CS20006: Software Engineering
Module 03: Software Development Life Cycle (SDLC)

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Source: *Introduction to Software Development Life Cycle: Phases & Models*

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Software Development Life Cycle (SDLC)

- **SDLC** stands for *Software Development Life Cycle*
- A process for developing, designing, and maintaining a software project by ensuring that all the functionalities along with user requirements, objectives, and end goals are addressed
- With SDLC, the software project's quality and the overall software development process get enhanced.

Goals of SDLC

Organizational objectives are:

- **Efficiency**
  - Build the system RIGHT: Do things RIGHT
    - **Windows 98: Crashed on launch**
    - **Windows 10: Most popular OS**
  - Lines of *quality* code produced per man-hour
  - Instances of *quality* support provided per man-week
  - **Minimize Rework**: *Get it right the first time*
- **Effectiveness**
  - Build the RIGHT system: Do RIGHT things
    - **Iridium**
    - **Tesla**
  - Lines of *quality* code produced per dollar
  - Cost for every instance of support
  - **Minimize Rework**: *Get it right the first time*

Processes ensure Efficiency & Effectiveness

Goals of SDLC

SDLC is about Process compliance

SDLC has three primary objectives

1. Ensure that **high quality systems** are delivered
   - Built to contract (commitment)
2. Provide **strong management controls** over the projects
   - Efficiency
   - Effectiveness
   - Process Compliance
   - Cost Control
   - Customer Satisfaction
3. **Maximize the productivity** of the systems staff
   - Built by best practices

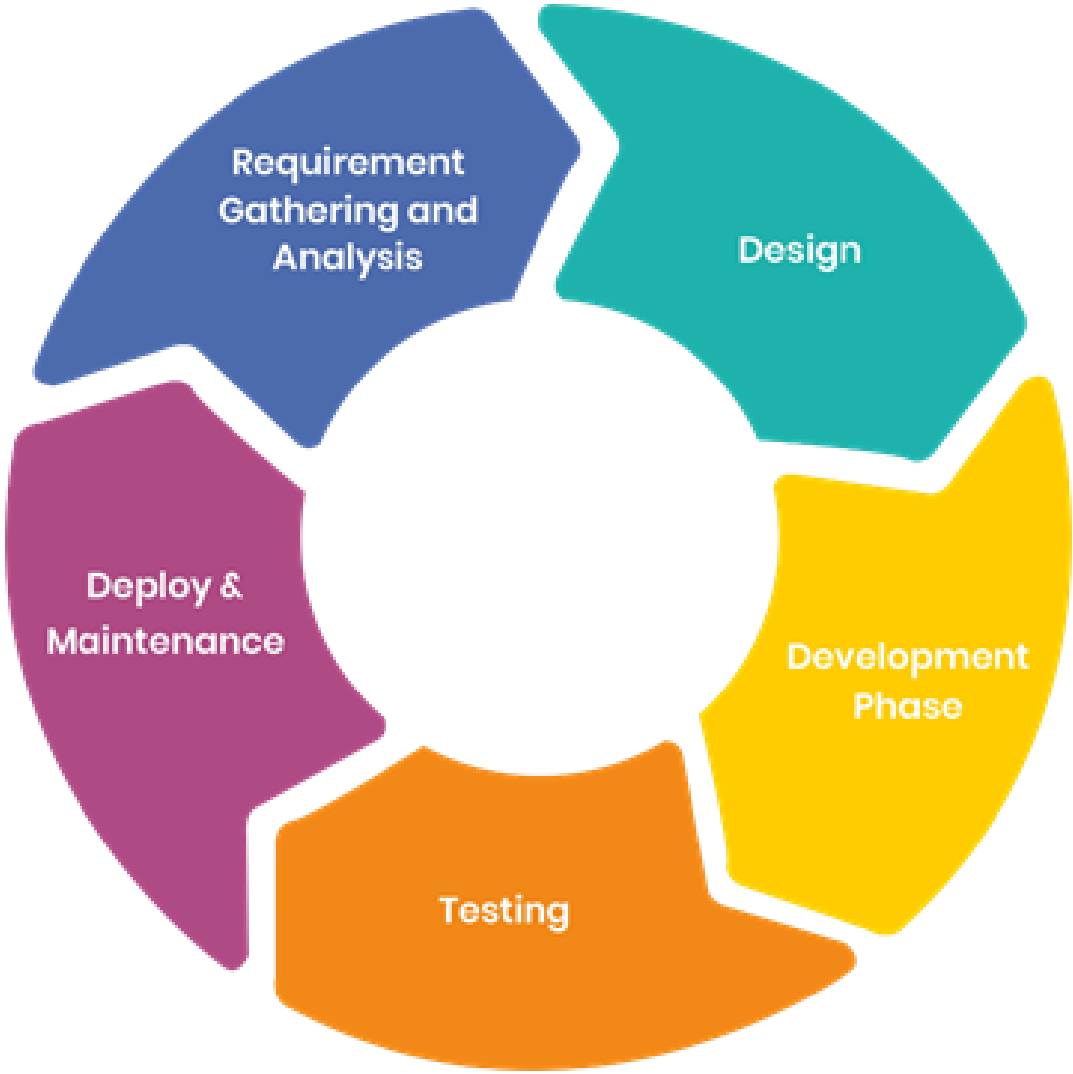
Better Quality at Lower Cost

Benefits of SDLC

SDLC offers the following benefits

- Address the goals and problems so that the project is implemented successfully
- Project members cannot proceed ahead before completion & approval of the prior stages
- Has necessary checks at each stage so that it is tested with precision before entering the installation stage
- Project members can continue the software development process without incurring any complications
- Optimal control with minimum problems, allowing the project members to run the project smoothly

Stages of SDLC



SDLC Stage 1: Requirement Gathering & Analysis Phase

Communication between

- stakeholders
- end-users
- project teams

for requirements are gathered from customers

- functional
- non-functional

This Phase of SDLC involves:

- Analysis of functionality and financial feasibility
- Identifying and capturing requirements of stakeholders through customer interactions like interviews, surveys, etc.
- Documenting all product requirements in a *Software Requirements Specification* (SRS) from customer
- Creating project prototypes

SDLC Stage 2: Design Phase

Architectural design is proposed based on the SRS Document requirements and its refinements

This Phase of SDLC involves:

- Separation of requirements
  - hardware and software system
  - functional and non-functional
- Designing the system architecture based on gathered requirements
- Creating *Unified Modelling Language* (UML) diagrams like use cases, class diagrams, sequence diagrams, and activity diagrams
- Creating
  - *High Level Design* (HLD)
  - *Low Level Design* (LLD)

SDLC Stage 3: Development Phase

Codes are written, and system is developed and built.

This Phase of SDLC involves:

- Actual code is written
- Demonstration of accomplished work presented before a Business Analyst for further modification of work
- Unit testing is performed, that is, verifying the code based on requirements

SDLC Stage 4: Testing Phase

- Almost all stages of SDLC involves the testing strategy
- SDLC's testing phase refers to checking, reporting, and fixing the system for any bug/defect
- The on-going project is migrated to a test environment where different testing forms are performed
- Continues until the project has achieved the quality standards, as mentioned in the SRS

This Phase of SDLC involves:

- Testing the system as a whole
- Performing different types of test in the system
- Reporting and fixing all forms of bugs & defects

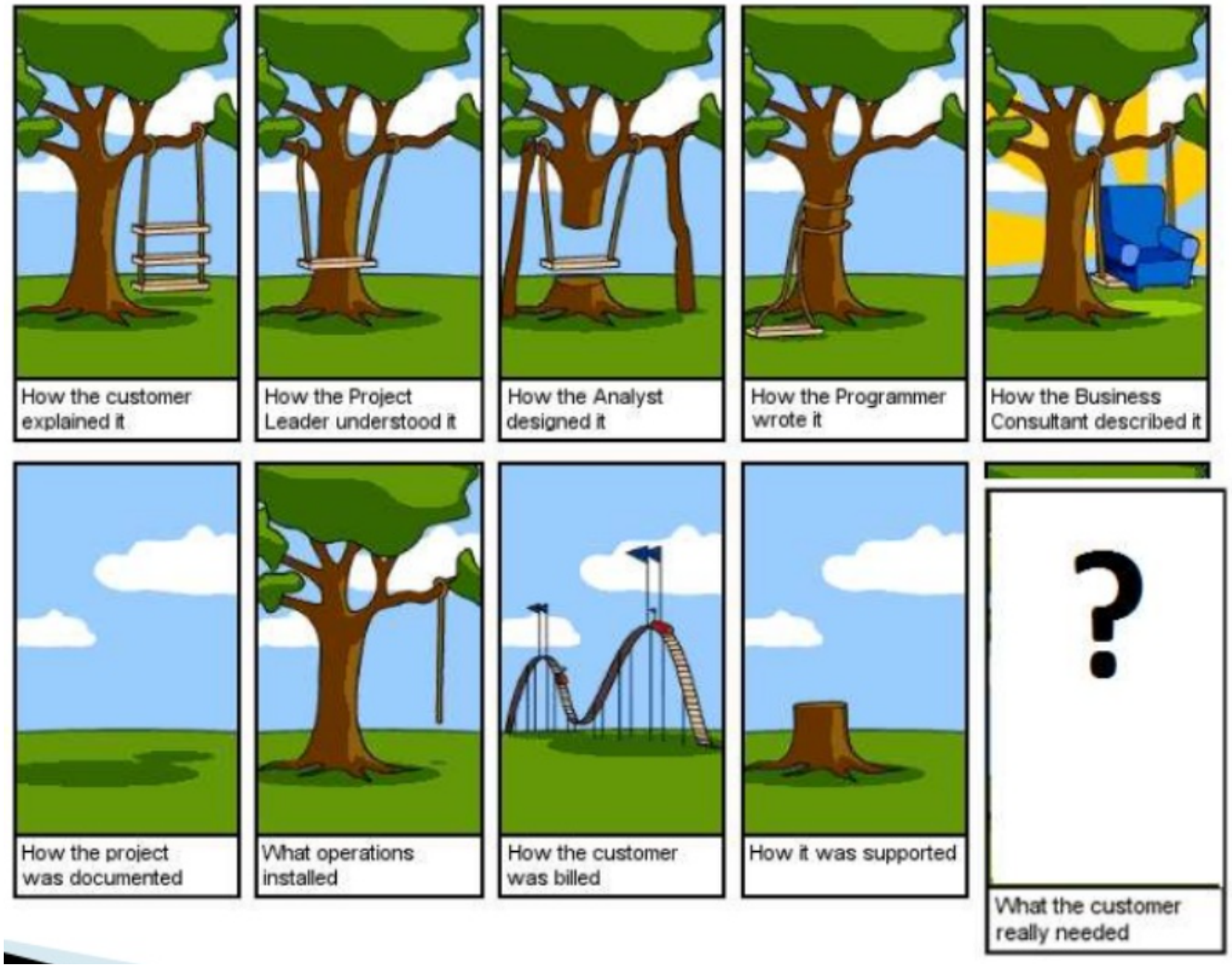
SDLC Stage 5: Deployment & Maintenance Phase

- Ready to be launched
- May be initially released for limited users by testing it in a real business environment for *User Acceptance Testing* (UAT)

This Phase of SDLC involves:

- The system is ready for delivery
- The system is installed and used
- Errors are rectified that might have been previously missed
- Enhancing the system inside a data center

How Software Projects Fail



Source: *Introduction to SCRUM*

SDLC Models

Various SDLC models are defined and designed to follow the software development process. These models are also known as Software Development Process Models. Each of these models follows a series of steps for ensuring the complete success of a project.

Some of the most popular SDLC models used for software development include:

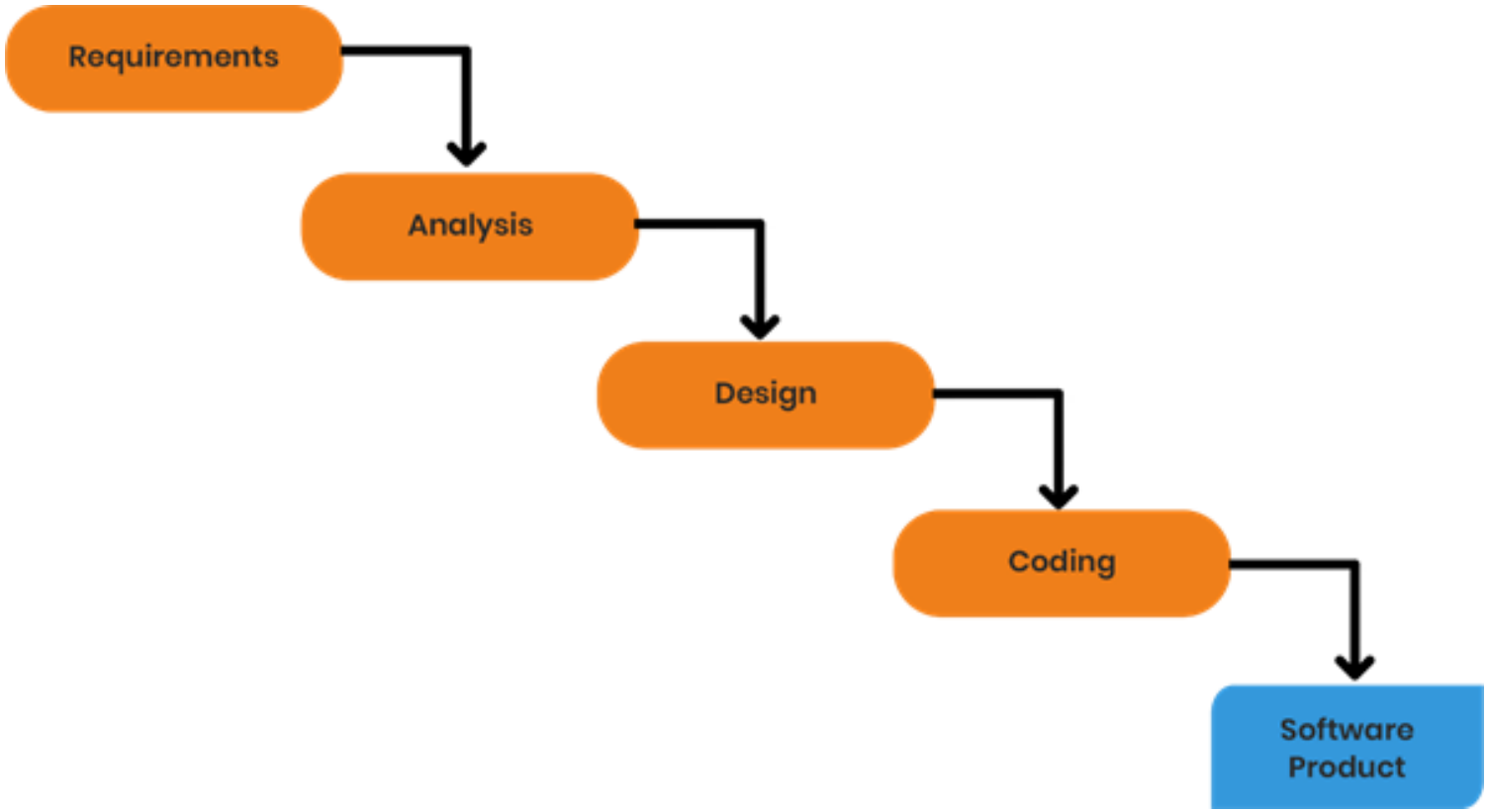
1. Waterfall Model
2. Iterative-Incremental Model
3. Rapid Action Development (RAD) Model
4. Spiral Model
5. Agile Model

SDLC Model Timelines

Decade	Methodology
1950s	Code & Fix
1960s	Design-Code-Test-Maintain
1970s	Waterfall Model
1980s	Spiral Model
1990s	Rapid Application Development, V Model
2000s	Agile Methods

Waterfall Model

This model is the most commonly used SDLC model. In this model, each phase starts only after the previous step has been completed. This is a linear model having no feedback loops.



