

LiveMind The Scrum Study Guide

The Scrum Study Guide was assembled by Robert Weidner, and is based on:
The Scrum Guide - The Definitive Guide to Scrum: The Rules of the Game, written by Jeff Sutherland and Ken Schwaber, co-creators of Scrum.
 The Agile Manifesto, and Principles behind the Agile Manifesto, available at <http://agilemanifesto.org/>.

Definition of Scrum	Scrum (n): A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.
Scrum is lightweight and simple to understand, but difficult to master.	
Scrum Theory	Scrum is founded on empiricism, which asserts that knowledge comes from experience and making decisions based on what is known. Three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation.
Transparency	Significant aspects of the process must be visible to those responsible for the outcome.
Inspection	Users must frequently inspect artifacts and progress toward a Sprint Goal to detect undesirable variances, at the point of work.
Adaptation	If an inspector determines one or more aspects of a process deviate outside acceptable limits, then the process must be adjusted.
The Scrum Team	Scrum Teams are self-organizing and cross-functional. They deliver products iteratively and incrementally, maximizing opportunities for feedback.
Product Owner	Responsible for maximizing the value of the product and the work of the Development Team.
Development Team	Professionals who do the work of delivering a potentially releasable increment of "Done" product at the end of each Sprint.
Scrum Master	Responsible for ensuring Scrum is understood and enacted.
Events	Prescribed events are used to create regularity and minimize the need for meetings not defined in Scrum. All events are time-boxed. Each event is a formal opportunity to inspect and adapt something.
The Sprint	The heart of Scrum; a time-box one month or less during which a useable and potentially releasable product increment is created.
Sprint Planning	Answers the questions: "What can be delivered?" and "How will the chosen work get done?" for the upcoming Sprint.
Daily Scrum	A 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next 24 hours.
Sprint Review	Held at the end of the Sprint to inspect the Increment.
Sprint Retrospective	An opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint.
Artifacts	Represent work or value to provide transparency and opportunities for inspection and adaptation.
Product Backlog	An ordered list of everything that might be needed in the product, the single source of requirements for any product changes.
Sprint Backlog	The set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment to realize the Sprint Goal.
Increment	The sum of all the Product Backlog items completed during a Sprint and the value of the Increments of all previous Sprints.
Artifact Transparency	Decisions to optimize value and control risk are made based on the perceived state of the artifacts. To the extent that transparency is complete, these decisions have a sound basis.
Definition of "Done"	A shared understanding of what it means for work to be complete.
End Note	Scrum's roles, artifacts, events, and rules are immutable and although implementing only parts of Scrum is possible, the result is not Scrum. Scrum exists only in its entirety and functions well as a container for other techniques, methodologies, and practices.

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The Agile Manifesto	The Five Scrum Values
Individuals and interactions over processes and tools	Focus
Working software over comprehensive documentation	Courage
Customer collaboration over contract negotiation	Openness
Responding to change over following a plan	Commitment
That is, while there is value in the items on the right, we value the items on the left more.	Respect

Principles behind the Agile Manifesto

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- Working software is the primary measure of progress.
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity--the art of maximizing the amount of work not done--is essential.
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective and then tunes and adjusts its behavior accordingly.

The Scrum Framework

