Agile Software Development

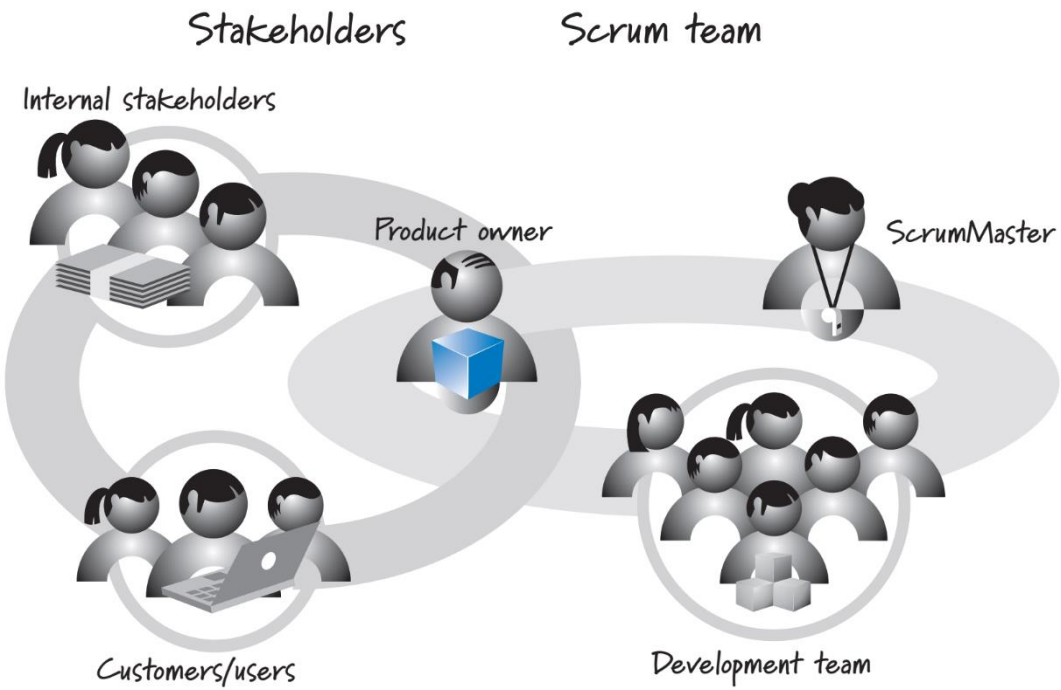
Lecturer: **Raman Ramsin**

Lecture 19

Scrum: Roles

Product Owner: Overview

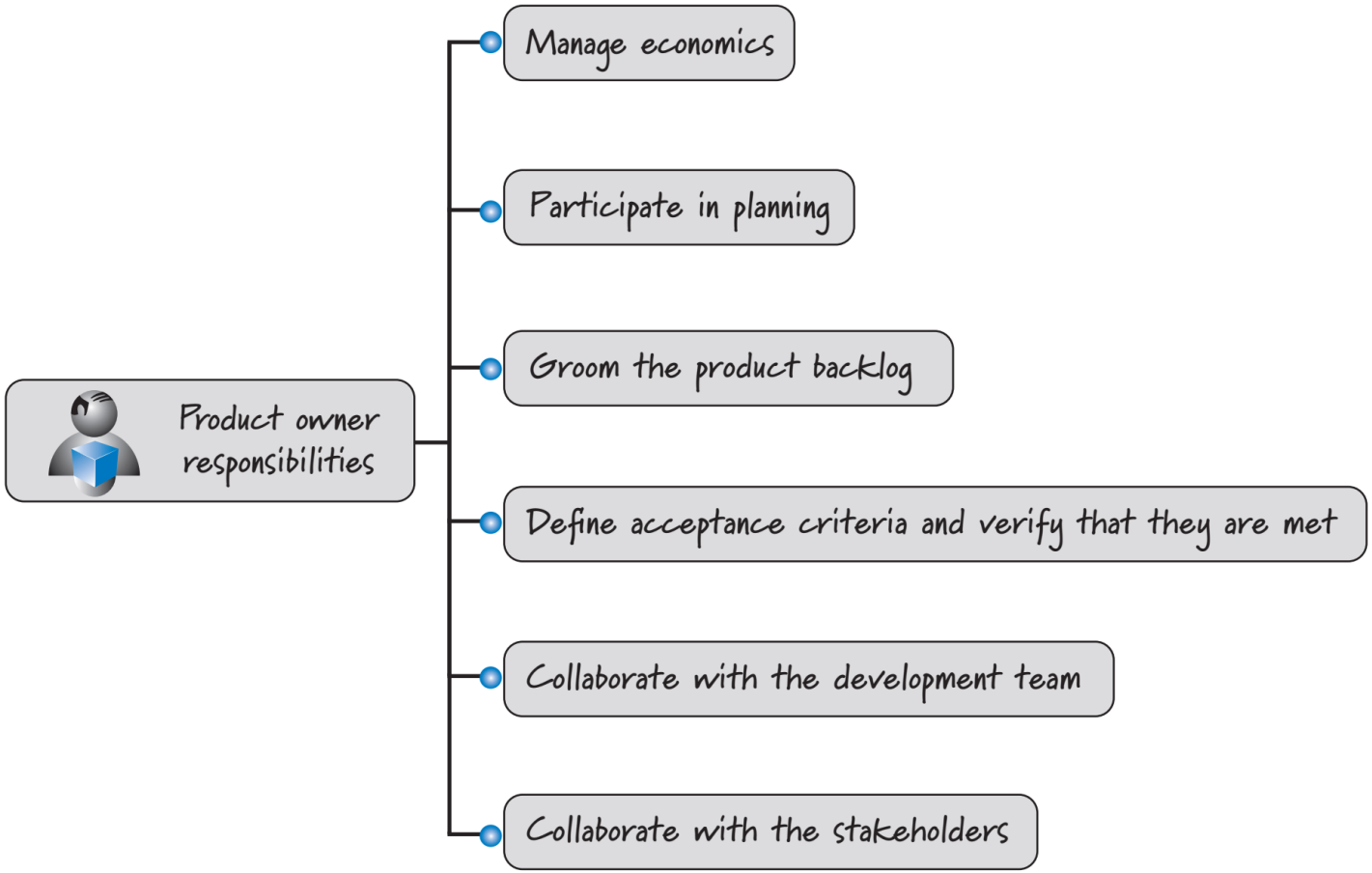
- The product owner needs to look in at least two directions simultaneously.
  - Must understand the needs of organizational stakeholders, customers, and users well enough to act as their voice, ensuring that the right solution is developed.
  - Must communicate to the development team what to build and the order in which to build it, and ensure that acceptance criteria are specified and tested.



