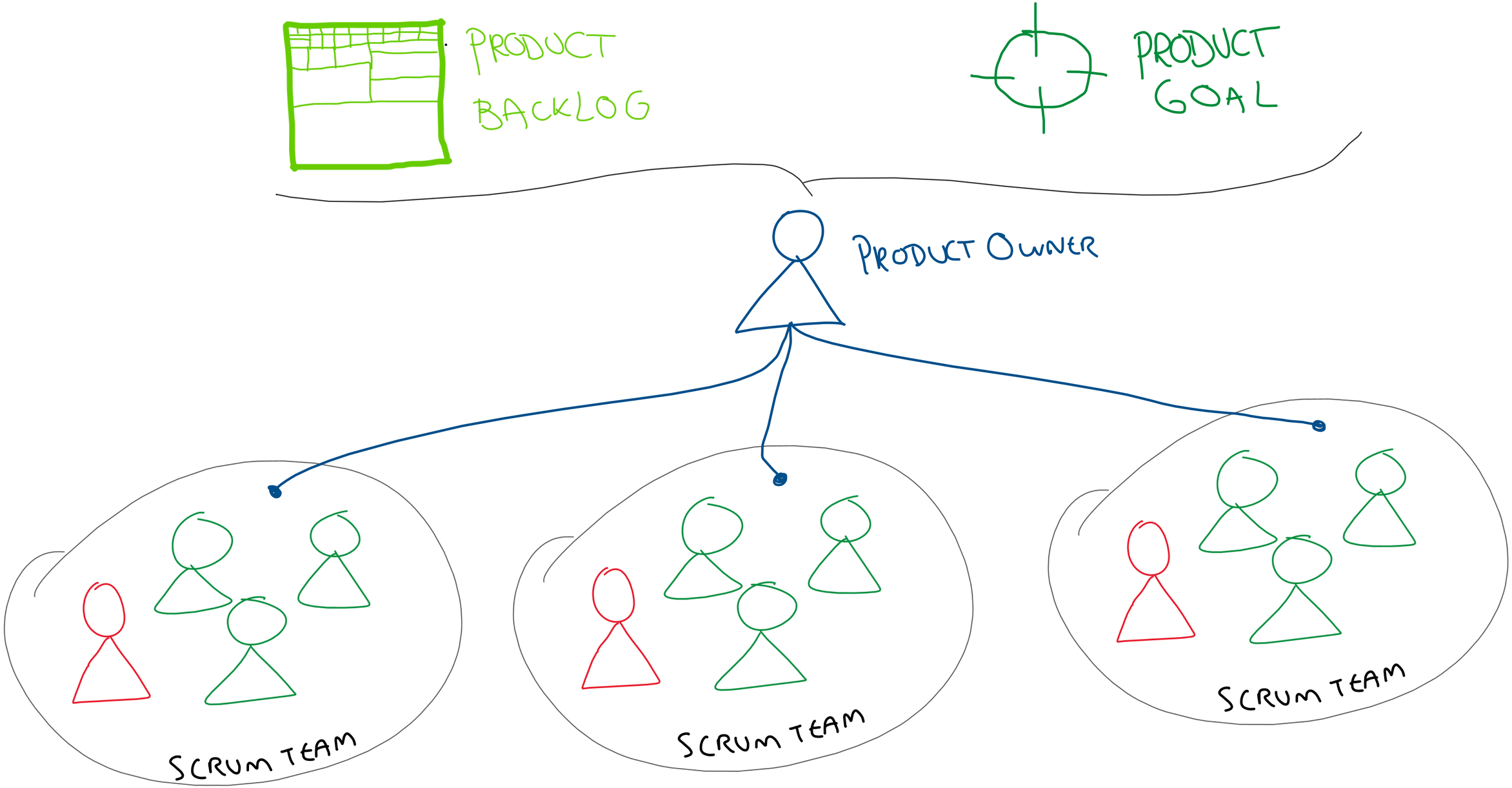
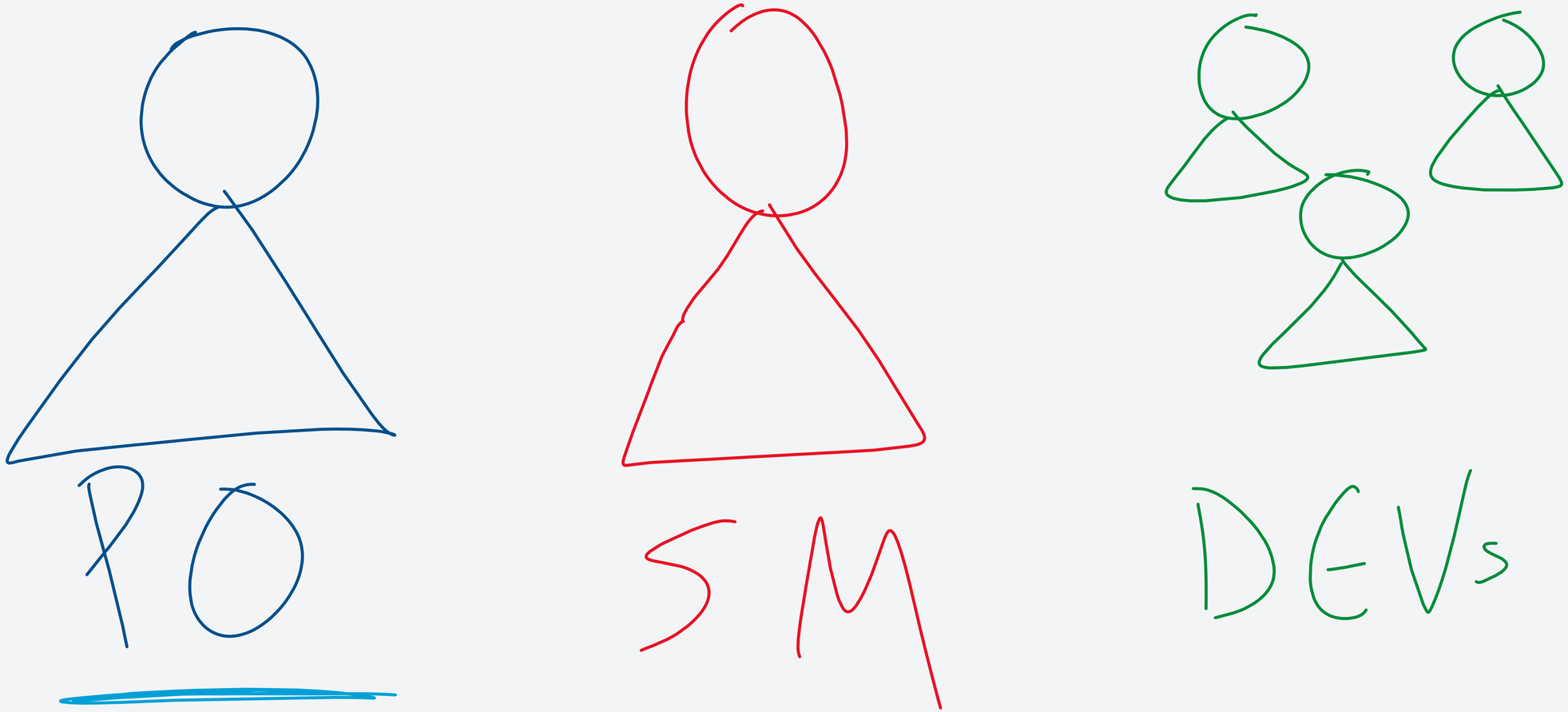



PRODUCT BACKLOG
PRODUCT GOAL
PRODUCT OWNER
SCRUM TEAM
SCRUM TEAM
SCRUM TEAM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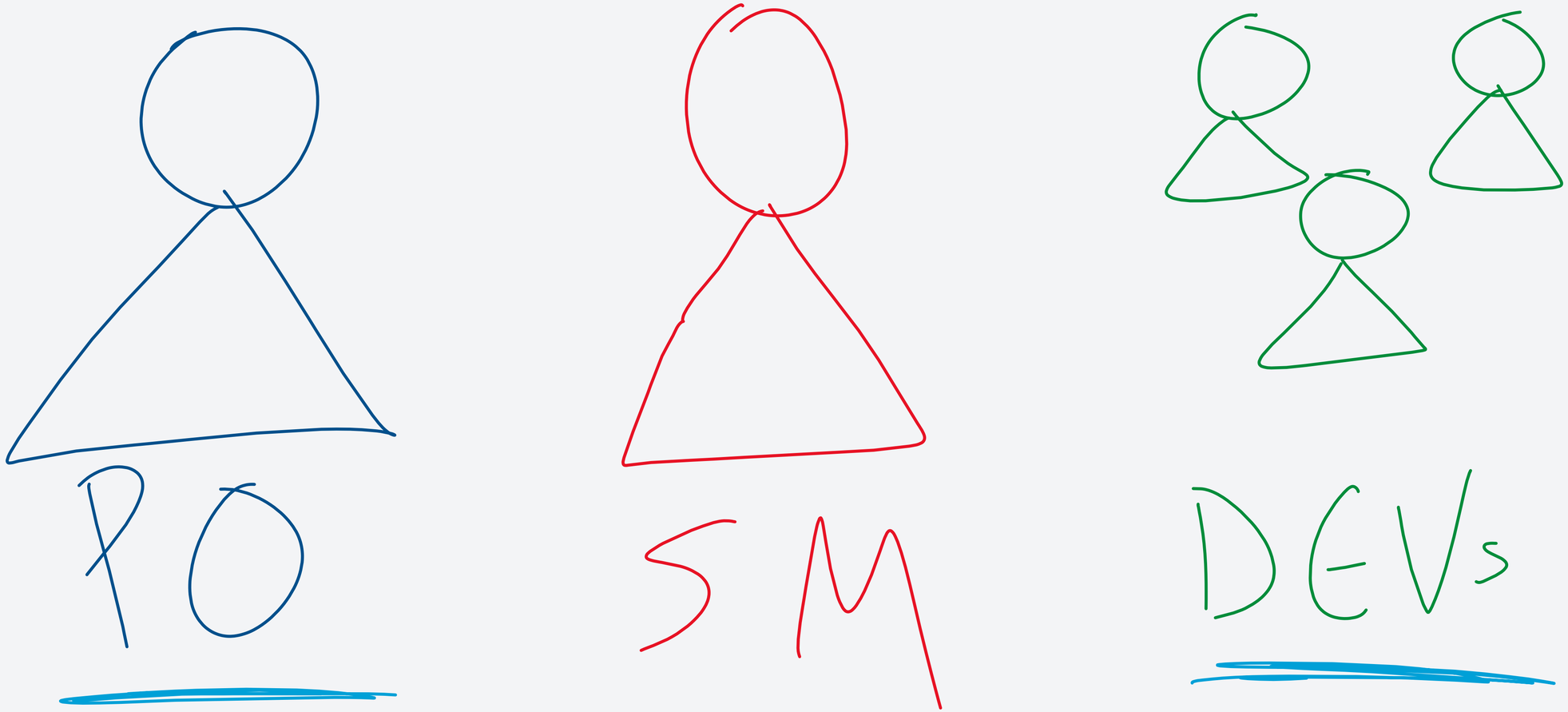
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STAKEHOLDER COLLABORATION

OPERATION

DEVELOPMENT

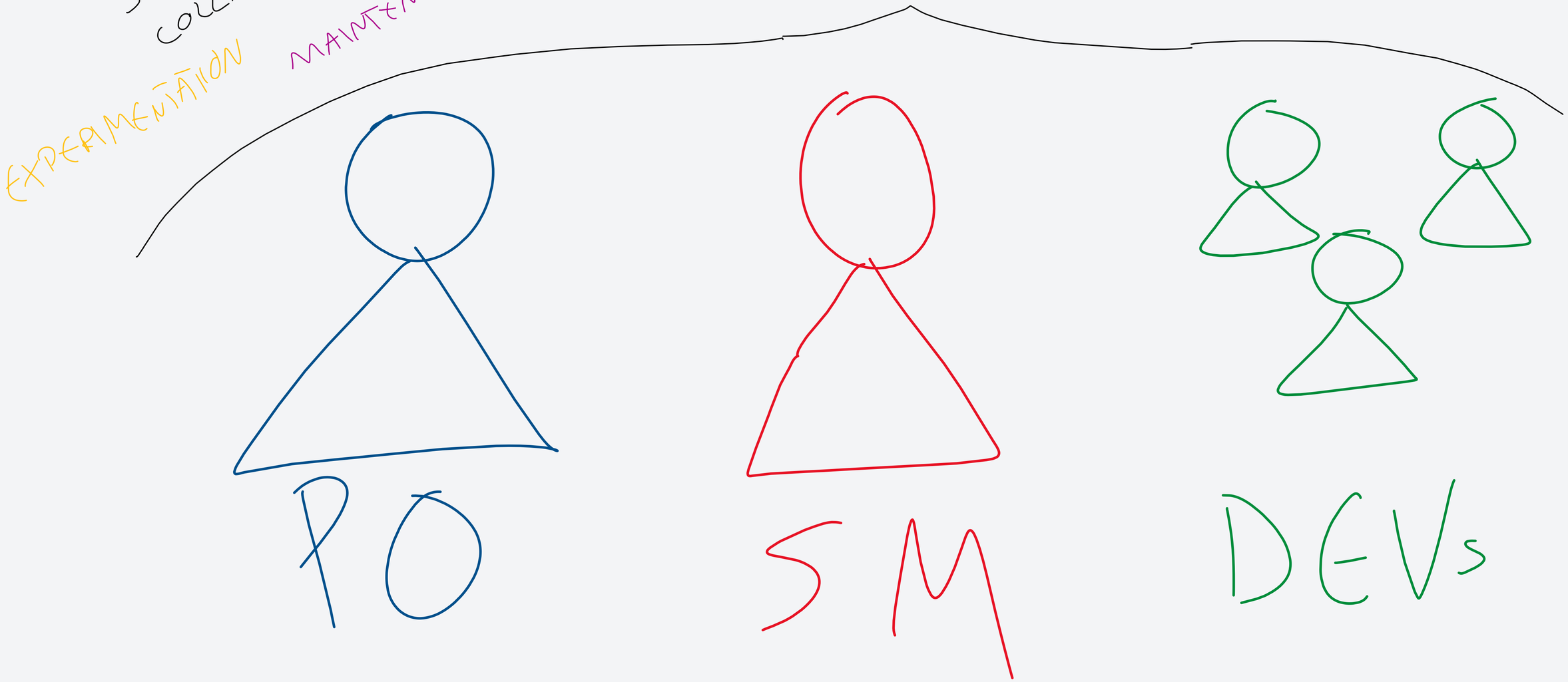
+MORE

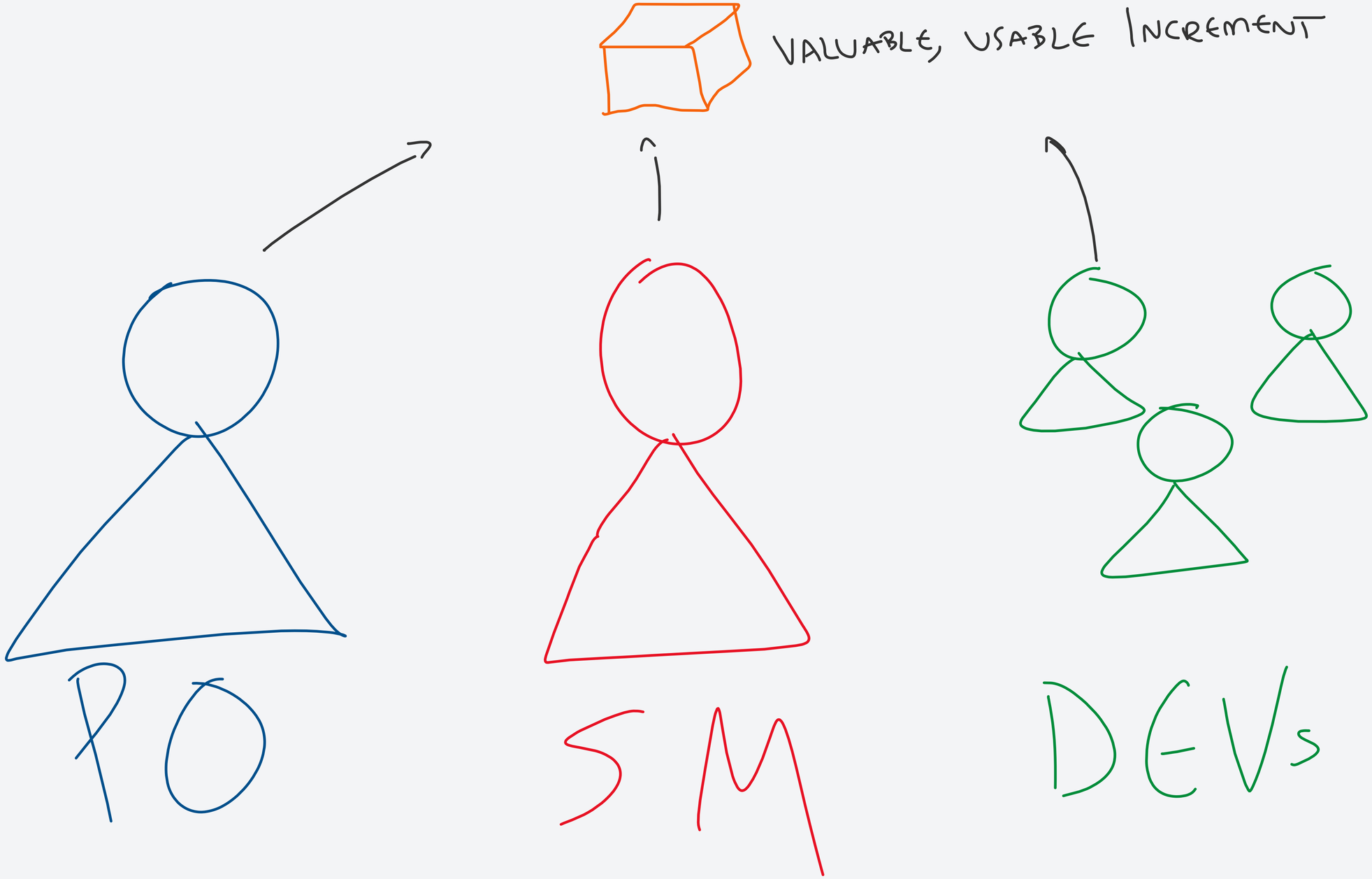
RESEARCH

VERIFICATION

MAINTENANCE

EXPERIMENTATION




VALUABLE, USABLE INCREMENT
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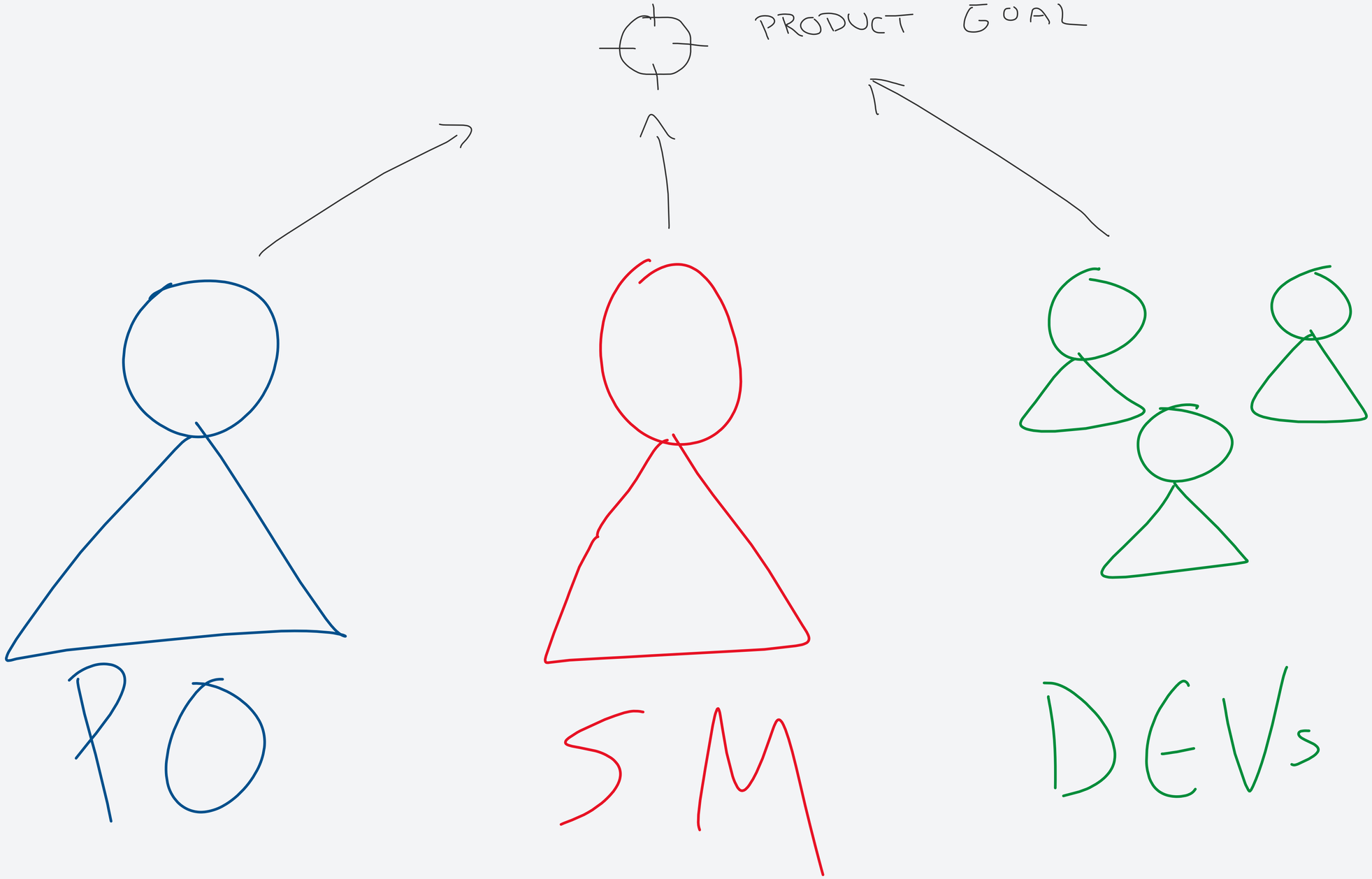
DEVs


PRODUCT GOAL
PO
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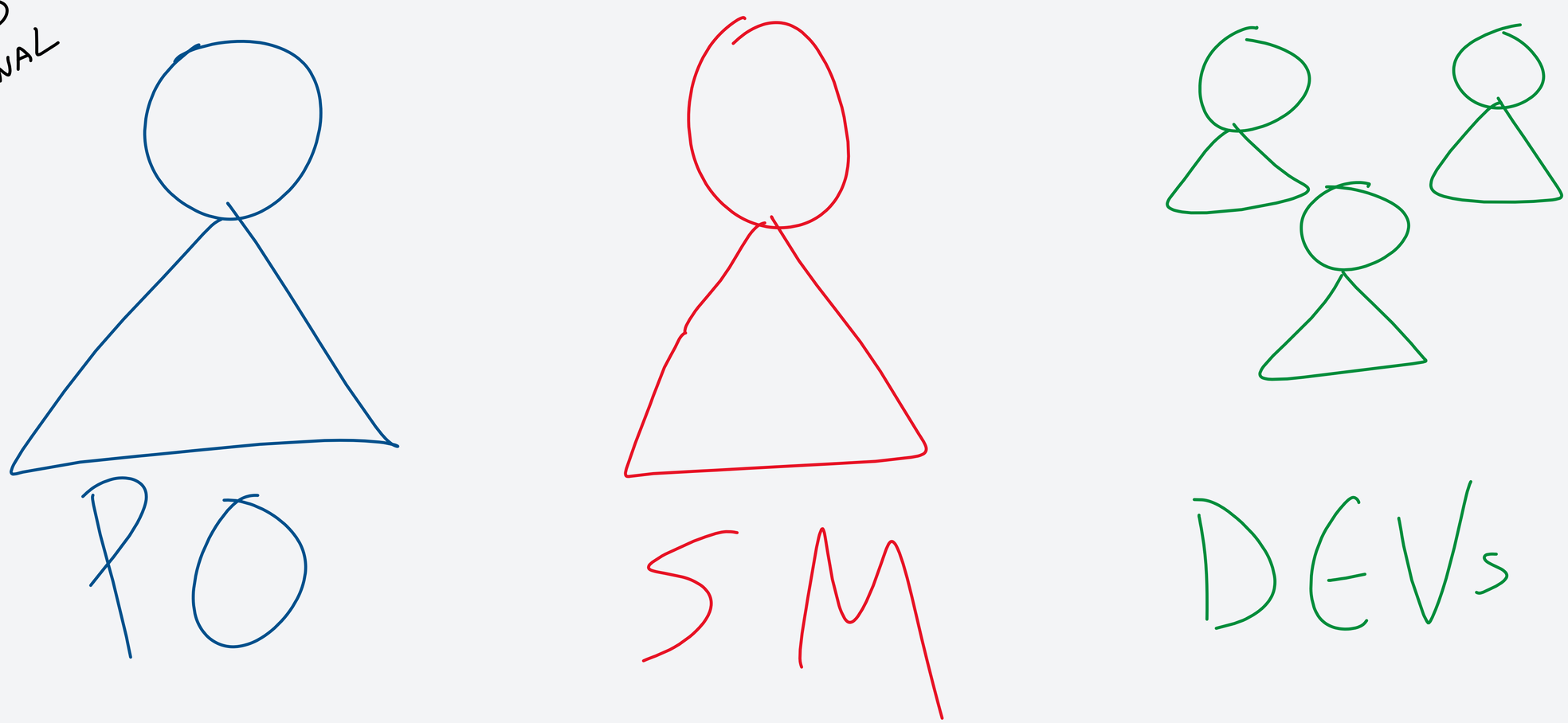
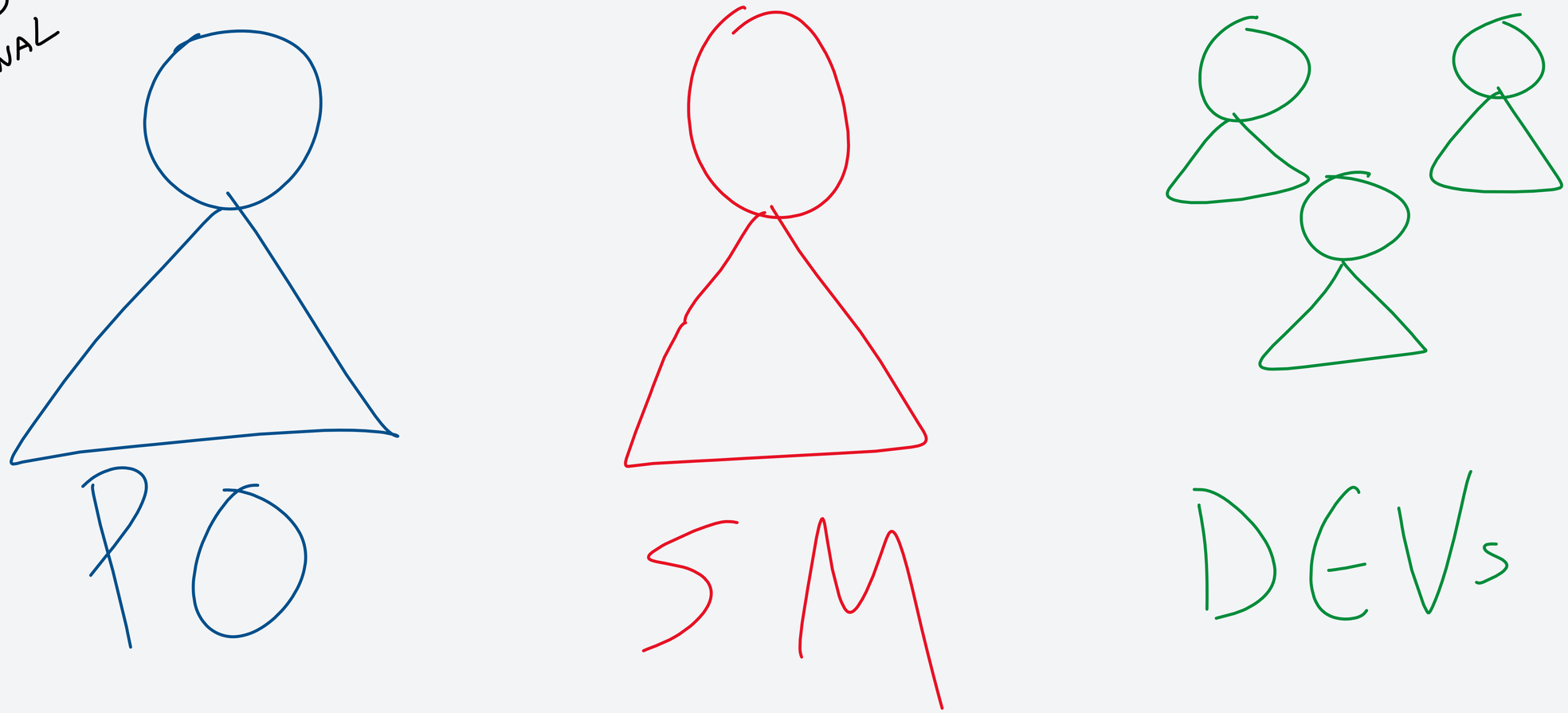
DEVs

SELF-MANAGED
CROSS-FUNCTIONAL



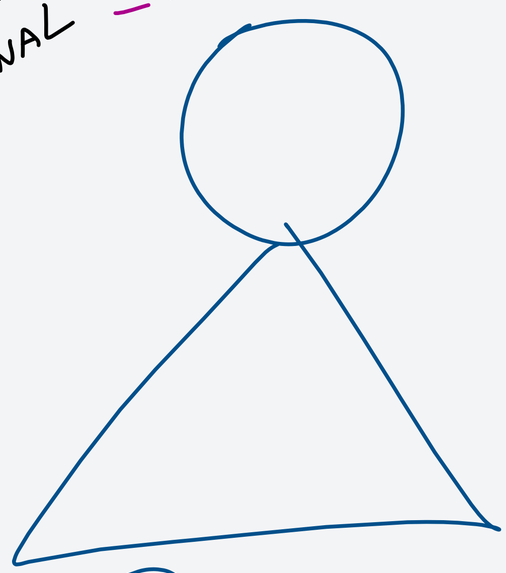
SELF-MANAGED
CROSS-FUNCTIONAL

WHAT?
WHEN?
HOW?



SELF-MANAGED
CROSS-FUNCTIONAL

WHAT?
WHEN?
HOW?
- ALL SKILLS



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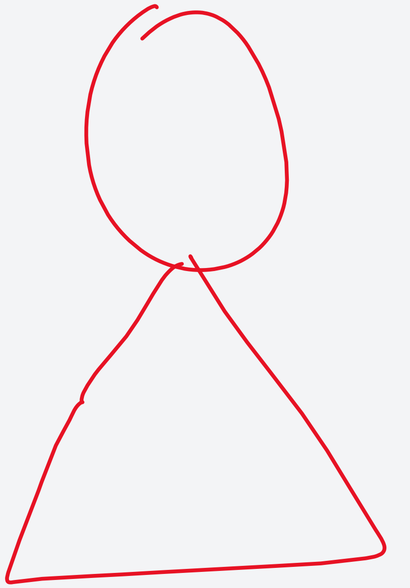

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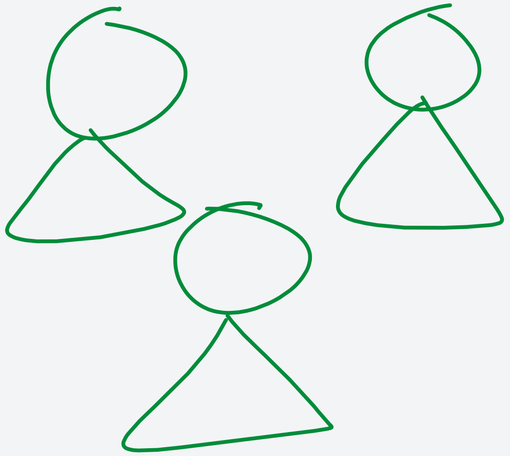

DEVs

Product Owner

Product Owner

- Maximizes the value delivery chain

Product Owner

- Maximizes the value delivery chain
- Manages the Product Backlog

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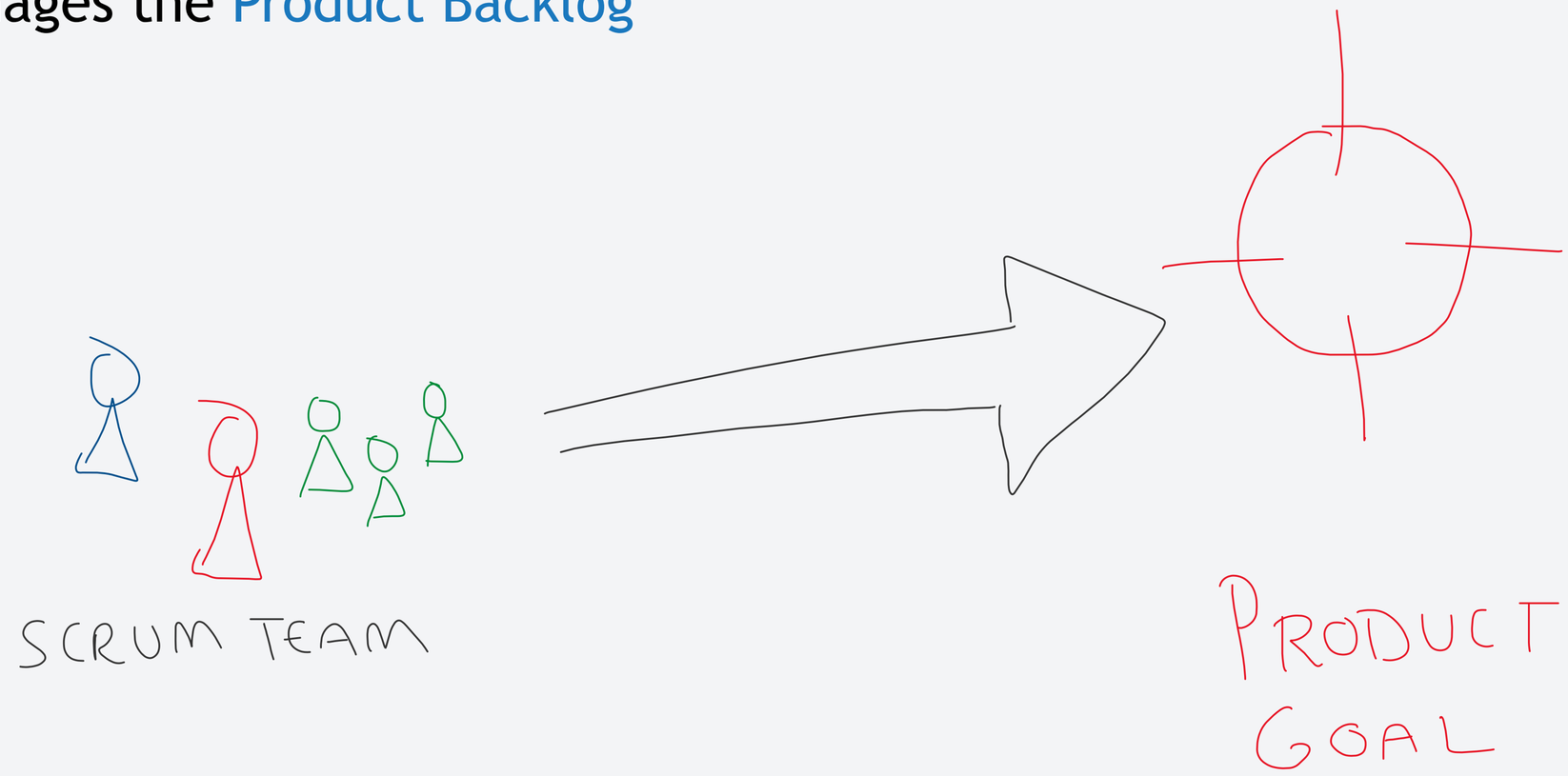


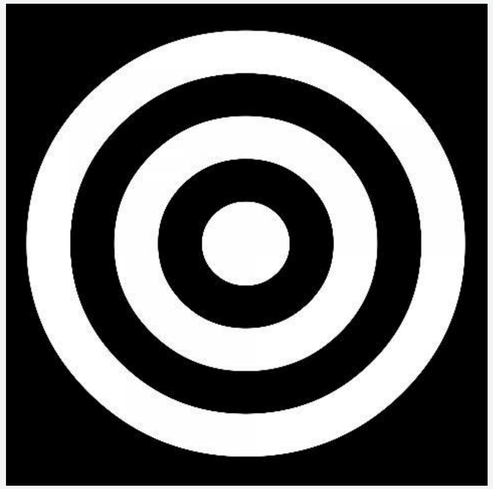
Product Owner

- Establishes and communicates the product goal

Purpuse

Intention

Aims



One day Alice came to a fork in the road and saw a

Cheshire cat in a tree.

"Which road do I take?" she asked.

His response
was a question:

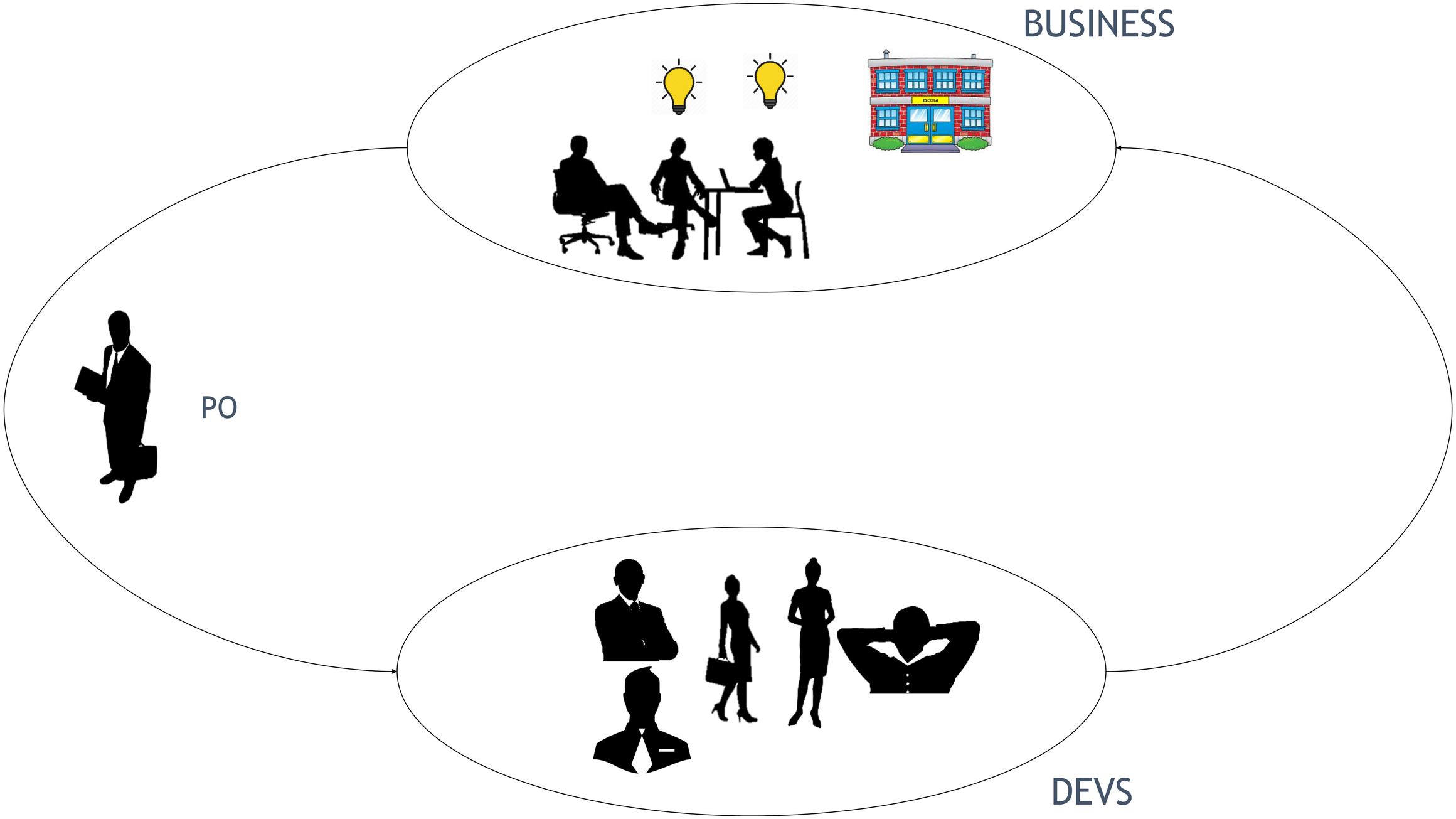
"Where do you want to go?"

"I don't know," Alice answered.

"Then," said the cat,

"it doesn't matter."

- Lewis Carroll, Alice in Wonderland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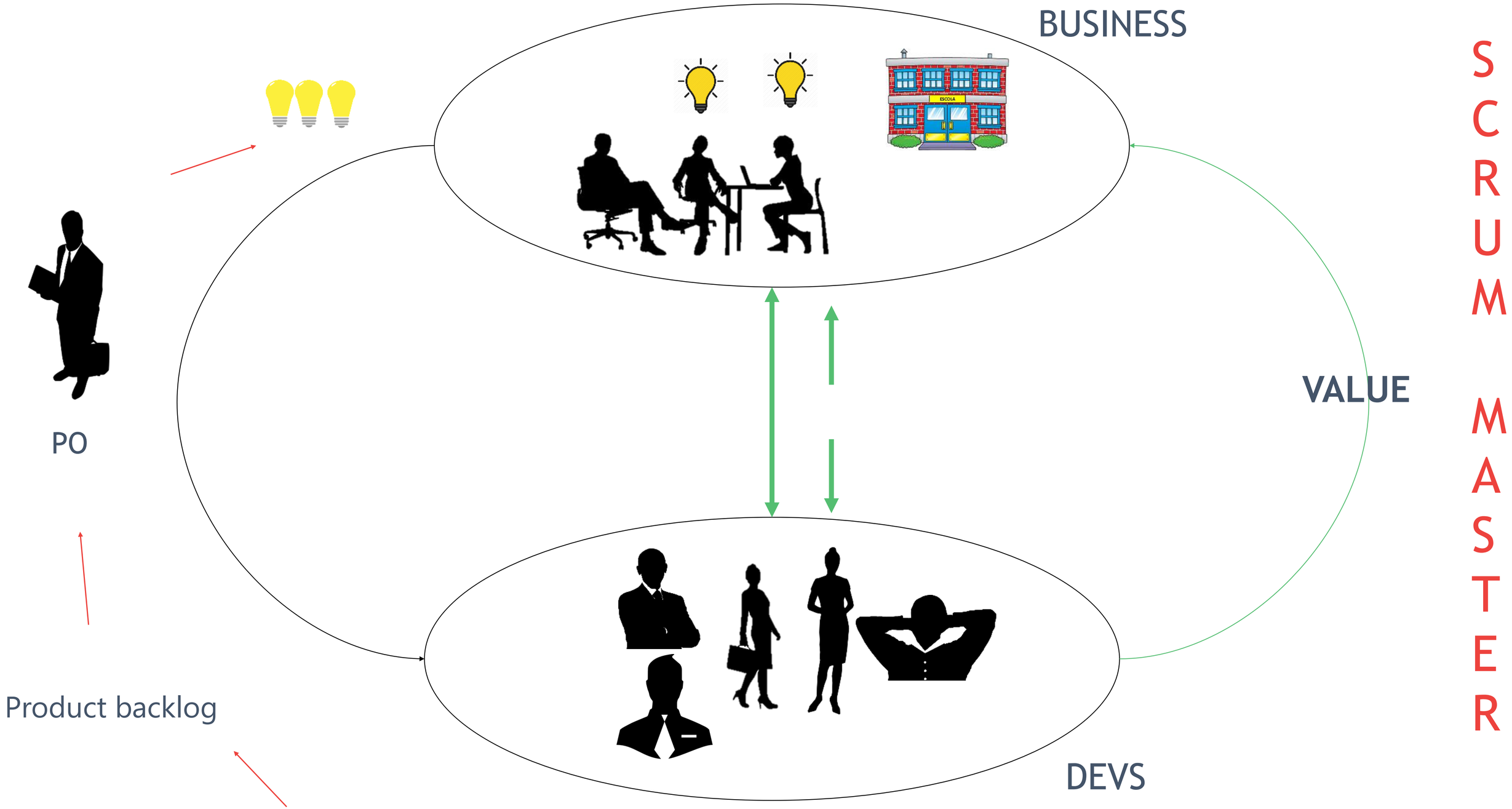
BUSINESS
SCRUM MASTER
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Product backlog
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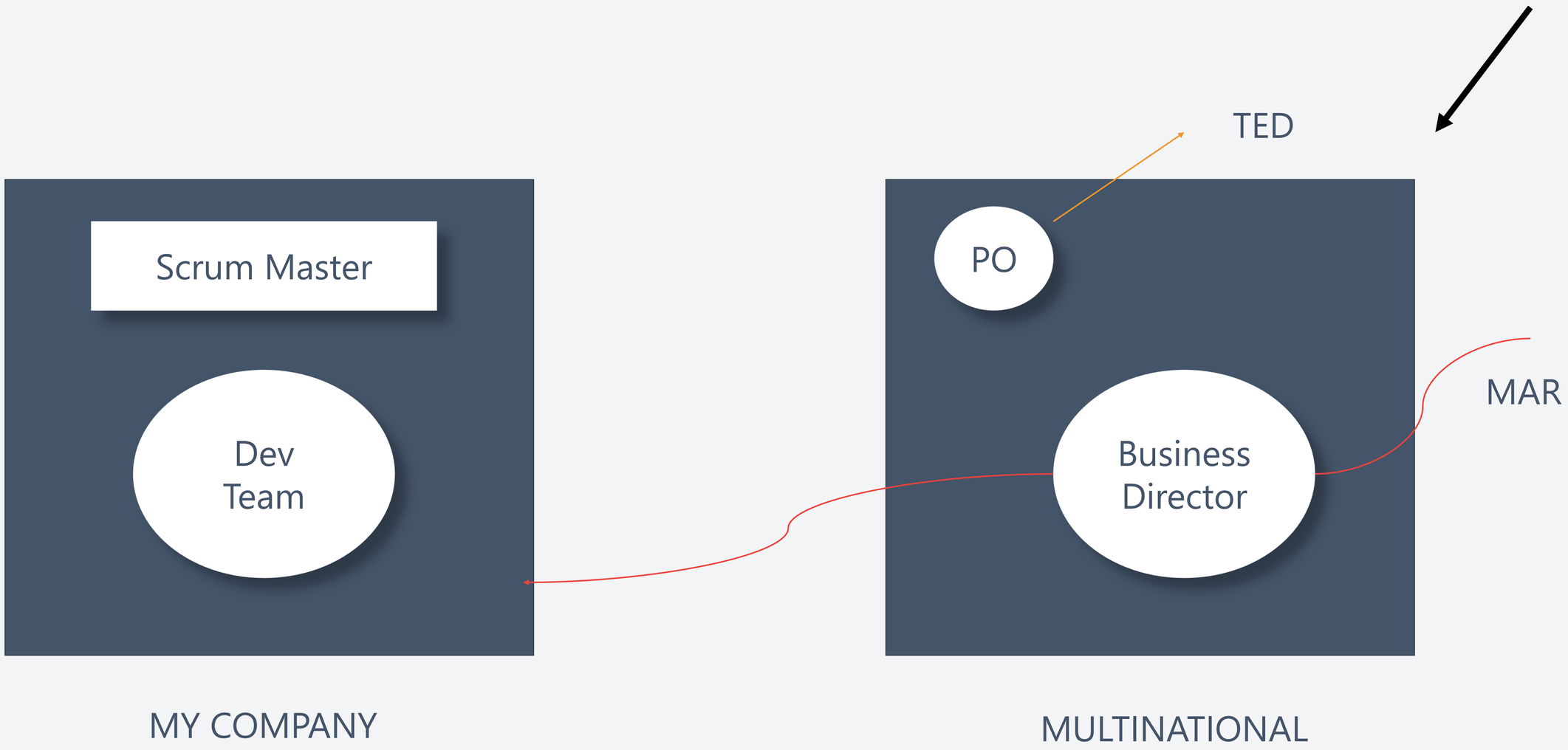
Product Owner

- Maximizes the value delivery chain (ROI)
- Manages the Product Backlog

The Weak Proxy Product Owner


TED
Scrum Master
PO
MAR
Dev
Team
Business
Director
MY COMPANY
MULTINATIONAL

8TH MONTH

Key takeaways

- Both, technical and business people, must understand Scrum to benefit from it. If it is not the case, arrange training or work with a Traditional project management approach

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- The Product Owner must have business knowledge and authority
- The Product Owner must be available

Product Owner: Wrap-up

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- “Is accountable for maximizing the value of the product resulting from work of the Scrum Team”

Product Owner: Wrap-up

- “Is accountable for maximizing the value of the product resulting from work of the Scrum Team”
- “is the sole person accountable for managing the Product Backlog”

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PRODUCT GOAL

Product Owner: Wrap-up

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PRODUCT GOAL
PRODUCT BACKLOG ITEMS

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PRODUCT GOAL
PRODUCT BACKLOG ITEMS
TRANSPARENT

Product Owner: Wrap-up

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PRODUCT GOAL
PRODUCT BACKLOG ITEMS
TRANSPARENT ORDER

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- Others might do work related to Product Backlog management, but the Product Owner remains accountable

Product Owner: Wrap-up

- “Is accountable for maximizing the value of the product resulting from work of the Scrum Team”
- “is the sole person accountable for managing the Product Backlog”
- Others might do work related to Product Backlog management, but the Product Owner remains accountable
- Product Owner must have authority

The Developers

The Developers

- Transform Product Backlog items into a usable Increment

The Developers

- Transform Product Backlog items into a usable Increment
- Cross-functional

DEVELOPER

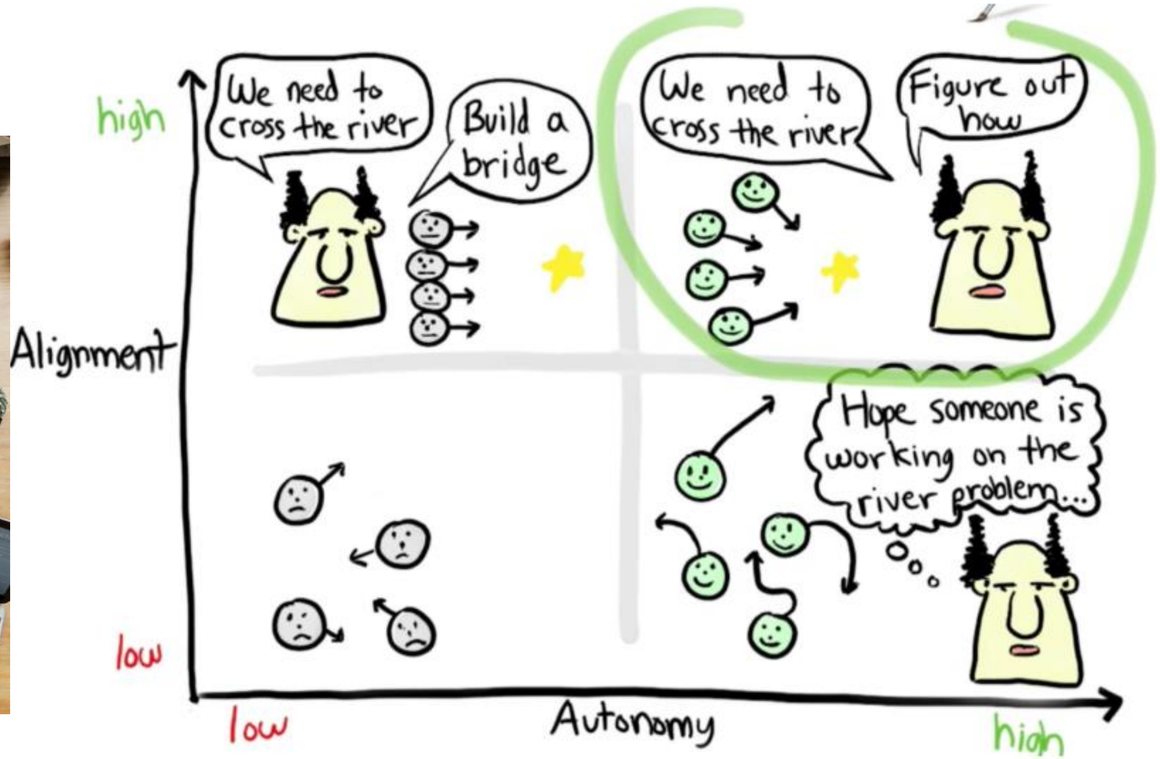
Developer	Tester
DevOps	Analyst
Specialist	Designer

The Developers

- Transform Product Backlog items into a usable Increment
- Cross-functional
- Self-managed

The Developers

- Transform Product Backlog items into a usable Increment
- Cross-functional
- Self-managed



The Developers

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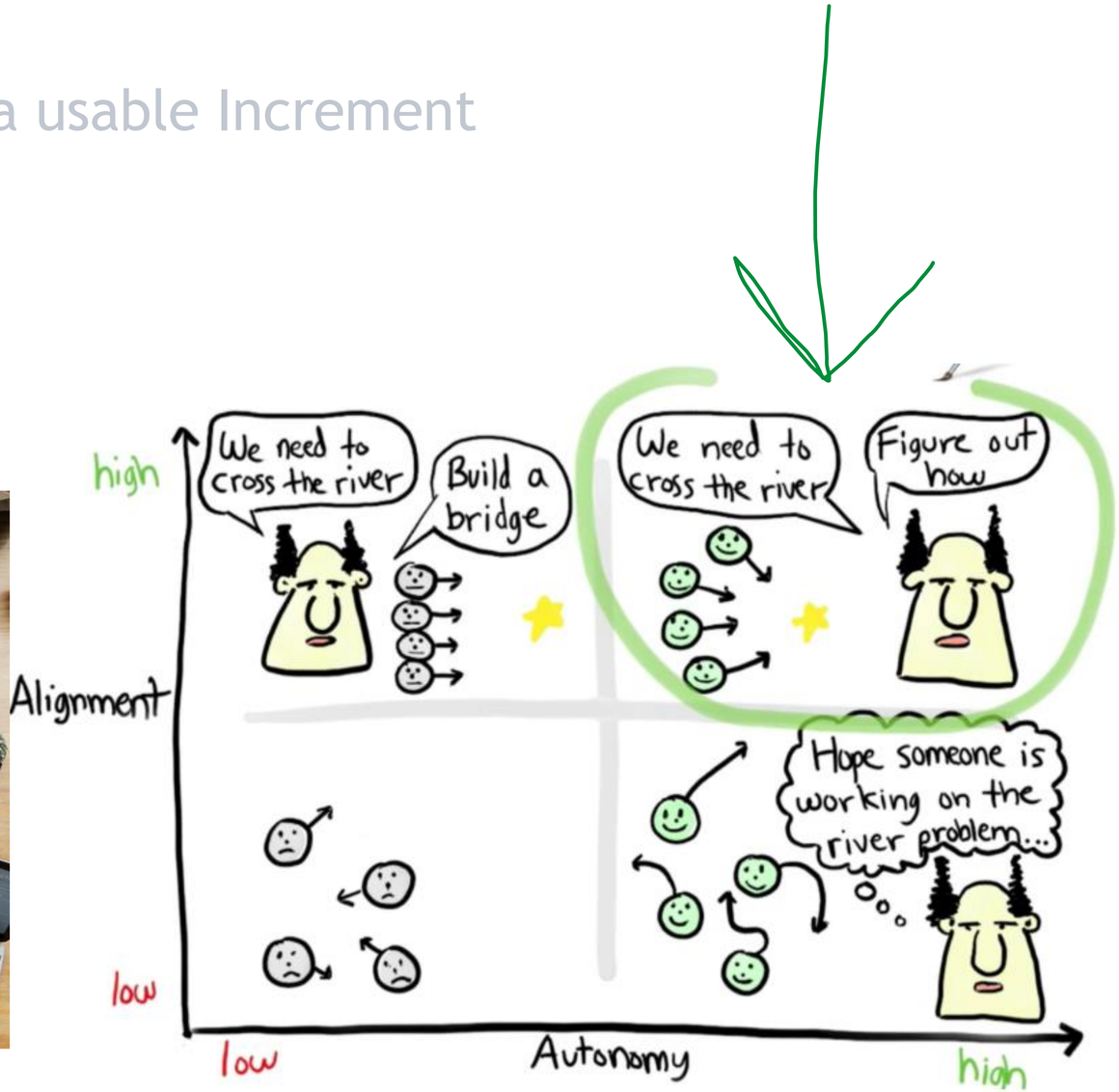


QUESTION

Should the Developers be Generalists or Specialists?

Generalist

Specialist

The Developers

- Transform Product Backlog items into a usable Increment
- Cross-functional
- Self-managed
- Typlically, composed of ten or fewer members

QUESTION

Should the Development Team be composed by Generalists or Specialists?

One of the main reasons for agile teams not having cohesion is the lack of redundancy. That is, having highly specialized developers generates islands of knowledge. In other words, lack of collaboration

Specialists are often necessary, but it is important to have generalists.

One solution: Cross training.

Scrum Master

Organization

End user
Management
Sponsor
Marketing
Customer
Support
Training

Product
Manager
Business
Analyst
Executives

Scrum Team

Scrum Master

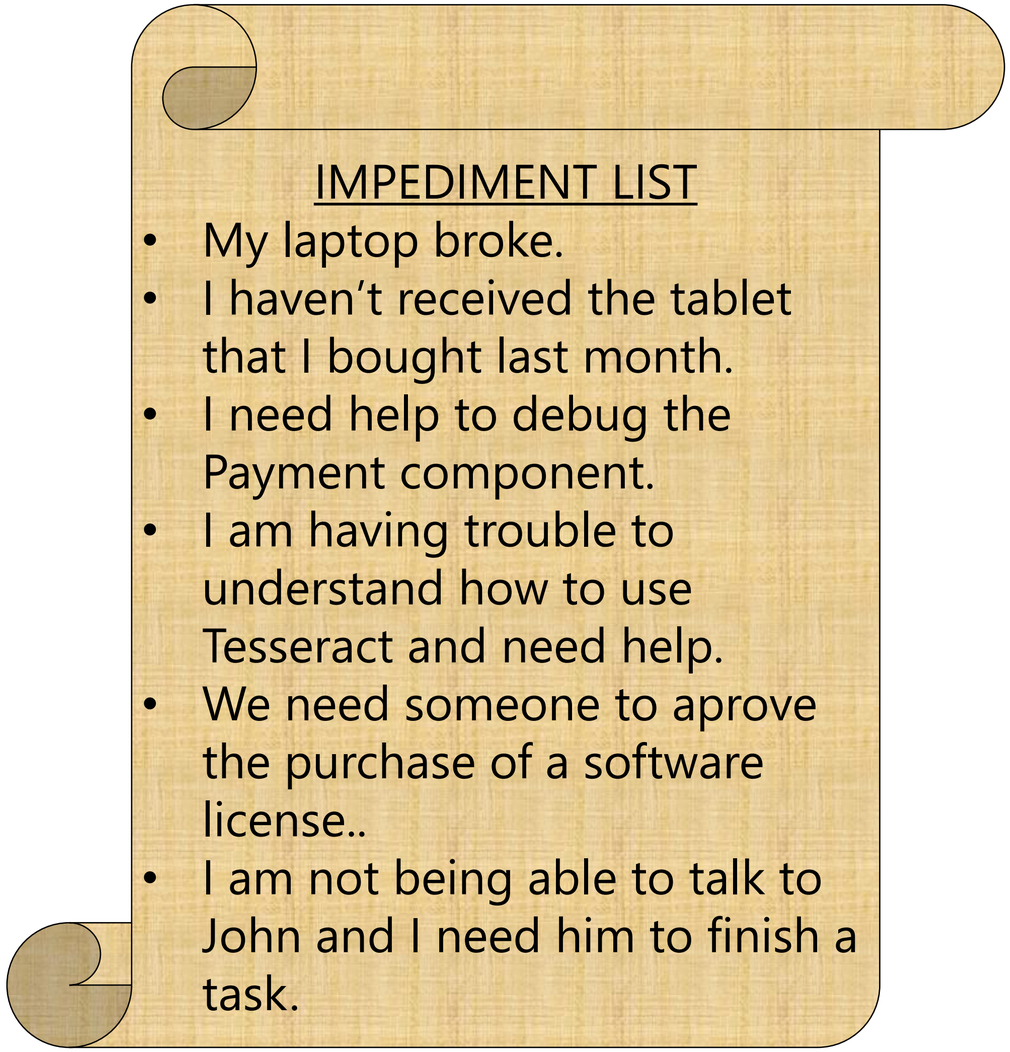
- Accountable for establishing Scrum

Scrum Master

- Accountable for establishing Scrum
- Causes the removal of impediments

Scrum Master

- Accountable for establishing Scrum
- Causes the removal of impediments

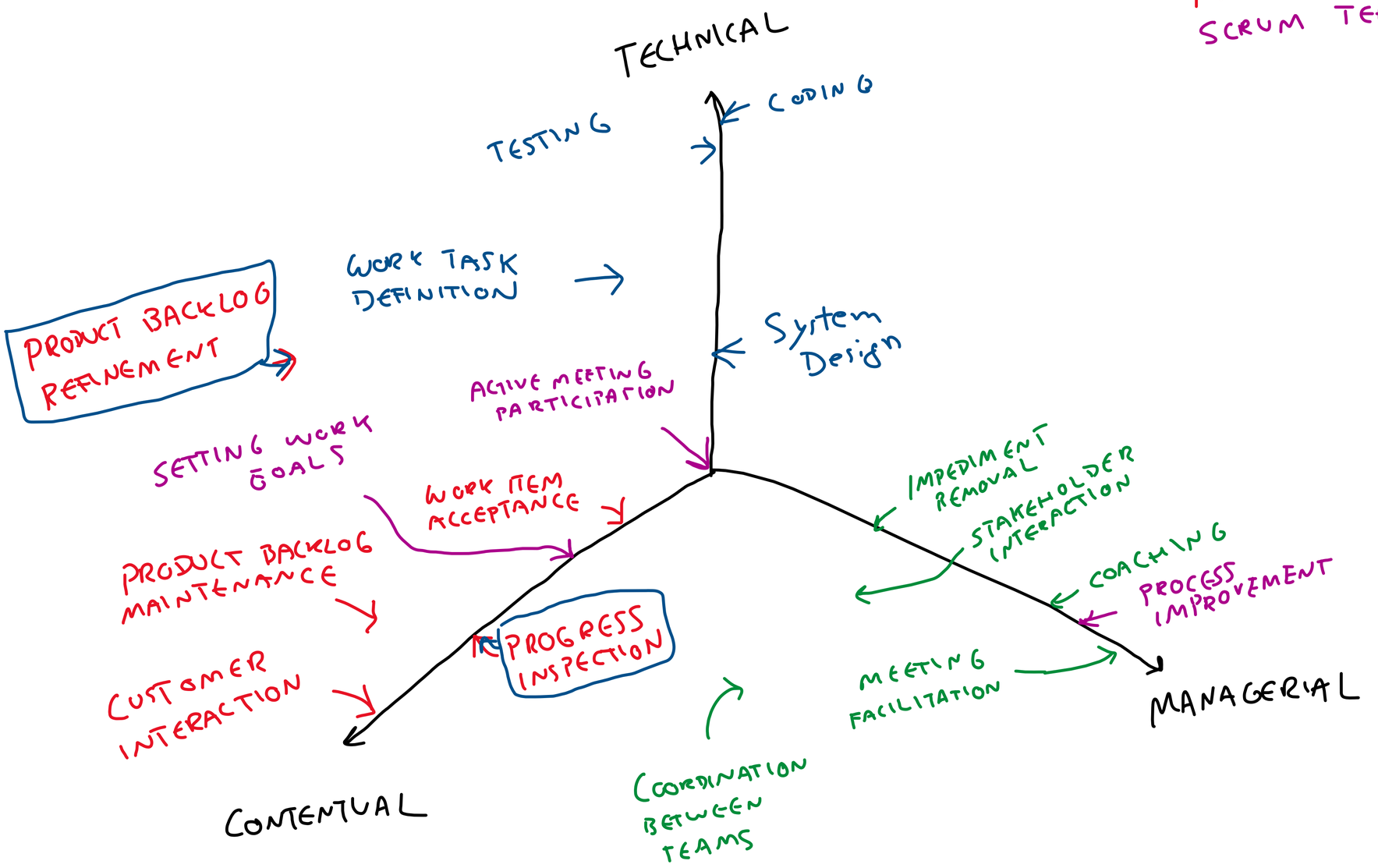


Scrum Master

- Accountable for establishing Scrum
- Causes the removal of impediments
- Leads and facilitates Scrum adoption

Scrum Team: wrap-up

DEVELOPMENT TEAM
SCRUM MASTER
PRODUCT OWNER
SCRUM TEAM



Scrum Master: Digging Deeper

Scrum Master

- Promotes and supports the Scrum process
- Removes impediments
- Leads and facilitates Scrum adoption

TEACHING & COACHING

Example: Dealing with undone work

Example: Dealing with undone work

1. Should the undone work be part of the Increment?

Example: Dealing with undone work

1. Should the undone work be part of the Increment?
2. Should it be presented to the stakeholders during Sprint Review?

Example: Dealing with undone work

1. Should the undone work be part of the Increment? ✗
2. Should it be presented to the stakeholders during Sprint Review?