Waterfall Model

- Strengths of the Waterfall Model
  - Easy to understand and use
  - Achievements are well-defined
  - Defines requirements stability
  - Works well when the project quality is important
- Weaknesses of the Waterfall Model
  - It cannot match reality well
  - Difficult to make changes
  - Software delivered towards the end of the project only
  - Testing begins only after the development phase is complete

Customer at the START and END only

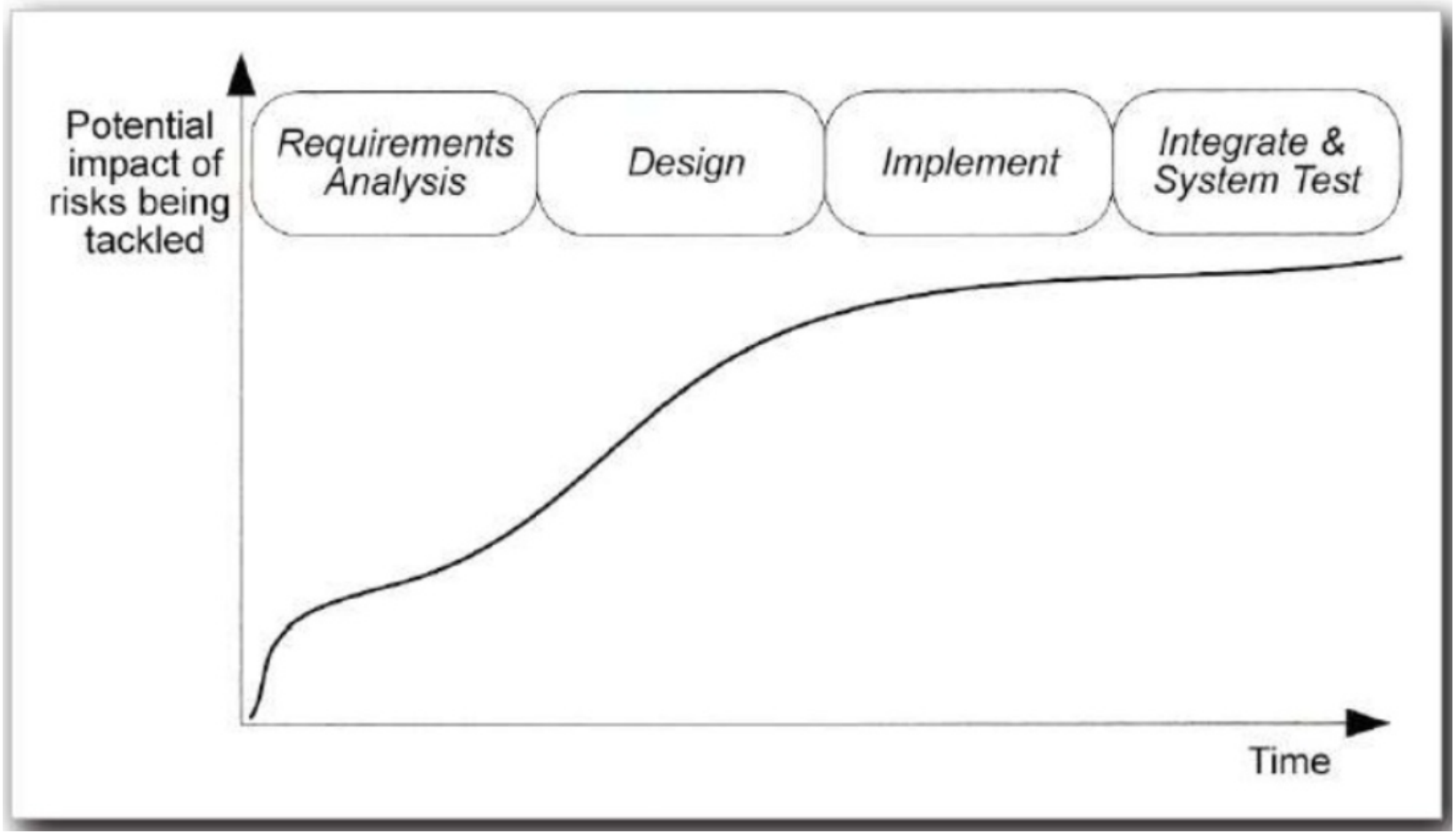
RIGHT recipe to build a WRONG system

Waterfall Model

Works when:

- Software projects that are stable
- Unchanging requirements
- Where it is possible that the designers will be able to fully predict problems
- Where it is possible that the designers produce a *correct* design

Waterfall Model: Fail-late Lifecycle



Source: *Introduction to SCRUM*

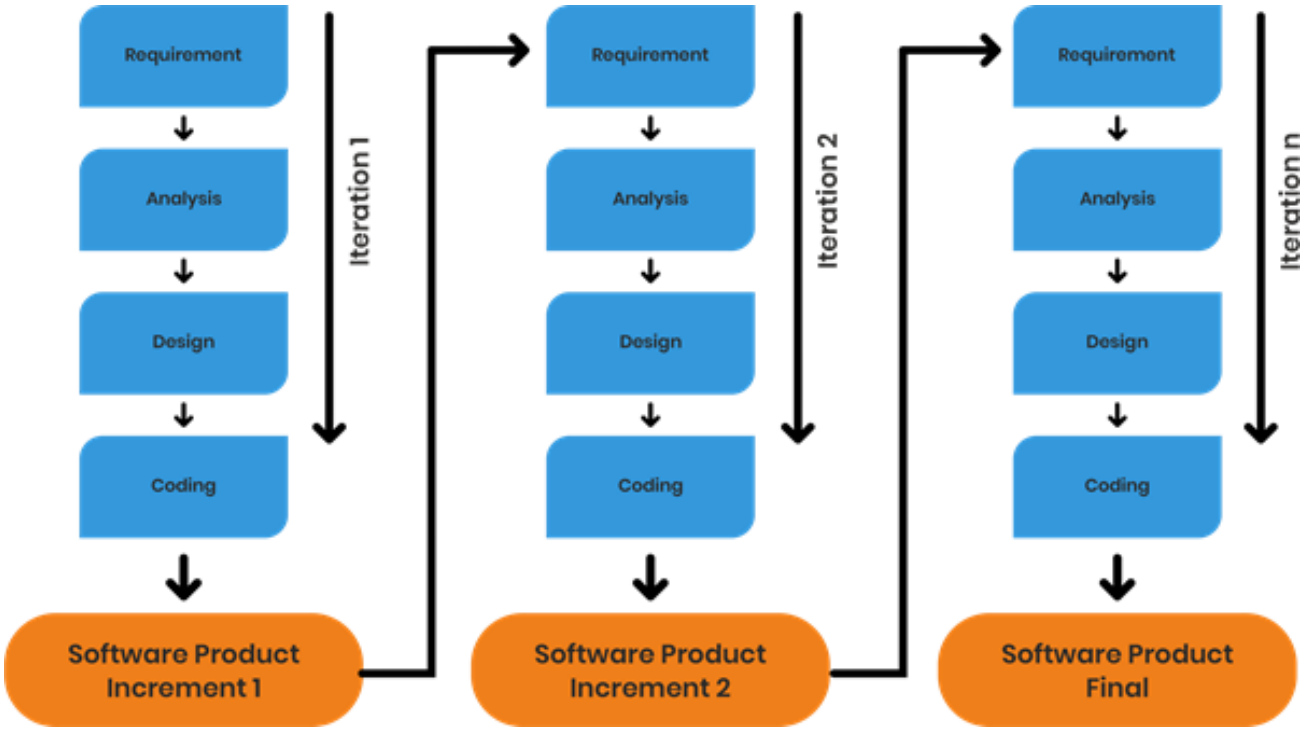
Waterfall Model: Fail-late Lifecycle

- A bug found in early stages is cheaper in money, effort, and time, to fix than the same bug found later on in the process
- An early defect that is left undetected until development or maintenance is estimated to cost 50 to 200 times as much to fix as it would have cost to fix at requirements time

Source: *Introduction to SCRUM*

Iterative-Incremental Model

- In this model, in the initial stages, a partial implementation of the complete system is constructed such that it will be present in a deliverable form.
- Increased functionalities are added and for any defects, they are fixed with the working product delivered at the end.
- This process is repeated until the product development cycle gets completed.
- These repetitions of processes are known as **iterations**. With each iteration, a product increment gets delivered.



Iterative-Incremental Model

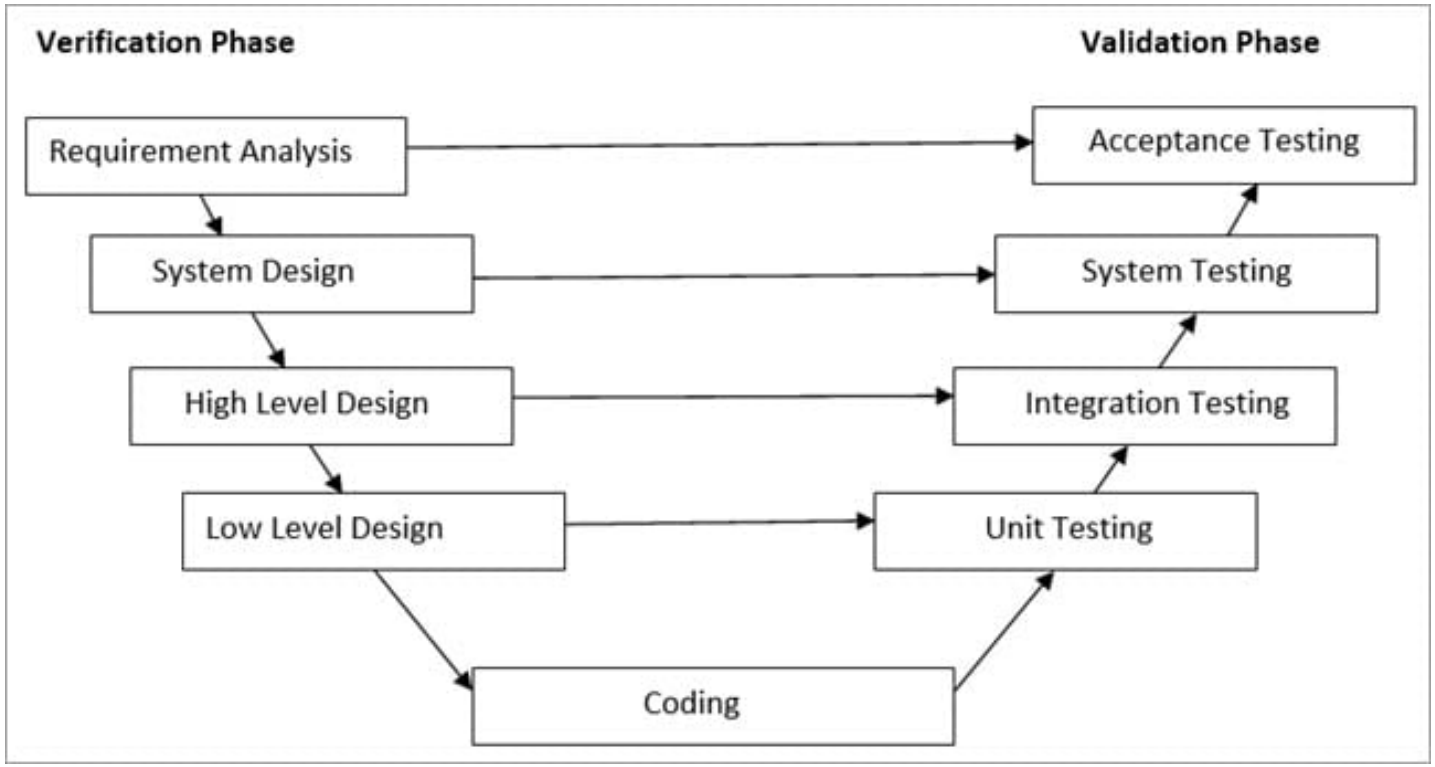
- Strengths of the Iterative-Incremental Model
  - Prioritized requirements can be initially developed
  - The initial delivery of the product is faster
  - Lower initial delivery costs
  - Changes in requirements can be easily adjusted
- Weaknesses of the Iterative-Incremental Model
  - There are requirements for effective iterations planning
  - Efficient design is required for including the required functionalities
  - An early definition of a complete, as well as fully functional system, is needed for allowing increments definition
  - Clear module interfaces are required

Customer at the START and END of Iterations only

Better than Waterfall

V-Shaped Model

V- Model is also known as **Verification** and **Validation** Model. In this model Verification & Validation goes hand in hand, that is, development and testing goes parallel. V model and Waterfall model are the same except that the test planning and testing start at an early stage in V-Model.



