GameDev Team Management

Martin Kolombo

- ## Martin Kolombo
  - Graduated from MFF in 2014 (Theoretical Computer Science)
  - In Bohemia Interactive Simulations since 6/2011
  - Senior Game Designer
  - Product Owner
- ## Bohemia Interactive Simulations
  - Develops military training simulations - VBS3
  - Originally branched from Bohemia Interactive Studio

- # Developers
  - ## Programmers
  - ## Designers
  - ## Artists
  - ## QA

- ● Maintain and develop game engine
- ● Provide functionality for other departments

- ● Design and prototype new features
- ● Implement gameplay elements

Model and configure game content

- ● Validate the game based on requirements
- ● Test individual features
- ● Create test-cases for validating the product

- # Stakeholders
  - ## Investors
  - ## Owners
  - ## High-level managers

- ● Ensure the project gets developed on time
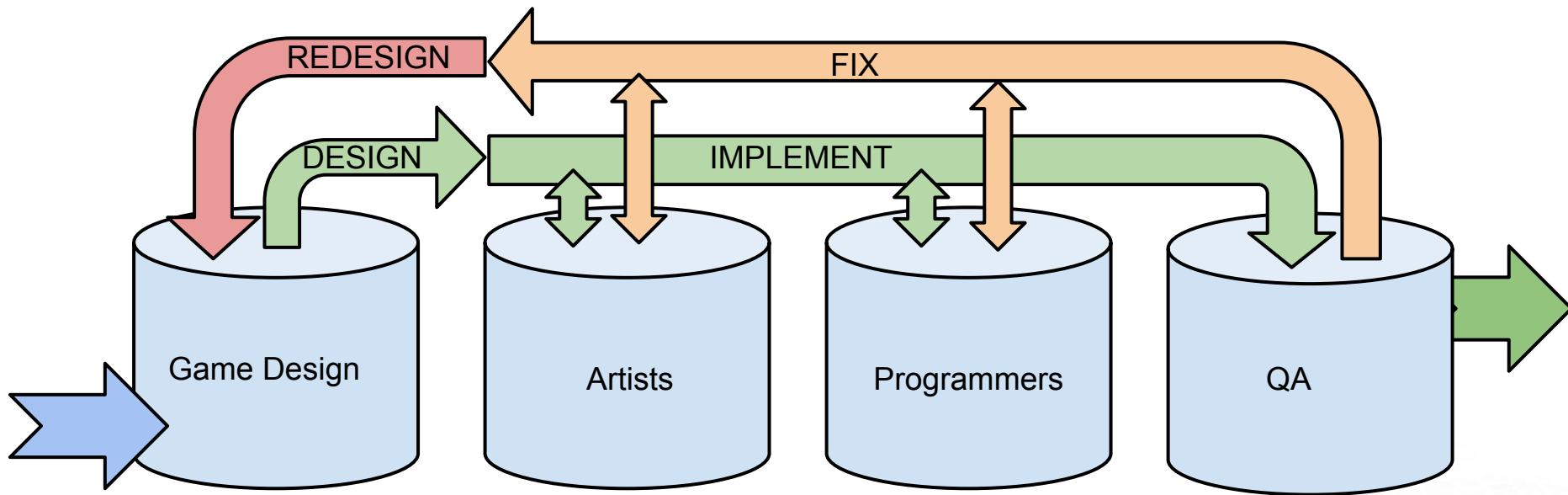- ● Balance costs / revenue
- ● Set high level goals

