

SCRUMstudy Webinar QnA - Oct 13, 2017

Q: what does scrum word means?

A: The term comes from the game of rugby where the team works together, passing the ball back and forth as they move as a unit down the field. The same is expected in a Scrum project delivery where the team moves to deliver the project in iterations.

Q: Do letters of SCRUM stand for something?

A: No. Scrum is a term borrowed from the rugby game where players plan their strategy of the game for the next sprint

Q: Is the scrum valid for any type of projects?

A: Yes, it is and the instructor will be explaining that but it is more relevant for projects where you are trying to develop something new, where the scope is not fixed.

Q: will future employers be able to verify that I indeed took the SMC class?

A: Yes, they can. We have a successful candidate registry for the same purpose.

Q: What is the recommended MAX week for each sprint?

A: 6 weeks, if the requirements are very stable.

Q: Is possible to combine different methodologies with scum and PMI?

A: Yes, Scrum can be used along with other traditional project management frameworks/methodologies.

Q: So PMP focuses on Waterfall process right?

A: Yes, your understanding is absolutely correct.

Q: Who forms the scrum team and appoints the scrum master?

A: It is the Product Owner.

Q: Is there a role of Project Manager in a Scrum environment?

A: The responsibilities of project manager role are split among the core Scrum roles, i.e., Scrum Team, Scrum Master, and Product Owner. Since a Scrum team is self-organized. They do not need anyone to tell them how to do things or to estimate on their behalf.

Q: Where is the SBOK guide?

A: Hi, Please click on the link to get free SBOL Guide: <https://www.scrumstudy.com/sbokguide>

Q: When and how did scrum originate? What method was being used prior to scrum?

A: In the mid 80's, Hirotaka Takeuchi and Ikujiro Nonaka defined a flexible and all-inclusive product development strategy where the development team works as a unit to reach a common goal. They described an innovative approach to product development that they called a holistic or "rugby" approach, "where a team tries to go the distance as a unit, passing the ball back and forth." They based their approach on manufacturing case studies from various industries. Takeuchi and Nonaka proposed that product development should not be like a sequential relay race, but rather should be analogous to the game of rugby where the team works together, passing the ball back and forth as they move as a unit down the field. The rugby concept of a "Scrum" (where a group of players form together to restart the game) was introduced in this article to describe the authors' proposal that product development should involve "moving the Scrum downfield".

Ken Schwaber and Jeff Sutherland elaborated on the Scrum concept and its applicabi

Q: is scrum used apart from IT industry which of those industries.

A: Scrum is a standard framework which can be implemented in any industry of any size and domain. You can use it in any industry. It is very good to deliver projects where requirements are not always precise and can change.

Q: Should a sprint be more than 6 weeks?

A: No, it should not be otherwise you lose the flexibility of feedback loop provided by Scrum. Ideally it should not go beyond 4 weeks unless you have a very mature team and the requirements are very stable.

Q: What are the generic roles and deliverables of a Business Analyst in a scrum project?

A: A business analyst can be a Scrum Team member or a Scrum Master (if he/she has Scrum knowledge) or even a Product Owner (in case of a financial document being a deliverable).

Q: what is the ideal team size for scrum ?

A: 6-10 members but ideally 6 members. You need to ensure that the team has all the skillsets required to deliver the products of a Sprint including testing.

Q: I know that SRUM is famous in Development industries, but it can be applied on Human Resource Industries?

A: Yes, it is suitable for all scenarios where there are uncertainties and lack of clarity in requirements.

Q: Which SBOK Guide to refer for SFC Certification

A: You need to refer the SBOK 3rd edition which is available for free to download from our SCRUMstudy.com website.

Q: Scrum is not appropriate for new technology deployment or legacy modernization, but seems to be applicable only to software development. Is that right?

A: Not necessarily, actually, Scrum framework is best suited for environments which require trial, error and learn process of product development.

Q: Is SCRUM led by development or a project manager (if not same)?

A: It is led by a Product Owner and a Scrum Master.

Q: You do not have scope as a chapter

A: Scope is covered in the Quality chapter.

Q: How is the Business Case and Project Vision (Business Requirement) relayed into User and Functional Requirements before it becomes SCRUM Backlog??? How is the Backlog created?

