Scaled Professional Scrum

1. Scenario B: Six Team Nexus with complex dependencies
A six team Nexus is developing a complex product, with different parts of the product that only certain Scrum Teams can work on. In fact, there are some highly specialized individuals outside the Nexus that are required for some of the work. In past Sprints the Nexus encountered challenges dealing with the many dependencies between Scrum Teams.
Which of the following practices could this Nexus try in order to conduct Nexus Sprint Planning more effectively?
(choose the best two answers)

- [ ] A. Ensure all Scrum Teams and outside experts are available during the Nexus Sprint Planning event and have a way of quickly communicating with each other.They should try to be together in the same room or use technology that makes it seem as if they are in the same room.
- [ ] B. Plan one Scrum Team's Sprint at a time before moving on to the next team. This way you can account for time zone differences and can communicate dependencies across all teams.
- [ ] C. Have the Nexus Integration Team select the work for each of the individual Scrum Teams. This allows the Nexus Integration Team to control the dependencies.
- [ ] D. Visualize the known dependencies in the Product Backlog for all to see. As Scrum Teams select work for the Sprint, they can easily check for any dependent work and communicate with other teams.

Answer(s): A D

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2. Scenario B: Six Team Nexus with complex dependencies
A six team Nexus is developing a complex product, with different parts of the product that only certain Scrum Teams can work on. In fact, there are some highly specialized individuals outside the Nexus that are required for some of the work. In past Sprints the Nexus encountered challenges dealing with the many dependencies between Scrum Teams.
Some individual Scrum Teams in this Nexus have said that they do not see how the work they are doing is contributing to the product's progress.
What is the best remedy for this situation?
(choose the best answer)

- A. During Nexus Sprint Planning, have all the teams plan the Sprint together in one room, so they can see what other teams are working on.
- B. During Nexus Sprint Planning, ensure that all Scrum Teams understand the Nexus Sprint Goal.

C. Ask the Scrum Master to explain to the teams that the Product Owner can choose which features to work on, as she has the final say.

D. During Nexus Sprint Planning, ask each Scrum Team to create a Sprint Goal that describes the purpose of the Sprint.

Answer(s): B

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3. The purpose of the Nexus Sprint Backlog is:
(choose the best two answers)

- [ ] A. To make the work of the Nexus Integration Team transparent.
- [ ] B. To provide a view of dependent Product Backlog items in a Sprint.
- [ ] C. To visualize all Product Backlog items.
- [ ] D. To make dependencies transparent to the Scrum Teams.

Answer(s): B D

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4. True or False: All Scrum Team members must attend the Nexus Daily Scrum.

A. True

B. False

Answer(s): B

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5. Which statements are true regarding using Scrum for large-scale product delivery?
(choose the best two answers)

- [ ] A. Splitting a team member's time between multiple Scrum Teams is often less productive than focusing that team member on a single team's Sprint Backlog.
- [ ] B. Scrum requires all team members work full time on a single team.
- [ ] C. Changes to the core Scrum framework are needed to be successful with Scrum at large-scale.

- [ ] D. A well-structured and refined Product Backlog can minimize and often eliminate dependencies between multiple Scrum Teams working together on a product during a Sprint.

Answer(s): A D

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6. A Nexus Daily Scrum:
(choose the best two answers)

- [ ] A. Provides a single meeting where all Scrum Teams can update the Sprint Backlog.
- [ ] B. Is the same as a Scrum-of-Scrums.
- [ ] C. Provides input into each Scrum Team's individual Daily Scrums to help them better plan their days work.
- [ ] D. Is only for the Nexus Integration Team to plan their work for the next 24-hours.
- [ ] E. Is an opportunity to make integration issues transparent.

