

# Uma Introdução ao Scrum

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# Estamos perdendo a corrida de revezamento

“A... abordagem de ‘corrida de revezamento’ para o desenvolvimento de produtos... pode entrar em conflito com as metas de máxima velocidade e flexibilidade. Em vez disso uma abordagem de ‘rugby’ (holística) – onde uma equipe tenta percorrer a distância como uma unidade, passando a bola de trás para frente – pode resolver melhor os requisitos competitivos de hoje em dia.”

Hiroataka Takeuchi and Ikujiro Nonaka,  
“The New New Product Development Game”,  
*Harvard Business Review*, January 1986.



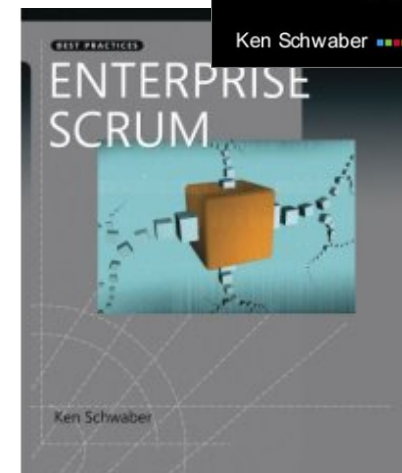
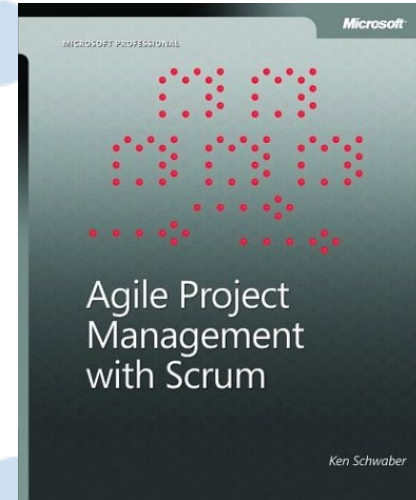
## Scrum em poucas palavras

- O Scrum é um processo ágil que nos permite focar na entrega do maior valor do negócio no melhor tempo.
- No permite rapidamente e repetidamente inspecionar o software trabalhando (entre duas semanas a um mês).
- O negócio define as prioridades. Equipes se auto-organizam para determinar a melhor forma de entregar as características de mais alta prioridades.
- A cada período de duas semanas a um mês qualquer um pode ver um pedaço do software em funcionamento e decidir liberar para o cliente como está ou continuar a melhorar o mesmo em novas sprints.



# 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 the Agile Alliance



# Scrum has been used by:

- Microsoft
- Yahoo
- Google
- Electronic Arts
- Lockheed Martin
- Philips
- Siemens
- Nokia
- IBM
- Capital One
- BBC
- Intuit
- Nielsen Media
- First American Real Estate
- BMC Software
- Ipswitch
- John Deere
- Lexis Nexis
- Sabre
- Salesforce.com
- Time Warner
- Turner Broadcasting
- Océ



# Scrum has been used for:

- Commercial software
- In-house development
- Contract development
- Fixed-price projects
- Financial applications
- ISO 9001-certified applications
- Embedded systems
- 24x7 systems with 99.999% uptime requirements
- the Joint Strike Fighter
- Video game development
- FDA-approved, life-critical systems
- Satellite-control software
- Websites
- Handheld software
- Mobile phones
- Network switching applications
- ISV applications
- Some of the largest applications in use



# Characteristics

- Self-organizing teams
- Product progresses in a series of two- to four-week “sprints”
- Requirements are captured as items in a list of “product backlog”
- No specific engineering practices prescribed
- Uses generative rules to create an agile environment for delivering projects
- One of the “agile processes”