- **Highly complex**
  - Little repeatability
  - Task variation
- **Tendency towards overcommitting**
  - Optimistic developers
  - Ambitious managers
- **Quality vs Release date**
  - Devs -> Quality
  - Management -> Cost
- **Unclear end-result and scope**
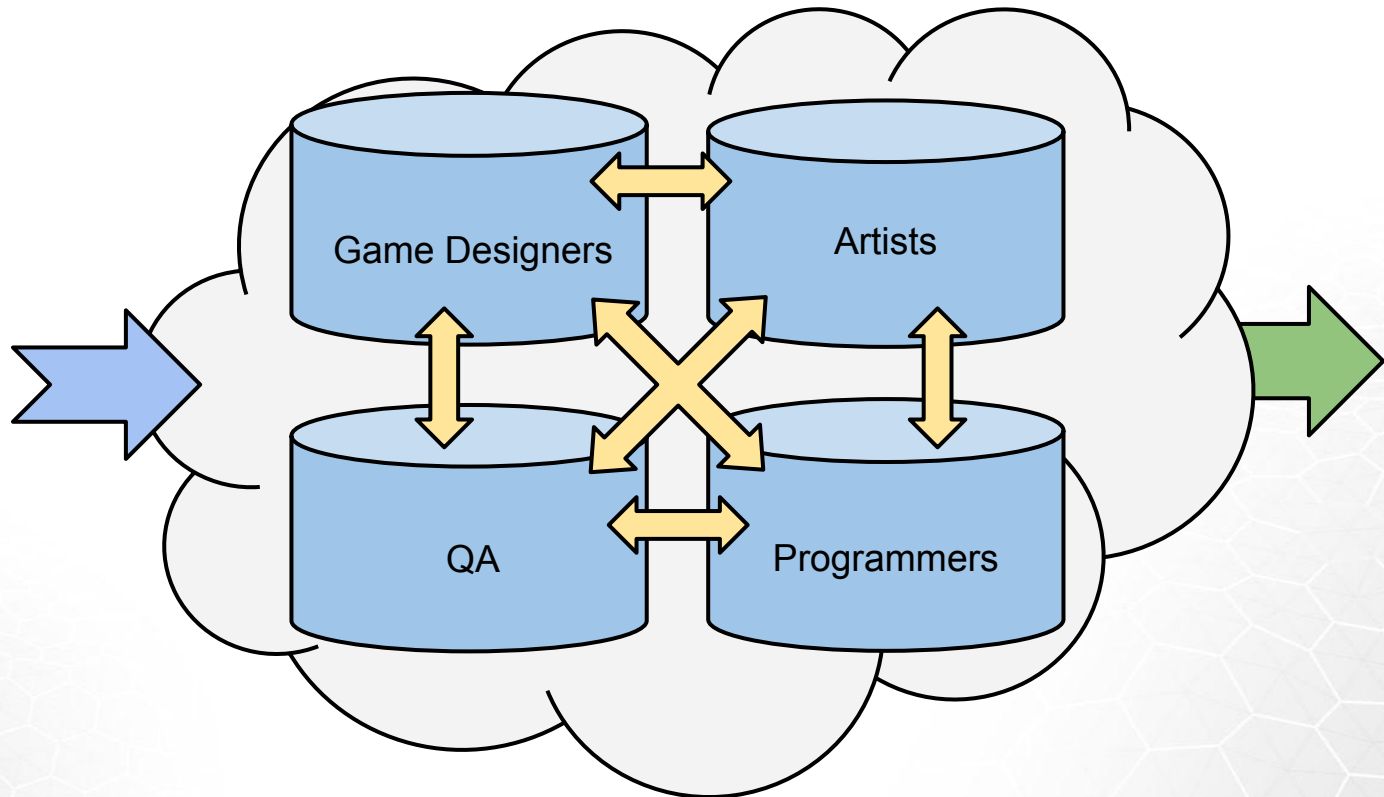 - Requires feedback
  - Plans change
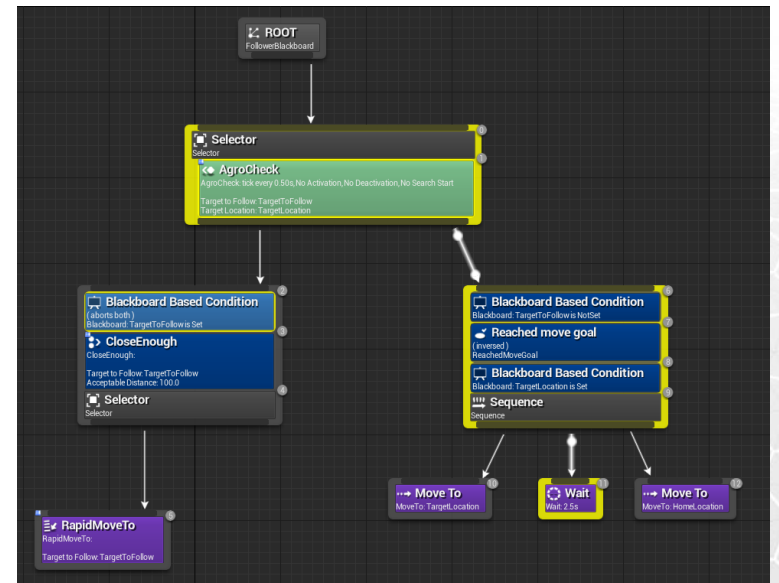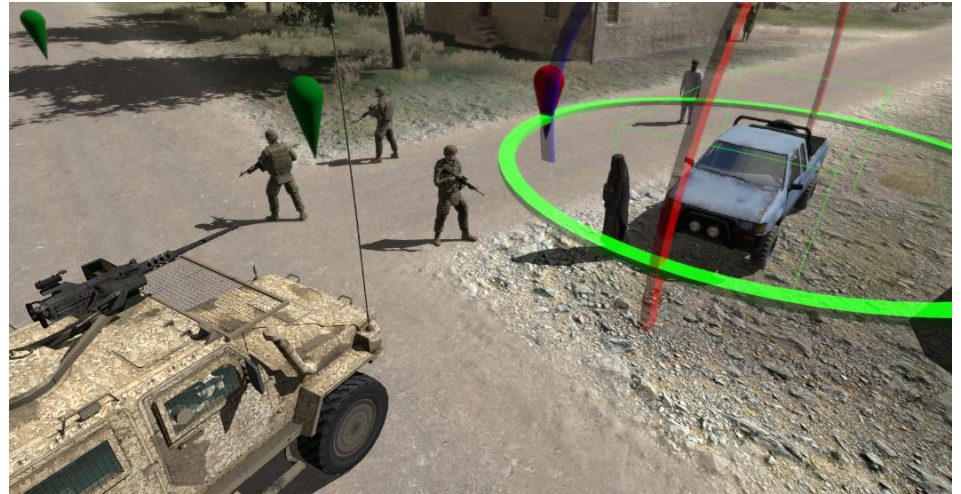
- Divide work into specialist tasks
- Development happens in department "siloes"
- Good for "planning"