Answer(s): C E

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7. Four teams in a Nexus typically integrate their work only once, late in the Sprint. The teams report that it takes many hours or days to integrate their work, which delays the Sprint's end. To address this issue, which of the following would help? (choose the best answer)

A. Integrating more frequently.

B. Doing more acceptance testing.

C. Doing more exploratory testing.

D. Using Behavior-Driven Development.

E. Investing in more Requirements Traceability.

F. All of the above.

Answer(s): A

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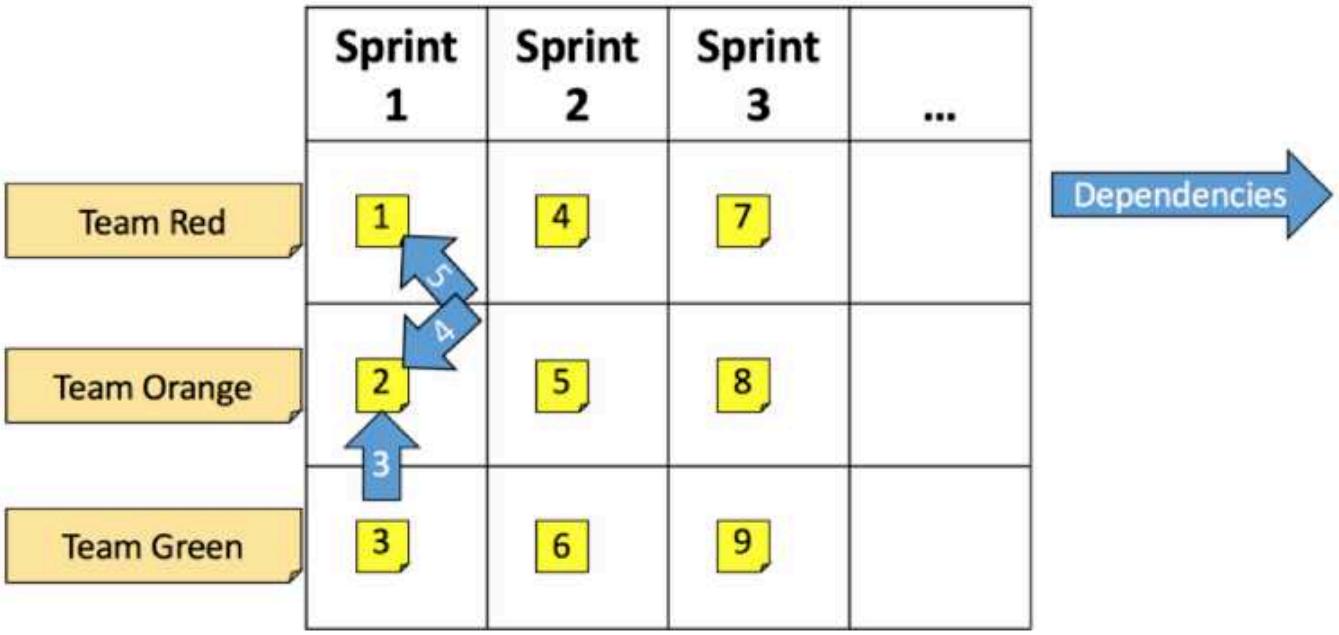
8. During Cross-Team Refinement, the ordered Product Backlog (1 through 9) is mapped out so the Nexus can visualize dependencies. For example, PBI 5 for Team Orange is dependent on Team Red completing

PBI 1.



All else being equal, which PBI is most concerning?
(choose the best answer)

A. PBI 2, because it has the most dependencies.

B. PBI 1, because it is on the top of the Product Backlog.

C. PBI 1, because it is the first piece of work with a dependency.

D. PBI 2, because there is a dependency with a different team on work that occurs within the same Sprint.

Answer(s): D

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9. Scenario A: Nexus Sprint Review with Five Scrum Teams
There are five Scrum Teams working on a product. During the Nexus Sprint Review, the teams present the results of the Sprint. After introductions, each team takes time to present their work for inspection by individually showing the new features they have built. They are not using a shared environment. The stakeholders do not provide much feedback. The event ends and people filter out of the room.
Since teams are not using a shared environment, what is likely? (choose the best two answers)

- [ ] A. The Sprint is too short.
- [ ] B. The Nexus has not yet reached the integration phase.
- [ ] C. There is no single Integrated Increment.
- [ ] D. The Nexus Integration Team is lacking or nonexistent.