[Rubin 2012]

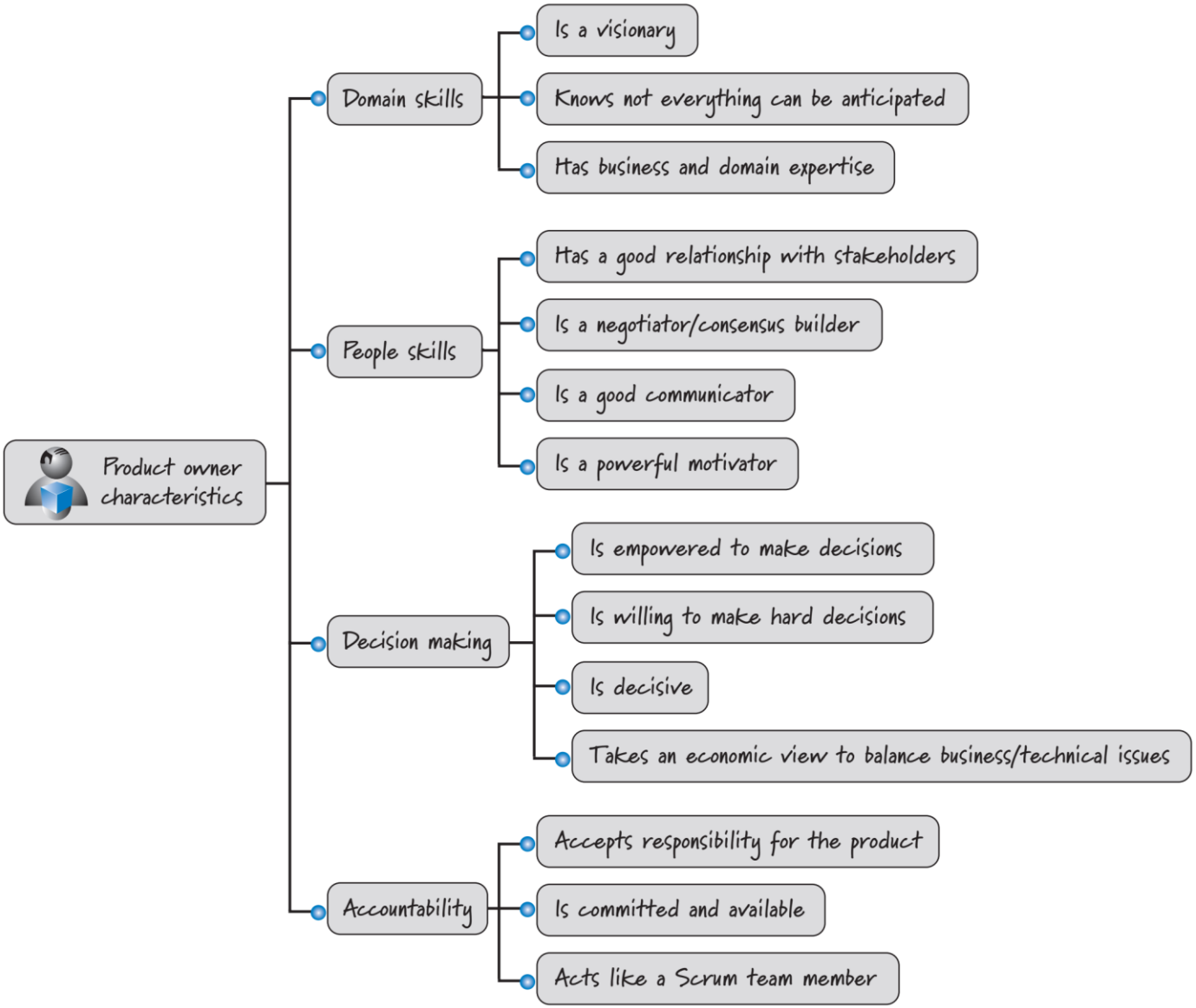
Product Owner: Principal Responsibilities