Example: Dealing with undone work

1. Should the undone work be part of the Increment? ✗
2. Should it be presented to the stakeholders during Sprint Review? ✗

Example: Dealing with undone work

1. Should the undone work be part of the Increment? X
2. Should it be presented to the stakeholders during Sprint Review? X

Example: Dealing with undone work

MOVE BACK TO THE PRODUCT BACKLOG

1. Should the undone work be part of the Increment? X
2. Should it be presented to the stakeholders during Sprint Review? X

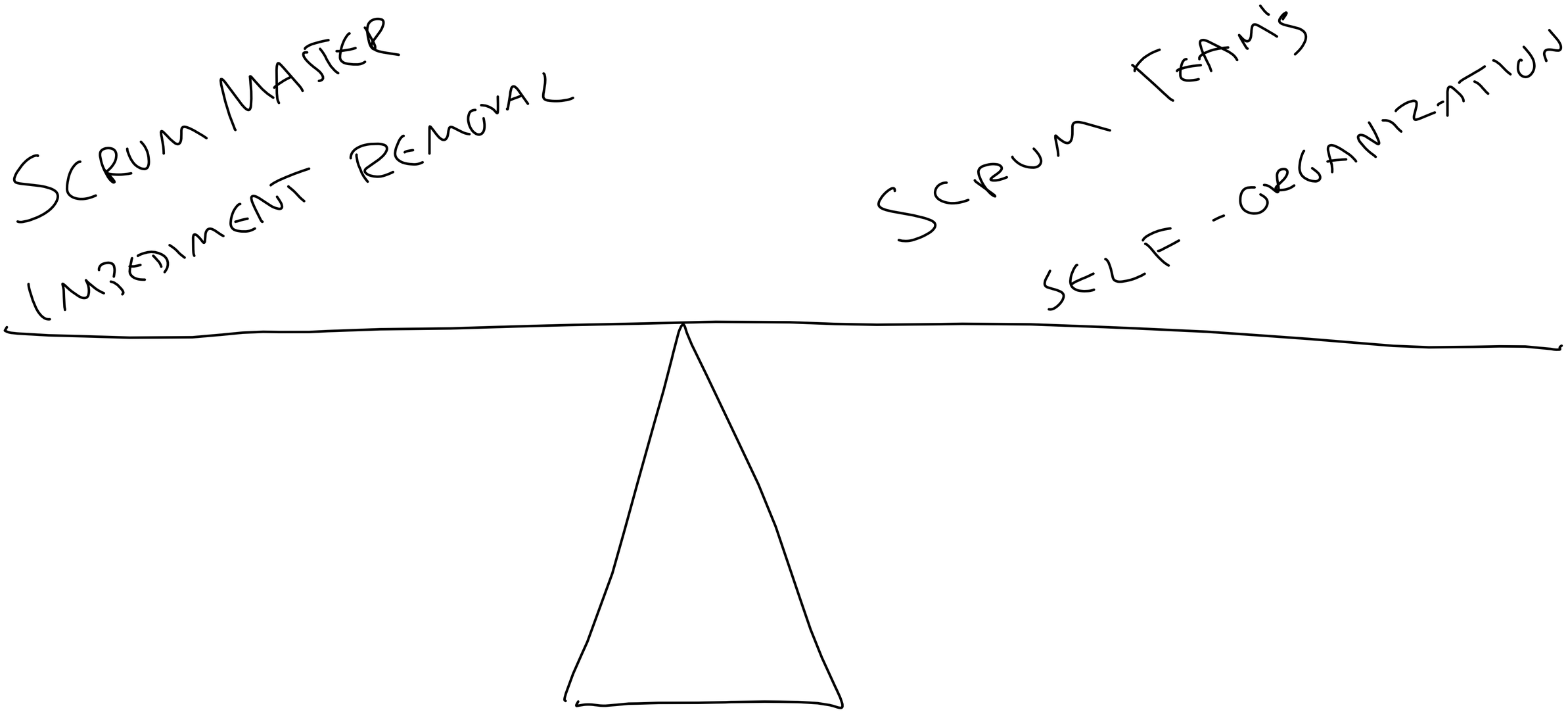
Scrum Master

- Promotes and supports the Scrum process
- Removes impediments
- Leads and facilitates Scrum adoption

TEACHING & COACHING

Scrum Master must not “hunt” impediments

Scrum Master does not, necessarily, remove all impediments.


SCRUM MASTER
IMPEDIMENT REMOVAL
SCRUM TEAM'S
SELF-ORGANIZATION

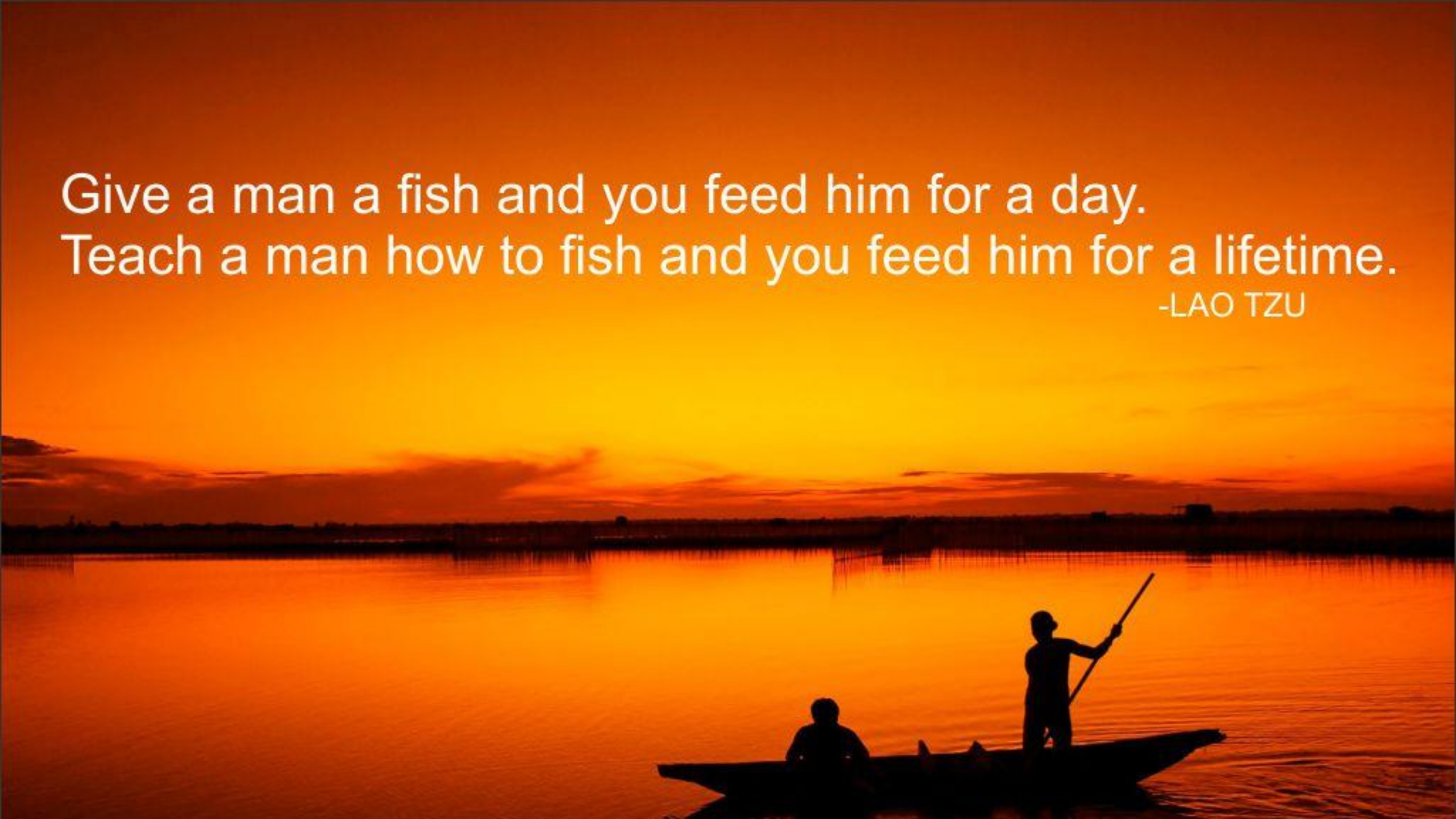
Scrum Master

Teaching & Coaching

Impediment Removal

Scrum Team

Self-management


Give a man a fish and you feed him for a day.
Teach a man how to fish and you feed him for a lifetime.
-LAO TZU

UNITY SERVICE AA RECOVERY ®

Example: Dealing with a hostile Developer

Example: Dealing with a hostile Developer

Scrum Master?

Developers?

Product Owner?

Human Resources?

The Scrum Master fosters self-management

PSM I Sniper

QUESTION

Which of the below are accountabilities on a Scrum Team?

(choose the best three answers)

a) Product Owner

b) Scrum Master

c) Product Manager

d) Project Manager

e) Developer

the same Product Goal, Product Backlog, and Product Owner.

The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required. They are structured and empowered by the organization to manage their own work. Working in Sprints at a sustainable pace improves the Scrum Team's focus and consistency.

The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint. Scrum defines three specific accountabilities within the Scrum Team: the Developers, the Product Owner, and the Scrum Master.

Developers

Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint.

The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always accountable for:

- Creating a plan for the Sprint, the Sprint Backlog;
- Instilling quality by adhering to a Definition of Done;
- Adapting their plan each day toward the Sprint Goal; and,
- Holding each other accountable as professionals.

Product Owner

QUESTION

Which of the below are accountabilities on a Scrum Team?

(choose the best three answers)

a) Product Owner

b) Scrum Master

c) Product Manager

d) Project Manager

e) Developer

QUESTION

The Developers should have all the skills needed to:

a) Create a product Increment.

b) Deliver all the work that it has committed to the Product Owner within the project plan's date and cost.

c) Deliver a product Increment, except for specialized quality control that requires specialized skills or resources

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c) Deliver a product Increment, except for specialized quality control that requires specialized skills or resources

QUESTION

What statement best describes the Product Owner's accountability?

(choose the best answer)

a) Maximizing the value of the work of the Scrum Team

b) Helping the Developers to create high-value product

c) Defining the work to be performed by the Developers

d) Estimating the effort of each Product Backlog item

Product Owner

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible and understood.

The Product Owner may do the above work or may delegate the responsibility to others. Regardless, the Product

Scrum Master

The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

The Scrum Master is accountable for the Scrum Team's effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework.

Scrum Masters are true leaders who serve the Scrum Team and the larger organization.

The Scrum Master serves the Scrum Team in several ways, including:

- Coaching the team members in self-management and cross-functionality;
- Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;
- Causing the removal of impediments to the Scrum Team's progress; and,
- Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

Product Backlog

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team.

Product Backlog items that can be Done by the Scrum Team within one Sprint are deemed ready for selection in a Sprint Planning event. They usually acquire this degree of transparency after refining activities. Product Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items. This is an ongoing activity to add details, such as a description, order, and size. Attributes often vary with the domain of work.

The Developers who will be doing the work are responsible for the sizing. The Product Owner may influence the Developers by helping them understand and select trade-offs.

Commitment: Product Goal

The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against. The Product Goal is in the Product Backlog. The rest of the Product Backlog emerges to define “what” will fulfill the Product Goal.

QUESTION

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QUESTION

Who has the final say on the Product Backlog ordering?

(choose the best answer)

a) The Product Owner

b) The CEO

c) The Scrum Master

d) The Developers

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As Scrum is being used, patterns, processes, and insights that fit the Scr d in this document, may be found, applied and devised. Their description is beyond the purpose of the Scrum Guide because they are context sensitive and differ widely between Scrum uses. Such tactics for using within the Scrum framework vary widely and are described elsewhere.

Scrum Definition

Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

In a nutshell, Scrum requires a Scrum Master to foster an environment where:

1. A Product Owner orders the work for a complex problem into a Product Backlog.
2. The Scrum Team turns a selection of the work into an Increment of value during a Sprint.
3. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.
4. *Repeat*

- Holding each other accountable as professionals.

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QUESTION

What is the main service that the Scrum Master provides to help the Developers to maximize their productivity?

(choose the best answer)

a) By making sure that the most important items are on the top of the Product Backlog

b) By describing the Product Backlog items with a proper level of details

c) By making sure that the meetings are executed during the planned schedule and timebox

d) By facilitating decisions of the Developers

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- Helping the Scrum Team understand the need for clear and concise Product Backlog items;

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QUESTION

What is the role of Management in Scrum?

(choose the best answer)

a) Monitor the Developers productivity and deliverables' quality.

b) Make sure that the project's budget is being used as plan.

c) Embrace bottom-up intelligence by providing information to the Scrum Team and support its empiricism, and trusting it to learn about the problem at hand.

d) Manage contract, making sure that the Scrum Team follows its terms.

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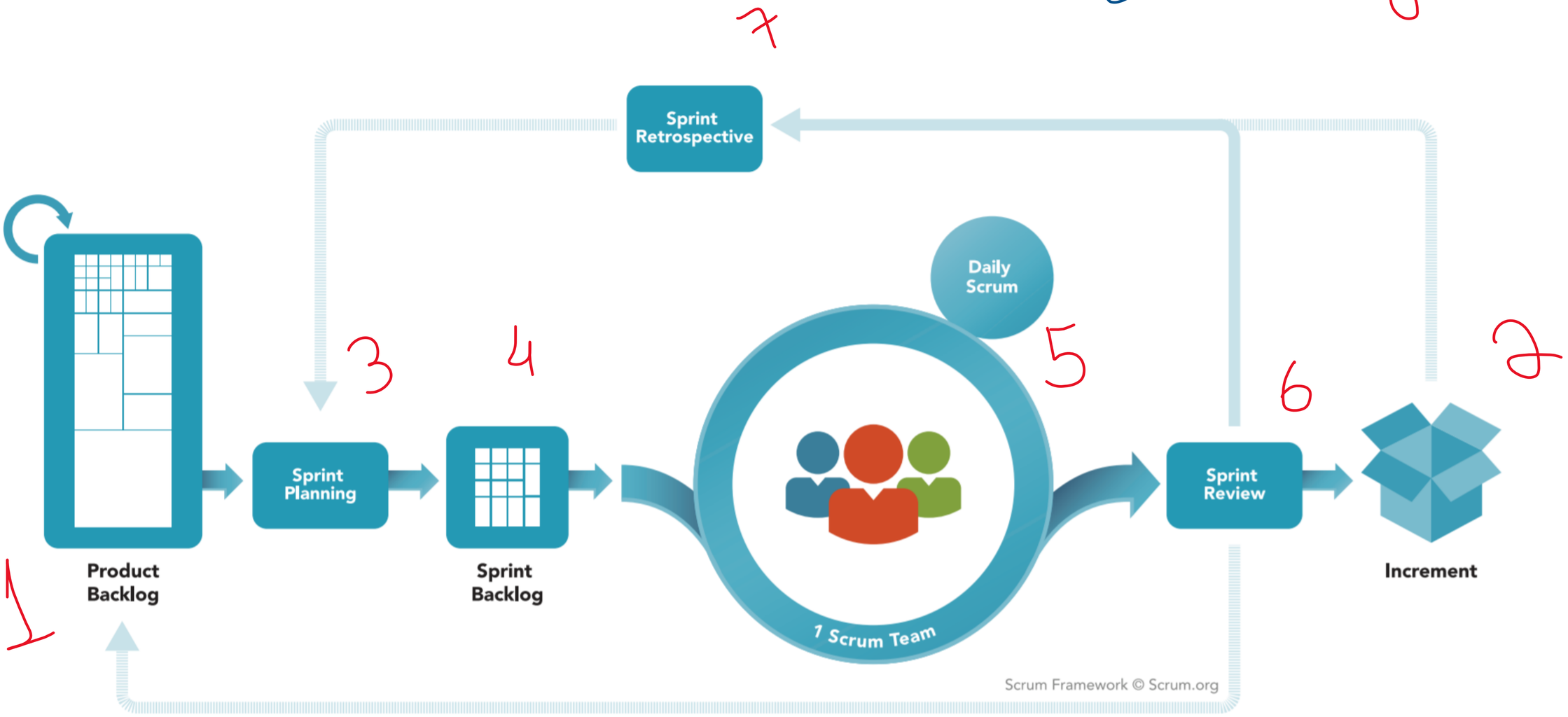
Scrum Flow

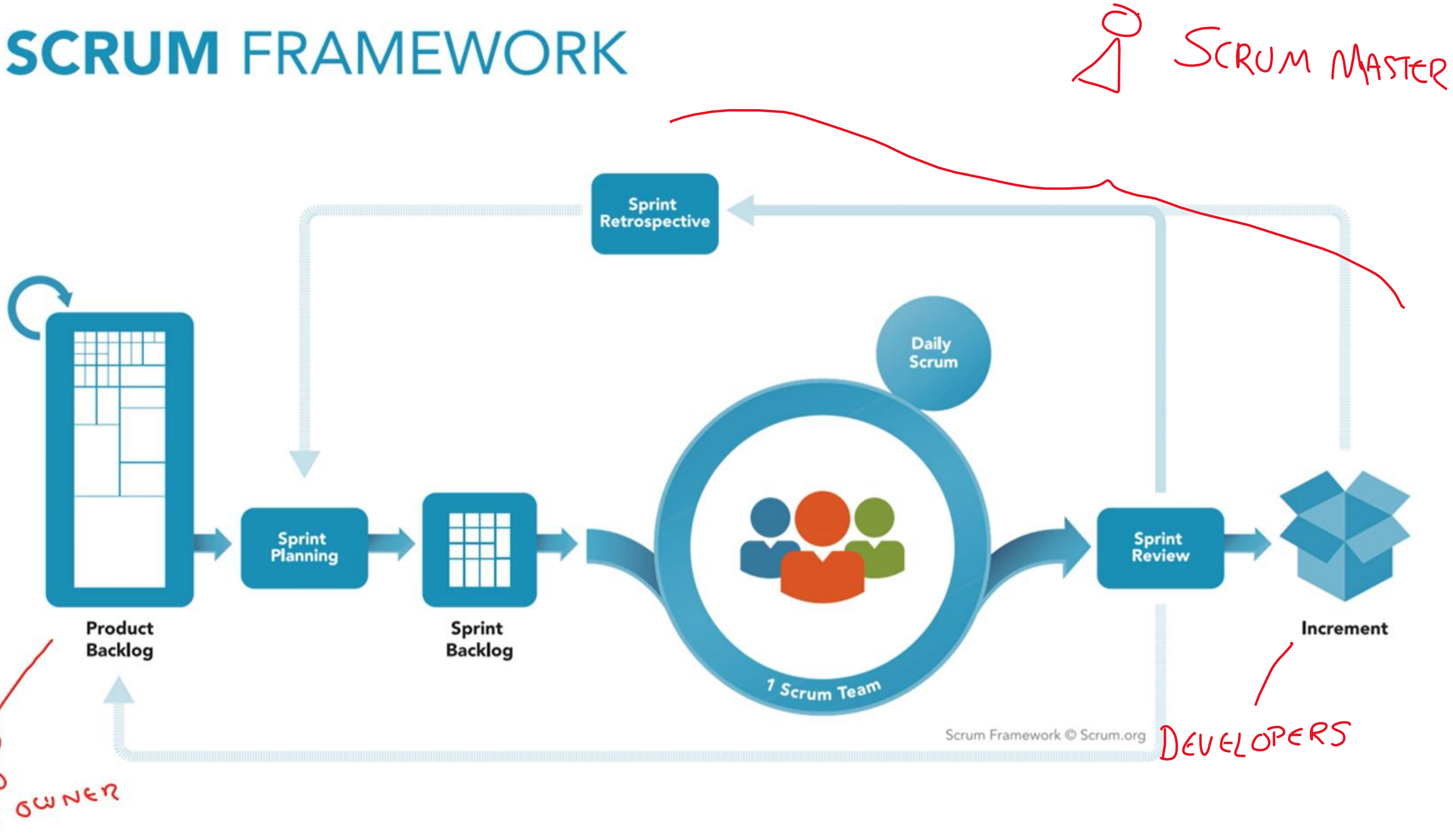
SCRUM FRAMEWORK

SCALED SCRUM

8



SCRUM FRAMEWORK



Case Study

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Here you can have a prediction on how much you can pay the freight + service
Simulate

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Items arrival

We receive the items that you have bought in our distribution center in Japan.

2

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3

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- Electronics / Cameras
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- Hobbies / Culture
- Antiques
- Sport / Leisure
- Automotive
- Fashion / Apparel
- Accessories / Watches
- Beauty Care
- Food / Beverages
- House / Interiors
- Office Supplies
- Gardening
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- Baby Supplies
- Manga / Animation
- Other

RESULTS FOR "SAINT SEIYA"

8167 Items found

Sort by: Select

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Next >

940.27 BRL | Bids: 0 | Used Product | Time Left : 10m 56s

1,401.38 BRL | Bids: 0 | New product | Time Left : 16m 28s

150.41 BRL | Bids: 0 | New product | Time Left : 21m 9s

600.03 BRL | Bids: 0 | New product | Time Left : 22m 31s

197.64 BRL | Bids: 0 | New product | Time Left : 25m 58s

97.80 BRL | Bids: 0 | Used Product | Time Left : 40m 33s

150.41 BRL | Bids: 0 | New product | Time Left : 41m 32s

22.97 BRL | Bids: 0 | Used Product | Time Left : 54m 33s

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MY ACCOUNT | ADD MONEY | 5,921.07 BRL | LOGOUT

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Renata Saraiva
Logout

- My account
- My data
- Financial transactions
- Won auctions
- Running auctions
- Watch list
- Order a shipment
- Shipments requested

MY ACCOUNT

RUNNING AUCTIONS

SEE ALL

No Record Found

WATCH LIST

SEE ALL

No Record Found

WON AUCTIONS

SEE ALL

No Record Found

RECOMMENDATIONS

147.69 BRL

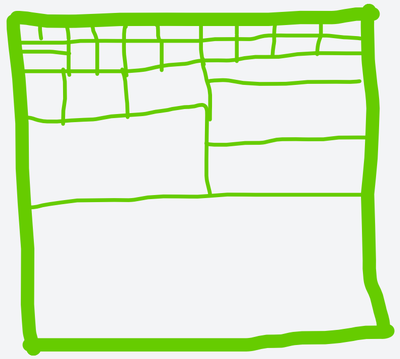
BID NOW

Scrum Artifacts: Introduction

ARTIFACT

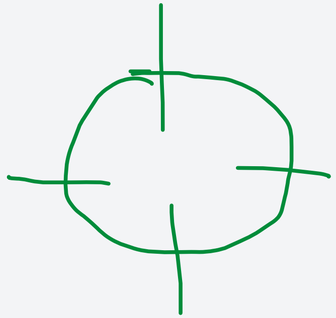
COMMITMENT

ARTIFACT



PRODUCT BACKLOG

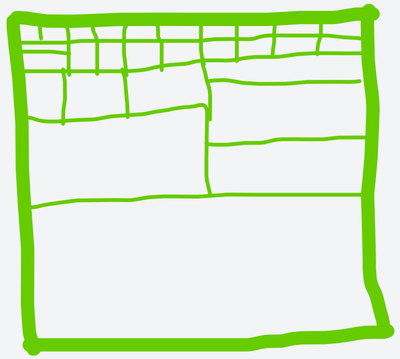
COMMITMENT



PRODUCT GOAL

ARTIFACT

COMMITMENT



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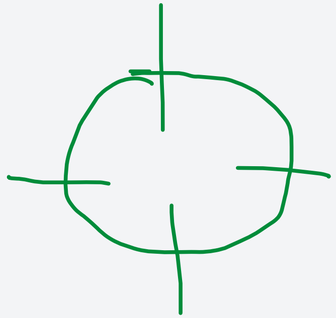

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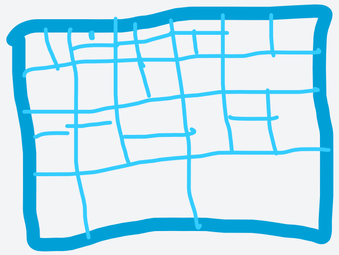
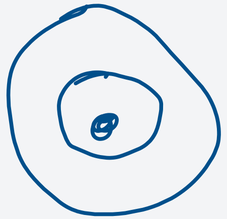


SPRINT BACKLOG



SPRINT GOAL

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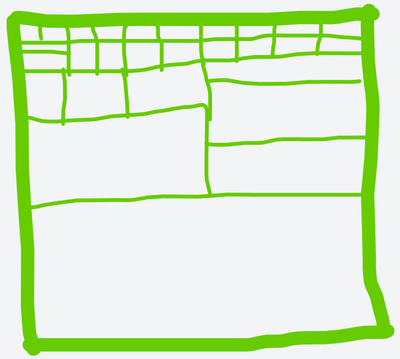

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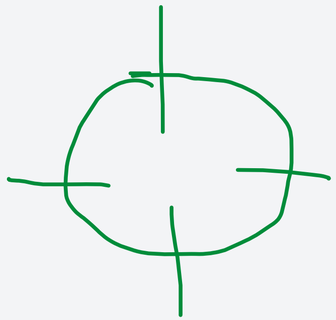

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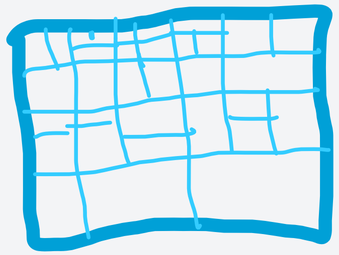

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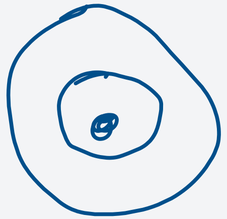

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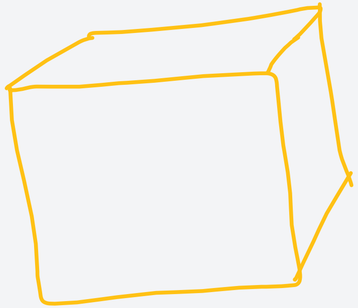
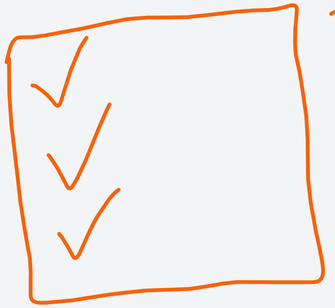
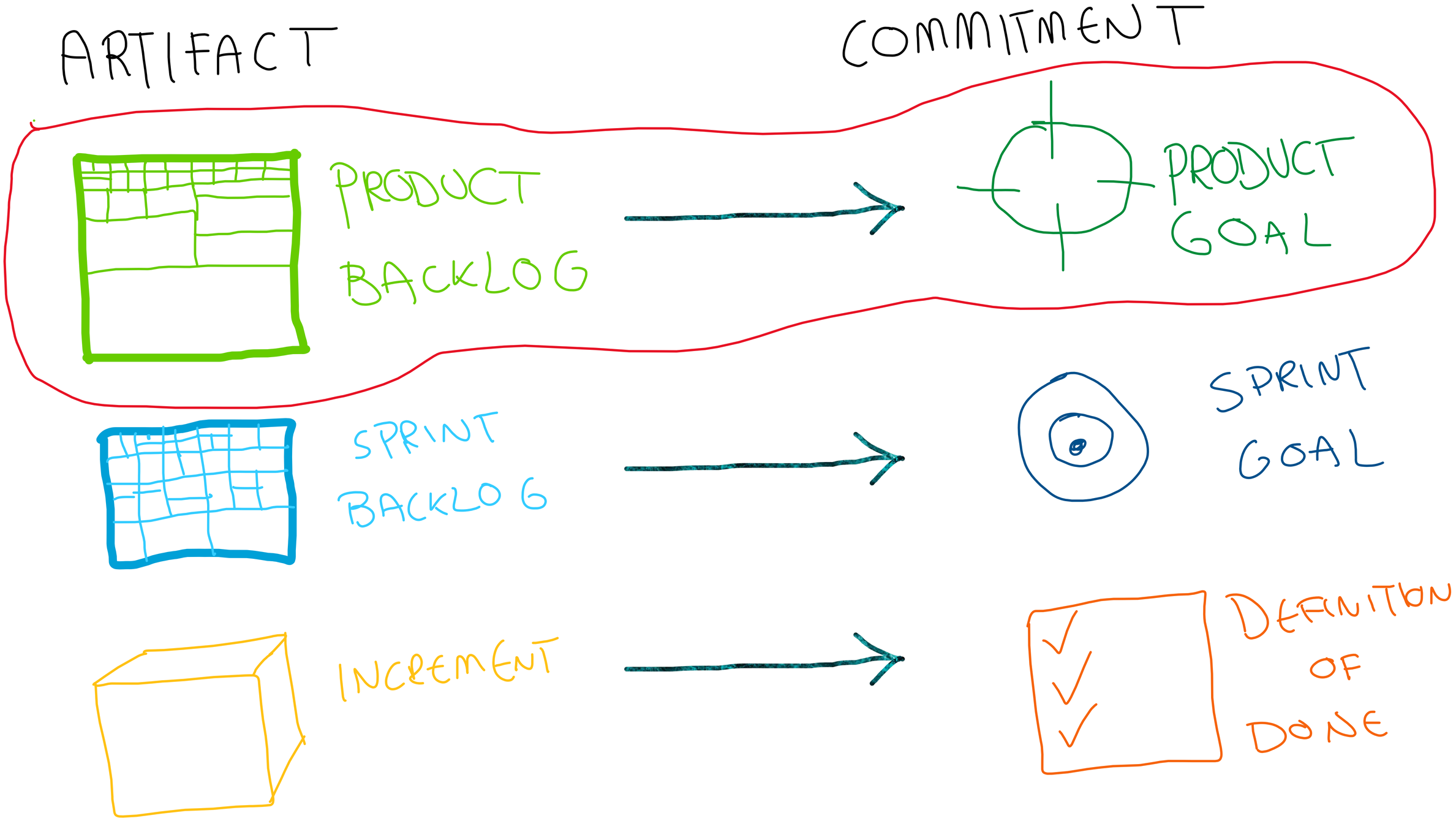


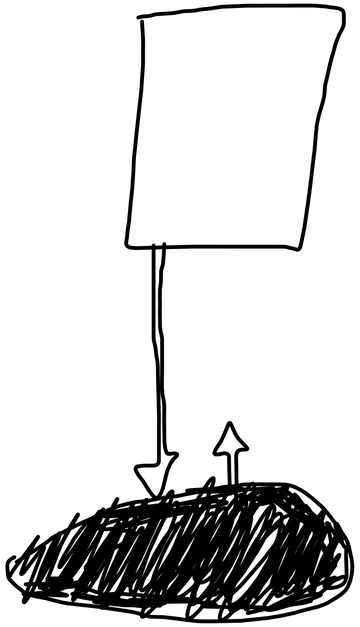
INCREMENT

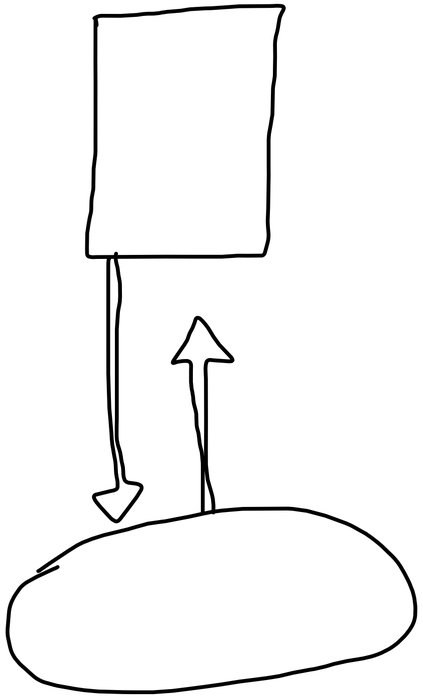


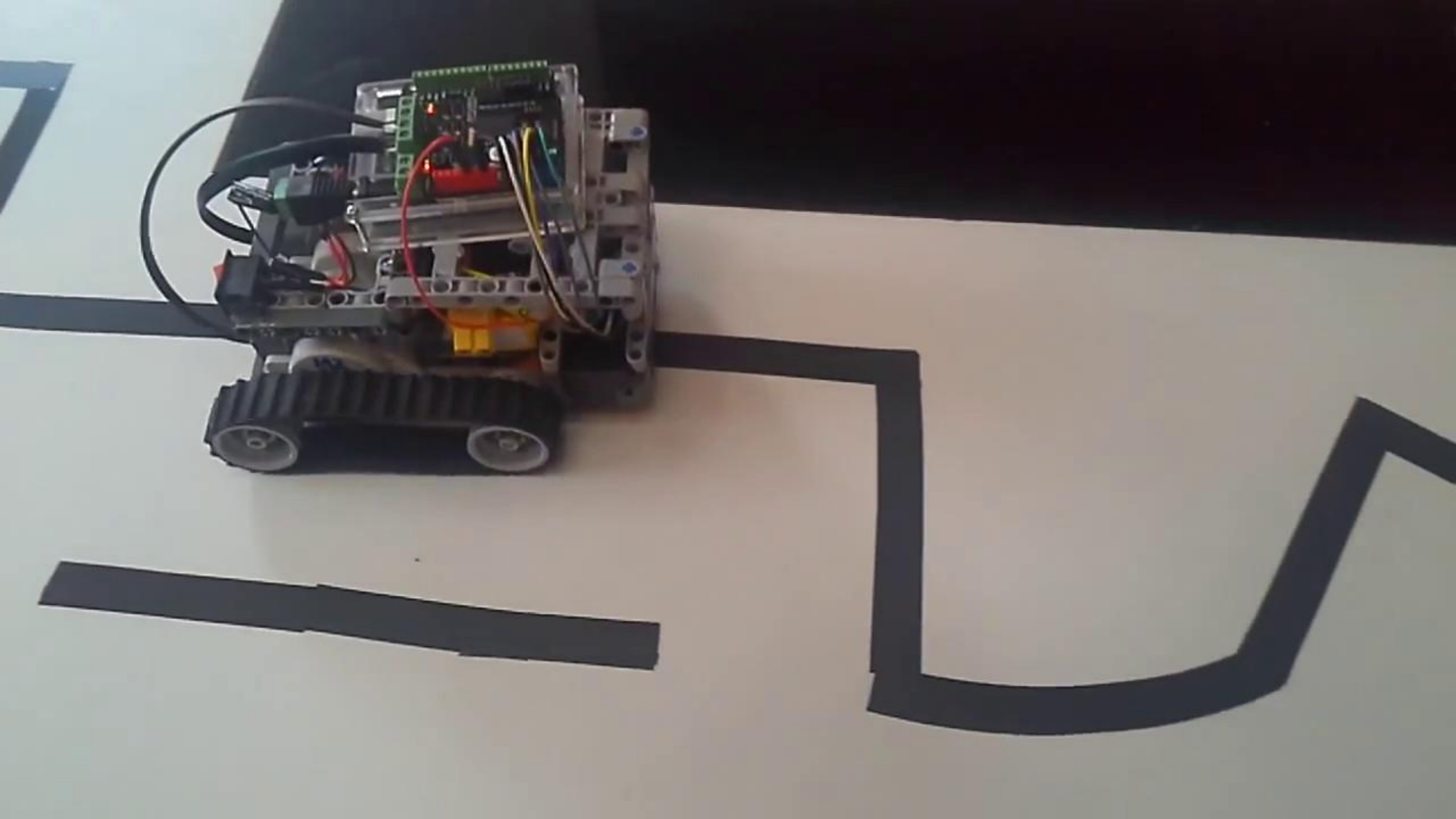
DEFINITION OF DONE


ARTIFACT
COMMITMENT
PRODUCT BACKLOG
PRODUCT GOAL
SPRINT BACKLOG
SPRINT GOAL
INCREMENT
DEFINITION OF DONE

Artifact Transparency



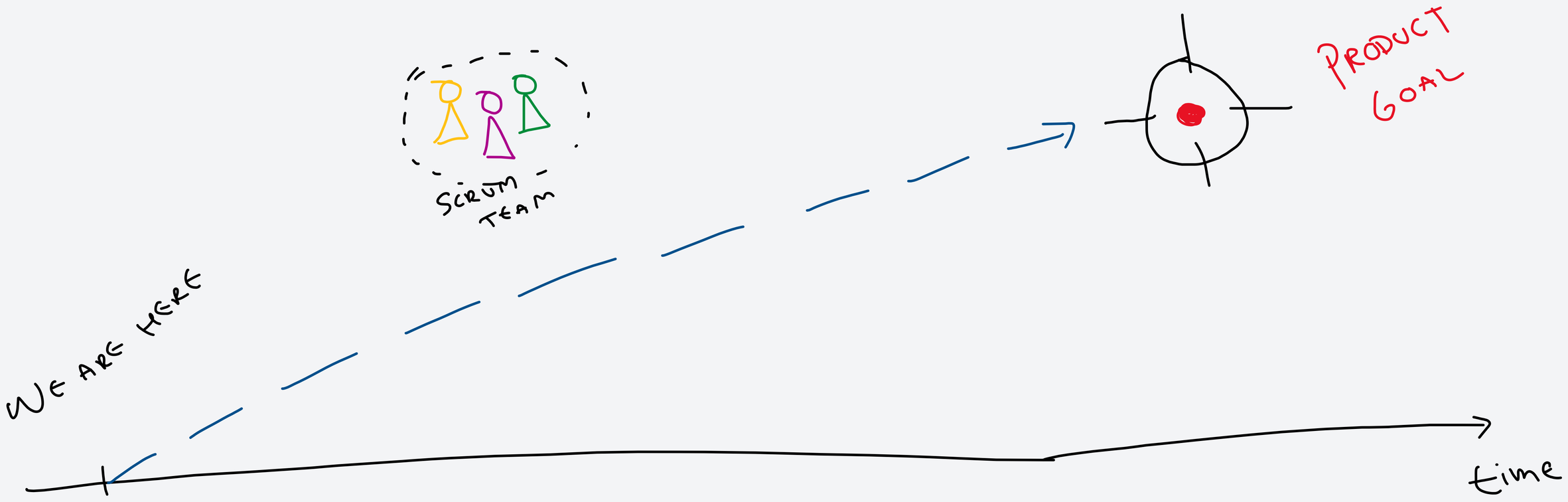




Product Goal

PRODUCT GOAL
WE ARE HERE
time

PRODUCT GOAL
WE ARE HERE
time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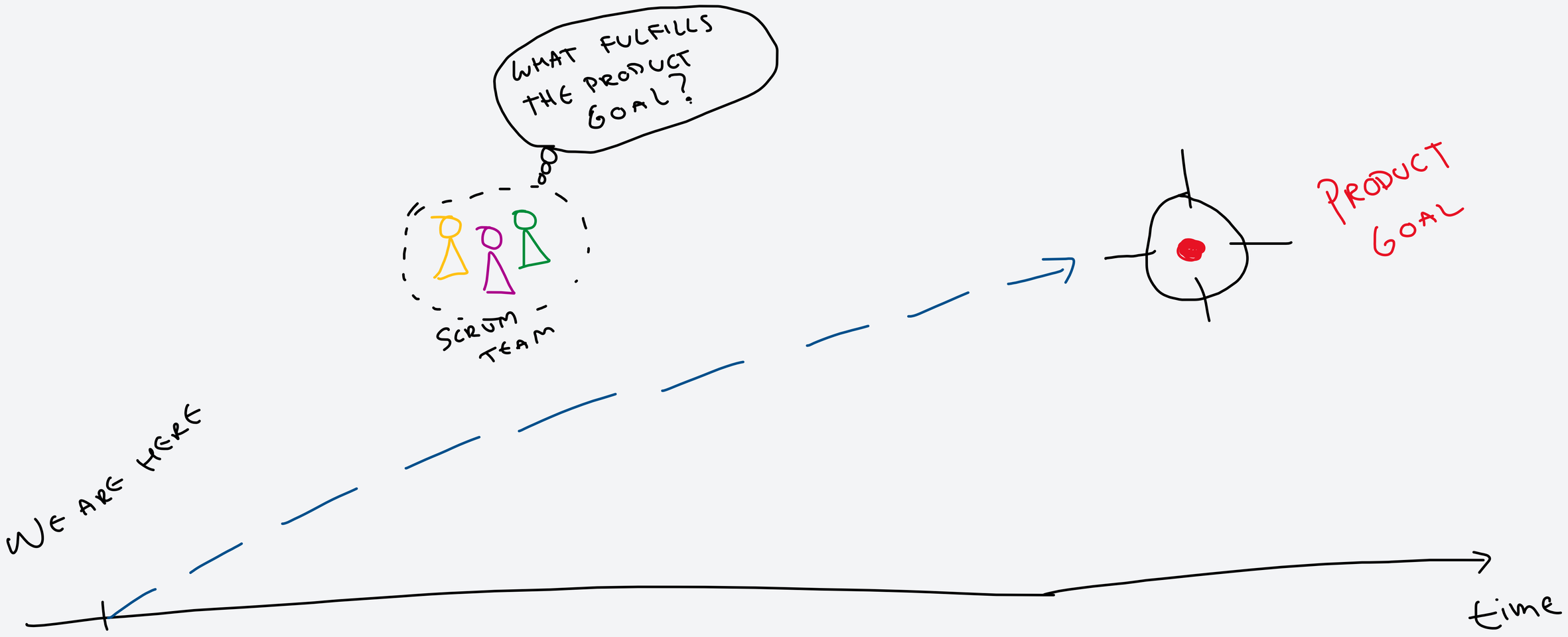
WHAT FULFILLS THE PRODUCT GOAL?
SCRUM TEAM
PRODUCT GOAL
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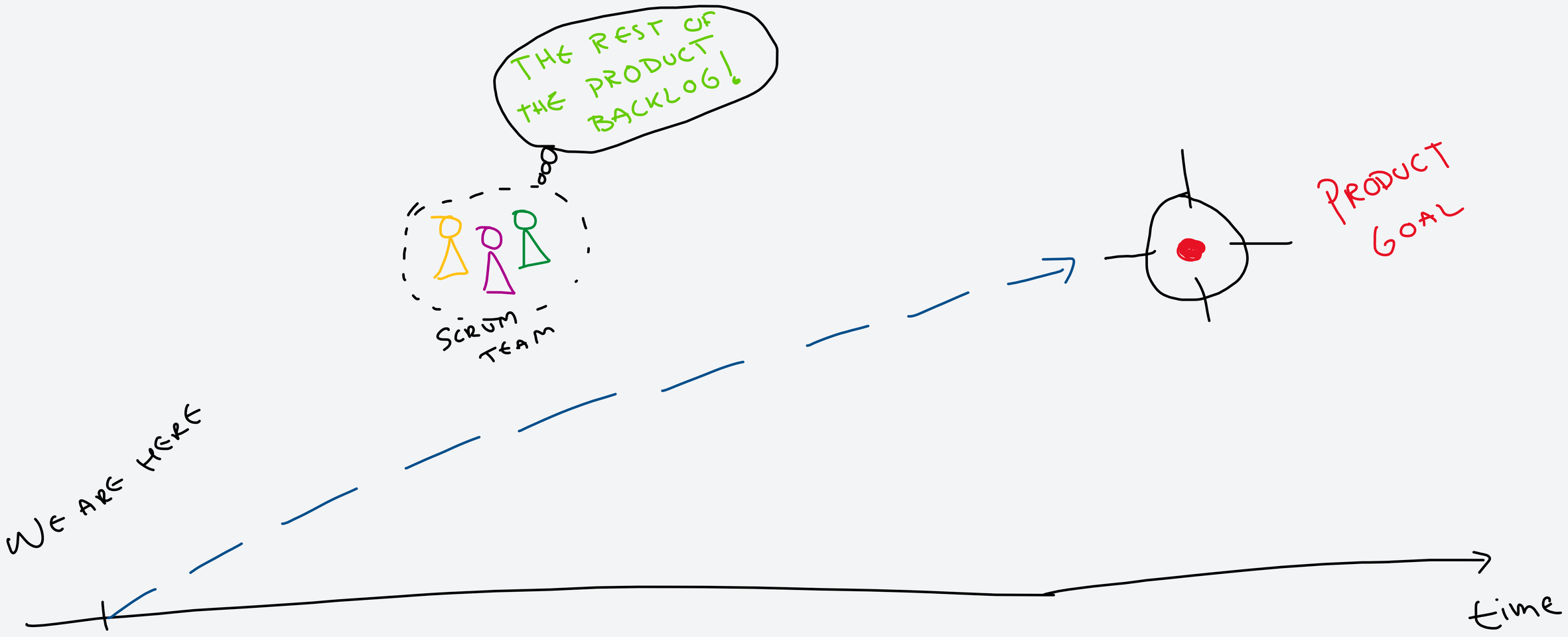
THE REST OF THE PRODUCT BACKLOG!
SCRUM TEAM
PRODUCT GOAL
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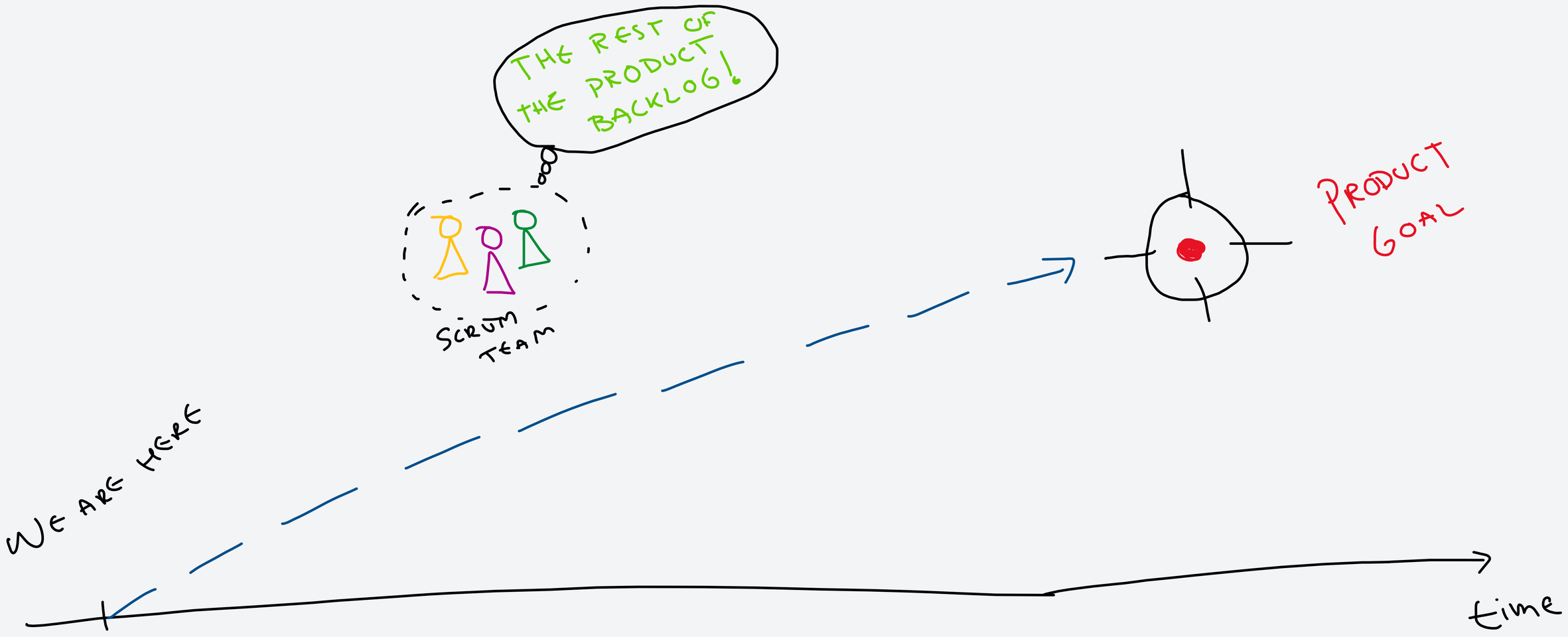
“A product is a **vehicle to deliver value**. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a service, a physical product, or something more abstract” Scrum Guide, 2020.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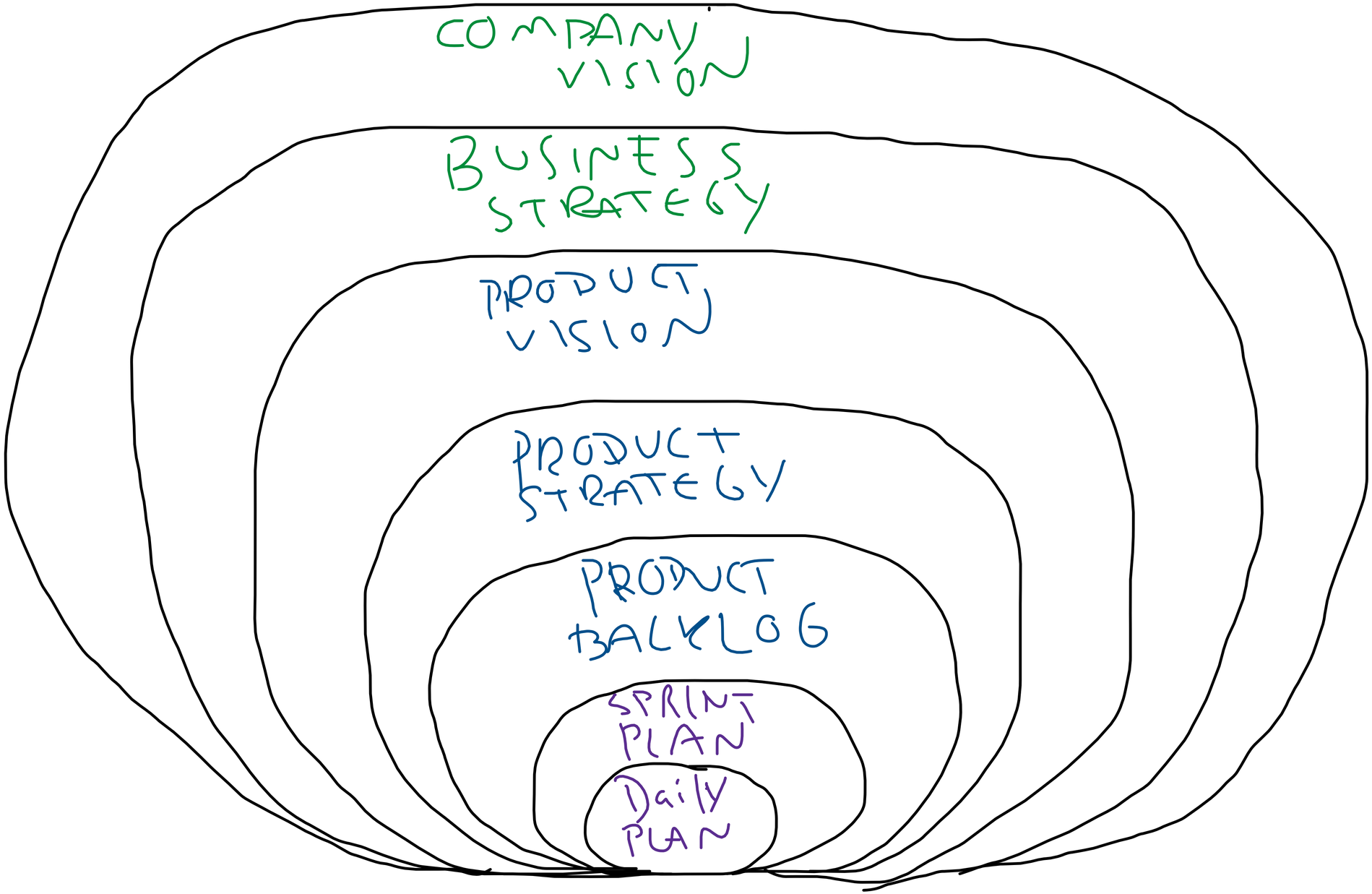
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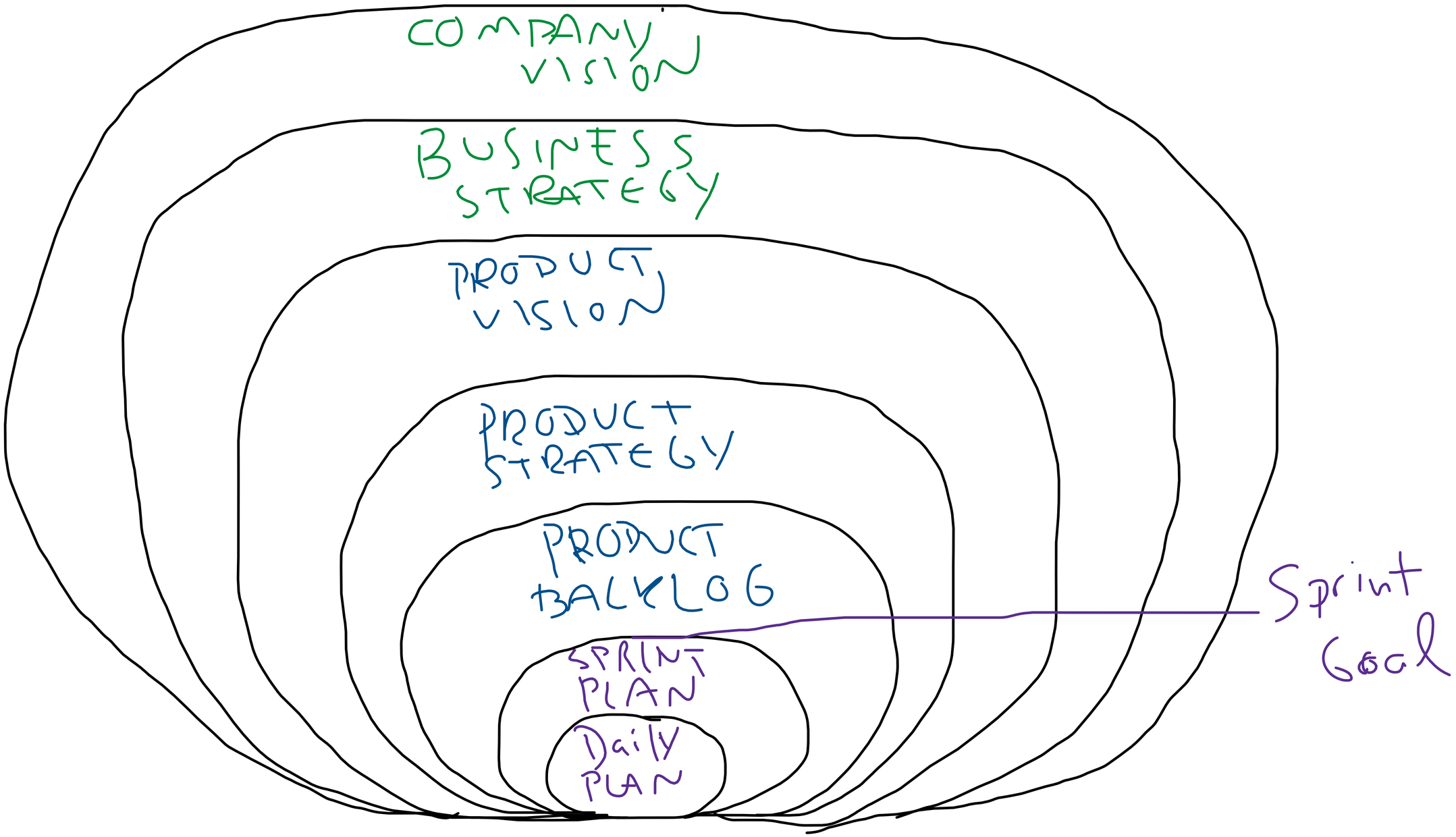
PRODUCT VISION
PRODUCT STRATEGY
PRODUCT BALKLOG
SPRINT PLAN
Daily PLAN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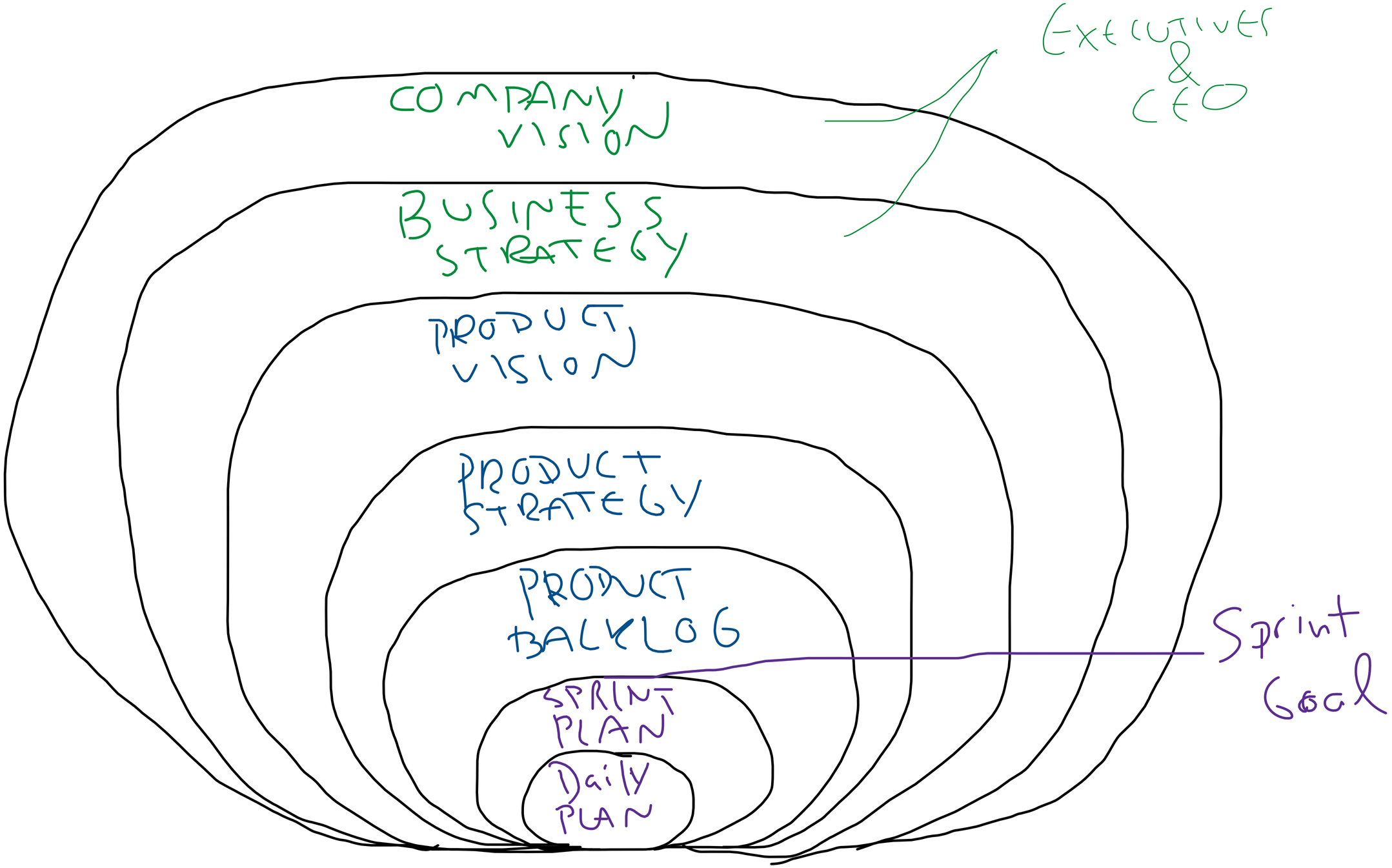
Daily PLAN
Sprint Goal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Executives & CEO
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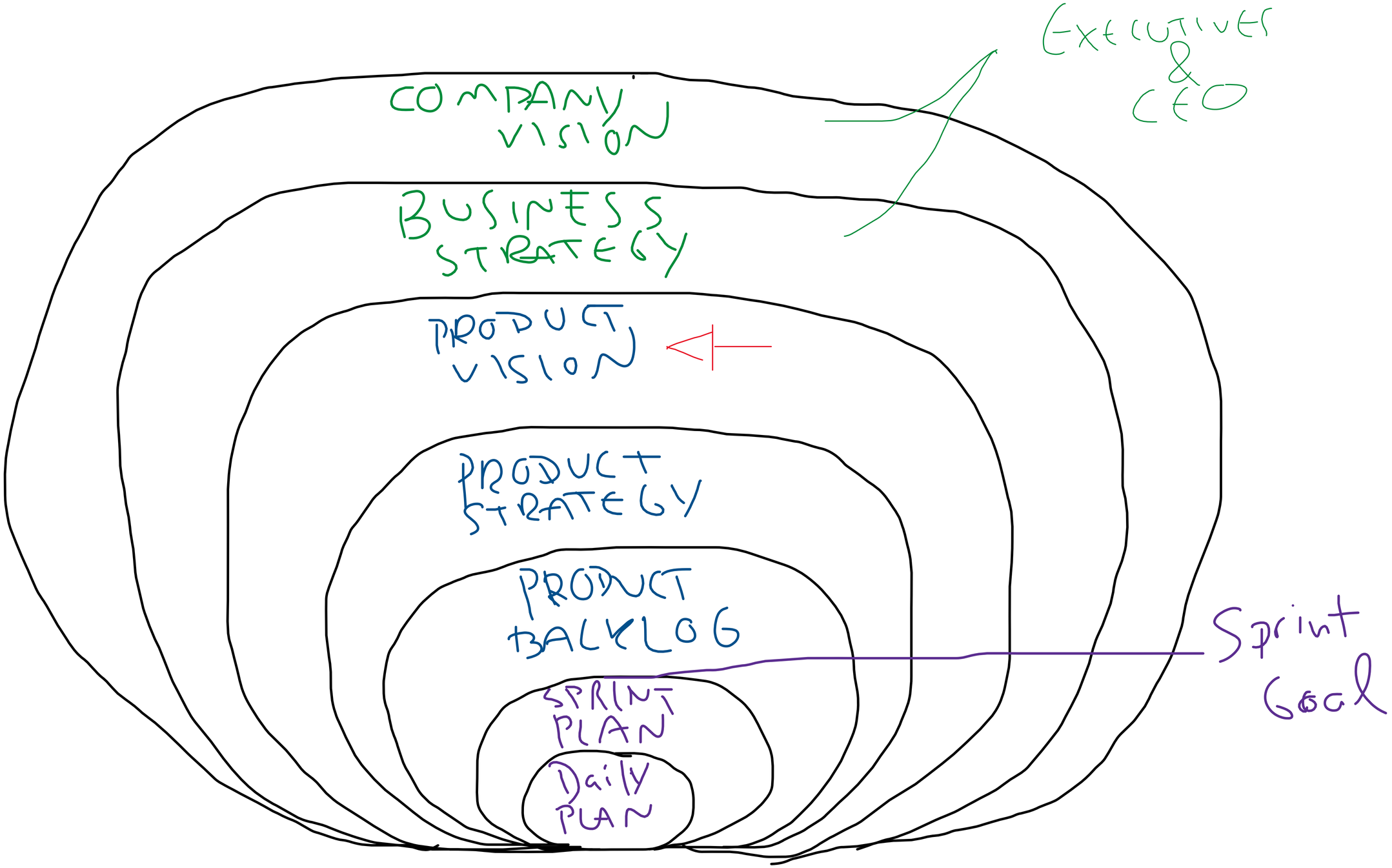
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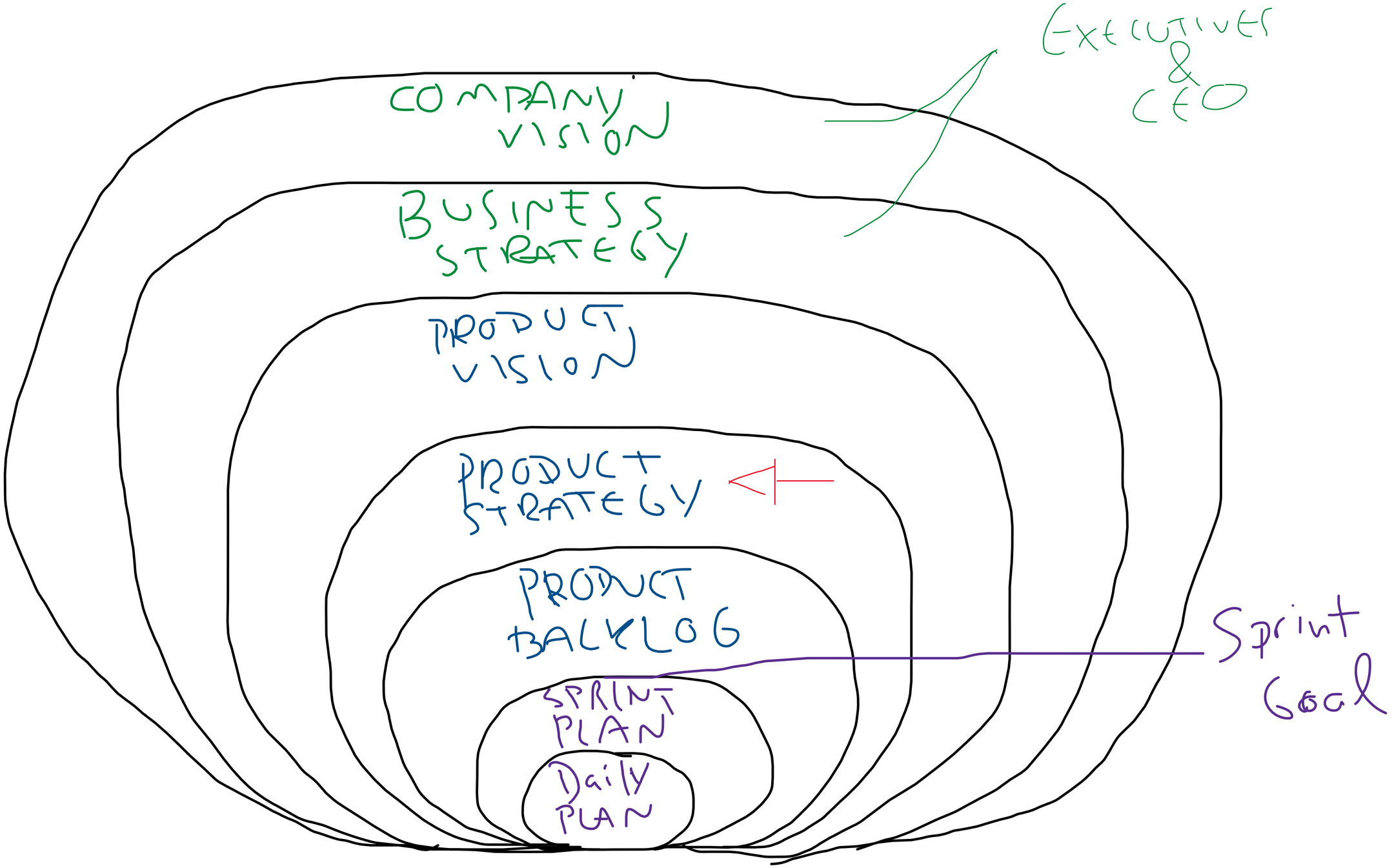
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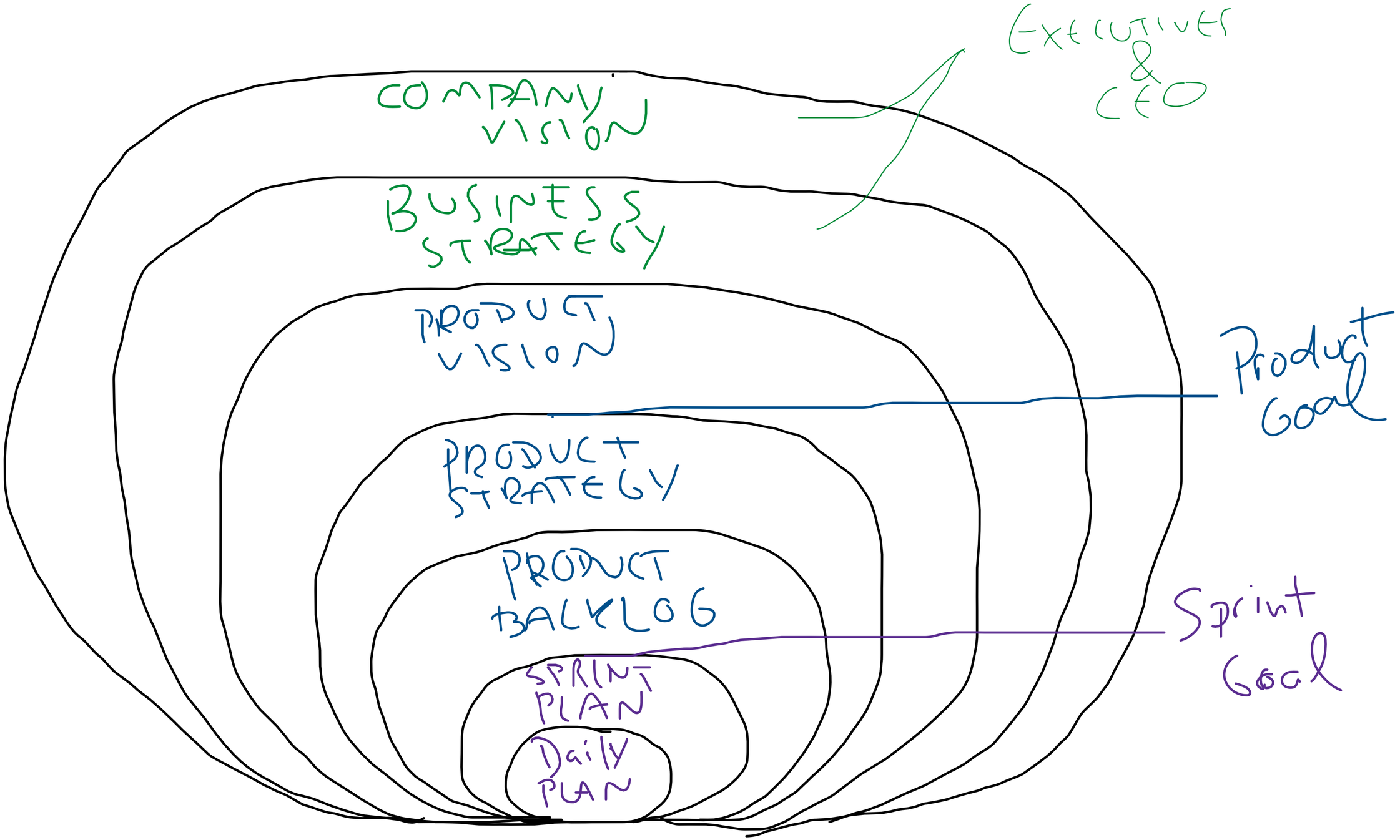
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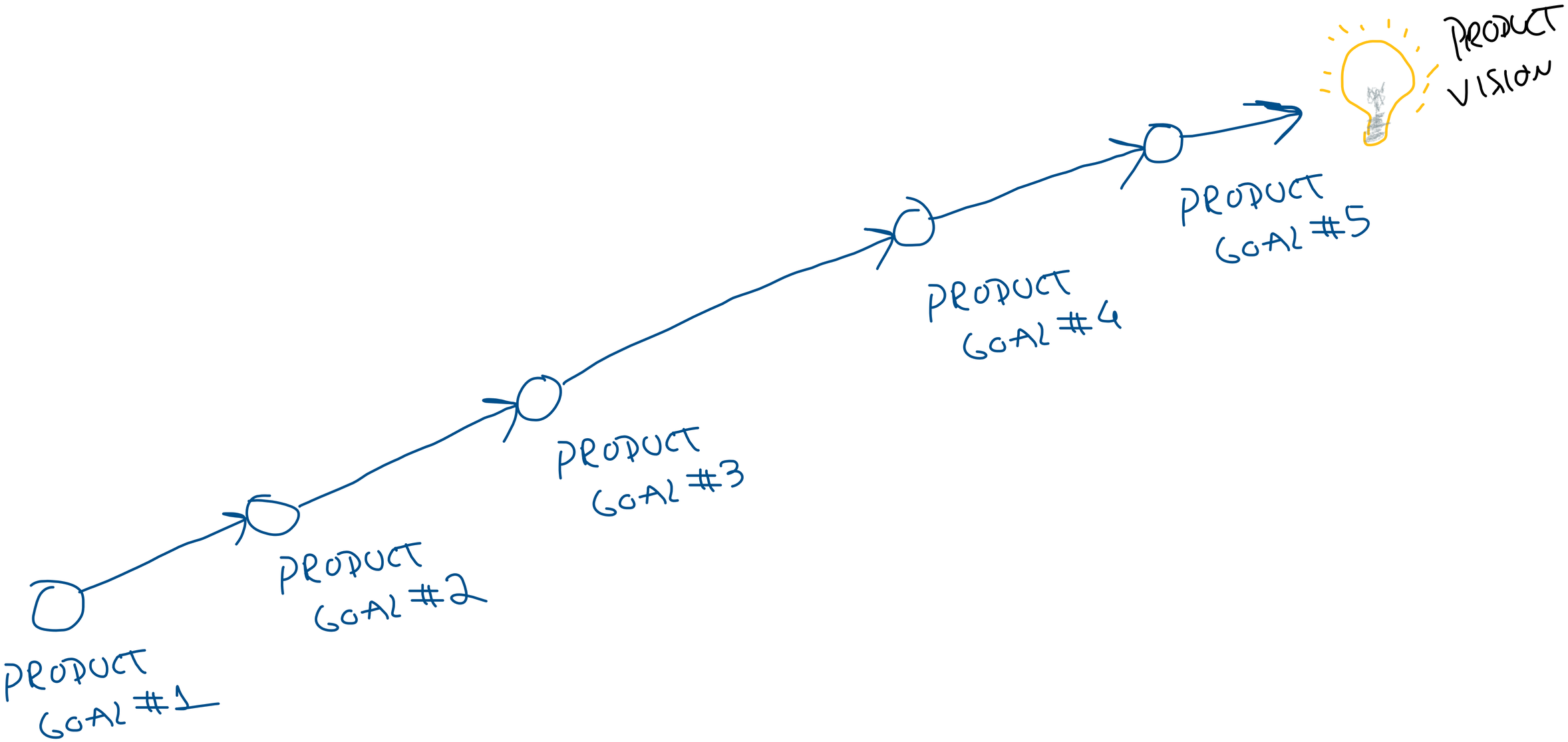

