Today’s Outline

- Project Management
  - Brief History of Project Management in Software
  - Intro to Agile Project Management (Scrum)
- Product Backlogs
  - Do it Yourself!
  - And a Very Quick Presentation!
- More Scrum: Meetings
  - Do your own projects!
Project Management
CMS611/6.073 Fall 2014
What is this about?

- What is project management?
- A bit of history of PM in software development
- Intro to project management, as practiced in CMS.611
What is it?

‘Planning, organizing, securing, motivating and controlling the resources to successfully complete a project’.

Define success!
In the beginning: Waterfall

- Concept
- Design
- Pre-Production
- Alpha
- Beta
- Shipping/Maintenance
Where’s the testing?

It’s all at the end, when the team can’t respond to it usefully.
If your users aren’t happy

- It’s not a Good Game.
- So your design changes.
- And your schedule.
- And... that is a Project Management fail.
Agile Manifesto

- Individual interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan
Agile is good, not perfect!

- Classic Agile assumes interchangeable tasks & developers.
- Game Teams are not interchangeable!
  - Programmers.
  - Artists.
  - Designers.
  - Audio Specialists.
  - Producers
Meet Scrum!

- Putting project management responsibility on the shoulders of the team since the 1990’s!
How does this work?
(With Vocabulary)
Anatomy of a Sprint

 Meetings: Sprint Planning, Daily Scrum, Sprint Review, Retrospective

 Artifacts: Product Backlog, Sprint Backlog, Tasklist, Scrumboard
More Vocabulary!

- Product Owner
- Scrum Master
- Team Member
Word Soup!

- Sprint
- Sprint Planning
- Daily Scrum
- Sprint Review
- Retrospective
- Team Member
- Scrum Master
- Product Owner
- Product Backlog
- Sprint Backlog
- Task List
- Scrum Board
Product Backlogs

TECHNIQUE INTRODUCTION: TIME BOXING, USER STORIES
Product Backlog

- ‘An ordered list of everything that might be needed in the product and is the single source of requirements for any changes to be made in the product.’

- Maintained & prioritized by the Product Owner.
Sample backlog

Item removed due to copyright restrictions. See image at http://www.scrum-institute.org/The_Scrum_Product_Backlog.php
What Is a User Story

AS THE
• User
• Designer
• Artist

I WANT
• Describe
  Something
  Testable
  Here

SO THAT
• Explain
  Reason
  Here
User Stories vs. Features

- As the user, I want cars to go fast so that I feel powerful in game.
- As the designer, I want a level editor so that I can create level frameworks without depending on the artists or the programmers.
- The player’s car’s max speed should be at least 150 MPH.
- Level editor.
How do you keep meetings short?

Time boxing.
Your Turn.

- Create a product backlog for P2, using User Stories & Excel (or Google Spreadsheets.)

- Prioritize your features. (Some may already be done/implemented: that’s OK/)

- Armed with your Product Backlog & your Vision Statement, prepare a 2 minute (MAXIMUM!) description of your project’s goals & most important features. NOT A PITCH, but a report on the state of your team’s preparation to work this weekend.
Team Meetings
Talking about.... Talking.
Daily Scrums.  Sprint Planning.  Sprint Review.  Retrospectives
MEETINGS AS A FORCE FOR GOOD

- Timeboxing.
- Clear Agendas.
- Involved Participants.
Sprint Planning Meeting

- Sets the team’s goals for this Sprint.
- Deliverable: a Sprint Backlog & an Estimated Tasklist for the sprint.
- Timeboxed: 1 – 2 Hours.
Sprint Review Meeting

Deliverables

• Demonstrate working product
• Review & evaluate product
• Review & update product backlog
• Time boxed: 1 – 2 hours
Retrospective Deliverables

• Things to keep doing.
• Things to stop doing.
• New things to try.
• Timeboxed: .5 Hour
Daily Scrum:
3 Questions

• What did you do yesterday?  (Since our last meeting.)
• What will you do today?  (Until our next meeting)
• What is blocking you?
• Timeboxed: 10 Minutes