Source: *SDLC (Software Development Life Cycle) Phases, Methodologies, Process, And Models*

V-Shaped Model

- Strengths of the V-Shaped Model
  - It is a simple and easily understandable model
  - V–model approach is good for smaller projects wherein the requirement is defined and it freezes in the early stage
  - It is a systematic and disciplined model which results in a high-quality product
- Weaknesses of the V-Shaped Model
  - V-shaped model is not good for ongoing projects
  - Requirement change at the later stage would cost too high

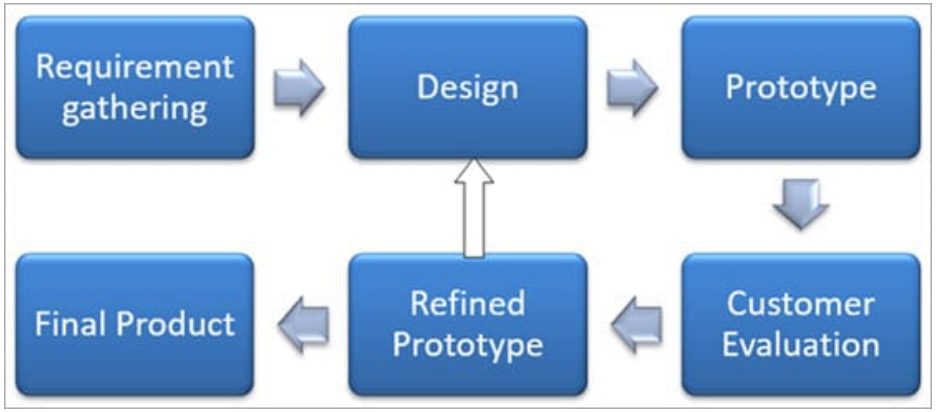
Customer at the START and END only

Works well for small & new projects

Source: *SDLC (Software Development Life Cycle) Phases, Methodologies, Process, And Models*

Rapid Application Development (RAD) Model: Prototype Model

- RAD is a refinement of the **Prototype** model in which the prototype is developed prior to the actual software
- Prototype models have limited functional capabilities and inefficient performance when compared to the actual software.
- Dummy functions are used to create prototypes
- Prototypes are built prior to the actual software to get valuable feedback from the customer
- Feedbacks are implemented and the prototype is again reviewed by the customer for any change
- This process goes on until the model is accepted by the customer.



Source: *SDLC (Software Development Life Cycle) Phases, Methodologies, Process, And Models*

Rapid Application Development (RAD) Model

The RAD SDLC model is based on **prototyping** and **iterative development**, with no involvement of a defined planning structure. In this model, different function modules are parallelly developed as prototypes and then integrated to speed up product delivery.

Rapid Application Development (RAD) Model

- Strengths of the RAD Model
  - Reduced cycle time and enhanced productivity with minimal team members
  - Customer's continuous involvement ensures minimal risks of not achieving customer satisfaction
  - Easy to accommodate any user changes
- Weaknesses of the RAD Model
  - Hard to use and implement with legacy systems
  - Heavily dependent on technically strong members for identifying business requirements

Customer at the Prototyping

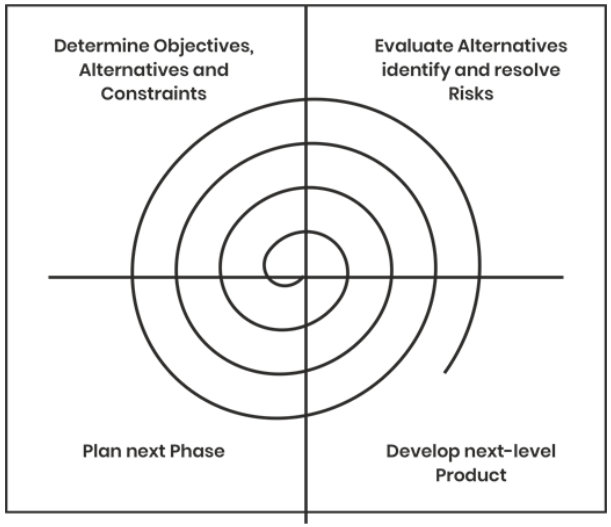
Works well for fast development priorities

(Smaller development)

(Development for estimation)

Spiral Model

The spiral model combines **risk analysis** along with **RAD prototyping** to the **Waterfall model**. The loops in the model represent the phase of the SDLC process – the innermost loop is of requirement gathering & analysis which follows the Planning, Risk analysis, development, and evaluation. Next loop is Designing followed by Implementation & then testing.



The spiral model has 4 quadrants:

1. Determine Objectives, Alternatives and Constraints (Quad 1: *Planning*)
2. Evaluate Alternatives, Identify and Resolve Risks (Quad 2: *Risk Analysis*)
3. Develop Next-Level Product (Quad 3: *Engineering*)
4. Planning the Next Phase (Quad 4: *Evaluation*)

Spiral Model

- Strengths of the Spiral Model
  - An early indication of the risks can be provided, without incurring much cost
  - Users can have a look at their system early due to RAD
  - Users are involved in all lifecycle stages
  - Critical high-risk functionalities are initially developed
- Weaknesses of the Spiral
  - Hard to set the objectives, verifiable milestones for indicating preparedness to go ahead with the next iteration
  - Time spent on addressing risks can be large for smaller low-risk involved projects
  - Complex to understand for new members
  - The spiral may go on indefinitely

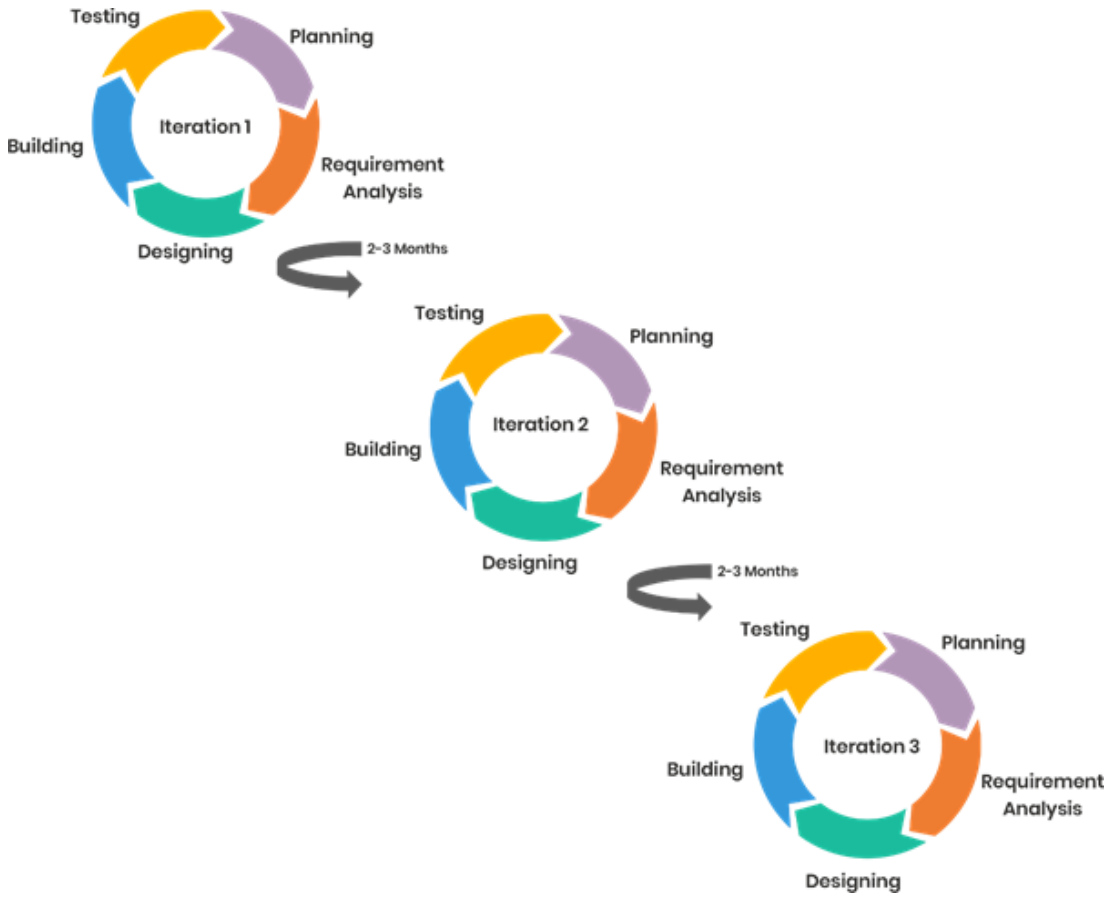
Customer at every SPIRAL round

Improves Quality, Reduces Rework

May slow down development

Agile Model

The agile model is the combination of the **iterative-incremental model** that depends on process adaptability along with **customer satisfaction** through the delivery of software products. In this model, the project is broken down into smaller time frames for delivering certain features during a release.



Agile Model

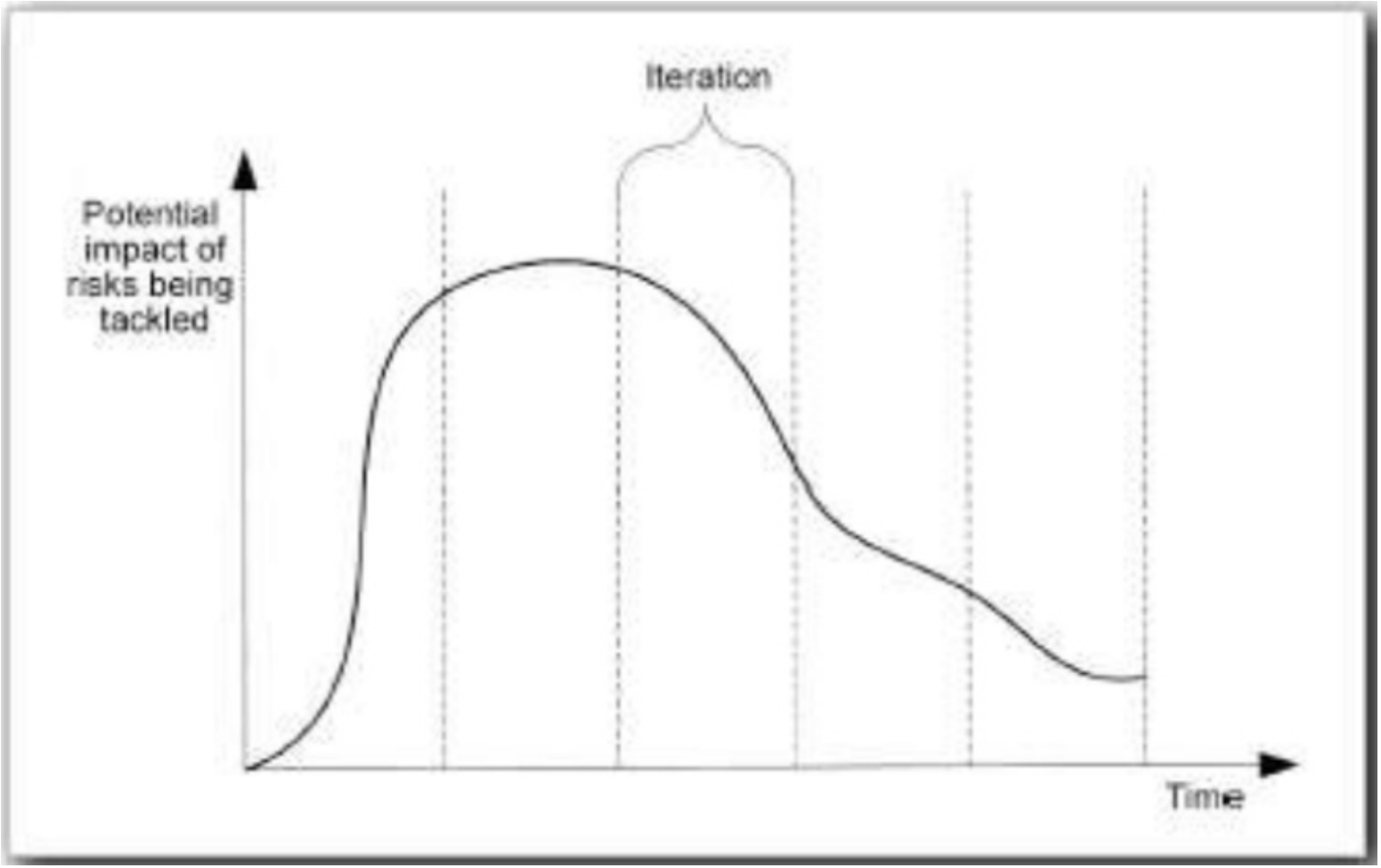
- Strengths of the Agile Model
  - Easy to accommodate changing requirements
  - Regular communication takes place between customers and developers
  - Functionalities can be developed quickly and demonstrated to customers
- Weaknesses of the Agile Model
  - Not ideal for handling complex dependencies
  - Teams need to have the desired experience levels for adhering method rules

Customer in the LOOP

Improves Quality, Reduces Rework

May slow down development

Agile Approach: Fail-early Lifecycle



Source: *Introduction to SCRUM*

CHAOS Ten

The Standish Group annually publishes **CHAOS Report** (*Comprehensive Human Appraisal for Originating Software*) from 1994.