A: Business case justifies the need for the project. Project vision provides the direction for the project to achieve the benefits identified in the business case. Functional requirements will result in the deliverables which will deliver outcomes and benefits when they are put into operational use.

Q: could you please explain empirical process control?

A: You can read the details here: <https://www.scrumstudy.com/blog/what-is-empirical-process-control/>

Q: can the scrum master and the product owner be the same person?

A: No, it is a conflict of interest.

Q: Does a business analyst play any role in scrum?

A: Depending on the type of project and the deliverables being developed, a Business Analyst can be a Scrum Developer, Scrum Master or even a Product Owner.

Q: Suggestions to make the team self-organized?

A: One way is to give the team autonomy in the way they want to develop the products of the project. Make them accountable for the results rather than just product development.

Q: Hardware or Software Product Development - got it. Not for upgrading customers' voice and data networks. Agreed?

A: Well why not? You break down the work as per the priority and deliver products in the order of highest business value.

Q: Is sprint is activity? more clear

A: A Sprint is a time-boxed iteration of one to six weeks in duration during which the Scrum Team works on and creates the Sprint deliverables.

Q: what's bringing team motivation up in Scrum vs traditional?

A: Because they are self-organized. It is collective effort and the team succeeds or fails together. Also, they are just told what to do, and not how to do it. Builds motivation.

Q: How is the team held accountable?

A: The team can be held collectively accountable by making them sign off that they understand the requirements stated by the customer, define acceptance criteria for assessing the products which are developed by the team. Once products are developed, you can use the acceptance criteria to accept or reject the deliverables and hold the team accountable for any of the products that are rejected.

Q: How could a Risk be... can you give an example please

A: A risk is any uncertain event that, if it occurs, will affect the achievement of project objectives positively or negatively. For example, in the field of construction, weather is always a risk, quality of labor can also be a risk.

Q: how do existing SW managers transition their jobs to Scrum, seems like they would be unemployed

A: SW managers can be a part of the Scrum Team as product developers. If they can acquire knowledge of Scrum, they can take on the role of Scrum Master.

Q: How many simultaneous tasks do you recommend for a team member to take if we are planning to work with scrum?

A: Scrum recommends no multi-tasking. It affects productivity.

Q: I heard that once a Sprint has begun, it should not be interrupted. Nevertheless, so if an Urgent Change arises, a Sprint could be interrupted or even canceled ?

A: Yes, if the PO thinks that the deliverables would not matter much unless the changes are done, Sprint is cancelled, deliverables are re-prioritized and new Sprint starts.

Q: Since a Scrum Master is not a full time position, could the SM manage other teams? or it is better for a company hire SM who are also part of the team like developers

A: That is how it gets done in most companies. Developers also taking on the role of Scrum Master.

Q: Who is responsible to conduct Release planning?

A: Product Owner.

Q: It is only possible for smaller projects is right?

A: Not at all, we will discuss scaling scrum too shortly.

Q: Done Criteria also set by PO?

A: Yes. PO will sign off Done Criteria which are taken from the organization's QMS as all the criteria may not be applicable for the current project.

Q: In the certification of SCRUM Master I can develop abilities to identify how to implement SCRUM in different scenarios?

A: Yes, you will learn all the tools to do it but as Agile principle says, you learn by doing it. So, nothing beats real life experience of doing it.

Q: What are the parameters that affect the length of the sprint?

A: Complexity, risks, importance of the project, team skills and maturity.

Q: Length of sprint also set by PO and Scrum Core team?

A: Decided by the SM with the help of the team and the PO will sign it off.

Q: The sprint time can be agreed to be changed but not to exceed 6-weeks, correct?

A: It is not prescriptive actually but recommended is 4 weeks otherwise you will not have the flexibility of constant feedback.

Q: If the sprint is cancelled for any reason, what about the work that is done by the team?

A: The advantage of Scrum is that there is a shippable product at the end of every Sprint which is a short cycle so there are no major losses if a project is terminated mid-way.

Q: What is the role of the Scrum Master?

