PART 2: QUESTIONS

1. **Ceremonies**

● Mention 3 must‐have items for a Kickoff Meeting

1. A well-defined scope for the project. It is important that, as the project begins, everybody is on the same page regarding what the expectations are for what will be delivered. This will avoid issues further on and help things run smoothly.
2. A timeline. Because of the nature of agile projects, this will not be precise or strict. However, it will help give everybody involved in the meeting a general idea of when things can be expected to be done.
3. An overview of roles within the project. It is important to clearly state who will be in charge of what type of tasks before the project’s execution starts, to avoid confusion and time-wasting further on.

● Mention 5 differences between planning and grooming

1. Sprint planning is usually led by the scrum master, while backlog grooming is performed by the product owner
2. The purpose of sprint planning is to select tickets from the backlog to be worked on in the upcoming sprint; the grooming’s purpose is to go through the backlog in order to organize priorities and possibly remove stories and tickets that are no longer needed
3. Sprint planning is an official Scrum Ceremony, while backlog grooming is not
4. During the sprint planning, tickets and stories are simply picked from the backlog in order of priority. During the grooming, ticket can be modified, broken into subtasks or even eliminated completely.
5. The entire team should participate in the sprint planning; this is not necessary for the grooming

● What is the most important value a Retrospective Meeting could add to future projects?

To put it simply, retrospective meetings provide valuable insight about what works, and what does not. Being able to determine which aspects of the project need to be improved or tweaked, be it anything from the structure of the team members to the way story points are being estimated, will allow the entire team to make the necessary adjustments so that we avoid making the same mistakes in the future. With proper Retrospective, we can fine-tune the workflow so that, over time, the team becomes as efficient as possible.

1. **Resources**

● Giving the project initial requirements, how many and what kind of team members do you need?

This question is hard to answer given the information currently available: the project’s scope has not been defined clearly, and the client’s budgetary and time limitations are not known. These points will need to be further discussed with the client in order to know how many people can and should work on the project.

At the very least, we will need the following team members:

* A project manager
* A UX designer
* A UI designer
* A frontend developer with experience in mobile app development
* A backend developer with experience in NoSQL databases so that real-time can be implemented more efficiently
* A tester/QA

Once we know further details about the project’s restraints, we can know if it’s necessary to add more developers and/or testers, and to add more specific figures to the team such as a product owner and a scrum master.

1. **Situations**

● There’s no Backend Dev available for the next three weeks, how do you start the project?

This is not a problem. At this point in time, we do not have UX or UI designs yet, and it is unwise to start development without them. Given the project’s complexity, we can probably estimate 3-4 weeks of work on designs. Once those are done, our Backend Dev should be available, and we will be ready to start on development.

● You have been seen discouraged faces in your team during meetings, how could you handle it?

It is easy to lose confidence in a project when things start going wrong. It is important for the project manager to make sure that the team knows that despite any issues that we might be facing, they are all extremely valued and appreciated. Personally, I believe that when every single member of the team feels that their value is recognized, they stay motivated and positive even when we are experiencing problems or delays.

● How could you handle unexpected delays in your project? How would you avoid them in the first place?

It is important to first of all be transparent with the client and let them know immediately that we have run into an unexpected delay. Honesty is fundamental to maintaining the client’s trust and understanding.

Then, it is fundamental to have a meeting with the entire team, to discuss the issue. Together, we can review the situation and try to determine the cause of the problem and find a solution together to avoid the same thing happening again. It is important to focus on the fact the issue is never one specific person’s fault, but rather a problem with the system in general. This way, we can work towards a solution that improves everyone’s workflow, and ideally prevents delays from happening in the future.

● How do you report progress to client? Gantt chart is not an option. Keep in mind SCRUM framework.

For a data-centered approach, a burndown chart should be shared with the client at the end of each sprint, so they can be informed on how well the team is performing and be aware of how much work has actually been completed.

Additionally, I believe that short demos of the completed work at the end of each sprint (when reasonable, depending on the nature of the project) can add extra confidence in the team’s progress, as it allows the client to have tangible proof of the work done.

1. **Schedule**

I have included a three-month schedule. Without information about team size, and without having properly estimated the story points, an accurate representation of the timeline is not yet possible. I have created a very basic timeline simply to have a basic idea of our work during the upcoming three months. I have based the schedule on the assumptions that: A. We will be working in two-week sprints; B. The team will be able to complete one epic per sprint.

These assumptions, and consequently the schedule, will of course need to be re-worked once more detailed information is available.