PRODUCT GOAL #1
PRODUCT GOAL #2
PRODUCT GOAL #3
PRODUCT GOAL #4
PRODUCT GOAL #5
PRODUCT VISION

PRODUCT VISION

PRODUCT VISION

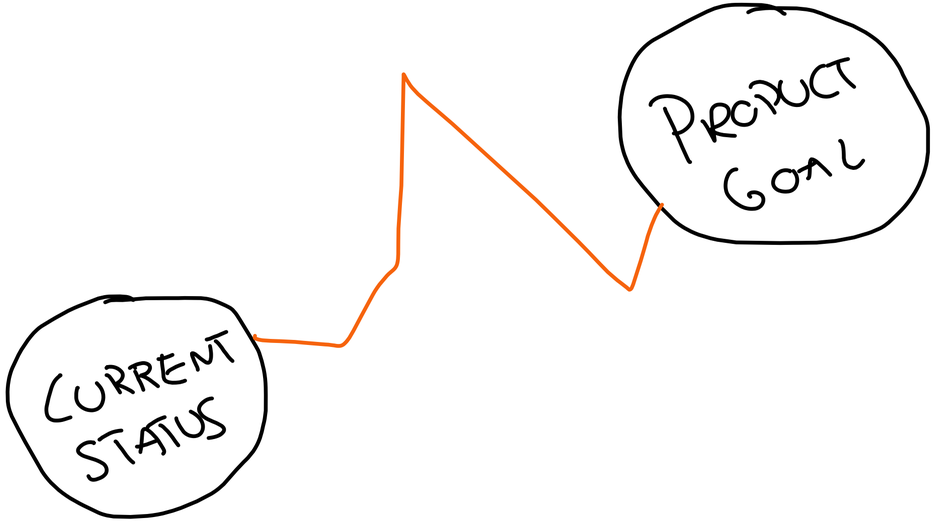
CURRENT STATUS

PRODUCT VISION

PRODUCT GOAL

CURRENT STATUS

PRODUCT
VISION


PRODUCT
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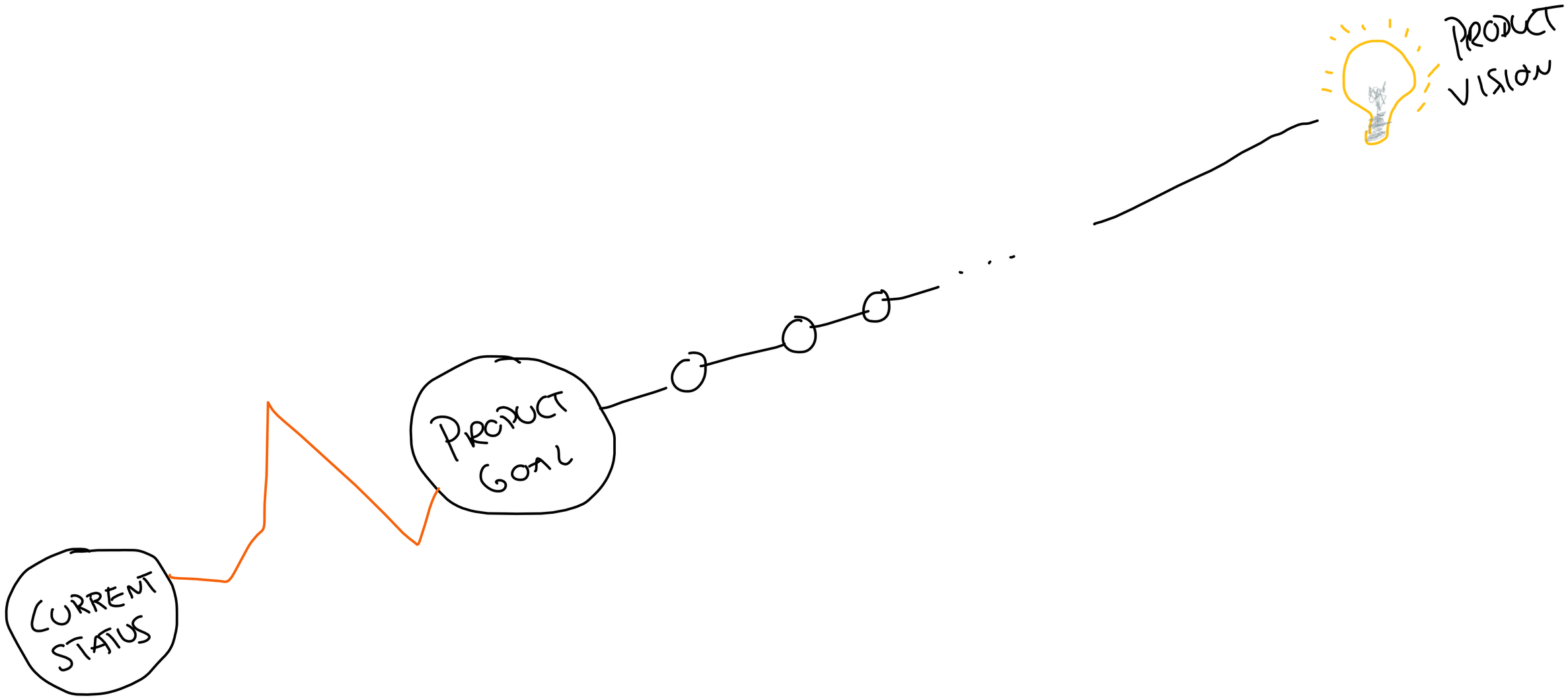
PRODUCT VISION
PRODUCT GOAL
CURRENT STATUS

Product Owner

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. How this is may vary widely across organizations, Scrum Teams, and individuals.

The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible and understood.

The Product Owner may do the above work or may delegate the responsibility to others. Regardless, the Product Owner remains accountable.

For Product Owners to succeed, the entire organization must respect their decisions. These decisions are visible in the content a ordering of the Product Backlog, and through the inspectable Increment at the Sprint Review.

The Product Owner is one person, not a committee. The Product Owner may represent the needs of many stakeholders in the Pr Backlog. Those wanting to change the Product Backlog can do so by trying to convince the Product Owner.

Product Goal: Case Study

Product Backlog

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team.

Product Backlog items that can be Done by the Scrum Team within one Sprint are deemed ready for selection in a Sprint Planning event. They usually acquire this degree of transparency after refining activities. Product Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items. This is an ongoing activity to add details, such as a description, order, and size. Attributes often vary with the domain of work.

The Developers who will be doing the work are responsible for the sizing. The Product Owner may influence the Developers by helping them understand and select trade-offs.

Commitment: Product Goal

The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against. The Product Goal is in the Product Backlog. The rest of the Product Backlog emerges to define “what” will fulfill the Product Goal.

> *A product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a service, a physical product, or something more abstract.*

The Product Goal is the long-term objective for the Scrum Team. They must fulfill (or abandon) one objective before taking on the next.

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THE PRODUCT VISION BOARD

romanpichler

VISION

What is your purpose for creating the product?

Which positive change should it bring about?

Enable customers worldwide to buy in Japan with ease and low cost

TARGET GROUP

Which market or market segment does the product address?

Who are the target customers and users?

Customers

Collectors

Store owners

Internal

Customer support

Operator

Marketing

NEEDS

What problem does the product solve?

Which benefit does it provide?

Current services to buy in Japan are complex, expensive or low quality

You lost a lot of time "mining" for items

PRODUCT

What product is it?

What makes it stand out?

Is it feasible to develop the product?

Web app

Mobile app

Easy and safe

Real-time bidding

Manage store orders

Schedule bid

Recommend auctions

BUSINESS GOALS

How is the product going to benefit the company?

What are the business goals?

Reduce cost to sell Japanese products

Expand from selling only to Brazil to sell worldwide

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2

Current situation

1

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3

PRODUCT GOAL

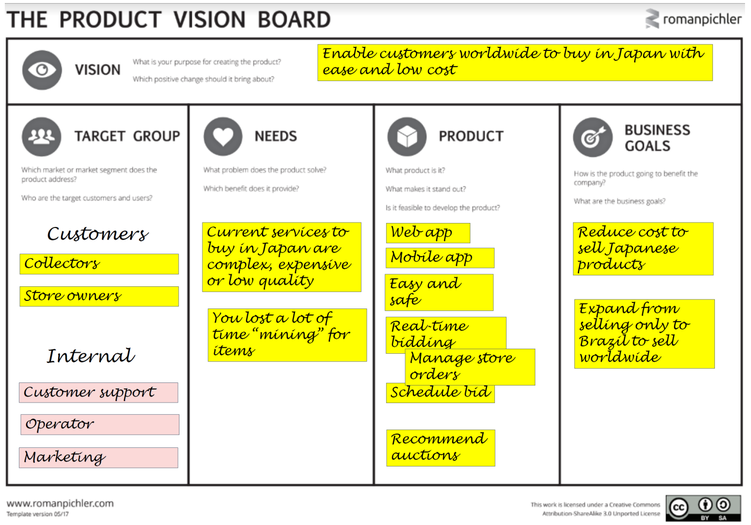
2

Current situation

Common Product Goals

- Acquiring customers
- Retaining customers
- Increasing engagement
- Activating users
- Generating revenue
- Reducing cost

1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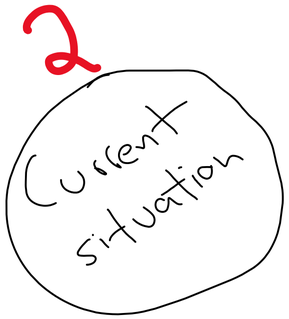
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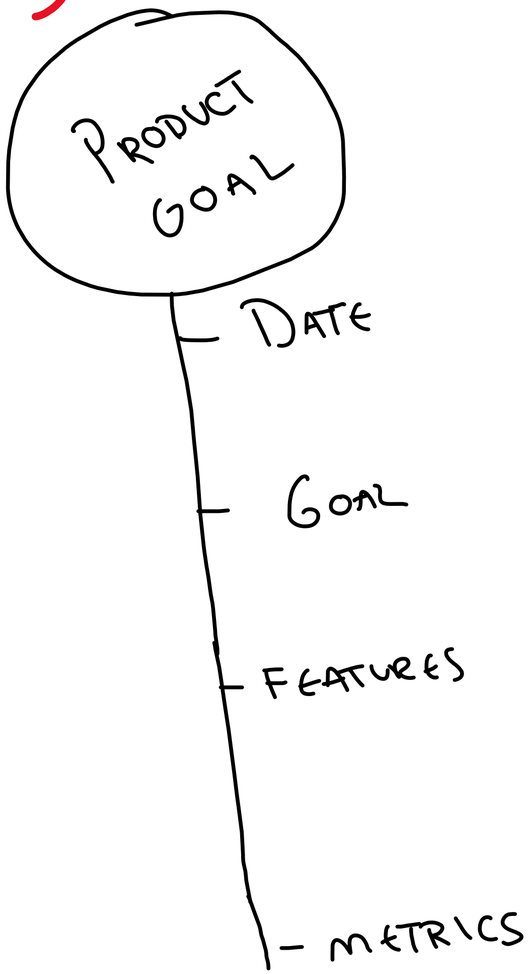
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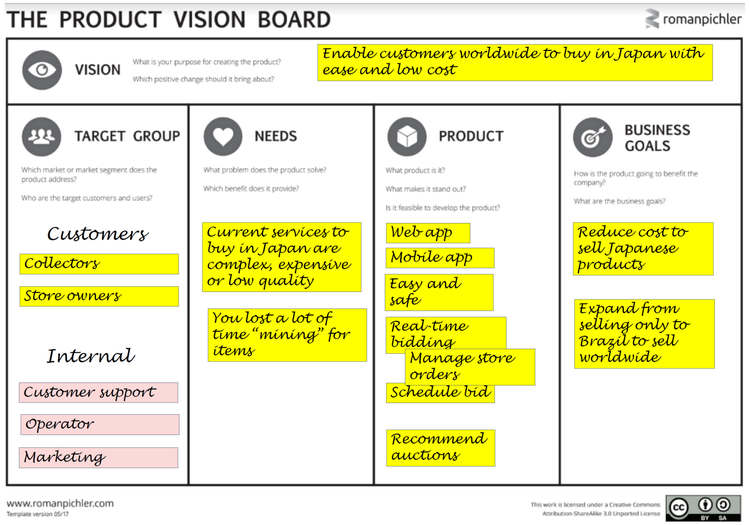
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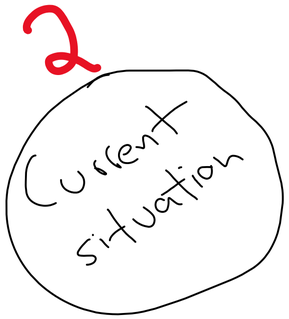
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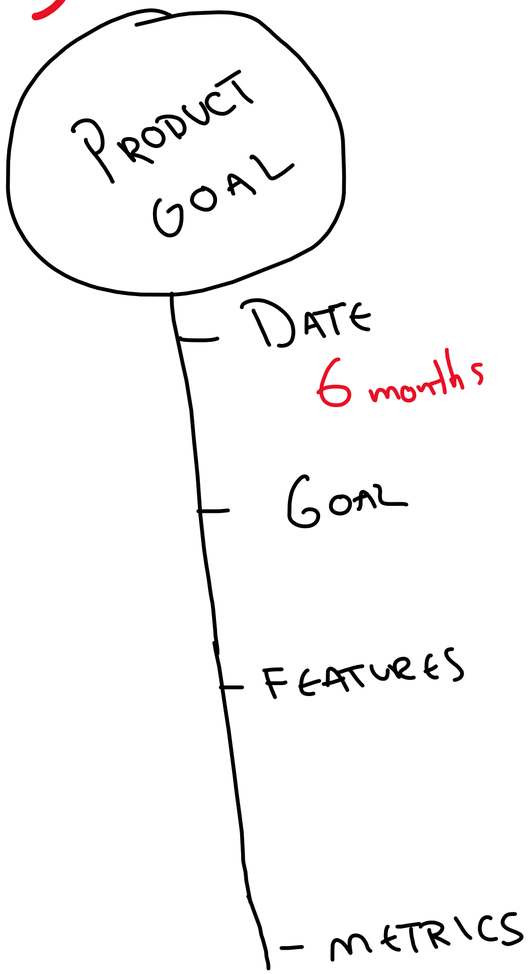
PRODUCT GOAL
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6 months
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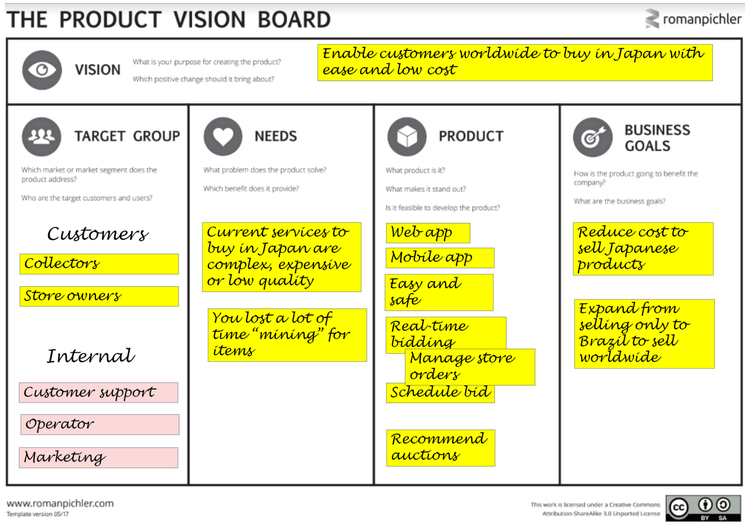
METRICS

1



2

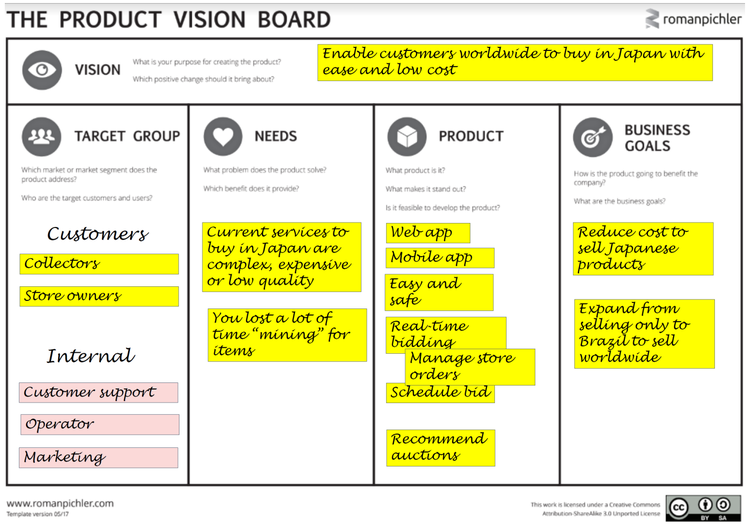
Current situation

3

PRODUCT GOAL

- DATE
  6 months
- GOAL
  acquire 20 customers, from 3 countries, making at least 1 purchase.
- FEATURES
- METRICS

1



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- FEATURES
  - Signup / Signin
  - product search
  - auction bidding
  - international shipment
- METRICS

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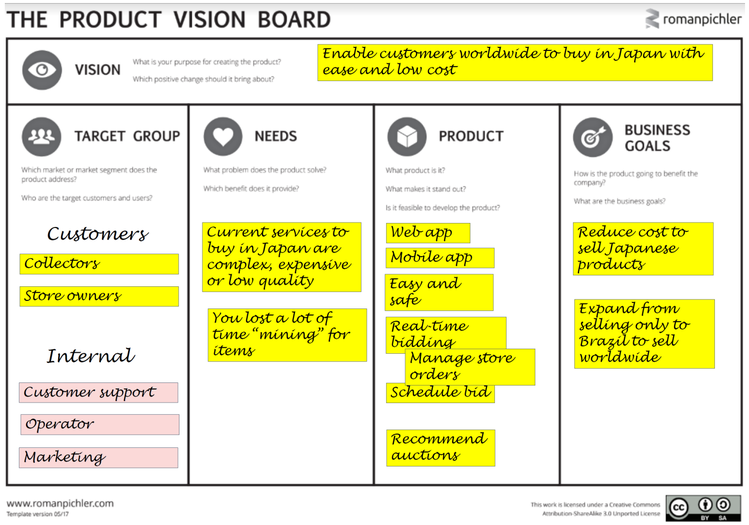

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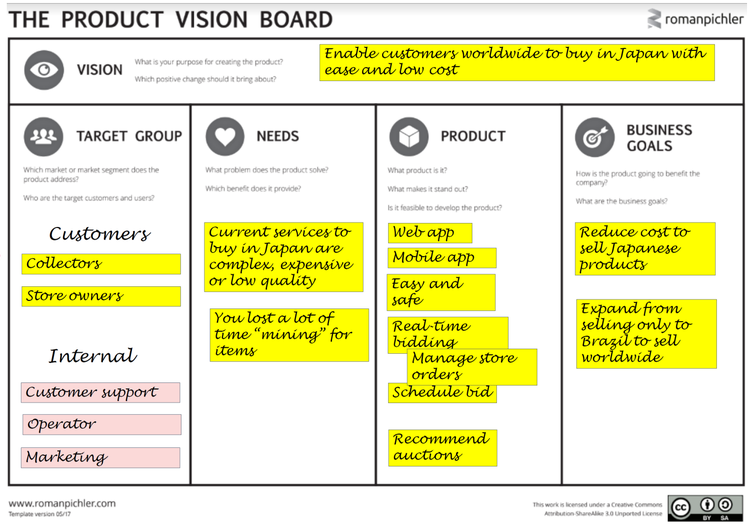

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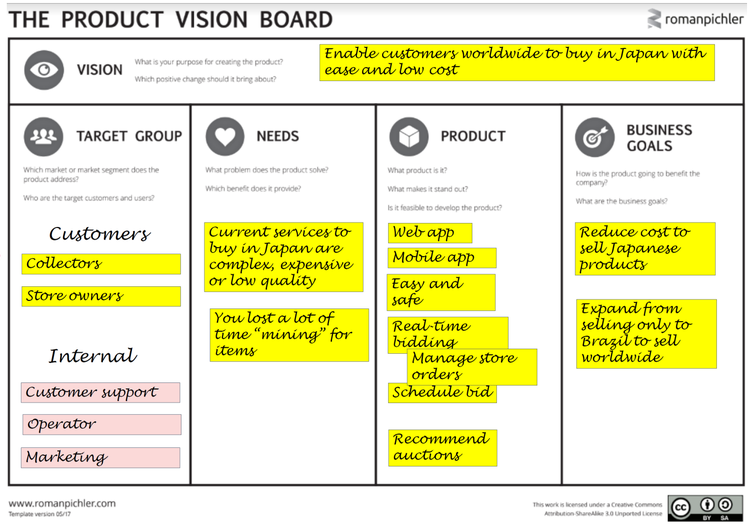

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Product Backlog

Product Backlog

- An emergent, ordered list of what is needed to improve the product

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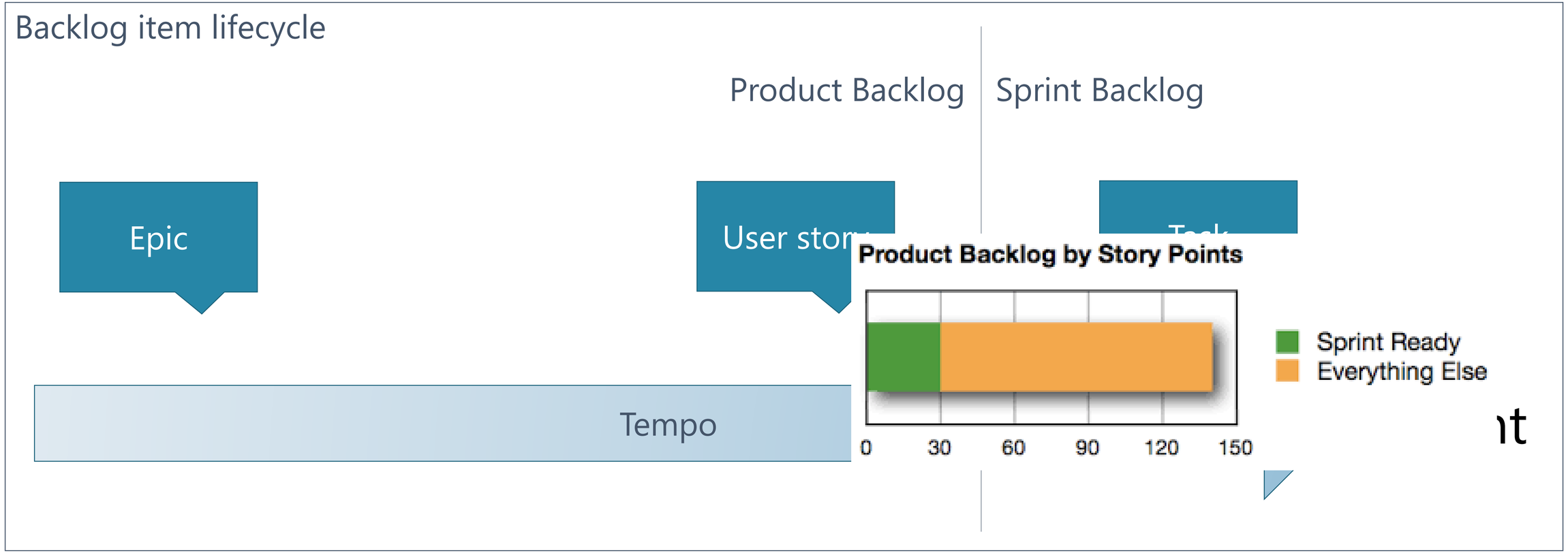


Initial epics for KonyuJP

Register and Authentication

Notifications

Buy on Yahoo Japan

Real-time bidding Yahoo Japan

Buy on other Japanese stores

Bitcoin deposit

Login gmail

PayPal deposit

Recommend auctions

Login Facebook

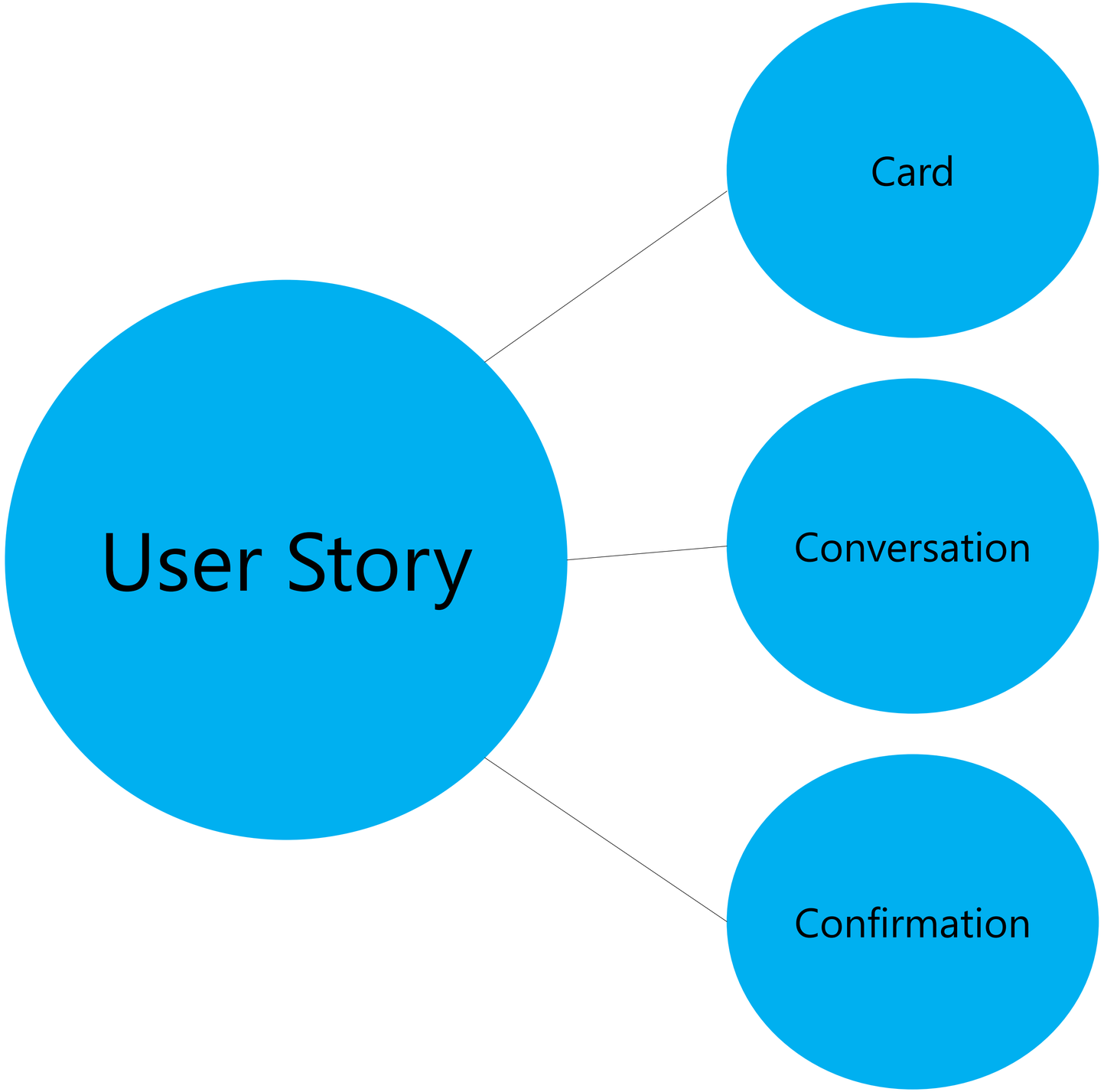
Shipment

CMS

Localization

Search

User Story



A simple functionality description from the perspective of a user

Must ease conversation

Must have acceptance criteria

As an [actor]
I want [action]
so [end]

[e-Commerce] As a sales manager I want to generate a monthly sales report so that I can verify if the team's goals were fulfilled

[Airbnb] "As a rentant I want to reserve an appartment online to ease my vacation planning"

[Proj4me] "Team member can visualize his/her current tasks to be aware of his/her to-do list"

The house's project will be modeled in AutoCad

The software will be written in C++

The program will connect to the database through a connection pool.

FRONT

As a buyer

I want to bid in real-time on Yahoo Auctions Japan

So that I can apply auctions winning strategies

BACK

- User selects the value of the bid
- Bid is executed in real-time
- Bidding is only possible if the user has enough balance
- The value is discounted from the user's balance and registered in the transactions history
- User can increase bidding anytime
- User cannot cancel a bid
- If the user wins an action, the system must refund him for the extra costs if the auction's final value is lower than his bid value
- Update RUNNING AUCTIONS list on user's home page
- If user wins, add it to WON AUCTIONS list on user's home page
- If user wins, charge for service fee

Product Backlog

- An emergent, ordered list of what is needed to improve the product
- The PO orders it considering whatever he/she judges as appropriate

		BV	SIZE	ROI		
2	US1	10	5	2	2	4
1	US2	12	10	1,2	4	3
3	US3	6	3	2	3	2
4	US4	5	2	2,5	1	1
5	US5	4	5	8	5	5

Product Backlog

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team.

Product Backlog items that can be Done by the Scrum Team within one Sprint are deemed ready for selection in a Sprint Planning event. They usually acquire this degree of transparency after refining activities. Product Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items. This is an ongoing activity to add details, such as a description, order, and size. Attributes often vary with the domain of work.

The Developers who will be doing the work are responsible for the sizing. The Product Owner may influence the Developers by helping them understand and select trade-offs.

Commitment: Product Goal

The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan

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STORY POINTS

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PLANNING POKER

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(KANO MODEL

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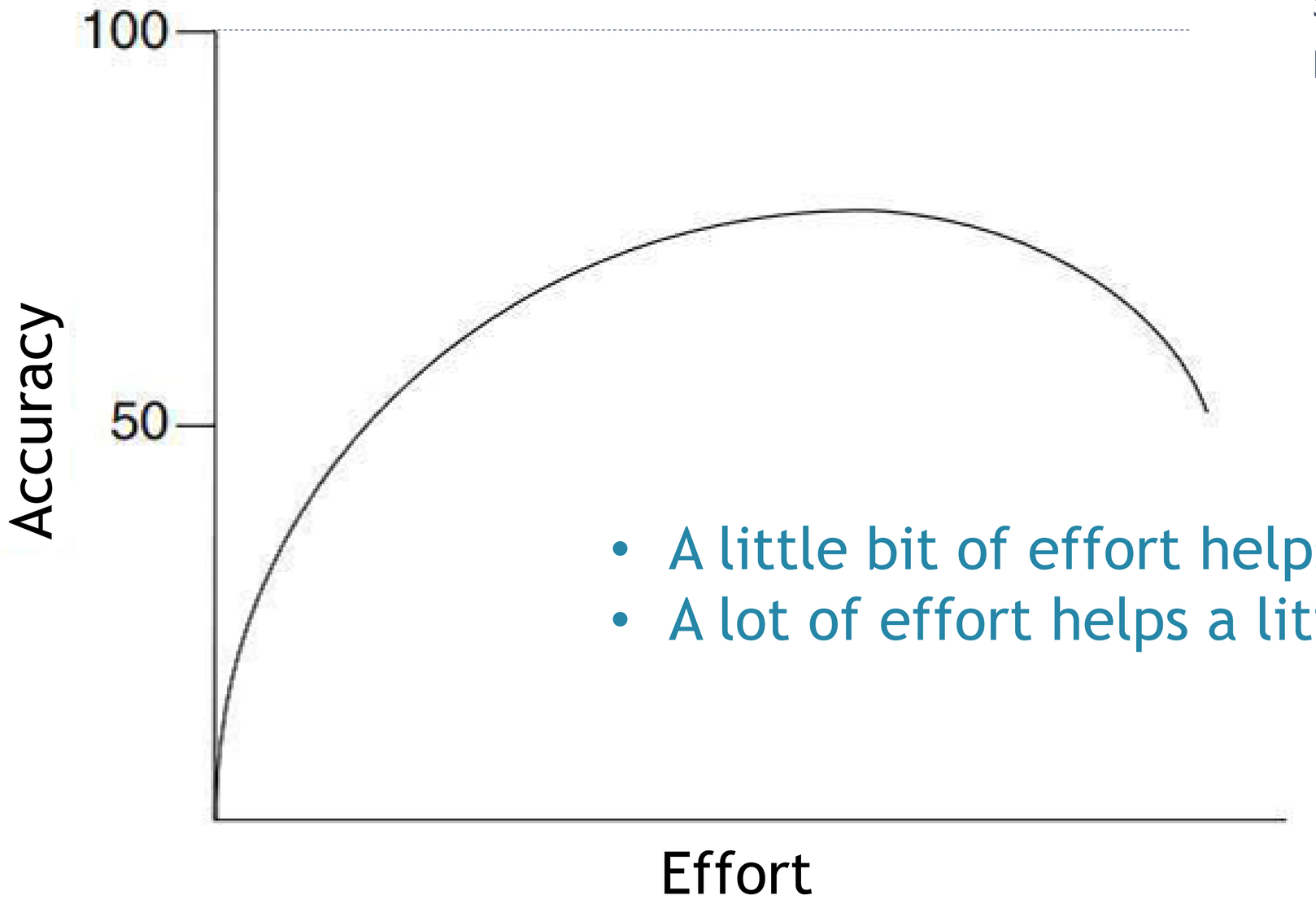
Estimation

STORY POINT
PLANNING POKER



- A little bit of effort helps a lot
- A lot of effort helps a little

Story point

0

0

1

1

2

2

3

3

5

5

8

8

13

13

20

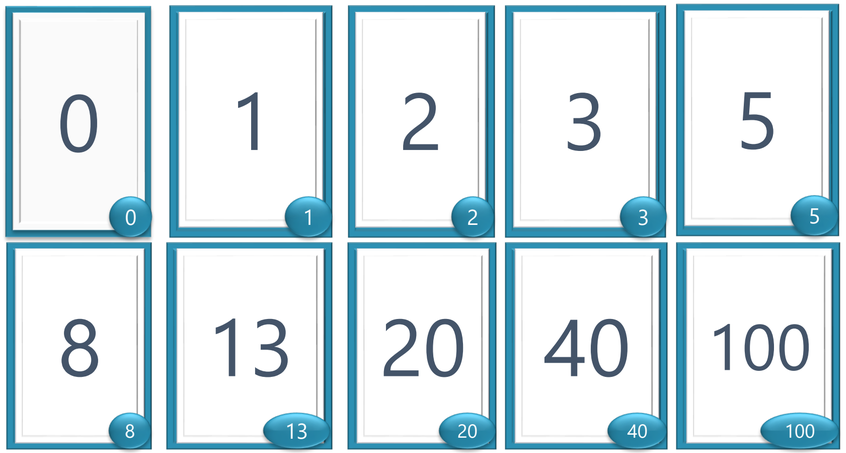
20

40

40

100

100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1
2
3
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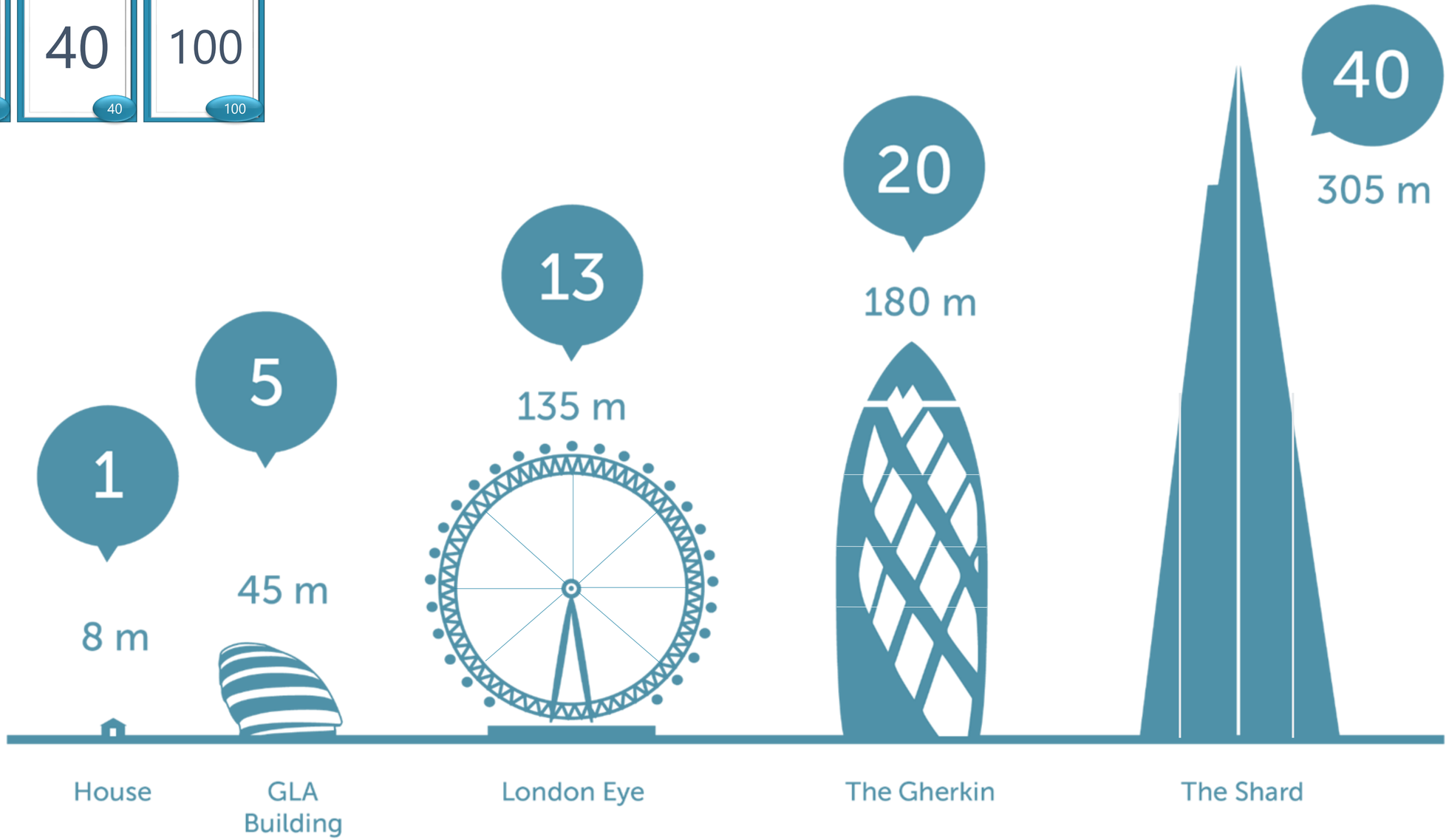
8
13
20
40
100


1
8 m
House
5
45 m
GLA Building
13
135 m
London Eye
20
180 m
The Gherkin
40
305 m
The Shard

Planning Poker

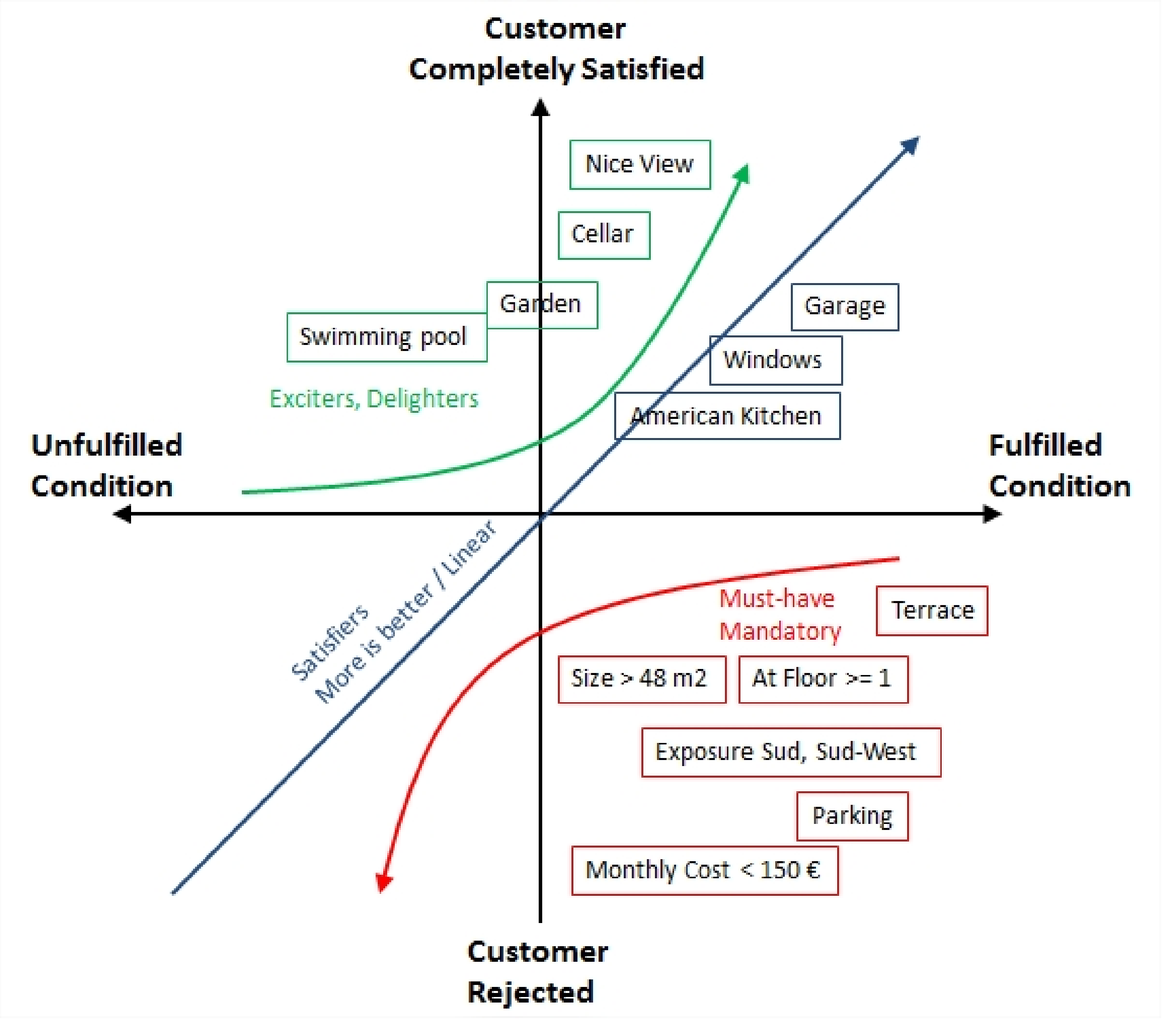
PLANNING POKER

Product Backlog Item	Estimate
Register and authentication	13
Real-time bidding Yahoo Auctions	40
PayPal Deposit	8
Search	13
Shipment	20
CMS	20
Buy on Yahoo Japan	20
Notifications	8
Localization	13
Buy on other Japanese stores	13
Bitcoin deposit	13
Login Gmail	2
Login Facebook	3
Recommend Auctions	20

Value

Desired-based prioritization (Kano Model)

- Features as one of three categories
  - Mandatory
    - Basic stuff. Its presence won't add much value, but its absence has a tremendous negative impact
  - Linear
    - The more, the better. The more linear features, the more customers pay!
  - Exciter
    - Unknown desires



Kano Model: How to classify?

Functional form → If the user can perform real-time bids, how do you feel?

I would like.	
It is what I expect.	
Neutral.	
I can live with that.	
I dislike.	

Dysfunctional form → If the user can NOT perform real-time bids, how do you feel?

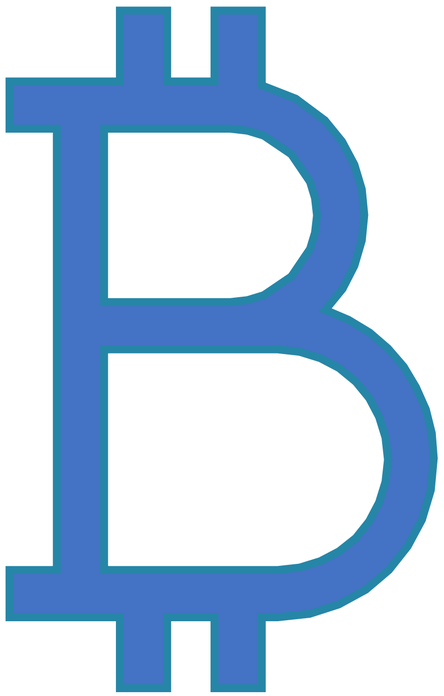
I would like.	
It is what I expect.	
Neutral.	
I can live with that.	
I dislike.	

Modelo Kano: How to classify?

		Dysfunctional Question				
		Like	Expect	Neutral	Lives	Dislike
Functional Question	Like	Q	E	E	E	L
	Expect	R	I	I	I	M
	Neutral	R	I	I	I	M
	Lives	R	I	I	I	M
	Dislike	R	R	R	R	Q

Labels:

M – Mandatory
L – Linear
E – Exciter
Q – Questionable
R – Reverse
I - Indiferent



How to order?

1. All mandatory
2. As many linear features as possible
3. A few exciters

Product Backlog Item	Estimate	Value
Register and authentication	13	M
Real-time bidding Yahoo Auctions	40	M
PayPal Deposit	8	M
Search	13	M
Shipment	20	M
CMS	20	M
Buy on Yahoo Japan	20	L
Notifications	8	L
Localization	13	E
Buy on other Japanese stores	13	E
Bitcoin deposit	13	E
Login Gmail	2	L
Login Facebook	3	L
Recommend auctions	20	E

Product Backlog Refinement

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- Is the act of breaking down and further defining Product Backlog items into smaller more precise items

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- Usually, it is what enables getting the Product Backlog Items Ready

Product Backlog Refinement

- Is the act of breaking down and further defining Product Backlog items into smaller more precise items
- Usually, it is what enables getting the Product Backlog Items Ready
- The Scrum Team decides how and when refinement is done

Definition of Ready

Definition of Ready

- Default
  - Acceptance criteria defined
  - Team understands what has to be done
  - Fits a sprint

FRONT

As a buyer

I want to bid in real-time on Yahoo Auctions Japan

So that I can apply auctions winning strategies

DOR

- Acceptance criteria
- Team understands
- Small enough

BACK

- User selects the value of the bid
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Register and authentication

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As I user I want to sign up using my email

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As a user I want to sign in using my email

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Register and authentication

As a user I want to sign in using my email

As I user I want to sign up using my email

As a user I want to recover my password so that I can get access to my account if I lose it

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As an admin I want to create account to give access to the admin panel to operators

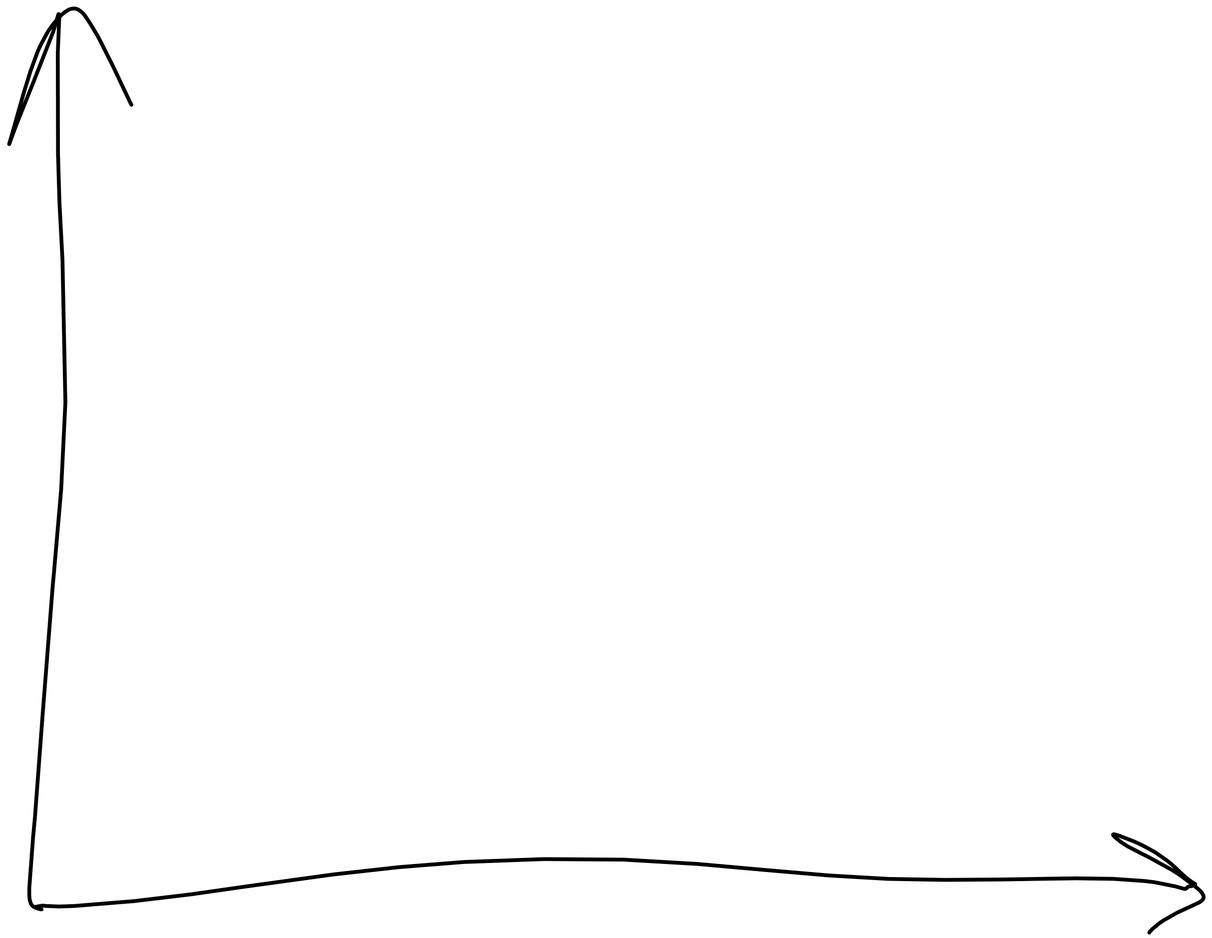
As an operator I want to change data from clientes (except password) so that I can help them if they lose access to their account and registered email

As an admin I want to remove accounts so that I don't depend on the developers to handle cases such as gone operators or customer abuse

Product Backlog Item	Estimate	Value
[Register and authentication] As a user I want to sign in using my email	5	M
[Register and authentication] As I user I want to sign up using my email	3	M
[Register and authentication] As a user I want to recover my password so that I can get access to my account if I lose it	3	M
[Register and authentication] As an admin I want to create account to give access to the admin panel to operators	5	M
[Register and authentication] As a user I want to update my profile so that my information is Always correct	2	M
Real-time bidding Yahoo Auctions	40	M
PayPal Deposit	8	M
Search	13	M
Shipment	20	M
CMS	20	M
Buy on Yahoo Japan	20	L
Notifications	8	L
Localization	13	E
Buy on other Japanese stores	13	E
Bitcoin deposit	13	E
Login Gmail	2	L
[Register and authentication] As an operator I want to change data from clientes (except password) so that I can help them if they lose access to their account and registered email	5	L
Login Facebook	3	L
As an admin I want to remove accounts so that I don’t depend on the developers to handle cases such as gone operators or customer abuse	3	L
Recommend auctions	20	E

Monitoring Progress Toward Goals

Burn-down



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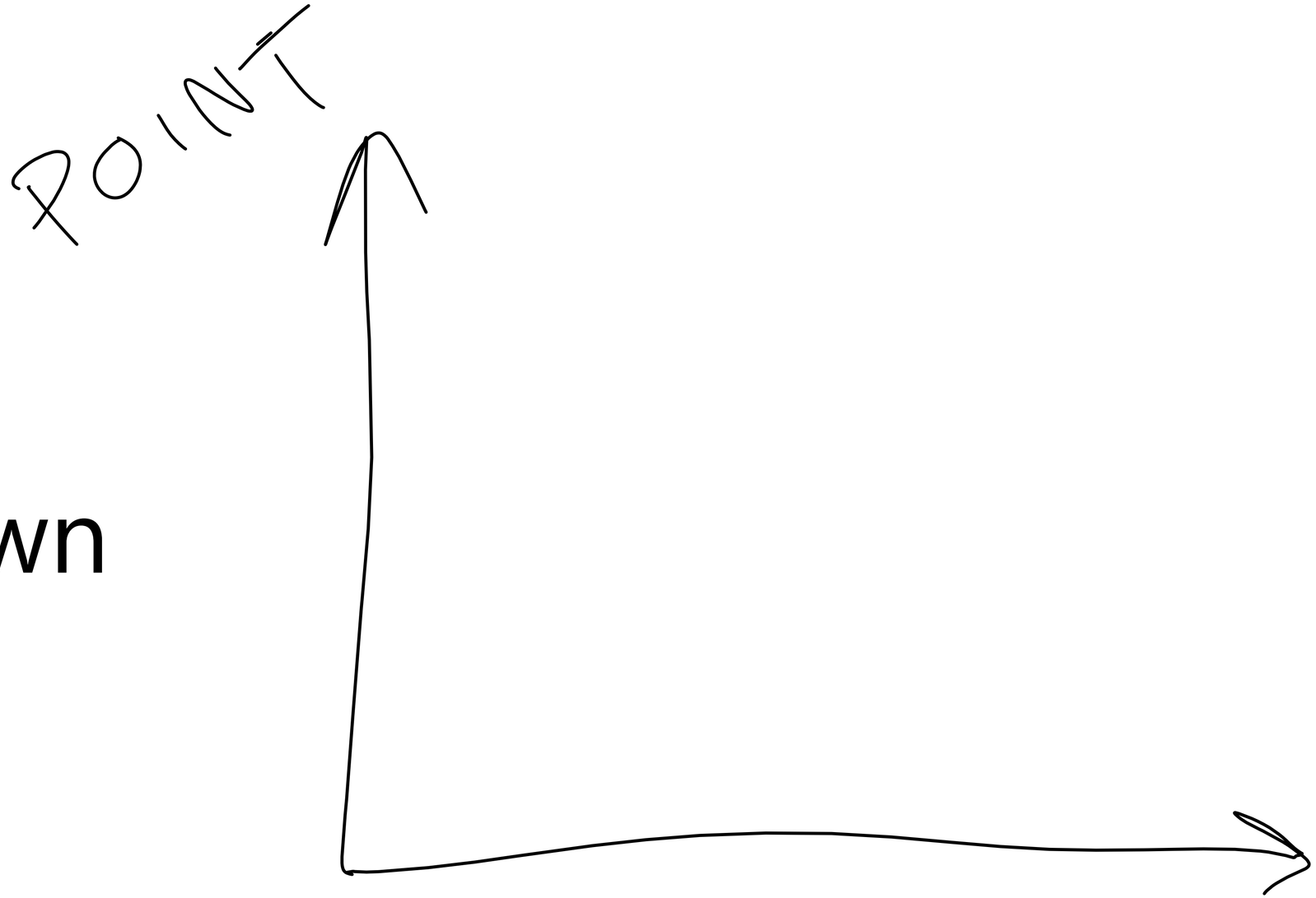

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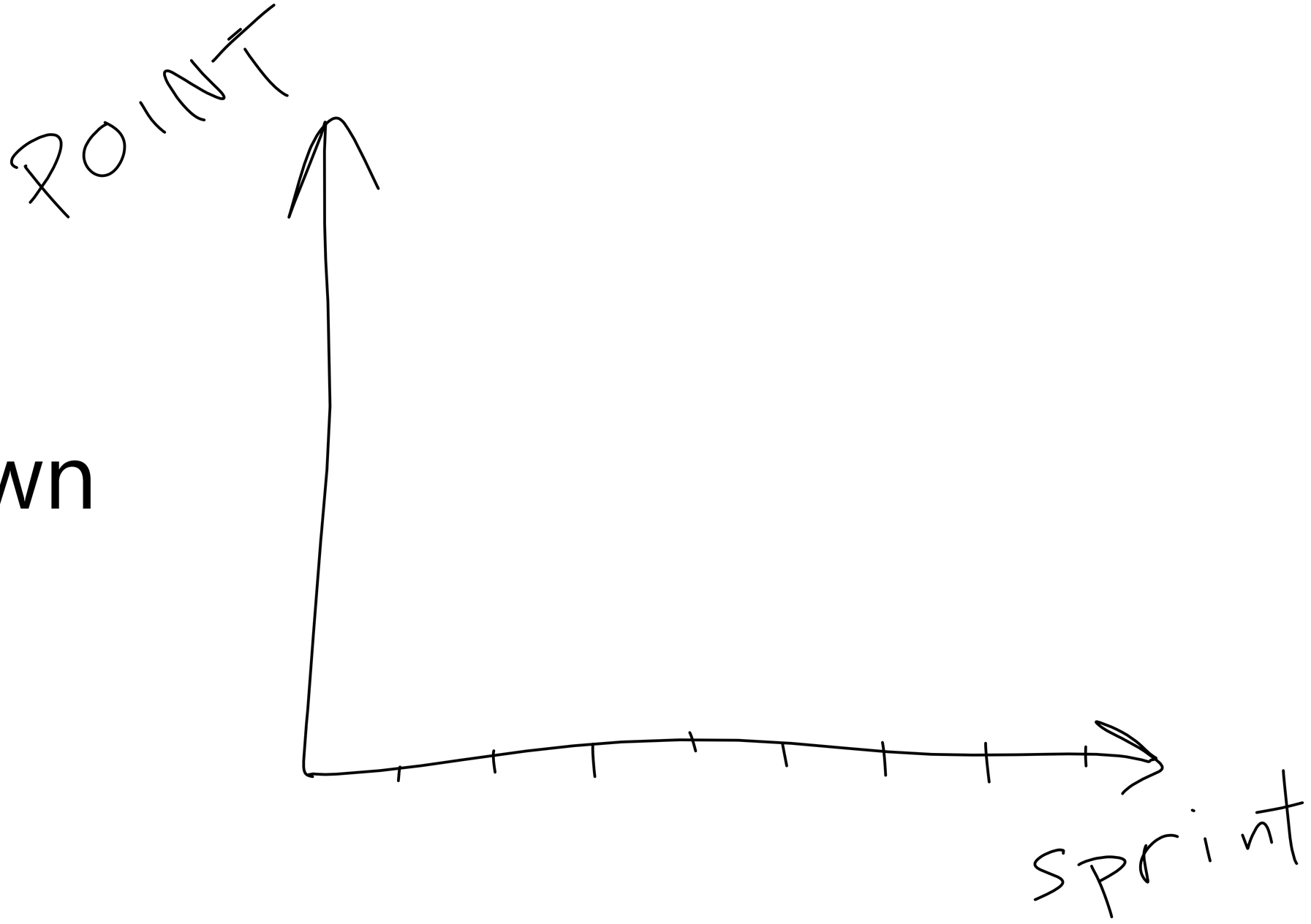

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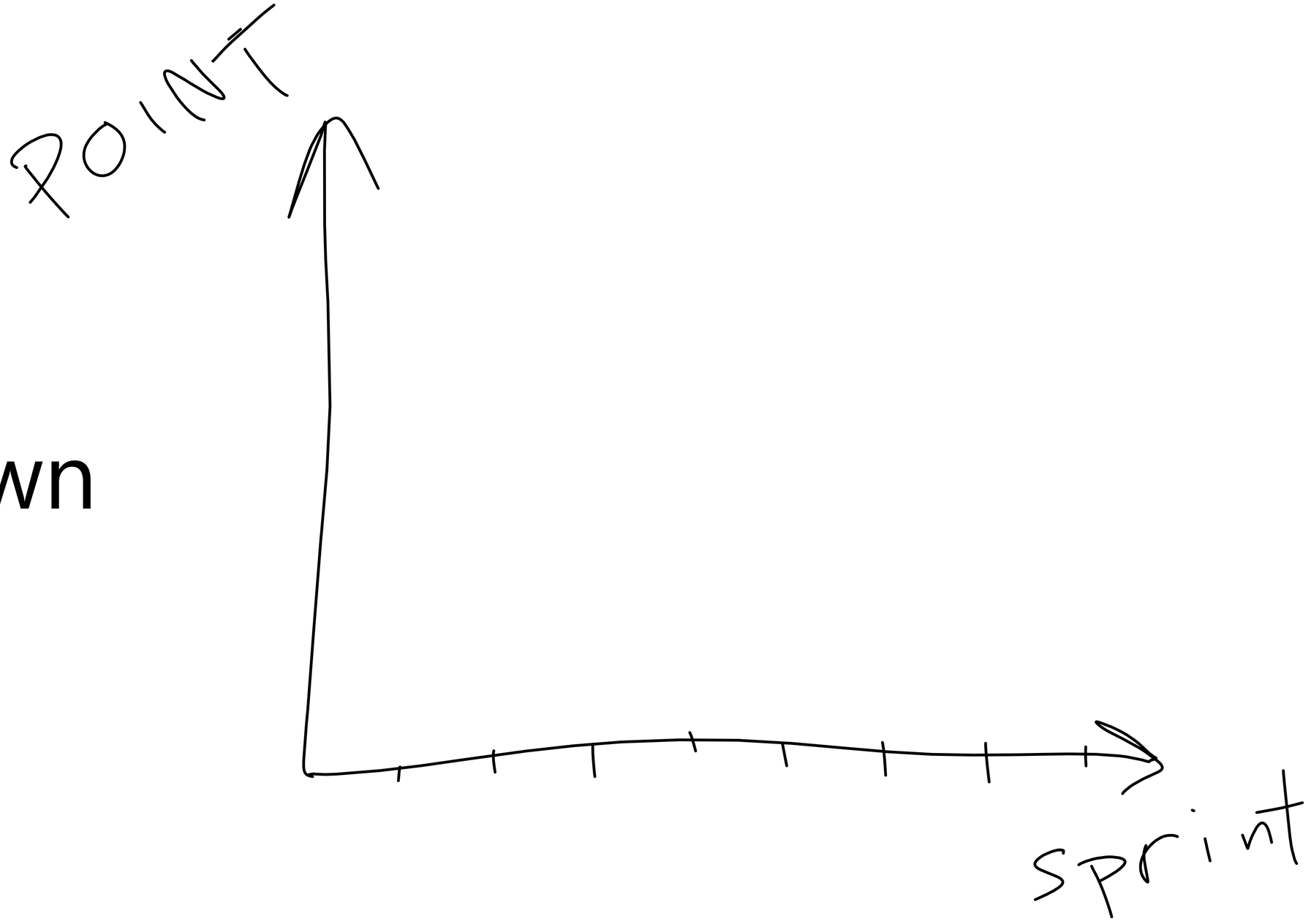

