

# CS-E4910 Software Project 3

## Scrum Master's Role in the Course Project

18.9.2024

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# Agenda

**16:15** Scrum Master's responsibilities in the course project, Jari Vanhanen

- Setting up Scrum
- Team building and teamwork

**16:50** Community of Practice (CoP) for the Scrum Masters

**17:00** Scrum Master's role in the Scrum Simulation, Towo Toivola/Futurice

# Responsibilities of the Scrum Master in the Course Project

- **Study**, plan, teach and ensure the application of **Scrum**
- Prepare and lead the Scrum events
- Manage team building
- Initiate discussions on any problems
  - if the team does not react to them
- Try to give tips on methods and tools
  - for architecture, testing, user requirements, teamwork etc.
- Work as a development team member
  - if the time budget allows (>5cr course version)

# Studying Scrum

- Read
    - CSM Training materials and references
    - Practitioner literature
      - books and articles
    - Community pages, e.g.
      - [www.scrum.org/resources/blog](http://www.scrum.org/resources/blog)
      - [www.scrum.org/forum/scrum-forum](http://www.scrum.org/forum/scrum-forum)
    - Scientific articles
  - Discuss and share experiences
    - with your coach
    - with other Scrum masters on the course
    - with anyone who has used Scrum
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# Setting up Scrum

- Motivate the use of Scrum to the developers
  - it is valuable to learn
  - it will help the project succeed
  - explain the reasons for having the Scrum events and artifacts
    - some students have never worked in a real sw project

During the project, correct misconceptions of Scrum.  
Does Scrum cause overhead/problems or does the inherent complexity of larger, real projects cause them?

- Involve the developers in deciding how the team applies Scrum
- Document the decisions so that they
  - help the Scrum team (also the PO) apply Scrum
  - help the PO understand her responsibilities
  - help the coach understand how the team works

# Setting up Scrum

- Sprint length
  - frequent feedback and status check vs. less overhead from sprint change
  - equal effort vs. equal duration?
    - exam weeks, x-mas break
- First sprints
  - try to finish Sprint 0 and Sprint1 before PR1 (25.11.)
  - decide soon the start and end dates of Sprint 0
    - getting the project started quickly
  - Sprint Planning is different for Sprint 0
    - if PO is busy, some planning is possible without her
    - you may also want to prepare before having a big kick-off meeting with the PO

# Setting up Scrum

- Scrum events
  - planning, review, retro (sprint change), Daily (“weekly”)
- Scrum artifacts
  - Product Backlog
  - Sprint Backlogs
  - Definition of Done

What did you learn about these in the CSM training?

What will you try in your project?



# Setting up Scrum: Working with the PO

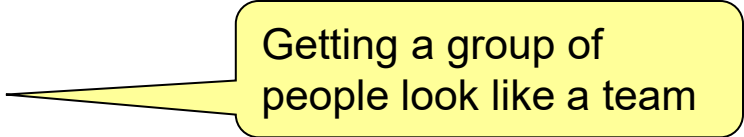
- Ensure that PO knows her responsibilities in Scrum and what that means in your project
  - Prepare for the meetings with PO
    - Agenda
      - ensure that PO knows how she should prepare for the meeting
    - Converging the discussions
    - Someone writes down notes
  - Try to get access to PO also during the Sprint
    - Further clarification of the chosen product backlog items
    - Quick feedback of completed items
    - Product backlog refinement to prepare for the next sprint planning
-

# Setting up other Practices and Tools

- Communication channels
  - Students, PO, coach
  - Some rules for the use of communication channels
- Time tracking
  - Started from the first day of the project (~16.10.)
    - even earlier, if 25h is not enough before the project starts officially
      - team building events, studying tools and technologies ...
- Development environment
  - if you need some hw/sw from the PO, note that it may take time

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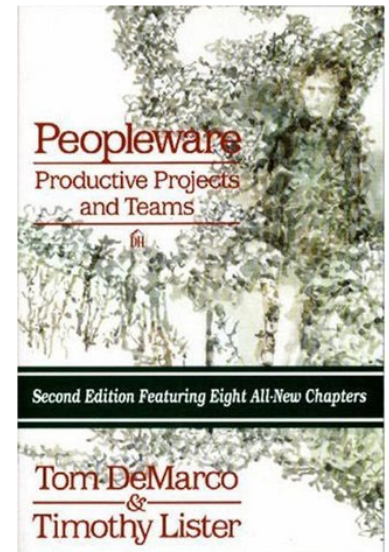


Getting a group of people look like a team

# A Jelled Team (Dream Team)

*“A jelled team is a group of people so strongly knit that **the whole is greater than the sum of the parts**. The **production** of such a team is greater than that of the same people working in unjelled form. Just as important, the **enjoyment** that people derive from their work is greater than what you would expect given the nature of the work itself.”*

(DeMarco & Lister, 1999)



# Characteristics of a Jelled Team

- A shared vision or goal
- A sense of team identity
- Competent team members
- A commitment to the team
- Mutual trust
- Effective and open communication
- Interdependence among team members
- A sense of autonomy
- A high level of enjoyment
- Small team size

Can these be achieved  
in your team?

