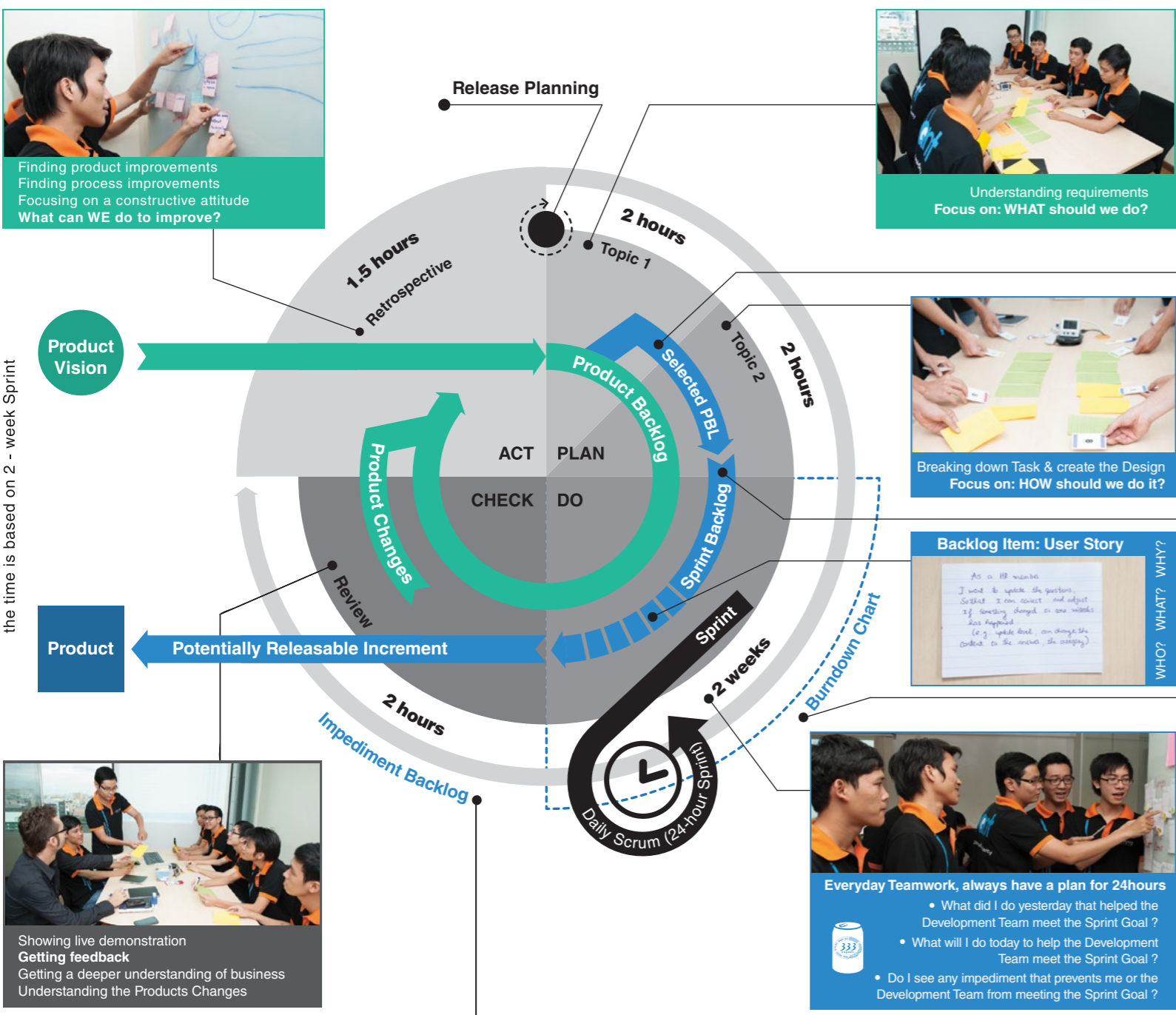


# SCRUM ON A PAGE

“ Individuals and interactions over processes and tools  
 Working software over comprehensive documentation  
 Customer collaboration over contract negotiation  
 Responding to change over following a plan ”<sup>(4)</sup>  
 Agile Manifesto 2001



