

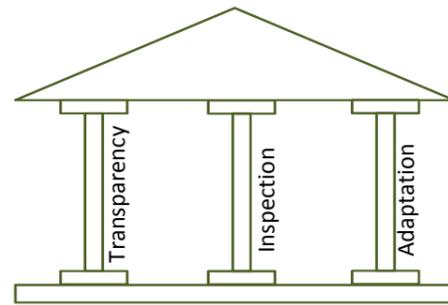
PMI Agile Certified Practitioner (PMI-ACP)[®]

Scrum Reference Card

Why Scrum

- Scrum is framework dealing with complex work
- Most Common Agile method
- The greatest potential benefit of Scrum is for complex work involving knowledge creation, and collaboration, such as new product development.
- Scrum is based on a small set of core values, principles, and practices (collectively the Scrum framework)
- Scrum is a management framework for incremental product development using one or more cross-functional, self organizing teams of about seven people each
- It provides a structure of roles, meeting, rules and artifacts.
- Teams are responsible for creating and adapting their processes within this framework
- Scrum uses fixed-length iterations, called sprint, which are typically two weeks or thirty days long
- Scrum attempts to build a potentially shippable (properly tested) product increments every iteration

Scrum Legs/Pillars



Scrum Artifact - Product Backlog

- Force-ranked list of desired functionality
- Visible to all stakeholders & any stakeholder can add items
- Constantly re-prioritize by product owner
- Top items are more granular



Scrum Artifact - Sprint Backlog

- Consist of committed Product Backlog items negotiated between team and product owner during sprint planning meeting
- Scope committed is fixed during sprint execution
- Visible to team
- Reference during the daily scrum meeting
- Often represented with an "information radiator" such as a physical task board



Scrum Artifact - Increment

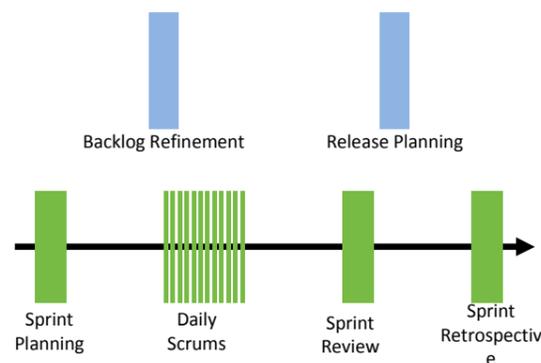
- The Increment is the sum of all the Product Backlog items completed during a Sprint and all previous Sprints.
- At the end of a Sprint, the new Increment must be "Done," which means it must be in useable condition and meet the Scrum Team's Definition of "Done."
- It must be in useable condition regardless of whether the Product Owner decides to actually release it.

Scrum Cycle Summary



Scrum Ceremonies/Events/Meetings

- **Release Planning:** Plan the next delivery to the customers
- **Sprint Planning:** Plan the next delivery to the customers
- **Daily Scrum:** Plan the next day visibility, communication.
- **Sprint Review:** Demonstrate working product to PO and everyone else interested
- **Sprint Retrospective:** Inspection / Adaptation of the process
- **Backlog refinement:** help prepare product backlog for the next sprint planning meeting



Sprint Burndown Chart

- Cumulative work remaining in a Sprint, day-by-day
- Chart that show the sum of the total estimated remaining work for all task in the sprint Backlog versus time
- Initially drawn at the sprint planning meeting and updated every sprint day
- When tasks are completed as the Sprint proceeds, team recalculates the remaining work to be done and the Sprint Backlog decreases, or burns down over time.
- If the cumulative Sprint Backlog is zero at the end of the Sprint, the Sprint is successful

Roles in Scrum

Product Owner

- Ensures and maximizes the profit/ return on investment (ROI) for customer
- Responsible for product vision
- Decides what will be built and in which order.
- Defines the features of the product or desired outcomes of the project
- Chooses release date and content
- Prioritizes features/outcomes according to market value
- Accepts or rejects work results



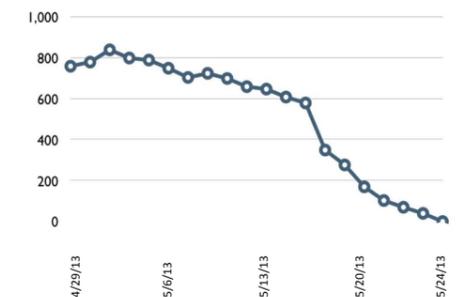
Scrum Master

- Ensures that the values, practices and rules of Scrum are understood and followed
- Helps resolve impediments
- Capture empirical data to adjust forecast
- Creates an environment conducive to self-organization



Development Team

- Generates value for the customer, building high quality product increment
- Self organizing, self managing
- Negotiate commitments with the product owner
- Intensely Collaborative
- Cross functional



Release Burndown Chart

- Track the remaining product backlog efforts from sprint to sprint
- May use relative unit such as story points
- Map historical trends to adjust forecast



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