# Good Teamwork Practices

- Good team name
- Team building activities
- Everybody participates in defining the common goals and planning of the tasks
  
- Informal and formal communication
- Accurate and unambiguous communication
- Check for understanding and agreement
- Open communication – raise (potential) issues immediately
- Constructive feedback

encourage developers/PO to tell if they don't understand something

# Being a Good Team Member

Discuss these with your team members in the beginning of the project.

- **Participate** actively
- **Remember:** team goals are your goals
  - the project can be successful only when everybody works towards common goals
- **Help** other team members when they have problems or questions
  - ask if they need help even if they might not ask for that -> they are happy to help you when needed
- **Ask** help right away when you have problems or don't understand something
- **Give** feedback to other team members and to your Scrum Master
  - also positive feedback!
- **Think** about how you could make your project fun to work in 😊😊
- **Motivate yourself**

# Responsibilities of the Scrum Master in the Course Project

- Study, plan, teach and ensure the application of Scrum
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  - team spirit, communication practices
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# Solving Problems

- Raise issues as quickly as possible – that way small problems do not become big problems
- Involve the team in solving problems
  - except if the problem is related to an individual
    - you could (at least first) discuss privately with him/her
- Escalation
  - Coach
  - Course teacher

Ask help also from the other Scrum Masters!

# An Example of a Problem:

## Someone does not fully participate

- Talk/contact the person privately
  - Don't wait too long
- Try to understand the reason
  - Unclear tasks in the Sprint backlog
  - Lack of confidence/skills to take responsibility of any tasks
    - and no courage to admit it / ask help
  - Busy with other commitments / unsuitable work times
  - Has not understood that ~225h of work is really required to pass
  - Lack of motivation
  - ...
- Many reasons are possible to fix

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  - make it clear to the team when you are working in the Scrum Master role

# Community of Practice (CoP)

- CoP is a *group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly* [1]
- CoP provides a way for practitioners to **share tips and best practices**, **ask questions** of their colleagues, and **provide support** for each other.
- Used in many organizations
  - recommended in agile scaling frameworks (SAFe, LeSS)
  - software project course at IT University of Copenhagen [2]

[1] Etienne and Beverly Wenger-Trayner. "[Introduction to communities of practice - A brief overview of the concept and its uses](#)". 2015.

[2] Maria Paasivaara: [Teaching the Scrum Master Role using Professional Agile Coaches and Communities of Practice](#). ICSE (SEET), 2021.

# Possible Topics to Discuss among the Scrum Masters [2]

- Challenges faced
  - sharing how other Scrum Masters have worked in a similar situation
- Scrum Master's role and responsibilities
- Understanding Scrum
- Team building activities
- Communication
- Tools
- Collaboration with the PO and coaches
- Course requirements
- ...

[2] Maria Paasivaara: [Teaching the Scrum Master Role using Professional Agile Coaches and Communities of Practice](#). ICSE (SEET), 2021.

# CoP for the Scrum Masters on the Software Project 3 course

- Why
  - you will learn more
  - the projects will be more successful
- How
  - Online chat
  - Online document for collecting best tips and tools
  - F-2-f or Zoom meetings
    - even with a small number of Scrum Masters
    - informal discussion while having coffee / lunch together
    - more formal meetings with an agenda
      - discussing some agreed topic(s)
      - discussing some materials everyone reads in advance
      - presentations/demos by some participants

Any volunteers who could organize the CoP (with help from course personnel)?

# Next Steps

- Choose your tentative number of credits (5-8)
  - Write it to the CS-C2130 Google sheet (“Student List”)
- Topic selection
  - Send your Team “CV” to your favorite clients 1.-6.10.
    - mention all your team’s strengths, but don’t give unrealistic promises
    - you can mention, if the client is your #1 priority
  - Check the overlaps with other teams’ topic preferences
    - send the CV also to some Client that you will “certainly” get
  - Reserve 10-min meetings with the favorite clients on 9.10.
    - use the CS-C2130 Google sheet (“Meetings after pitches”- sub sheet)
    - publish your team’s Zoom link (to be used, if some client is not on-site)
  - After the meetings, (re-)prioritize the clients you met

Keep your topic  
prefs up-to-date!

# Next Steps

- Scrum Simulation
  - Your goal:
    - Getting all team members to know each other
      - create name tags
      - if you haven't met before, ask everyone to introduce themselves
    - Increase your developers' understanding of Scrum
    - Increase your skills in the Scrum Master role
  - Before the session, remind the developers to read
    - [Compact guide about the Scrum events in the Simulation](#)
    - Scrum Guide / Scrum Primer
  - Arrive 16:00, i.e., 10 min before the developers to prepare your work area
    - Drawing your Scrum boards