- A full-time role with significant responsibilities.
  - Under certain circumstances, product owner teams or product owner proxies might be practical.



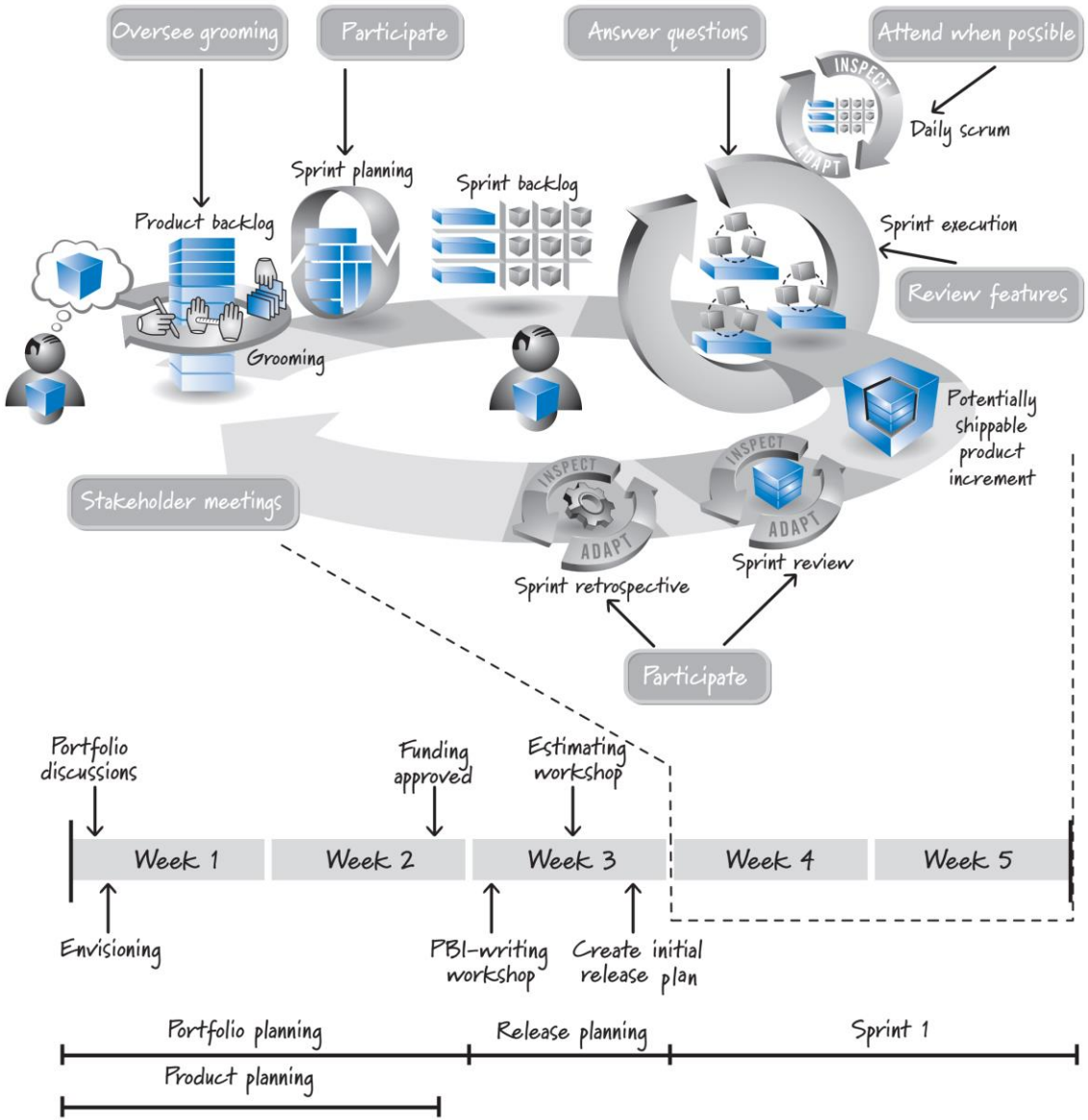
[Rubin 2012]

Product Owner: Characteristics



[Rubin 2012]

Product Owner: A Day in the Life



[Rubin 2012]

Product Owner: Who should be one?