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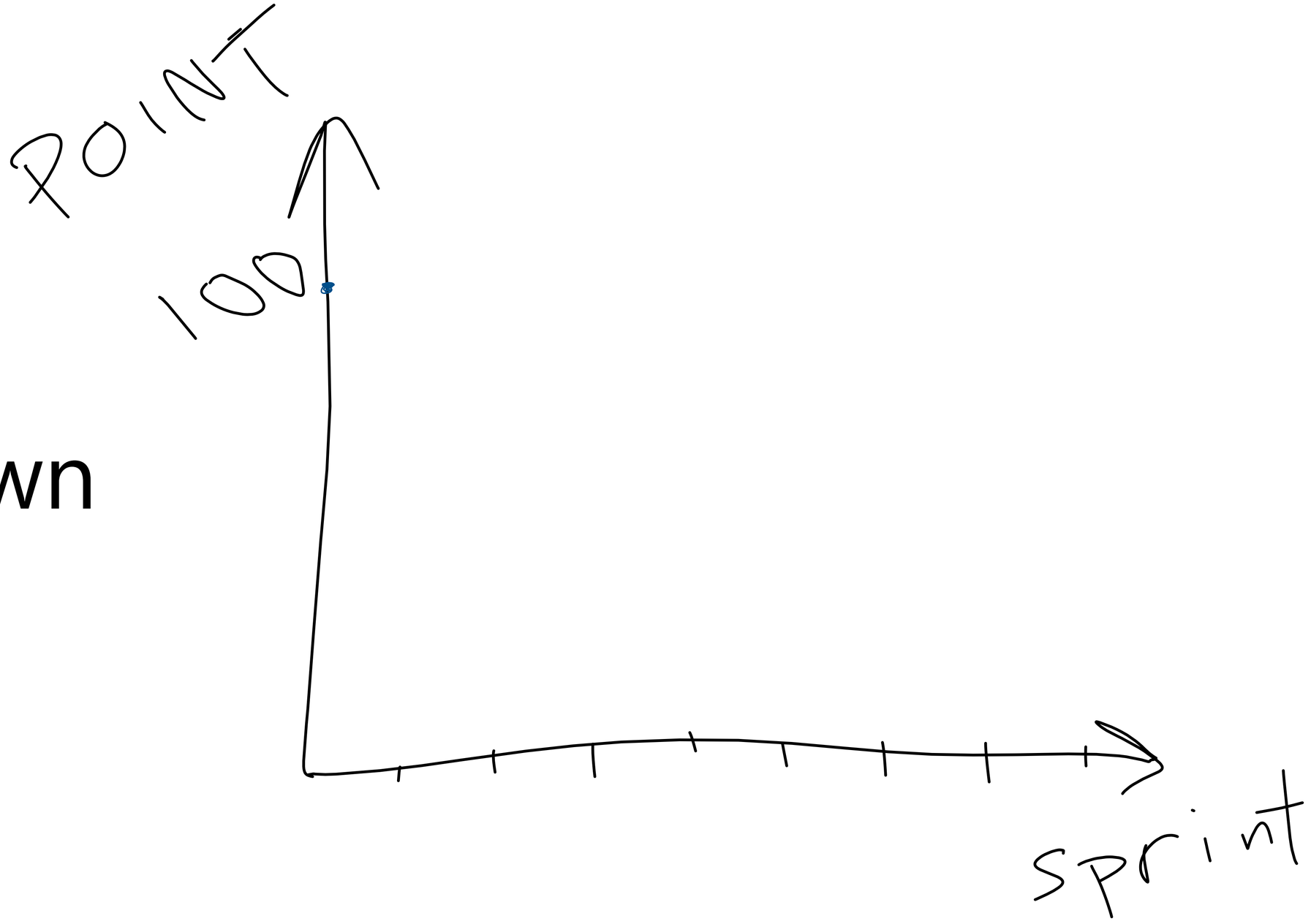

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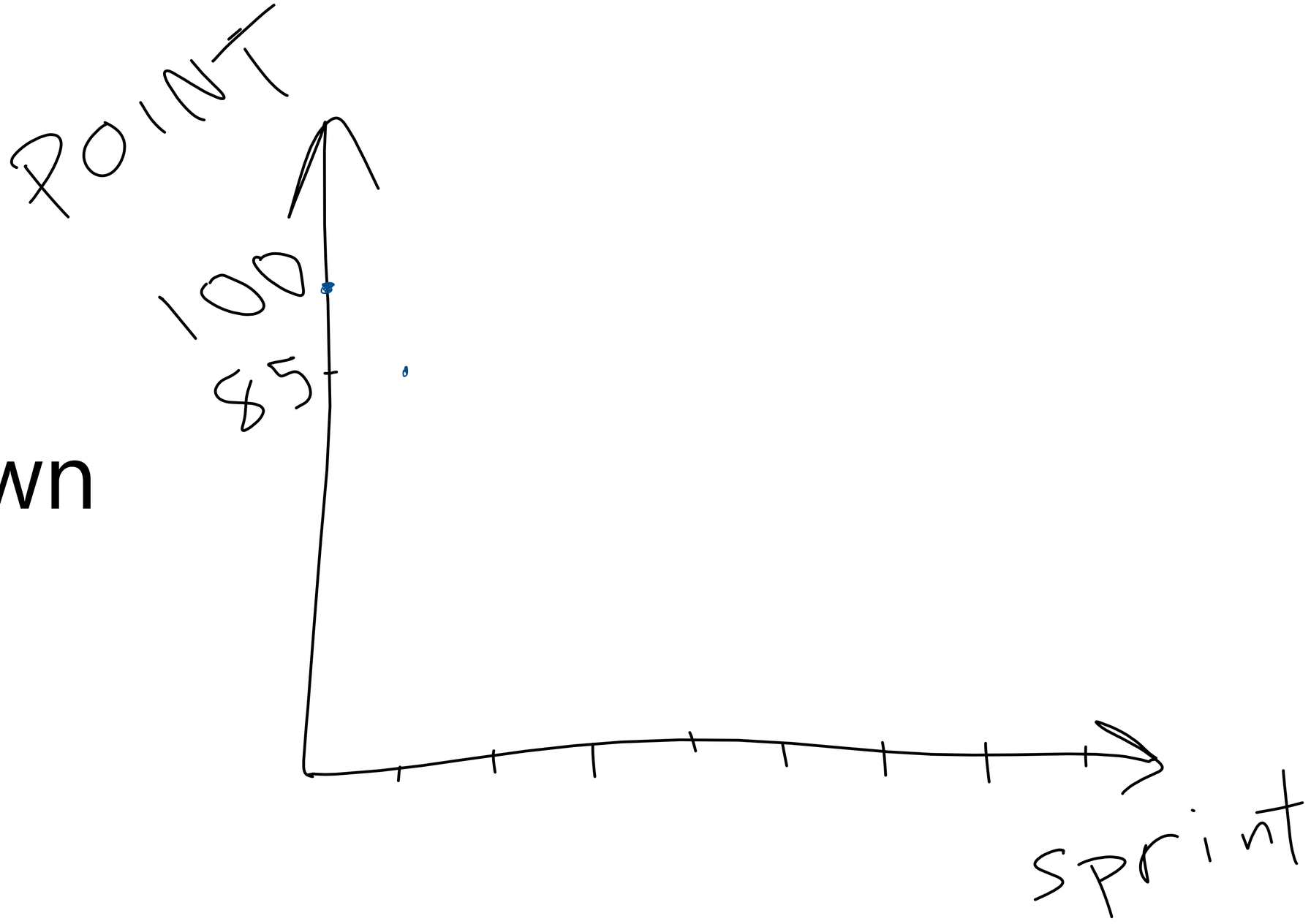

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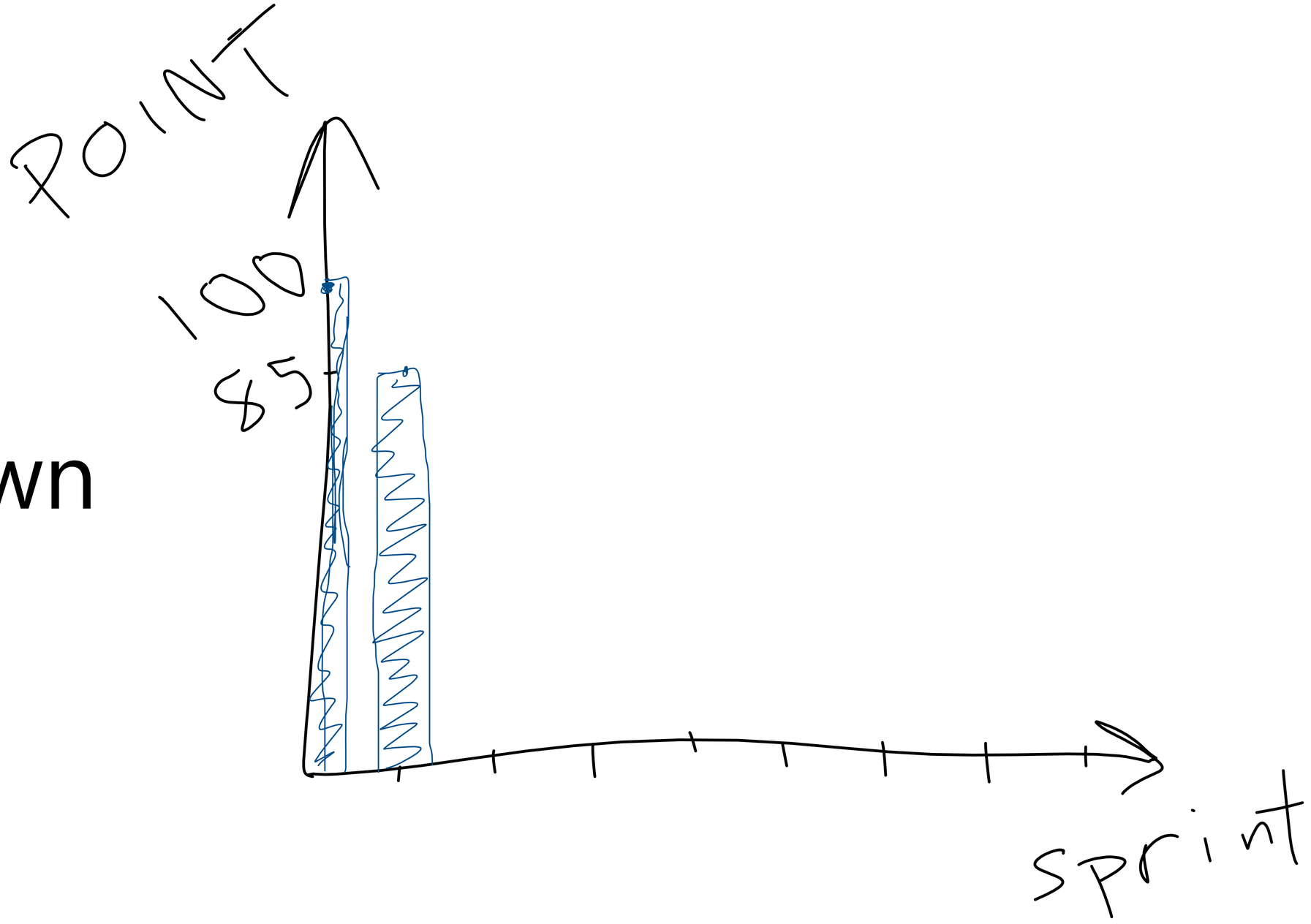

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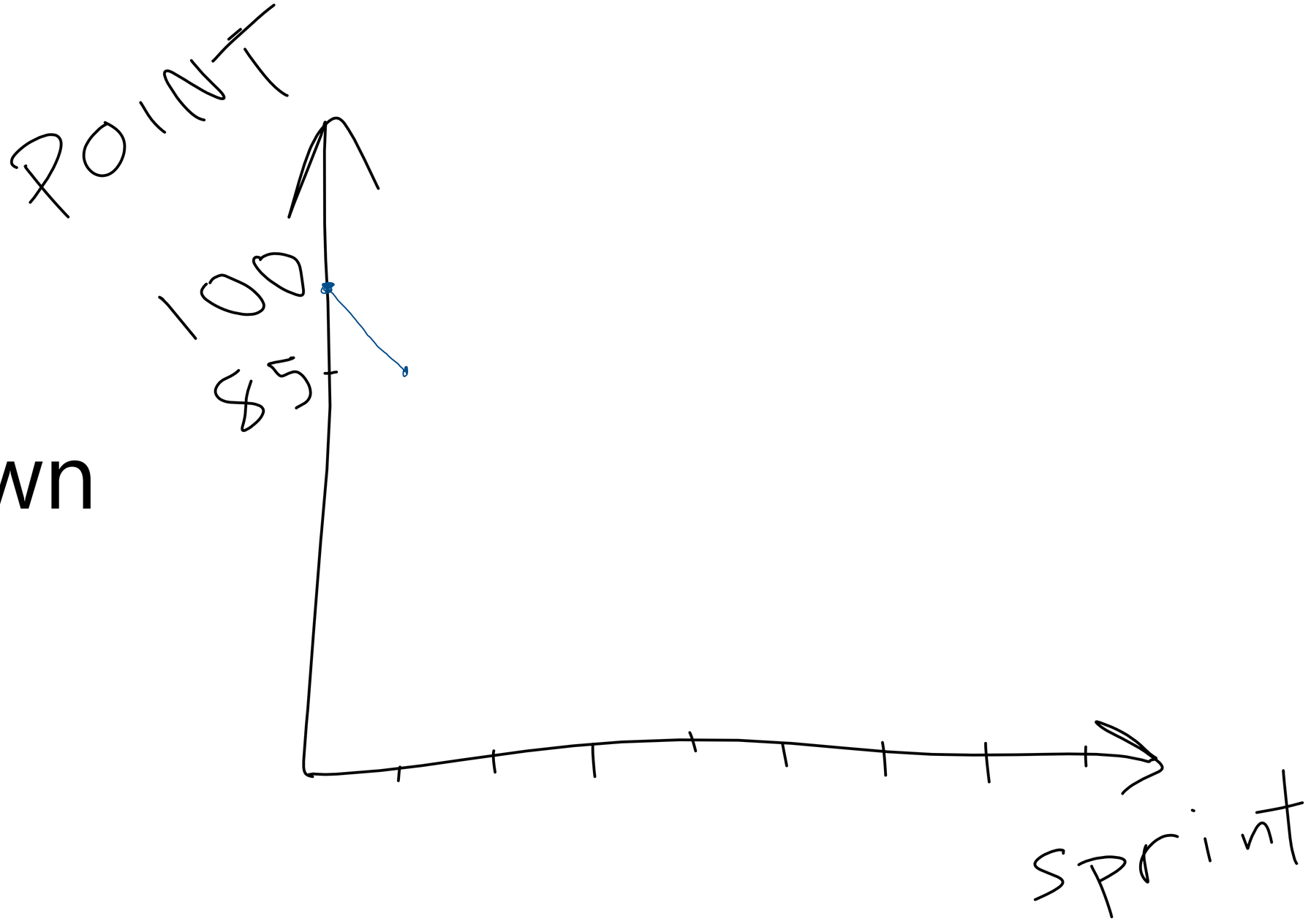

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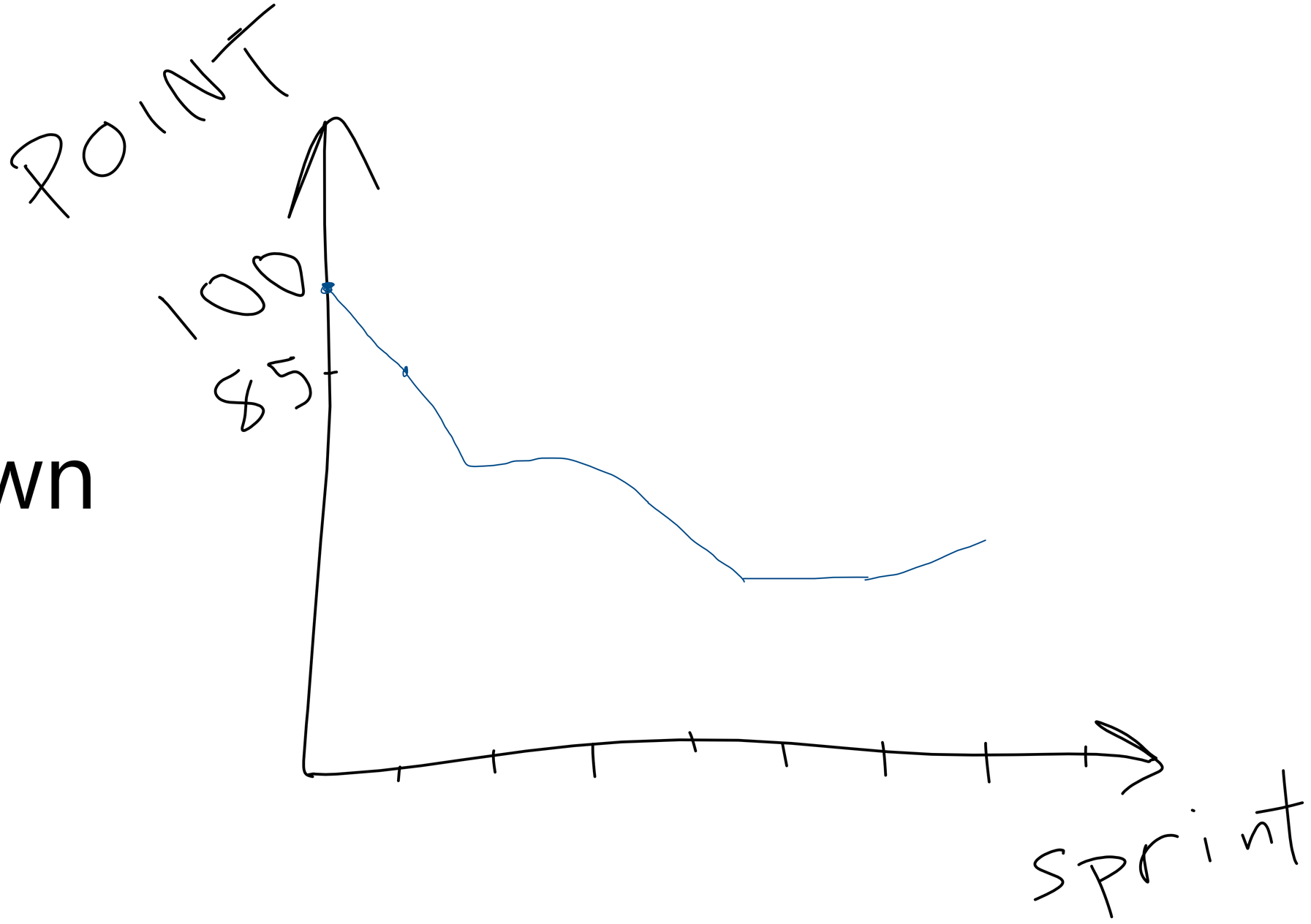

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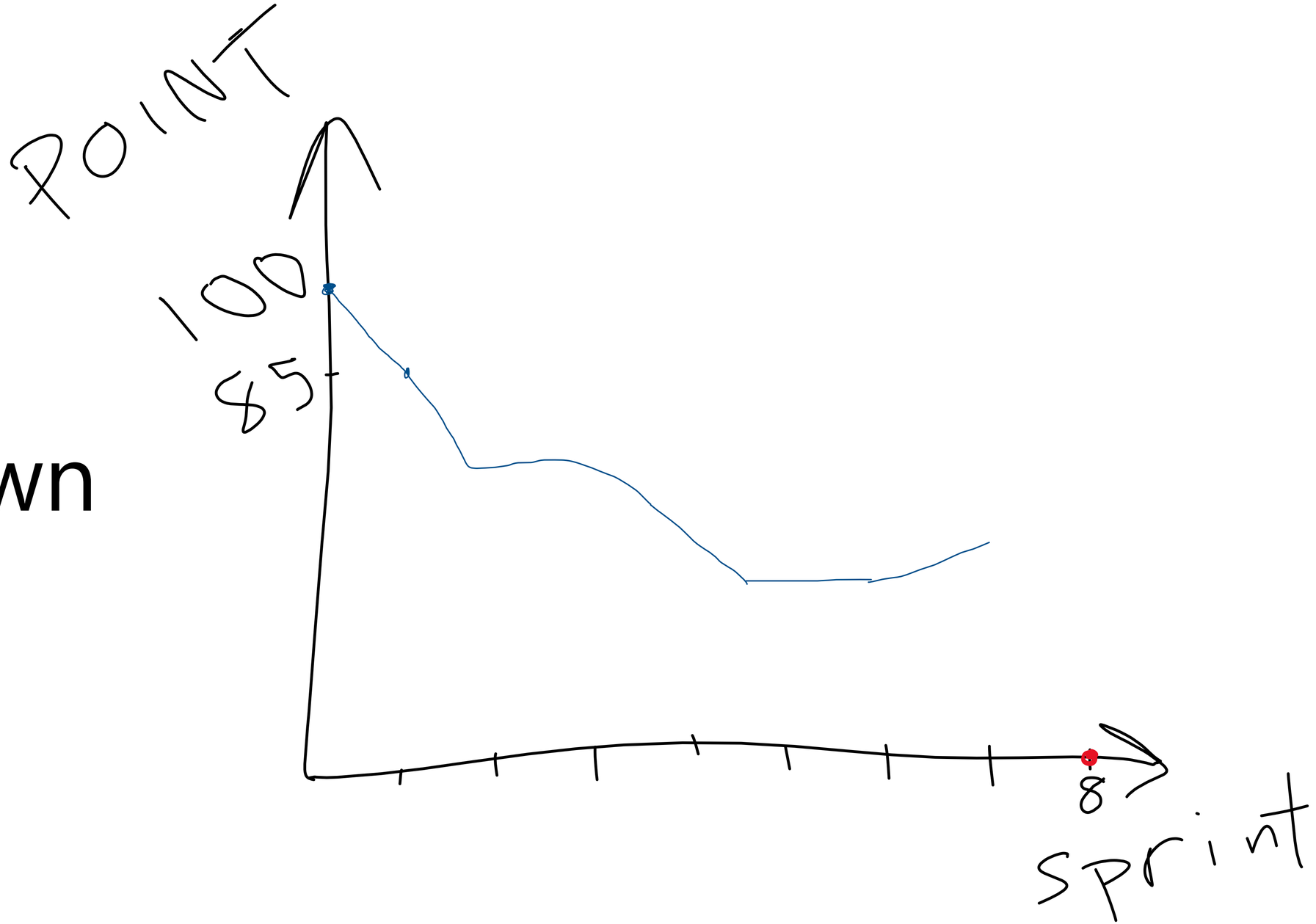

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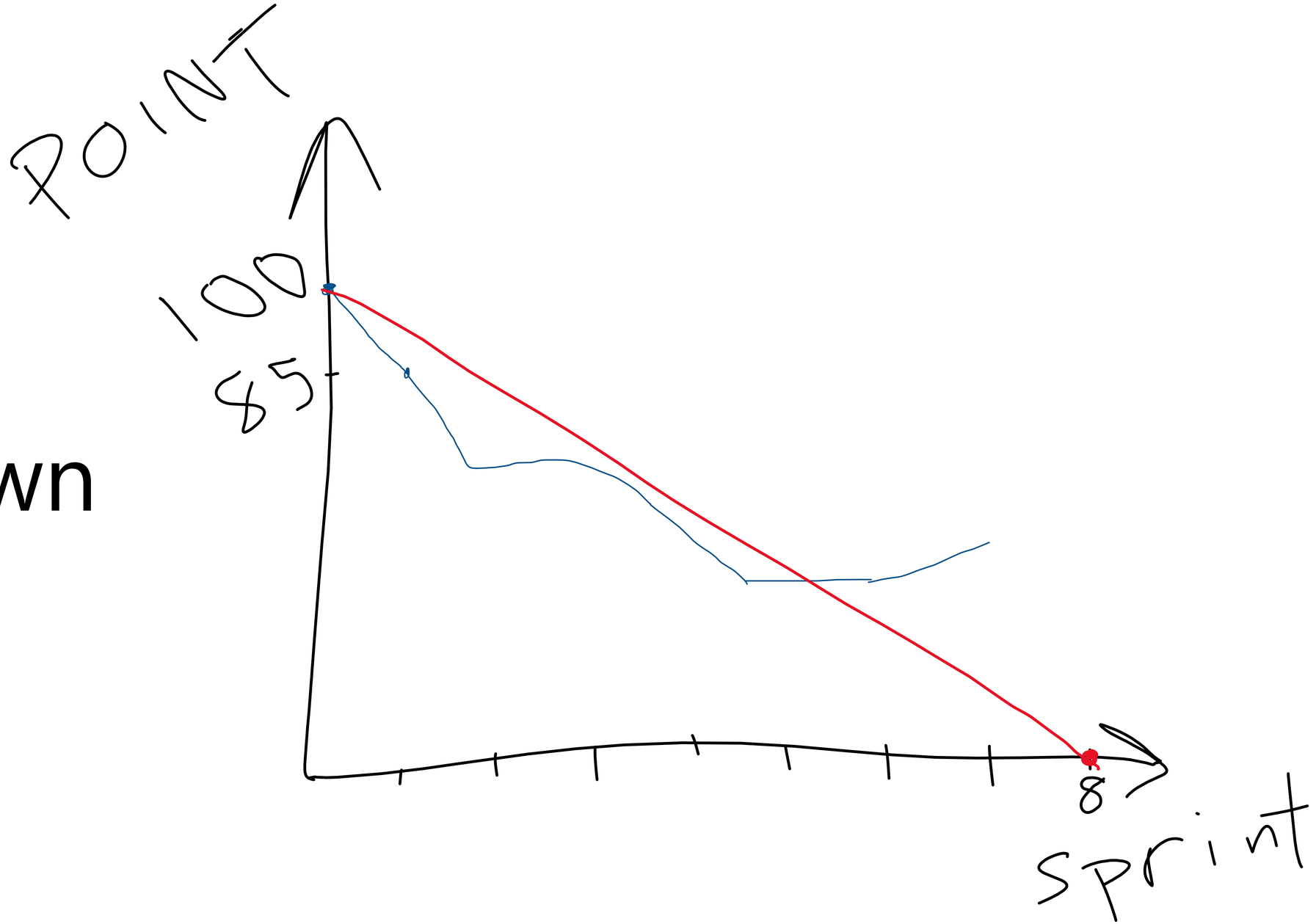
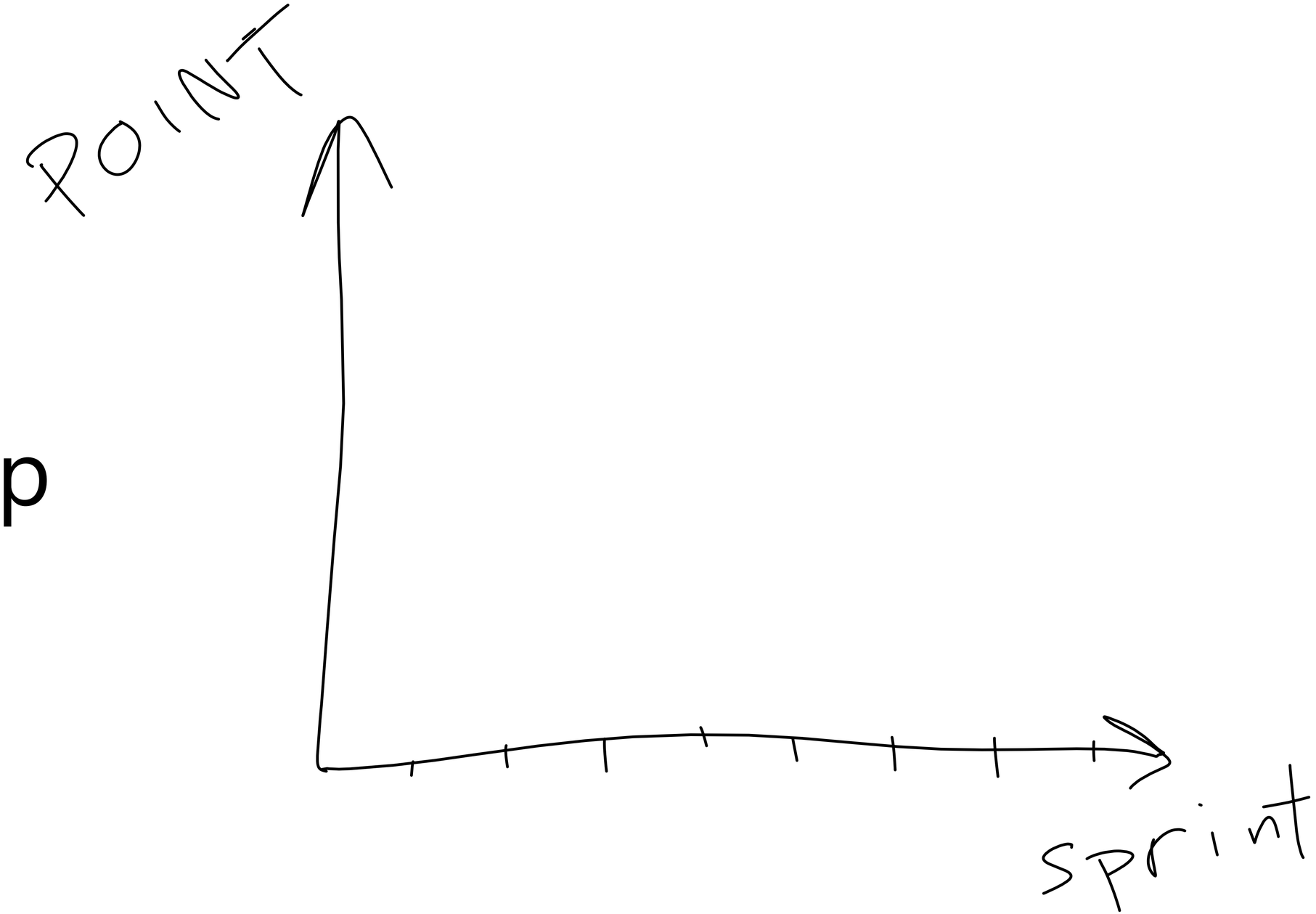


Burn-up



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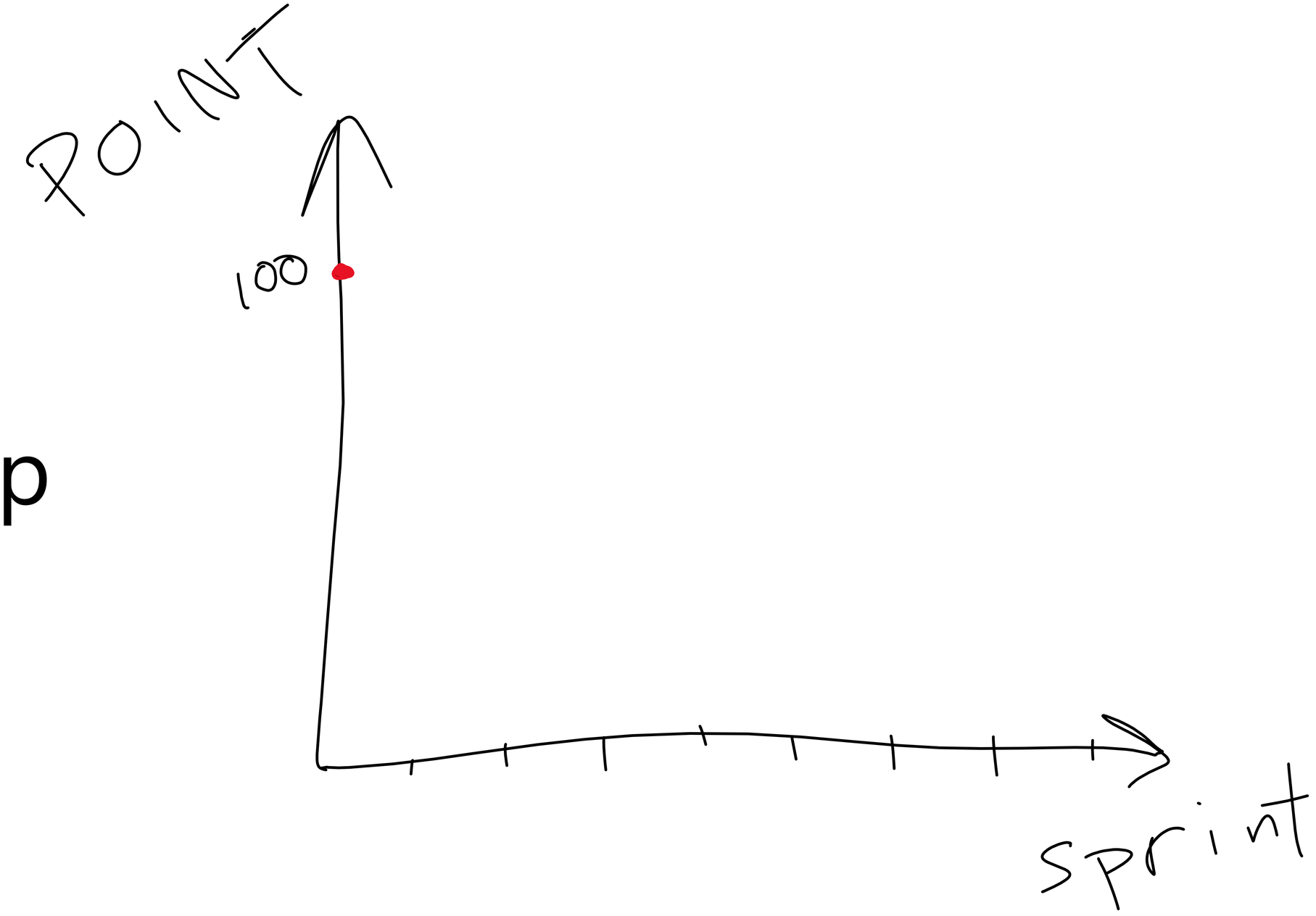

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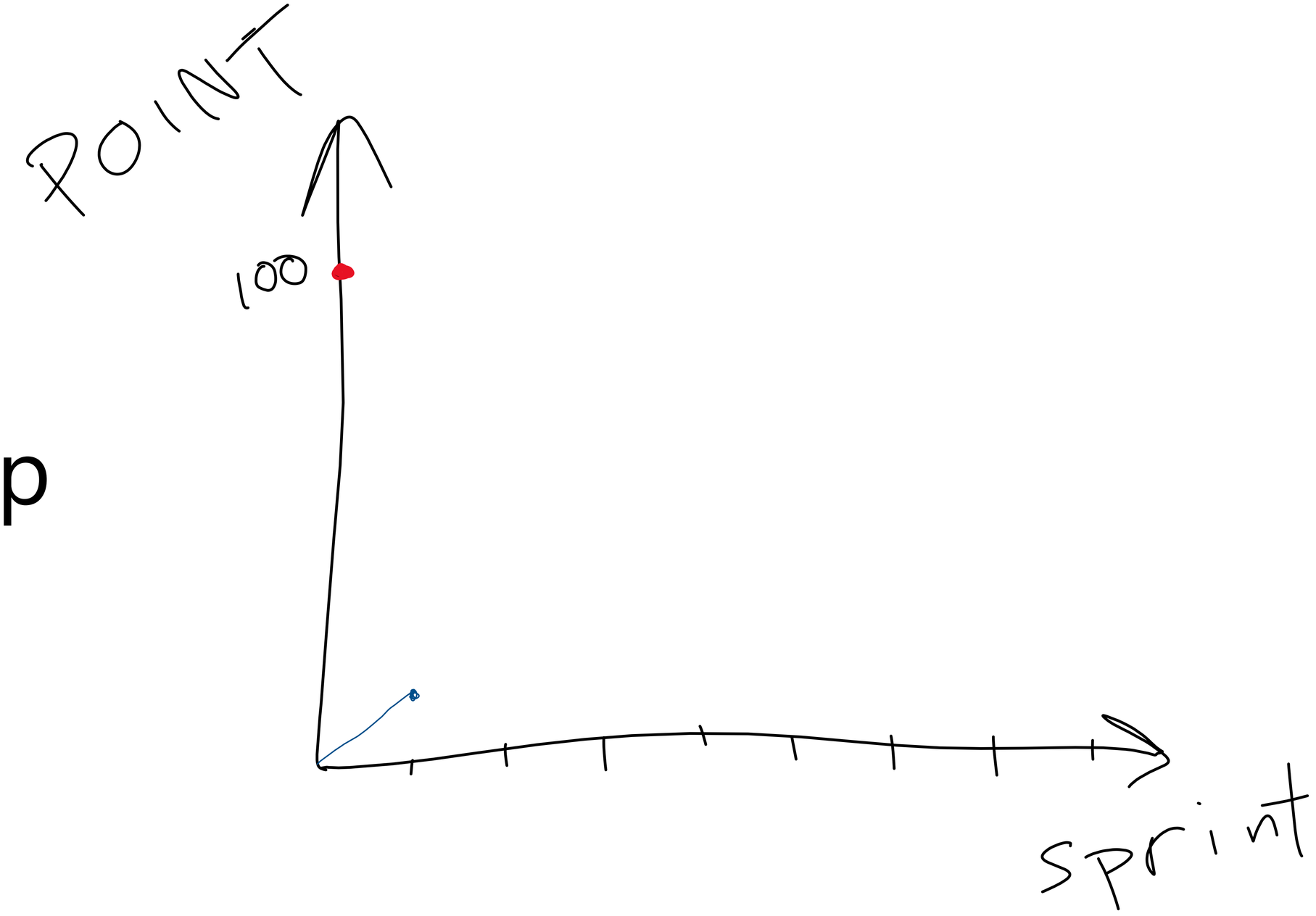
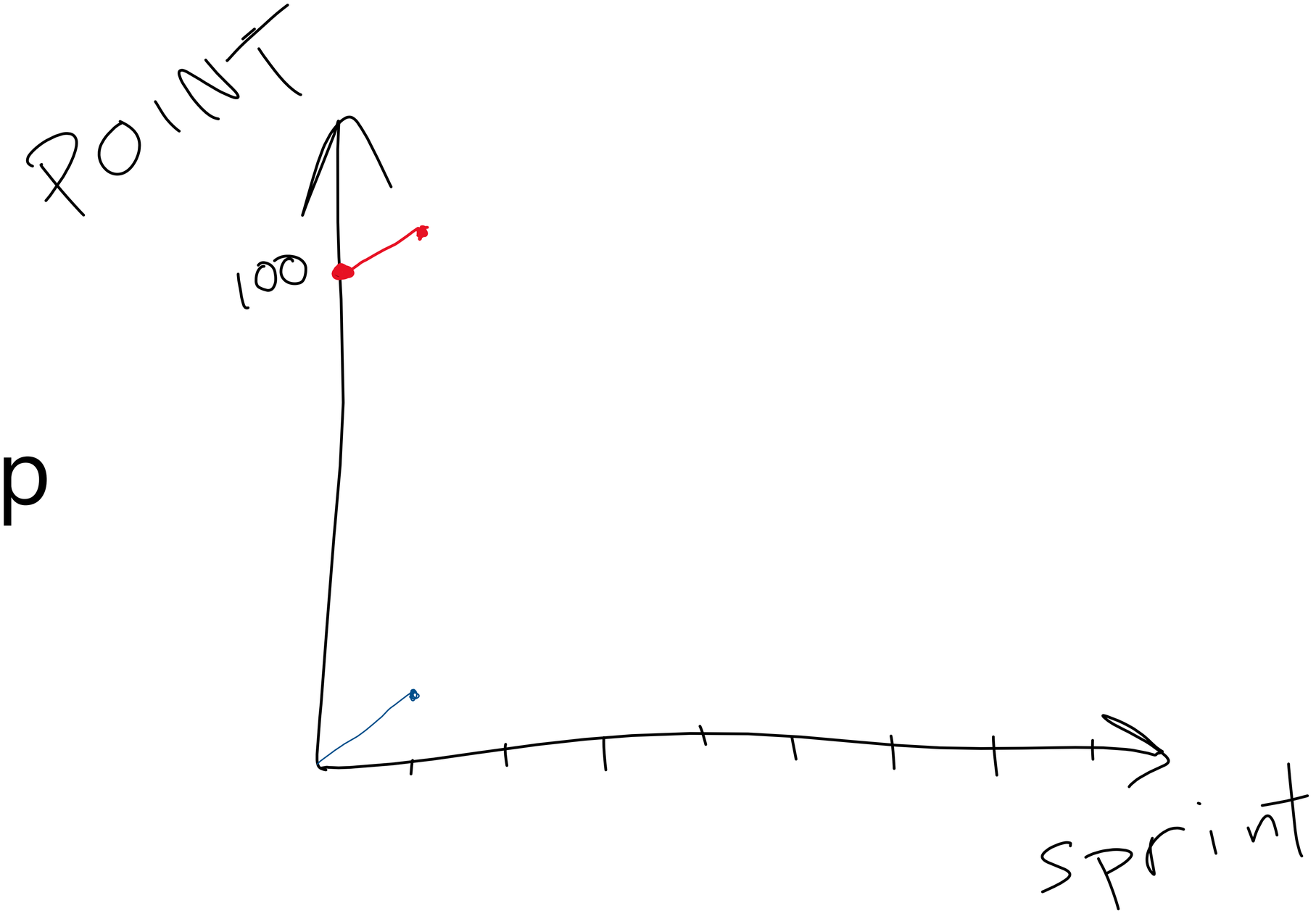


Burn-up



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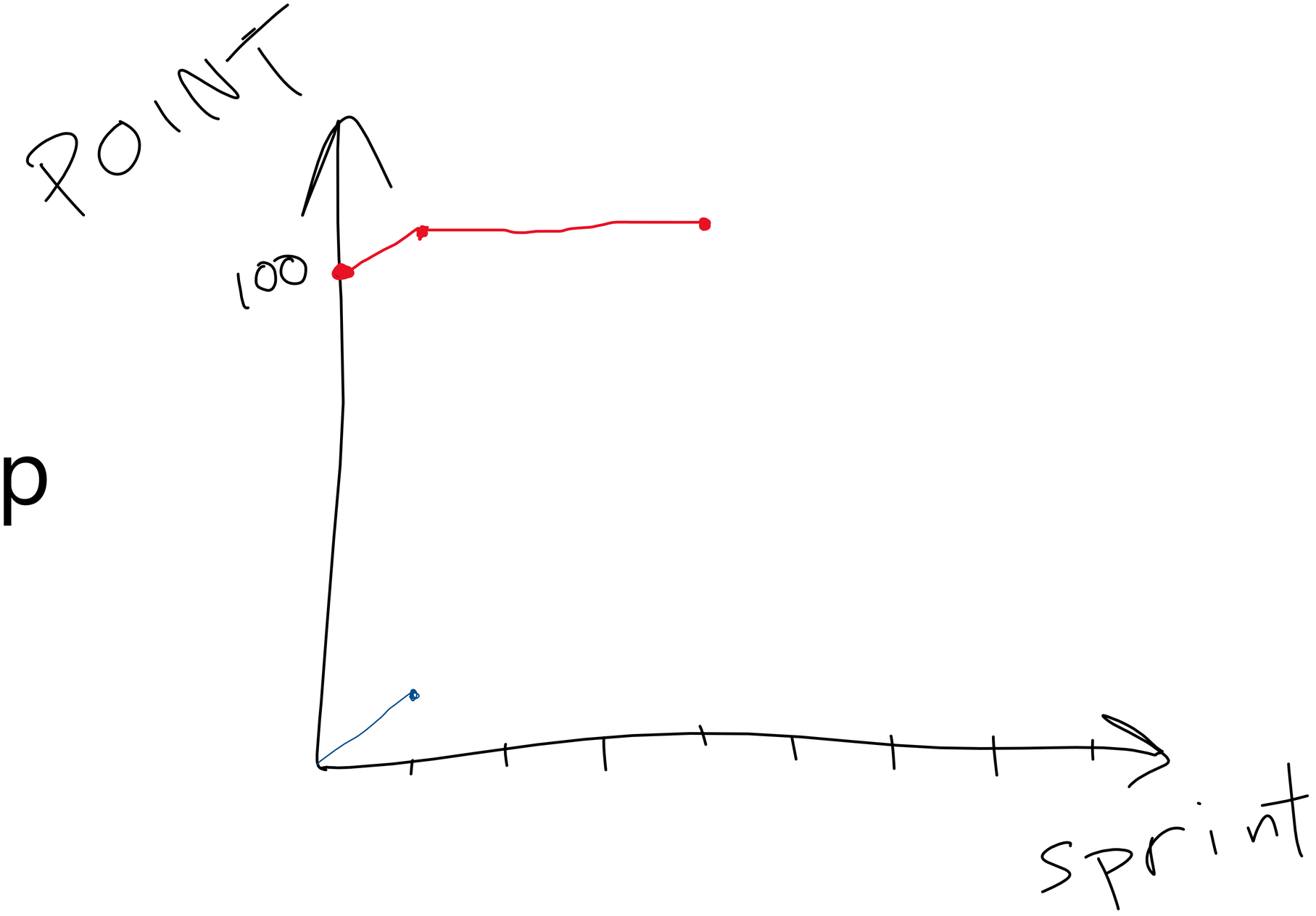

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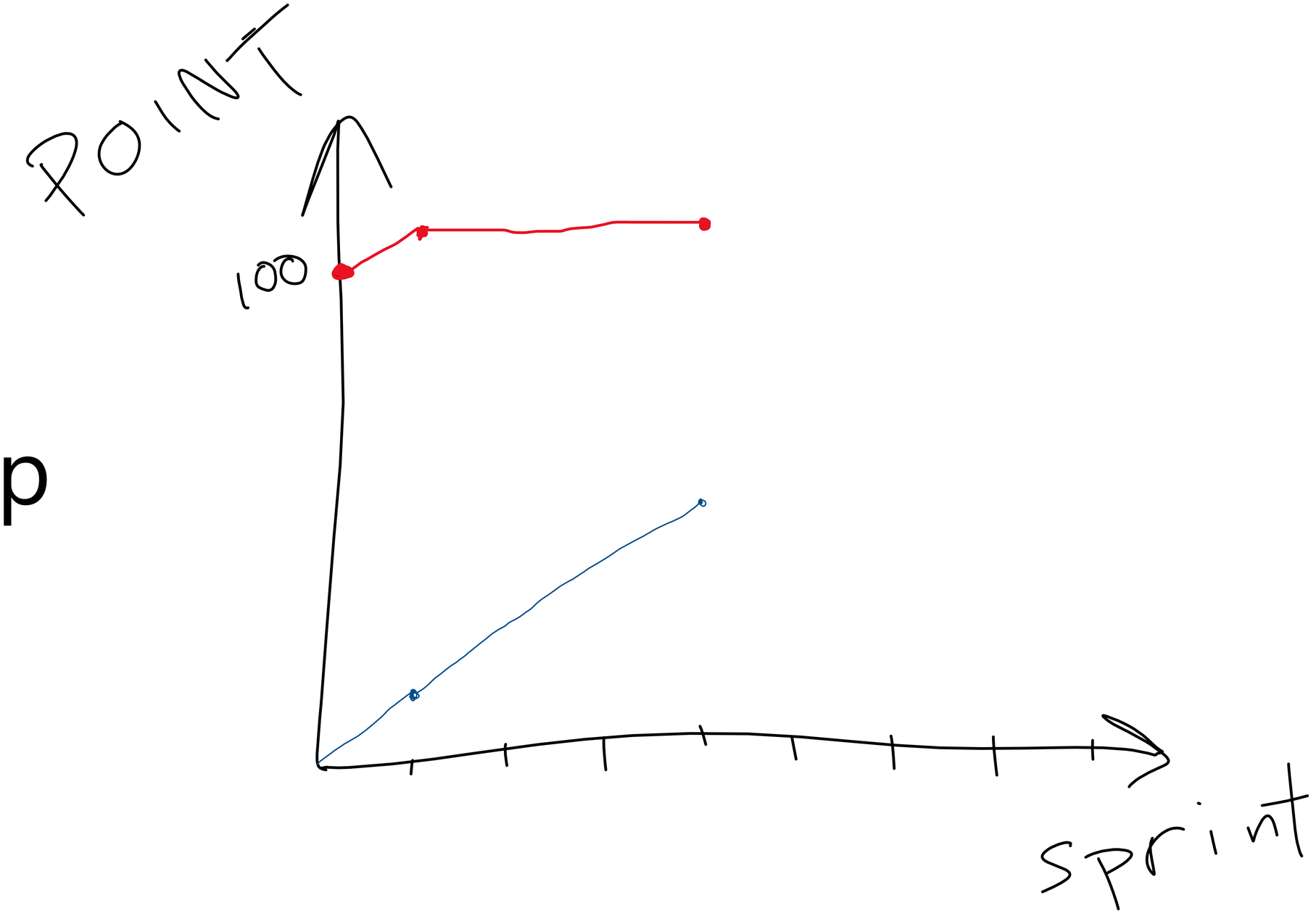

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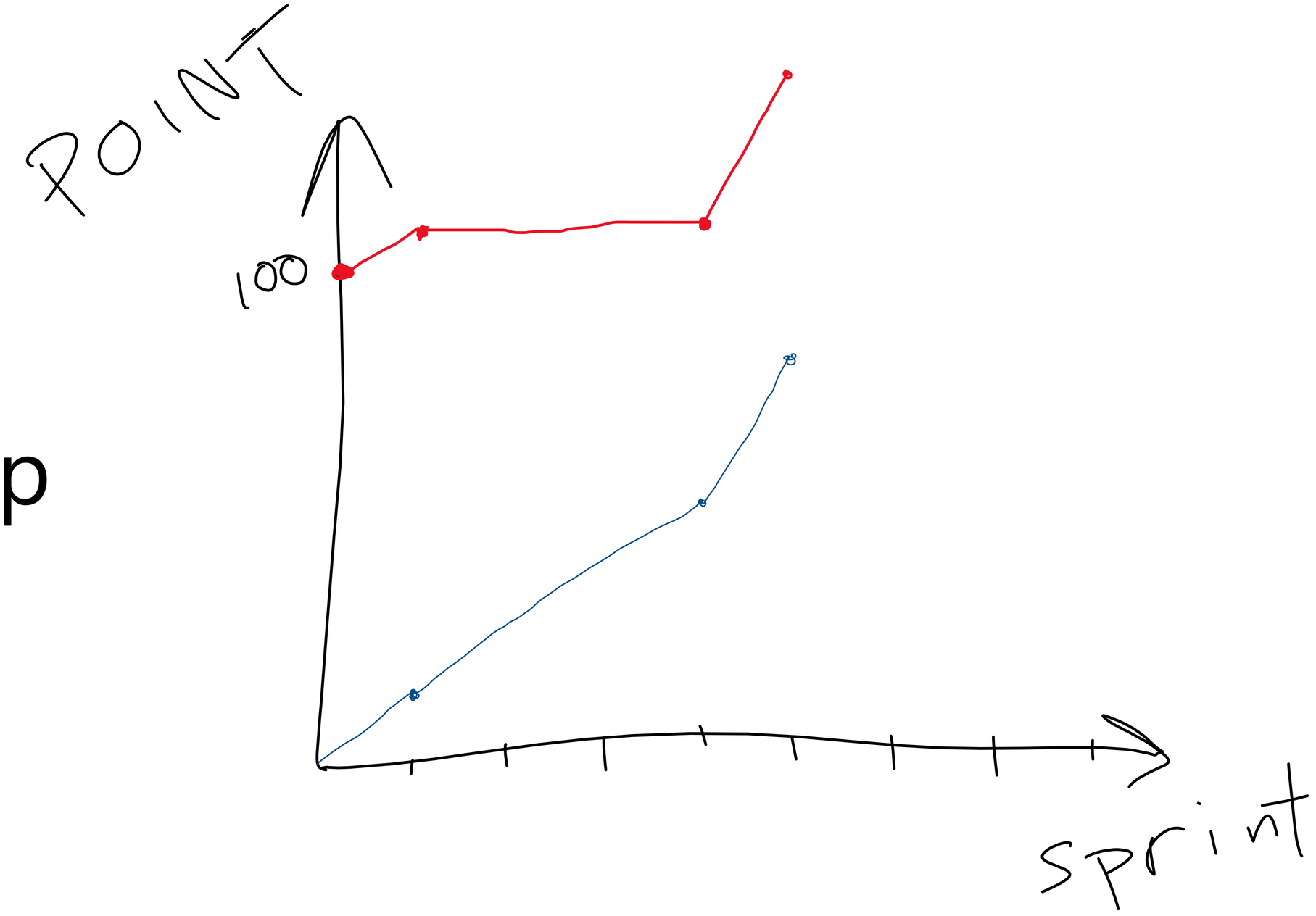
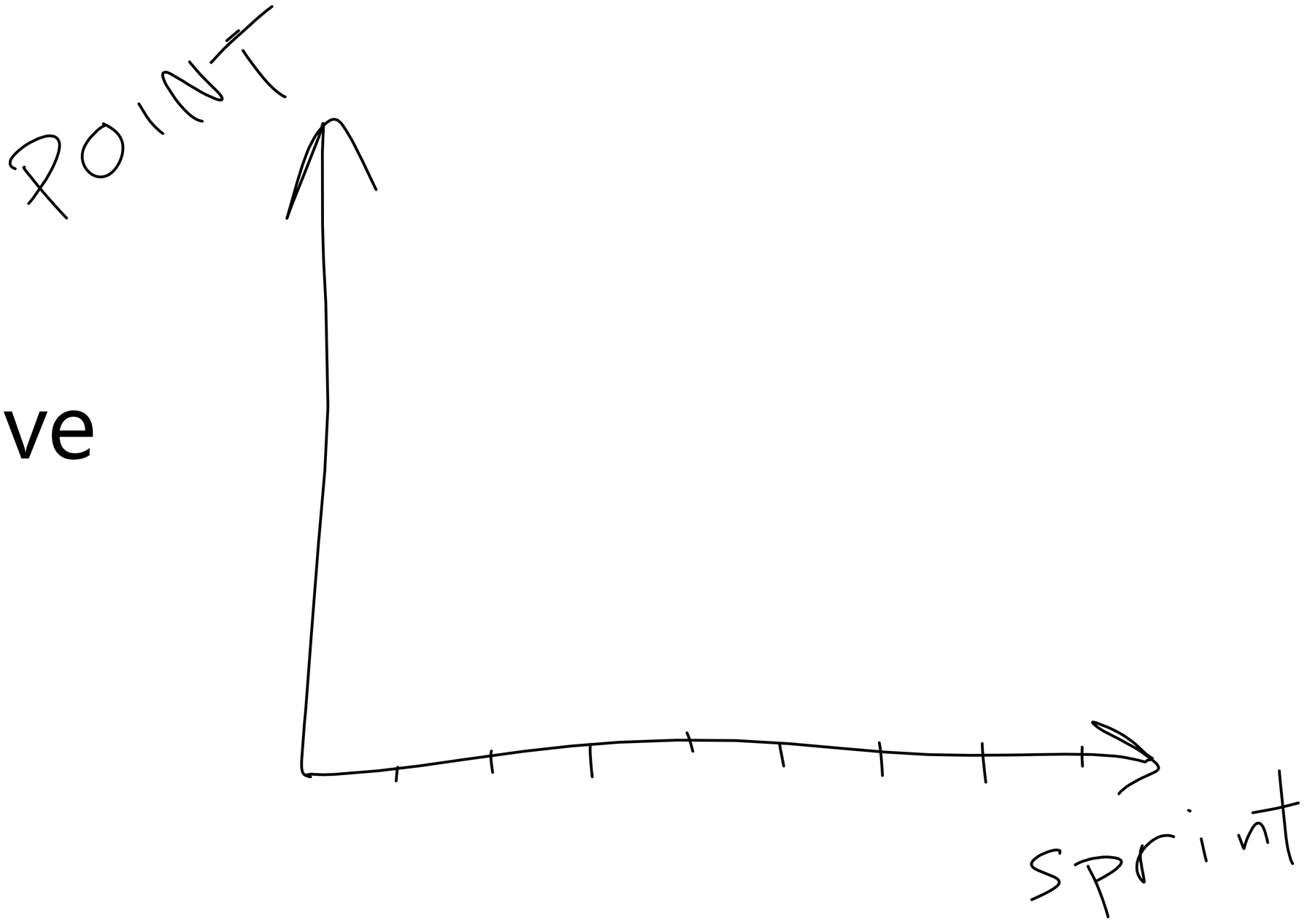


Cumulative Flow



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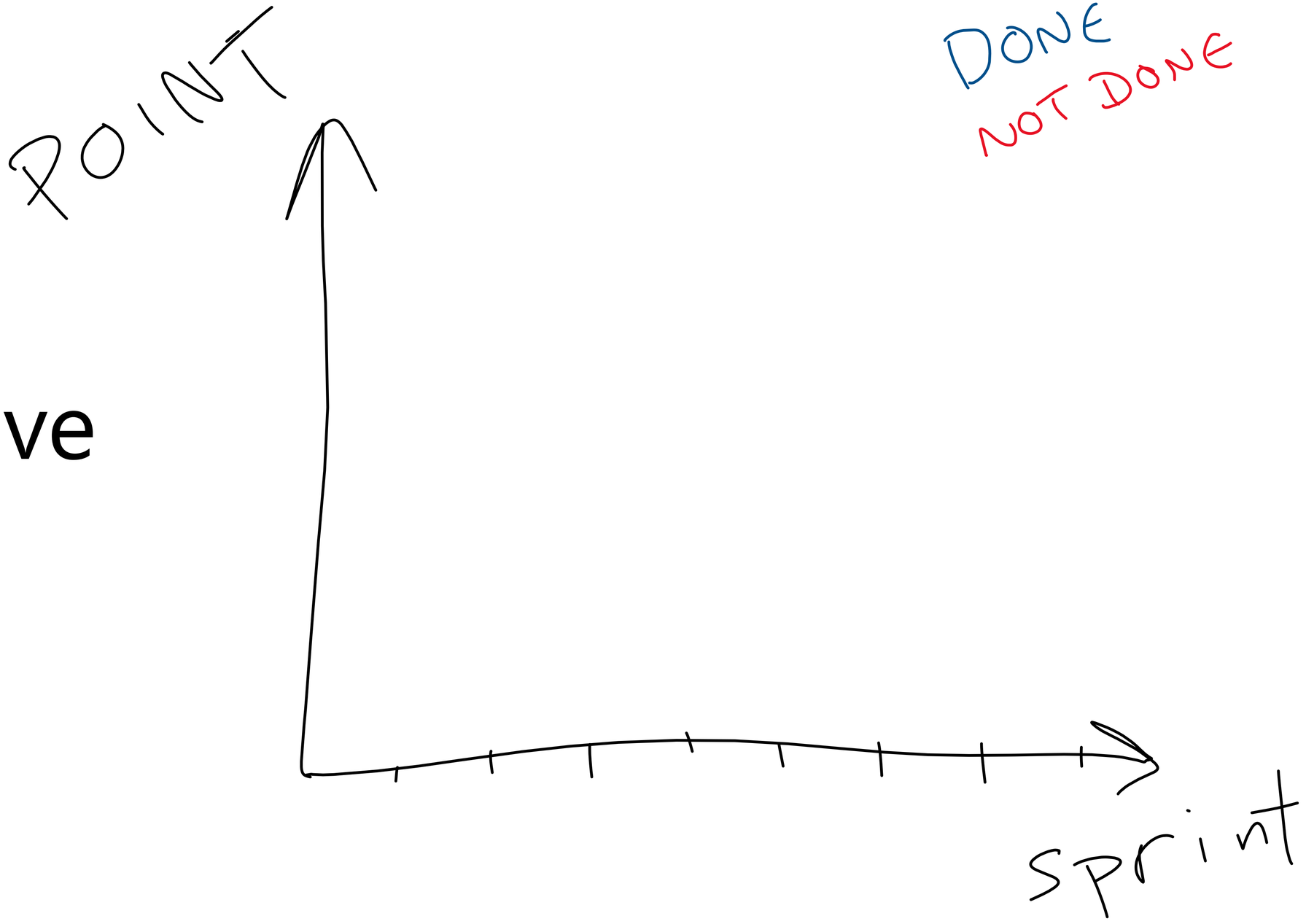

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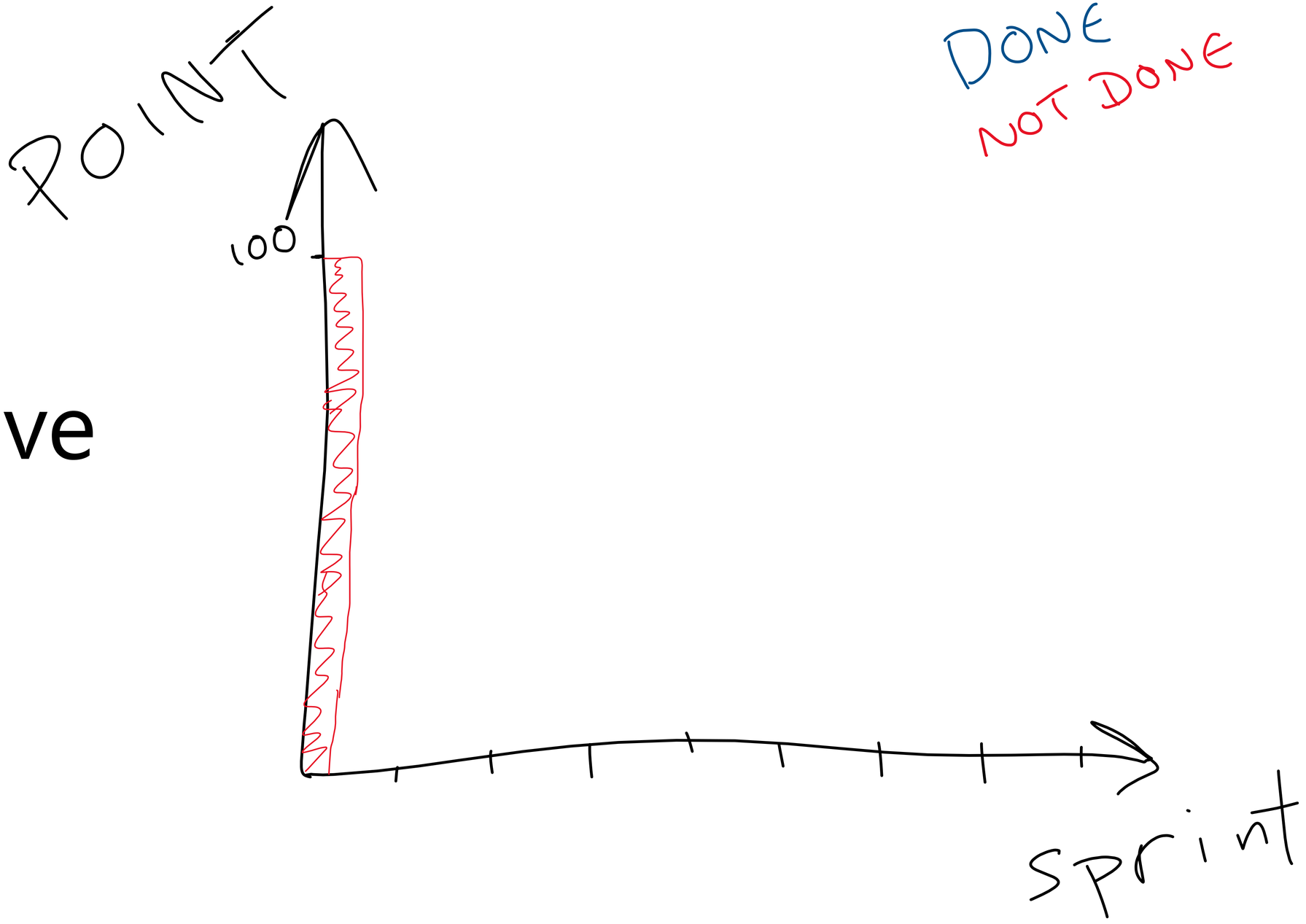