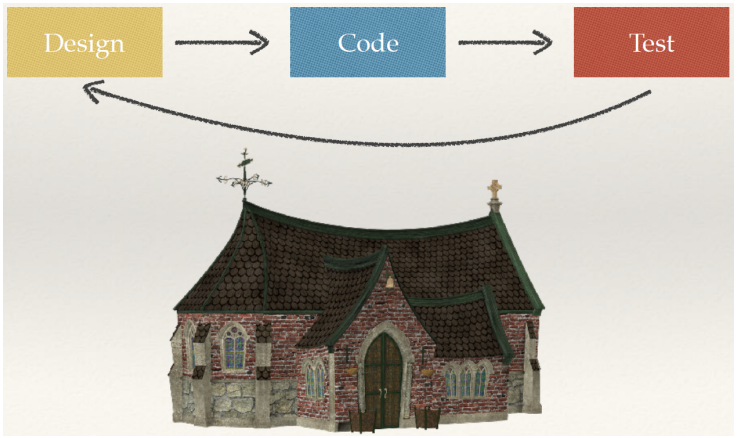
- Original CHAOS study identified 10 success factors
- No project requires all 10 factors to be successful, but the more factors, the higher confidence level

Success Factor	Point
User Involvement	20
Executive Management Support	15
Clear Business Objectives	15
Experienced Project Manager	15
Small Milestones	10
Firm Basic Requirements	5
Competent Staff	5
Proper Planning	5
Ownership	5
Others	5

Source: *CHAOS: A Recipe for Success*

Test Driven Development

Old School



New School

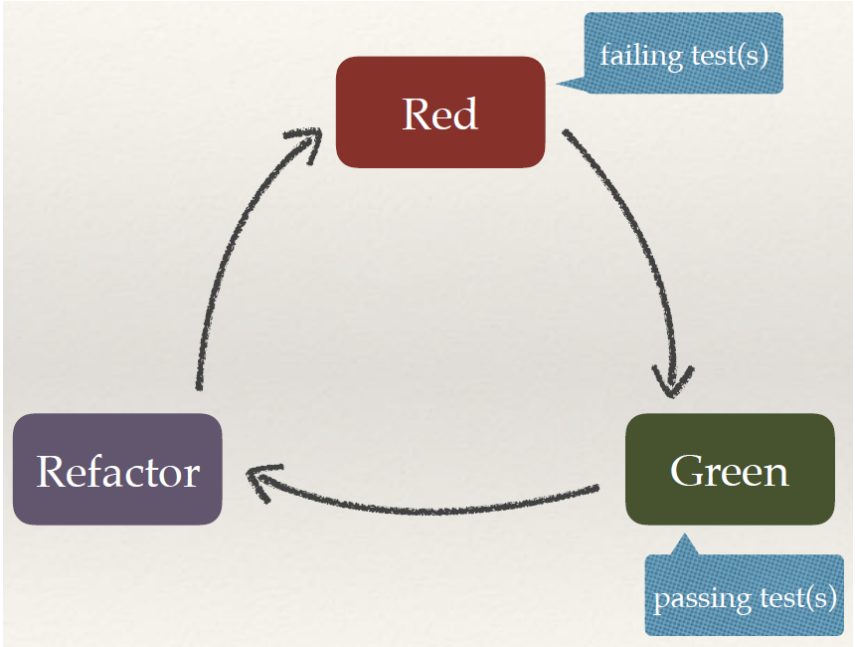
Source: *An Introduction to Test Driven Development*

Test Driven Development

- **Test-Driven Development** (TDD) is a technique for building software that guides software development by writing tests. (Martin Fowler's definition)
- TDD is NOT primarily about testing or development (that is, coding)
- It is rather about design - where design is evolved through refactoring
  - Developers write unit tests (NOT testers) and then code
- In TDD, tests mean *Unit Tests*
- When unit tests are written in a project, TDD may not be followed - tests could be written after the writing code: *Plain Old Unit testing* (POUting)
  - *Following TDD, we write the tests first* **before** *writing the code*
- **Disadvantages** *in writing tests* **after** *code*
  - Testing does not give direct f/b to design and programming $\Rightarrow$ in TDD, the f/b is directly fed back into improving design & programs
  - Often, after realising the functionality in code, unit testing is omitted $\Rightarrow$ TDD inverts this sequence and helps create unit tests first
  - Writing tests after developing code often results in **happy path** testing $\Rightarrow$ we don't have enough granular or **testable** code segments to write the tests

Source: *An Introduction to Test Driven Development*

TDD Mantra



- **Red**: Write a little test that doesn't work, perhaps doesn't even compile at first
- **Green**: Make the test work quickly, committing whatever sins necessary in the process
- **Refactor**: Eliminate all the duplication and smells created in just getting the test to work

Source: *An Introduction to Test Driven Development*

TDD Laws

Best Practice

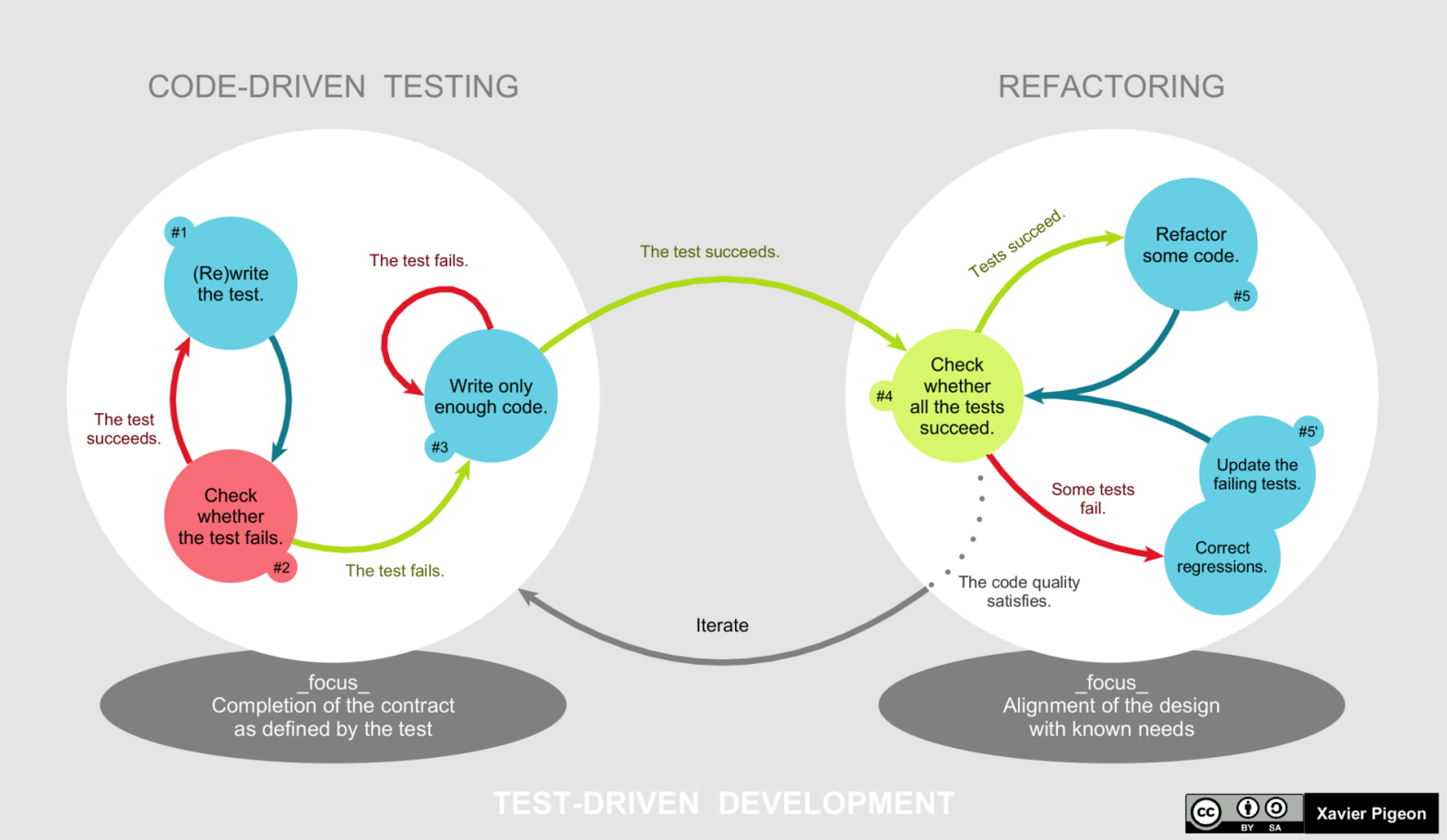
Make it green, then make it clean!

Three Laws of TDD:

- **Law 1**: You may not write production code unless you've first written a failing unit test.
- **Law 2**: You may not write more of a unit test than is sufficient to fail.
- **Law 3**: You may not write more production code than is sufficient to make the failing unit test pass.

Source: *An Introduction to Test Driven Development*

TDD Global Lifecycle



Source: *Wikipedia::Test-driven development*

TDD Benefits

Benefit	Reason
Better Design	Cleaner code (because of refactoring)
Safer refactoring	Increased quality
Better code coverage	Tests serve as documentation
Faster debugging	Most often, the failing code / test is in the most recently changed code
Self-documenting tests	Test-cases show / indicate how to use the code

Source: *An Introduction to Test Driven Development*

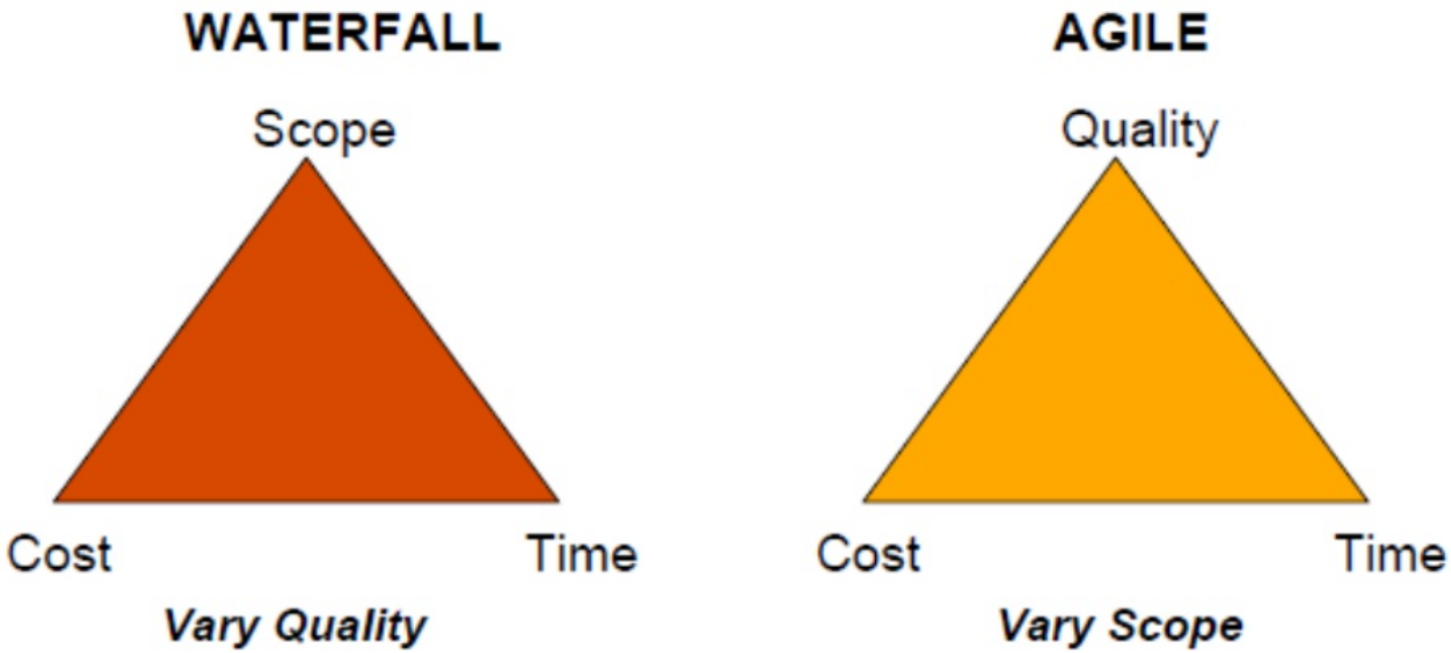
TDD Infrastructure

Language / Framework	TDD
Java	*JUint*
C++	*CppUnit*
Python	*pytest*, *unittest*
D / Dlang	*Unit Tests*
.Net	*xUnit.net*
Unit Testing Framework	*xUnit*

Examples in Dlang:

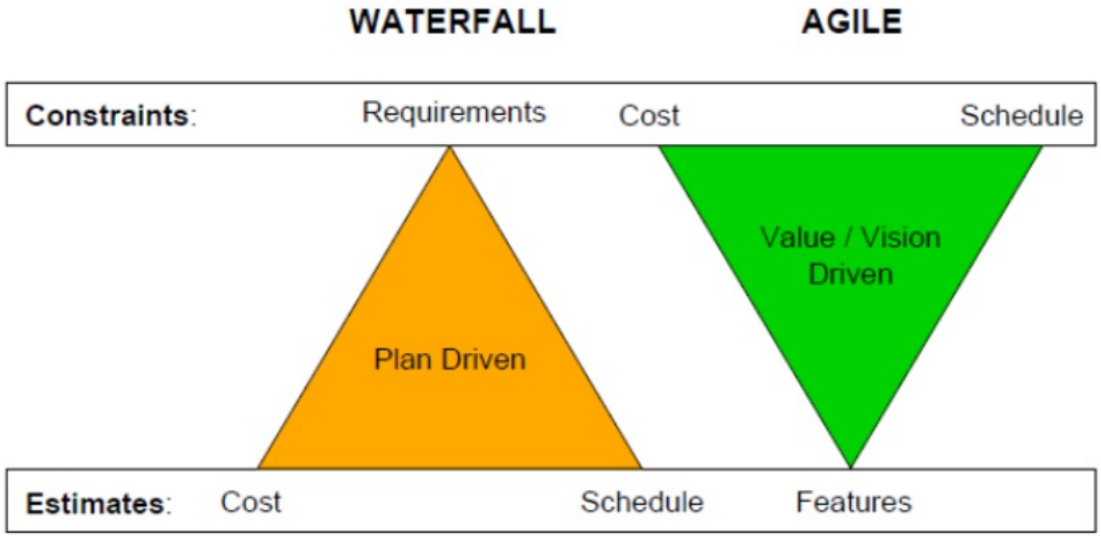
```
class Sum {
    int add(int x, int y) { return x + y; }

    unittest {
        Sum sum = new Sum;
        assert(sum.add(3,4) == 7);
        assert(sum.add(-2,0) == -2);
    }
}
-----------------------------------------------
void myFunc(T)(T[] data) {
    if (data.length > 2) data[0] = data[1];
}
@safe nothrow unittest {
    auto arr = [1,2,3];
    myFunc(arr);
    assert(arr == [2,2,3]);
}
```

Agile Model: Fix TIME and BUDGET. Vary SCOPE



Source: *Introduction to SCRUM*

Agile Model: Planning Drivers



Source: *Introduction to SCRUM*

Agile Methods

- Agile Modeling
- Agile Unified Process (AUP)
- Dynamic System Development Method (DSDM)
- Essential Unified Process (EssUP)
- **Extreme Programming (XP)**
- Feature Driven Development (FDD)
- Open Unified Process (OpenUP)
- **Scrum**
- Velocity Tracking

