EXIN Agile Scrum Master

Lesson 3—Scrum Events and Artifacts

What's In It For Me

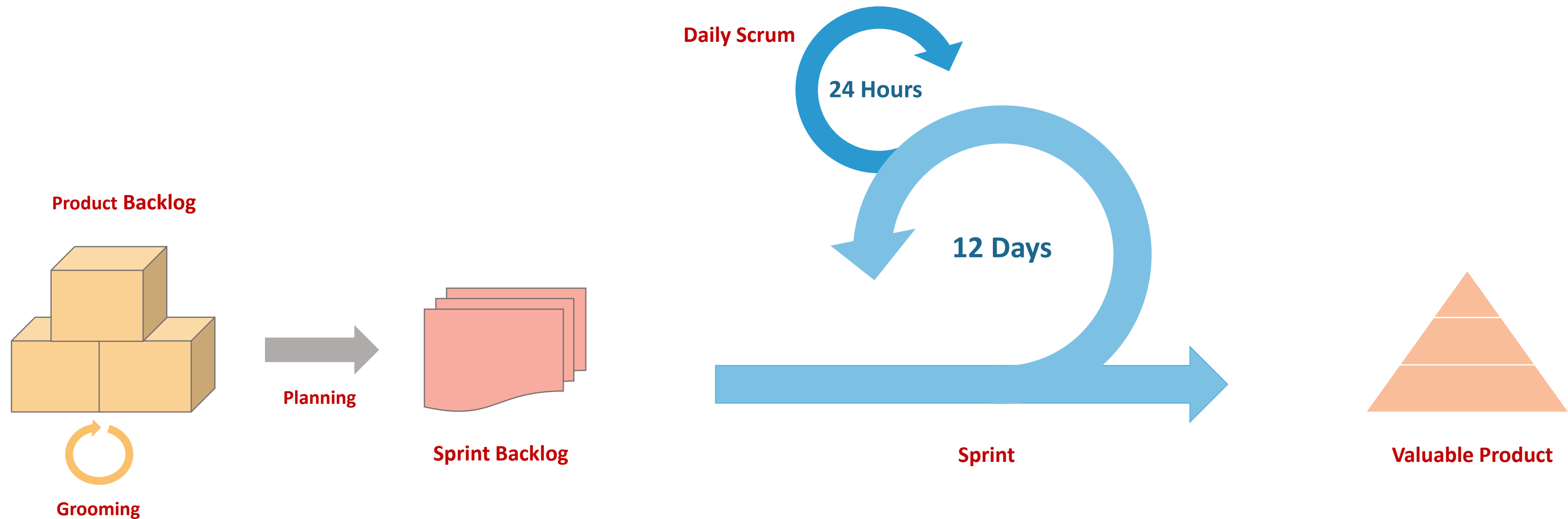After completing this lesson, you will be able to:

- List the values of Scrum.

- Explain the lifecycle of a Scrum project from backlog to working system.

- Conduct the Scrum events: Sprint Planning, Sprint Review, Sprint Retrospective, and the Daily Scrum.