# The Agile Manifesto—a statement of values

Individuals and interactions

over

Process and tools

Working software

over

Comprehensive documentation

Customer collaboration

over

Contract negotiation

Responding to change

over

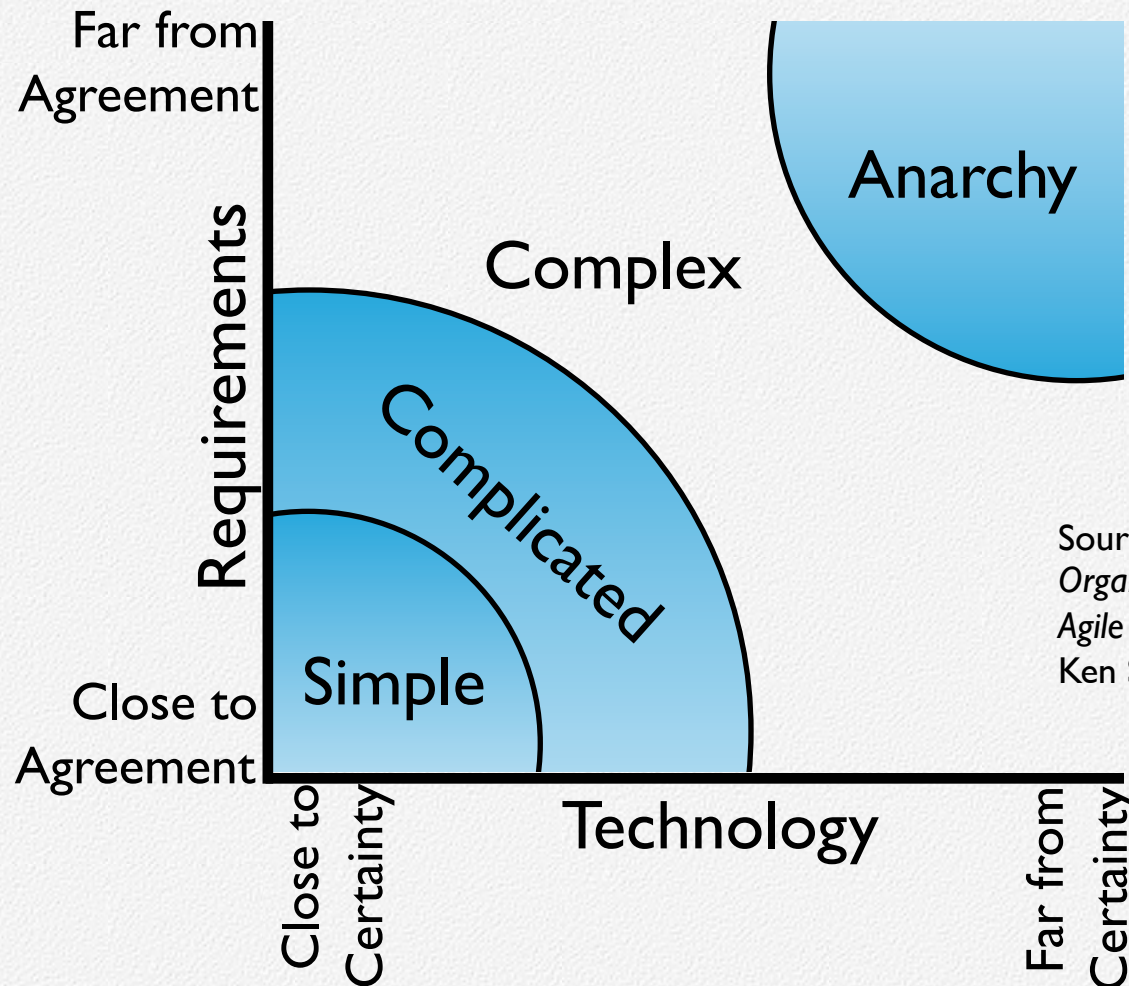
Following a plan

Source: [www.agilemanifesto.org](http://www.agilemanifesto.org)