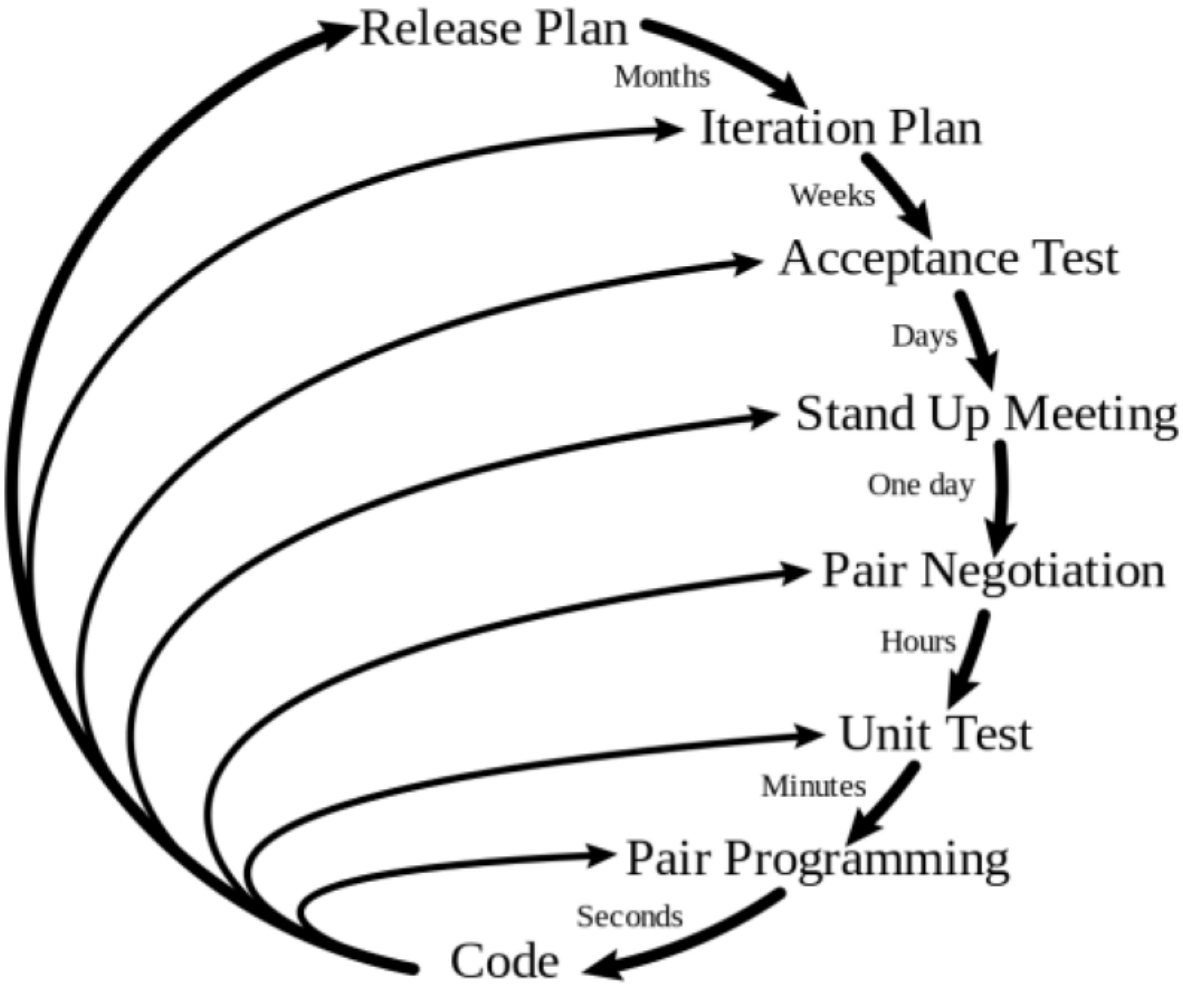
Source: *Introduction to SCRUM*

Extreme Programming: Overview

- XP is an Agile Model
- Created by Kent Beck during his work on the C3 project when he became the project leader in 1996
- Kent wrote a book on the methodology: *Extreme Programming Explained: Embrace Change* (October 1999)
- Kent is a leading proponent of TDD

Source: *The Extreme Programming (XP) Model*

Extreme Programming: Planning / Feedback Loop



Source: *The Extreme Programming (XP) Model*

Extreme Programming

- Start with the **Planning Game**:
- The *game is a meeting* that:
  - Occurs once per iteration
  - Typically once a week
- The *planning process* is divided into two parts:
  - *Release Planning*:
    - This is focused on determining what requirements are included in which near-term releases, and when they should be delivered.
    - The customers and developers are both part of this
  - *Iteration Planning*:
    - This plans the activities and tasks of the developers.
    - In this process the customer is not involved.

Source: *The Extreme Programming (XP) Model*

Extreme Programming: Practices (12): Management-Practices (3)

- **Management-Practices**
  - *On-Site Customer*
    - A central customer contact must always be accessible in order to clarify requirements and questions directly
  - *Planning Game*
    - Projects, in accordance with XP, run iteratively (repeatedly) and incrementally (gradually build on each other)
    - The contents of the next step are planned before each iteration
    - All project members (including the customer) participate
  - *Short Releases*
    - New deliveries should be made at short intervals
    - Customers receive the required functions quicker and can therefore give feedback on the development quicker

Source: *The Extreme Programming (XP) Model*

Extreme Programming: Practices (12): Team-Practices (5)

- **Team-Practices**
  - *Metaphor*
    - Only a few clear metaphors should describe the system for better clarity
  - *Collective Ownership*
    - The whole team is responsible for the system, not individuals
    - Each developer must have access to all lines of code
    - Each developer is able to take over the task of another developer
  - *Continuous Integration*
    - All changes to the system are integrated promptly so that not too many dependencies between changes occur
  - *Coding Standards*
    - There should be a common standard for writing the code
  - *Sustainable Pace*
    - XP builds on the creativity of the individual project members
    - Creativity cannot be achieved by constantly working overtime
    - Overtime is to be avoided

Source: *The Extreme Programming (XP) Model*

Extreme Programming: Practices (12): Programming-Practices (4)

- **Programming-Practices**
  - *Testing*
    - All developments must be tested
    - TDD is preferred
  - *Simple Design*
  - *Refactoring*
    - As soon as it becomes necessary to alter the structure of the system, it should be implemented
    - Needed for TDD as well
  - *Pair Programming*
    - Two programmers work together at one workstation
    - One, the **driver**, writes code while the other, the **observer** or **navigator**, reviews each line of code as it is typed in.
    - The two programmers switch roles frequently
    - Observer also considers the *strategic* direction of the work, ideas for improvements and likely future problems to address
    - Driver focuses on the *tactical* aspects of completing the current task, using the observer as a safety net and guide

Source: *The Extreme Programming (XP) Model*

Extreme Programming

- Strengths of XP
  - Large project are divided into manageable amounts
  - Reduced costs and time required for project realization
  - XP teams saves money because they don't use limited documentation
  - Simplicity is another advantage of XP projects
  - Simplicity of XP leads to faster completion with less defects
  - XP is reduces the risks related to programming – using module structure, and pair programming to spreads the risk and mitigate the dependence on individuals
  - TDD at the coding stage and the customer UAT validation leads to successful development completion
- Weaknesses of XP
  - XP is focused on the code rather than on design
  - XP requires a detailed planning from the start due to changing costs & scope
  - XP doesn't measure/plan Quality Assurance of coding
  - Developers' comfort is low, requires more discipline in the team and devotion of customers
  - Project management might experience difficulties related with the practice that changes during the life cycle
  - XP is practiced with pair programming which might usually lead to too much duplication of codes and data

Source: *The Extreme Programming (XP) Model*

SCRUM

Sweep

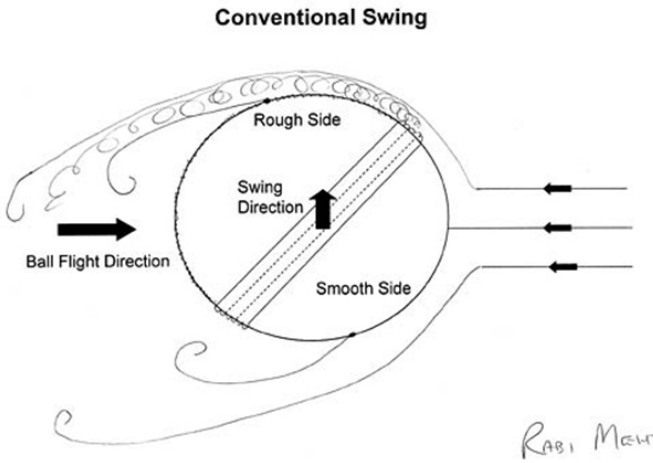
Reverse Sweep

Waterfall

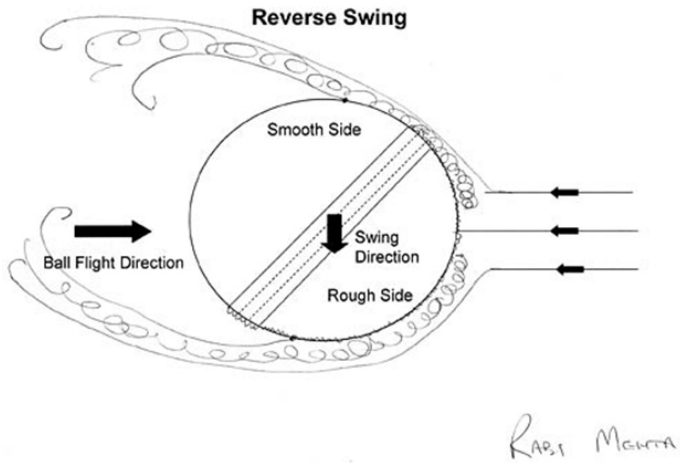
SCRUM

SCRUM

Swing



Reverse Swing



Waterfall

SCRUM

SCRUM

A **scrum** (short for *scrummage*) is a method of restarting play in rugby football that involves players packing closely together with their heads down and attempting to gain possession of the ball. ... Both teams may then try to compete for the ball by trying to hook the ball backwards with their feet.

Discussion on SCRUM SDLC is lifted from:

Source: *CSE 403 Lecture Slides - Washington*

CSE 403
Lecture 24

Scrum and Agile Software Development

Reading:

Scrum Primer,
by Deemer/Benefield/Larman/Vodde

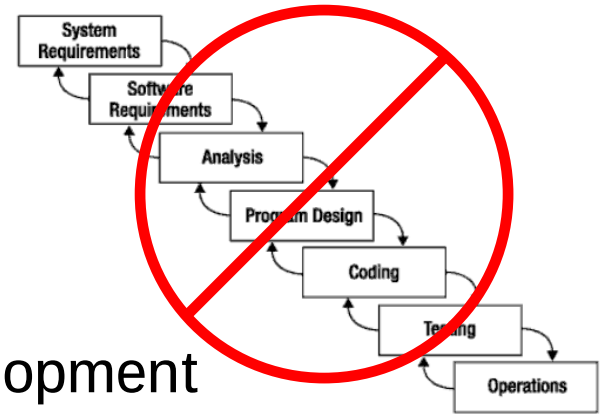
slides created by Marty Stepp
http://www.cs.washington.edu/403/

What is Scrum?

- **Scrum**:

It's about common sense

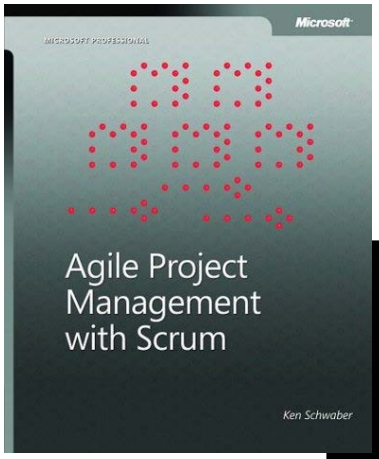
  - Is an agile, lightweight process
  - Can manage and control software and product development
  - Uses iterative, incremental practices
  - Has a simple implementation
  - Increases productivity
  - Reduces time to benefits
  - Embraces adaptive, empirical systems development
  - Is not restricted to software development projects

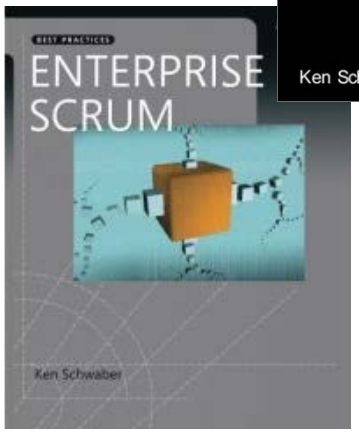


  - Embraces the opposite of the waterfall approach...

