

Today's Outline

- ProjectM anagement
 - Brief History ofP rojectM anagement in Software
 - Intro toA gile ProjectM anagement(Scrum)
 - Product Backlogs
 - Doi t Yourself!
 - Anda V ery QuickP resentation!
 - MoreS crum: M eetings
 - Doo ne yourself!
 - Worko n yourp rojects!



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

- Individuals and 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](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.
- The player's car's max speed should be at least 150 MPH.
- As the designer, I want a level editor so that I can create level frameworks without depending on the artists or the programmers.
- 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

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