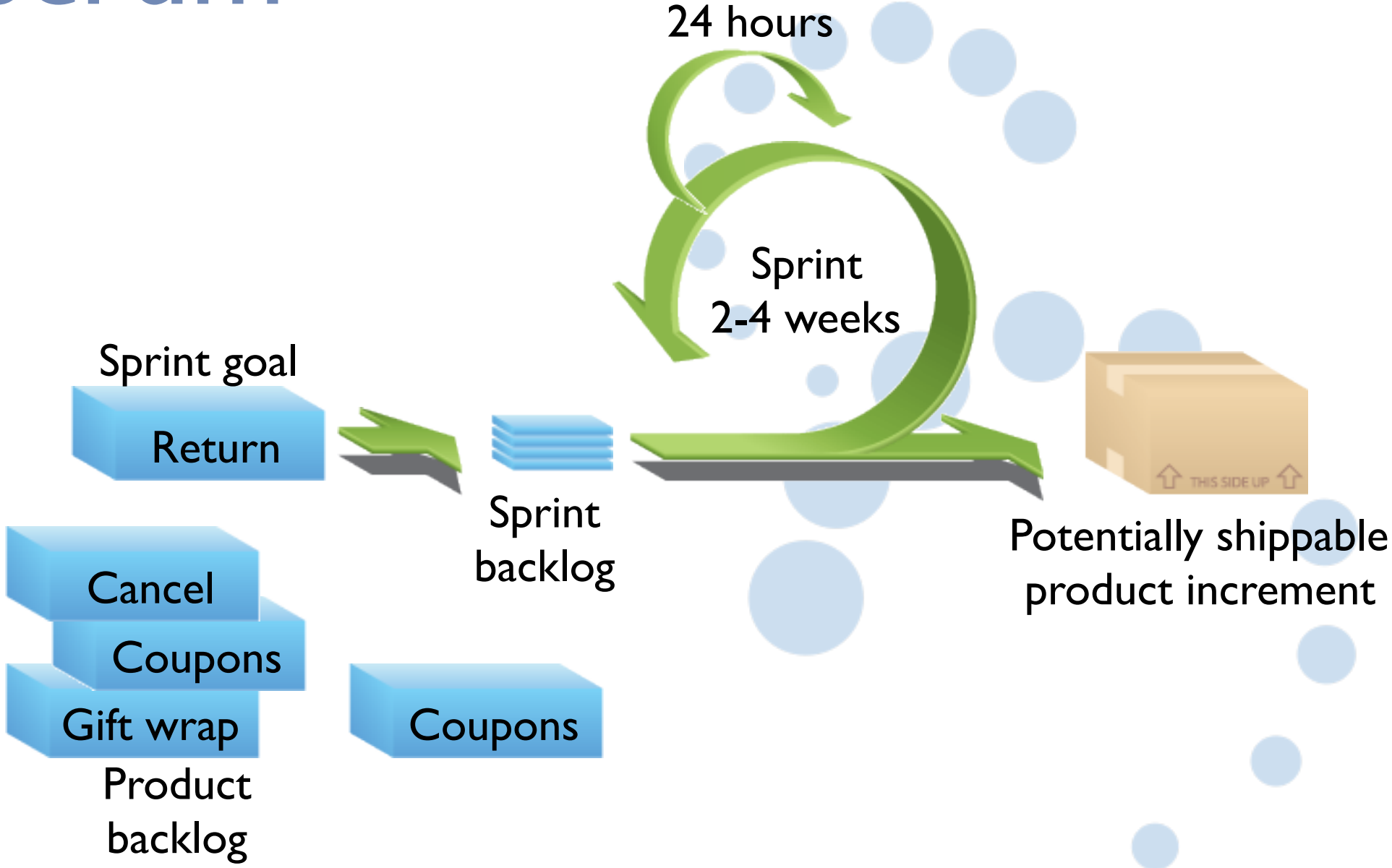


# Project noise level

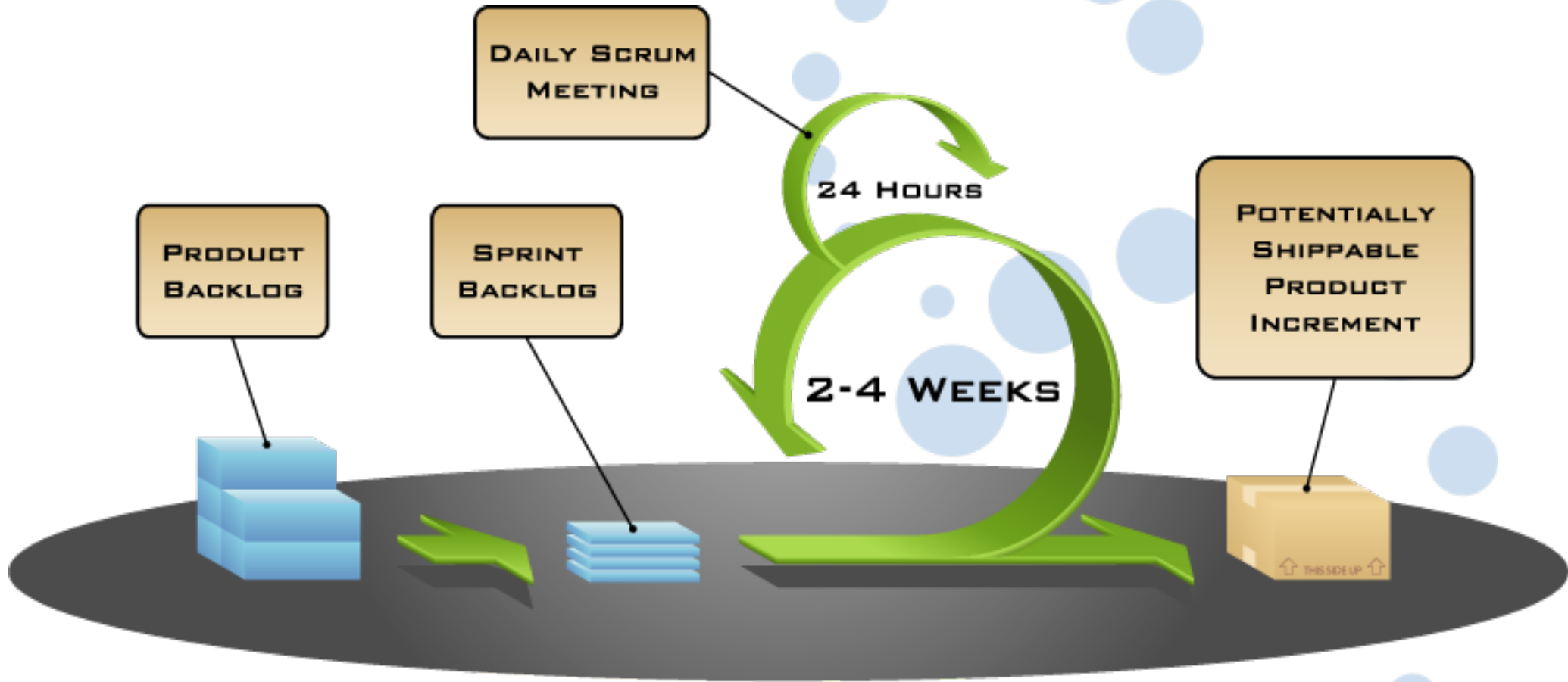


Source: *Strategic Management and Organizational Dynamics* by Ralph Stacey in *Agile Software Development with Scrum* by Ken Schwaber and Mike Beedle.

# Scrum



# Putting it all together



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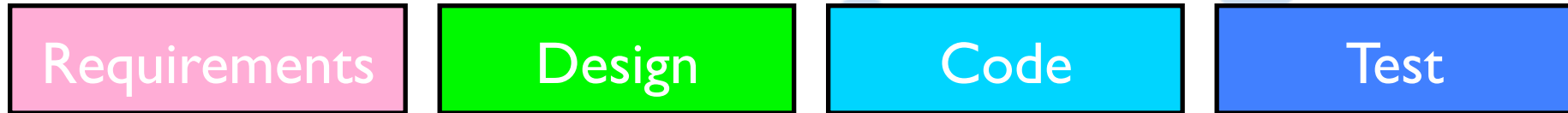
Image available at  
[www.mountaingoatsoftware.com/scrum](http://www.mountaingoatsoftware.com/scrum)

# Sprints

- Scrum projects make progress in a series of “sprints”
  - Analogous to Extreme Programming iterations
- Typical duration is 2–4 weeks or a calendar month at most
- A constant duration leads to a better rhythm
- Product is designed, coded, and tested during the sprint

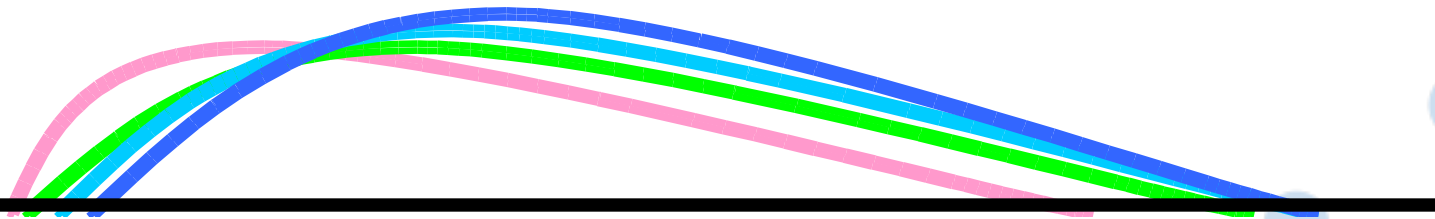


# Sequential vs. overlapping development



Rather than doing all of one thing at a time...