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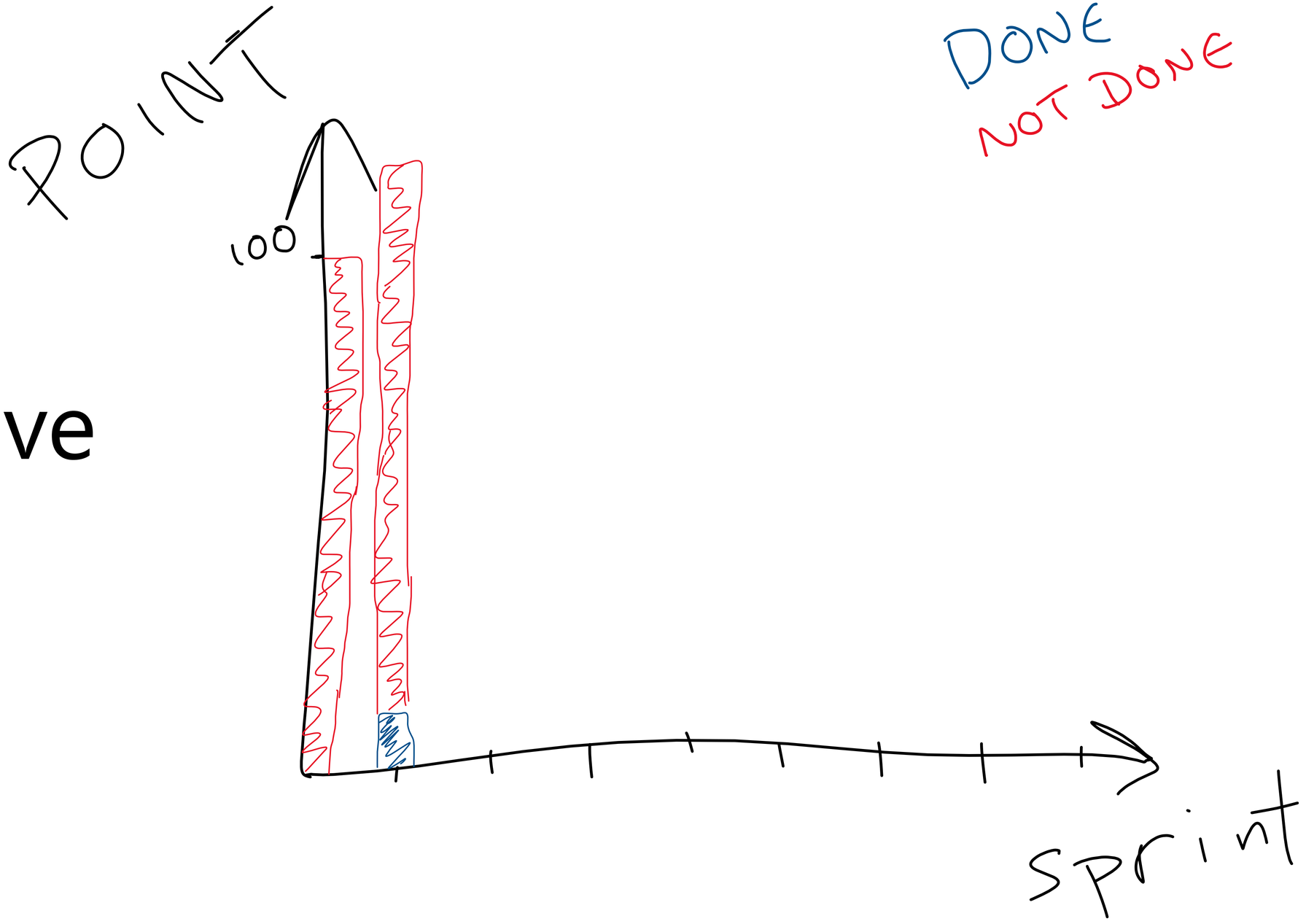

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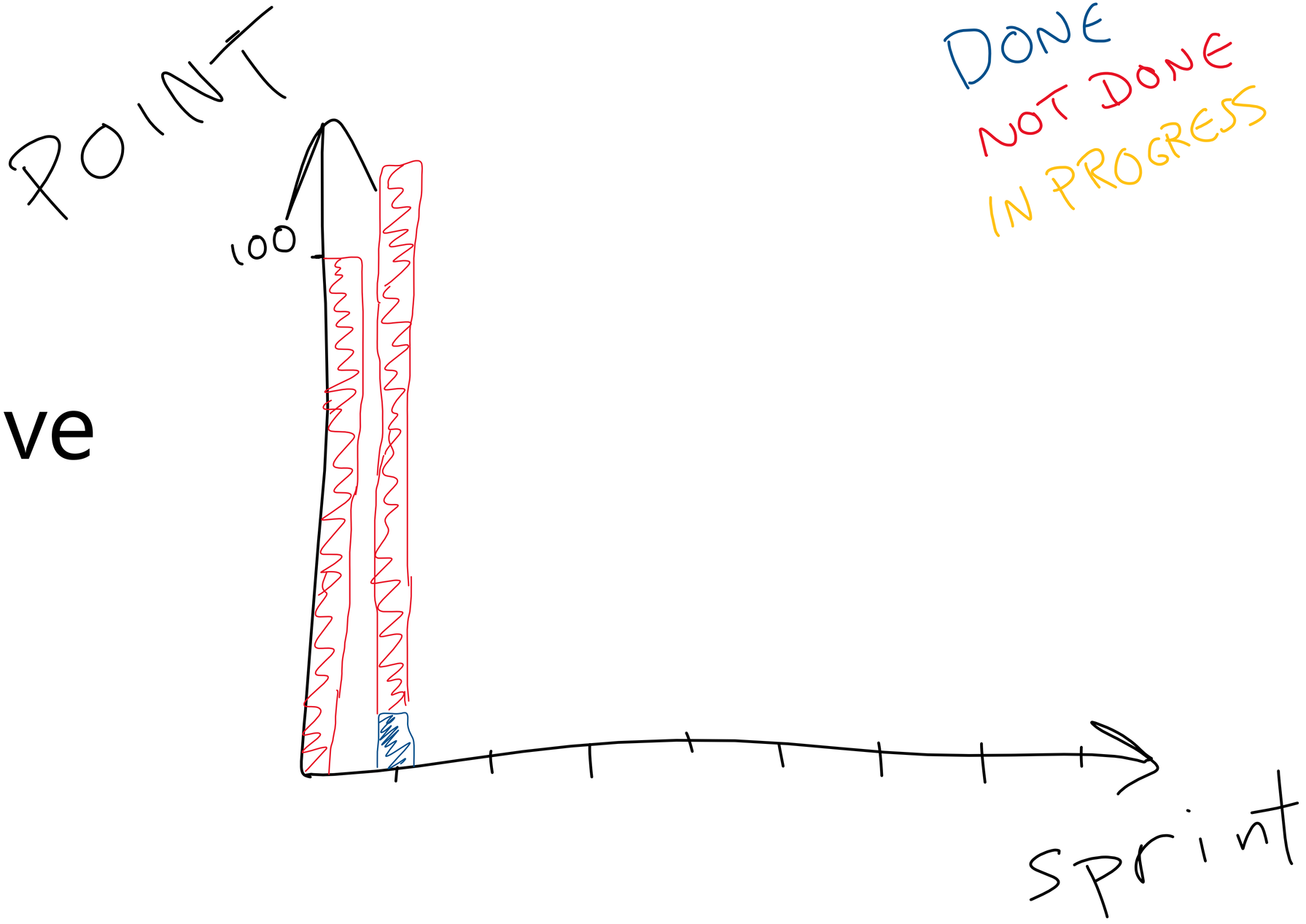

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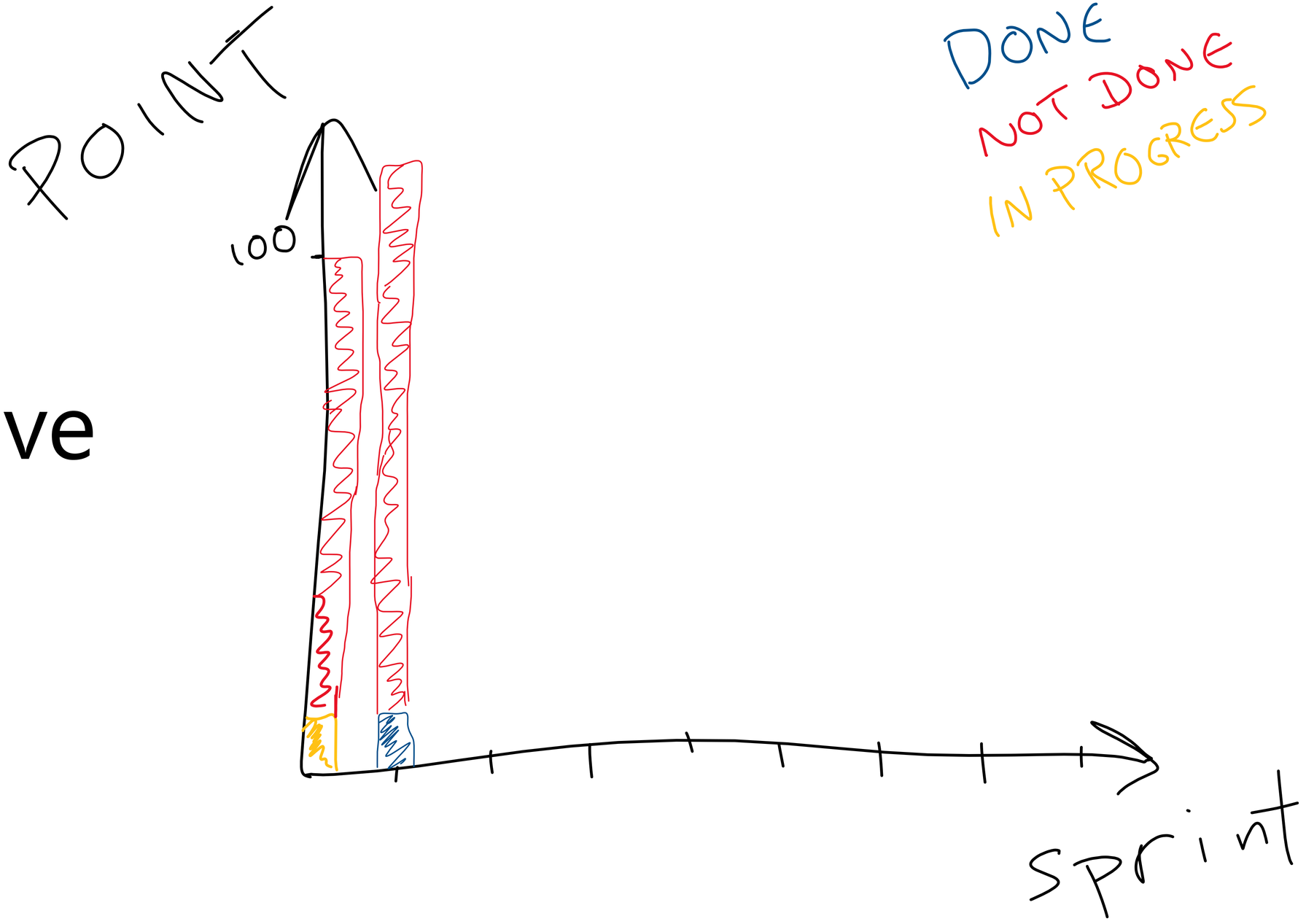

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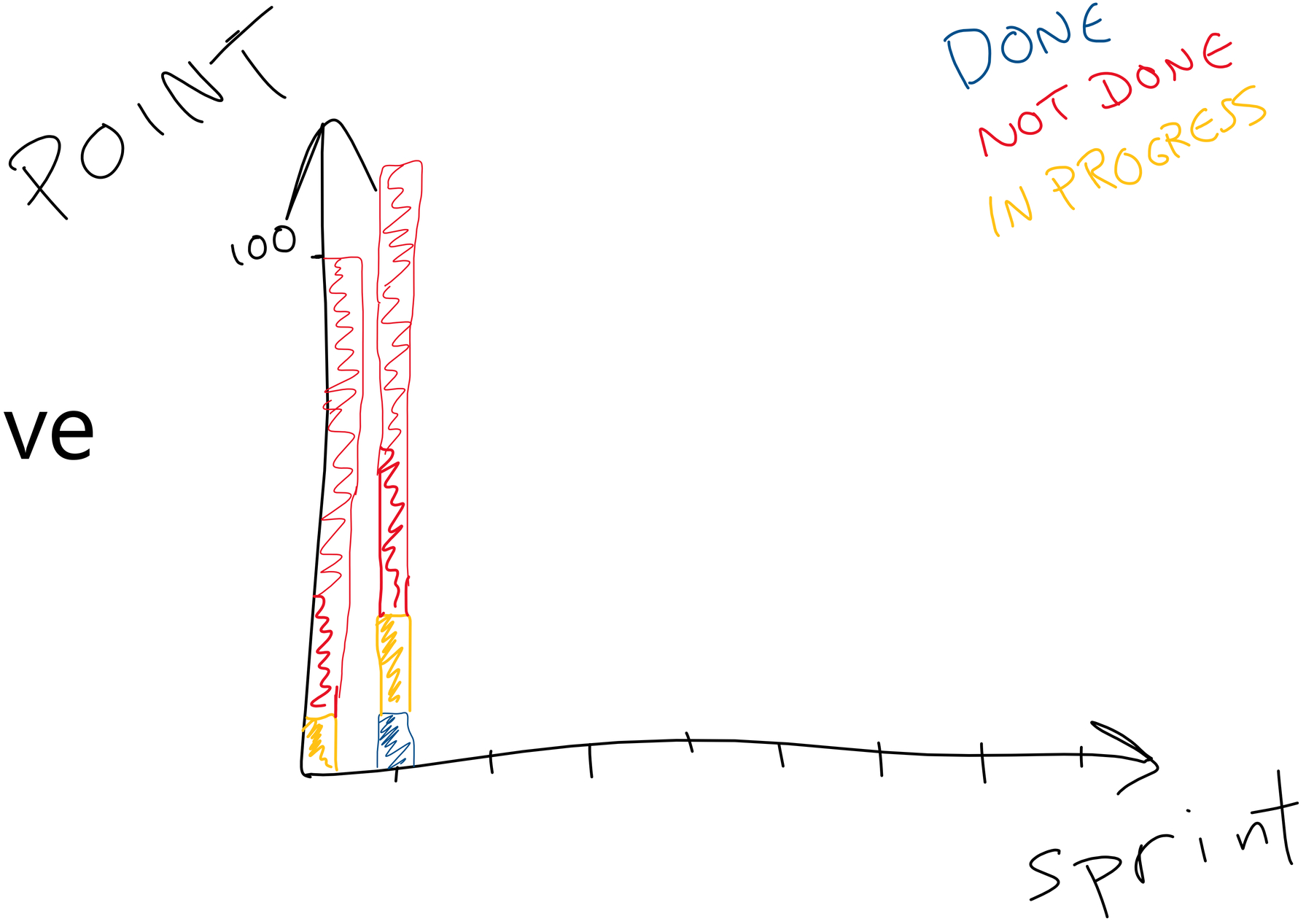

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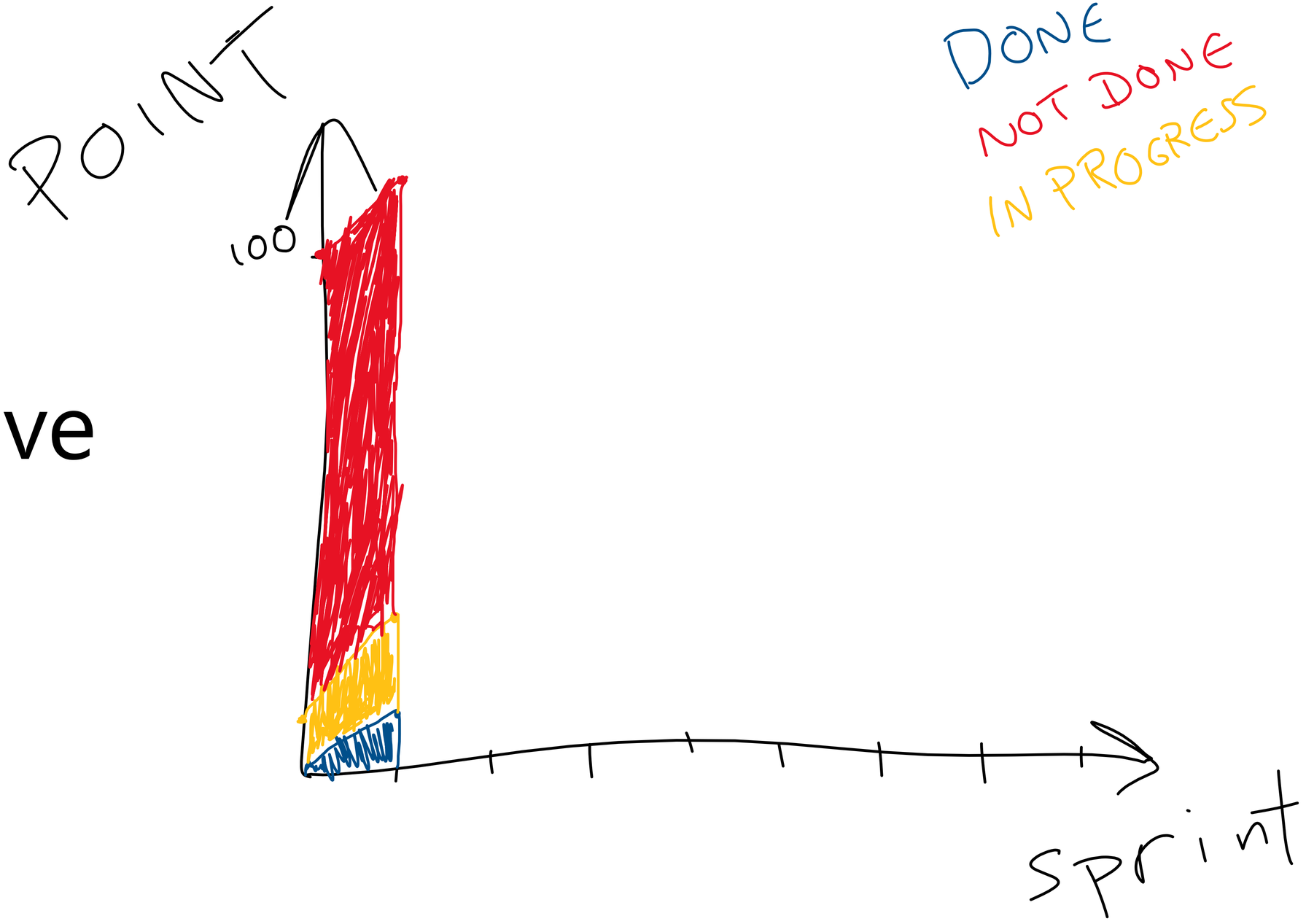

PSM I Sniper

QUESTION

The Product Backlog is ordered by

(choose the best answer)

a) Items are randomly arranged.

b) Whatever is deemed most appropriate by the Product Owner.

c) Least valuable items at the top to most valuable at the bottom.

d) Risk, where safer items are at the top, and riskier items are at the bottom.

e) Size, where small items are at the top and large items are at the bottom.

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QUESTION

Which statement best describes a Product Backlog

(choose the best answer)

a) Changes in business requirements, market conditions, or technology may cause changes in the Product Backlog

b) Large Product Backlog items are described as Epics and smaller ones as User Stories

c) Product Backlog items include test descriptions that will prove its completeness when “Done”

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Which statement best describes a Product Backlog

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a) Changes in business requirements, market conditions, or technology may cause changes in the Product Backlog

b) Large Product Backlog items are described as Epics and smaller ones as User Stories

c) Product Backlog items include test descriptions that will prove its completeness when “Done”

QUESTION

True or False: Product Backlog items deemed Ready for selection in a Sprint Planning event are the ones that can be Done by the Scrum Team within one Sprint.

a) True

b) False

Product Backlog

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team.

Product Backlog items that can be Done by the Scrum Team within one Sprint are deemed ready for selection in a Sprint Planning event. They usually acquire this degree of transparency after refining activities. Product Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items. This is an ongoing activity to add details, such as a description, order, and size. Attributes often vary with the domain of work.

The Developers who will be doing the work are responsible for the sizing. The Product Owner may influence the Developers by helping them understand and select trade-offs.

Commitment: Product Goal

The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against. The Product Goal is in the Product Backlog. The rest of the Product Backlog emerges to define “what” will fulfill the Product Goal.

> *A product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a service, a physical product, or something more abstract.*

QUESTION

True or False: Product Backlog items deemed Ready for selection in a Sprint Planning event are the ones that can be Done by the Scrum Team within one Sprint.

a) True

b) False

QUESTION

True or False: The Product Backlog might commit to a Product Goal.

a) True

b) False

QUESTION

True or False: The Product Backlog might commit to a Product Goal.

a) True

b) False

QUESTION

True or False: For the Product Goal to be fulfilled, all the Product Backlog items must be Done.

a) True

b) False

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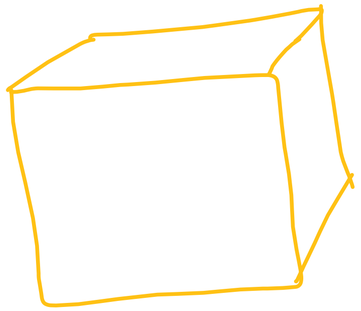
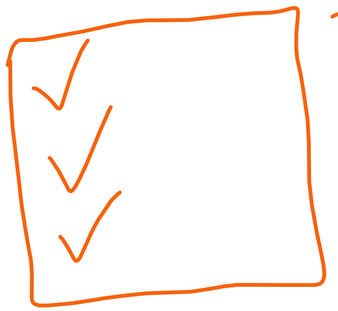
Increment



INCREMENT

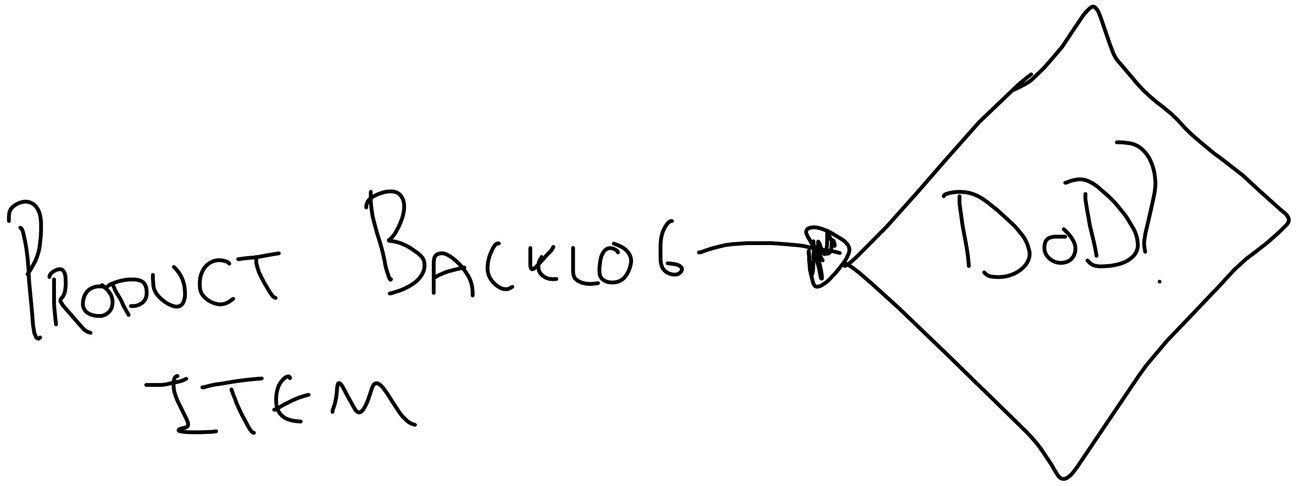


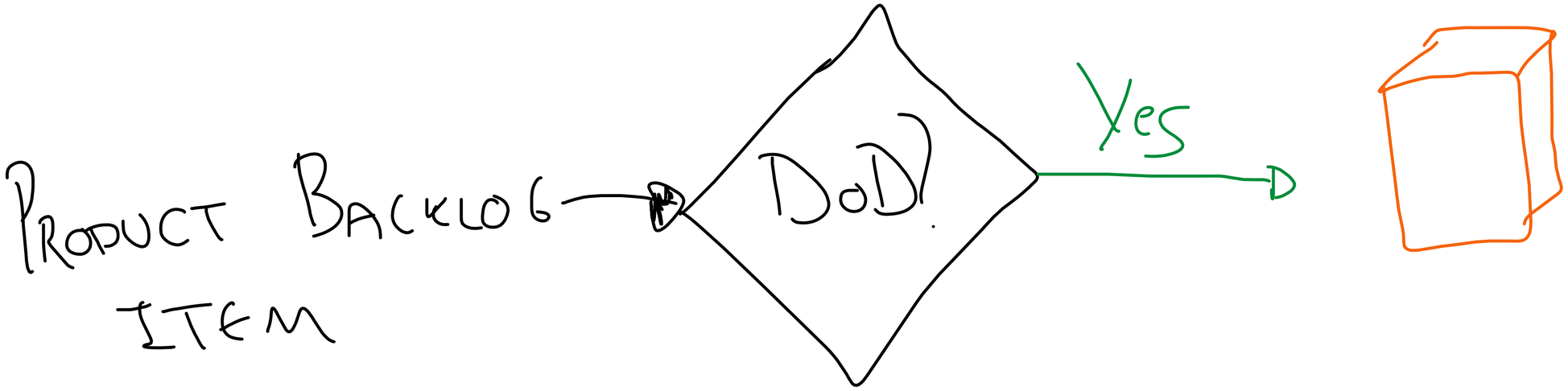
DEFINITION OF DONE

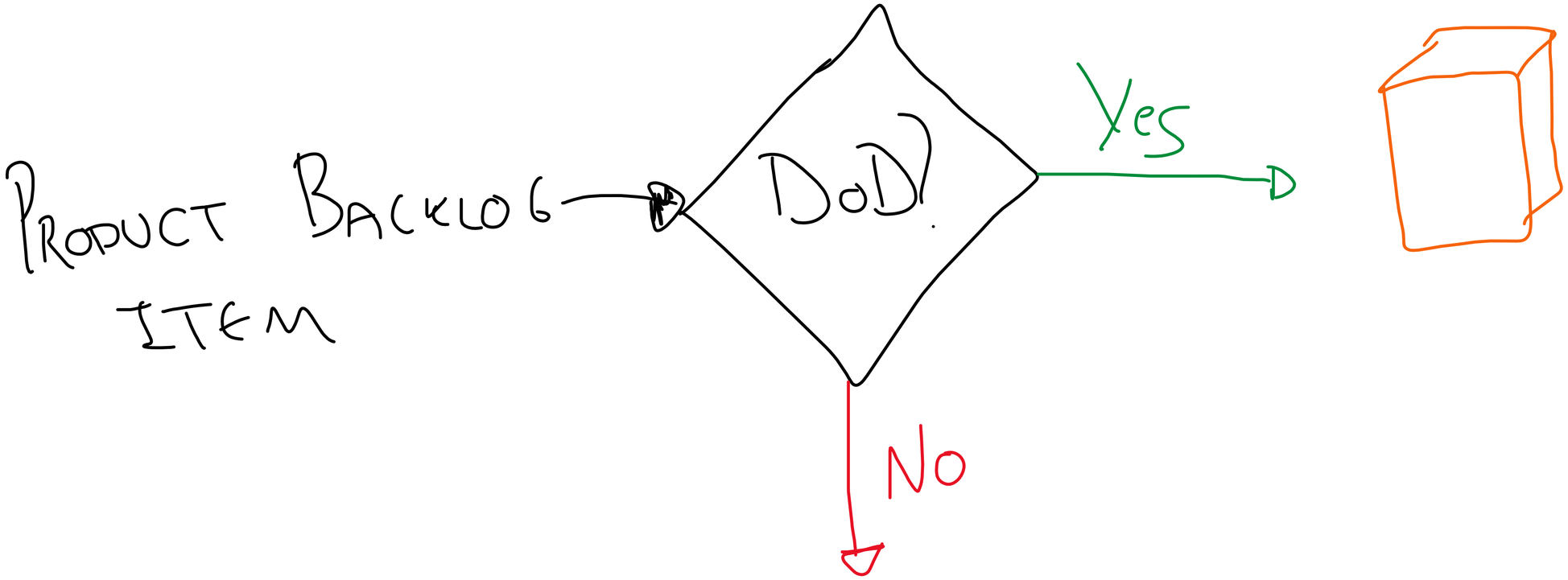
Definition of Done

“a formal description of the state of the Increment when it meets the quality measures required for the product.”

FAILED • FAILED • FAILED • FAILED


PRODUCT BACKLOG ITEM
DoD


PRODUCT BACKLOG ITEM
DoD!
Yes



✗ release

✗ Sprint Review

✓ Back to PRODUCT BACKLOG

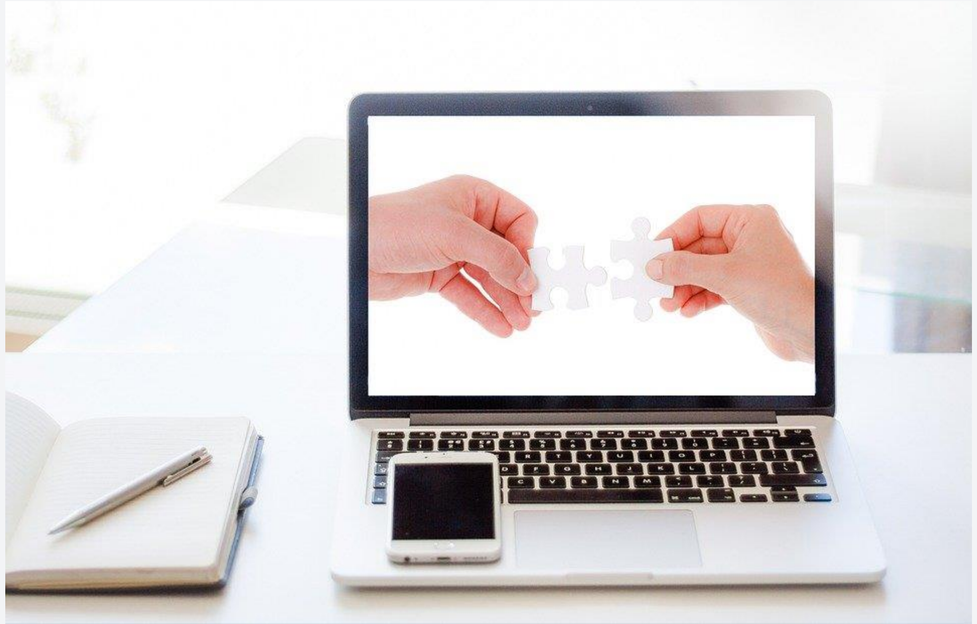
Definition of “Done”

- Set of criteria (*gates*)
  - Quality Assurance
  - Architecture
  - Non-functional requirements
  - Process management
  - Configuration management

Definition of Done

X

Acceptance Criteria



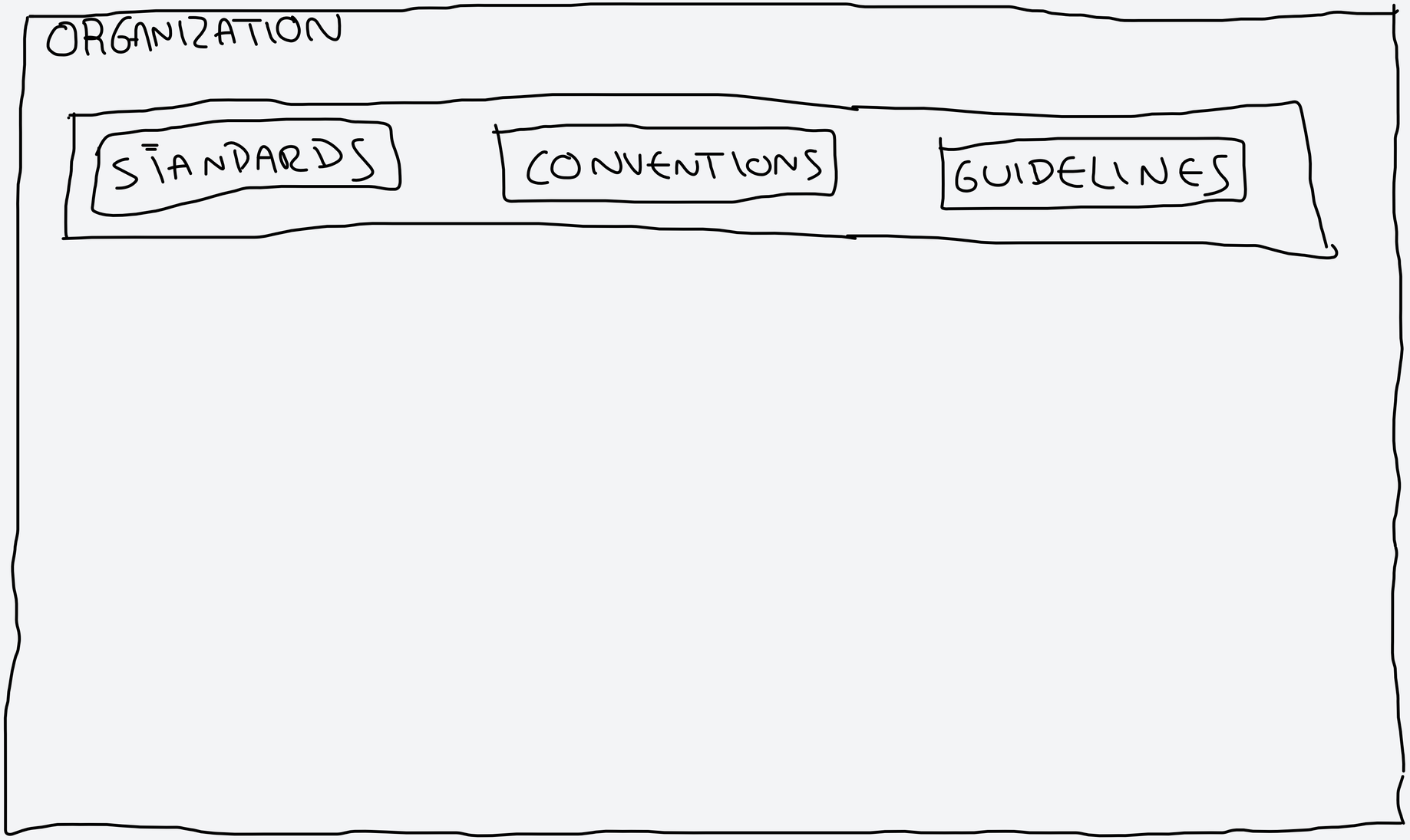
Definition of “Done”

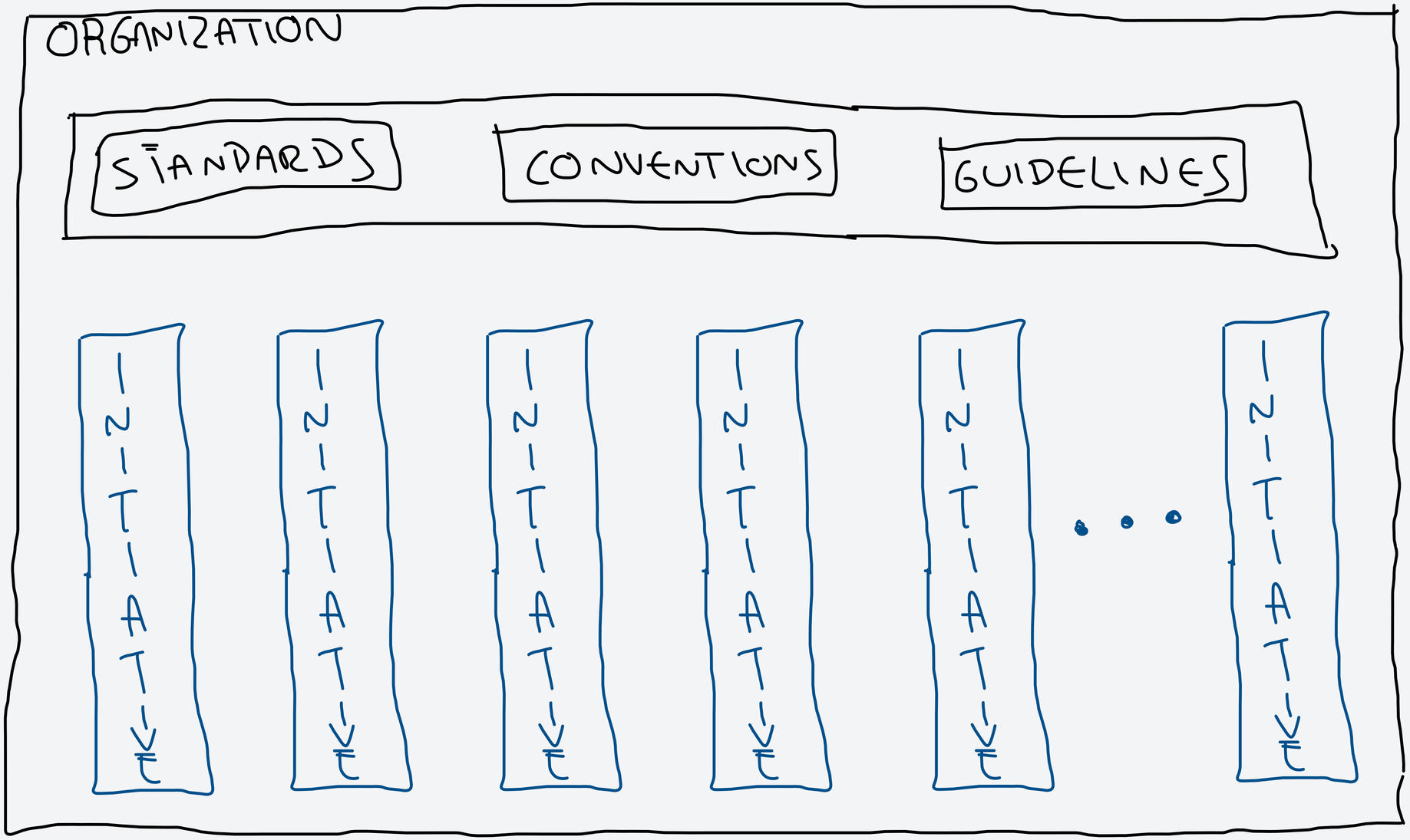
- Set of criteria (*gates*)
  - Quality Assurance
  - Architecture
  - Non-functional requirements
  - Process management
  - Configuration management
- Described for
  - Product Backlog Item
  - Increment

DoD for KonyuJP

Criteria	Target
Build passes locally and on server	-
Unit tests	100% OK
Functional tests	100% OK
Acceptance criteria	100% OK
User manual updated	-
Release notes created	-
Critical or major defects	0

Who defines the Definition of Done?


ORGANIZATION
STANDARDS
CONVENTIONS
GUIDELINES


ORGANIZATION
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INITIATIVE
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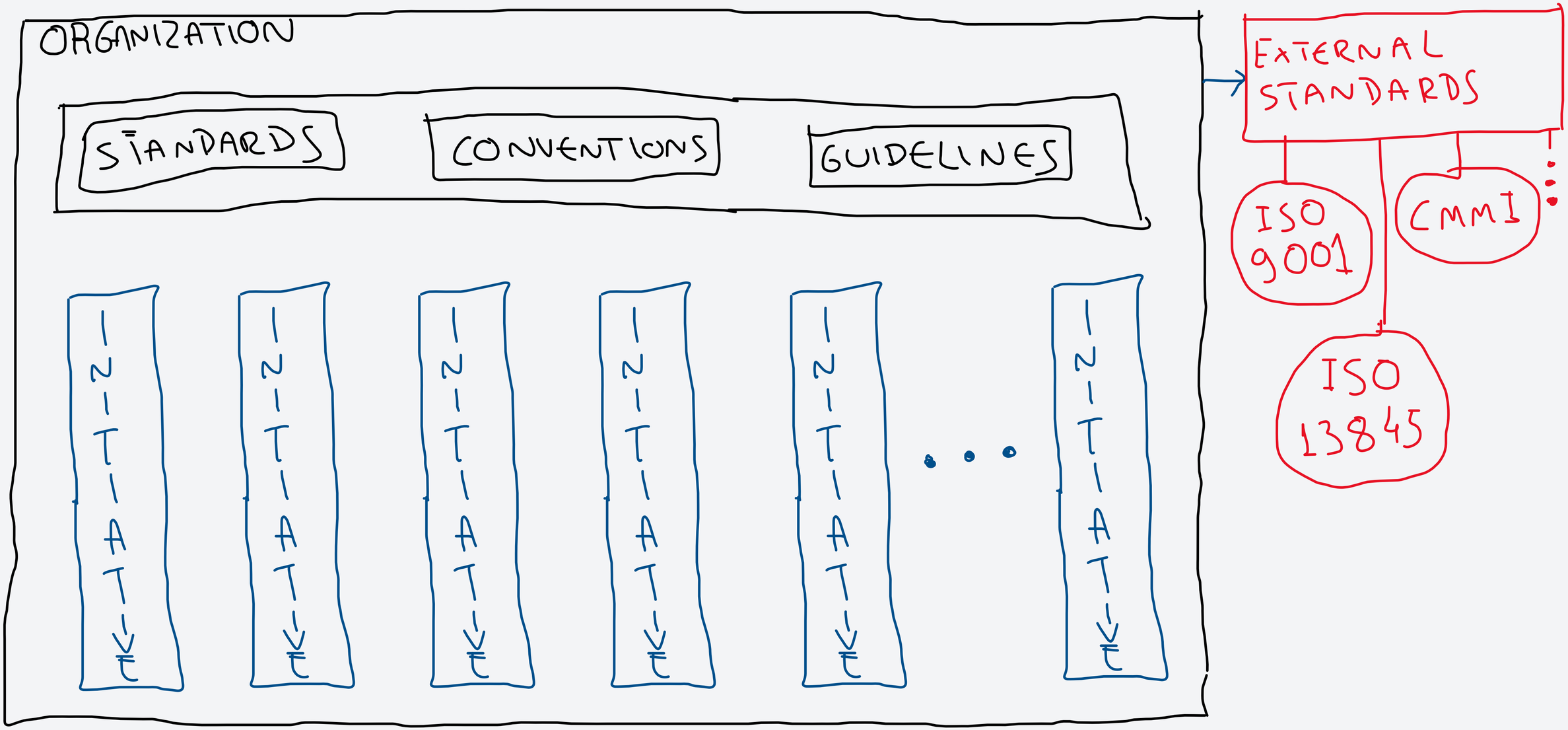
INITIATIVE


ORGANIZATION
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INITIATIVE
INITIATIVE
INITIATIVE
INITIATIVE
INITIATIVE
INITIATIVE
EXTERNAL STANDARDS
ISO 9001
CMMI
ISO 13845

Who defines the Definition of Done?

When is the Definition of Done defined?

DEFINITION OF DONE

DEFINITION OF DONE

- CRITERIA 1
- CRITERIA 2
- CRITERIA 3
- CRITERIA 4
- CRITERIA 5

DEFINITION OF DONE

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- CRITERIA 6
- CRITERIA 7
- CRITERIA 8

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- CRITERIA 7
- CRITERIA 8
- CRITERIA 9
- CRITERIA 10

TIME

DEFINITION OF DONE

- CRITERIA 1
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- CRITERIA 3
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- CRITERIA 8

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- CRITERIA 9
- CRITERIA 10

...

TIME

Technical Debt

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- Consequences of poor software development practices

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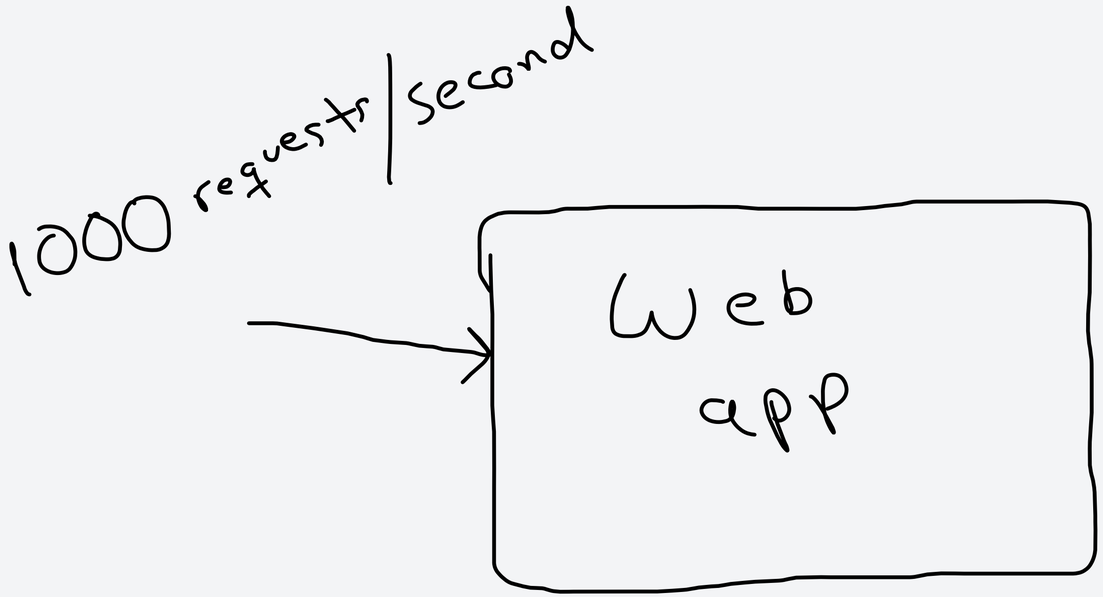

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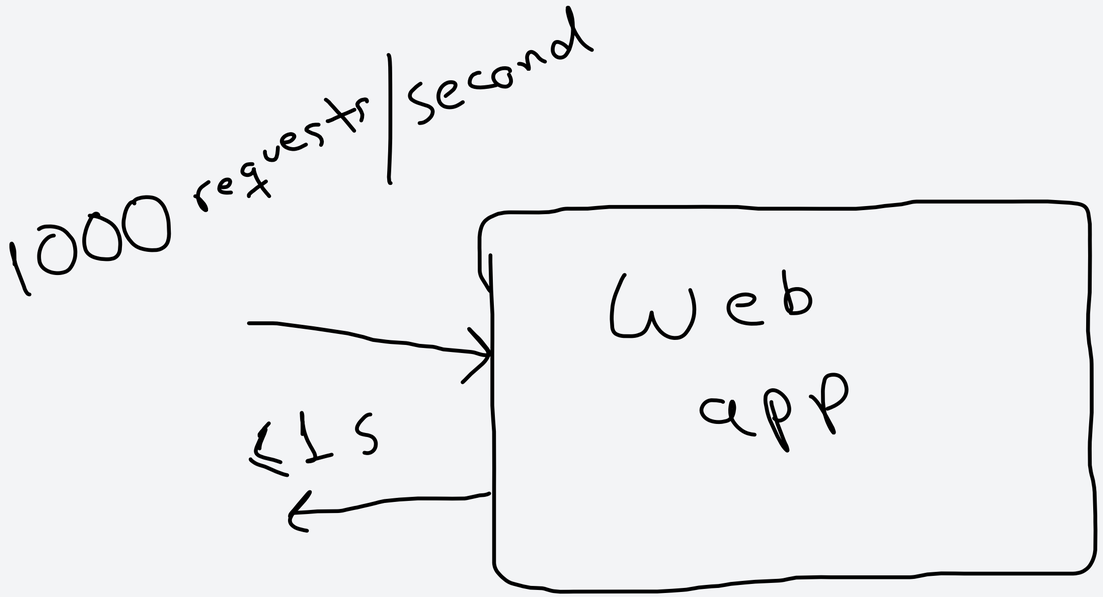

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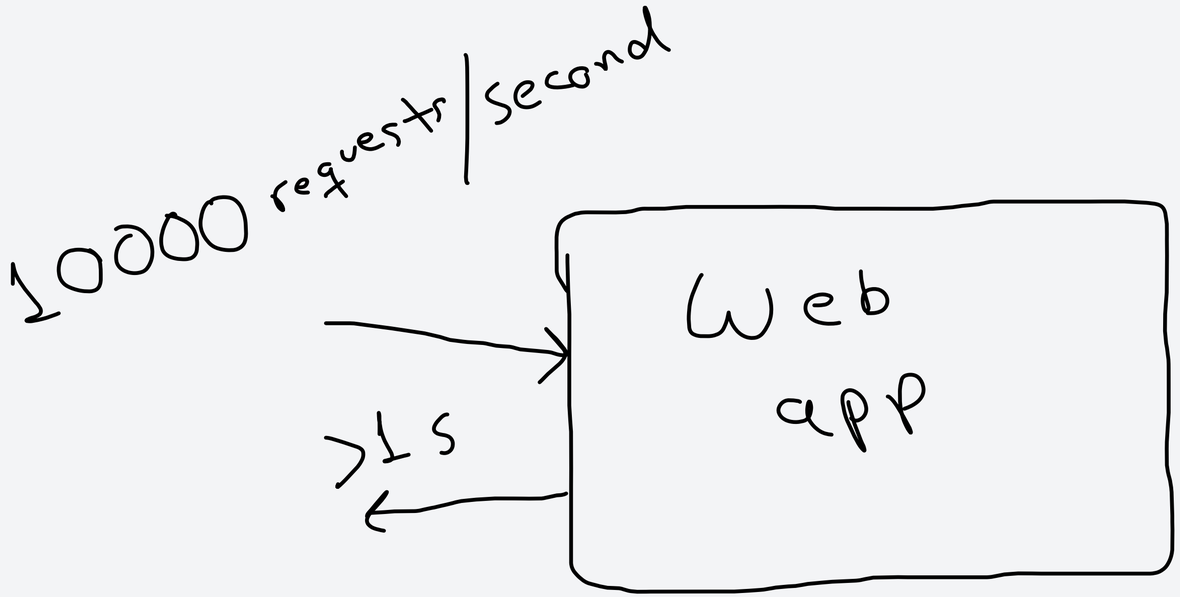

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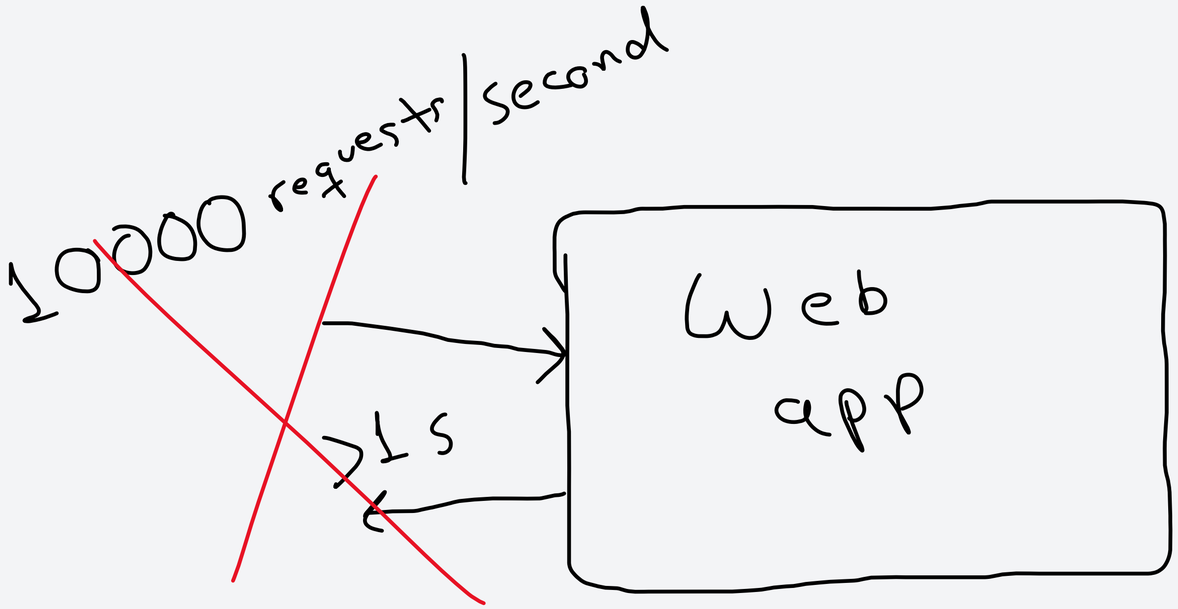

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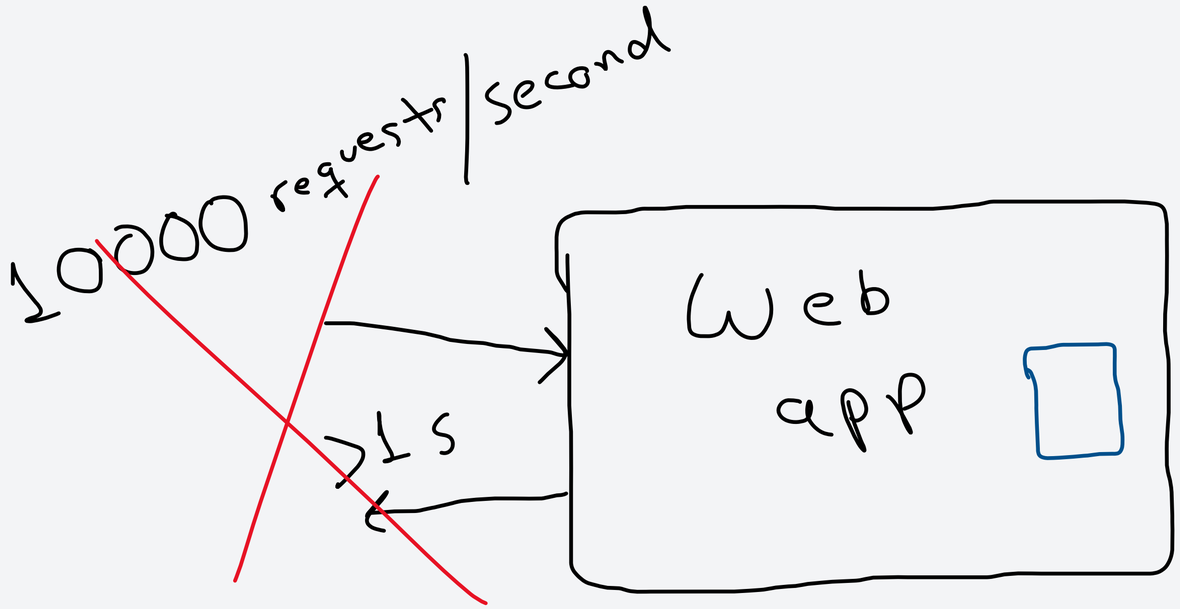

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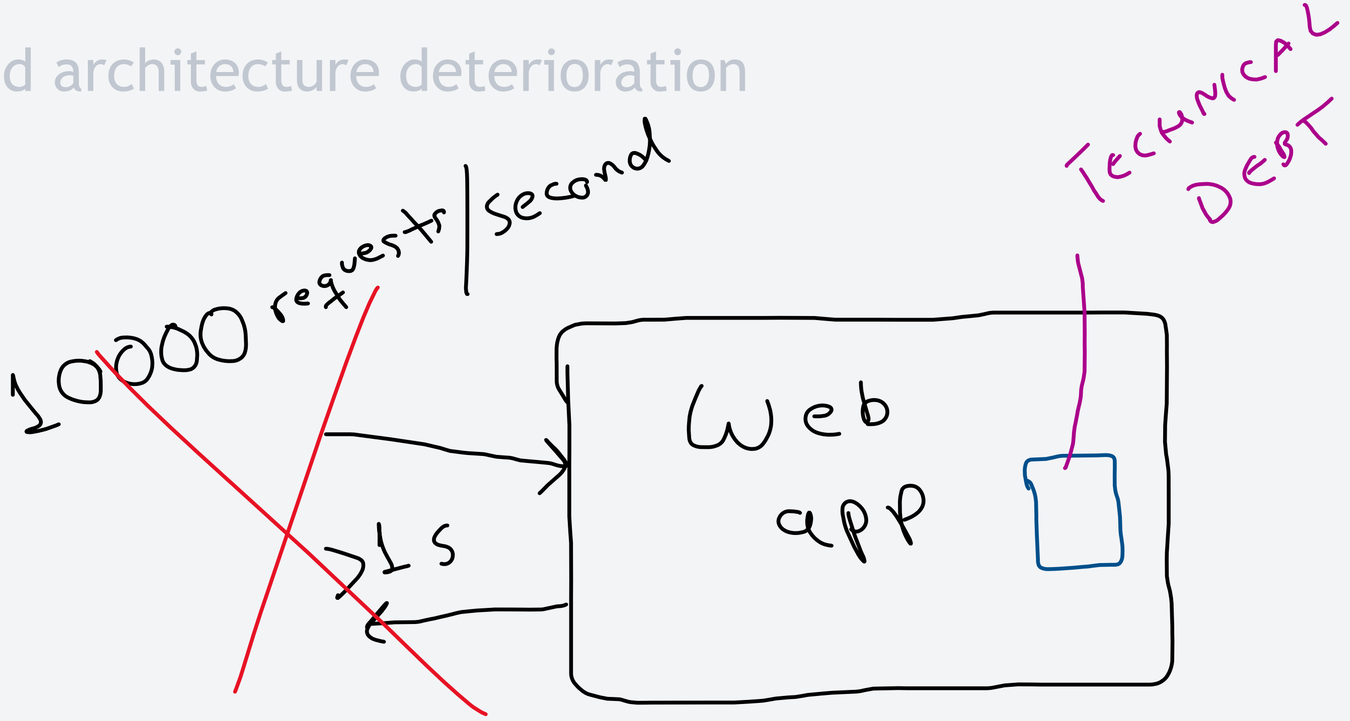
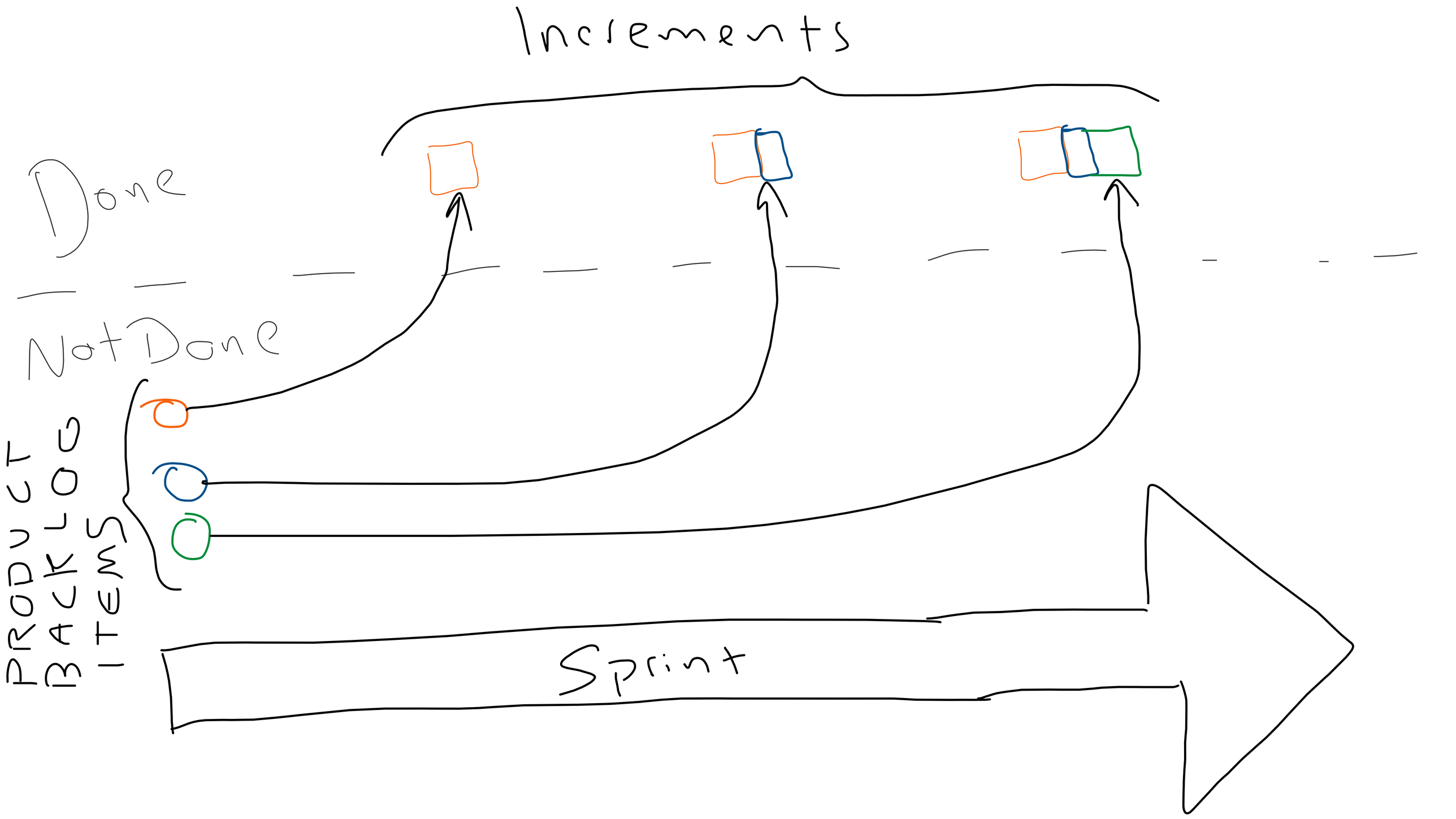
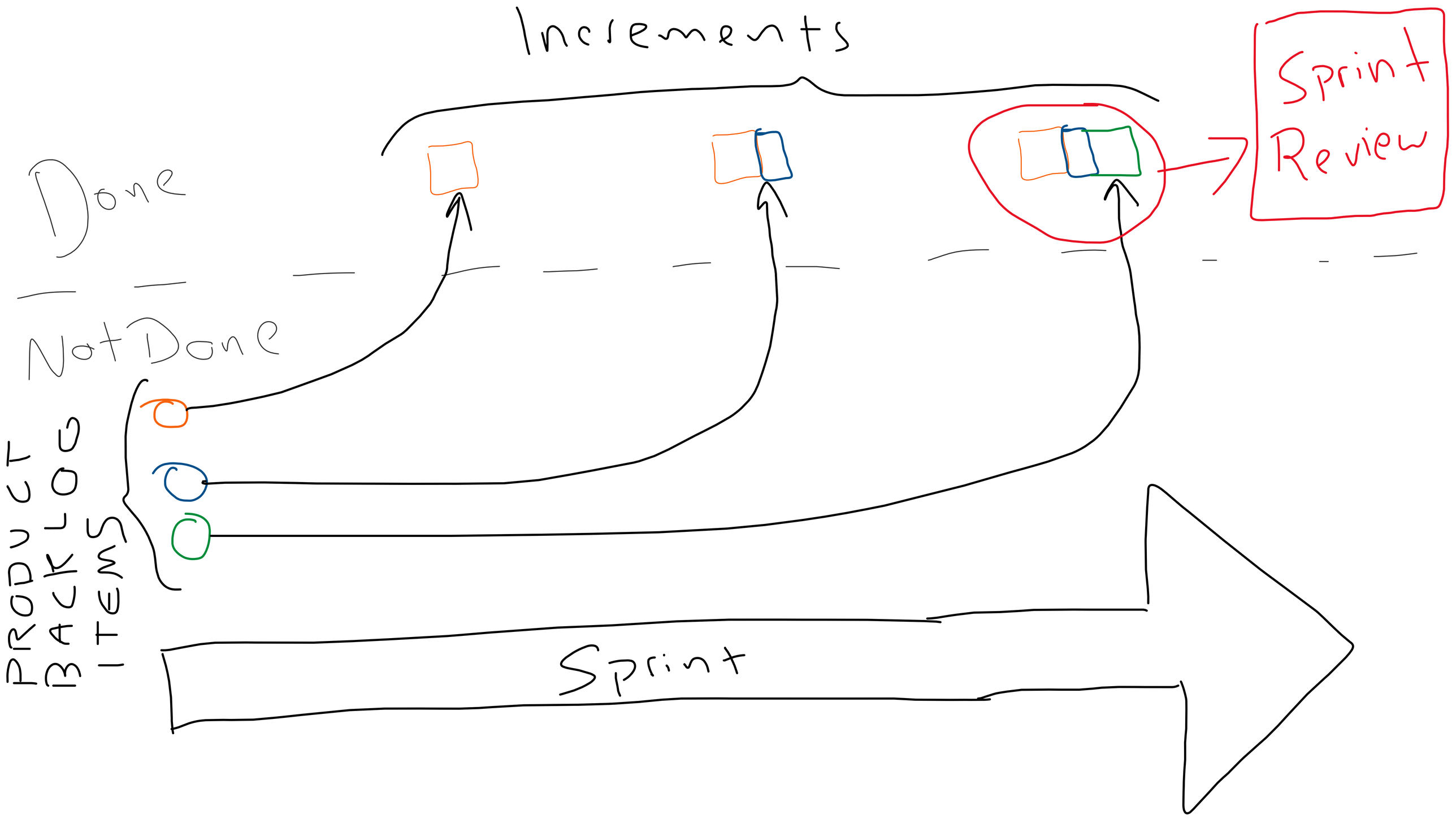


Increment


Increments
Done
Not Done
PRODUCT BACKLOG ITEMS
Sprint


Increments
Sprint Review
Done
Not Done
PRODUCT BACKLOG ITEMS
Sprint

1. You do not need to release at the end of every Sprint

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2. The Sprint is not a gate; release might be performed during a Sprint

PSM I Sniper

QUESTION

True or False: Scrum requires the Increment to be released at the end of every Sprint.

a) True

b) False

QUESTION

True or False: Scrum requires the Increment to be released at the end of every Sprint.

a) True

b) False

QUESTION

Which of the following best describes the Increment?

(choose the best two answers)

a) The moment a Product Backlog item meets the Definition of Done, an Increment is born.

b) The product Increment must be usable at the end of every Sprint, but it does not have to be released.

c) The Increment cannot be released during the Sprints; the Product Owner must wait the Sprint to be over to release it.

d) The Increment is released at end of every Sprint

Increment

An Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable.

Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value.

Work cannot be considered part of an Increment unless it meets the Definition of Done.

Commitment: Definition of Done

The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product.

The moment a Product Backlog item meets the Definition of Done, an Increment is born.

The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. If a Product Backlog item does not meet the Definition of Done, it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration.

If the Definition of Done for an increment is part of the standards of the organization, all Scrum Teams must follow it as a minimum. If it is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product.

The Developers are required to conform to the Definition of Done. If there are multiple Scrum Teams working together on a product, they

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QUESTION

True or False: An Increment can only be released in between Sprints.

a) True

b) False

QUESTION

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b) False

QUESTION

Who creates the definition of "Done"?

(choose the best answer)

a) The Scrum Master as he/she is responsible for the Developers' productivity

b) The Product Owner as he/she is responsible for the product's success

c) The Scrum Team, in a collaborative effort where the result is the common denominator of all members' definitions

d) The organization (or Scrum Team if none is available from the organization)

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The Developers are required to conform to the Definition of Done. If there are multiple Scrum Teams working together on a product, they must mutually define and comply with the same Definition of Done.

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QUESTION

True or False: If the definition of "Done“ for an increment is part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it, and they are not allowed to adapt it.

a) True

b) False

QUESTION

True or False: If the definition of "Done“ for an increment is part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it, and they are not allowed to adapt it.