- Participate in the creation and interpretation of the Scrum artifacts: Product Backlog, Sprint Backlog, Finished Deliverables, and the "Definition of Done."
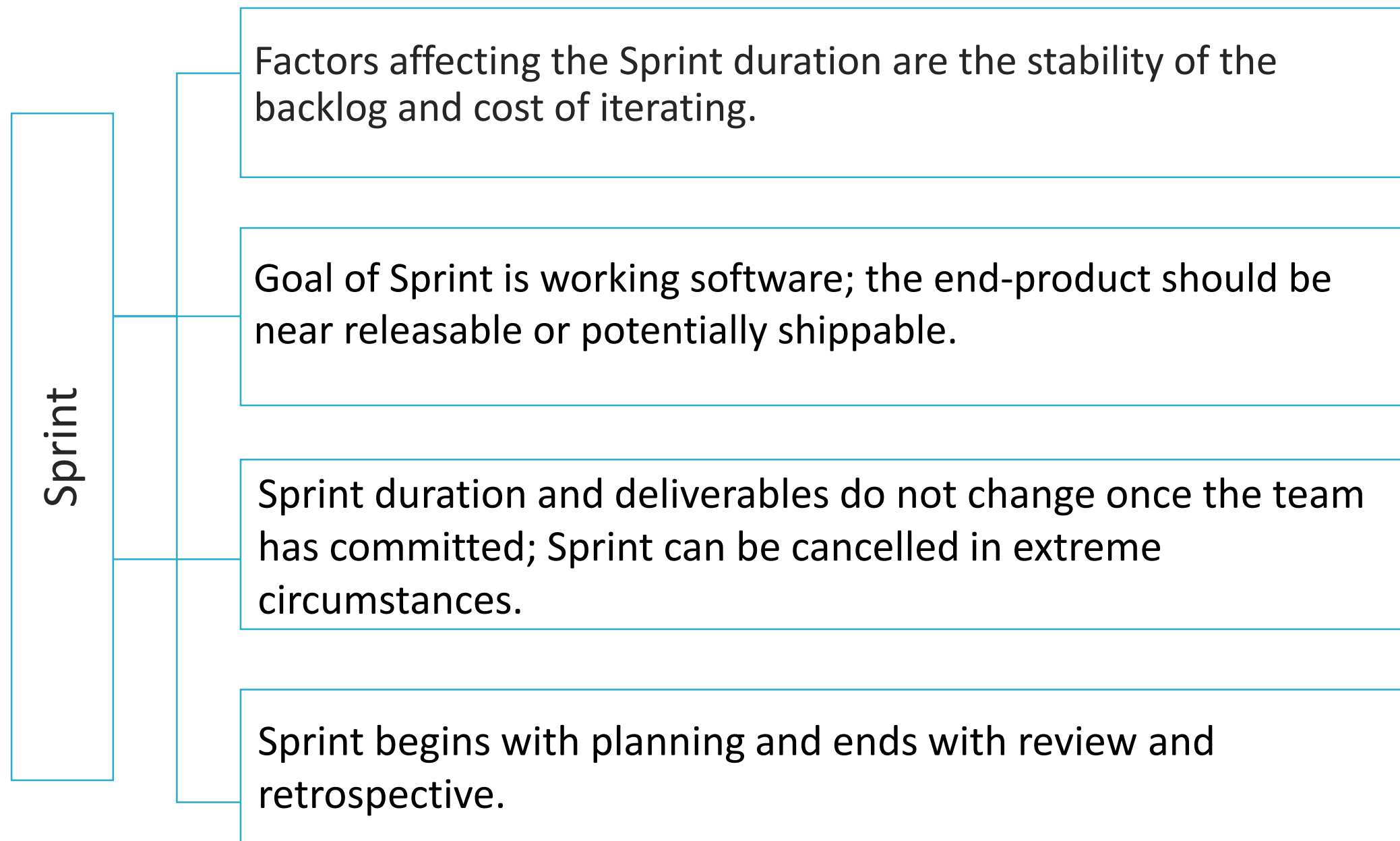
Scrum Values

C-FORC abbreviates the values of Scrum.

| Commitment |
| Focus |
| Openness |
| Respect |
| Courage |

Scrum Life Cycle

Here is a representation of the project lifecycle as practised in Scrum:

Daily Scrum

24 Hours

12 Days

Product Backlog

Planning

Sprint Backlog

Grooming

Sprint

Valuable Product

Sprint is synonymous with iteration.

Sprint

- Factors affecting the Sprint duration are the stability of the backlog and cost of iterating.

- Goal of Sprint is working software; the end-product should be near releasable or potentially shippable.

- Sprint duration and deliverables do not change once the team has committed; Sprint can be cancelled in extreme circumstances.

- Sprint begins with planning and ends with review and retrospective.

Sprint Planning

Sprint Planning helps decide the tasks that the team has committed to achieve the Sprint goal. The team should make an informed commitment about what will deliver. A typical Sprint Planning Meeting takes anywhere between one and two hours per week of Sprint.

Conducted right at the beginning of the Sprint

Attended by: Team, Product Owner, Scrum Master

Two possible approaches: Commitment-Driven, Velocity -Driven

Sprint Planning

Team buy-in is important:
- The goal should be clearly understood by all. Clearly articulated "Definition of Done."
- The entire team should agree with the goal.
- The goal should be realistic and achievable.

Daily Scrum/Standup Meeting

The Daily Scrum is a meeting of the team, by the team, and for the team.

Structure

Entire Team attends the meeting.

Duration

The meeting happens every day. The duration of the meeting is 15 minutes or less.