Scrum Origins

- Jeff Sutherland
  - Initial scrums at Easel Corp in 1993
  - IDX and 500+ people doing Scrum
- Ken Schwaber
  - ADM
  - Scrum presented at OOPSLA 96 with Sutherland
  - Author of three books on Scrum
- Mike Beedle
  - Scrum patterns in PLOPD4
- Ken Schwaber and Mike Cohn
  - Co-founded Scrum Alliance in 2002, initially within Agile Alliance



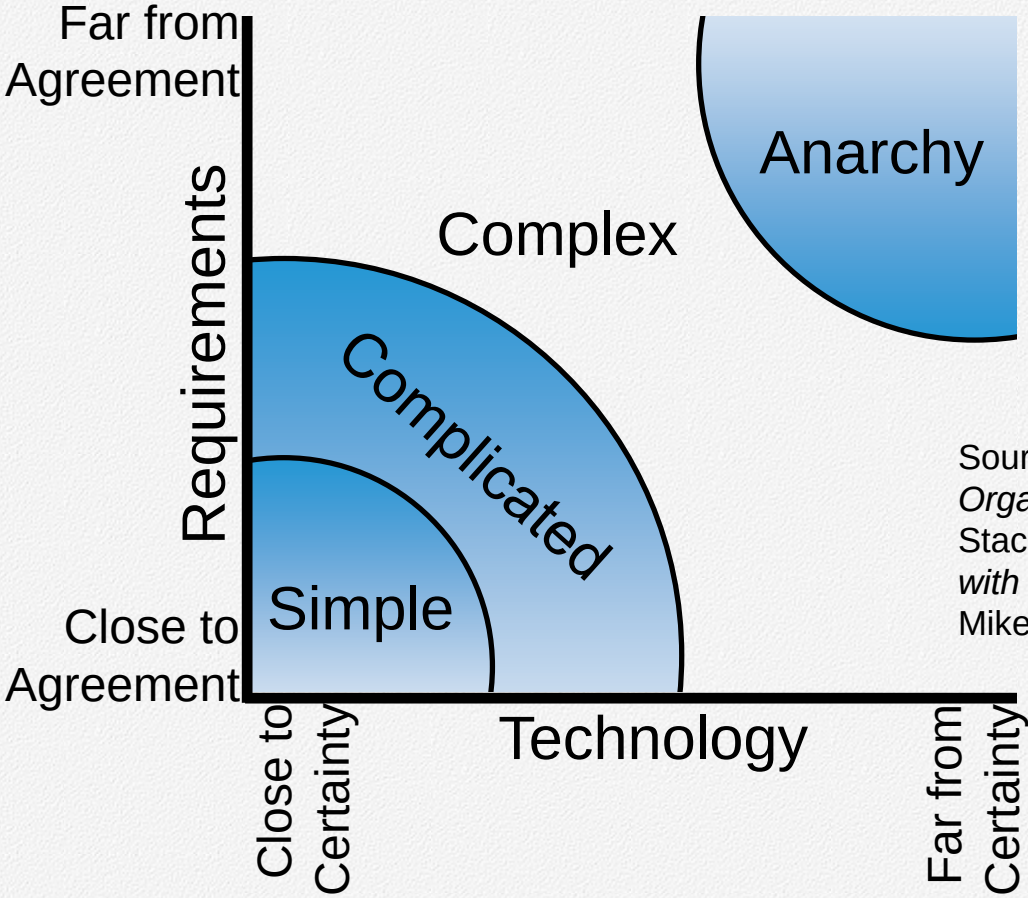


Agile Manifesto

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

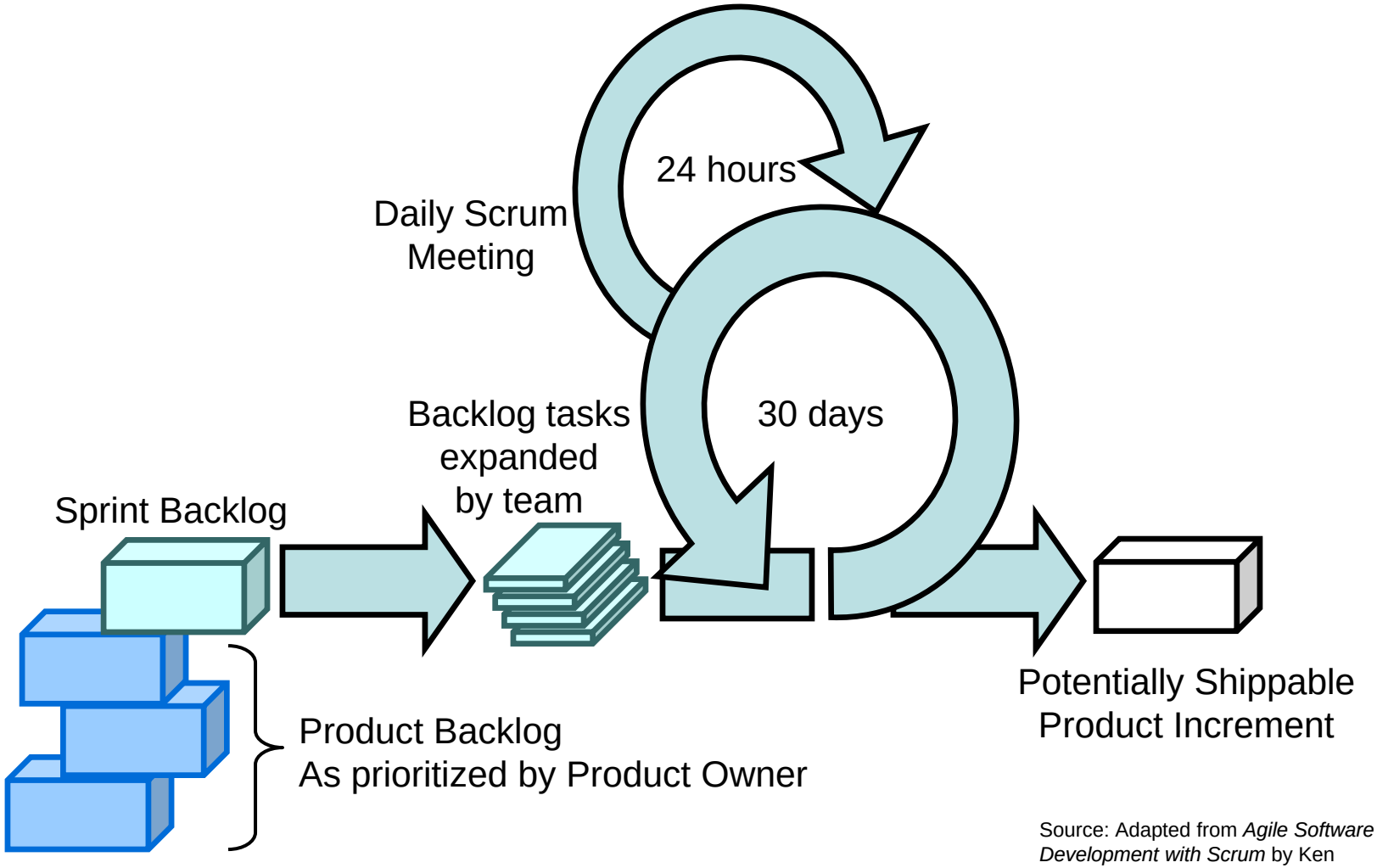
Source: www.agilemanifesto.org

Project Noise Level



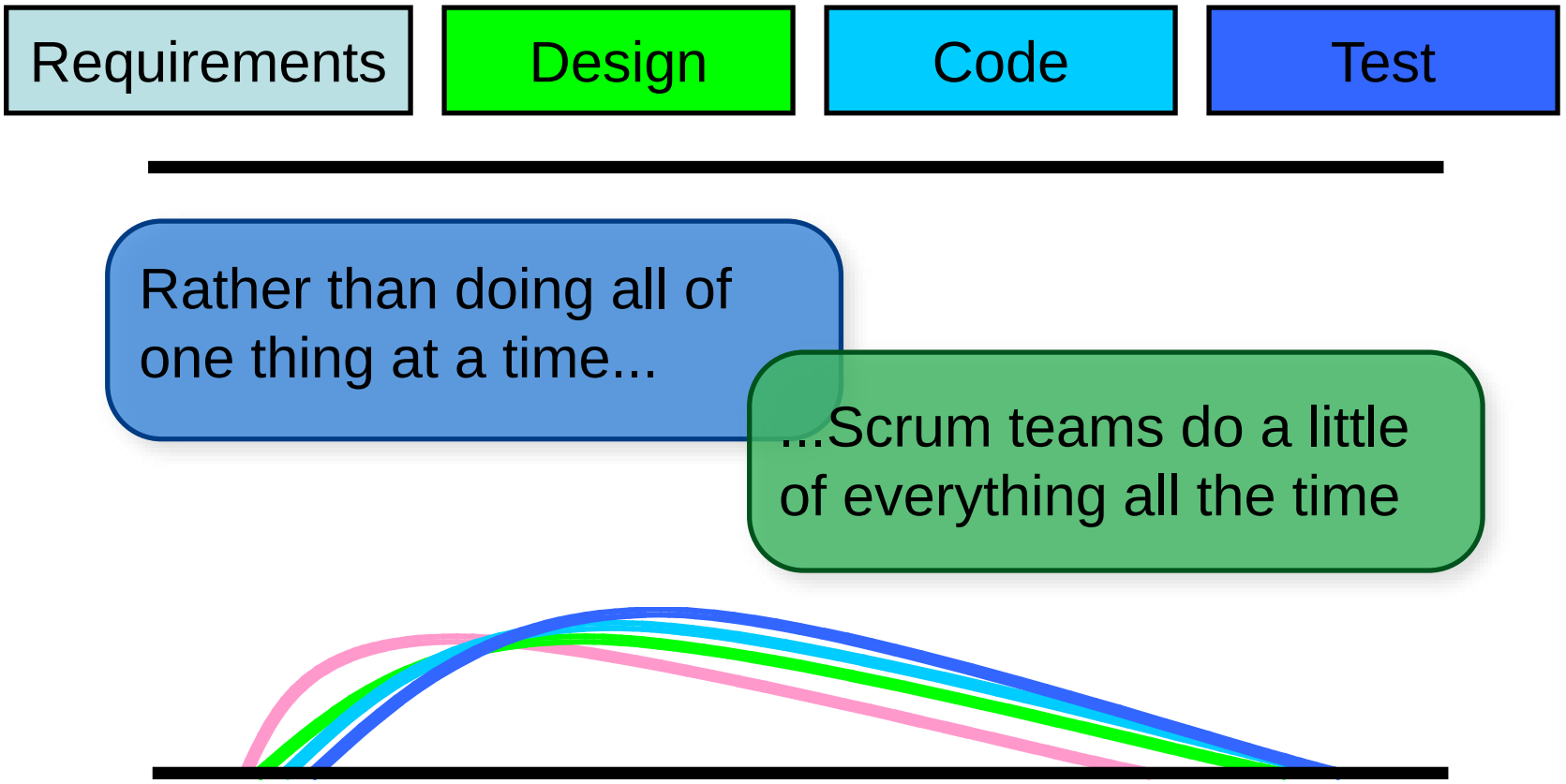
Source: *Strategic Management and Organizational Dynamics* by Ralph Stacey in *Agile Software Development with Scrum* by Ken Schwaber and Mike Beedle.

Scrum at a Glance



Source: Adapted from *Agile Software Development with Scrum* by Ken Schwaber and Mike Beedle.

Sequential vs. Overlap



Scrum Framework

Roles

- Product owner
- Scrum Master
- Team

Ceremonies

- Sprint planning
- Sprint review
- Sprint retrospective
- Daily scrum meeting

Artifacts

- Product backlog
- Sprint backlog
- Burndown charts

Scrum Roles

- Product Owner
  - Possibly a Product Manager or Project Sponsor
  - Decides features, release date, prioritization, $$$

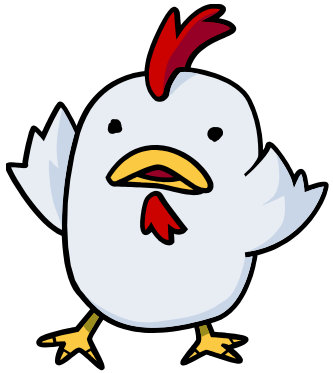
- Scrum Master
  - Typically a Project Manager or Team Leader
  - Responsible for enacting Scrum values and practices
  - Remove impediments / politics, keeps everyone productive

- Project Team
  - 5-10 members; Teams are self-organizing
  - Cross-functional: QA, Programmers, UI Designers, etc.
  - Membership should change only between sprints

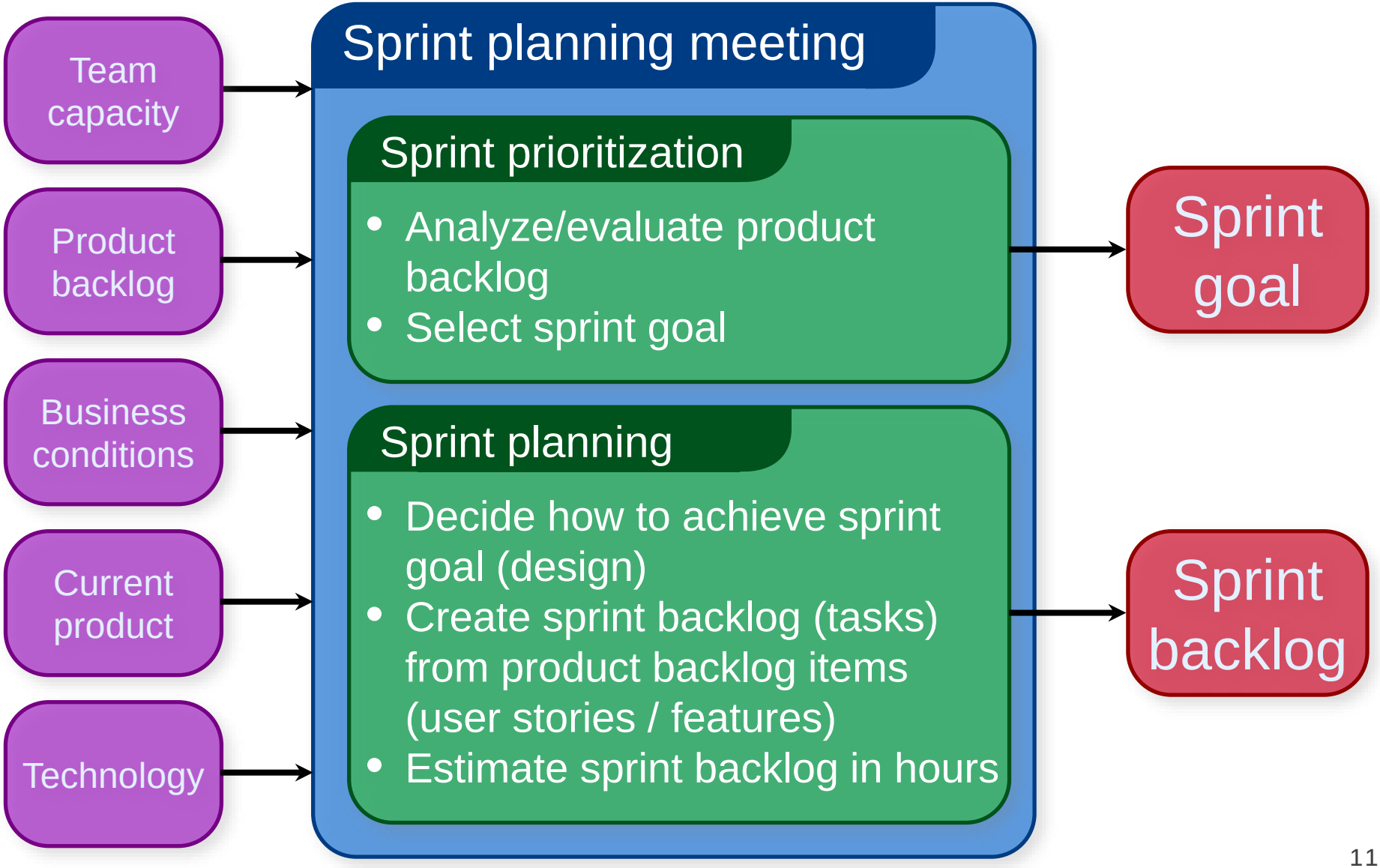
"Pigs" and "Chickens"

- **Pig**: Team member committed to success of project
- **Chicken**: Not a pig; interested but not committed

A pig and a chicken are walking down a road. The chicken looks at the pig and says, "Hey, why don't we open a restaurant?" The pig looks back at the chicken and says, "Good idea, what do you want to call it?" The chicken thinks about it and says, "Why don't we call it 'Ham and Eggs'?" "I don't think so," says the pig, "I'd be committed but you'd only be involved."



