This Lecture

- Some notes on team working (Partly based on slides by Prof. Dave Elliman)
- Group meetings
- Software Development Methodology
- Assessment
Groups
Groups

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Check
http://www.cs.nott.ac.uk/~nhn/G52GRP.
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- If you are *not* in a group, but think you should be, let me know *urgently*. 
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- Check http://www.cs.nott.ac.uk/~nhn/G52GRP.
- If you are not in a group, but think you should be, let me know urgently.
- If you have tried but failed to get in touch with some member(s) of your group, let me know urgently.
Team Working (1)

Teams can be fun!
Team Working (2)

But sometimes they don’t work well . . .

- Inadequate organisation
- Low commitment
- Apathy
- Conflicts
Characteristics of teams that work
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- Balance of member skills — and making good use of those skills
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- Clear goals
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- Clear responsibilities
- Good organisation
- Good communication, including *listening*
- Commitment to goals: willingness to put group goals before ego and/or comfort
- Mutual respect and valuing
Necessary Roles
Necessary Roles

- Motivator (initiator)
Necessary Roles

- Motivator (initiator)
- Idea generator
Necessary Roles

• Motivator (initiator)
• Idea generator
• Team worker ("getting the job done")
Necessary Roles

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- Specialist (technical, writing, . . . )
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- Specialist (technical, writing, . . .)
- Coordinator (administrator)
Necessary Roles

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- Specialist (technical, writing, . . .)
- Coordinator (administrator)
- Censor (devil’s advocate)
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- Mediator (supporter, mentor)
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- Censor (devil’s advocate)
- Mediator (supporter, mentor)
- Monitor (tester)
- Completer-finisher
Formal Roles (1)

Every group should elect a *Group Leader*. 
Formal Roles (1)

Every group should elect a *Group Leader*:

- Overall planning and coordination.
- Motivator
- Arbiter
- Main point of contact
Formal Roles (2)

Additionally, the following are highly recommended:
Formal Roles (2)

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- Editor
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- Editor
- Technical Lead
Formal Roles (2)

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- Technical Lead
- Quality Assurance Lead
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- Repository Master
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- Technical Lead
- Quality Assurance Lead
- Repository Master

Other useful roles:

- UI Designer
- Open Day Producer
- ...

Formal Roles (3)

Editor responsibilities:

- Document structure
- Layout (creates templates)
- Structure of writing process (e.g. draft deadlines, organisation of proof reading)
- Integration of contributions
Formal Roles (4)

Technical Lead responsibilities:

- System architect
- Identify key technical choices, pros and cons
- Lead programmer (as projects not too large)
Quality Assurance Lead responsibilities:

- Making sure requirements are testable.
- Planning for quality assurance, in particular testing.
- Writing test cases.
- Automation of testing, in particular regression testing.
Repository master responsibilities:

- Overall responsibility for managing project site and repository
- Training everyone in how to use the site and associated tools
- Project website deadline. 2 Nov.
Formal Roles (7)

Note:

- Not all roles relevant all the time.
- Roles can be shared/further subdivided.
- One person can have more than one role.
- Role owners should not be expected to do all work associated with role. Rather, think “organiser”.
- Role owners not exempt from helping out with other aspects!
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Everyone should pull their weight all the time!
Some tips

• Be positive: see challenges, not problems
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- Work on the assumption that every team member really wants to do his or her best.
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• Attempt to handle conflicts within group, but ultimately, don’t be afraid to ask supervisor or module convener for help.
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• If someone does not contribute effectively, try to find out why, and what can be changed to help.
• Attempt to handle conflicts within group, but ultimately, don’t be afraid to ask supervisor or module convener for help.
• A student’s perspective here: [link to website]
Group Meetings

Two kinds of meetings:
Group Meetings

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- Informal meetings
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  - Only the group members.
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  - All group members plus the supervisor.
  - One meeting per week, about 30 min.
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  - Usually one per week, more if necessary.

- Formal meetings
  - All group members plus the supervisor.
  - One meeting per week, about 30 min.
  - Compulsory!
    If you cannot make it, apologies to the meeting chair well in advance.
Informal Group Meetings (1)

Purpose: coordination and getting some real work done.

Typical activities:
Informal Group Meetings (1)

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Typical activities:

- Develop a group-wide understanding of what the project is and a consensus about its aims.
Informal Group Meetings (1)

Purpose: coordination and getting some real work done.

Typical activities:

• Develop a group-wide understanding of what the project is and a consensus about its aims.

