

1. Tell me About Yourself

- a. Tell About Career, Talk about how you transformed from PMO to Scrum Master
- b. Say that you undergone Trainings and that really interested you to take care
- c. Say that you are dealing with 2 Teams size 6-7

2. What is in Agile Manifesto / 4 Values / 12 Principles

- a. Refer to this Site <http://agilemanifesto.org/>
- b. Questions come on 12 Principles Mainly on What is Principle 10- Simplicity
- c. **Simplicity** is the Art of maximizing the amount of work not done. that is working on important features that gives more Value

3. Scrum Events/ Ceremonies

- a. 5 events (Sprint , Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective)

4. Sprint Planning- 2 Parts: [8hrs for 1 Month Sprint/ 4 hours for 2 week Sprint)

- a. **What** [PO Explains the User Stories and Development Team Get a Clarity on User stories and Estimate in Story Points]
- b. **How:** Development Teams breaks down the user stories into tasks and Estimate them in Hours

5. Daily Scrum:

- a. Dev Team to Attend
- b. 15 min Time box
- c. Dev Team Discuss on what they have done yesterday, what will they do today and any blockers/impediments.
- d. Technical discussions are recommended to happen after Daily Scrum

6. Sprint Review:

- a. Stakeholders along with PO attend the Meeting
- b. Development Team Demo's the what they have done in the Sprint
- c. Get Feedback from customer

7. Sprint Retrospective:

- a. This happens at the end of every Sprint
- b. Team discuss on What went well, what could have been improved and Areas of Improvements
- c. Challenges Faced as Scrum Master: Team Members not opening up much
- d. Blame game on others.

8. How many teams do you work with (have you worked with) and how large are these teams?

- a. **I am** currently working with two teams which work on same product backlog team sizes are 6 and 7 respectively
- b. **If** they ask for composition of Dev and QA- Say 5+1, and 5+2 and explain about your project

9. How would you coordinate between multiple scrum teams?

- a. We work on scrum of scrum teams where we have call twice in a week

- b. Scrum of scrums is nothing but representative from every scrum team to meet and discuss about dependencies
- c. However it is team's responsibility to collaborate among themselves as a scrum master I make sure that all these are happening

10. Name 2 techniques for prioritizing user stories?

- a. MosCoW – Must have should have could have won't have
- b. Kano model
- c. 100 point prioritization technique
- d. Important- discuss only about MosCoW and Say that you are only using MosCoW

11. What is Bill Wakes's INVEST

- a. This principle applies for good characteristics of a user story, I for independent, N- Negotiable, V- Valuable, E- Estimable, S- Small or Sizeable, T- Testable. Good user story will have all these characteristics

12. What roles are defined in Scrum? Explain each role.

- a. Talk about PO, Scrum master and Development Team

13. How do you ensure that the Scrum team has access to the stakeholders?

- a. As a SM I observe patterns and identify the impediments which I see in the team
- b. I will make sure that the sprint review meetings are extended to the right set of stakeholders as needed in conformance with the team and PO
- c. If the team still feels they need to have more interactions with the customers I will facilitate the meetings

14. Who shall be writing user stories

- a. Anyone in the team can write user stories but the final call is PO's to include it in the Product backlog , In our team mostly the user stories are written by BA and PO collaboratively

15. Did you use automated test tools on your projects

- a. Talk about selenium and any other automated tools

16. What is a team's velocity?

- a. The average number of story points delivered (not committed)for last 3 to 5 sprints is team velocity

17. How do you manage sick leaves in a sprint to make sure you still achieve the sprint goal?

- a. We only plan 80% of our capacity to accommodate all these stuff

18. When & how you do estimations in Scrum.

- a. Estimations are done by the development team(not by SM or PO)
- b. Estimations are done when the User stories and it's acceptance criteria is clear
- c. We do the estimations in sprint planning meeting

19. Explain Planning Poker vs T-Shirt sizing?

- a. Planning poker is the estimation technique we follow in our project

- b. Planning poker is based on the modified fibonacci series which is 0,1,2,3,5,8,13
- c. If the stories are sized more than 8 we split the user stories
- d. T-shirt sizing is more done at feature/epic level
- e. T Shirt Sizing is like small, Medium, Large, XL

20. What is DEEP:

- a. This talks about good characteristics of Product Backlog
- b. Your Product Backlog has to be DEEP
- c. D- Detailed E- Emergent- E-Estimable P- Priortizable

21. PDCA/ Deeming Cycle:

- a. P-Plan, D-Do, C-check, A-Act This is more like inspect and Adapt

22. Hardening:

- a. The amount of Time Spent in fixing bugs/Defects/issues is Hardening Phase
- b. Hardening Sprint: you only do Bug Fixes (This is not recommended in Agile)