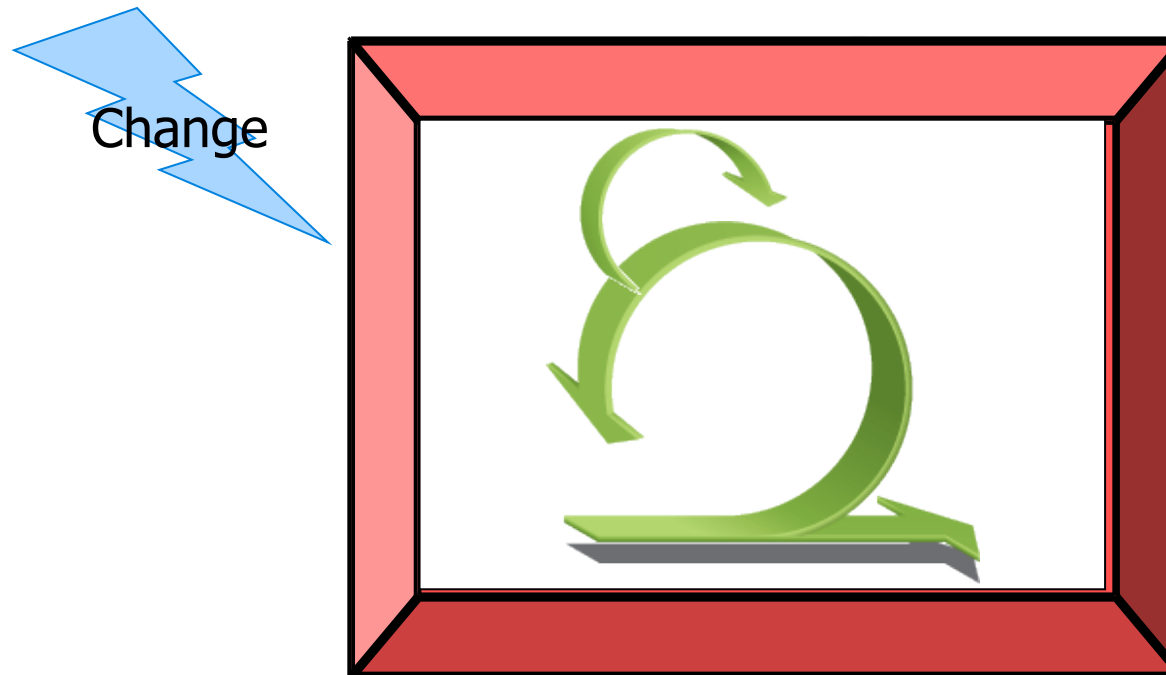
...Scrum teams do a little of everything all the time



Source: "The New New Product Development Game" by Takeuchi and Nonaka. *Harvard Business Review*, January 1986.



# No changes during a sprint



- Plan sprint durations around how long you can commit to keeping change out of the sprint

# Scrum framework

## Roles

- Product owner
- ScrumMaster
- Team

## Ceremonies

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

## Artifacts

- Product backlog
- Sprint backlog
- Burndown charts



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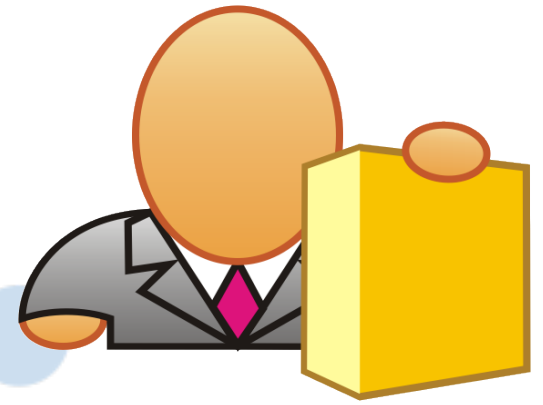
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# Product owner

- Define the features of the product
- Decide on release date and content
- Be responsible for the profitability of the product (ROI)
- Prioritize features according to market value
- Adjust features and priority every iteration, as needed
- Accept or reject work results



# The ScrumMaster



- Represents management to the project
- Responsible for enacting Scrum values and practices
- Removes impediments
- Ensure that the team is fully functional and productive
- Enable close cooperation across all roles and functions
- Shield the team from external interferences

# The team

- Typically 5-9 people
- Cross-functional:
  - Programmers, testers, user experience designers, etc.
- Members should be full-time
  - May be exceptions (e.g., database administrator)
- Teams are self-organizing
  - Ideally, no titles but rarely a possibility
- Membership should change only between sprints