Sprint Planning Mtg.



Daily Scrum Meeting

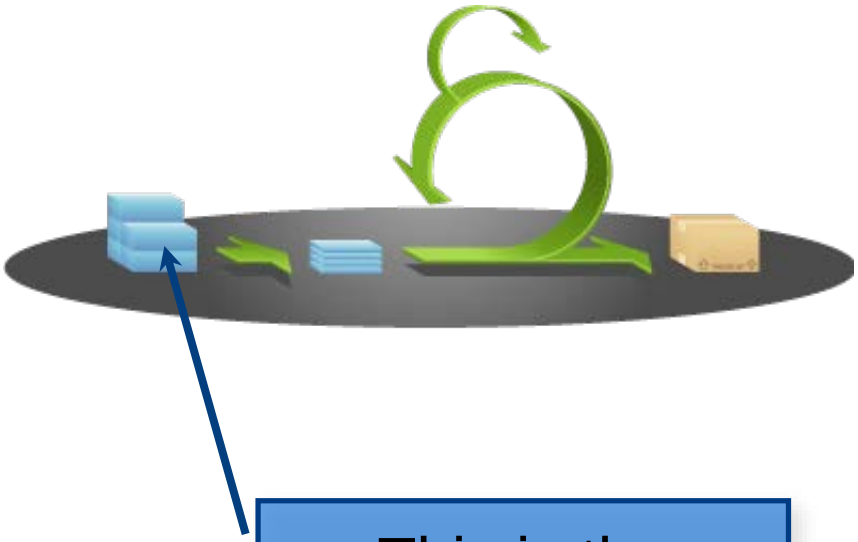
- Parameters
  - Daily, ~15 minutes, Stand-up
  - Anyone late pays a $1 fee
- Not for problem solving
  - Whole world is invited
  - Only team members, Scrum Master, product owner, can talk
  - Helps avoid other unnecessary meetings
- Three questions answered by each team member:
  1. What did you do yesterday?
  2. What will you do today?
  3. What obstacles are in your way?

Scrum's Artifacts

- Scrum has remarkably few artifacts
  - Product Backlog
  - Sprint Backlog
  - Burndown Charts

- Can be managed using just an Excel spreadsheet
  - More advanced / complicated tools exist:
    - Expensive
    - Web-based – no good for Scrum Master/project manager who travels
    - Still under development

Product Backlog



- The requirements
- A list of all desired work on project
- Ideally expressed as a list of user stories along with "story points", such that each item has value to users or customers of the product
- Prioritized by the product owner
- Reprioritized at start of each sprint

User Stories

- Instead of Use Cases, Agile project owners do "user stories"
  - **Who** (user role) – Is this a customer, employee, admin, etc.?
  - **What** (goal) – What functionality must be achieved/developed?
  - **Why** (reason) – Why does user want to accomplish this goal?

As a [user role], I want to [goal], so I can [reason].

- Example:
  - "As a user, I want to log in, so I can access subscriber content."

- **story points**: Rating of effort needed to implement this story
  - common scales: 1-10, shirt sizes (XS, S, M, L, XL), etc.

Sample Product Backlog

Backlog item	Estimate
Allow a guest to make a reservation	3 (story points)
As a guest, I want to cancel a reservation.	5
As a guest, I want to change the dates of a reservation.	3
As a hotel employee, I can run RevPAR reports (revenue-per-available-room)	8
Improve exception handling	8
…	30
…	50

Sample Product Backlog 2

Product Backlog
Estimating System Upgrade

Sprint	ID		Backlog Item	Owner	Estimate (days)	Remaining (days)
1	1	Minor	Remove user kludge in .dpr file	BC	1	1
1	2	Minor	Remove cMap/cMenu/cMenuSize from disciplines.pas	BC	1	1
1	3	Minor	Create "Legacy" discipline node with old civils and E&I content	BC	1	1
1	4	Major	Augment each tbl operation to support network operation	BC	10	10
1	5	Major	Extend Engineering Design estimate items to include summaries	BC	2	2
1	6	Super	Supervision/Guidance	CAM	4	4
	7	Minor	Remove Custodian property from AppConfig class in globals.pas	BC	1	
	8	Minor	Remove LOC_ constants in globals.pas and main.pas	BC	1	
	9	Minor	New E&I section doesn't have lblCaption set	BC	1	
	10	Minor	Delay in main.releaseform doesn't appear to be required	BC	1	
	11	Minor	Undo modifications to Other Major Equipment in formExcel.pas	BC	1	
	12	Minor	AJACS form to be centred on the screen	BC	1	
	13	Major	Extend DUnit tests to all 40 disciplines	BC	6	

Sprint Backlog

- Individuals sign up for work of their own choosing
  - Work is never assigned
- Estimated work remaining is updated daily

- Any team member can add, delete change sprint backlog
- Work for the sprint emerges
- If work is unclear, define a sprint backlog item with a larger amount of time and break it down later
- Update work remaining as more becomes known

Sample Sprint backlog

Tasks	Mon	Tue	Wed	Thu	Fri
Code the user interface	8	4	8		
Code the middle tier	16	12	10	4	
Test the middle tier	8	16	16	11	8
Write online help	12				
Write the Foo class	8	8	8	8	8
Add error logging			8	4	

Sample Sprint Backlog

Sprint 1

01/11/2004

19 days work in this sprint

	Backlog Item	Backlog Item	Owner	Estimate	Sprint Day	1 Mo	2 Tu	3 We	4 Th	5 Fr	6 Sa	7 Su
					Hours remaining	152	152	152	152	152	152	152
1	Minor	Remove user kludge in .dpr file	BC	8		8	8	8	8	8	8	8
2	Minor	Remove cMap/cMenu/cMenuSize from disciplines.pas	BC	8		8	8	8	8	8	8	8
3	Minor	Create "Legacy" discipline node with old civils and E&I content	BC	8		8	8	8	8	8	8	8
4	Major	Augment each tbl operation to support network operation	BC	80		80	80	80	80	80	80	80
5	Major	Extend Engineering Design estimate items to include summaries	BC	16		16	16	16	16	16	16	16
6	Super	Supervision/Guidance	CAM	32		32	32	32	32	32	32	32

Sprint 1

01/11/2004

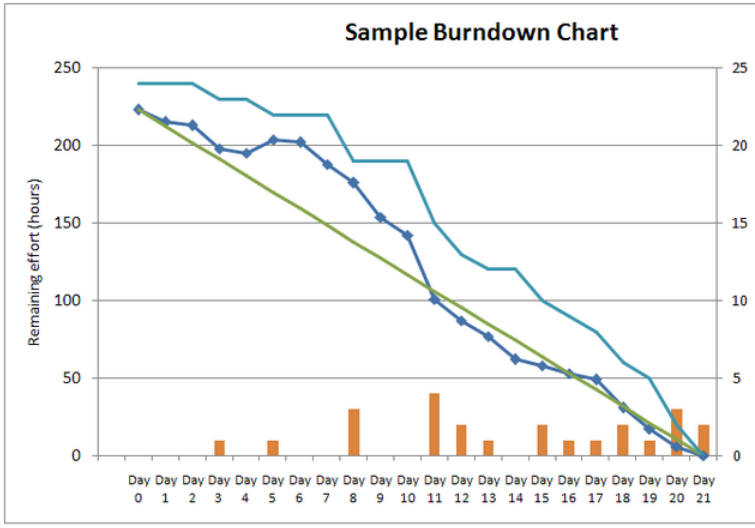
19 days work in this sprint

	Backlog Item	Backlog Item	Owner	Estimate	Sprint Day	1 Mo	2 Tu	3 We	4 Th	5 Fr	6 Sa	7 Su
					Hours remaining	152	150	140	130	118	118	118
1	Minor	Remove user kludge in .dpr file	BC	8		8	8	4	2	0		
2	Minor	Remove cMap/cMenu/cMenuSize from disciplines.pas	BC	8		8	8	4	0			
3	Minor	Create "Legacy" discipline node with old civils and E&I content	BC	8		8	8	8	6	0		
4	Major	Augment each tbl operation to support network operation	BC	80		80	80	80	80	78	78	78
5	Major	Extend Engineering Design estimate items to include summaries	BC	16		16	16	16	16	16	16	16
6	Super	Supervision/Guidance	CAM	32		32	30	28	26	24	24	24

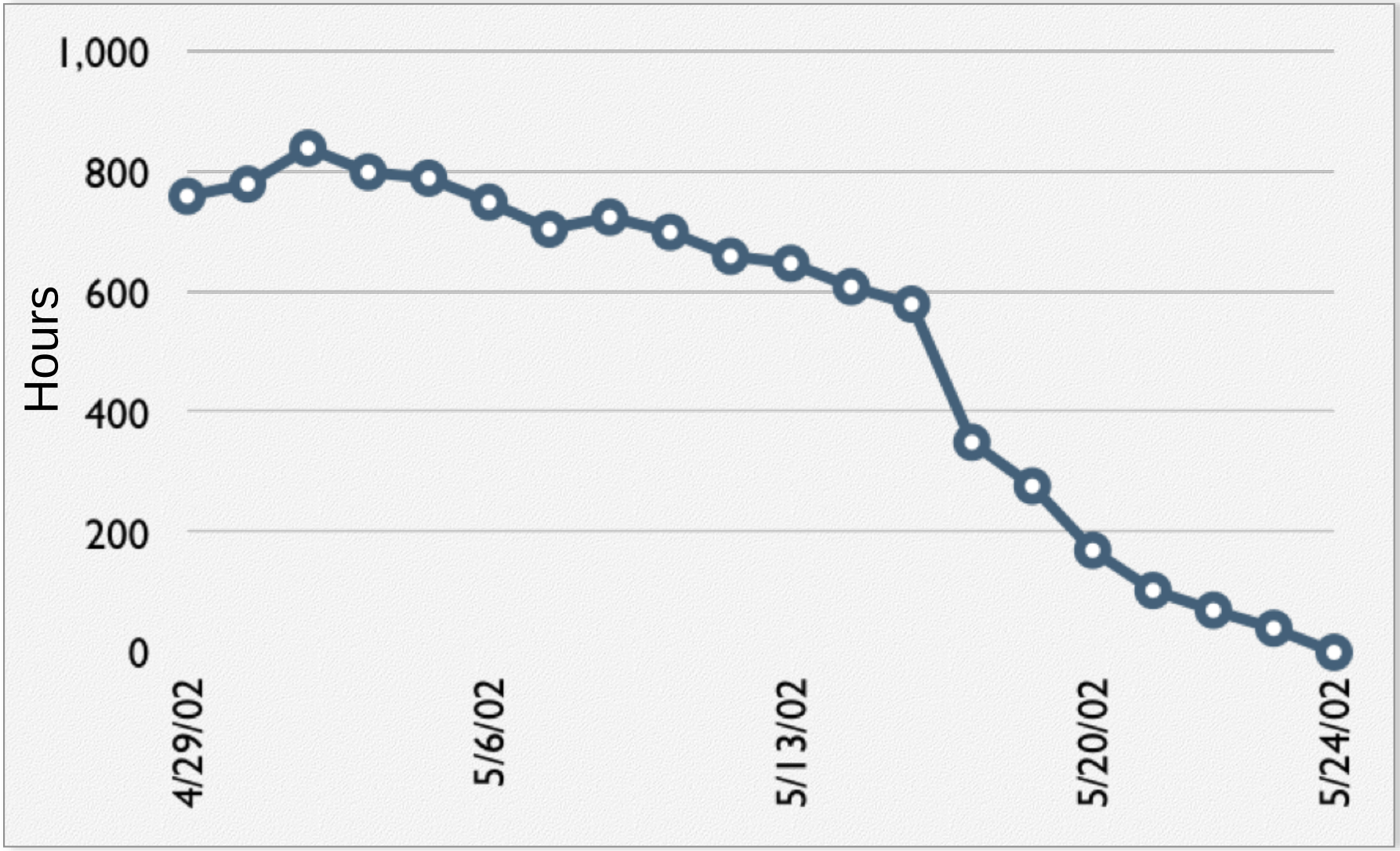
Sprint Burndown Chart

- A display of what work has been completed and what is left to complete
  - one for each developer or work item
  - updated every day
  - (make best guess about hours/points completed each day)