Answer(s): C D

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10. The Scrum Teams in a Nexus find they have simply too much work each Sprint to do to deliver a valuable and useful Increment.
What could they try to improve their ability to produce an Increment for the next Sprint?
(choose the best answer)

A. Reduce the amount of work that the teams pull into the Sprint.

B. Ask the Nexus Integration Team to extend the Sprint to allow more time for integration.

C. Reduce the number of Scrum Teams to reduce complexity.

D. Add another Scrum Team to the Nexus to increase capacity.

Answer(s): A

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11. A company has five products and are using Scrum for product delivery.
Which statements represent the best option for how Product Ownership might be structured? (choose the best two answers)

- [ ] A. Assign as many Product Owners as needed to communicate expectations and requirements to the Scrum Team.
- [ ] B. One Product Owner responsible for each product. Each of these Product Owners may delegate work as needed, but they remain accountable for the value delivered by their product.
- [ ] C. One Product Owner responsible for all five products. This Product Owner may delegate work as needed, but the Product Owner remains accountable for the value delivered.
- [ ] D. One primary Product Owner and one Product Owner for each product. The primary Product owner delegates all accountability for delivering value to the Product Owners for each product.

Answer(s): B C

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12. Scenario C: Dependencies and Product Backlog items
During Nexus Sprint Planning, representatives from each of the 9-member Scrum Teams identify many dependencies. This makes it hard for them to choose the work they could pull into their individual teams for the next Sprint. No matter how they reorganize the Product Backlog items, they continually find more or new dependencies.
What would you recommend to the two teams that are continually dependent on each other to help them

manage their work?
(choose the best answer)

A. The Nexus Integration Team should be responsible for integrating the work of these two Scrum Teams.

B. Reorganize these two Scrum Teams so that one is responsible for development and one is responsible for integration.

C. Merge the two Scrum Teams together.

D. Ensure the appropriate representatives from both teams are present during Cross- Team Refinement.

Answer(s): D

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13. Currently, your Scrum Teams are organized to address a single functional (component) area of the product.
What should be considered when deciding to move away from such component teams toward feature teams?
(choose the best three answers)

- [ ] A. Feature teams have less communication overhead.
- [ ] B. With feature teams, it is easier to calculate the productivity per team.
- [ ] C. You cannot do Scrum without feature teams.
- [ ] D. When making this change, it helps to have support from the organization.
- [ ] E. Productivity may decrease when making this kind of change.

Answer(s): A D E

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14. How should multiple Scrum Teams deliver a valuable and useful Increment in a Sprint? (choose the best answer)

A. Each Scrum Team delivers done Increments of its own area of responsibility. These Increments are integrated into a whole product during stabilization prior to release.

B. Each Scrum Team provides a unique done Increment that includes the team's added functionality.

C. Each Sprint, all Scrum Teams complete work that integrates with all of the other work from other Scrum Teams on the initiative.

D. Functionality not integrated with the work of other Scrum Teams may be delivered as unintegrated Increments to demonstrate the value created by the Scrum Teams unable to completely integrate their Increments.

Answer(s): C

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15. True or False: A Nexus Integration Team is accountable for ensuring that a Integrated Increment is produced at least once a Sprint.

A. True

B. False

Answer(s): B

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16. What are three benefits of self-managing Scrum Teams?
(choose the best three answers)

- [ ] A. Increased rule compliance.
- [ ] B. Increased self-accountability.
- [ ] C. Increased creativity.
- [ ] D. Increased commitment.
- [ ] E. Increased accuracy of estimates.

Answer(s): B C D

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17. How does technical debt impact product development?

A. Without clearing technical debt, code complexity increases with time

B. Product Owner may not be able to get additional funding if there is technical debt in the project

C. The code written becomes unusable when there is technical debt

D. It makes it difficult for the developers to implement new features or fix bugs

Answer(s): A,D

18. There are 4 Scrum Teams working on a product. During the Nexus Sprint Review, the teams present their work by individually showing the new features they have built. The features are current hosted in multiple local environments.

A. It is not necessary to show the features in an integrated form

B. Integrated increments are available only during the release phase

C. Team did not produce an integrated increment

D. Features are too complex

Answer(s): C

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19. Karen was new to Scrum when the product development started. After 7 Sprints, she gained a lot of experience as a team member and would like to join the Nexus Integration Team. Is she a good candidate to be part of NIT?

A. Yes, because Karen is now an experienced team member

B. No, because internal team members cannot be part of NIT

C. No, because NIT membership remains same from Sprint 1 to last Sprint

D. No, NIT members require several years of experience in Scrum

Answer(s): A

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20. Who is an appropriate person to represent an individual team in Nexus Daily Scrum?

A. Scrum Master

B. Product Owner

C. Customer

D. A developer working on an item which has cross team dependencies

Answer(s): D