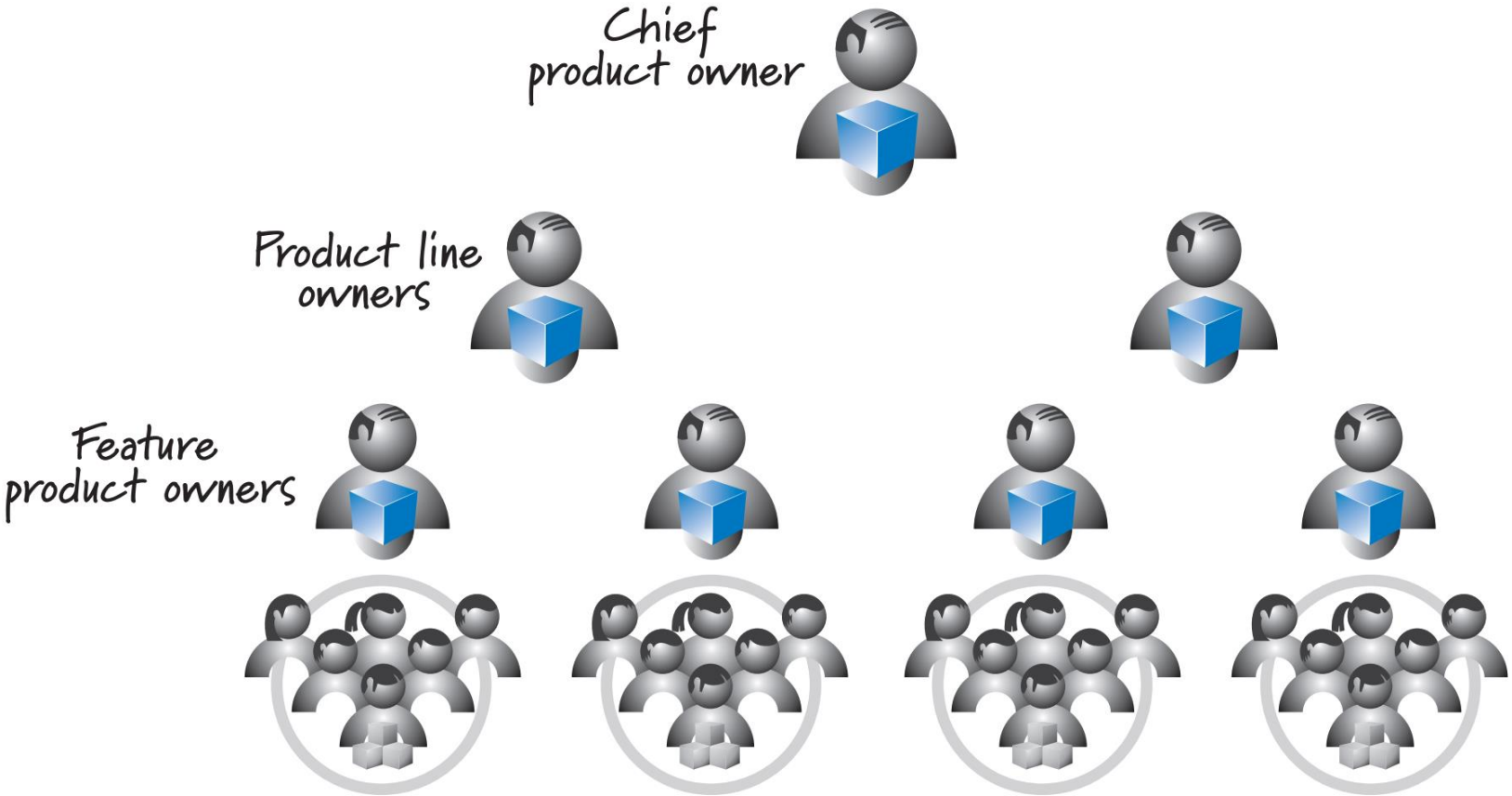
Development Type	Candidate Product Owner
Internal development	Representative/customer from the business area benefiting from the solution
Commercial development	Internal proxy for the actual customers and users (typically a product manager, product marketer, or project manager)
Outsourced development	Representative/customer from the company paying for the solution and receiving the benefits
Component team (architectural development)	Typically a technical person who can best prioritize the backlog of technical items

[Rubin 2012]