• Organisational matters:
  - electing group leader
  - division of work
  - developing time plans
  - developing work procedures
Informal Group Meetings (2)

- Design discussions.
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- Discussions about specific technical problems.
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- Reviews and inspections:
  - design documents
  - reports
  - code
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- Discussions about specific technical problems.
- Reviews and inspections:
  - design documents
  - reports
  - code
- *Prepare for the formal meetings.*
Informal Group Meetings (3)

Of course, a lot of work needs to be done outside meetings, individually or in small subgroups; e.g.:

- Background research
- Detailed design
- Writing design documents and reports
- Coding
- Testing & Debugging
Informal Group Meetings (3)

Of course, a lot of work needs to be done outside meetings, individually or in small subgroups; e.g.:

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- Detailed design
- Writing design documents and reports
- Coding
- Testing & Debugging

*Remember: If you don’t put in on average 9 h/week, you are not working hard enough! (Coffee-breaks not included. :-)*
Formal Group Meetings

Purposes:
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- Formally monitor progress by reviewing minutes from preceding formal meeting.
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- Keep supervisor informed about where the project is going.
Formal Group Meetings

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- Keep supervisor informed about where the project is going.
- Seek input from supervisor.
Formal Group Meetings

Purposes:

- Formally monitor progress by reviewing minutes from preceding formal meeting.
- Formally take major design decisions.
- Formally decide on what should be done over the next week, and who is responsible.
- Keep supervisor informed about where the project is going.
- Seek input from supervisor.
- Discuss problems.
Chairperson and Secretary

- There should be a Chairperson (or Chair) and a Secretary for each meeting.
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- These roles should *rotate* within the group.
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- The Chair **organises** and **leads** the meeting.
Chairperson and Secretary

- There should be a **Chairperson** (or **Chair**) and a **Secretary** for each meeting.
- These roles should **rotate** within the group.
- The Chair **organises** and **leads** the meeting.
- The Secretary **records** what happened and what was decided during the meeting in the **minutes**.
The Chairperson

The Chair runs the formal meeting:
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- Prepares a written agenda *prior* to the meeting, makes it available to the group and supervisor (via project site and/or e-mail), and brings printed copies to the meeting.
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- Leads the meeting by following the agenda.
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- Prepares a written agenda *prior* to the meeting, makes it available to the group and supervisor (via project site and/or e-mail), and brings printed copies to the meeting.
- Leads the meeting by following the agenda.
- Ensures that the meeting remains focused.
The Secretary

The secretary records the meeting:
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The secretary records the meeting:

• Takes notes during the meeting:
  - Who are present & apologies
  - Summary of major points
  - All decisions
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- Compiles these notes into minutes *immediately after* the meeting.
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  - Summary of major points
  - All decisions
- Compiles these notes into minutes *immediately after* the meeting.
- Makes the minutes available to all group members and the supervisor. They then check that the minutes correctly reflects the meeting.
A written summary of a meeting is called the minutes of the meeting.
A written summary of a meeting is called the *minutes* of the meeting.

The minutes help keeping the work organised and focused.
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The minutes help keeping the work organised and focused.

The minutes should be *archived*: using the facilities for sharing documentation through the project site is a good idea.
Minutes (2)

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- Date, time, and place of the meeting.
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- Chair, Secretary, who is present.
- Apologies from those who are absent.
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- The main points discussed during the meeting.
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- All action points.
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- Date, time, and place of the meeting.
- Chair, Secretary, who is present.
- Apologies from those who are absent.
- The main points discussed during the meeting.
- All decisions.
- All action points.
- Date, time, place, Chair, and Secretary of the next meeting.
Action Points

- Each meeting generates a list of action points. Three parts:
  - *What* the task is.
  - *Who* is assigned to the task.
  - *When* the task should be finished.
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• The purpose of the action point list is to:
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  - ensure that tasks are not forgotten
  - make it easy to ensure an evenly distributed workload.
Example of Action Points

- **John:** Find a good Visual Basic Book
  Done by: 11 Nov (next group meeting)

- **Mark and Sarah:** Fix the “sorting bug”
  Done by: 8 Nov (urgent)

- **All:** Finish interim report chapter drafts
  Done by: 18 Nov
Example of Action Points

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It can be helpful to clearly identify particularly urgent action points to help ensure they get priority.
Structure of the Formal Meetings (1)

Typical agenda:

1. Opening of the meeting
2. Apologies
3. Review of progress since last meeting.
4. ...

... ...

n – 2. Any other matters

n – 1. Next meeting: Date, Chair, and Secretary

n. Closing of the meeting
Structure of the Formal Meetings (2)

- Progress review: be sure to follow up on all outstanding action points.
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- Review of old action points and other discussion will generated further action points. Record them (e.g. on white board).
Structure of the Formal Meetings (2)

- Progress review: be sure to follow up on all outstanding action points.
- Review of old action points and other discussion will generated further action points. Record them (e.g. on white board).
- Be sure to review all new action points towards the end of meeting to ensure everyone knows and understands what their tasks are.
Personal Logs

• In addition to the formal meeting minutes, it is useful to keep your own personal log.
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• The log can be used to:
  - keep track of your tasks
  - record how your time is spent
  - note down any ideas you have
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The log can be used to:
- keep track of your tasks
- record how your time is spent
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The log is very useful
- to organise your own work
- in group meetings
- when writing the individual reports
You can use any appropriate methodology.
Software Development Methodology

- You can use any appropriate methodology.
- Agile methods have been found to work well in the context of the group projects.
You can use any appropriate methodology.

Agile methods have been found to work well in the context of the group projects.

Be sure to use prototyping!
Why prototype?

G52GRP is a difficult module for many reasons:
Why prototype?

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- Large, unstructured task.
Why prototype?