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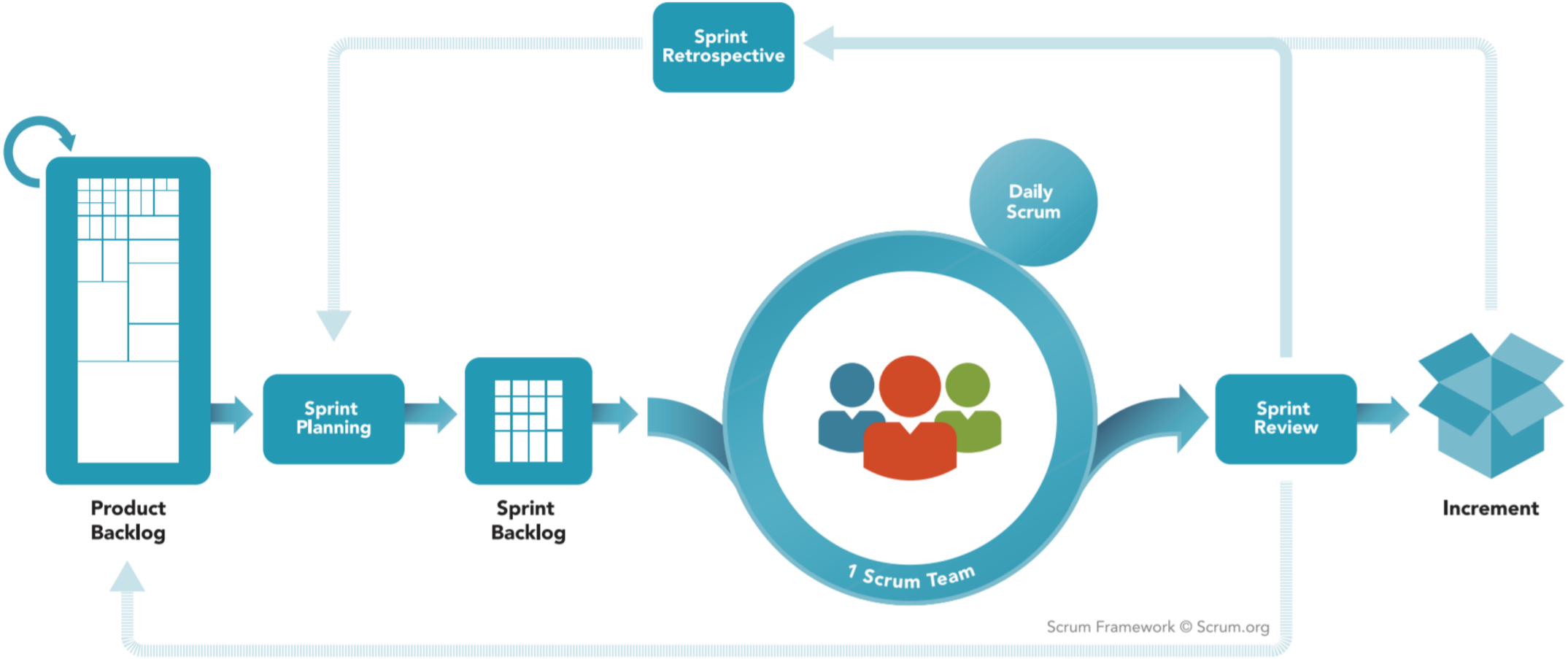
b) False

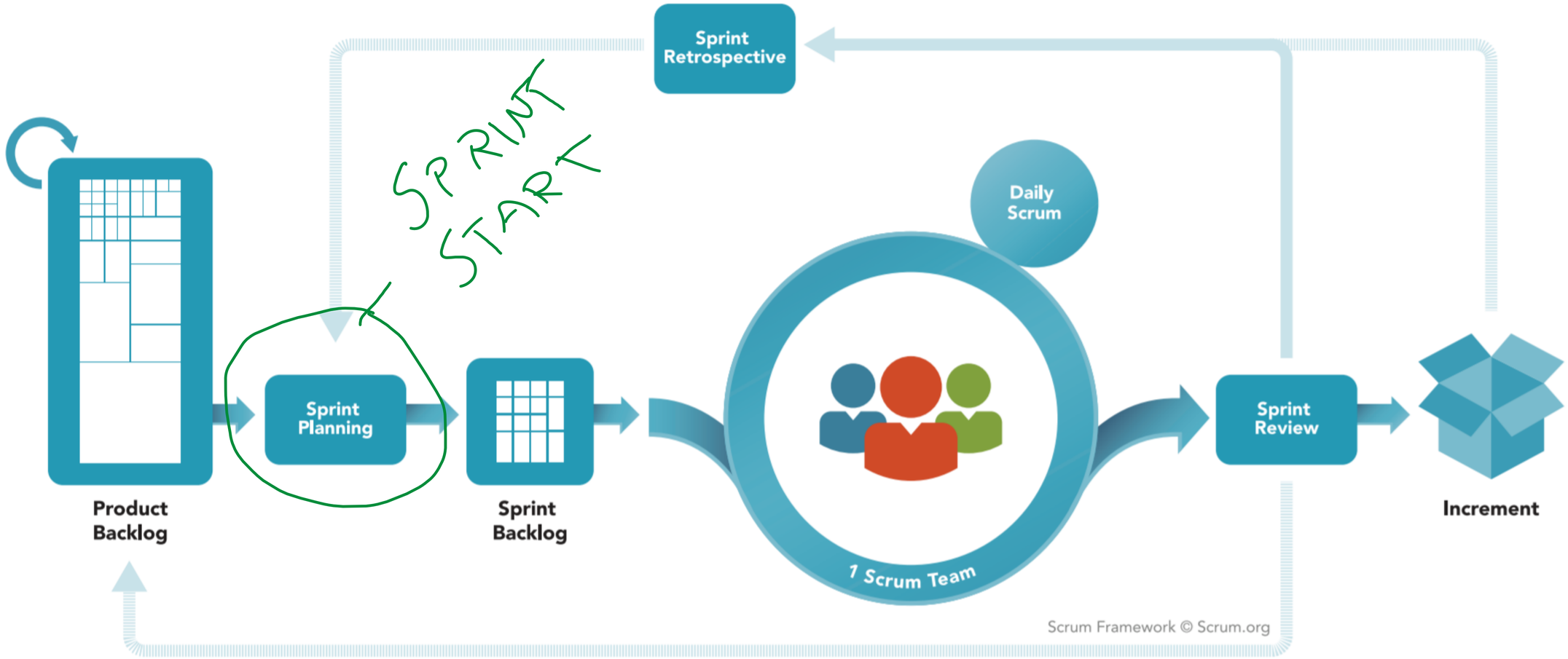
Scrum Events

SCRUM FRAMEWORK



Sprint Planning

SCRUM FRAMEWORK



Inputs	Sprint Planning	Outputs

Who?

Inputs	Sprint Planning	Outputs

Who?

Invited Stakeholders

Scrum Team

Inputs	Sprint Planning	Outputs

Who?

Invited Stakeholders

Scrum Team

How?

Inputs	Sprint Planning	Outputs

Who?

Invited Stakeholders

Scrum Team

How?

1. Why is this Sprint valuable?

Inputs	Sprint Planning	Outputs

Who?

Invited Stakeholders

Scrum Team

How?

1. Why is this Sprint valuable?

2. What can be Done this Sprint?

Inputs	Sprint Planning	Outputs

Who?

Invited Stakeholders

Scrum Team

How?

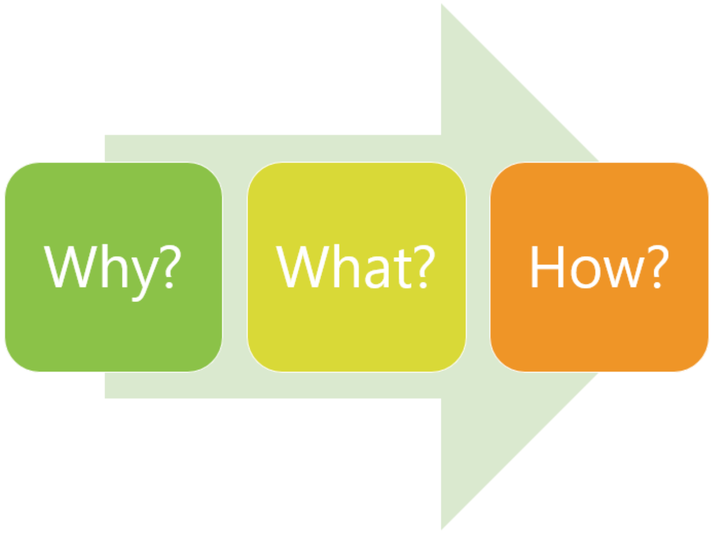
1. Why is this Sprint valuable?
2. What can be Done this Sprint?
3. How will the chosen work get done?

Inputs	Sprint Planning	Outputs

Invited Stakeholders

Scrum Team

How?



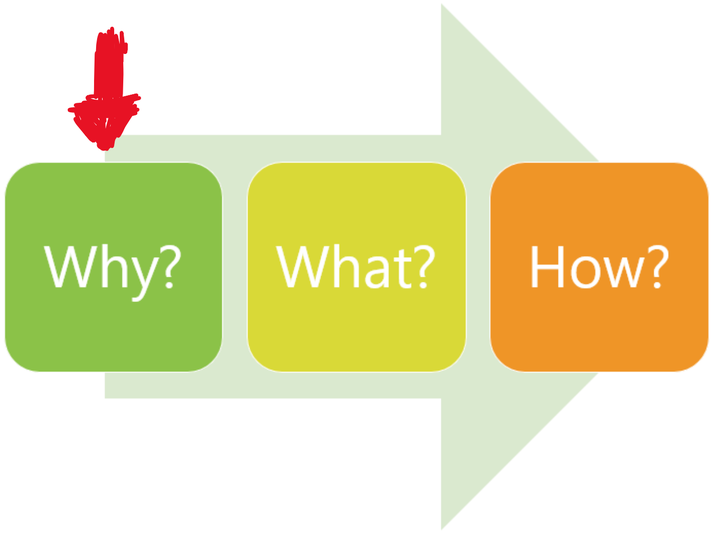
8h1month

Inputs	Sprint Planning	Outputs

Invited Stakeholders

Scrum Team

How?



8h1month

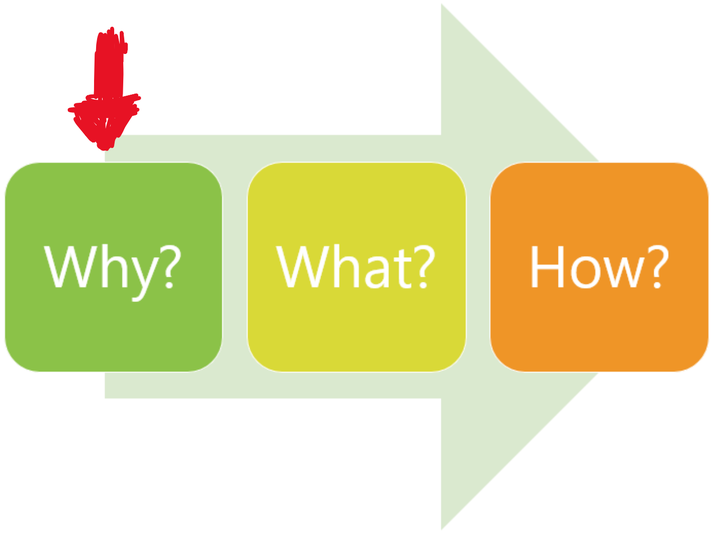
Inputs	Sprint Planning	Outputs

Value increase opportunities

Invited Stakeholders

Scrum Team

How?



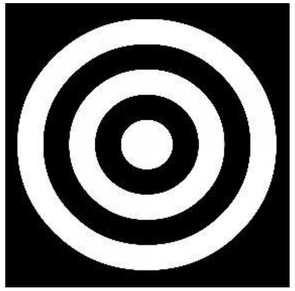
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities

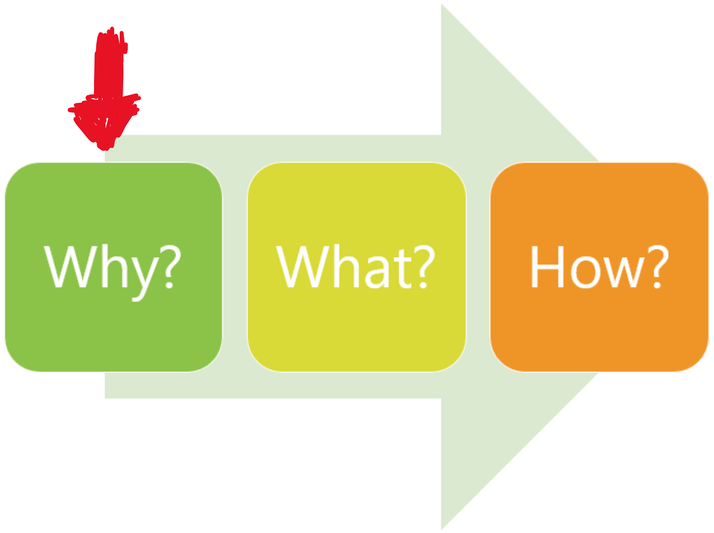
Invited Stakeholders

Scrum Team



Sprint Goal

How?



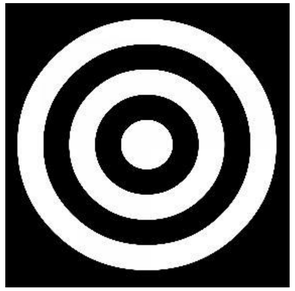
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities

Invited Stakeholders

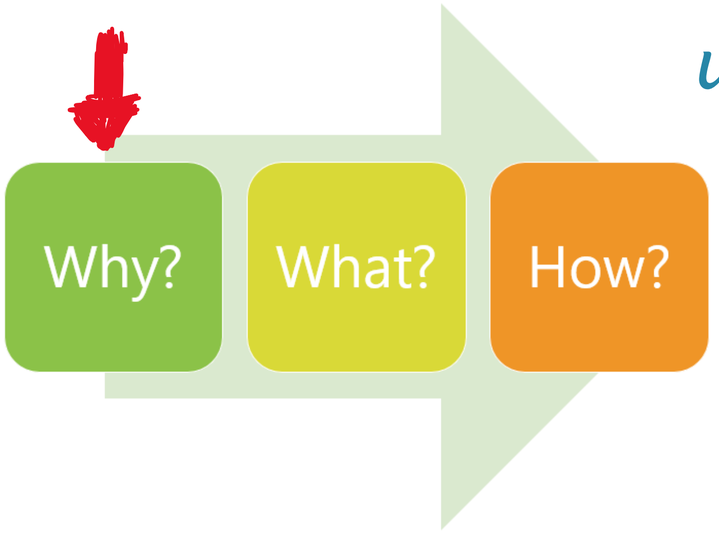
Scrum Team



Sprint Goal

Users access with ease the system using a valid email

How?



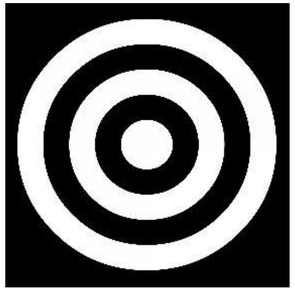
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities

Invited Stakeholders

Scrum Team



Sprint Goal

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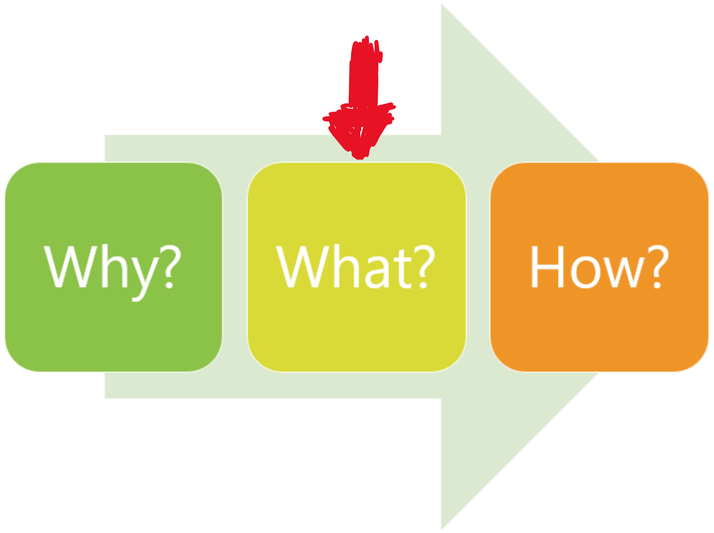
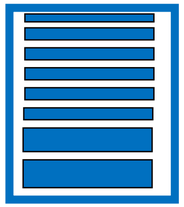


8h1month

Inputs	Sprint Planning	Outputs

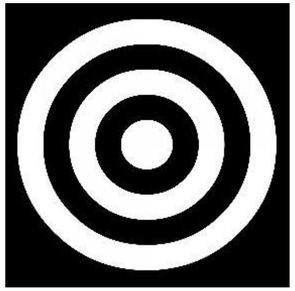
Value increase opportunities



Product Backlog

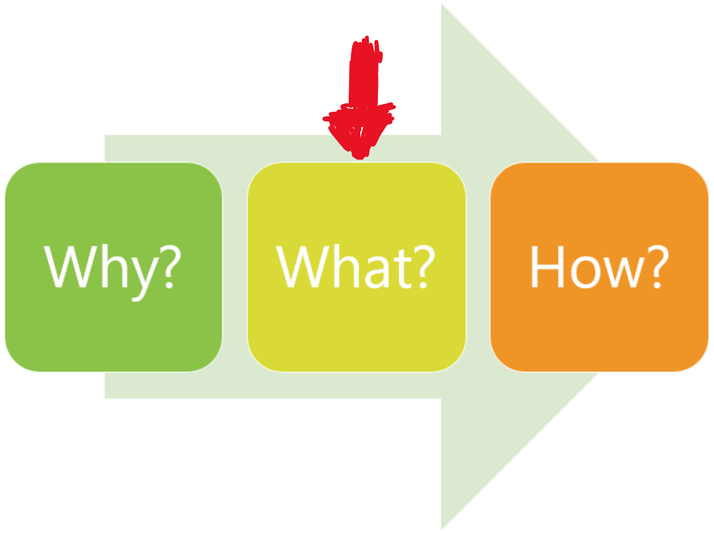
Invited Stakeholders

Scrum Team



Sprint Goal

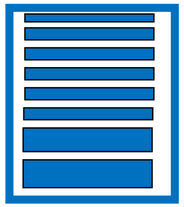
How?



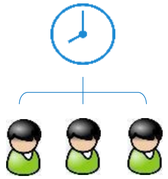
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities



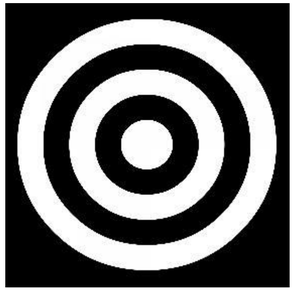
Product Backlog



Capacity

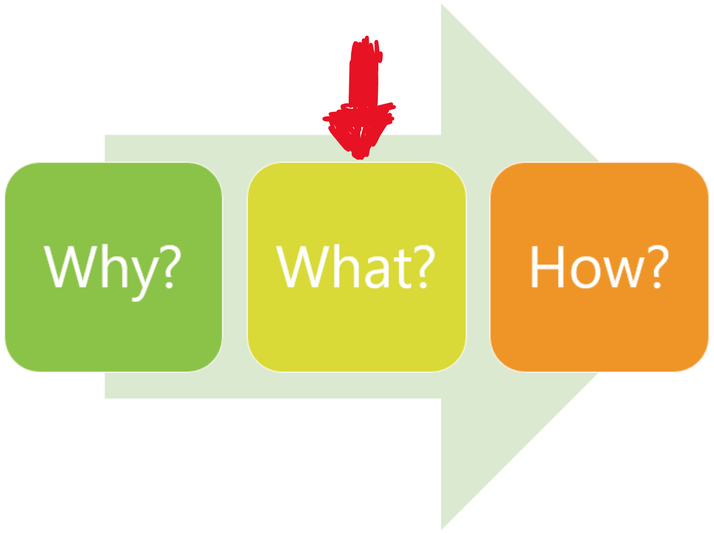
Invited Stakeholders

Scrum Team



Sprint Goal

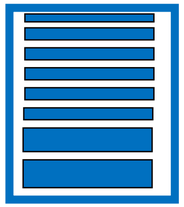
How?



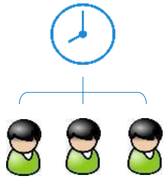
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities



Product Backlog



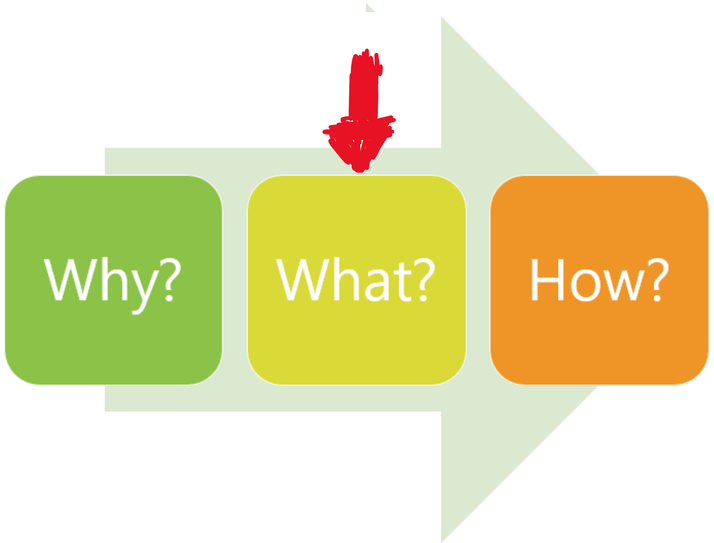
Capacity

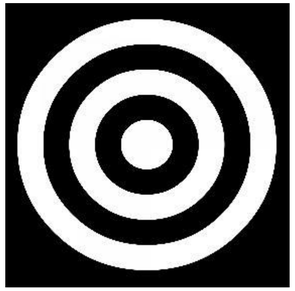
Past performance

Invited Stakeholders

Scrum Team

How?



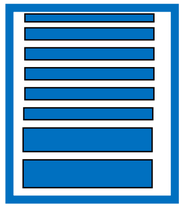


Sprint Goal

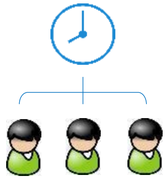
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities



Product Backlog



Capacity

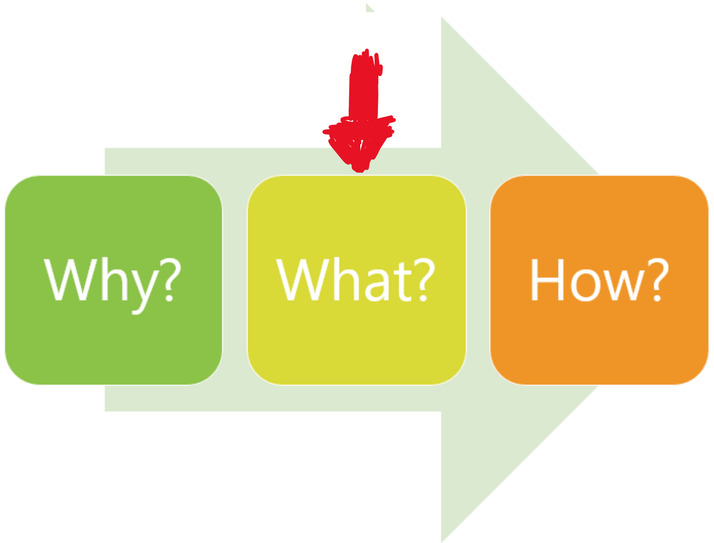
Velocity

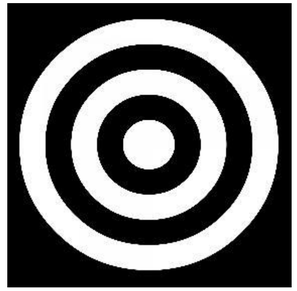
Past performance

Invited Stakeholders

Scrum Team

How?



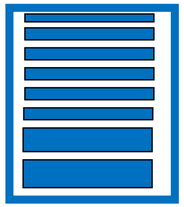


Sprint Goal

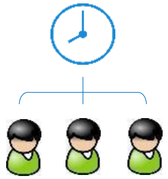
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities



Product Backlog



Capacity

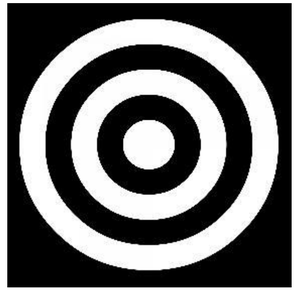
Past performance

Velocity

20
25
18

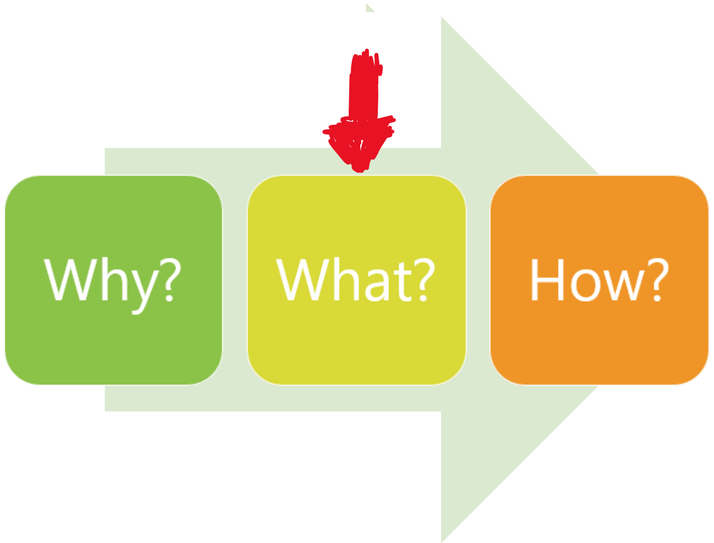
Invited Stakeholders

Scrum Team



Sprint Goal

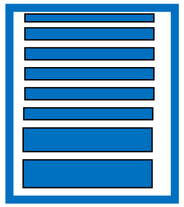
How?



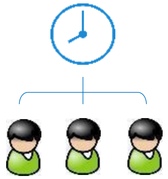
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities



Product Backlog



Capacity

Past performance

Velocity

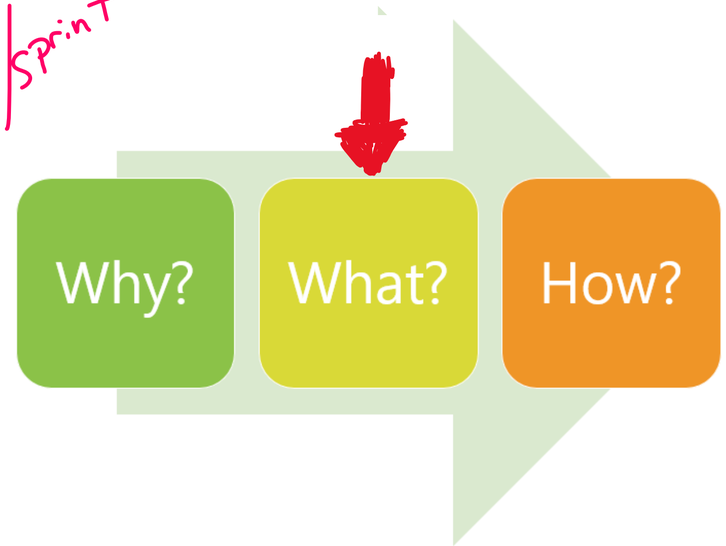
20P
25P
18P

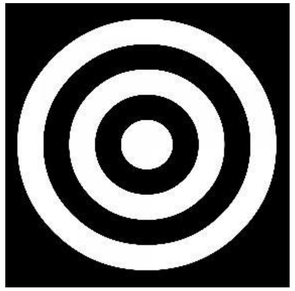
21 p./sprint

Invited Stakeholders

Scrum Team

How?



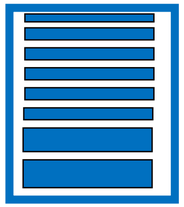


Sprint Goal

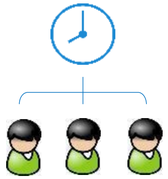
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities



Product Backlog



Capacity

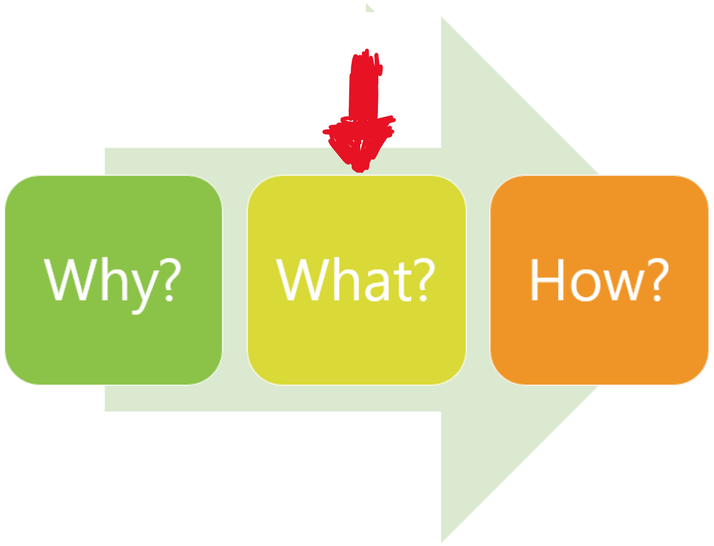
Past performance

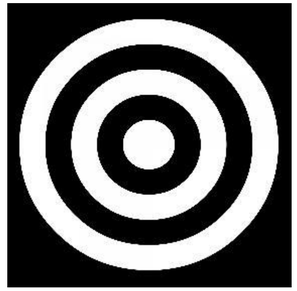
Definition of Done

Invited Stakeholders

Scrum Team

How?



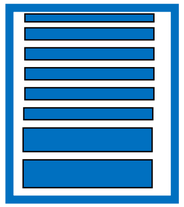


Sprint Goal

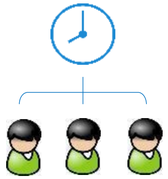
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities



Product Backlog



Capacity

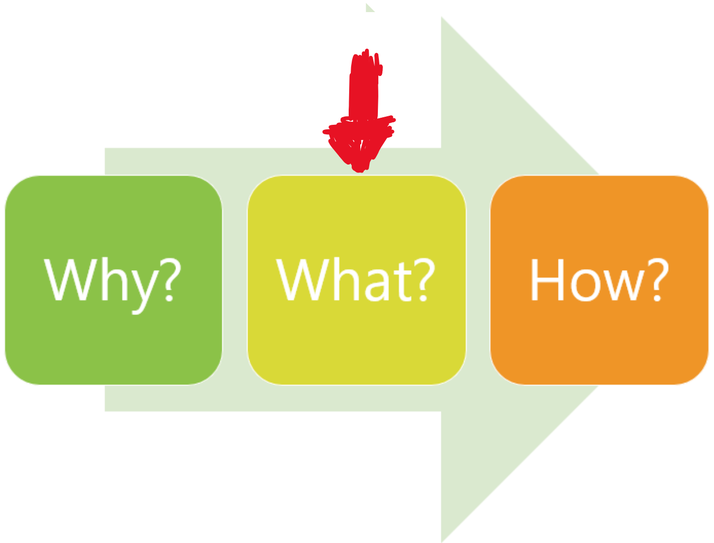
Past performance

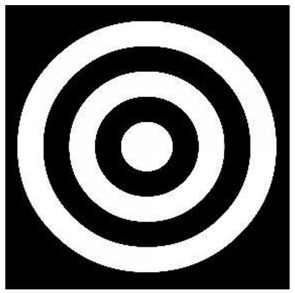
Definition of Done

Invited Stakeholders

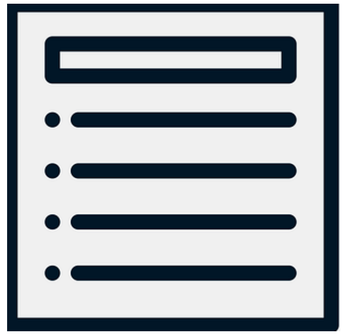
Scrum Team

How?





Sprint Goal



Selected PBI

8h1month

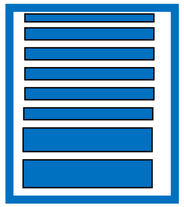
As a user I want to sign in using my email

As I user I want to sign up using my email

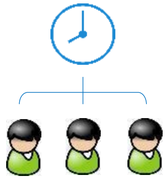
As a user I want to recover my password so that I can get access to my account if I lose it

Inputs	Sprint Planning	Outputs

Value increase opportunities



Product Backlog



Capacity

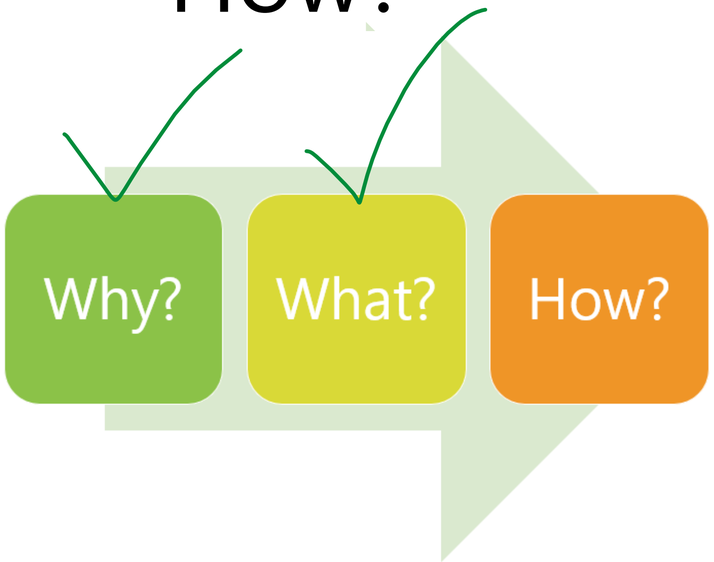
Past performance

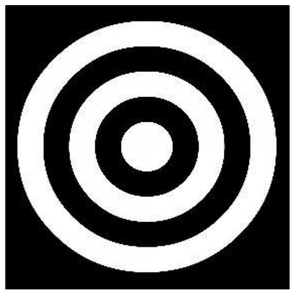
Definition of Done

Invited Stakeholders

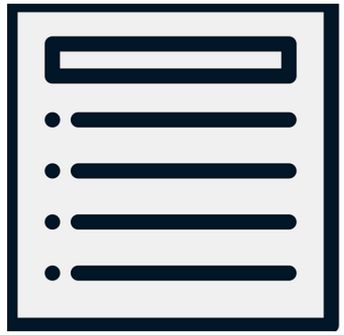
Scrum Team

How?





Sprint Goal

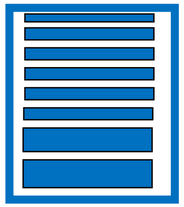


Selected PBI

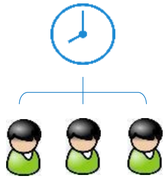
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities



Product Backlog



Capacity

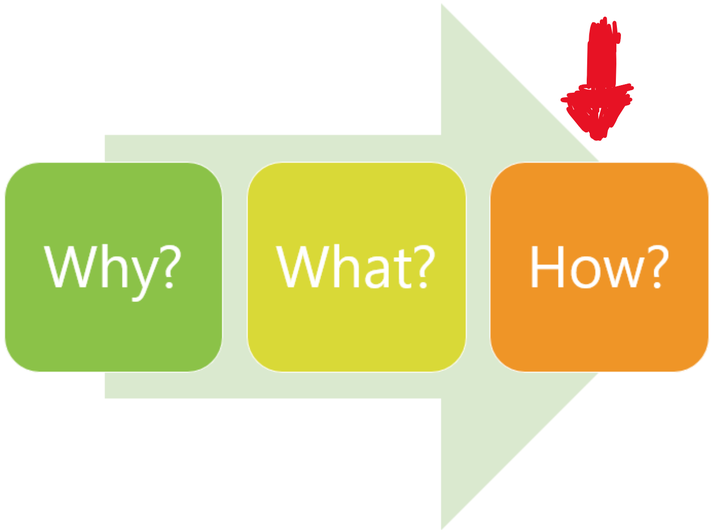
Past performance

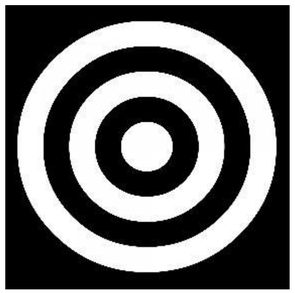
Definition of Done

Invited Stakeholders

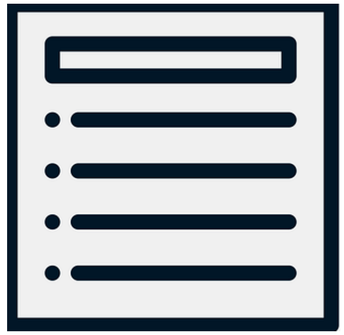
Scrum Team

How?





Sprint Goal

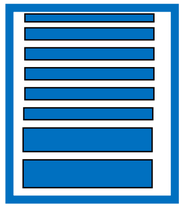


Selected PBI

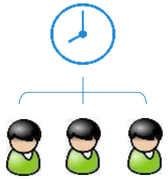
8h1month

Inputs	Sprint Planning	Outputs

Value increase opportunities



Product Backlog



Capacity

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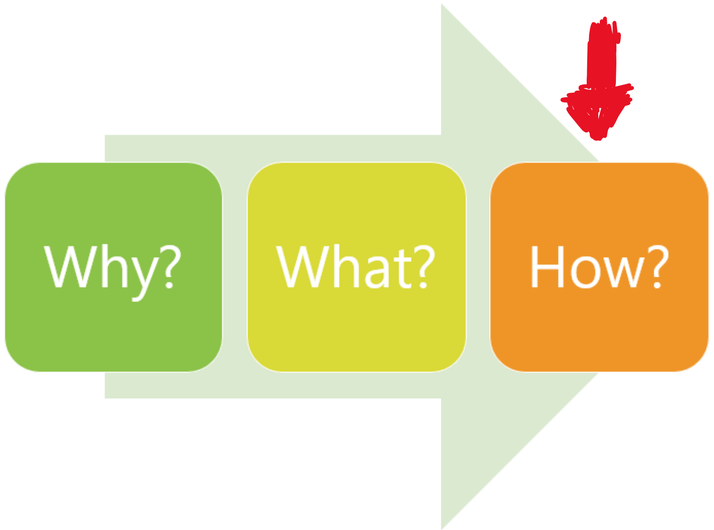
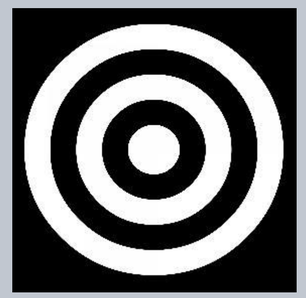
How?





Sprint Goal

Selected PBI
+
Plan

Sprint Backlog

8h1month

Product Backlog Item

Task

Task

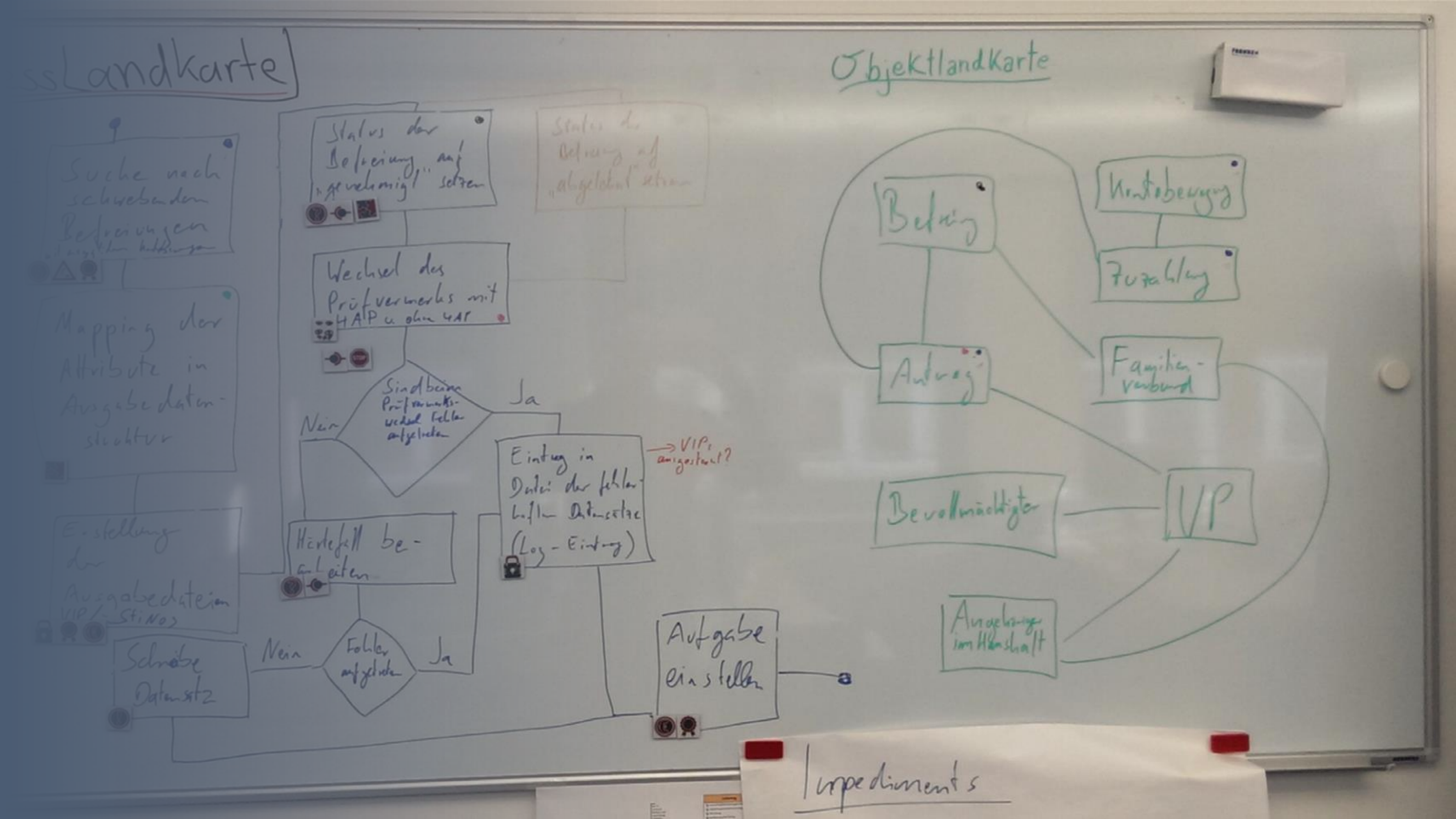
Task

Task

Task

Task

Task


Landkarte
Suche nach schwebenden Befreiungen
Mapping der Attribute in Ausgabedatenstruktur
Einstellung der Ausgabedateien
Schreibe Datensatz
Status der Befreiung „gewährt" setzen
Status der Befreiung auf „abgelehnt" setzen
Wechsel des Prüfvermerks mit HAP u. ohne HAP
Sind keine Prüfvermerkswechsel Fehler aufgetreten
Nein
Ja
Eintrag in Datei der fehlerhaften Datensätze (Log-Eintrag)
VIPs eingestellt?
Härtefall bearbeiten
Fehler aufgetreten
Nein
Ja
Aufgabe einstellen
Objektlandkarte
Betrag
Kontobewegung
Zuzahlung
Antrag
Familienverbund
Bevollmächtigter
VP
Angehörige im Haushalt
Impediments

Sprint questions
HMW
User
Other Family Member
note and vote

Interaktion
PK-27929
Stornomeldung
personenunabhängig
– Dialog
13
Gui modellieren
inkl. Sicherheits-abfrage
Storno Grund
Storno der ges Rec
1.1.19
OK
Abbr.
(Gui-Beschreibung)
disabled
Button Stornieren
Sicherheits-abfrage
Testfälle erstellen
Akzeptanzkrit.
nein
Subdialog öffnen
OK und Storno-Flag
Sicherheitsabfrage
nein
Landepunkt Stornodialog
OK
Storno
Datentrag
Abbrechen
Process
Hauptdialog
Abbruch
einfaches Storno
ja
nein
Stornobeleg
Anzeige in Anw.-Dialog
OK
OOD
DND für einfaches stornieren
OOD
DND Erweiterung von Stornobeleg erstellen
OOD
DND Erweiterung Stornobeleg veranlassen
OOD
Anbindung Stornobeleg-Dialog
Stornobeleg veranlassen
OOD
Status ändern
ja
Stornobewegung per Dienst stornieren
Test
Testdurchführung "gut Fall"
OOD
Kopplung mit ZVK-Dienst stornieren
Tests durchführen "komplizierter Fall"
"transient"
+Speichern
OOD
persistent Speichern
Persistieren
Status ändern
OOD
Stornobeleg veranlassen
"Speichern"

User can register on the system with email

User can register on the system with email

Register page

Persist data access on database

Encrypt password

Compare informed passwords

Validate email

Create register route

Do URL routing

Automate tests

Send email confirmation

Registered user can log into the system with email

Registered user can log into the system with email

Create login and password fields

Store temporary data (remember me)

Create OAuth service

Automate tests

Declare provider

Associate bidirectional data

Cryptograph passwerd on database

Do URL routing

As a user I want to recover my password so that I can get access to my account if I lose it

As a user I want to recover my password so that I can get access to my account if I lose it

Modify login page

Send email notification

Create notification service

Validate informed email

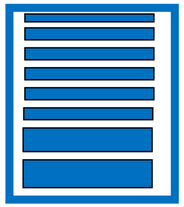
Generate default password

Create screen to define new password

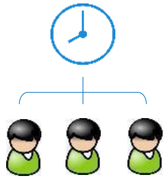
Automate tests

Inputs	Sprint Planning	Outputs

Value increase opportunities



Product Backlog



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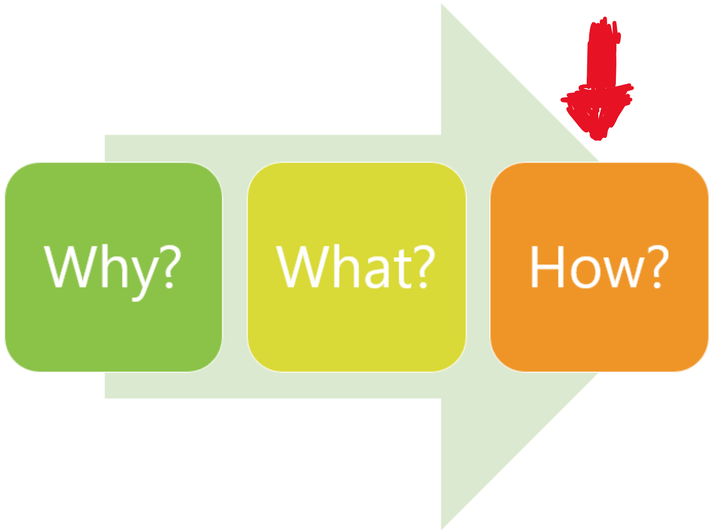

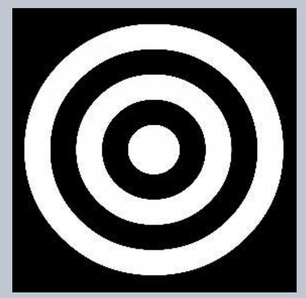

Sprint Goal

Selected PBI
+
Plan

Sprint Backlog

8h1month

Sprint Goal

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PSM I Sniper

QUESTION

True or False: The Sprint Goal, the Product Backlog items selected for the Sprint, plus the plan for delivering them are together referred to as the Sprint Backlog.

a) True

b) False

prior to the end of Sprint Planning.

Topic Two: What can be Done this Sprint?

Through discussion with the Product Owner, the Developers select items from the Product Backlog to include in the current Sprint. The Scrum Team may refine these items during this process, which increases understanding and confidence.

Selecting how much can be completed within a Sprint may be challenging. However, the more the Developers know about their past performance, their upcoming capacity, and their Definition of Done, the more confident they will be in their Sprint forecasts.

Topic Three: How will the chosen work get done?

For each selected Product Backlog item, the Developers plan the work necessary to create an Increment that meets the Definition of Done. This is often done by decomposing Product Backlog items into smaller work items of one day or less. How this is done is at the sole discretion of the Developers. No one else tells them how to turn Product Backlog items into Increments of value.

The Sprint Goal, the Product Backlog items selected for the Sprint, plus the plan for delivering them are together referred to as the Sprint Backlog.

Sprint Planning is timeboxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.

QUESTION

True or False: The Sprint Goal, the Product Backlog items selected for the Sprint, plus the plan for delivering them are together referred to as the Sprint Backlog.

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QUESTION

True or False: The work planned during Sprint Planning must be decomposed to units of one day or less.

a) True

b) False

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QUESTION

True or False: The work planned during Sprint Planning must be decomposed to units of one day or less.

a) True

b) False

QUESTION

True or False: The Product Owner defines the Sprint Goal during Sprint Planning.

a) True

b) False

Sprint Planning

Sprint Planning initiates the Sprint by laying out the work to be performed for the Sprint. This resulting plan is created by the collaborative work of the entire Scrum Team.

The Product Owner ensures that attendees are prepared to discuss the most important Product Backlog items and how they map to the Product Goal. The Scrum Team may also invite other people to attend Sprint Planning to provide advice.

Sprint Planning addresses the following topics:

Topic One: Why is this Sprint valuable?

The Product Owner proposes how the product could increase its value and utility in the current Sprint. The whole Scrum Team then collaborates to define a Sprint Goal that communicates why the Sprint is valuable to stakeholders. The Sprint Goal must be finalized prior to the end of Sprint Planning.

Topic Two: What can be Done this Sprint?

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QUESTION

True or False: The Product Owner defines the Sprint Goal during Sprint Planning.

a) True

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QUESTION

What is the time-box for the Spring Planning meeting for a 2-weeks Sprint?

(choose the best answer)

a) 4 hours.

b) 2 hours.

c) 8 hours or less.

d) It depends.

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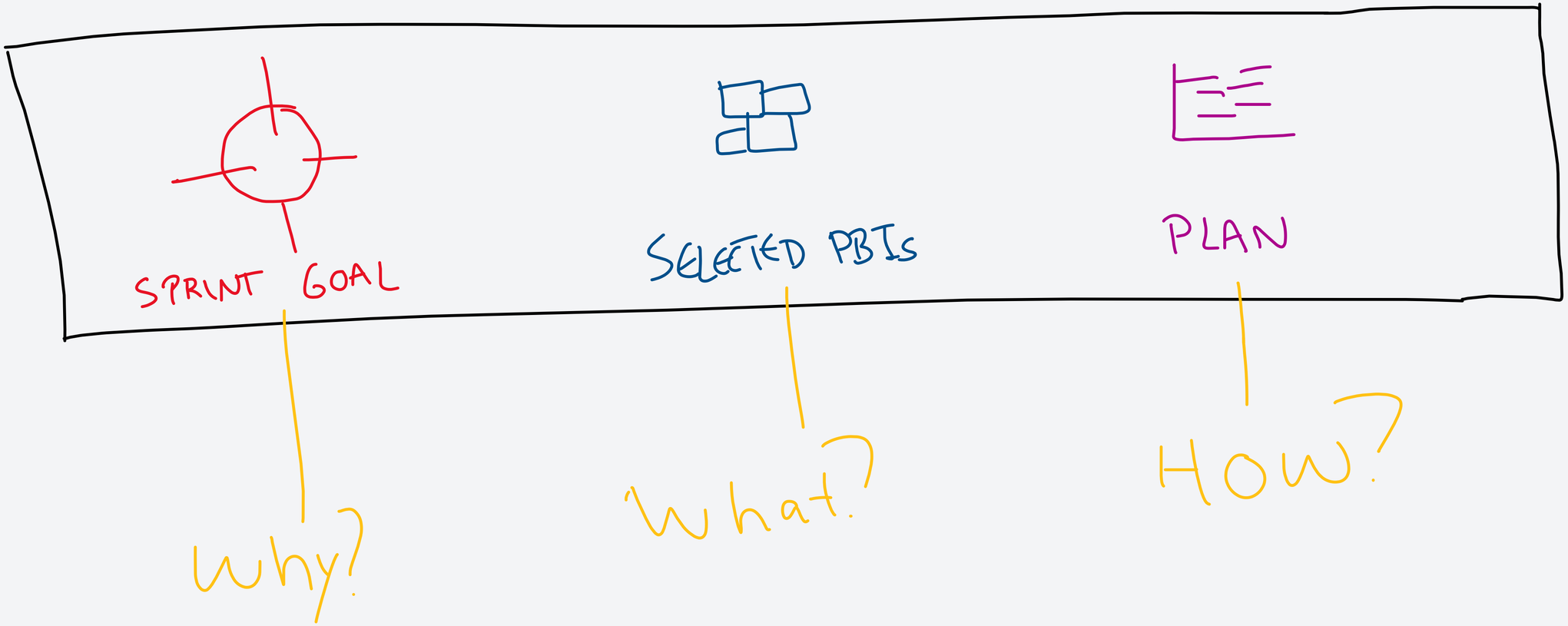
Sprint Backlog

SPRINT BACKLOG



Sprint Goal

Users access with ease the system using a valid email

Items	To Do	WIP	Done
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Registered user can log into the system with email	Create login and password fields Cryptograph passwerd on database Create OAuth service Do URL routing Declare provider Store temporary data (remember me) Automate tests Associate bidirectional data		
As a user I want to recover my password so that I can get access to my account if I lose it	Modify login page Validate informed email Create notification service Send email notification Generate default password Automate tests Create screen to define new password		

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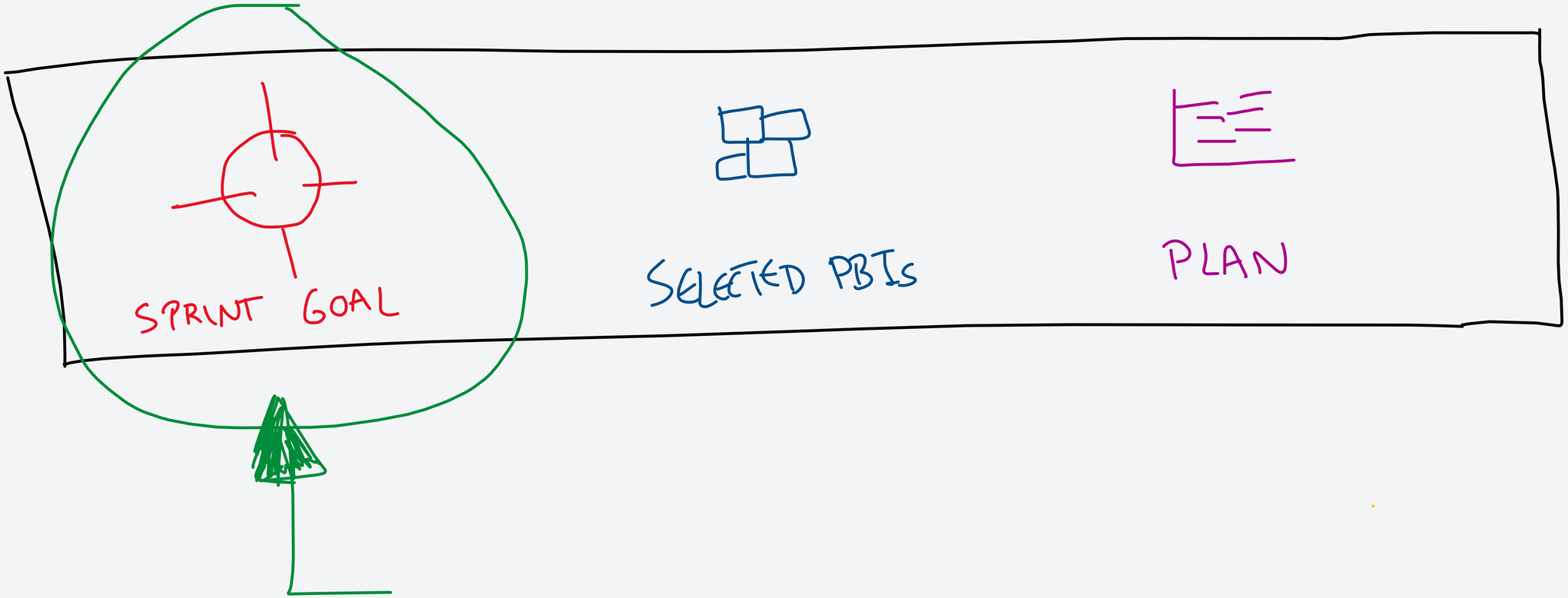
SPRINT
BACKLOG
SPRINT
GOAL

SPRINT BACKLOG



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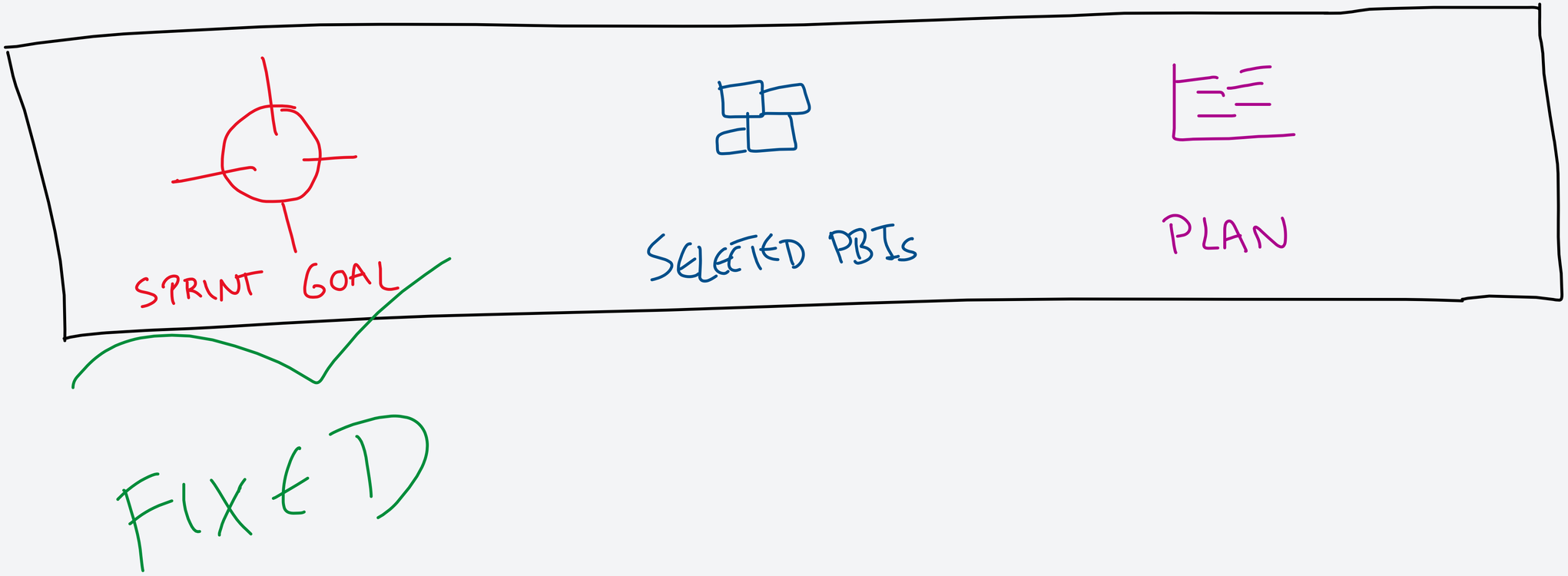
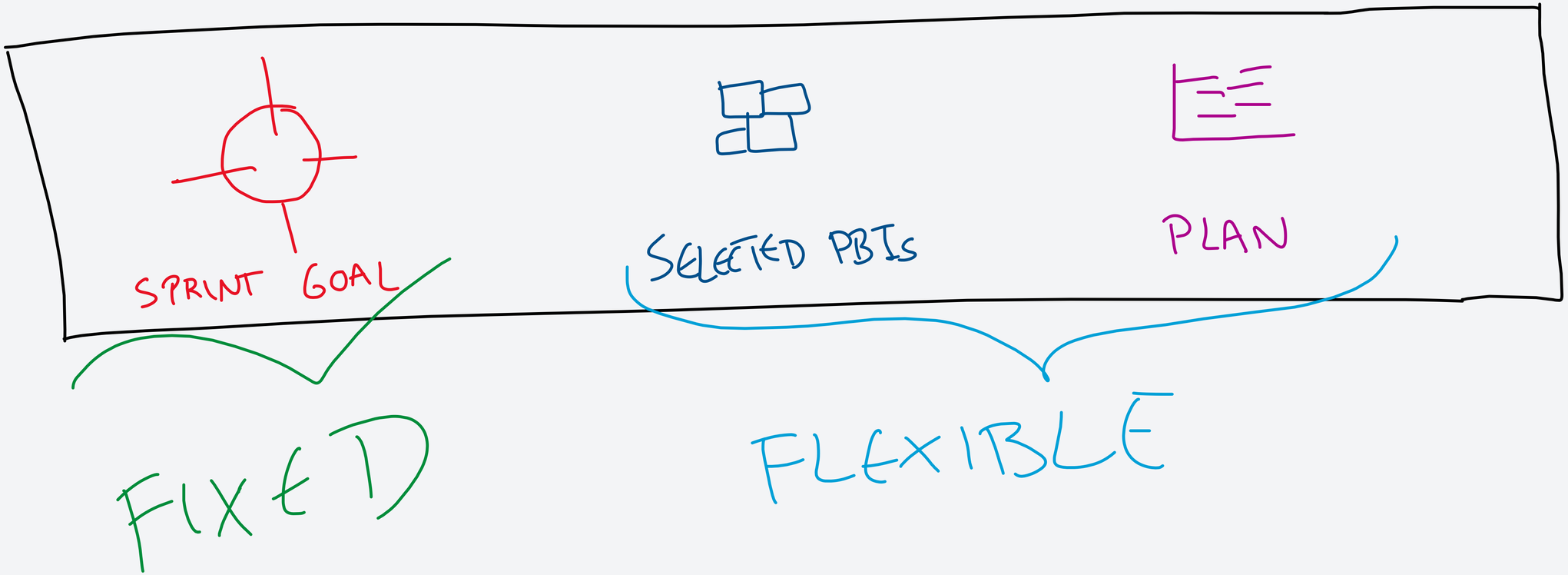


FIXED

SPRINT BACKLOG



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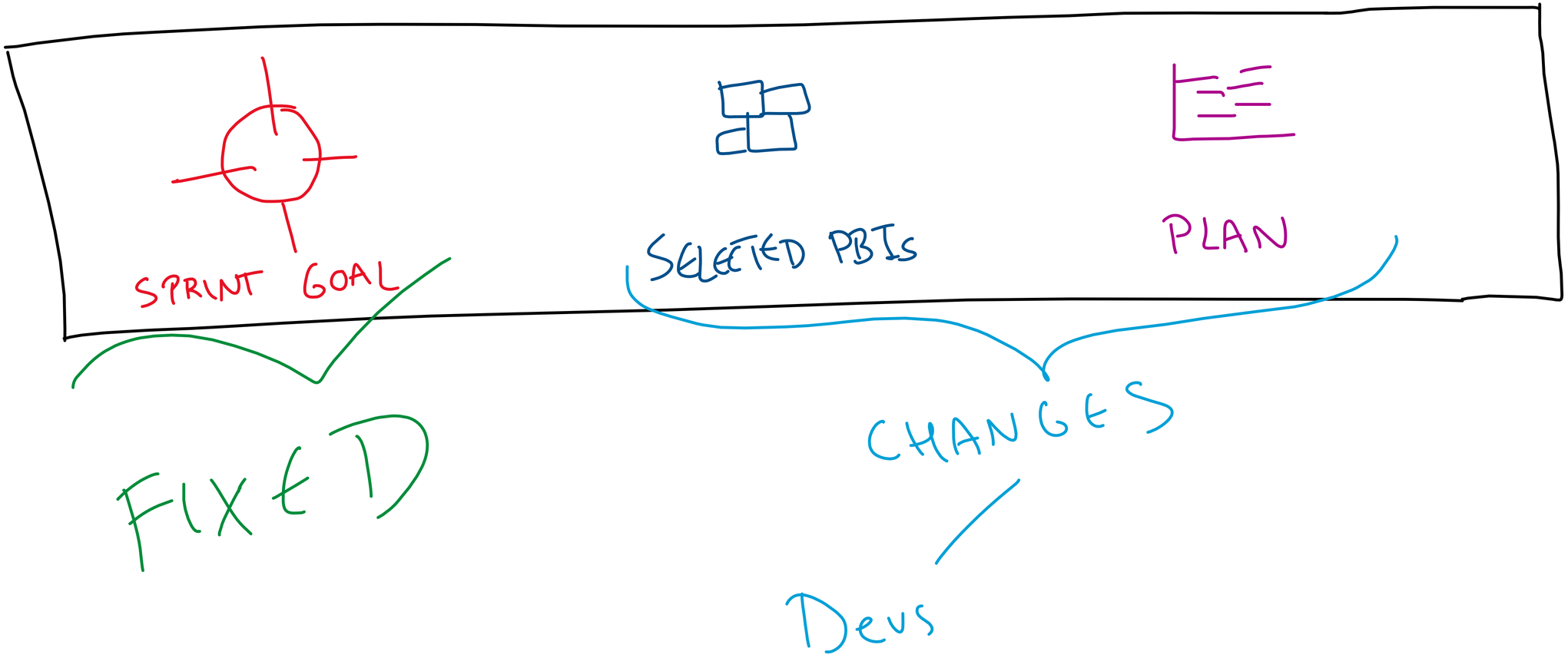

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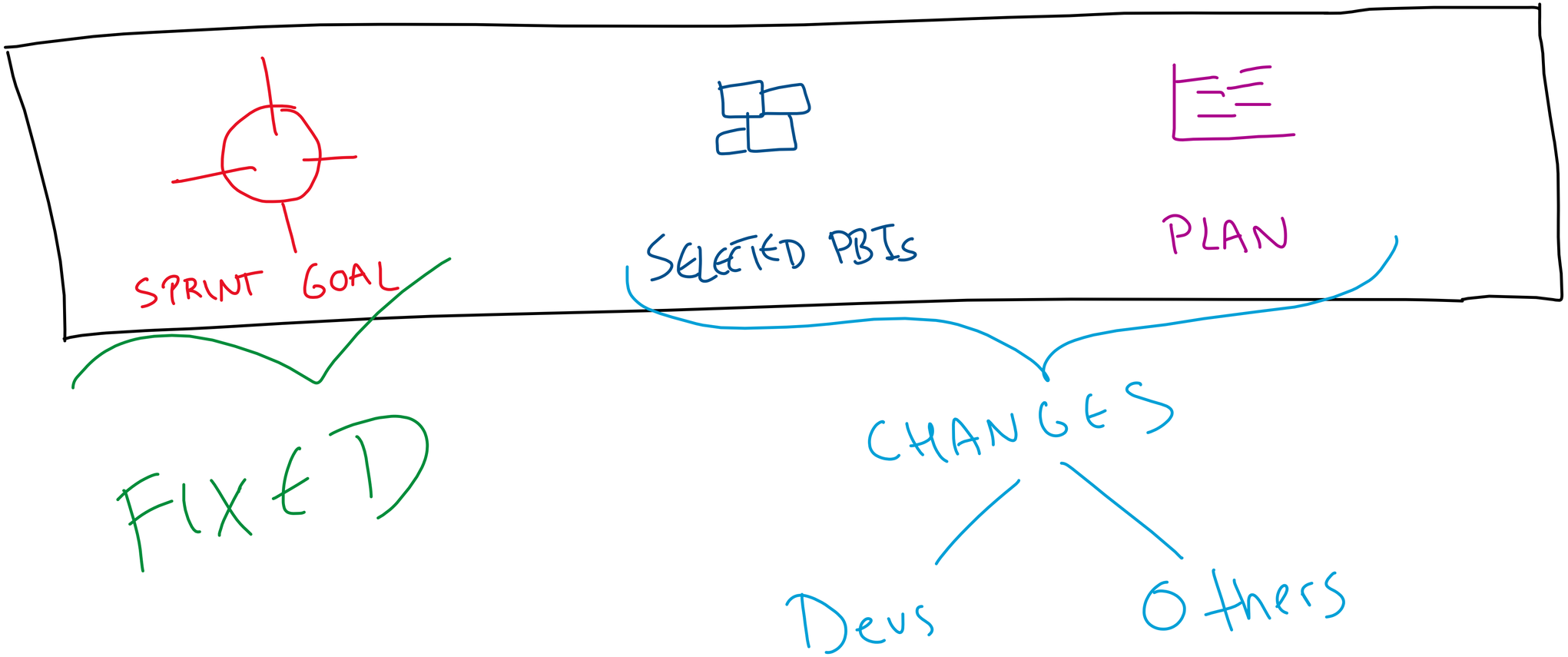