# Scrum framework

## Roles

- Product owner
- ScrumMaster
- Team

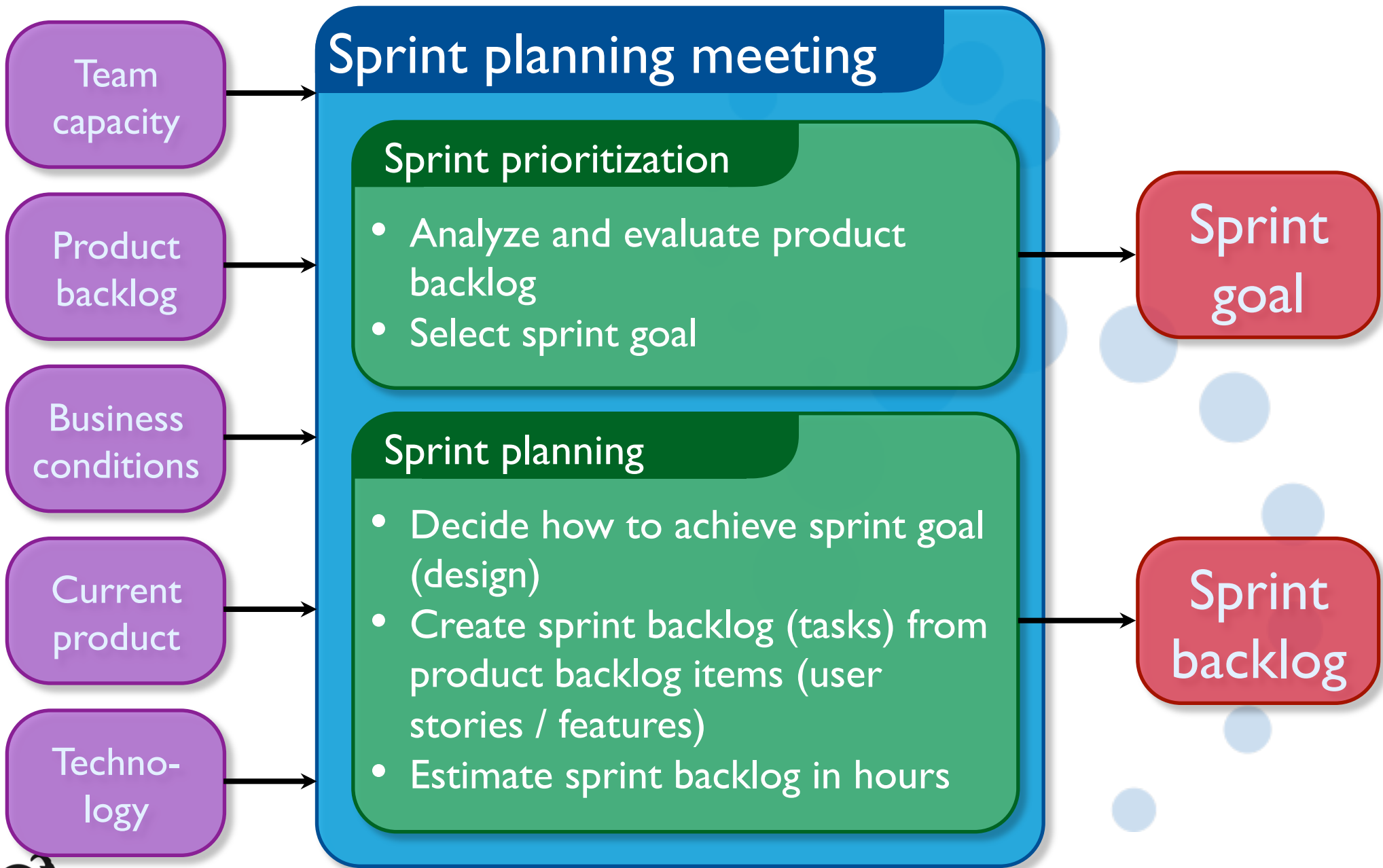
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# Sprint planning

- Team selects items from the product backlog they can commit to completing
- Sprint backlog is created
  - Tasks are identified and each is estimated (1-16 hours)
  - Collaboratively, not done alone by the ScrumMaster
- High-level design is considered

As a vacation planner, I want to see photos of the hotels.

Code the middle tier (8 hours)  
Code the user interface (4)  
Write test fixtures (4)  
Code the foo class (6)  
Update performance tests (4)



# The daily scrum

- Parameters
  - Daily
  - 15-minutes
  - Stand-up
- Not for problem solving
  - Whole world is invited
  - Only team members, ScrumMaster, product owner, can talk
- Helps avoid other unnecessary meetings



# Everyone answers 3 questions

1  
What did you do yesterday?

2  
What will you do today?

3  
Is anything in your way?

- These are *not* status for the ScrumMaster
- They are commitments in front of peers





# 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



# Sprint retrospective

- Periodically take a look at what is and is not working
- Typically 15–30 minutes
- Done after every sprint
- Whole team participates
  - ScrumMaster
  - Product owner
  - Team
  - Possibly customers and others



# Start / Stop / Continue

- Whole team gathers and discusses what they'd like to:

Start doing

Stop doing

This is just one of many ways to do a sprint retrospective.

Continue doing



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# Product backlog

- The requirements
- A list of all desired work on the project
- Ideally expressed such that each item has value to the users or customers of the product
- Prioritized by the product owner
- Reprioritized at the start of each sprint



This is the  
product backlog



# A sample product backlog

Backlog item	Estimate
Allow a guest to make a reservation	3
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



# The sprint goal

- A short statement of what the work will be focused on during the sprint

## Database Application

Make the application run on SQL Server in addition to Oracle.

## Life Sciences

Support features necessary for population genetics studies.

## Financial services

Support more technical indicators than company ABC with real-time, streaming data.