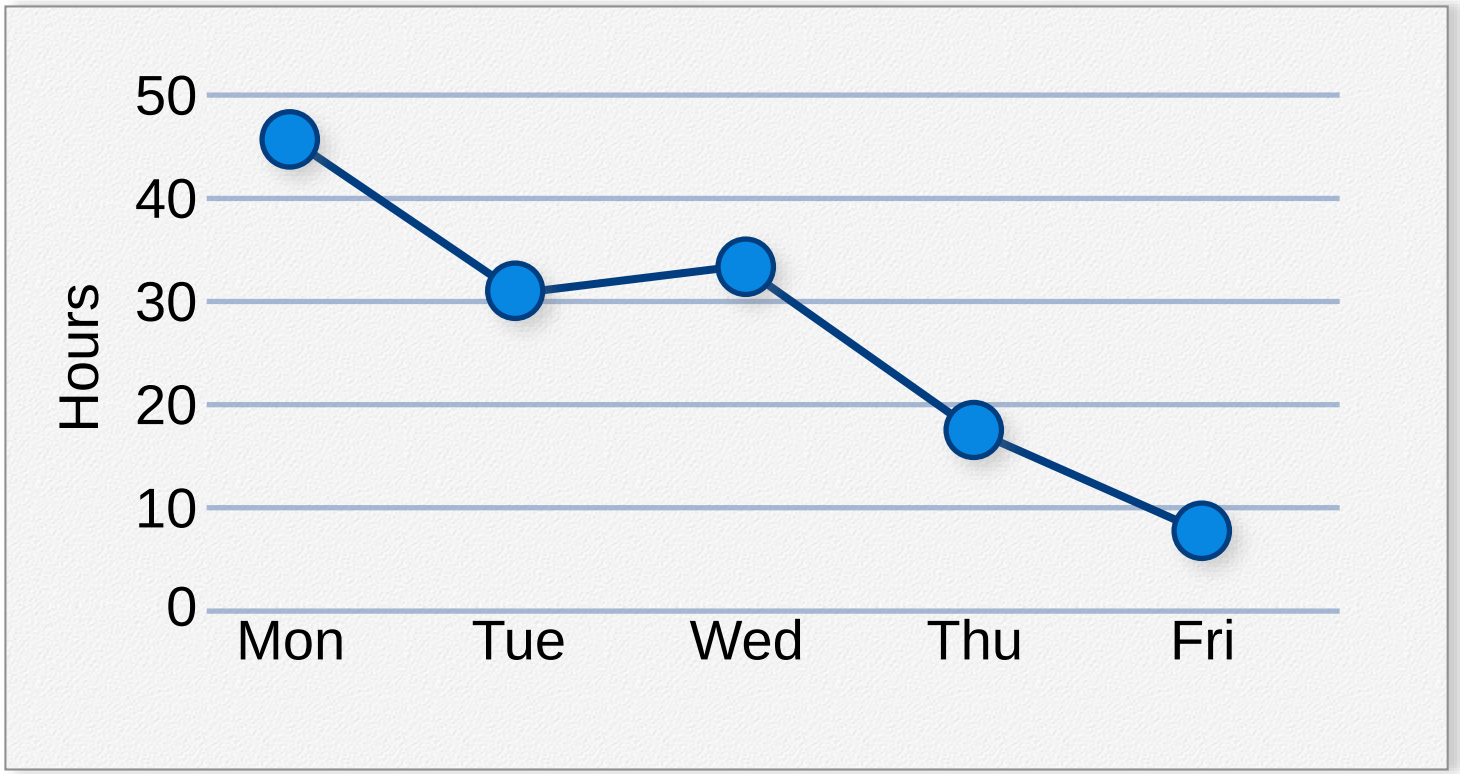
- *variation:* Release burndown chart
  - shows overall progress
  - updated at end of each sprint



Sample Burndown Chart

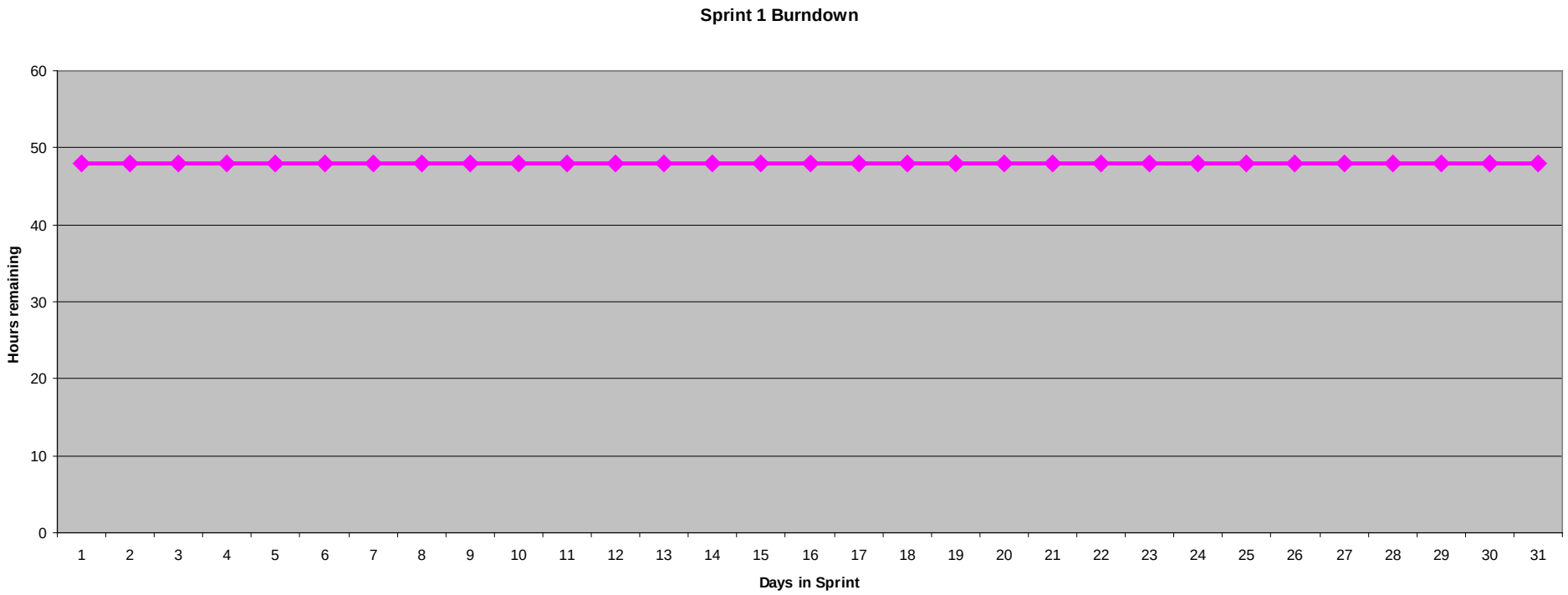


Tasks	Mon	Tue	Wed	Thu	Fri
Code the user interface	8	4	8		
Code the middle tier	16	12	10	7	
Test the middle tier	8	16	16	11	8
Write online help	12				



Burndown Example 1

No work being performed

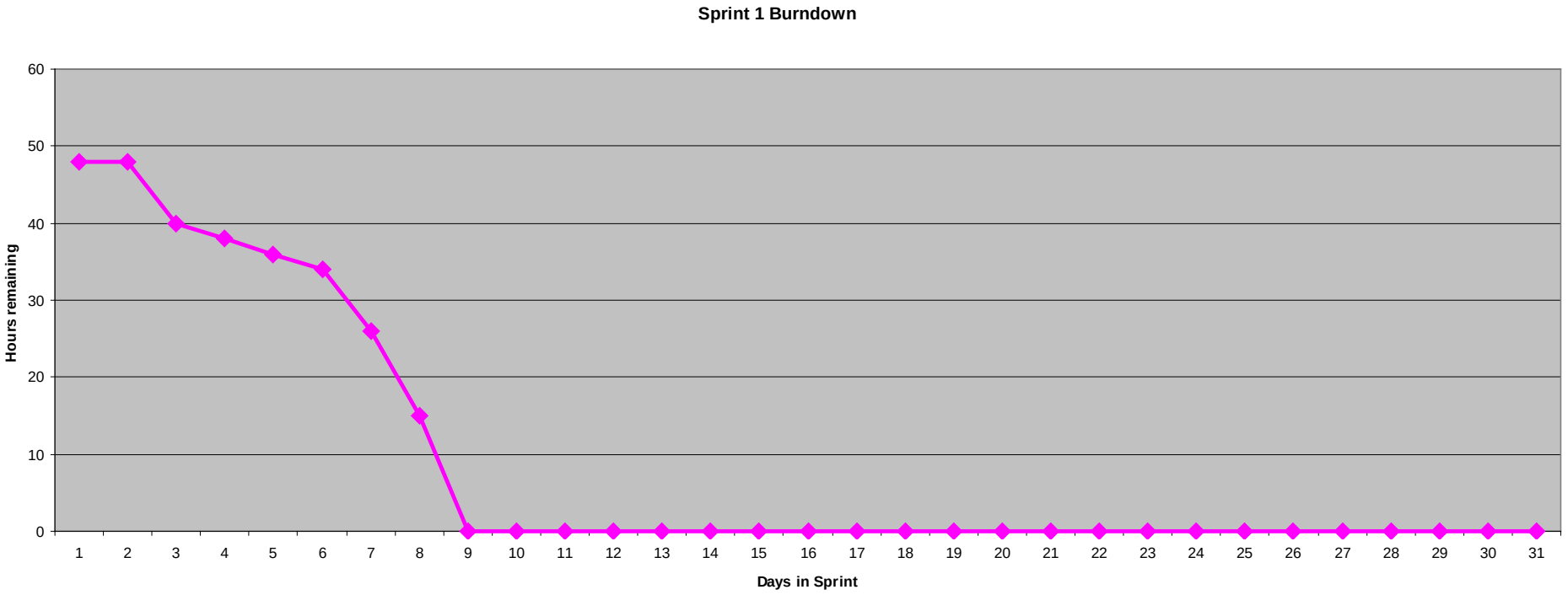


Burndown Example 2

Work being performed, but not fast enough

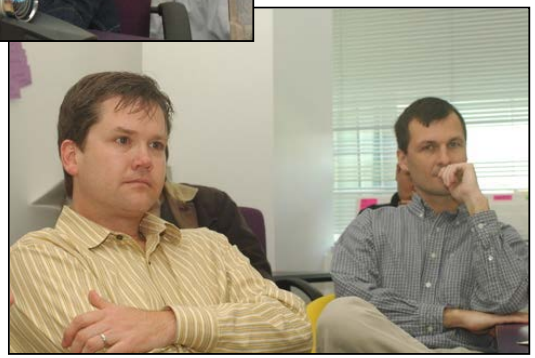
Burndown Example 3

Work being performed, but too fast!



The Sprint Review

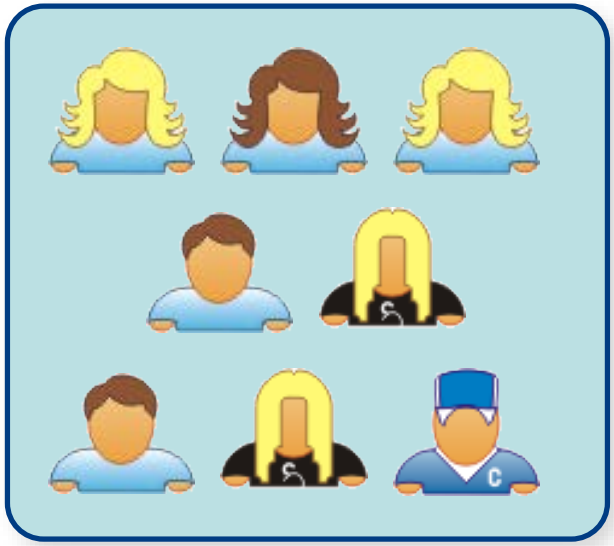
- Team presents what it accomplished during the sprint
- Typically takes the form of a demo of new features or underlying architecture
- Informal
  - 2-hour prep time rule
  - No slides
- Whole team participates
- Invite the world

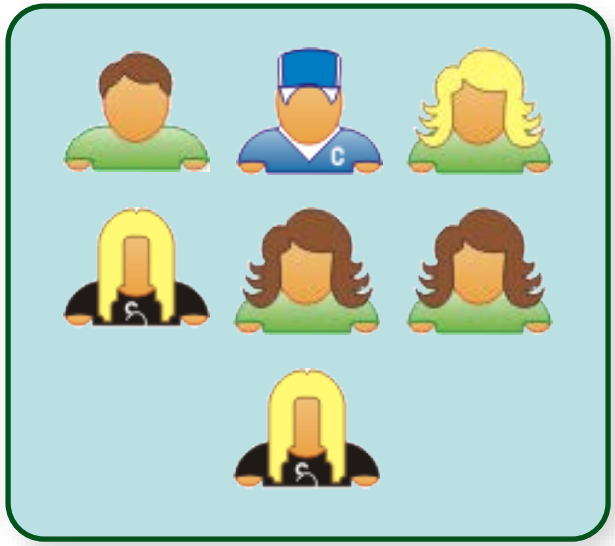


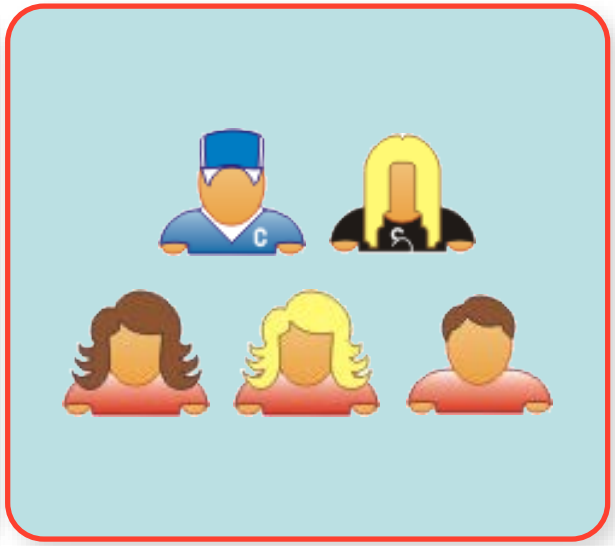
Scalability

- Typical individual team is 7 ± 2 people
  - Scalability comes from teams of teams
- Factors in scaling
  - Type of application
  - Team size
  - Team dispersion
  - Project duration
- Scrum has been used on multiple 500+ person projects

Scaling: Scrum of Scrums







Scrum vs. Other Models

Process Comparison

	Waterfall	Spiral	Iterative	SCRUM
Defined processes	Required	Required	Required	Planning & Closure only
Final product	Determined during planning	Determined during planning	Set during project	Set during project
Project cost	Determined during planning	Partially variable	Set during project	Set during project
Completion date	Determined during planning	Partially variable	Set during project	Set during project
Responsiveness to environment	Planning only	Planning primarily	At end of each iteration	**Throughout**
Team flexibility, creativity	Limited - cookbook approach	Limited - cookbook approach	Limited - cookbook approach	**Unlimited during iterations**
Knowledge transfer	Training prior to project	Training prior to project	Training prior to project	**Teamwork during project**
Probability of success	Low	Medium Low	Medium	**High**

Credits, References

- Mike Cohn, Mountain Goat Software
  www.mountaingoatsoftware.com
- *Scrum and The Enterprise* by Ken Schwaber
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