A: The Scrum Master is the “servant leader” of the Scrum Team who moderates and facilitates team interactions as team coach and motivator. The Scrum Master is responsible for ensuring that the team has a productive work environment by guarding the team from external influences, removing any obstacles, and enforcing Scrum principles, aspects, and processes. You can read more about it in our SBOK Guide free to download here: <https://www.scrumstudy.com/sbokguide/download-free-buy-sbok>

Q: Once decided can the sprint time be increased in the middle of the sprint?

A: No, you do not touch the length of the sprint or the scope once the Sprint has started.

Q: Should the done criteria fully applied? I am asking this because it has so many actions and it will be difficult to implement?

A: Yes, once the done criteria are baselined, the products must pass them for them to be considered done. However, you can change done criteria if you feel some are not applicable for a particular sprint.

Q: Good morning! Can the length of the sprint be changed during the same sprint?

A: No, once Sprint starts you cannot change it. Can be changed in the next Sprint cycle.

Q: So, a Sprint time-frame could be from 1 to 6 weeks, but in order to take full advantage of the Sprint effort, it is advisable to be between one week and four weeks ?

A: Yes.

Q: I just didn't hear that full restriction in the commentary so wanted to make sure the "box" was truly the box and you wouldn't agree, ever to a 7 week sprint. 4 standard max and up to 6 weeks with firm rationale is the guardrail is what I'm taking away....

A: It is not prescriptive at all. If you think that the requirement is so stable that you can even extend it to 7 weeks and it will not impact the project, obviously you can but you in that case increase the risks.

Q: Estimation is done by number of hours or the amount of work (how hard the work is) ?

A: In Scrum, estimation is done in Story points which are used to represent relative, or comparative effort to complete tasks. Ideally estimation is done for size and not for duration. That is why it is done with poker cards to estimate story points.

Q: So, if asked: Which is the Sprint time-frame, the correct answer is from 1 to 6 weeks ?

A: Yes.

Q: what is a story point

A: Relative sizing, or story points, can be used for estimating the overall size of a User Story or feature. This approach assigns a story point value based on an overall assessment of the size of a User Story with consideration given to risk, amount of effort required, and level of complexity.

Q: Who is responsible for updating the Sprint Burndown Chart?

A: The Scrum team with the help of SM.

Q: Can the number of story points increase?

A: Story points in a Sprint is like the Scope of the Sprint. So, you do not touch the scope once the Sprint starts.

Q: what is the product backlog item is larger than the sprint duration?

A: Because backlog might have all the requirements but one sprint will have only the products that will be delivered in that sprint. There would be multiple sprints to deliver the whole backlog.

Q: Is there any burnup chart as well

A: Yes, one is how much work is left and one is how much work was done. Just the way we want to show.

Q: What is the difference between Project backlog and product backlog?

A: They are same. The correct term is Project Product Backlog.

Q: and the item can't be divided into smaller user story due to the large number of the technical details

A: Obviously it should be broken down to a reasonable granularity so that the estimation can be done properly.

Q: Should we define all requirements before the start of the project/ sprint 1?

A: Not necessarily. You should have an idea of what is required, you can elaborate on it with project progression.

Q: What happen when a change request impact in one or more sprints done ?

A: Should be assessed and prioritized and then delivered.

Q: Scrum board can be customized as needed right?

A: Right.

Q: the problem how to implement the technical requirement in the form of the user story

A: Every technical requirement has to fulfill some user requirement. And that is where it begins. You can use the format defined in the SBOK to define a requirement that is technical in nature. the format is: As a <role/persona>, I should be able to <requirement> so that <benefit>.

Q: if a technical person is not finished his task in estimated time then will it be treated as obstacle?

A: No it will not be. And it is not a team member who does not deliver, it is the whole team which fails to deliver. As SM you need to discuss with that person why it is not delivered in time and how to resolve it.

Q: Is there any format for logging the Impediments

A: There is no prescribed format. It is up to the individual projects to decide the format. SBOK discusses how you should deal with issues and changes.

Q: Regarding estimation, I was told that if the Scrum Team finds it difficult to estimate either using any of the suggested tools, they could estimate in hours (just if it is easy for them) Is this an accepted alternative ?

A: Yes, obviously they can but they should be helped and trained by SM to change their thinking to relative sizing.