# Managing the sprint backlog

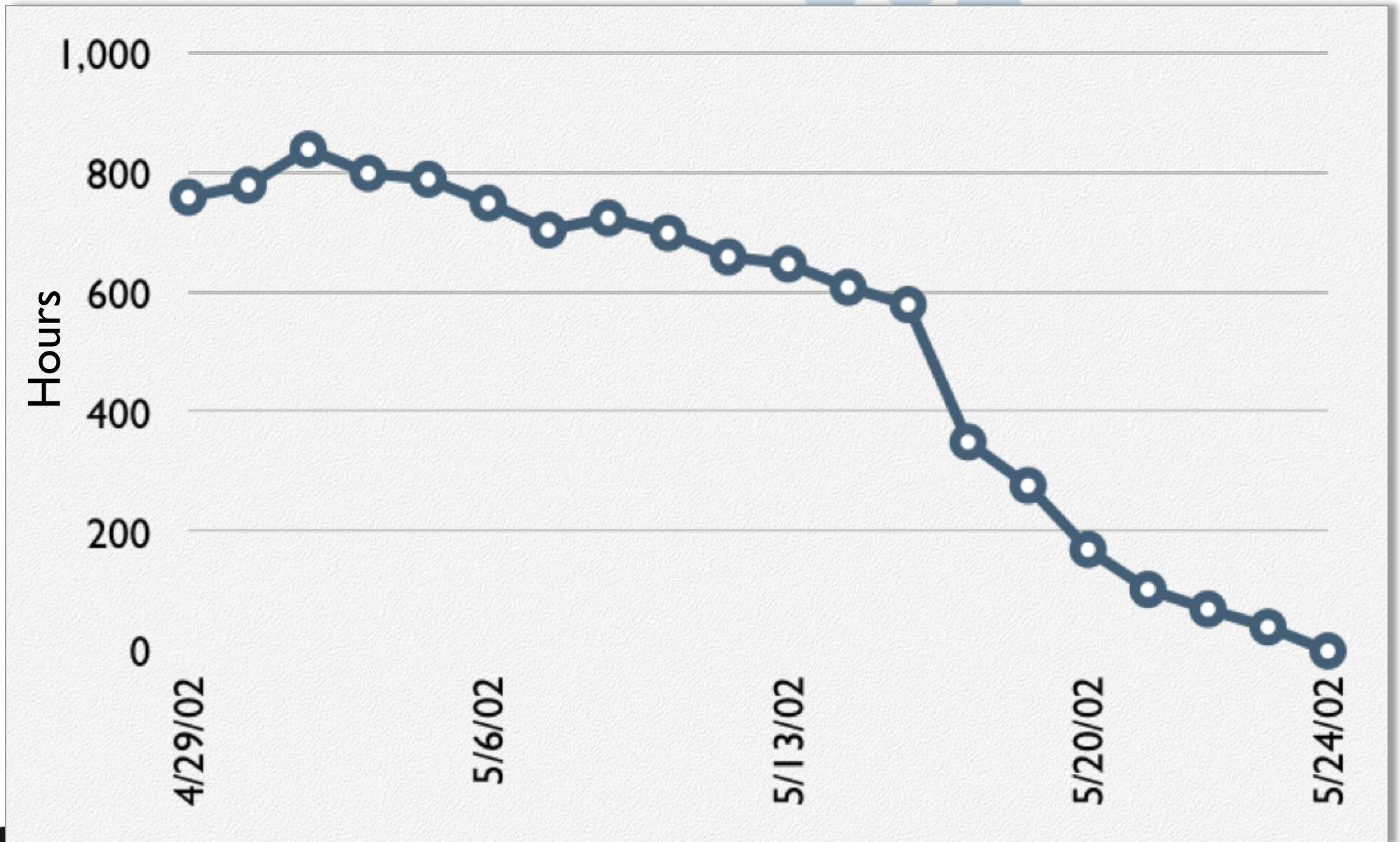
- Individuals sign up for work of their own choosing
  - Work is never assigned
- Estimated work remaining is updated daily
- Any team member can add, delete or change the sprint backlog
- Work for the sprint emerges
- If work is unclear, define a sprint backlog item with a larger amount of time and break it down later
- Update work remaining as more becomes known