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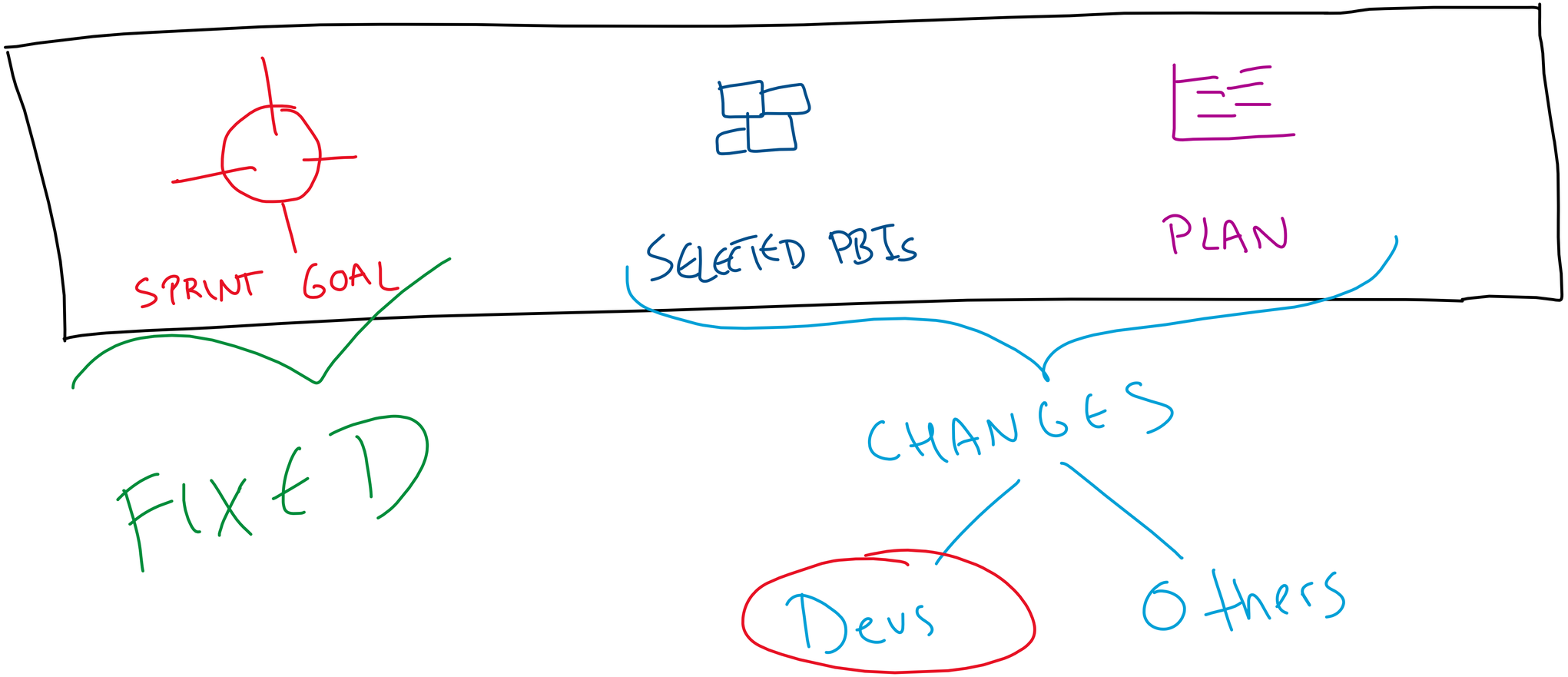

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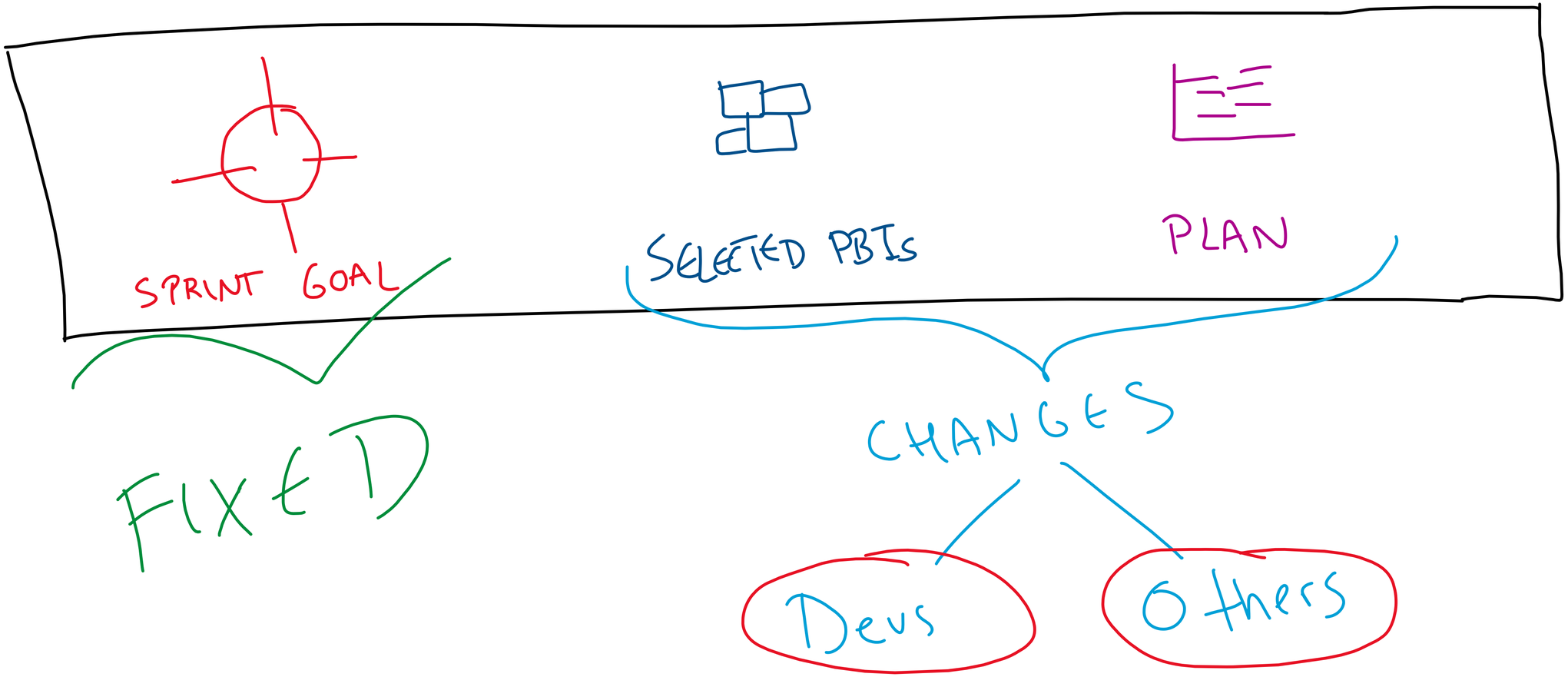

Sprint Goal

As a user I want to sign in using my email

As I user I want to sign up using my email

As a user I want to recover my password so that I can get access to my account if I lose it

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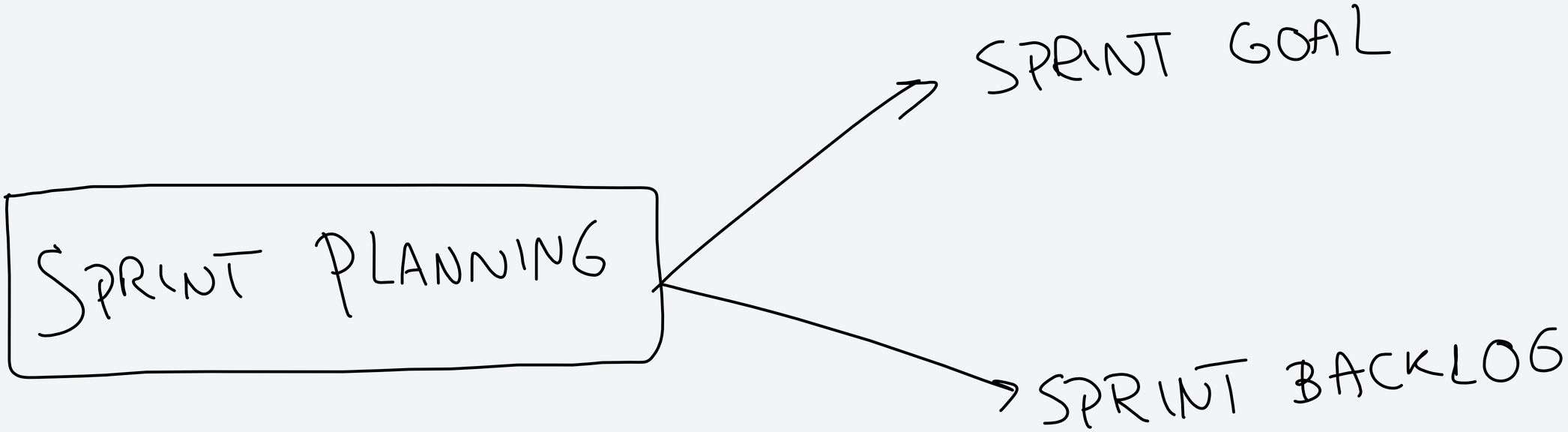
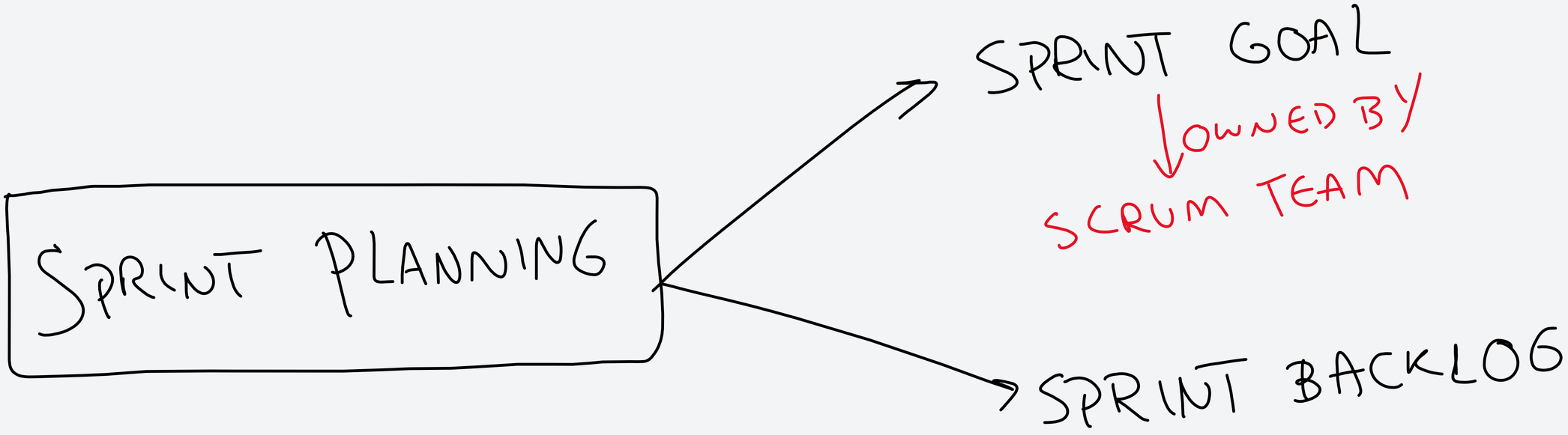
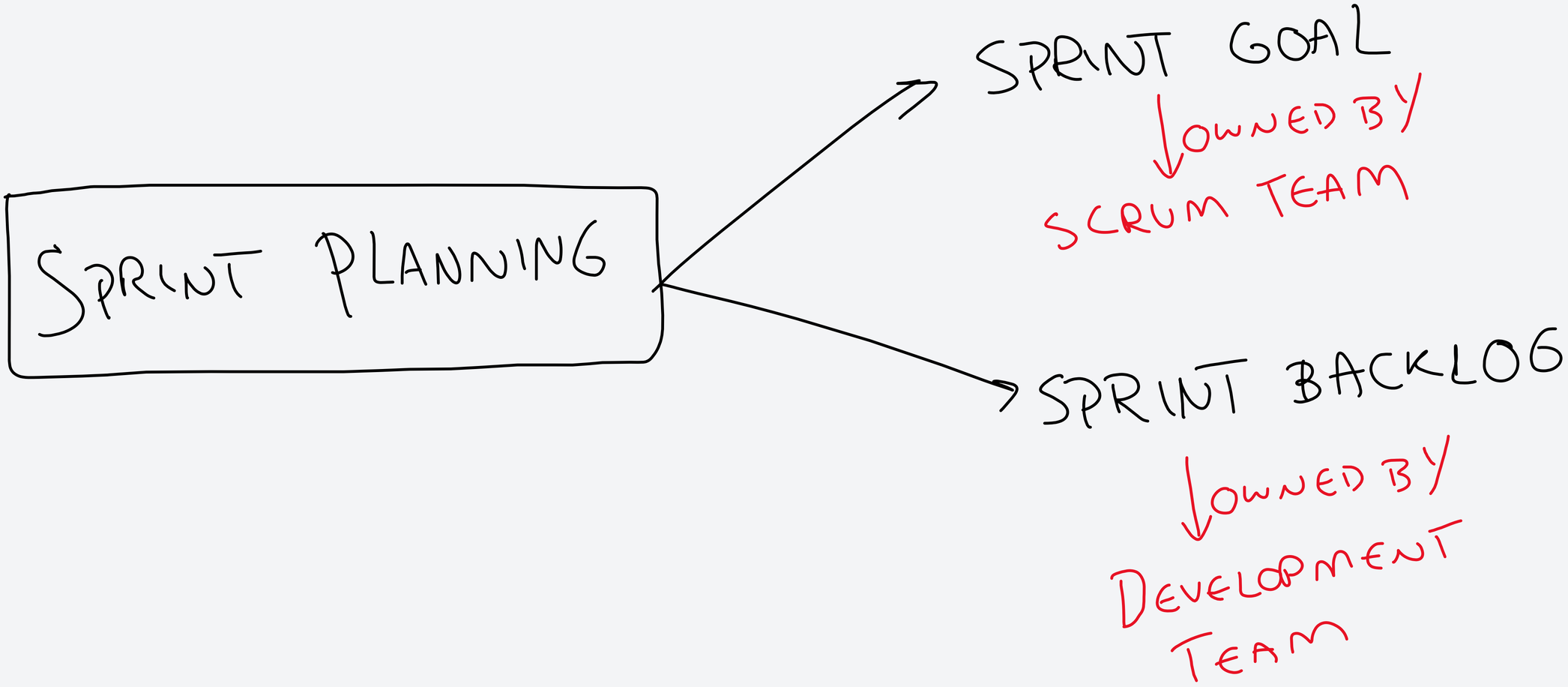
Sprint goal

Users access with ease the system using a valid email


SPRINT PLANNING
SPRINT GOAL
SPRINT BACKLOG


SPRINT PLANNING
SPRINT GOAL
OWNED BY
SCRUM TEAM
SPRINT BACKLOG


SPRINT PLANNING
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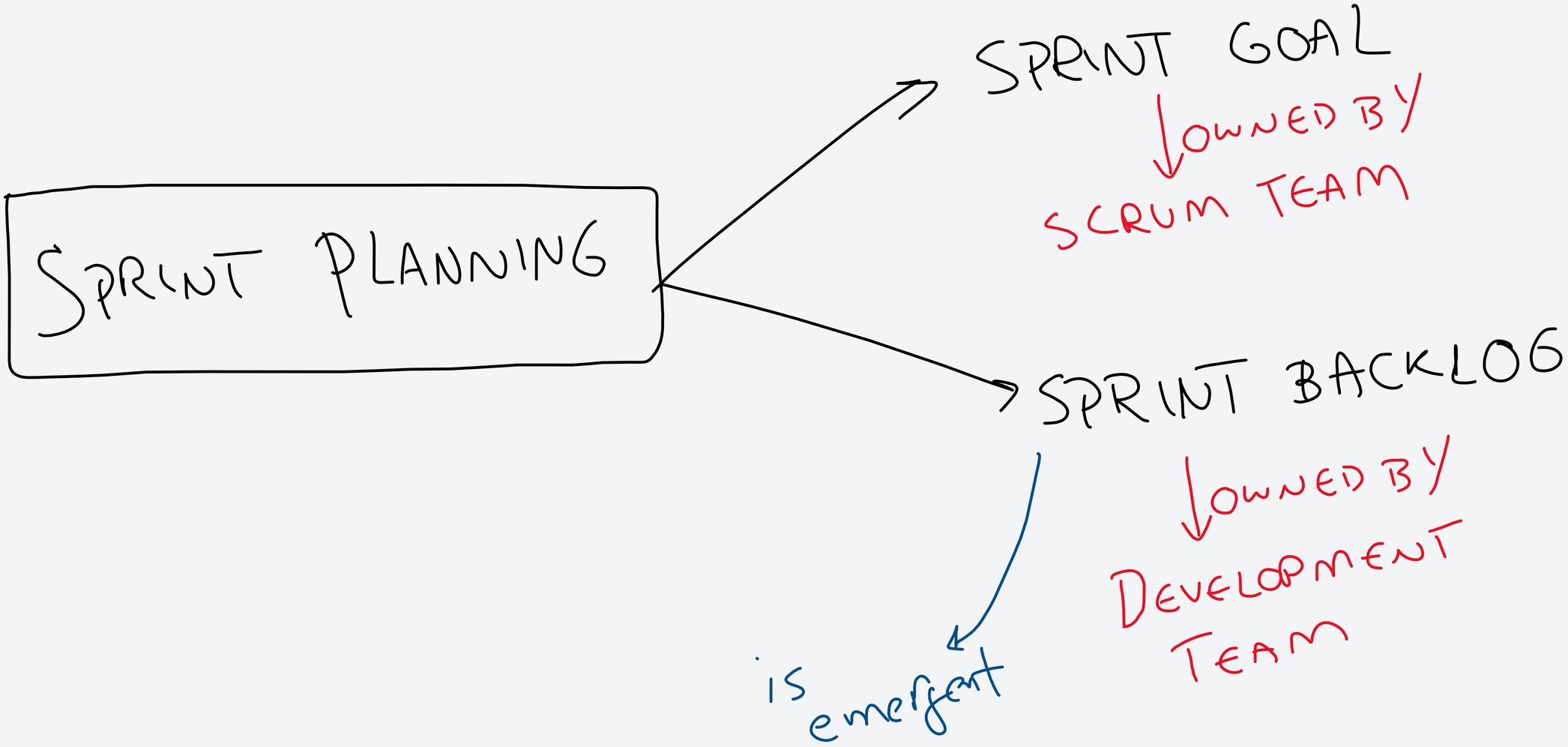
OWNED BY
SCRUM TEAM
SPRINT BACKLOG
OWNED BY
DEVELOPMENT TEAM


SPRINT PLANNING
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SCRUM TEAM
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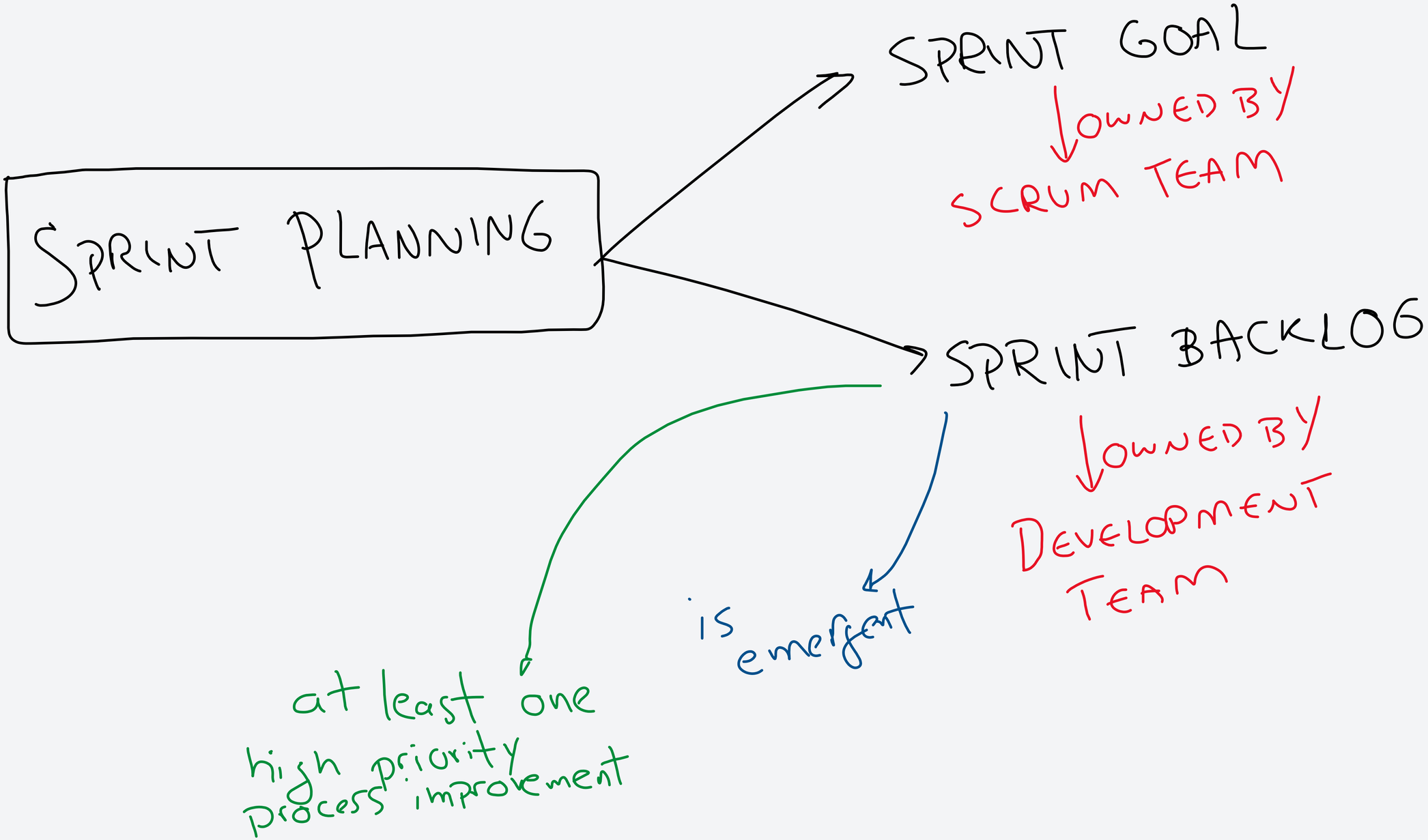
OWNED BY
DEVELOPMENT TEAM
is emergent


SPRINT PLANNING
SPRINT GOAL
OWNED BY
SCRUM TEAM
SPRINT BACKLOG
OWNED BY
DEVELOPMENT TEAM
is emergent
at least one high priority process improvement

PSM I Sniper

QUESTION

With regards to the Sprint Backlog, which one of the following sentences is false?

(Choose the best answer)

a) The Developers may ask the Product Owner for clarifications during the Sprint.
b) Work can be removed or added through the collaboration between the Developers and the Product Owner.
c) An output of the Sprint Planning is the Sprint Backlog, which should be detailed enough to not be modified during the Sprint.
d) The Sprint backlog is emergent.

QUESTION

With regards to the Sprint Backlog, which one of the following sentences is false?

(Choose the best answer)

a) The Developers may ask the Product Owner for clarifications during the Sprint.
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QUESTION

When does a Developer become the owner of a work unit?

(choose the best answer)

a) Whenever he or she has time slots available.

b) During Daily Scrums.

c) During Sprint Planning.

d) Never.

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a) Whenever he or she has time slots available.

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c) During Sprint Planning.

d) Never.

QUESTION

During a Sprint, the sales manager asks the Developers to add work on something critical not part of the Sprint Backlog. What should they do?

(choose the best answer)

a) Let the Product Owner aware so that he or she handles the requests of the sales manager.

b) Since it is critical, add the item to the current Sprint and drop a less important item of equal size.

c) Add it to the Product Backlog.

d) Start working on it.

QUESTION

During a Sprint, the sales manager asks the Developers to add work on something critical not part of the Sprint Backlog. What should they do?

(choose the best answer)

a) Let the Product Owner aware so that he or she handles the requests of the sales manager.

b) Since it is critical, add the item to the current Sprint and drop a less important item of equal size.

c) Add it to the Product Backlog.

d) Start working on it.

QUESTION

With regards to the Sprint Backlog, which one of the following sentences is false?

(choose the best answer)

a) The Sprint Backlog makes visible all of the work that the Developers identify as necessary to meet the Sprint Goal.
b) The Developers modify the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint.
c) The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum.
d) The Sprint Backlog may commit to a Sprint Goal.

QUESTION

With regards to the Sprint Backlog, which one of the following sentences is false?

(choose the best answer)

a) The Sprint Backlog makes visible all of the work that the Developers identify as necessary to meet the Sprint Goal.
b) The Developers modify the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint.
c) The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum.
d) The Sprint Backlog may commit to a Sprint Goal.

QUESTION

Who is responsible for managing the Sprint's progress?

(choose the best answer)

a) The Scrum Master

b) The Product Owner

c) The Development Team

d) The team leader

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The Sprint

The Sprint

- “The heart of Scrum”

The Sprint

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The Sprint

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- During the Sprint

The Sprint

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- During the Sprint
  - No changes are made that would endanger the Sprint Goal

The Sprint

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- During the Sprint
  - No changes are made that would endanger the Sprint Goal
  - Quality goals do not decrease
  - The Product Backlog is refined as needed
  - Scope may be clarified and re-negotiated with the Product Owner as more is learned.

Cancelling a Sprint

Cancelling a Sprint

- Only the Product Owner has the authority to cancel the Sprint

Cancelling a Sprint

- Only the Product Owner has the authority to cancel the Sprint
- Sprint Goal becomes obsolete

* Sprint *

* Sprint *

- Hardening (or Integration or Stabilization) Sprint

* Sprint *

- ~~Hardening (or Integration or Stabilization) Sprint~~
- Sprint 0

* Sprint *

- ~~Hardening (or Integration or Stabilization) Sprint~~
- ~~Sprint 0~~
- Release Sprint

* Sprint *

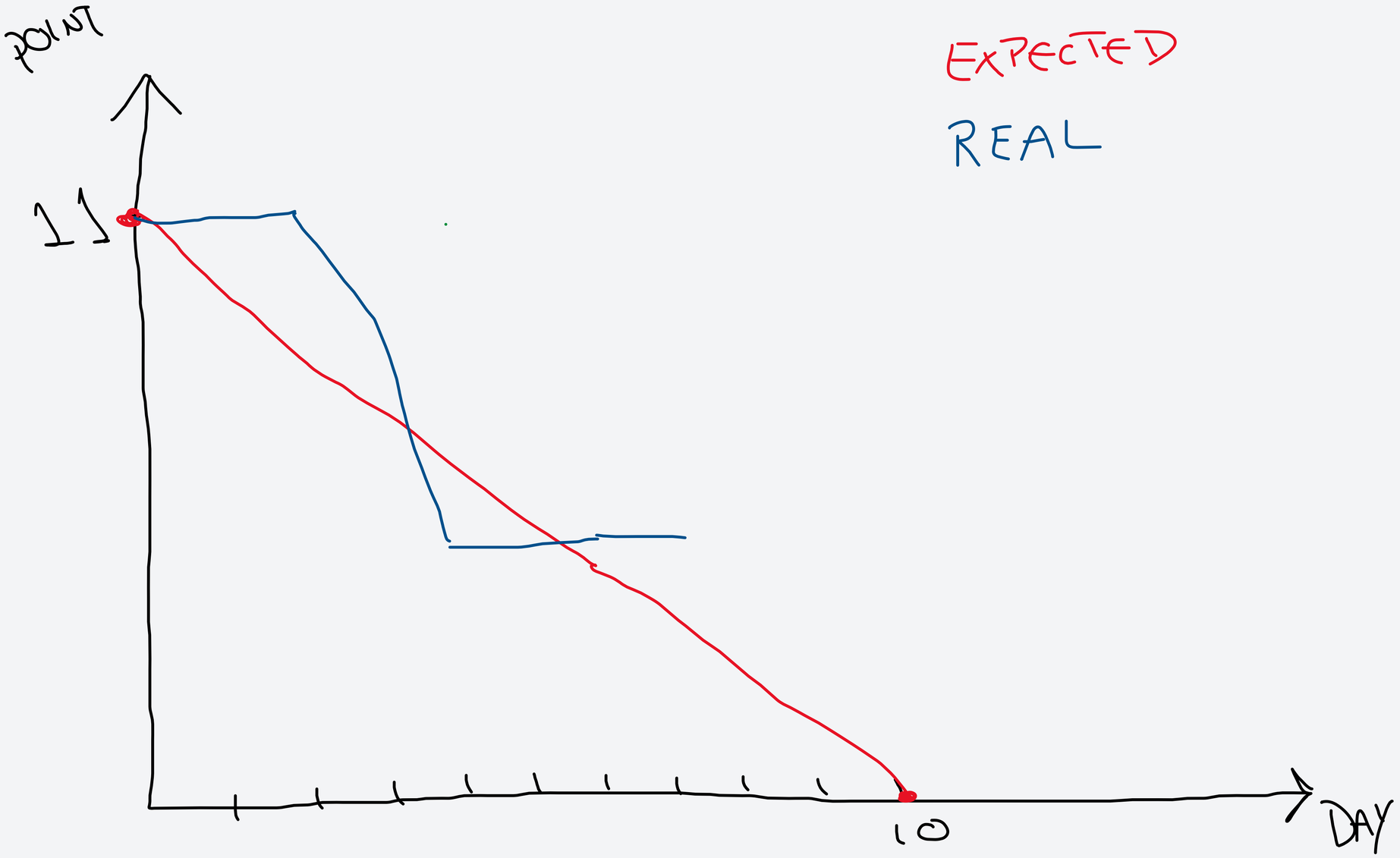
- ~~Hardening (or Integration or Stabilization) Sprint~~
- ~~Sprint 0~~
- ~~Release Sprint~~
- Design Sprint

* Sprint *

- ~~Hardening (or Integration or Stabilization) Sprint~~
- ~~Sprint 0~~
- ~~Release Sprint~~
- ~~Design Sprint~~

Monitoring Sprint Progress

Burndown



PSM I Sniper

QUESTION

The length of a Sprint should be:

(choose the best answer)

a) Short enough to handle business risks.

b) Short enough to synchronize with other business events.

c) At most, one month.

d) All of these answers are correct.

QUESTION

The length of a Sprint should be:

(choose the best answer)

a) Short enough to handle business risks.

b) Short enough to synchronize with other business events.

c) At most, one month.

d) All of these answers are correct.

QUESTION

(True or False) The only valid reason for having a Sprint to be cancelled is the Sprint Goal becoming obsolete, but only the Developers can make such decision.

a) True.

b) False.

QUESTION

(True or False) The only valid reason for having a Sprint to be cancelled is the Sprint Goal becoming obsolete, but only the Developers can make such decision.

a) True.

b) False.

QUESTION

Consider that the first Sprint has just ended. When does the second Sprint begin?

(choose the best answer)

a) Immediately.

b) Just after Sprint’s 2 Sprint Planning.

c) When the Product Backlog Items are ready.

d) Next week.

QUESTION

Consider that the first Sprint has just ended. When does the second Sprint begin?

(choose the best answer)

a) Immediately.

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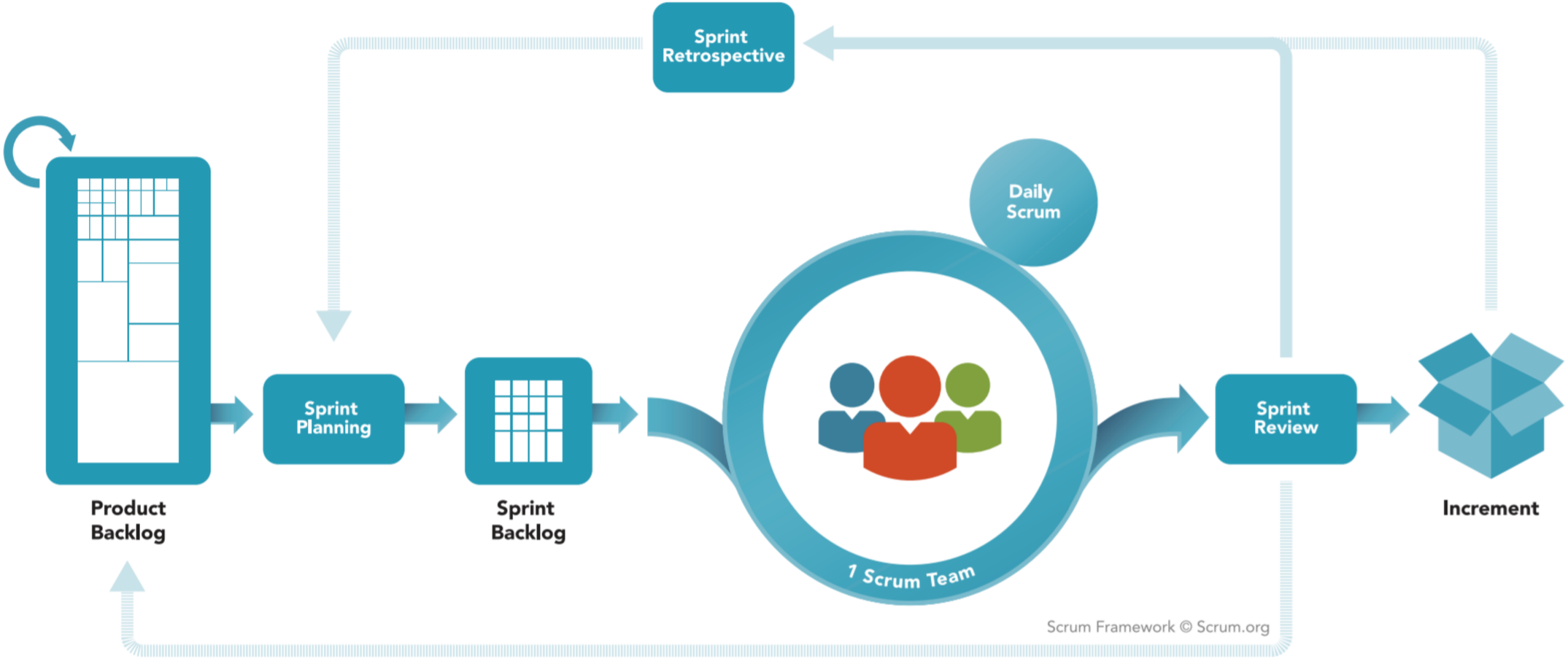
SCRUM FRAMEWORK



QUESTION

When is a Sprint over?

(choose the best answer)

a) When the time-box is over.

b) When all the work planned for the Sprint is “Done”.

c) When the Product Owner evaluates the work delivered by the Developers and considers it to bo done.

d) Last day of the month.

QUESTION

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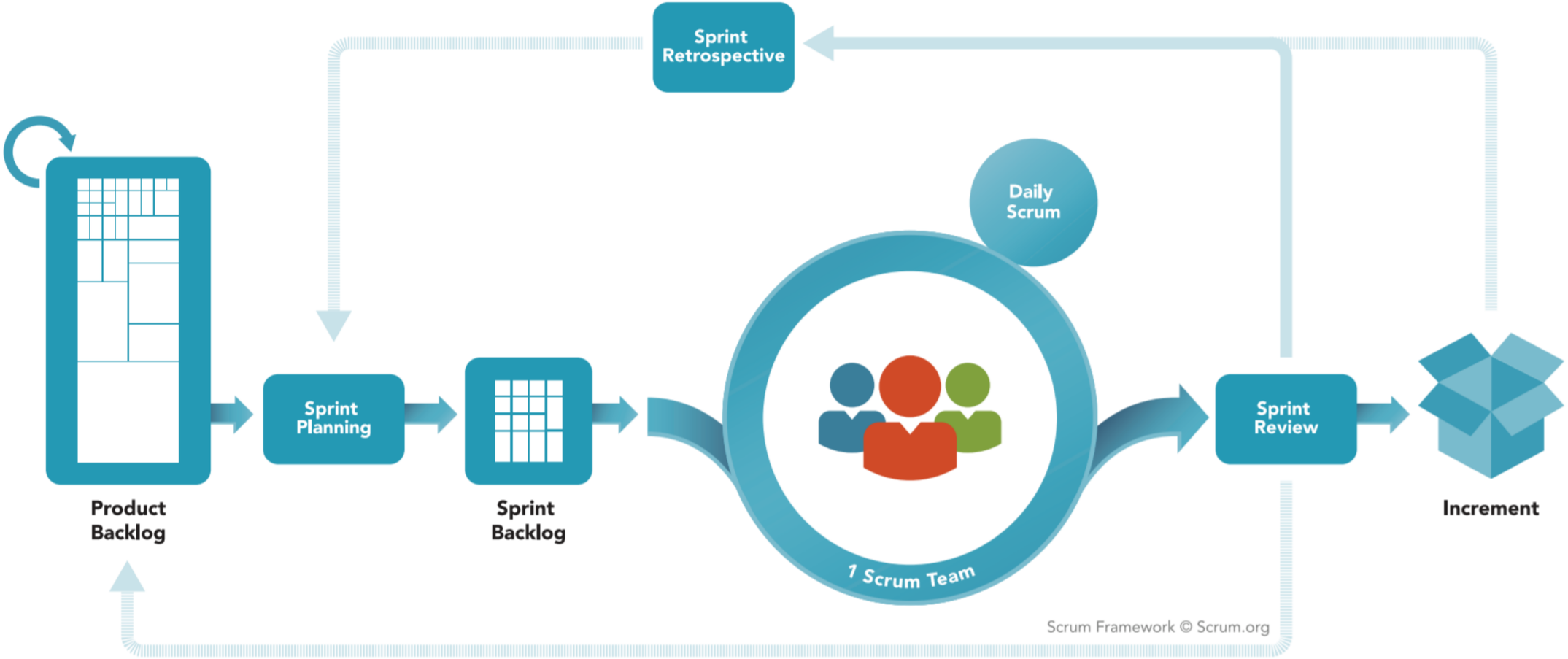
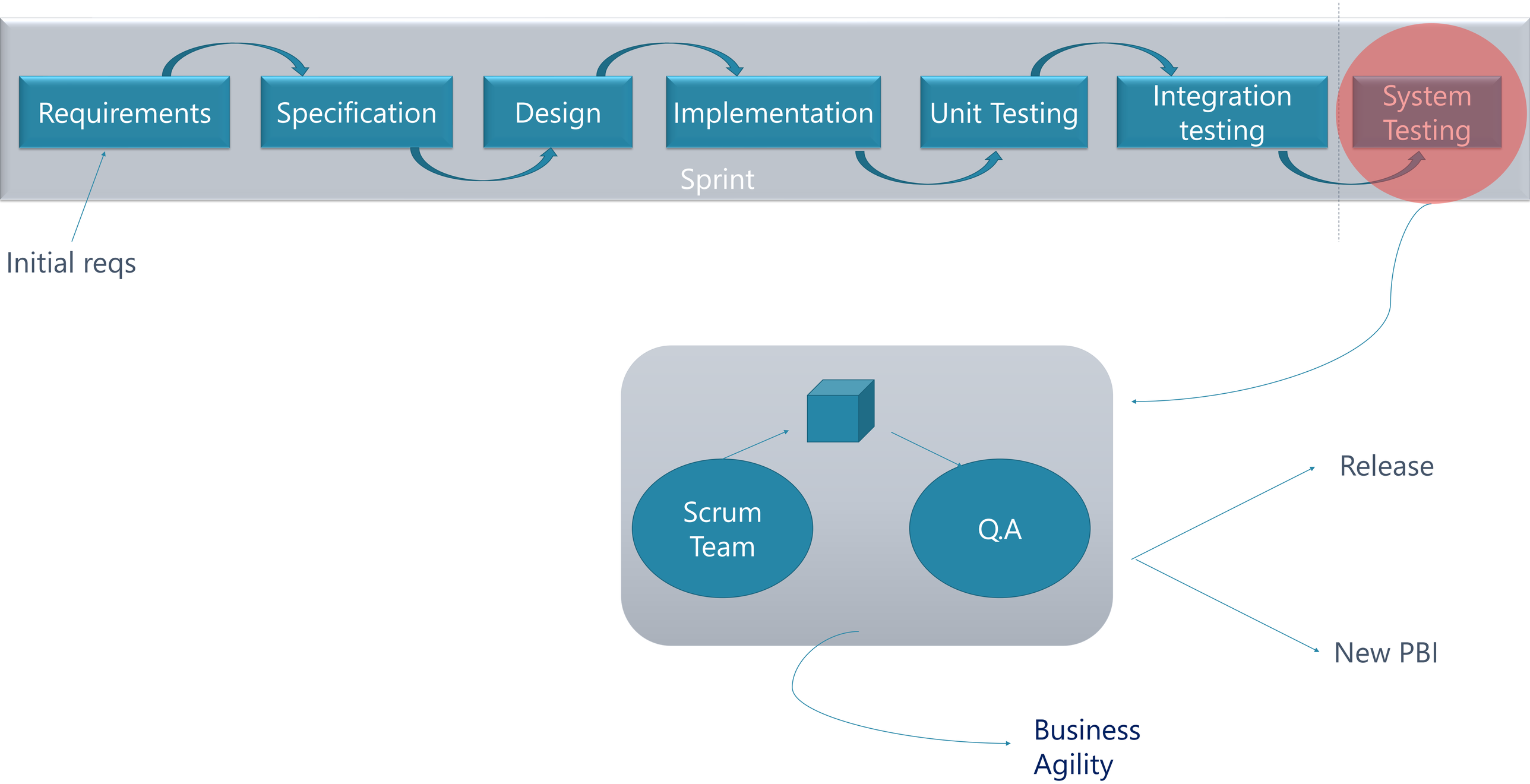
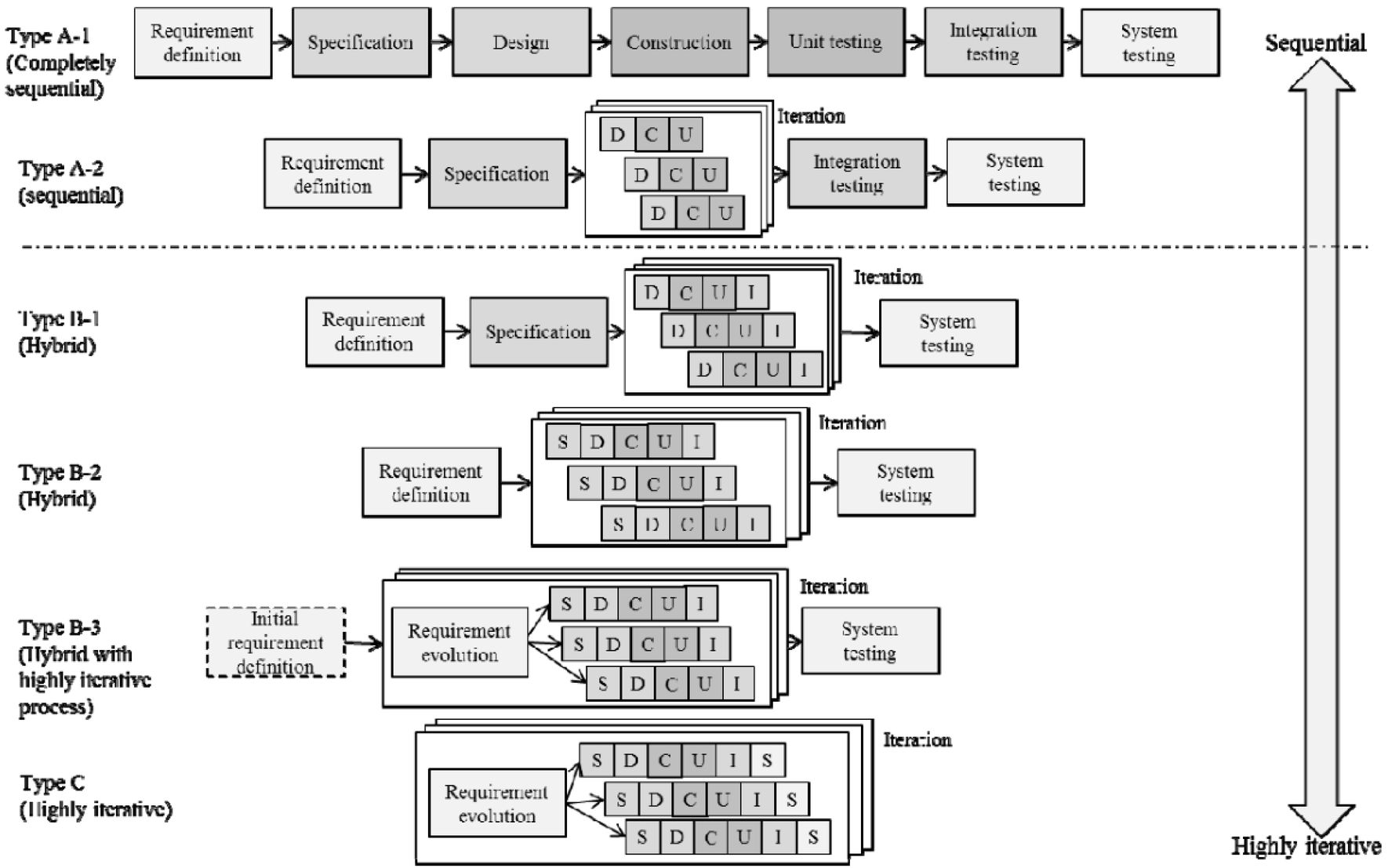
SCRUM FRAMEWORK



The Development Work


Requirements
Specification
Design
Implementation
Unit Testing
Integration testing
System Testing
Sprint
Initial reqs
Scrum Team
Q.A
Release
New PBI
Business Agility

Execution (*sprint*)

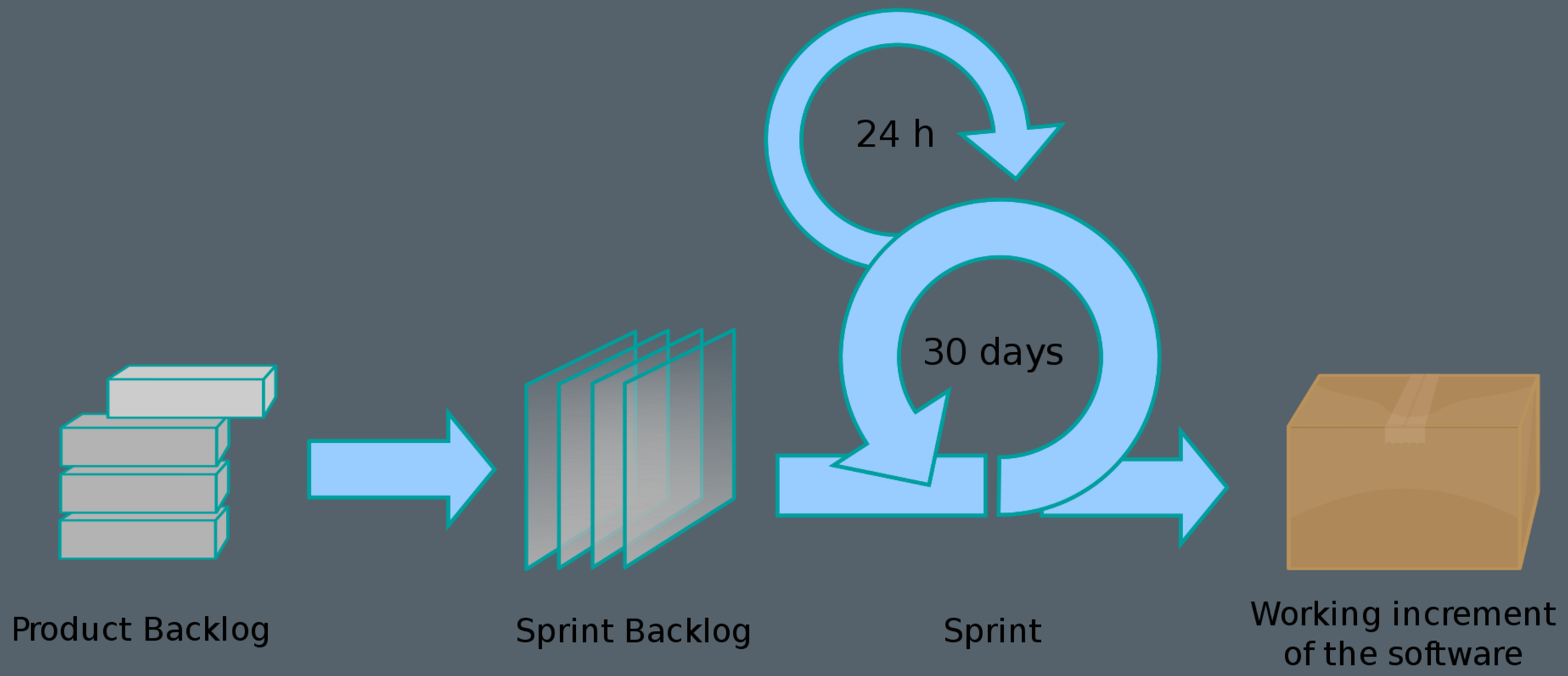


Sprint Goal

Users access with ease the system using a valid email

	To Do	WIP	Done
As a user I want to sign up using my email	Register page Persiste data access on database Create register route Validate email Do URL routing Send email confirmation Compare informed passwords Encrypt password Automate tests		
As a user I want to sign in using my email	Create login and password fields Cryptograph passwerd on database Create OAuth service Do URL routing Declare provider Store temporary data (remember me) Automate tests Associate bidirectional data		
As a user I want to recover my password so that I can get access to my account if I lose it	Modify login page Validate informed email Create notification service Send email notification Generate default password Automate tests Create screen to define new password		

Daily Scrum


24 h
30 days
Product Backlog
Sprint Backlog
Sprint
Working increment
of the software

Daily Scrum

Daily Scrum

15min

Daily Scrum

Since last meeting?

15min

Daily Scrum

Since last meeting?

Until next meeting?

15min

Daily Scrum

Since last meeting?

Until next meeting?

Impediments

15min

Daily Scrum

Since last meeting?

Until next meeting?

Impediments

15min

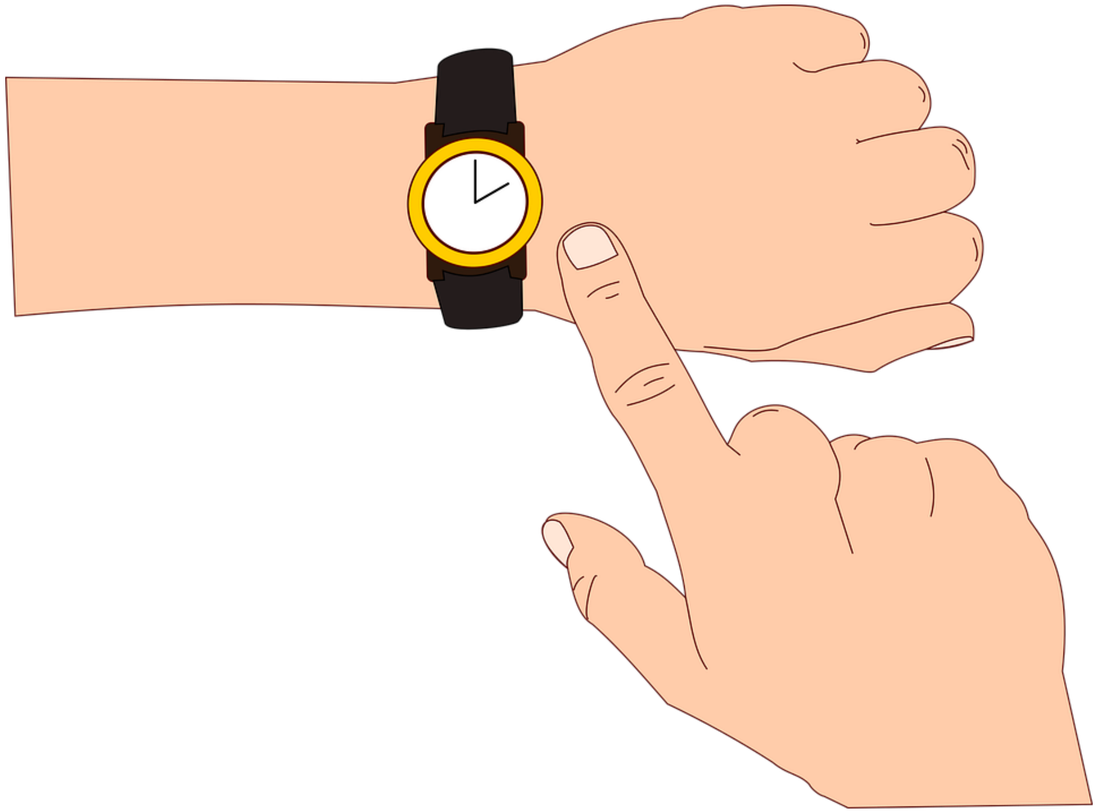
Don’t share shallow information

INVOICE
BUS

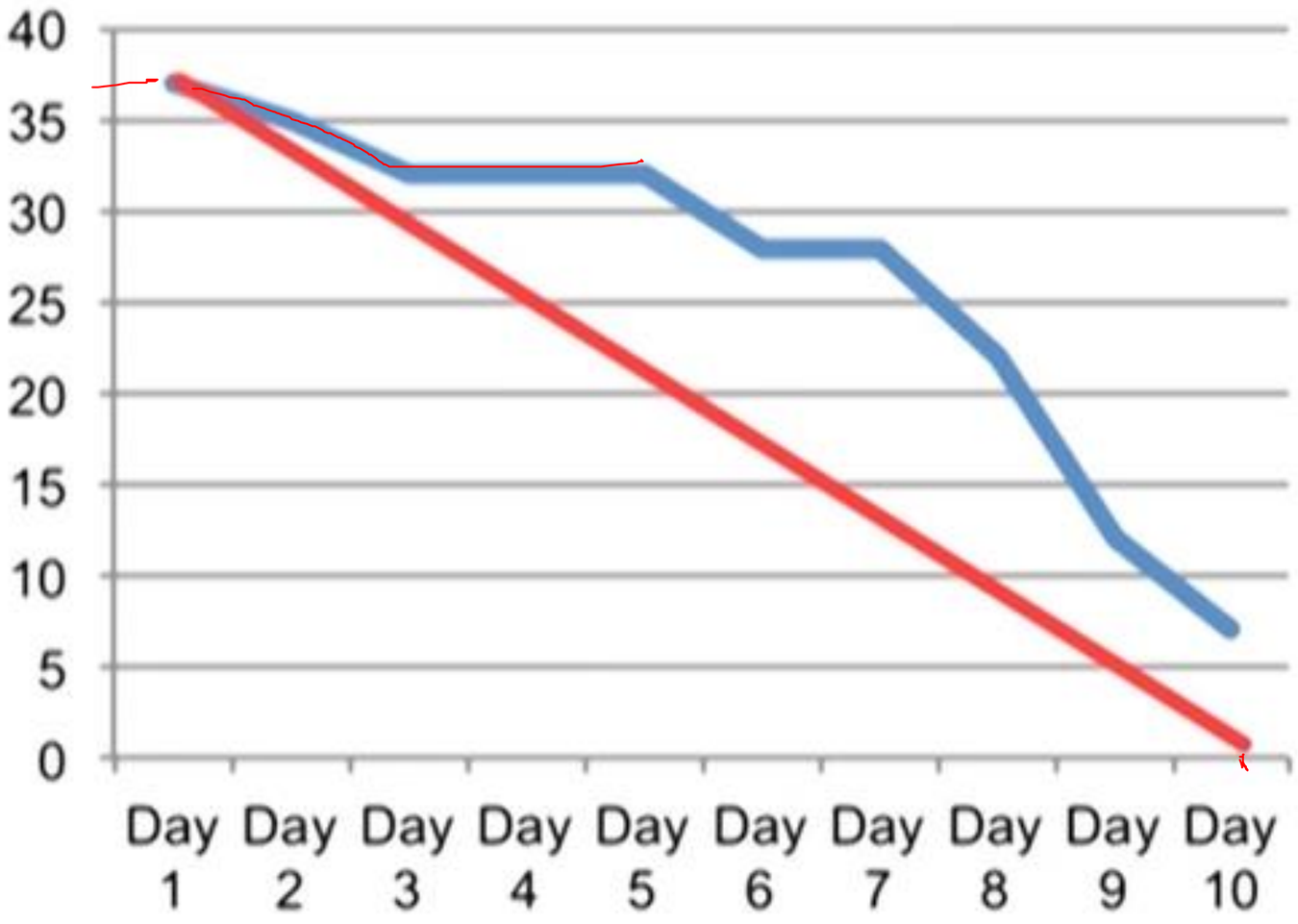
1. What did I do yesterday to help the Development Team meet the Sprint Goal?

2. What will I do today to help the Development Team meet the Sprint Goal?

3. Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?



Sprint Burndown



Sprint Goal

Users access with ease the system using a valid email

Items	To Do	WIP	Done
As a user I want to sign up using my email 5	Register page Persiste data access on database Create register route Validate email Do URL routing Send email confirmation Compare informed passwords Encrypt password Automate tests		
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Sprint Goal

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Sprint Goal

Users access with ease the system using a valid email

Items	To Do	WIP	Done
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Sprint Goal

Users access with ease the system using a valid email

Items	To Do	WIP	Done
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POINT
EXPECTED
11
10
DAY

Sprint Goal

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PSM I Sniper

QUESTION

The Scrum says that Daily Scrum is held at the same time and same place. Why?

(choose the best answer)

a) To ease the process of booking rooms, since this might be challenging in large-scale organizations.

b) To have it runned in the team's War Room.

c) To avoid having people arriving late.

d) Such a consistency reduces complexity.

Scrum Events

The Sprint is a container for all other events. Each event in Scrum is a formal opportunity to inspect and adapt Scrum artifacts. These events are specifically designed to enable the transparency required. Failure to operate any events as prescribed results in lost opportunities to inspect and adapt. Events are used in Scrum to create regularity and to minimize the need for meetings not defined in Scrum.

Optimally, all events are held at the same time and place to reduce complexity.

The Sprint

Sprints are the heartbeat of Scrum, where ideas are turned into value.

They are fixed length events of one month or less to create consistency. A new Sprint starts immediately after the conclusion of the previous Sprint.

All the work necessary to achieve the Product Goal, including Sprint Planning, Daily Scrums, Sprint Review, and Sprint Retrospective, happen within Sprints.

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(choose the best answer)

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QUESTION

Who must attend the Daily Scrum?

(choose the best answer)

a) The Developers and Scrum Master.

b) The Scrum Team.

c) The Developers.

d) The Developers and the Product Owner.

Daily Scrum

The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work.

The Daily Scrum is a 15-minute event for the Developers of the Scrum Team. To reduce complexity, it is held at the same time and place every working day of the Sprint. If the Product Owner or Scrum Master are actively working on items in the Sprint Backlog, they participate as Developers.

The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management.

Daily Scrums improve communications, identify impediments, promote quick decision-making, and consequently eliminate the need for other meetings.

The Daily Scrum is not the only time Developers are allowed to adjust their plan. They often meet throughout the day for more detailed discussions about adapting or re-planning the rest of the Sprint's work.

Sprint Review

The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations. The Scrum Team presents the results of their work to key stakeholders and progress toward the Product Goal is discussed.

QUESTION

Who must attend the Daily Scrum?

(choose the best answer)

a) The Developers and Scrum Master.

b) The Scrum Team.

c) The Developers.

d) The Developers and the Product Owner.

QUESTION

How much work must the Developers do to a Product Backlog item they select for a Sprint?

(choose the best answer)

a) All development work, except for specialized ones that requires additional resources such as environments and tools.

b) As much as negotiated with the Product Owner and in conformance with the Definition of "Done".

c) Analysis, specification, architecture, design, programming, testing, documentation and deploy

d) As much as possible.

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c) Analysis, specification, architecture, design, programming, testing, documentation and deploy

d) As much as possible.

QUESTION

The time-box for a Daily Scrum for a two-weeks sprint is?

(choose the best answer)

a) 15 minutes.

b) 7 minutes.

c) 4 hours.

d) Three minutes per person.

e) As long as necessary to answer the three questions.

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The time-box for a Daily Scrum for a two-weeks sprint is?

(choose the best answer)

a) 15 minutes.

b) 7 minutes.

c) 4 hours.

d) Three minutes per person.

e) As long as necessary to answer the three questions.

QUESTION

Which of the following is a valid reason for the Scrum Master to be at the Daily Scrum?

(choose the best answer)

a) To register the progress.

b) To define the sequence in which each team member answer the three questions.

c) The Scrum Master does not have to be at the Daily Scrum; however, he or she must ensure that it is held by the Developers.

d) To collect the status from the Developers and, if necessary, report to upper management.

QUESTION

Which of the following is a valid reason for the Scrum Master to be at the Daily Scrum?