### Scrum Artifacts

**Product Backlog**  
 An ordered list of everything that might be needed in this product

**Selected PBL**  
 An ordered list of everything that is needed for this Sprint.

**Sprint Backlog**  
 List of necessary tasks identified by Scrum Team that have to be completed in this Sprint

**Burndown Chart**  
 Is updated daily by Team and shows the remaining work (Everything is transparent)

**Increment**  
 A recognizable, improved, incremental product that meets the Definition of Done and has Customer value

### Scrum Team

**Product Owner**  
**Product success**

- Responsible for the ROI
- Responsible for the order
- Responsible for the product
- Owns the Product Backlog
- Ensures that the PBL is transparent / visible
- Ensures the Dev. Team understand the PBL Items

**Dev. Team**  
**Feature delivery**

- Responsible for development
- Responsible for quality
- Responsible for delivering the useful increment in each Sprint
- Share progress & remaining work
- Self-organizing
- 3 - 9 Cross functional, full-time team members
- Owns the Sprint Backlog

**Scrum Master**  
**Facilitate Scrum Team**

- Responsible for increasing productivity
- Responsible for using the Scrum framework
- Facilitates, serves and coaches the Team, PO & Organisation
- Removes Impediments

### Non-Scrum Roles

- Support the Scrum Team and the Product
- Can be anybody who is not part of Scrum Team: Customer, User, Sponsor, Vendors, Manager,...

**Stakeholder**

Pillars	Scrum Values
<ul style="list-style-type: none"> <li>Transparency</li> <li>Inspection</li> <li>Adaption</li> </ul>	<ul style="list-style-type: none"> <li>Commitment</li> <li>Courage</li> <li>Focus</li> <li>Openness</li> <li>Respect</li> </ul>

### Scrum Approach

- Iterative, incremental delivery
- Self-organization
- Continuous Improvement
- Collaboration
- Value based priority
- Time boxed

### Agile Approach

- Reduce complexity
- Handle changes
- Identify and handle risk
- Produce value early
- Regularly feedback
- Eliminate waste
- Avoid over-engineering
- Improve quality

Meeting	Time Allocation (time boxed)	Frequency	Attendees <sup>(2)</sup>
Release Planning <sup>(1)</sup>	As needed	As needed	PO, PM, ST, SM
Product Backlog refinement (Backlog Grooming)	Max : 10% of th Capacity of the Dev. Team	During the Sprint as needed	PO, PM, ST, SM
Sprint Planning Topic I (What)	Max : 2 hours (2-week Sprint)	At the beginning of the Sprint	PO, PM, ST, SM
Sprint Planning Topic II (How)	Max : 2 hours (2-week Sprint)	At the beginning of the Sprint	PO, PM, ST, SM
Daily Scrum (Stand-up)	Max : 15 minutes	Daily during the Sprint	PO, PM, ST, SM
Sprint Review (should be with Stakeholders)	Max : 2 hours (2-week Sprint)	At the end of the Sprint	PO, PM, ST, SM
Sprint Retrospective	Max : 1.5 hours (2-week Sprint)	At the end of the Sprint & after major events	PO, PM, ST, SM

<sup>(1)</sup> Best Practice in offshore software development  
<sup>(2)</sup> ■ Mandatory ■ Mandatory facilitating ■ Service to the Scrum Team