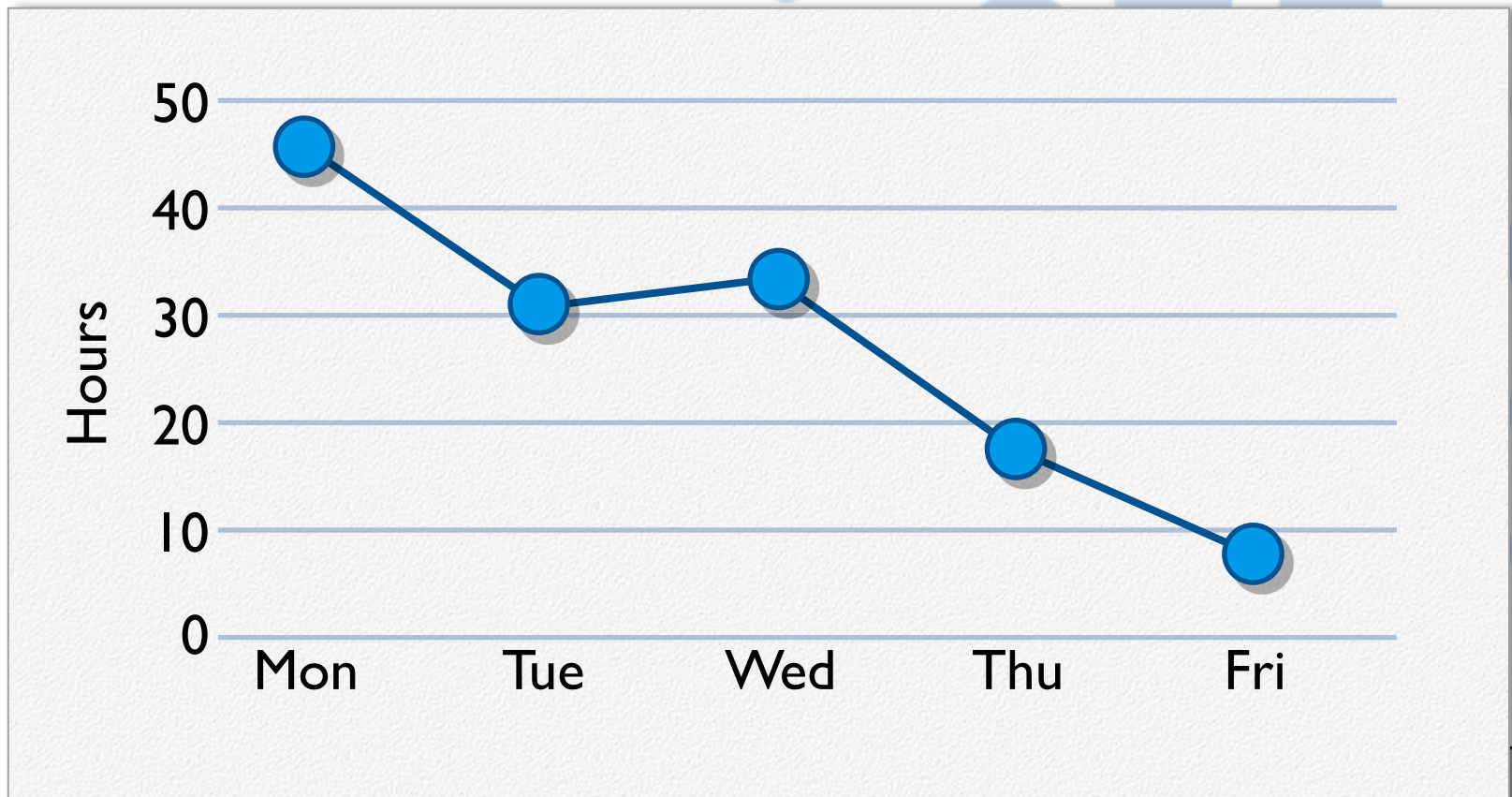
# A sprint backlog

Tasks	Mon	Tues	Wed	Thur	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	

# A sprint burndown chart



Tasks	Mon	Tues	Wed	Thur	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				

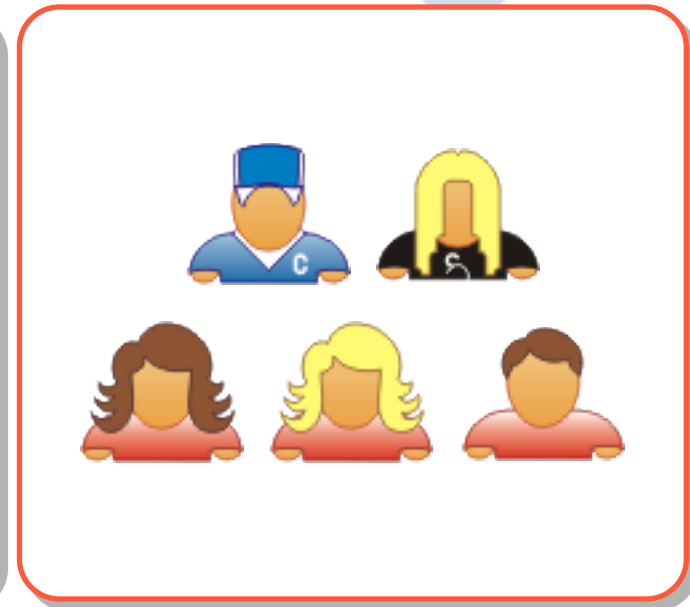
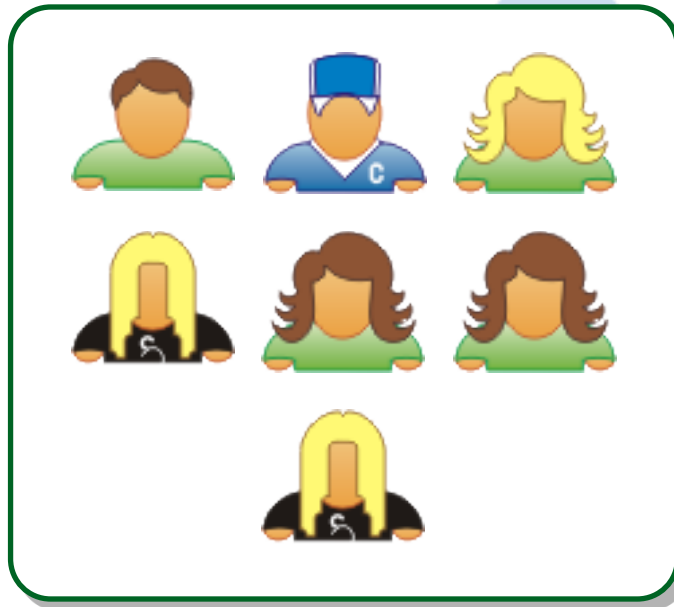
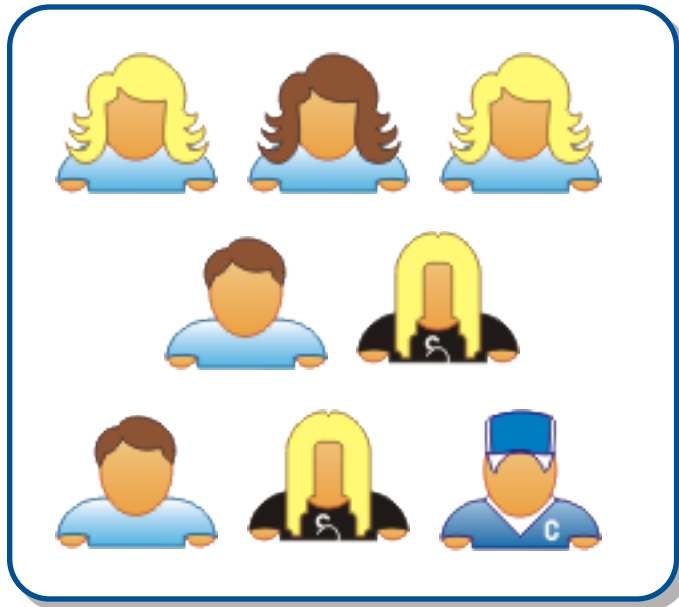
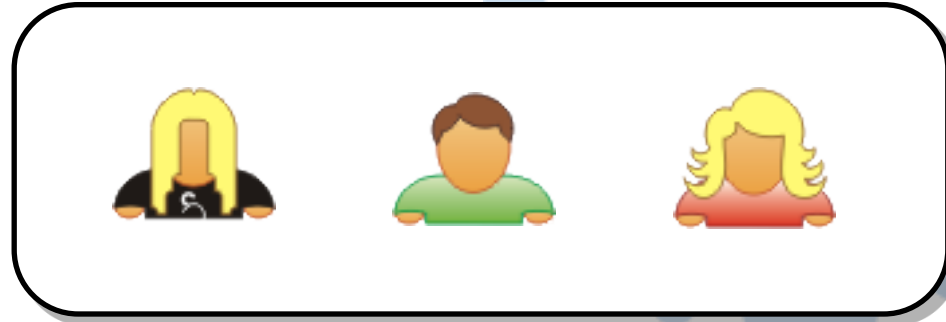


