**Final Retrospective**

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CS 250: Software Development Lifecycle

12/12/2021

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The roles that were filled in the SNHU travel project was Product Owner, Tester, Developer, and Scrum Master. Each role played a significant part in the successful development of the project.

The Product Owner defined the goal for the project, managed and reorganized the Back Log, supervised the development stages, and acted as the main point of contact to the customer and higher-level management (if applicable). For example, the Product Owner consulted with the SNHU Travel management and learned that a shift in the project was needing to be made. Because of this, the Product Owner could meet with the Scrum-agile team to discuss how to implement this change. As mentioned before, the Product Owner is the liaison between the Scrum-agile team and the customer. For this reason, the Product Owner had met with the users of SNHU travel and asked for their input, to create user stories.

The Tester’s role is to work with the Product Owner to pinpoint what “done” means to the team and also what acceptance criteria the project will have. The Tester used the user stories provided from the Product Owner to identify and prioritize what features needed to be added to the application. Also, when the Product Owner introduced the shift in focus, the Tester shared how they would adjust the user stories and acceptance criteria appropriately.

The Developer is responsible for understanding the needs of the user, software quality, estimation, and task management. The Developer used the user stories and acceptance criteria defined by the Product Owner and Tester to be the basis of what to develop. When the focus was changed, the Developer shared how the shift might cause dismay in the development aspect.

The Scrum Master’s responsibility is to train team members on how to properly practice Scrum, facilitate Scrum Events, plan solutions to impediments, and providing overall support to the Scrum-agile team. When the Product Owner introduced the change in focus, the Developer was initially opposed to it, due to time constraints. The Scrum Master attempted to diffuse the situation by clarifying the project as a whole need not to be discarded.

Because of the adoption of the Scrum-agile approach, things such as goal shifts can be supported without causing irreparable damage to the completion of the project. The Product Owner introduced the change, specified by upper-level management, and each team member reacted to how they would adjust to accommodate the shift in focus.

A role that a Scrum Master has is facilitating Scrum events, such as a Daily Scrum Meeting. I find that having a Daily Scrum Meeting is an optimal way of checking on progress and identifying possible problems in production. There are three main questions asked in a Daily Scrum Meeting being: What did I accomplish yesterday? What will I accomplish today? What impedes me? This meeting provides context of what each team member is working on and what they have planned to do next. This is effective in providing bookmarks in progress, helping to estimate a finishing date of the project.

It also introduces issues a team member may be facing, which facilitates collaboration. In a group setting, these problems are much easier to solve because anyone on the team can provide their opinion on possible solutions. For example, pair programming with a developer and tester can be beneficial since one person codes while the other provides feedback on the code. The team member just be listing a need of theirs such as a more in-depth Agile training or clarifications on user stories.

Project Management tools promote transparency and visibility throughout a project. Using a Project Management tool, a team is able to organize a list of tasks and have the tasks either assigned to or claimed by a team member to resolve. This ensures that a task is done and not done twice. It also allows for the allocation of the tasks, notifying the team who is accomplishing what. Project Management tools also allow for collaboration through a group chat feature or sharing and editing documents at the same time. Because of the feature of online conference calls, Scrum events such as the Daily Scrum are possible from any location at any time.

A Scrum practice that served as useful during development is the estimation practice of using story points. Time based estimates serve to be less effective since they do not account for any mishaps that may arise that need to be taken care of. Instead of using a time-based estimation process, story points provide a more accurate representation of when the project will be done based on the tasks that have been completed thus far.

Overall, I believe that the Scrum-agile approach was appropriate for the SNHU Travel project but that does not mean it did not come with some down sides. A disadvantage that I believe was most noticeable is that there was not a definite end goal meaning that the “done” was not defined very well. Also, because of this, the goal of the project was allowed to be changed in the middle of production, without definition of “done”. Changes are welcomed in the Scrum-agile framework, but I believe that this change was a bit too drastic to have had a chance to be properly implemented. Other than that, agile was effective in having each team member be assigned a role, dividing the project into smaller sprints, and providing progress visibility in daily scrum meetings. If the major content change was implemented during waterfall development, I do not believe the change could be made since the development is not incremental and all of the testing is saved for the end of the project, instead of throughout. Because of this, I believe that the Scrum-agile approach was effective for this project.

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