(choose the best answer)

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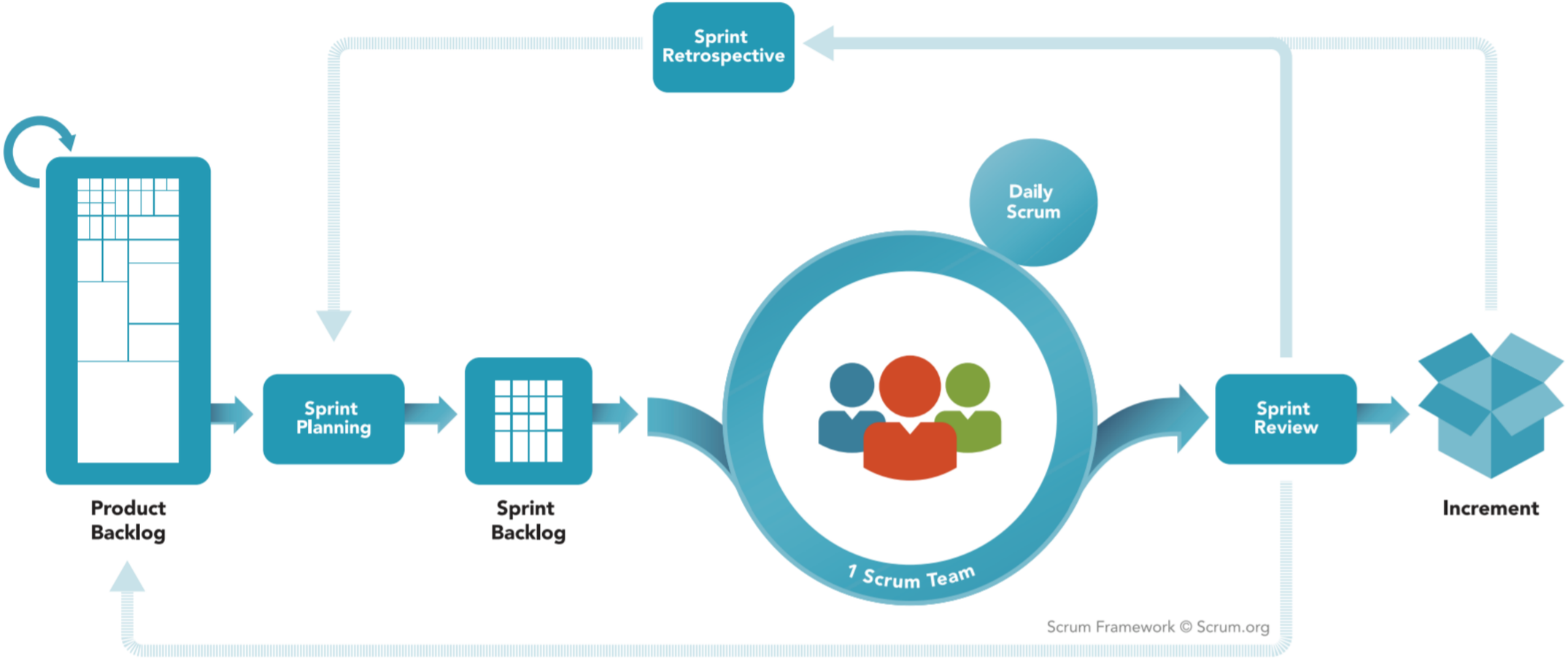
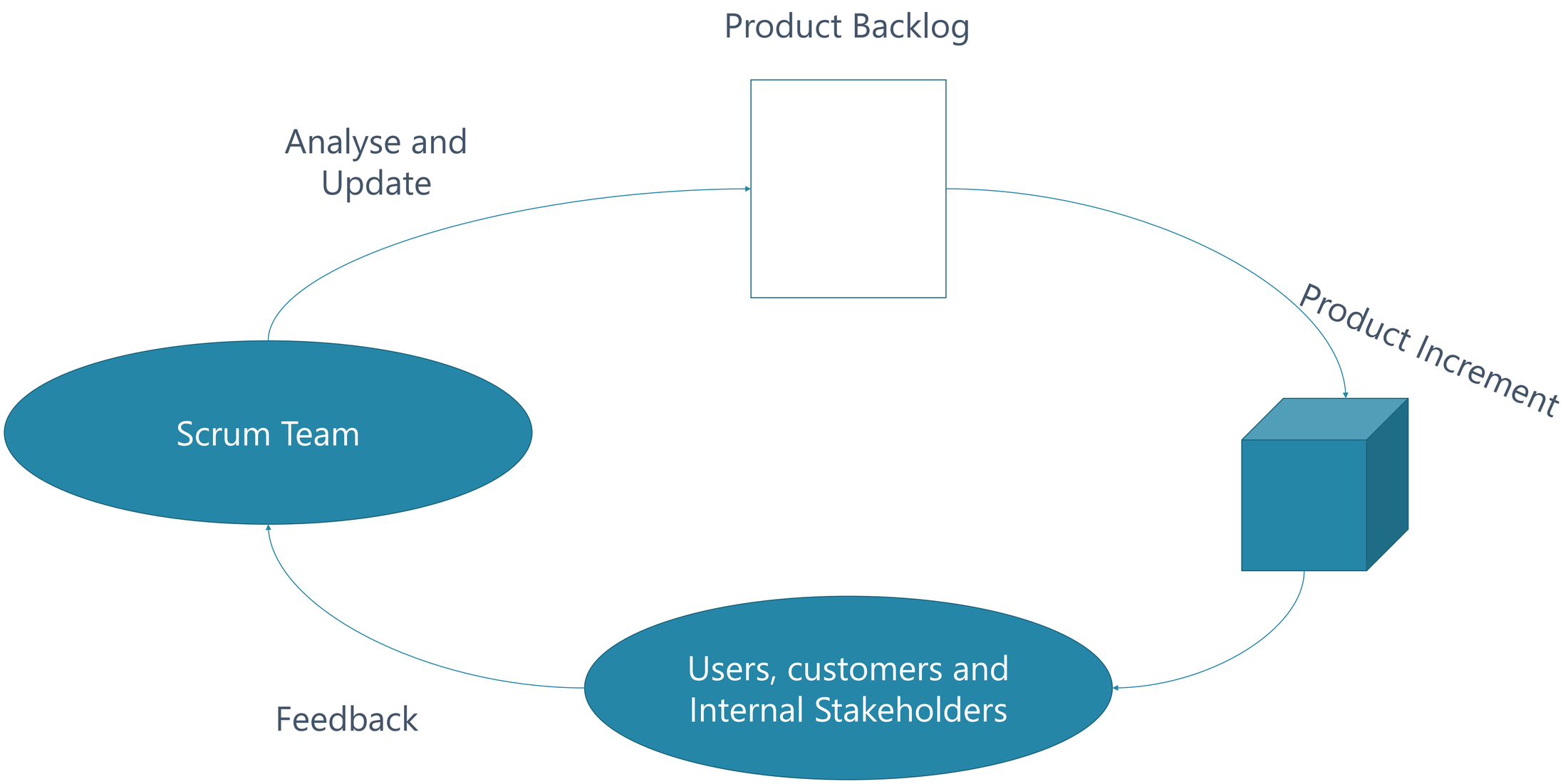
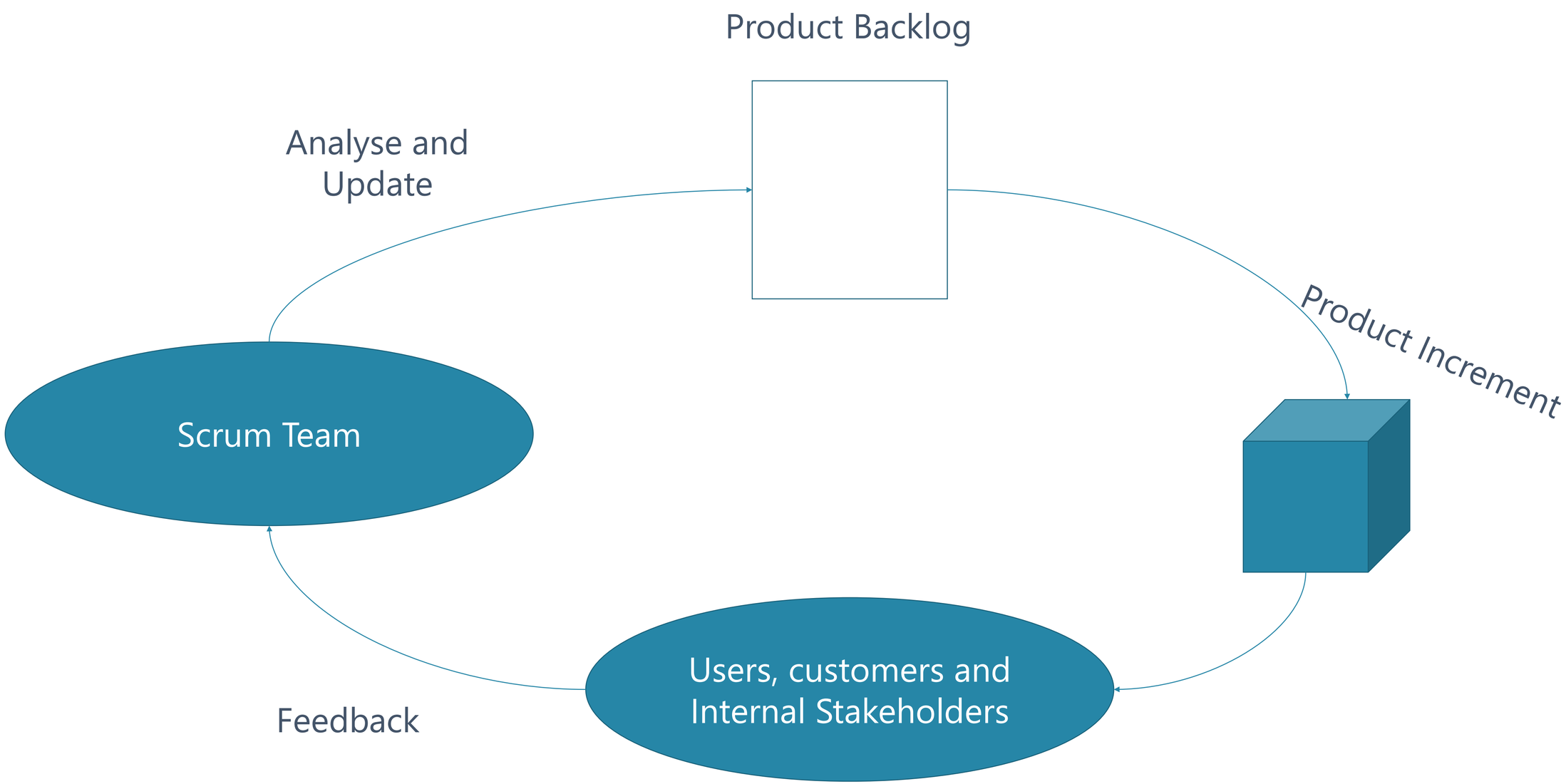
SCRUM FRAMEWORK



Sprint Review


Product Backlog
Analyse and Update
Product Increment
Scrum Team
Users, customers and Internal Stakeholders
Feedback


Product Backlog
Analyse and Update
Product Increment
Scrum Team
Users, customers and Internal Stakeholders
Feedback

4h4week

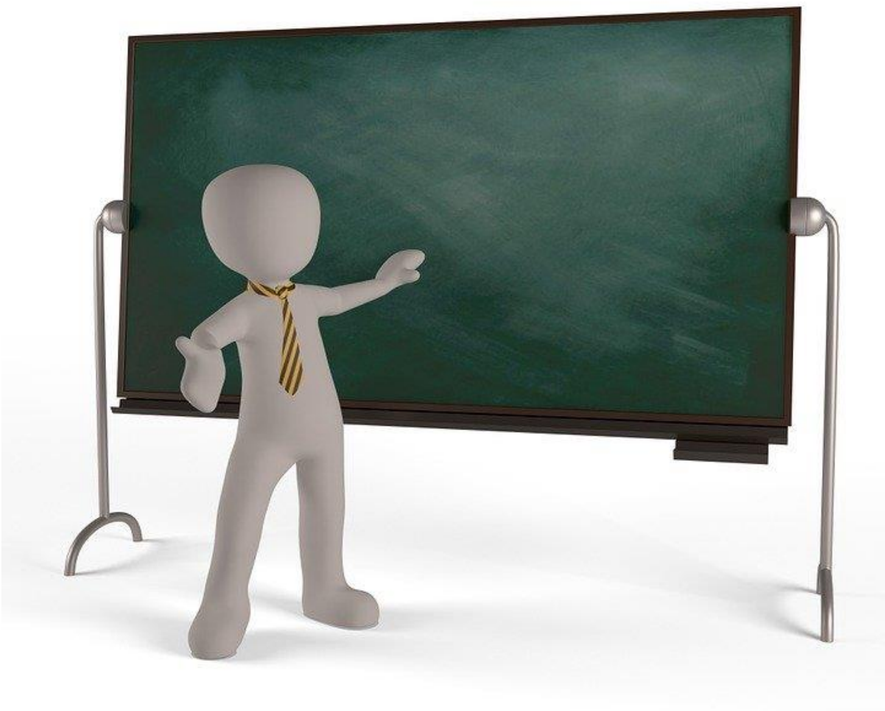
Sprint Goal

Users access with ease the system using a valid email

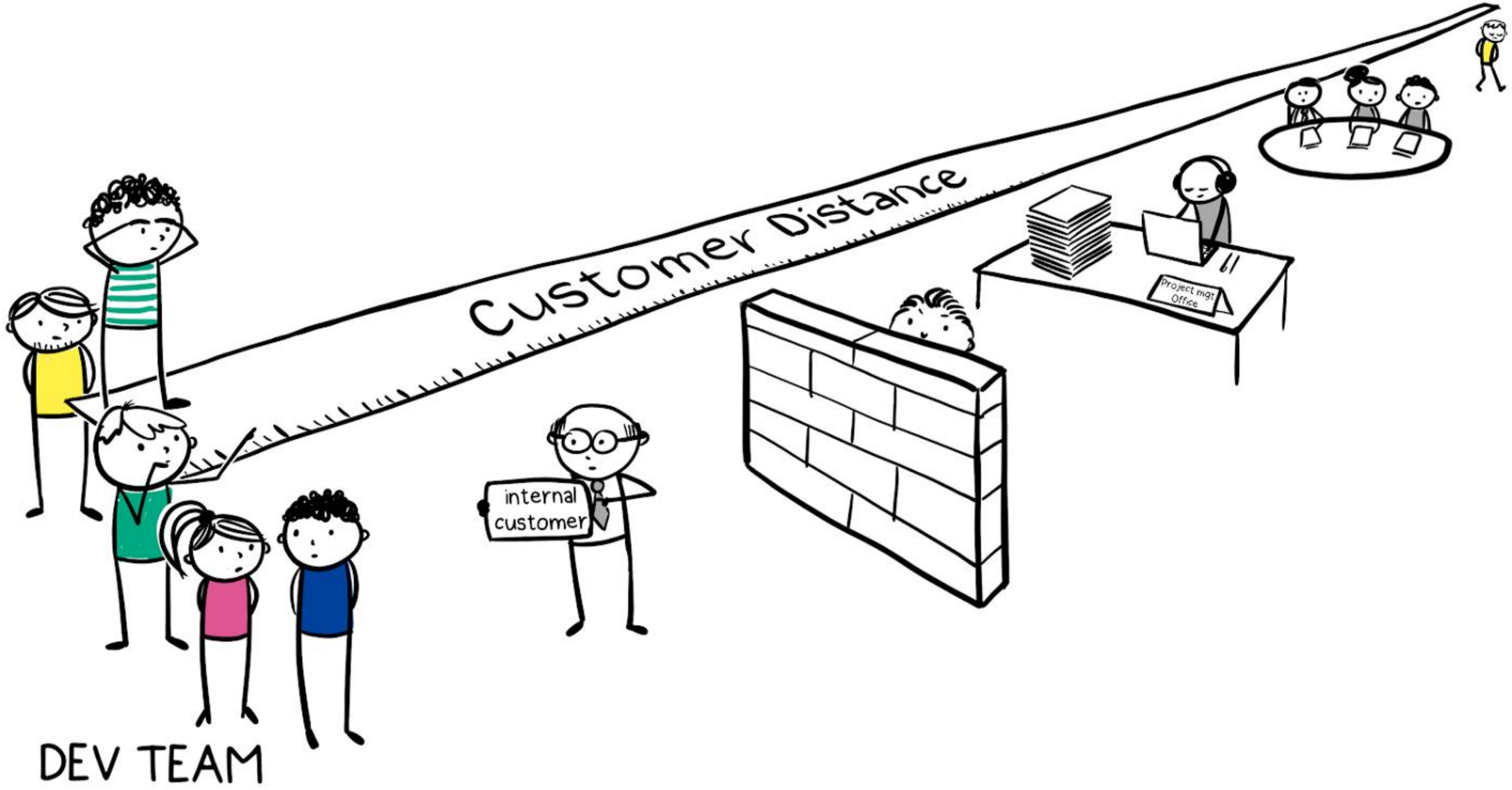
Items	To Do	WIP	Done
User can register on the system with email			Register page Persiste data access on database Create register route Validate email Do URL routing Send email confirmation Compare informed passwords Encrypt password Automate tests
Registered user can log into the system with email			Create login and password fields Cryptograph passwerd on database Create OAuth service Do URL routing Declare provider Store temporary data (remember me) Automate tests Associate bidirectional data
As a user I want to recover my password so that I can get access to my account if I lose it			Modify login page Validate informed email Create notification service Send email notification Generate default password Automate tests Create screen to define new password

What the Sprint Review is not?

The **Sprint Review** is **not** a Demo meeting!

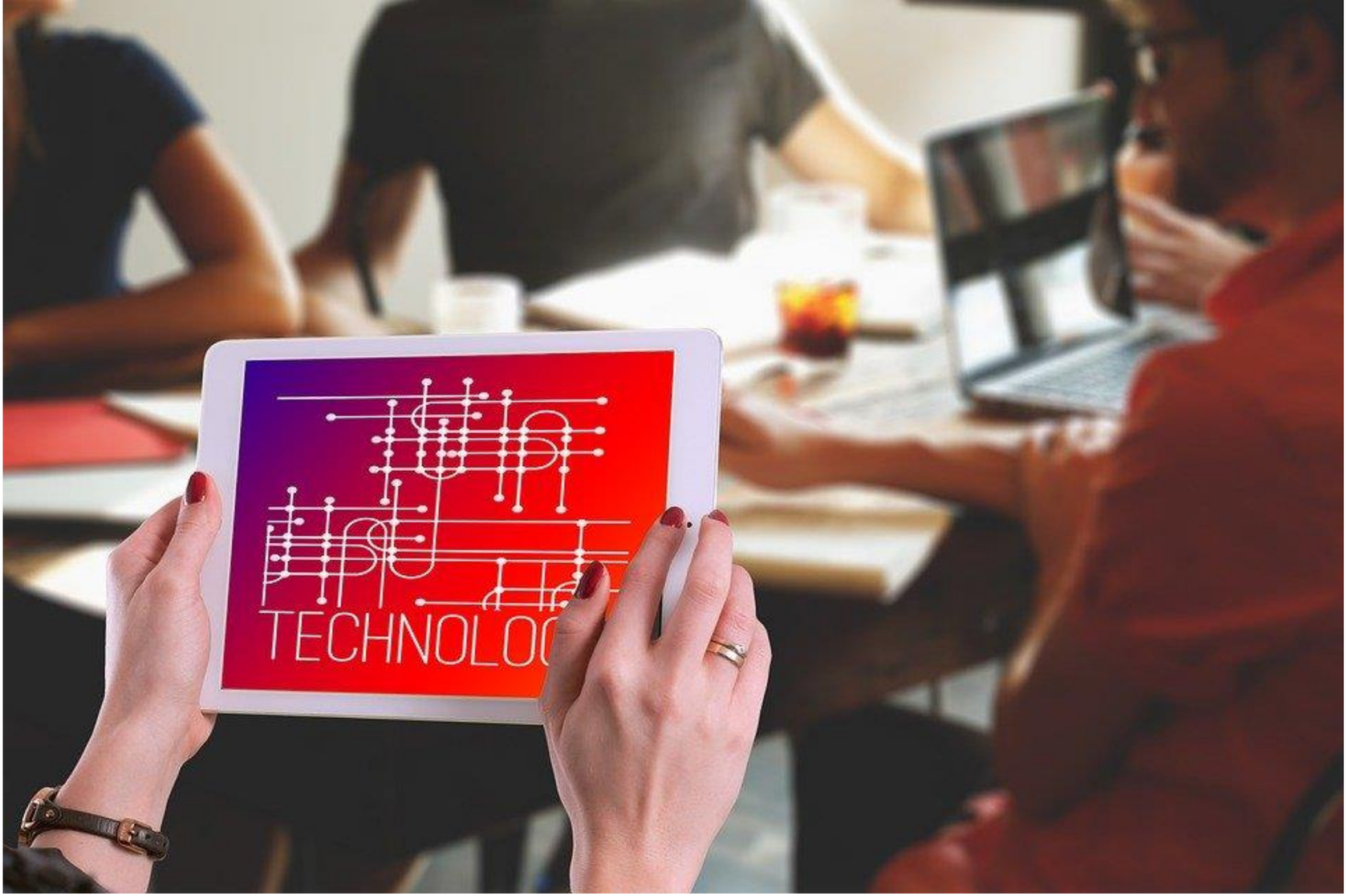


DECLINED


Customer Distance
internal customer
Project mgt Office
DEV TEAM

What the Sprint Review really is?

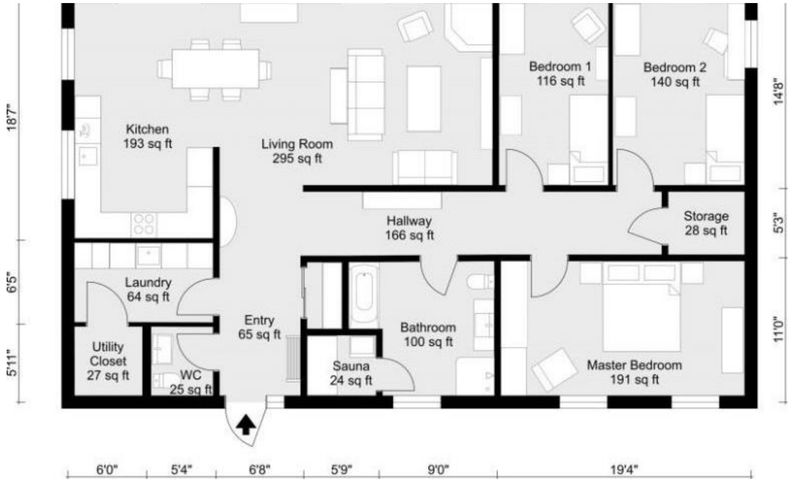
The Sprint Review is about transparency and collaboration!


TECHNOLOG

Matter Management System
ID 3512
ASSIGNED TO
DUE DATE
1 Apr
15 Apr
ONGOING
STATUS
DESCRIPTION
Good morning!
COMPLETED
32
ONGOING
6
15
Booking App
24 Apr 2019
12 tasks
HIGH PRIORITIES
Meet with the Green Corp consultant
Report to
YOUR SHORTCUTS
ACTIONS
Cancel
Submit
Change status
Archive the project
Share
YOUR SHORTCUTS
My task
Projects
MY TEAM
DAILY TASKS
Dorota Obiegło
free .sketch

Shopping center 53-59M
2741 votes
Coffee shop 50-55M
210 votes
Fashion shop 45-48M
881 votes

sigmax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193 sq ft
Living Room
295 sq ft
Bedroom 1
116 sq ft
Bedroom 2
140 sq ft
Hallway
166 sq ft
Storage
28 sq ft
Laundry
64 sq ft
Entry
65 sq ft
Bathroom
100 sq ft
Utility
Closet
27 sq ft
WC
25 sq ft
Sauna
24 sq ft
Master Bedroom
191 sq ft
18'7"
6'5"
5'11"
14'8"
5'3"
11'0"
6'0"
5'4"
6'8"
5'9"
9'0"
19'4"

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QUESTION

Which statement best describes the Sprint Review?

(choose the best answer)

a) It is when management verifies the tasks performed by the Developers during a Sprint.

b) It is an opportunity for the Scrum Team and invited stakeholders to inspect the Increment and adapt the Product backlog.

a) It is when the Scrum Team demonstrates the work done for everyone in the organization.

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The Sprint Review is time-boxed to?

(choose the best answer)

a) Once a Sprint.

b) 4 hours.

c) 4 hours for a monthly Sprint; it is usually shorter for shorter Sprints.

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(True or False) The Sprint Review is a formal meeting for demonstrating the Increment

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b) False

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Sprint Retrospective

What went well during the sprint?

What didn't go well?

How can we improve?

What went well?	What did not go well?	How can we improve?
User stories were better written	Everyone not making to Daily Scrum on time	
Product Owner very responsive during the sprint	Team members could be sitting closer to each other to improve communication	
Improved understanding of agile processes	All user stories closed on the last day of the sprint	
Key stakeholders participated in the Sprint Review giving awesome feedback	It has been hard to change the code	
	Technolgy used to develop app not compatible with non-functional requirements	

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All user stories closed on the last day of the sprint

It has been hard to change the code

Technolgy used to develop app not compatible with non-functional requirements

How can we improve?

Change meeting to 11h30

Rearrange workspace

Define WIP limits

Configure static code analysis for Continuous Integration

Final Remarks on the Scrum Guide

Feb 2010

First Scrum Guide Published
Rules and Tips referenced. 'Chickens and Pigs', 'Release Planning Meeting', artifacts include Sprint burndown and Release Burndown, and there is an interesting reference to 'Undone' work

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Product backlog items can be 'ready' for a Sprint after refinement.
Sprint Planning is one event.
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Value is reinforced in the Sprint Review.
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Nov 2017

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More clarity on time-boxes (events can be shorter).
Sprint Backlog should include one improvement item.
The Increment supports empiricism.
Also, section added on the Uses of Scrum.

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QUESTION

Who must participate on Sprint Retrospectives?

(choose the best answer)

a) The Scrum Master and Developers

b) The Scrum Team

c) Developers and the Product Owner

d) The Scrum Team and key stakeholders

e) Developers and The Project Manager

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QUESTION

True or False: The Scrum Team should choose at least one high priority process improvement, identified during the Sprint Retrospective, and place it in the Sprint Backlog.

a) True

b) False

QUESTION

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QUESTION

The maximum length of the Sprint Retrospective (its time-box) is:

(choose the best answer)

a) 1 day.

b) 4 hours and longer as needed.

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Which statement best describes the Sprint Retrospective?

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a) It is a mechanism for management to control tasks developed by the Developers during a Sprint.

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Scaled Scrum

THE NEXUS™ GUIDE

This Guide Describes Nexus, the Framework for Scaling Scrum

What is Nexus?

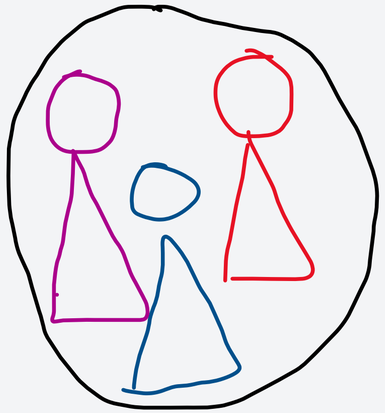
Nexus is a framework that drives to the heart of scaling by minimizing cross-team dependencies and integration issues.

Do you have feedback or ideas on how to improve the Nexus Guide? Let us know.

How Do I Implement Nexus?

Read the guide and learn more through the free Nexus Open, our Scaled Professional Scrum workshops and Scaled Professional Scrum assessment

Download the Nexus Guide



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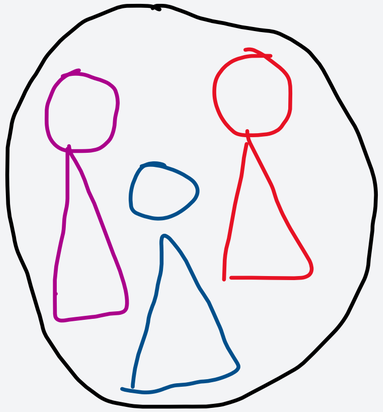

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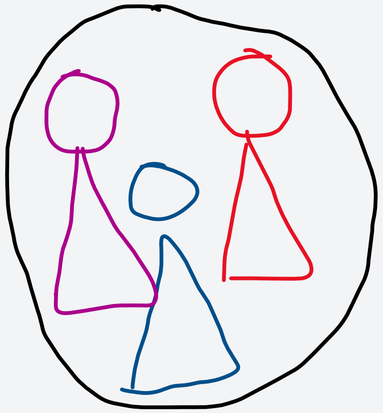

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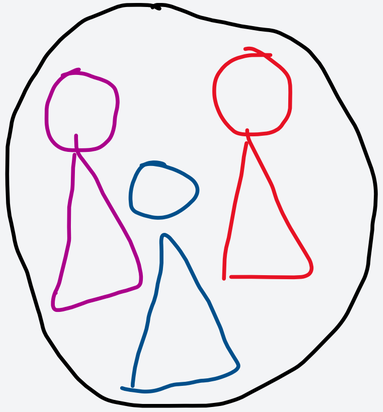
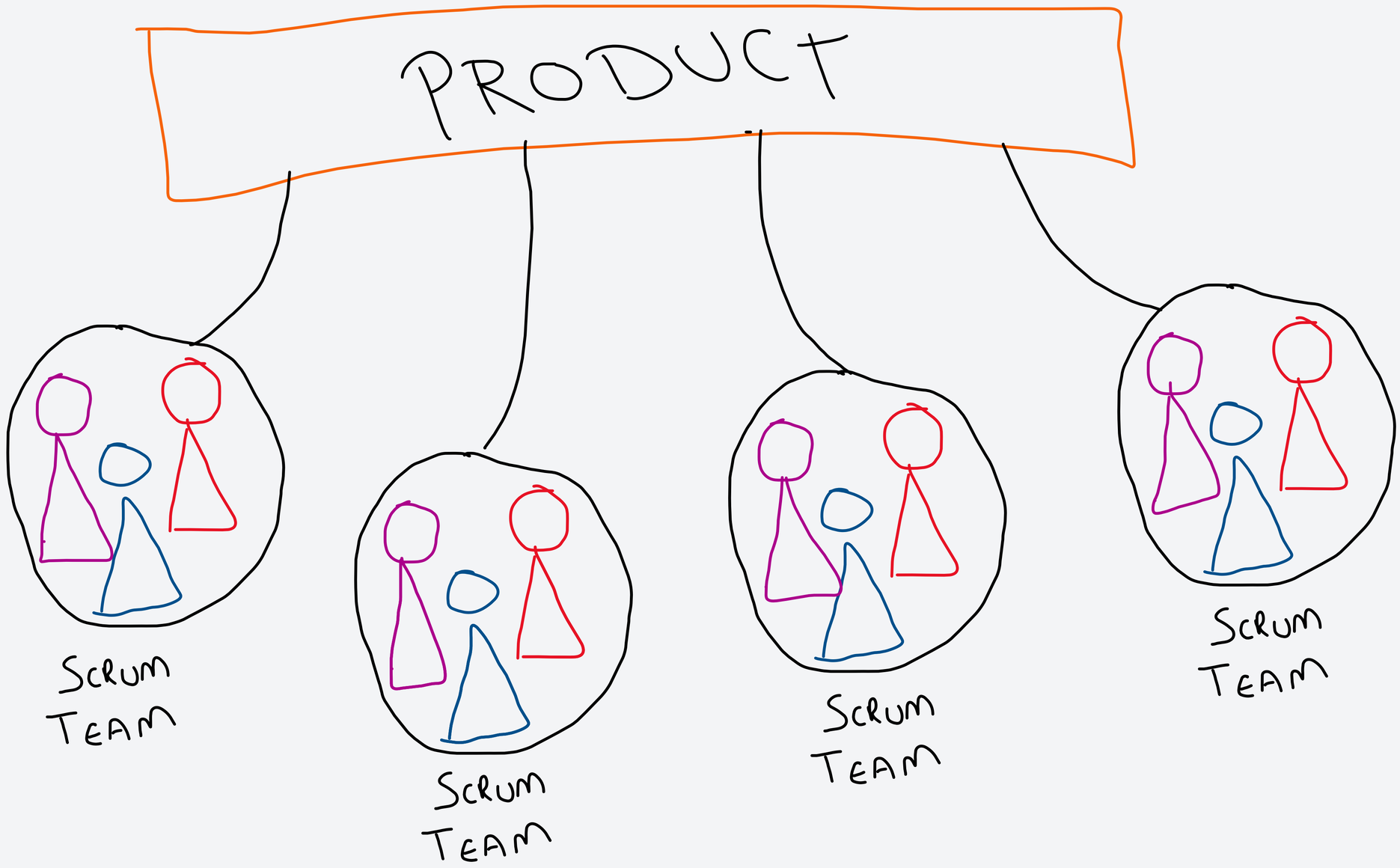


SCRUM TEAM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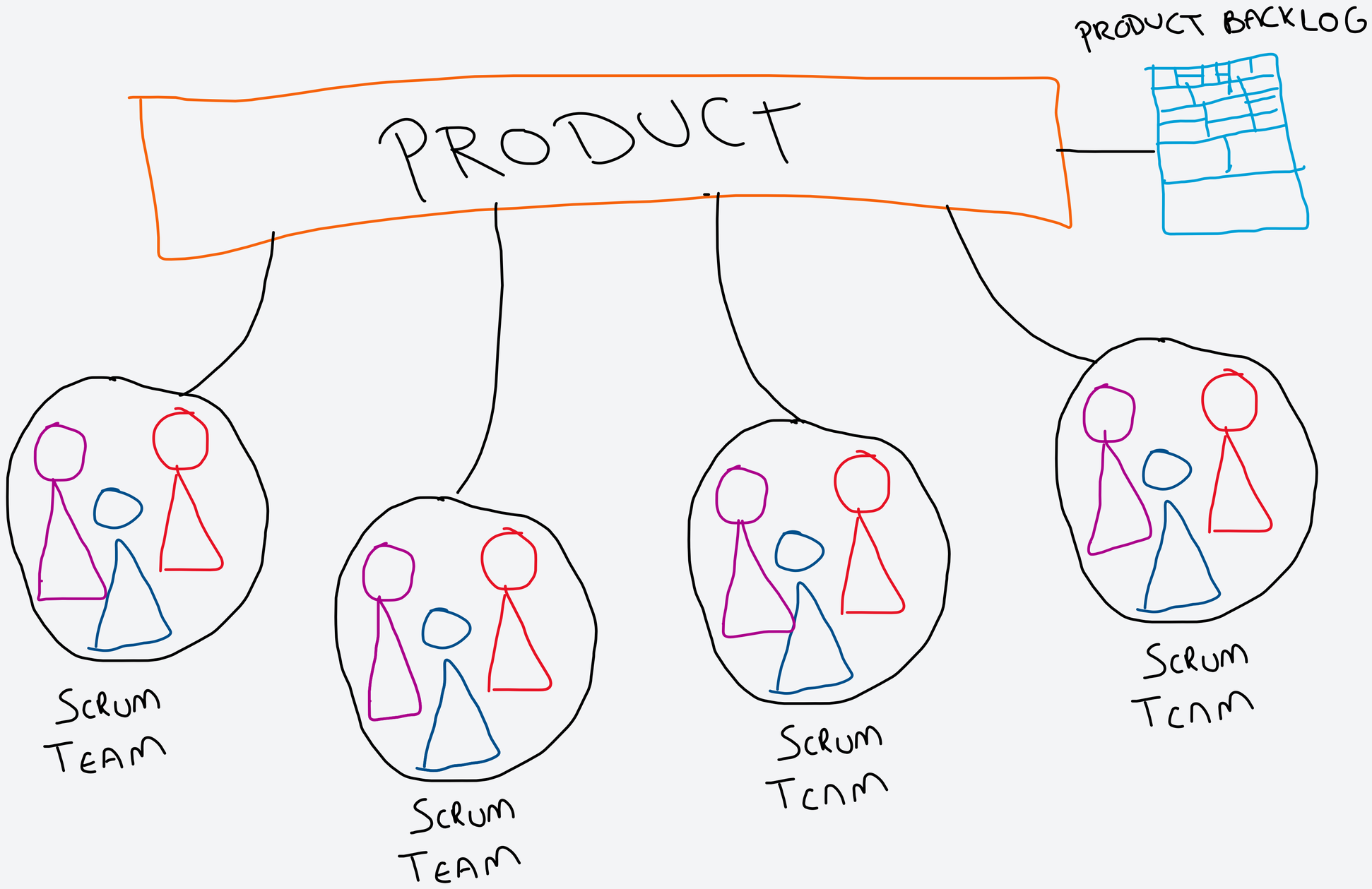
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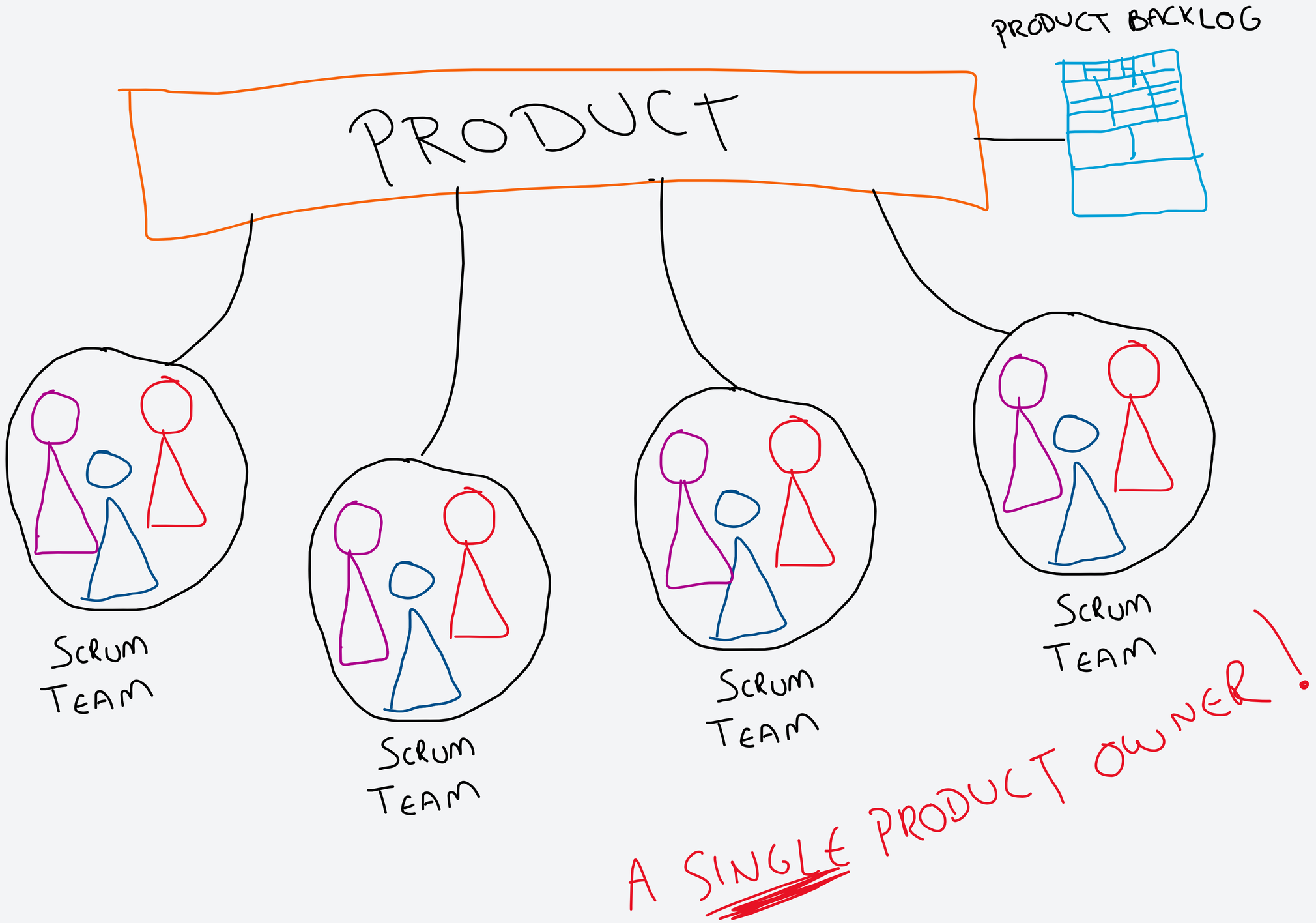
SCRUM TEAM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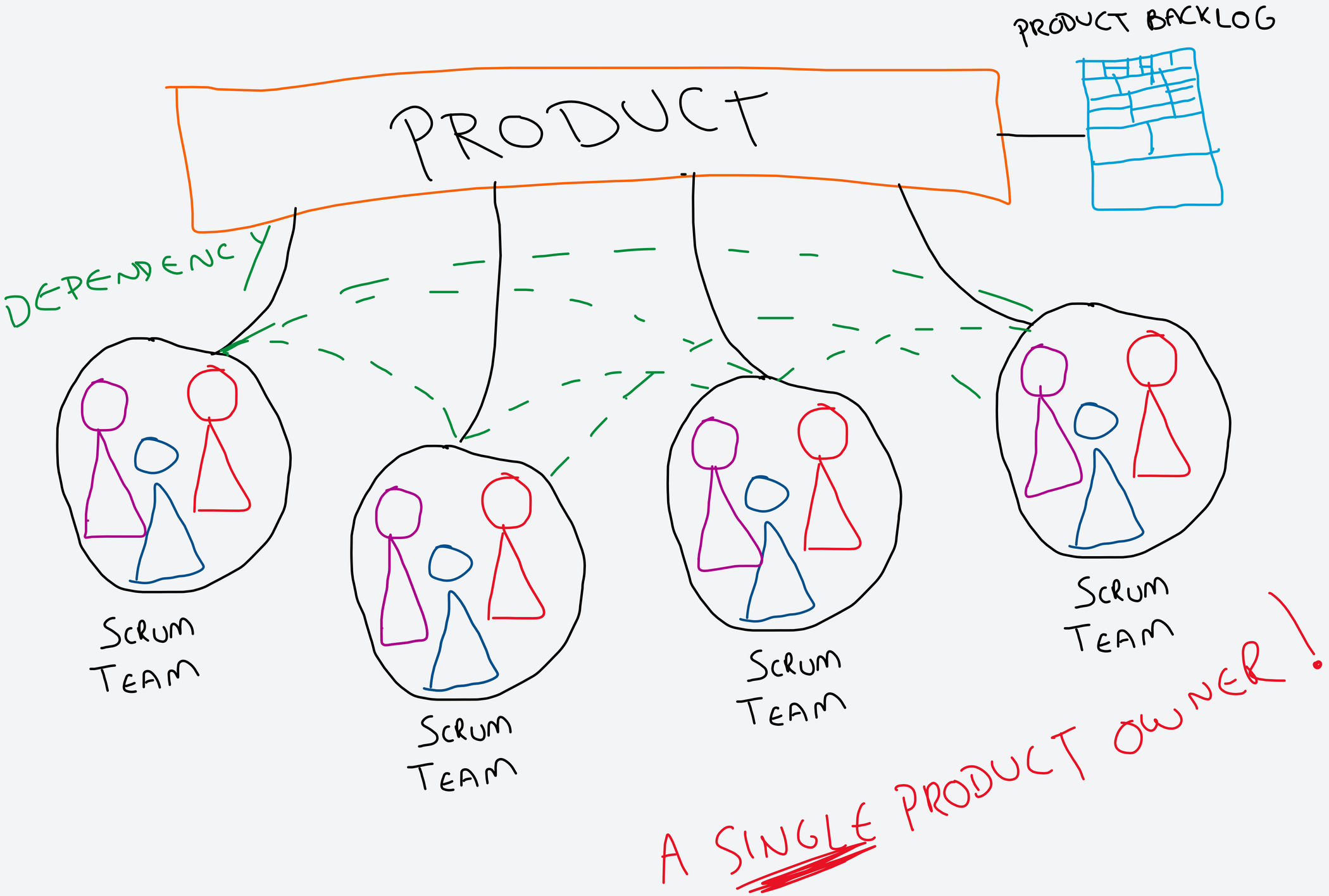
PRODUCT
SCRUM TEAM
SCRUM TEAM
SCRUM TEAM
SCRUM TEAM
A SINGLE PRODUCT OWNER!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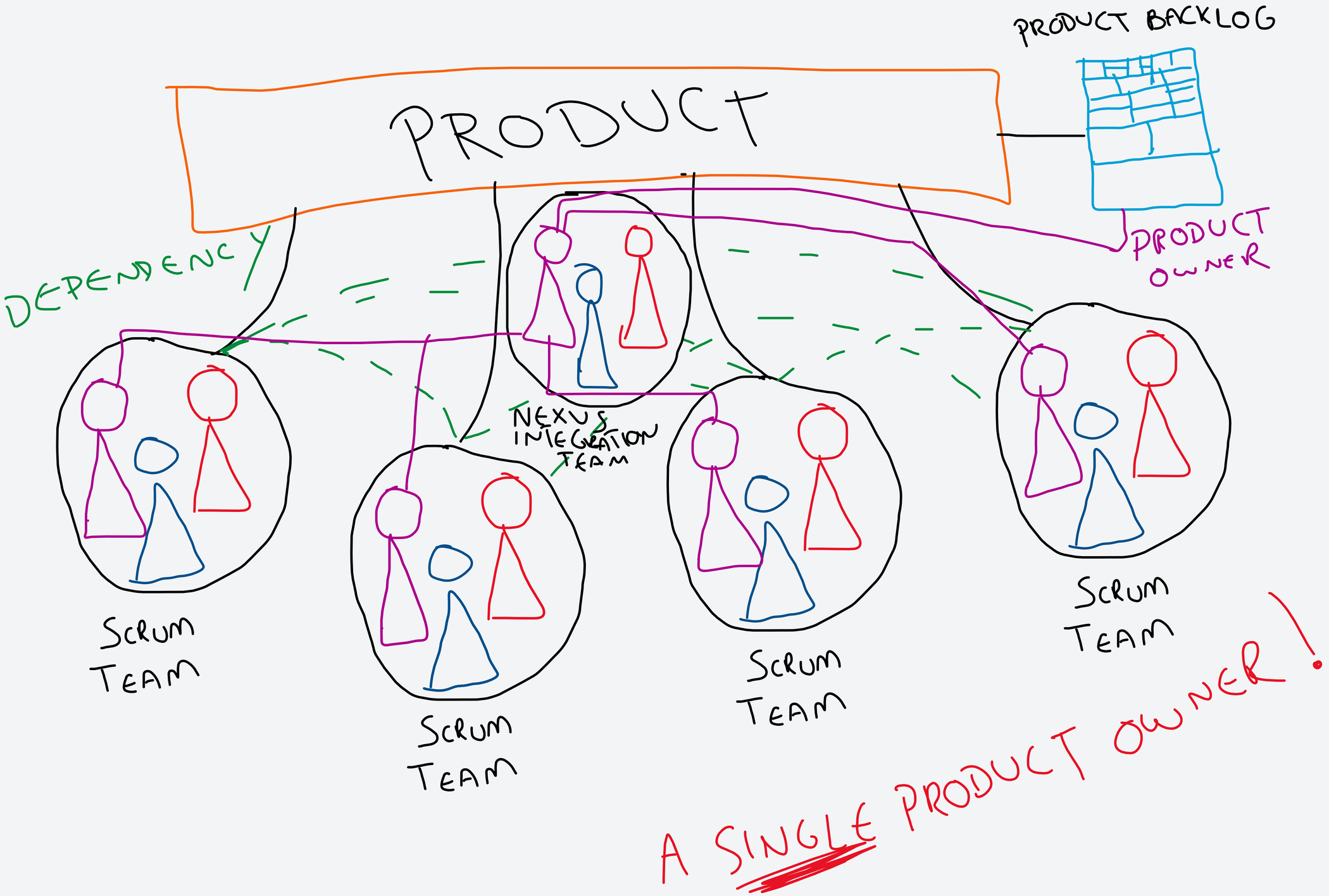
PRODUCT BACKLOG
PRODUCT
PRODUCT OWNER
DEPENDENCY
NEXUS INTEGRATION TEAM
SCRUM TEAM
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SCRUM TEAM
SCRUM TEAM
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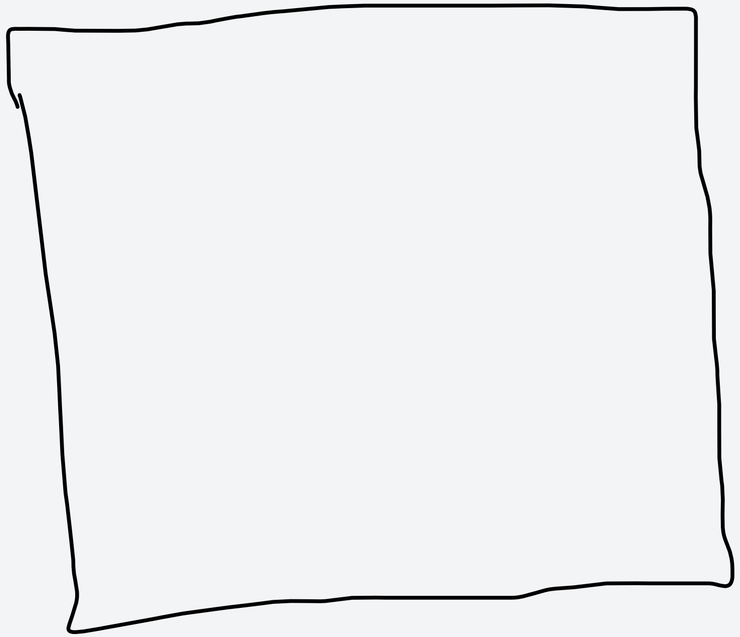
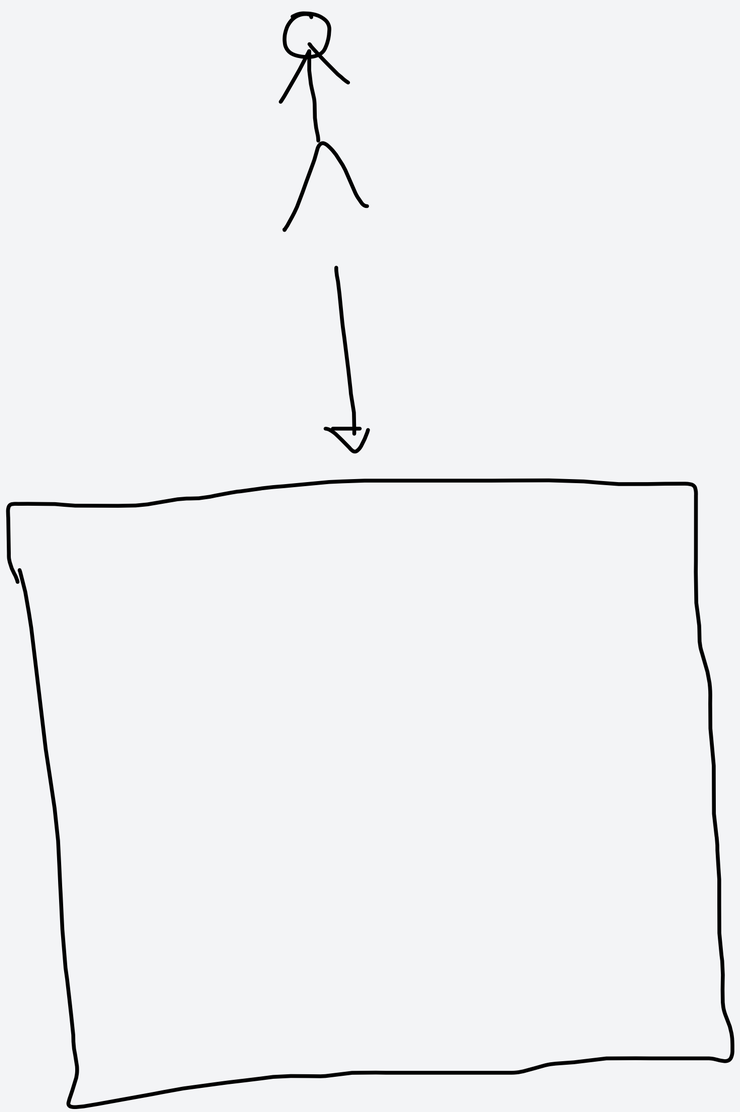
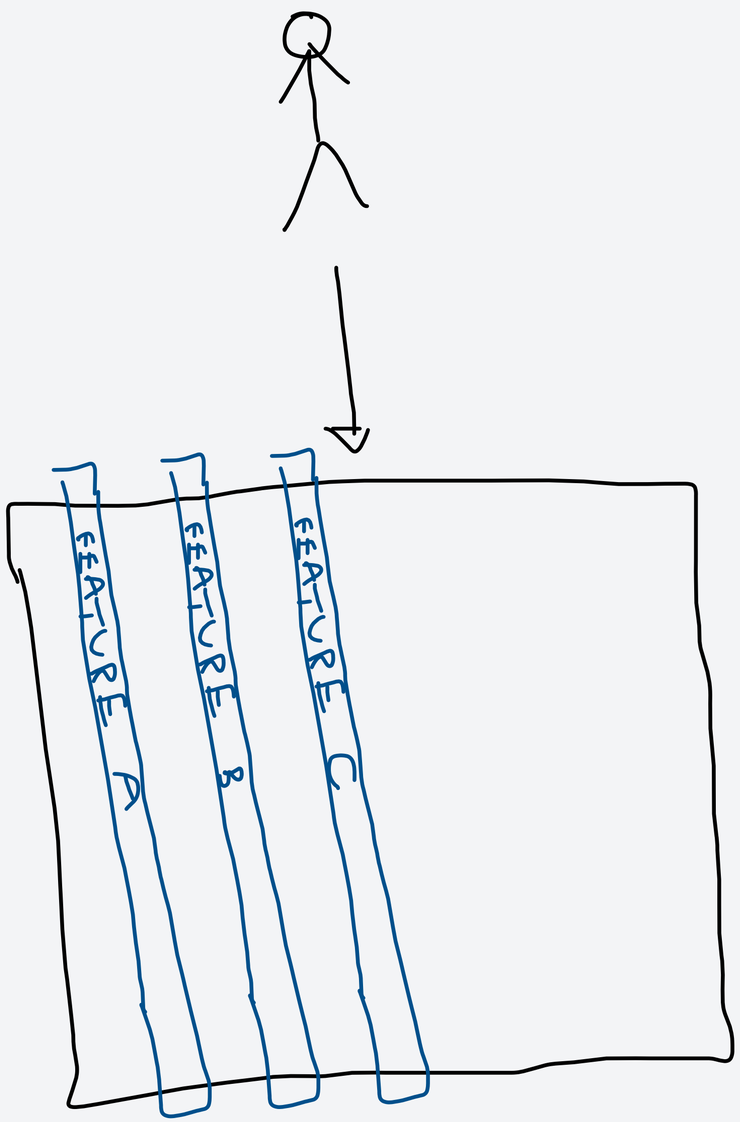
Component Teams vs Feature Teams



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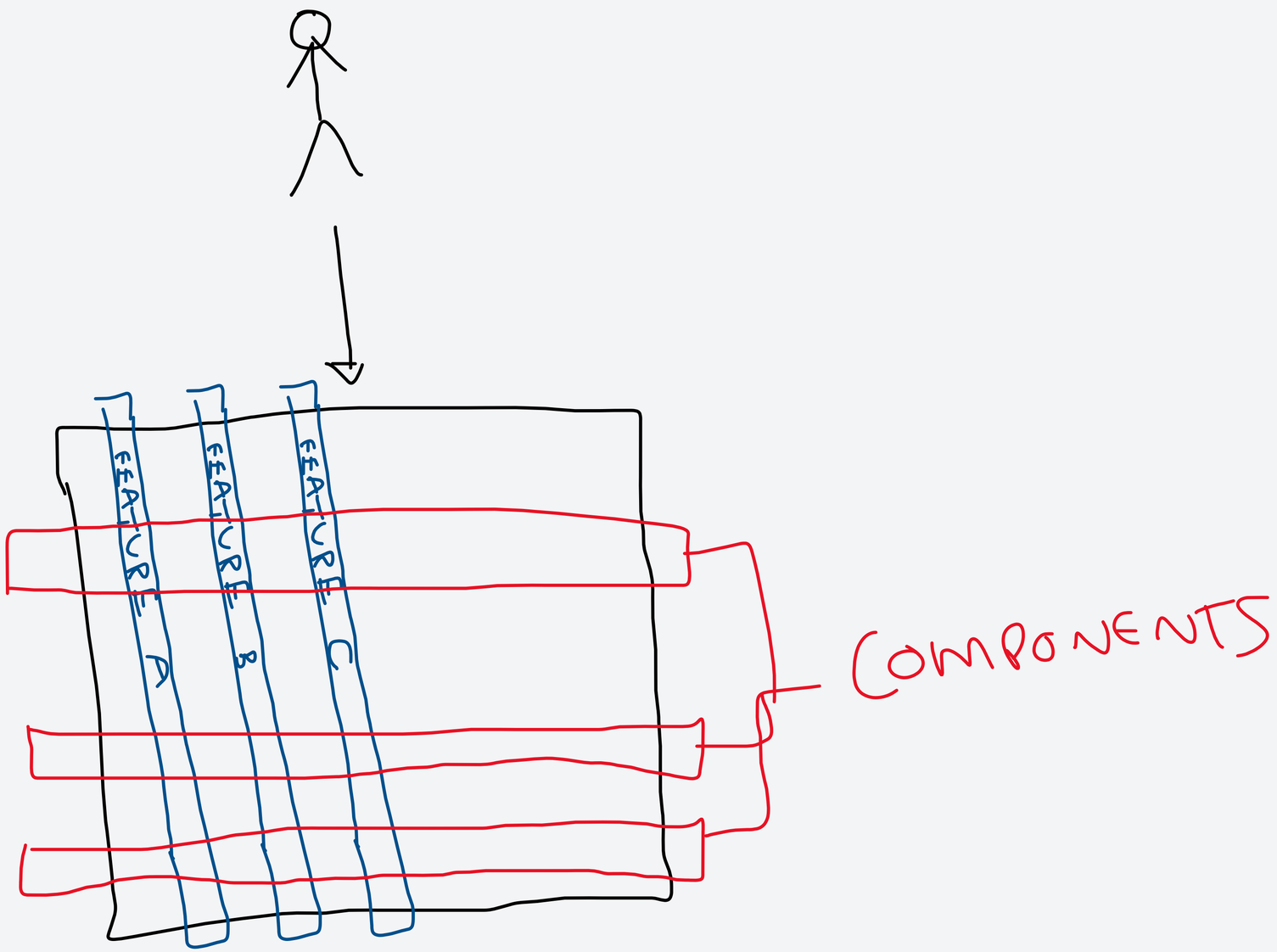
FEATURE B
FEATURE C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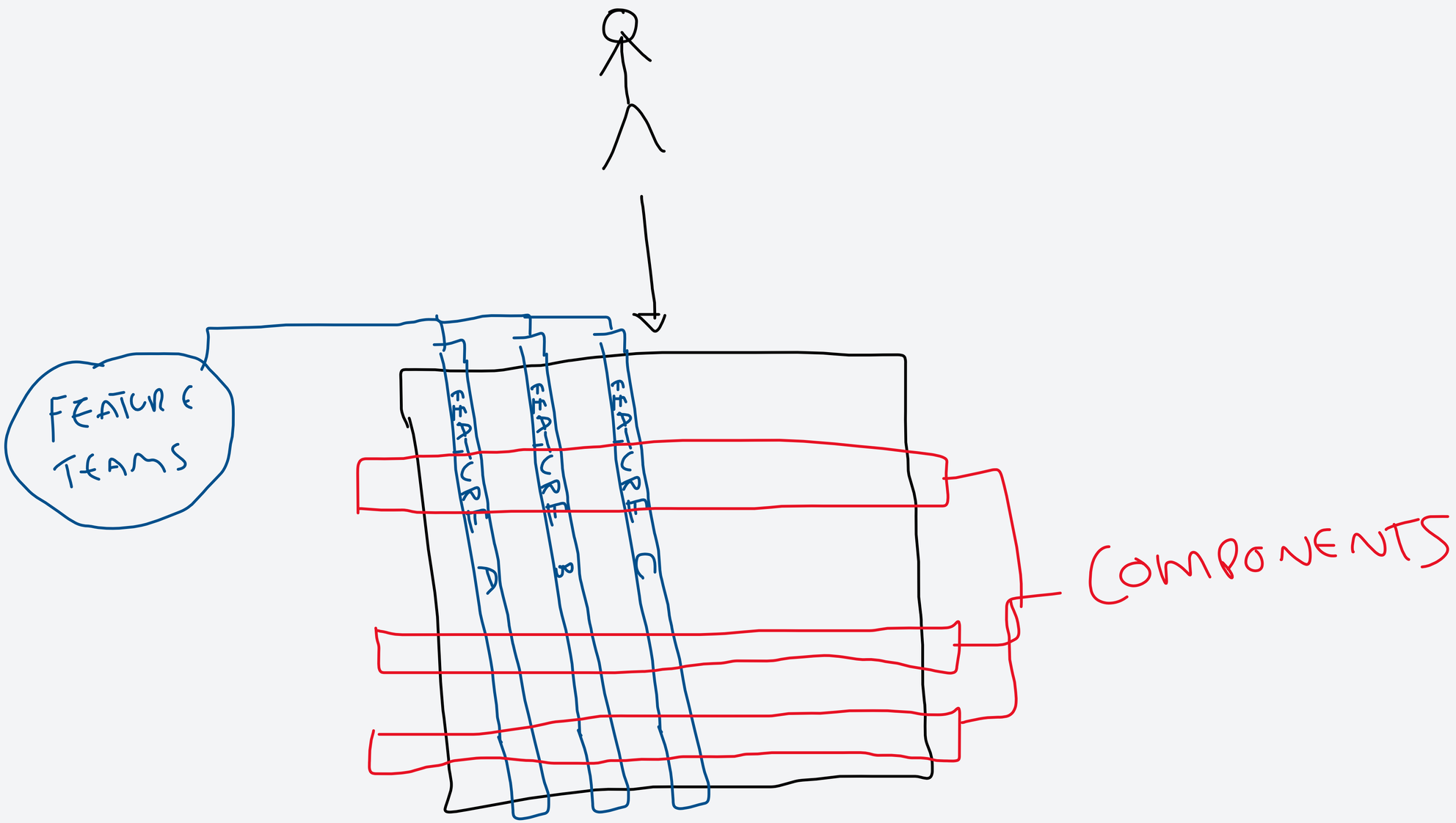
COMPONENTS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FEATURE A
FEATURE B
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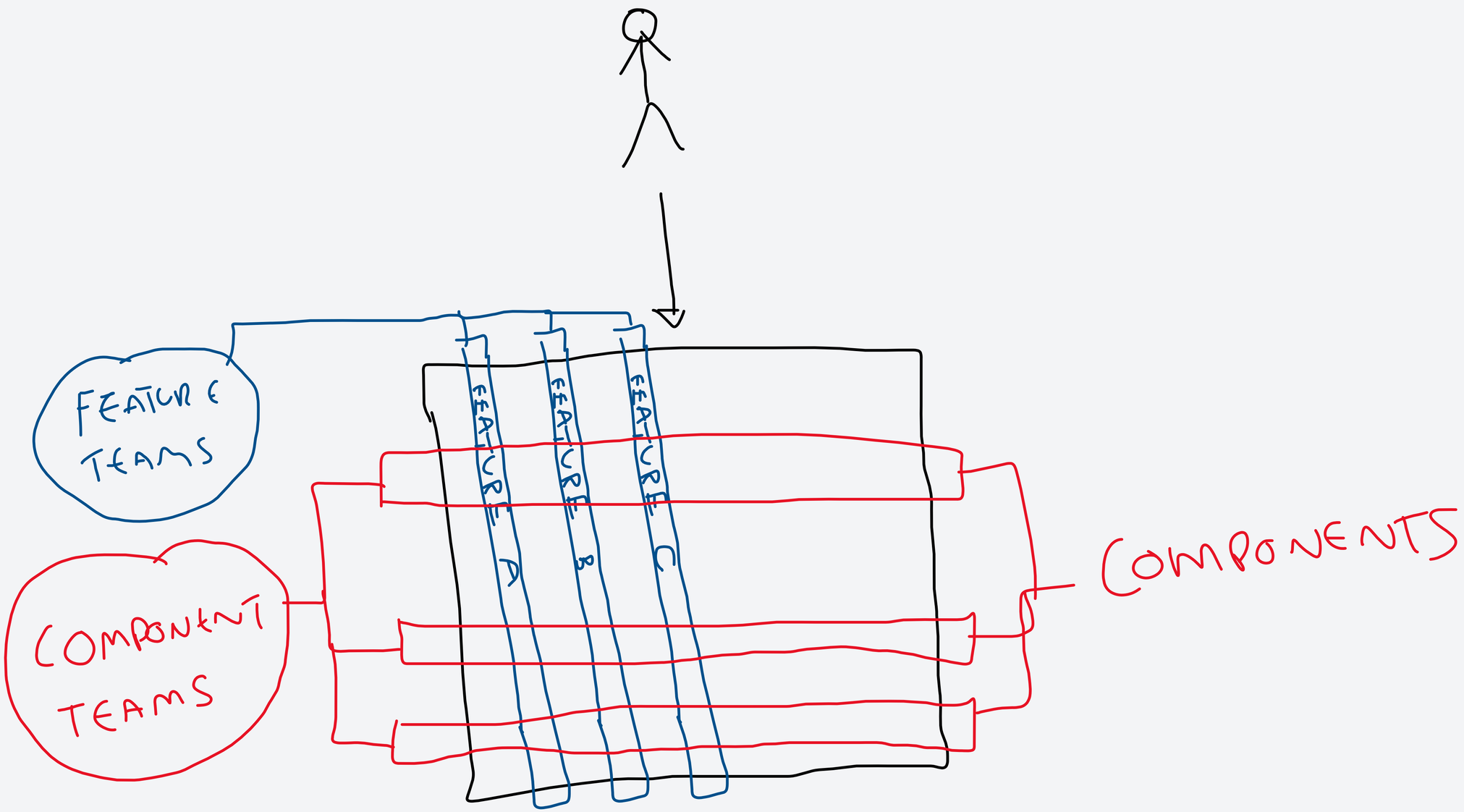
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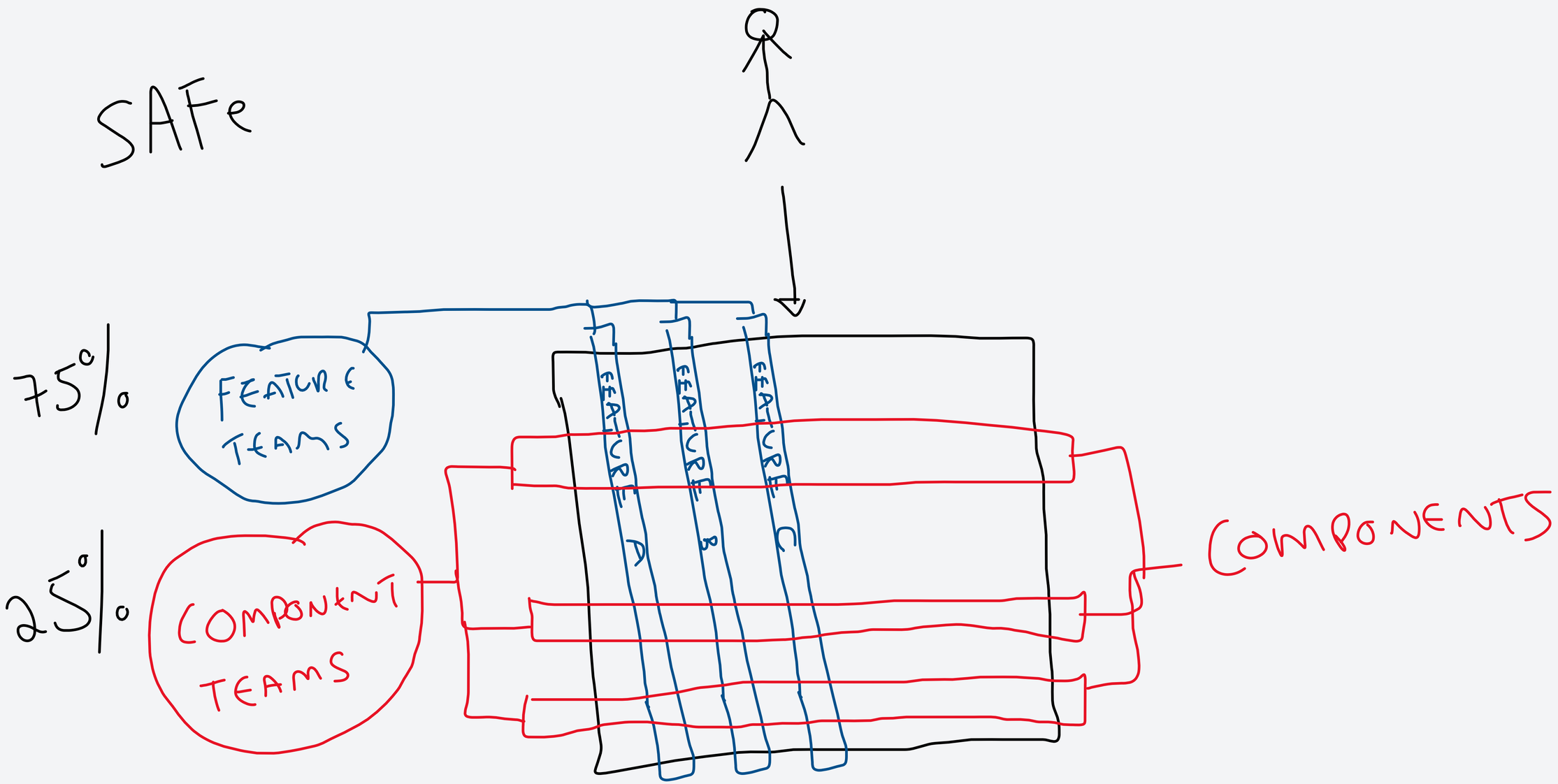
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FEATURE A
FEATURE B
FEATURE C
COMPONENTS

PSM I Sniper

QUESTION

Who describes the Definition of Done in the case of multiple Scrum Teams working on a single product?

(choose the best answer)

a) All the Scrum Teams must mutually define the Definition of Done.

b) It depends on the type of product.

c) Each Scrum Team defines its own.

Commitment: Definition of Done

The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product.

The moment a Product Backlog item meets the Definition of Done, an Increment is born.

The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. If a Product Backlog item does not meet the Definition of Done, it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration.

If the Definition of Done for an increment is part of the standards of the organization, all Scrum Teams must follow it as a minimum. If it is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product.

The Developers are required to conform to the Definition of Done. If there are multiple Scrum Teams working together on a product, they must mutually define and comply with the same Definition of Done.

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a) True

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Scrum Team

The fundamental unit of Scrum is a small team of people, a Scrum Team. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal.

Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how.

The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people. In general, we have found that smaller teams communicate better and are more productive. If Scrum Teams become too large, they should consider reorganizing into multiple cohesive Scrum Teams, each focused on the same product. Therefore, they should share the same Product Goal, Product Backlog, and Product Owner.

The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required. They are structured and empowered by the organization to manage their own work. Working in Sprints at a sustainable pace improves the Scrum Team's focus and consistency.

The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint. Scrum defines three specific accountabilities within the Scrum Team: the Developers, the Product Owner, and the Scrum Master.

QUESTION

True or False: When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

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Professional Scrum Master I

Mirko Perkusich
mperkusich@gmail.com
linkedin.com/in/mirkoperkusich

Bonus Lecture

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