Agenda

The meeting has 3-point updates:
- Tasks done yesterday
- Tasks to be done today
- The blocking issues

Sprint Review

Sprint Review is a demonstration of the deliverables of the Sprint.

Structure

Attended by: Team, Product Owner, Scrum Master, and optionally others

Duration

The duration of the meeting is 1 hour for each week of the Sprint

Agenda

Purpose of the Review:
- To showcase the achievements
- To generate feedback
- To decide about the release

Sprint Retrospective

Sprint Retrospective is a continuous improvement mechanism in a Scrum Team. It helps discuss what is working, what is not, and what could be better.

Structure

Attended by: Team, Scrum Master, or External Facilitator

Duration

The duration of the meeting is 45 mins for each week of the Sprint

Agenda

Purpose:
Makes issues visible
Come up with improvement opportunities
Gives the team ownership of actions

Backlog

Backlog item refers to any work done by the team that adds value to the customer.

1

Product Backlog

The Product Backlog is the collection of all the items that will make the product better.

2

Release Backlog

The Release Backlog is a subset of the Product Backlog which contains items that are targeted for the current release.

3

Sprint Backlog

The Sprint Backlog is a subset of the Release Backlog that is targeted at the current Sprint.

Product Backlog

Product Backlog items may be feature requests, bug fixes, technical tasks, and so on.

▼	**Product Backlog**			New story
☐	253	List tasks with no parent stories under quasi-story	New	
☐	135	Indicate tracker type via issue id's bgcolor	New	2
☐	145	Download pretty-fied roadmap report	New	6
☐	55	Show/hide closed items or subtasks	New	2
☐	40	Show/hide the issue #	New	1
☐	135	Show/hide closed the main backlog	New	0
☐	21	Show warning when server connection is lost	New	4
☐	223	Support versions from parent projects	Feedback	0
☐	213	Hint text on "talk" tab doesn't display in Safari	New	0
☐	214	"Talk" button often fails	New	0
☐	137	Append an email to the item's discussion section	New	6
☐	224	Spreadsheet import for stories/tasks	New	0
☐	225	Offer to copy tasks when copying a story	New	0
☐	226	Time log widget	New	0

"Definition of Done" is a checklist of items to be verified before marking something as Done.

- Usually prepared by the Scrum Master in consultation with the Team

- For example, a user story would be called Done if:
  - The story is fully implemented or code completed as described
  - Automated unit tests have been developed with at least 80% code coverage
  - Automated unit tests and the acceptance tests in the story are passing; no Severity has one or two defects
  - High-priority test cases have been automated and added to the regression suite

- Evolves as the team maturity increases

Let us summarize the topics covered in this lesson:

- The five values of Scrum are Commitment, Focus, Openness, Respect, and Courage.

- A Sprint timebox is two to four weeks long, in which a team converts backlog into working software.

- Sprint Review features a demo of the working software.

- Retrospective is a reflection meeting to identify improvement actions.

- Daily Scrum is a team sync-up meeting held every day.

- Backlog contains work items that add value to the customer, ranked in priority order.

- "Definition of Done" encapsulates the criteria to be checked before marking an item as Done.

Quiz

QUIZ 1

After the start of a Sprint, the Product Owner (PO) wants to add one more story to the Sprint backlog. How should the Team respond to this?

a.   Include it in the backlog and extend the Sprint

b.   Include in the backlog only if the PO removes another item of equal size

c.   Ask the PO to wait until the next Sprint

d.   Add as a stretch goal, but make no commitment

QUIZ 2

Which of the following is a scenario where the Product Owner (PO) should consider cancelling the Sprint?

a. The PO wanted to add a high-priority item to the Sprint Backlog.

b. The PO felt that one of the Sprint Backlog items was no longer needed.

c. The team reported it was way behind schedule in the Sprint.

d. The Sprint Backlog was rendered useless due to a major change.

A team completed eight out of ten stories planned in a Sprint. What should be done about the remaining two stories?

a. They should be moved back to the Product Backlog for re-prioritization.

b. The team should extend the Sprint till it completes all the planned stories.

c. They should be moved to the next Sprint.

d. The team should plan a special short Sprint to complete them.

QUIZ 4

Who should determine the duration of a Sprint in Scrum?

a. The Team

b. Scrum Master

c. Product Owner

d. Customer

This concludes "Scrum Events and Artifacts."

The next lesson is "Scrum Roles."