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- Large, unstructured task.
- New application domain.
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- Large, unstructured task.
- New application domain.
- Medium- to large-scale software development will be a new experience to many of you.
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*Prototyping can help with these!*
How can prototyping help?
How can prototyping help?

- Prototyping helps in understanding the problem domain and the key difficulties:
How can prototyping help?

- Prototyping helps in understanding the problem domain and the key difficulties: 
  extremely valuable design input!
How can prototyping help?

- Prototyping helps in understanding the problem domain and the key difficulties: *extremely valuable design input!*
- Prototyping gives insights regarding how to best structure the implementation:
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- A prototype is something concrete that everyone can try out and have opinions on:
How can prototyping help?

- Prototyping helps in understanding the problem domain and the key difficulties: *extremely valuable design input!*
- Prototyping gives insights regarding how to best structure the implementation: *helps large-scale software development.*
- A prototype is something concrete that everyone can try out and have opinions on: *ensures everyone is on the same page and pulls in the same direction.*
## Assessment (1)

**Collective Group Mark:**

<table>
<thead>
<tr>
<th>Task</th>
<th>Marks [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Project Site</td>
<td>5</td>
</tr>
<tr>
<td>Interim Group Report</td>
<td>15</td>
</tr>
<tr>
<td>Final Group Report</td>
<td>30</td>
</tr>
<tr>
<td>Software</td>
<td>20</td>
</tr>
<tr>
<td>Open Day</td>
<td>15</td>
</tr>
<tr>
<td>Presentation Day</td>
<td>15</td>
</tr>
</tbody>
</table>
Peer assessment used to distribute the Collective Group Mark amongst the members, yielding *Individual Mark for Group Work*. 
**Assessment (2)**

*Peer assessment* used to distribute the Collective Group Mark amongst the members, yielding *Individual Mark for Group Work*.

**Overall Individual Mark:**

<table>
<thead>
<tr>
<th>Task</th>
<th>Marks [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Mark for Group Work</td>
<td>80</td>
</tr>
<tr>
<td>Individual Report</td>
<td>20</td>
</tr>
</tbody>
</table>
Peer Assessment

Each group member evaluates all other group members along a number of dimensions:

- Research and Information gathering
- Creative input
- Co-operation within group
- Communication within group
- Concrete contribution
- Attendance at meetings
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- Attendance at meetings

*Completely confidential and vetted by supervisor!*
## Peer Assessment Form

<table>
<thead>
<tr>
<th></th>
<th>None</th>
<th>Lacking</th>
<th>Adequate</th>
<th>Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research &amp; information gathering</td>
<td></td>
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<tr>
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<td></td>
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<td></td>
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</tr>
</tbody>
</table>

**Justification of assigned ratings:**

Concrete contribution: Quality and quantity of concrete contribution to *group deliverables*: writing, coding, testing, open day display, preparations for presentations, etc.
How to Interpret the Form? (1)

- **Adequate** signifies having performed as well as can be expected. For example, a member who:
  - carried out a fair share of the work
  - were reasonable, approachable, friendly
  - attended most meetings, mostly on-time, absent only with good cause.
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- **Lacking** and **None** signify performance below and much below this level, respectively.
How to Interpret the Form? (2)
It is not uncommon that a couple of peers excel in one or two respects.
How to Interpret the Form? (2)

- It is not uncommon that a couple of peers excel in one or two respects.
- It would be *unusual* for a peer of yours to be excellent in all respects.
How to Interpret the Form? (2)

- It is not uncommon that a couple of peers excel in one or two respects.
- It would be *unusual* for a peer of yours to be excellent in all respects.
- It would be *very unusual* for all of your peers to be excellent in all respects.
How to Interpret the Form? (3)

Assessment of a typical group mate:

<table>
<thead>
<tr>
<th></th>
<th>None</th>
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</table>

Justification of assigned ratings:

John generally pulled his weight throughout the project, delivering his fair share of work to a good standard in a timely way. However, he did take a bit of a backseat in the design discussions. On the other hand, he later greatly facilitated communication within the group. He missed a few meetings, but always with good cause.
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• You may even want to firm up (some of) these norms as a written *Group Working Contract* that all team members then signs. E.g. agreeing on attendance expectations should be easy.
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• Have these discussions early!
Effect of Peer Assessment: Example

- Group of five: Anna, Emma, Adam, John, Paul.
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- Group of five: Anna, Emma, Adam, John, Paul.
- Assume Collective Group Mark is 58, Emma got much better peer assessment than anyone else, Paul much lower, others broadly similar.
- Would yield Individual Marks for GW like:
  - Anna: 60
  - Emma: 71
  - Adam: 61
  - John: 58
  - Paul: 40
Effect of Peer Assessment: Example

- Group of five: Anna, Emma, Adam, John, Paul.
- Assume Collective Group Mark is 58, Emma got much better peer assessment than anyone else, Paul much lower, others broadly similar.
- Would yield Individual Marks for GW like:
  - Anna: 60
  - Emma: 71
  - Adam: 61
  - John: 58
  - Paul: 40
- Note: *Average* of individual marks = 58.