# Scalability

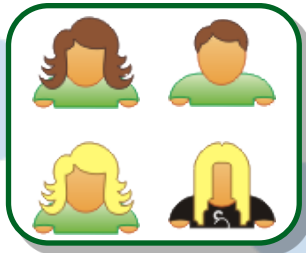
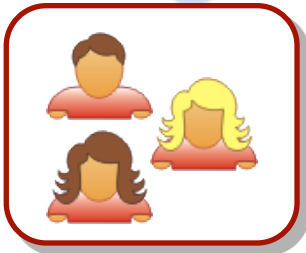
- Typical individual team is  $7 \pm 2$  people
  - Scalability comes from teams of teams
- Factors in scaling
  - Type of application
  - Team size
  - Team dispersion
  - Project duration
- Scrum has been used on multiple 500+ person projects



# Scaling through the Scrum of scrums



# Scrum of scrums of scrums



# Where to go next

- [www.mountangoatsoftware.com/scrum](http://www.mountangoatsoftware.com/scrum)
- [www.scrumalliance.org](http://www.scrumalliance.org)
- [www.controlchaos.com](http://www.controlchaos.com)
- [scrumdevelopment@yahoogleroups.com](mailto:scrumdevelopment@yahoogleroups.com)



# A Scrum reading list

- *Agile and Iterative Development: A Manager's Guide* by Craig Larman
- *Agile Estimating and Planning* by Mike Cohn
- *Agile Project Management with Scrum* by Ken Schwaber
- *Agile Retrospectives* by Esther Derby and Diana Larsen
- *Agile Software Development Ecosystems* by Jim Highsmith
- *Agile Software Development with Scrum* by Ken Schwaber and Mike Beedle
- *Scrum and The Enterprise* by Ken Schwaber
- *User Stories Applied for Agile Software Development* by Mike Cohn
- Lots of weekly articles at [www.scrumalliance.org](http://www.scrumalliance.org)



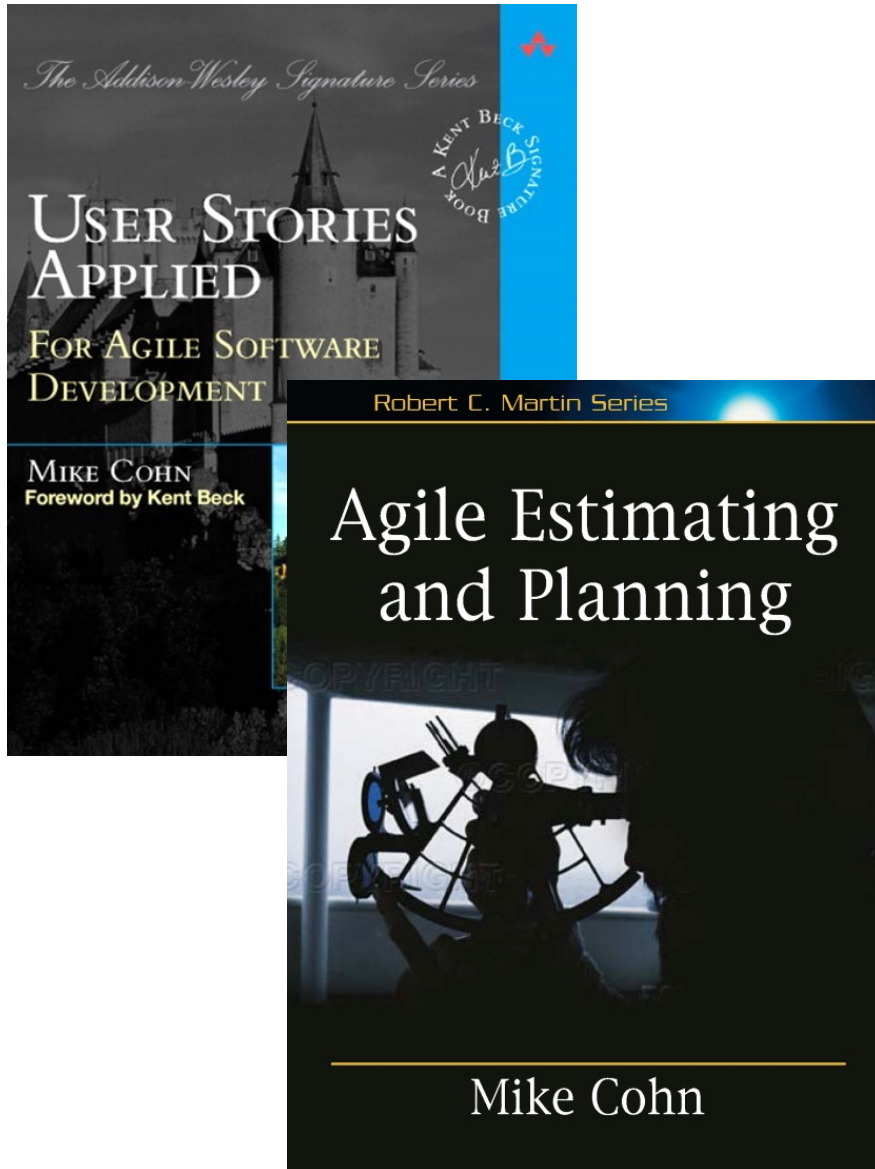


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