Product Owner: Team, Proxy, Chief

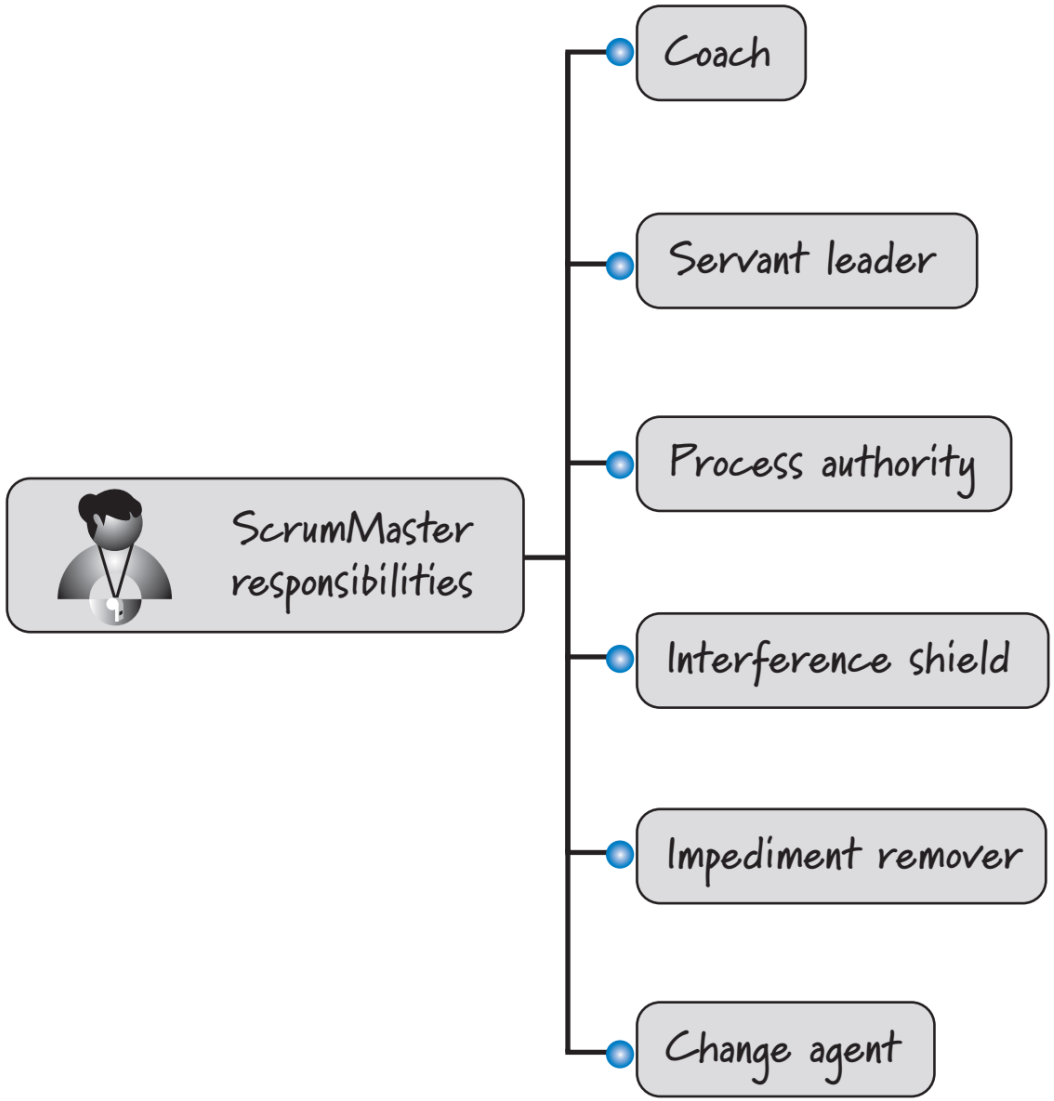
- **Product Owner Team:** The product owner delegates some of his responsibilities to other people, thus forming a product owner team; the product owner is the ultimate decision maker. A team is needed if:
  - The product owner cannot do the job without a select group of people to provide input and guidance, or
  - the workload of being a product owner is greater than any one full-time person can reasonably perform.
- **Product Owner Proxy:** A person enlisted by the product owner to act on his behalf in particular situations.
  - Empowered to make at least some tactical decisions on his behalf.
- **Chief Product Owner:** In very large projects, a hierarchy is formed, in which a chief product owner is the product owner for the whole product.
  - The chief product owner has a team of product owners to ensure that the product owner role is filled correctly at each lower level in the hierarchy.