Q: I heard about a term called Parking Lot. What is that

A: You cannot always discuss everything in standups. So, you ask the teams to add those to a flip chart or something and discuss with individual members after the daily stand up so that others do not waste their time.

Q: Could the product owner be part of the Retrospective Meeting?

A: Yes.

Q: sometimes there is a big gap in what the user want and in what the actual implementation need

A: That will not happen in Scrum because of the constant feedback loop coming from customer through PO and having short iterations.

Q: Retrospect meeting is part of Daily stand up? or is an additional?

A: It is different from Daily stand up. The Retrospect Sprint Meeting is Time-boxed to 4 hours for a one-month Sprint and conducted as part of the Retrospect Sprint process. The length may be scaled up or down relative to the length of the Sprint. During this meeting, the Scrum Team gets together to review and reflect on the previous Sprint in terms of the processes followed, tools employed, collaboration and communication mechanisms, and other aspects relevant to the project.

Q: Is the Product owner a part of the company building the software, or is he an outsider

A: Generally, he is part of the sponsoring organization.

Q: retrospect PROJECT not or sprint? in release phase?

A: Retrospect sprint after sprint and retrospect project after the project ends.

Q: What happens with the Rejected User Story?

A: Goes back to backlog and gets reprioritized.

Q: When should we do the integration testing?

A: Can be made part of Done and should be done after every product increment.

Q: Please send us the linkedin link for the Group.

A: <https://www.linkedin.com/groups/6718717>

Q: u talk about deliverable can u explain me what type of deliverable.

A: Could be anything that the project is trying to deliver, a new product, new code, new product increment.....

Q: So, the main difference between "Done Criteria" and "Acceptance Criteria" is that the "Done Criteria" involves several "Acceptance Criteria's" ?

A: There is one key difference between "Done Criteria" and "Acceptance Criteria." While Acceptance Criteria are unique for individual User Stories, Done Criteria are a set of rules that are applicable to all User Stories in a given Sprint.

Q: The presenter mentioned: if you were ABOVE the line or UNDER the line, it demonstrated schedule progress, so which is "IDEAL"?

A: The Sprint Burndown Chart is a graph that depicts the amount of work remaining in the ongoing Sprint. The initial Sprint Burndown Chart is accompanied by a planned burndown. The Sprint Burndown Chart should be updated at the end of each day as work is completed. This chart shows the progress that has been made by the Scrum Team and also allows for the detection of estimates that may have been incorrect. If the Sprint Burndown Chart shows that the Scrum Team is not on track to finish the tasks in the Sprint on time, the Scrum Master should identify any obstacles or impediments to successful completion and try to remove them.

Q: So should that be part of the sprint itself?

A: Yes, testing is part of the Sprint.

Q: What if some work was done on that rejected user story like Dev was complete however QA was not completed?

A: Unless all Done criteria are met, it is not Done. So, whatever part is left, that task will be prioritized again and delivered.

Q: what are examples for deliverable?

A: It can be anything from a Software to a Person (recruitment project).

Q: So is it recommended to split the user story and accept the user story for which task are in complete state and move the other split user story to backlog

A: It depends on the business value. So, for the next sprint, you look at the other user stories, and you compare it with this incomplete one and if you think finishing this gives more value you do it otherwise it gets pushed to the next sprints.

Q: do you recommend any online tool for support working with scrum?

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A: As such Scrum does not require a tool, however you can search for popular tools used. One example of the same is JIRA. You can just use an Excel Spreadsheet or any of the software tools for Scrum (just google for list of tools).

Q: Difference between certifications given by you and those from SAFe directly??

A: There is scaling Agile but we talk about Scaling Scrum. theirs is very prescriptive but we offer guidelines as to what could be done.

Q: Which is the main difference between "Large Project" and "Enterprise" ?

A: Enterprise basically means the whole company and not just one project.

Q: I would like to claim PMI renewal PDUs. How many can I claim and what's the process

A: You can gain 10 PDUs by doing SFC course: <https://www.scrumstudy.com/certification/scrump-fundamentals-certified>

Q: I just have to access the link and enter SCRUM50 code?

A: Yes.

Q: How I get the Scrum Fundamental Certification

A: Please go to www.scrumstudy.com/certification/scrum-fundamentals-certified and you can enroll in the SFC course