

Scrum for Scrum Masters

GoSkills online course syllabus

Skill level

Beginner

Lessons

37

Accredited by

CPD, PMI, PMIPDUs

Pre-requisites

No prior experience needed

Video duration

3h 17m

Estimated study time

18h 30m

Instructor

Ray Sheen

Project Management Approaches

1

Project Management Methodology

Agile/Scrum is a project management methodology. This means that it provides a set of tools and processes that can be used to organize and manage the project activities.

2

Sequential Methodology

A sequential project management methodology is a traditional approach to project management. It minimizes risk, but this conservative approach can be lengthy and expensive.

3

Concurrent Methodology

The concurrent project management methodology is a collaborative approach. It can significantly accelerate a project as compared to the sequential approach, but it is much more difficult to project manage.

4

Agile/Scrum Methodology

The Agile/Scrum project management methodology is an iterative approach that requires fewer resources than other approaches.

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Project Management Methodology Comparisons

The three approaches presented are three very different ways of managing a project. Understanding the differences will enable a business to select the best approach for their projects.

Agile/Scrum Elements

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Agile/Scrum Precepts

The Agile/Scrum is a project management methodology that is in sharp contrast to traditional project management. That is because it starts with a different set of underlying precepts.

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Sprint – Scrum Process

The Agile/Scrum methodology is a structured project management methodology. It follows a prescribed process that includes Sprints and Scrums.

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Sprint – Scrum Meetings

Within the Agile/Scrum project management methodology there are a set of meetings that are used to plan and manage the process. Rather than analytical tools, this methodology relies heavily on the use of specific targeted meetings.

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Story Cards

Story Cards, also known as Product Backlog Items (PBIs) are the technique used for documenting project scope, quality requirements, estimates and priority of the deliverables in an Agile/Scrum project.

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Product Backlog

The product backlog is the prioritized list of project deliverables.

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Sprint – Scrum Team

The Scrum Team performs the project work conducted during a Sprint on an Agile/Scrum project.

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Scrum Master

The Scrum Master is the individual who is responsible for facilitating the Agile/Scrum Sprint process.

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Product Owner

The Product Owner role is the person on an Agile/Scrum project who is responsible for establishing and explaining the desired project scope.

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Sprint Controls

Sprint Controls are the project management tools that are used by the Scrum Master and Scrum Team to assess performance.

Process Steps

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Step 0: Vision

A clear goal or vision is essential to project success. That is as true with Agile/Scrum as with traditional projects.

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Step 1: Preparing the Product Backlog

Preparing the Product Backlog is the first step in the Agile/Scrum Sprint methodology. It includes creating and prioritizing all the Story Cards.

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Step 2: Assign Scrum Team

To do the work of the Sprint, a Scrum Team must be assigned.

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Step 3: Sprint Planning

The Sprint is initiated with a Sprint Planning Session that organizes the work, estimates the effort, and initializes the Scrum Board and Burn Down Chart.

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Step 4: Sprint Execution

Sprint execution is the actual work of the Scrum team during the Sprint to accomplish the tasks needed to complete each Story in the Sprint Backlog.

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Step 5: Sprint Demonstration

The Sprint Demonstration is the formal meeting where the Scrum Team demonstrates to the Product Owner the performance of each deliverable that was created during the Sprint.

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Step 7: Sprint Retrospective

The Sprint Retrospective is a lessons learned meeting with a focus of identifying opportunities to improve the performance and management of the next Sprint.

Managing the Backlog

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Requirements Management

Project requirements management in an Agile/Scrum project is conducted using Story Cards and Backlogs. The list of requirements is variable and is not finalized until the end of the project.

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Stakeholder Engagement

Stakeholder Engagement is the effort by the Product Owner to communicate with all affected stakeholders in order to identify potential requirements and provide project status.

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Writing Story Cards

The Product Owner writes the story cards, which document the requested scope of an Agile/Scrum project.

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Prioritizing the Backlog

The Product Owner must regularly prioritize the Story Cards that make up the Product Backlog and at the beginning of a Sprint he or she must prioritize the Story Cards selected for the Sprint Backlog.

Managing the Sprint

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Self-Organizing Teams

Scrum Teams do not rely on assigned project management roles, rather the team organizes and manages itself.

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Sprint Planning – Part 1

The first portion of the Sprint Planning meeting consists of selecting the Sprint Backlog and clarifying Stories.

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Sprint Planning – Part 2

The second part of the Sprint Planning meeting is the time when detailed planning takes place by the Scrum Team and the Sprint is actually initialized.

29

Scrum Meetings

During a Sprint, the Scrum Team meets daily at a Scrum Meeting to provide status on progress.

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Removing Roadblocks

Roadblocks are impediments that prevent the Scrum Team from completing Stories and tasks. The Scrum Master is charged with removing or creating a workaround for the Roadblocks.

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Sprint Demonstration Planning

Sprint Demonstration Planning ensures that the Sprint Demo meeting appropriately reflects the work accomplished by the Scrum Team.

Managing the Agile/Scrum Methodology

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Role of Management

Agile/Scrum is an organizational approach to project management and requires buy-in from senior management to be effective.

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Organizational Alignment

Organizational alignment is the activity needed to ensure the systems and processes within the organization support the Agile/Scrum methodology and do not undermine it.

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Strategic Alignment

Agile/Scrum projects are often used to implement both product line strategy and operational strategy. They can be used with customer projects – but there are challenges with that approach.

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Project Selection

Senior management also has the role of selecting projects that are suitable for the Agile/Scrum methodology.

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Agile/Scrum Challenges

When implementing Agile/Scrum, there are several process and project challenges that most organizations encounter and must be addressed.

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Agile/Scrum Failure Points

There are common reasons for why an Agile/Scrum implementation initiative will fail. Awareness of these failure points reduces the likelihood that an organization will fall prey to one of these.

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