Product Owner: Hierarchy



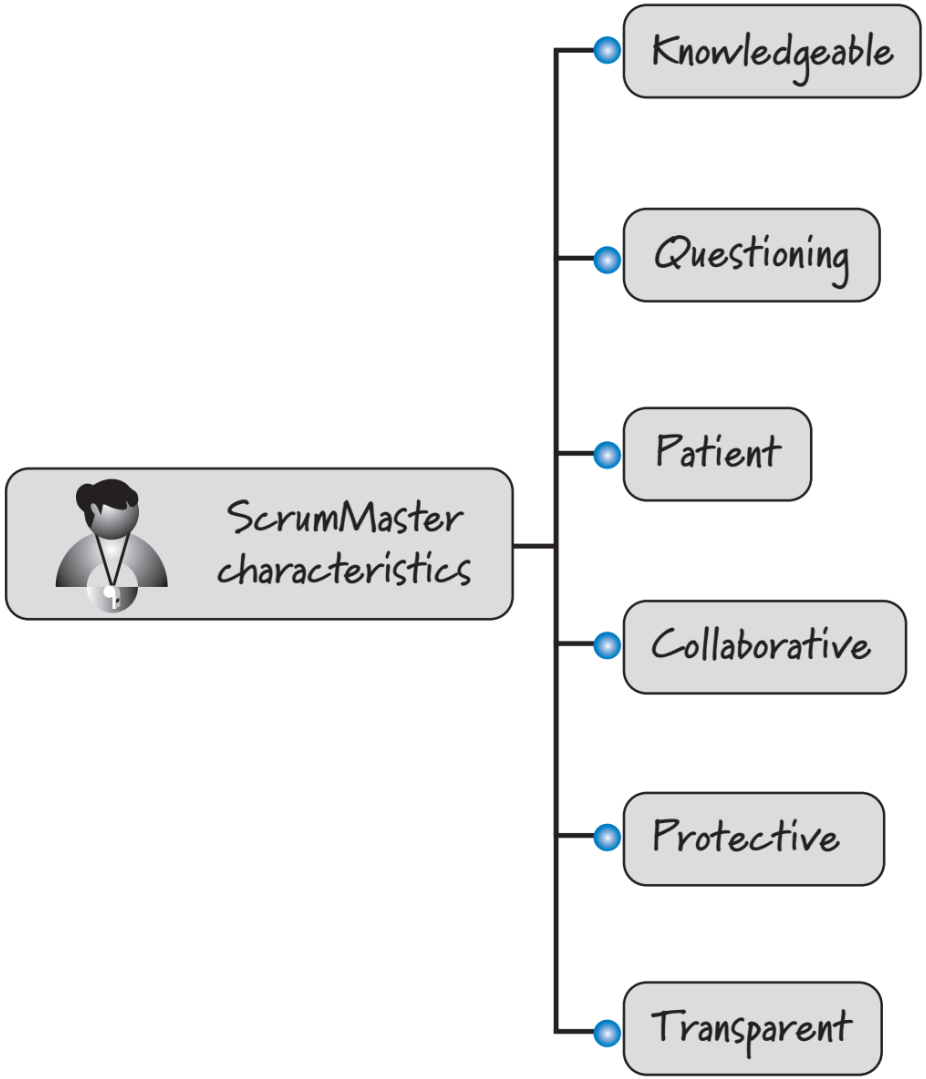
[Rubin 2012]

Scrum Master: Responsibilities



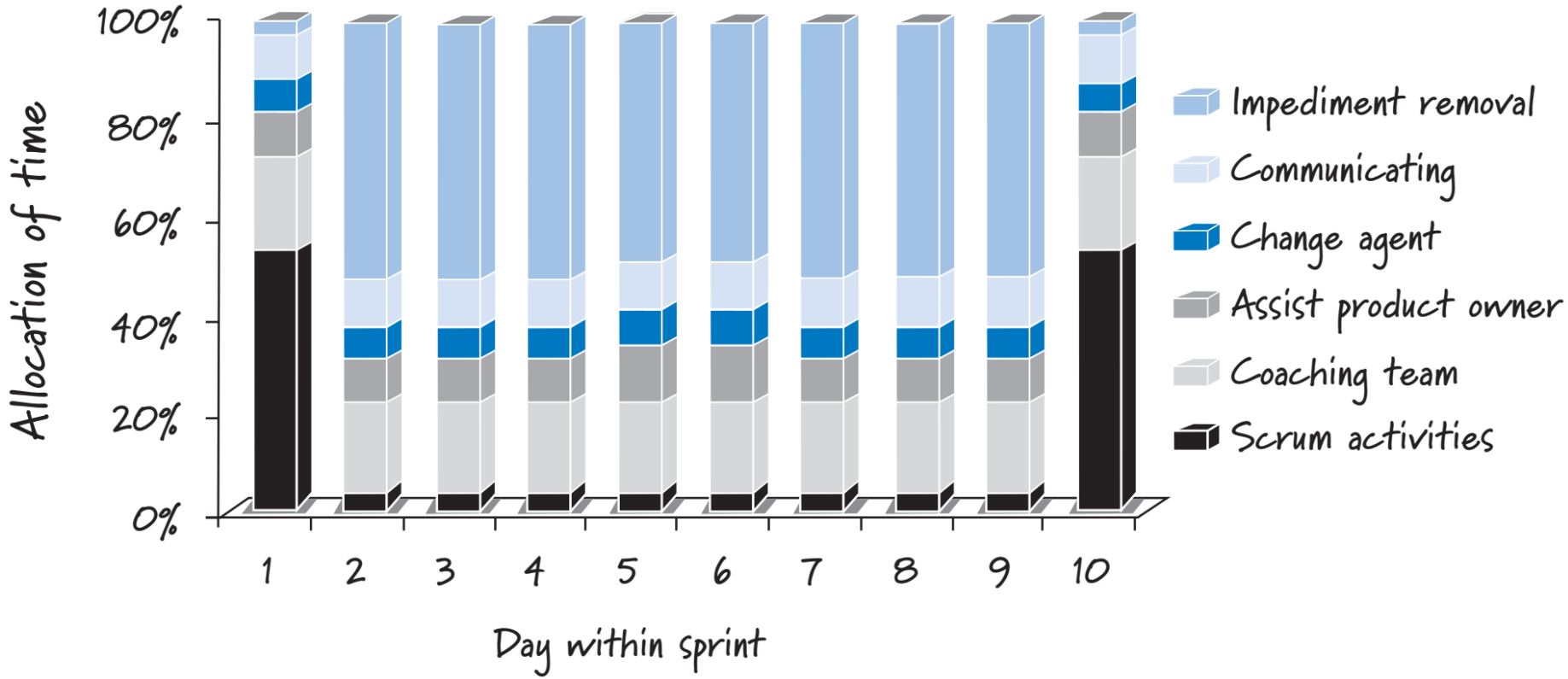
[Rubin 2012]