<sup>(4)</sup> Agile Manifesto 2001, www.agilemanifesto.org

# TWO - WEEK SPRINT TIMELINE ACTIVITY

What	Planning Topic 1 (What)	Planning Topic 2 (How)	Sprint forecast	Sprint Goal communication	Backlog Ordering	Sprint Review
Strategy Planning	Product Owner (Explain the Product Vision)	Dev. Team	Dev. Team	Product Owner	Product Owner	Product Owner
Tactical Planning	Dev. Team (Scrum Master facilitates)	Dev. Team (Scrum Master facilitates)	Dev. Team	Dev. Team	Product Owner	Dev. Team (Scrum Master facilitates)
When	Beginning of Sprint	Beginning of Sprint	Beginning of Sprint	Beginning of Sprint	Middle of second week	End of Sprint
Time Box	Max : 2 hours	Max : 2 hours		Define the Sprint Goal before and share the updates after planning	Around 1 - 3 hours	Max : 2 hours
Leading role	Dev. Team, Scrum Master, Product Owner	Dev. Team, Scrum Master	Dev. Team, Scrum Master, Product Owner	Product Owner, Stakeholder	Product Owner, Stakeholder	Product Owner, Stakeholder, Dev. Team, Scrum Master
Actions	Product Owner will present the maintained Product Backlog. The Dev. Team can get the size of the Stories (L, M, S), they can get the order based on risk and customer value. Team members will ask to clarify Requirements.	Create initial tasks, estimation (maybe with Planning Poker) Discussion about design and architecture	Based on the velocity, the Development Team will prepare the forecast	Product Owner communicates the forecast to Stakeholder	The Product Owner reviews the updated Product Backlog with the Priority e.g.: with MoSCoW based on the Customer need and value	The Dev. Team will show the work that they could finish in the real environment. Changes may arise during this meeting and will be added to the Product Backlog. The Product Owner will define which stories are finally DONE (based on acceptance criteria and DoD).
Output	Backlog Items e.g. User Stories, Selected potential Product Backlog Items, Acceptance Criteria	Final Sprint Backlog, all initial Tasks for the upcoming Sprint that need to be done	Forecast, the Team commitment for the Sprint Backlog	Product Vision	Revised Product Backlog and Release Plan	Product Owner will accept or reject the presented and showed features



Current Sprint

Preparation for next Sprint

SCROOL

Available on the App Store

GET IT ON Google play

What	Start Workshop	Product Backlog refinement	Pair work	Sprint Retrospective
Strategy Planning	Product Owner	Product Owner	Dev. Team	Dev. Team (SM facilitates), Product Owner
Tactical Planning	Product Owner	Product Owner	Dev. Team	Dev. Team (SM facilitates), Product Owner
When	Once at the beginning of the Project	Second week, before Review	During the Sprint	End of Sprint
Time Box	Depends on the project	Max 10% capacity of the Development Team	It depends on the Dev. Team	Max : 1.5 hours
Leading role	Product Owner, Stakeholder	Product Owner, Stakeholder, Dev. Team	Dev. Team	Dev. Team, Scrum Master, Product Owner
Actions	The Product Owner will work together with the Stakeholder to prepare the Backlog Items e.g. User Stories. Product Owner and Stakeholder review the Product Backlog. They add, update, modify the new and available stories. They maybe can use the Story mapping approach.	The Product Owner also should spend his time with the Dev. Team and review the updated Product Backlog. Dev. Team can update the estimation with Points. Everybody in the Scrum Team has to understand the Customer needs.	The Dev. Team can work with Pair programming. Other Dev. Team members can verify that the best solution is available and it fits to the Customer needs.	The Dev. Team will identify what worked well and what did not work in the last Sprint. This is basic for the continuous improvement and increasing the productivity and quality (for the Scrum Team, Organisation and Product). The Product Owner also should be involved.
Output	Story based Clarification at the Product Backlog, Update Priority (MoSCoW). Based on the need for the Customer.	Updated Product Backlog, estimation of the whole Product Backlog to keep it up to date.	To increase the quality, productivity and get knowledge exchange.	At least 3 impediments should be selected, which will be solved during the next Sprint.