- Leads to friction between departments
- Inefficient communication

Project Team

- Cross-functional
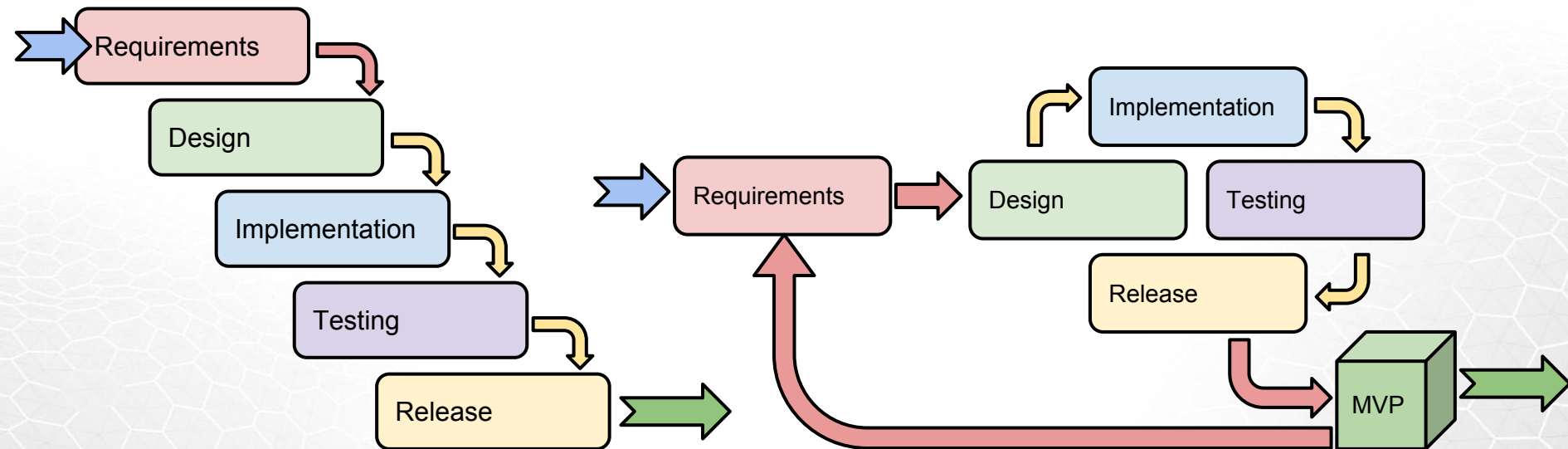- A "Feature" is done by the entire team
- Team can be organized in any way

Traditional - Waterfall

- Make whole project at once
- Plan everything in the beginning
- Predictable (or is it?)
- Difficult to salvage if something goes wrong

Agile - Scrum

- Be prepared to change plans
- Develop in product increments
- Break problem down into chunks
- Harder to predict from management perspective
- Harder to work towards fixed deadlines

Product Owner / Manager ≠ Tech coordinator / Team lead
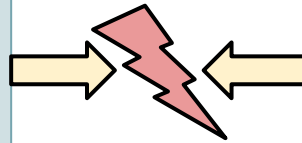
- Provides vision
- Prioritizes work
- Requests features

- Provides solutions
- Coordinates developers
- Removes blocking issues
- Raises issues to management

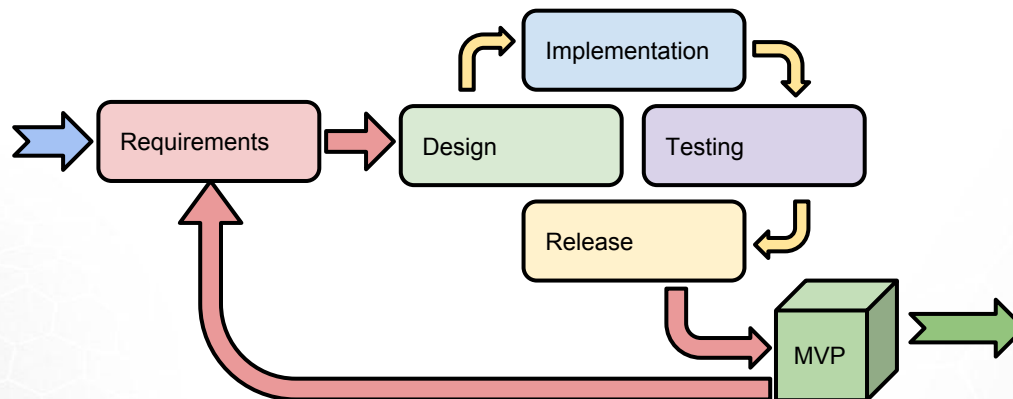Wants everything now
Focuses on frontend

Wants everything good
Focuses on backend

Needs to:
- Listen to the team
- Listen to customers

Needs to:
- Have broad technical skill
- Push back on management

Requirements → Design → Implementation → Testing → Release → MVP

School will teach you to program, but game development is about more than just coding.

Thank you for your attention.