Scrum Master: Characteristics



[Rubin 2012]

Scrum Master: A Day in the Life



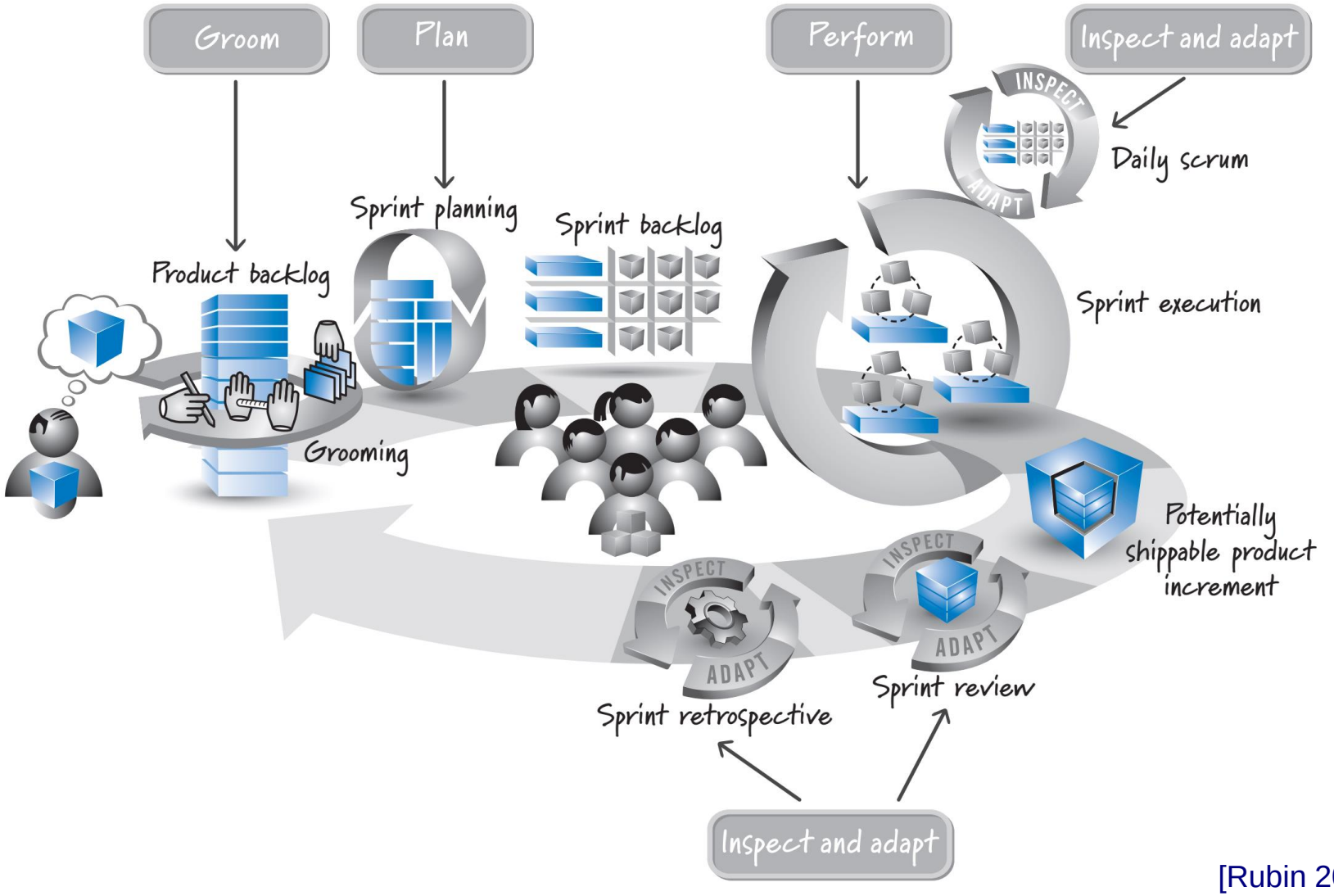
[Rubin 2012]

Scrum Master: Fulfilling the Role

- **Is Scrum Master a Full-Time Job? Possibly not.**
  - A Scrum team that has been working together for an extended period of time and has become highly proficient with Scrum might require less coaching.

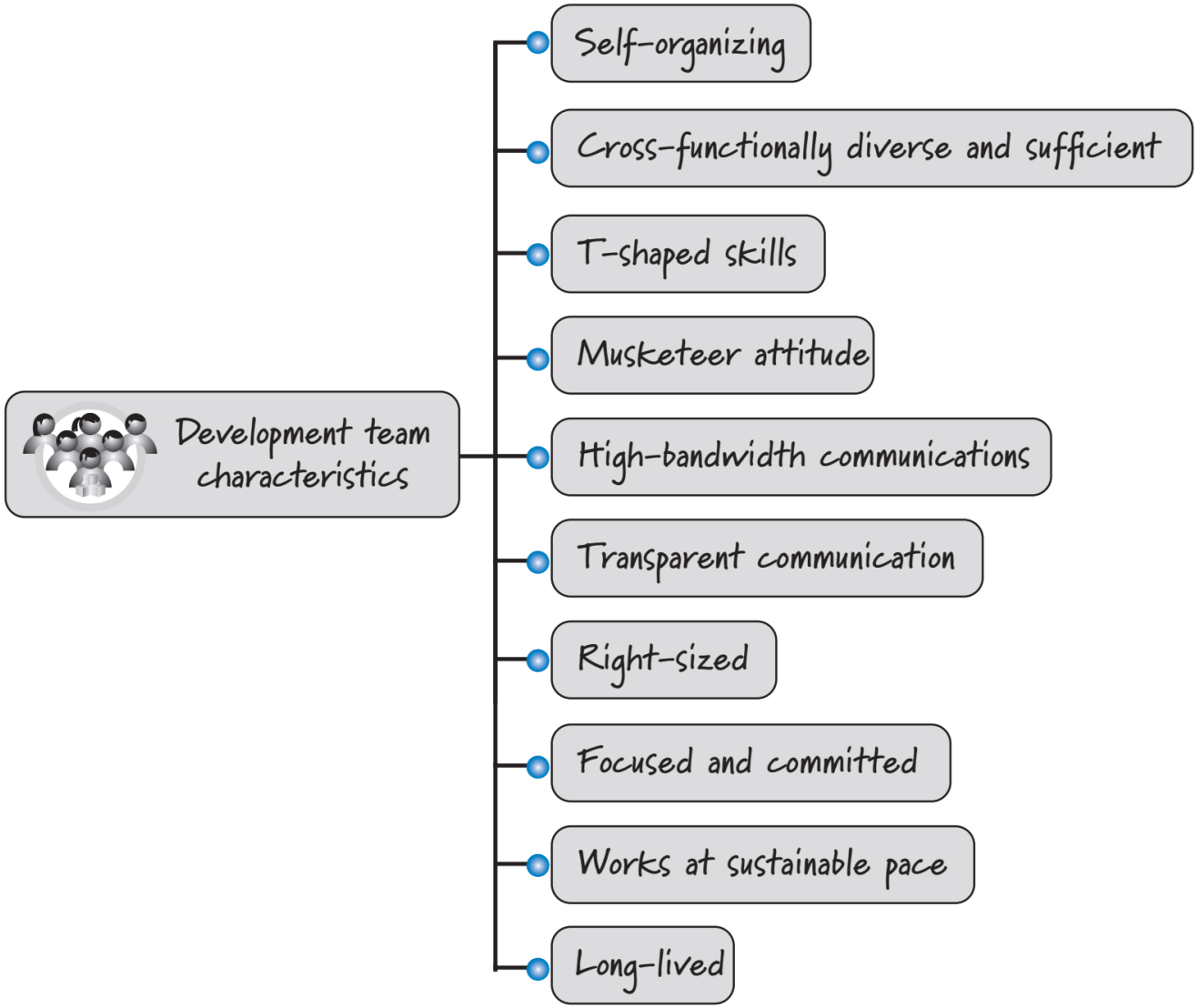
- **Scrum Master Combined with Other Roles:**
  - If a person is both a talented Scrum Master and Development Team member, that person may act in both roles; however, a conflict of interest might arise.
  - A combination of roles that is highly discouraged is having the same person serve as both Scrum Master and Product Owner; this will result in a conflict of interest.

Development Team: Responsibilities



[Rubin 2012]

Development Team: Characteristics



[Rubin 2012]

References

- Rubin, K.S., *Essential Scrum: A Practical Guide to the Most Popular Agile Process*, Addison-Wesley, 2012.

- Schwaber, K., Sutherland, J., *The Scrum Guide*, Published online at: http://www.scrumguides.org/, November 2017 (last visited in December 2017).