23. Who updates Release Burn down and Sprint Burn down

- a. Product Owner Updates the Release burn down
- b. Development Team update the sprint Burdon

24. What all Agile Engineering Practices you know? What all practices you have used?

- a. Talk about Pair programming
- b. CI/CD- Continuous Integration and Continuous Delivery

25. Have you ever tried to influence your Product Owner

- a. Yes- I had instance where I helped product owner in prioritizing the Product Backlog
- b. Not to Push User stories to Development Team

26. How may times you have achieved your release targets

- a. Iuntitally we missed the Sprint Goals but as we grew as a Team we have minimized that now

27. What are Spikes:

- a. Spikes are done when there is lot of Unknown
- b. When the Design is not freeze
- c. We try different approaches

28. Which Role in Scrum is very important according to you? Why?

- a. All three
- b. Everyone should collaborate to Deliver Value it's not one individual or Role

29. Explain Self-organization vs Self-motivation?

- a. Self-Organized: Development Team know better thing on how to complete their work, no one should order/influence them in getting the Things done

30. How can you keep motivating Team?

- a. As scrum master you observe what is lacking in Team and focus more on it thru some team building activities
- b. Have 1-1 on need basis

31. How do you resolve conflicts within your scrum team?

- a. If they are internal impediments- I coach/ teach to resolve it by themselves
- b. If they are external and needs my assistance I will facilitate all the things what team needs

32. What is the appropriate team number according to you a SM should handle

- a. Not more than 2 Teams ideally

33. Scaled Scrum/ Scaled Agile

- a. Say that you use Scrum of Scrums
- b. Scaled Agile(Not Recommended)

34. SoS

- a. SOS- Scrum of Scrum's
- b. Frequency- Twice in a week

35. Cross Functional

- a. Team Should be T shaped
 - i. One Primary Skill and one or two secondary skills
- b. Team needs to have all capabilities to turn User stories into Valuable Products

36. Explain your daily activities you do as a SM.

- a. Talk about all the Scrum events and start with sprint planning, Daily Scrum, Sprint Review and sprint Retrospective

37. Scrum Values:

- a. Courage
- b. Commitment
- c. Focus
- d. Openness
- e. Respect

38. 3 Pillars of Scrum

- a. Transparency
- b. Inspection
- c. Adaption

39. DOR

- a. Definition of Ready- You Define Set of Criteria for User Stories to be qualified as Ready
- b. Checklist can be- user story description to be ready, acceptance criteria defined, Dependent Team Identified etc...
- c. You only size stories which are in Ready State

40. DOD

- a. Definition of DONE
- b. Criteria every team Defines to call a story Complete/done
- c. Checklist may include
 - i. Design Done
 - ii. Development Done
 - iii. Testing Done
 - iv. Automation/Performance Done
 - v. Etc.

- d. You only Demo the “done” stories in sprint Review

41. How do you decide the Baseline for Estimation

- a. Take the smaller story but not the Smallest Story
- b. Team gets more maturity as they grow
- c. As a Scrum master I help on the techniques to be followed

42. Backlog health:

- a. Product Owner is the person responsible for Product Backlog

43. Burn down Chart:

- a. This Represent the Reaming work against the Time
- b. Read more about it. Questions may come with different Scenarios

44. Backlog grooming/refinement

- a. This is an activity done in each sprint
- b. Product owner explains the future stories and groom them with Dev Team
- c. Team clarifies their questions with PO
- d. This cannot take more than 10% of sprint Time

45. What happens to Items that are not delivered in Sprint?

- a. Team Will move them back to Product Backlog
- b. PO will take a call from there

46. Difference between Product Backlog and sprint backlog

- a. Sprint backlog is subset of Product Backlog
- b. User Stories that are picked up from PB and are committed to Deliver with in sprint are Sprint Backlog
- c. Backlog not only include User Stories but also have EPICs/Features/User stories/Defects/Issues

47. Who should define Acceptance Criteria

- a. Ideally the PO
- b. If there are Technical dependencies PO discuss with team but PO has the authority to decide on what needs to be there

48. PM Role in Scrum

- a. Scrum Framework doesn't have a Role called PM
- b. However we have PM to take care of the Resource Management
- c. Look after the Logistics/Infrastructure and other dependencies

49. Is BA/Designer/Architects part of your Team?

- a. They are not dedicated to Team but they are share across the Teams working on the same product Backlog

50. Metrics:

- a. Say that you only track progress thru Burn-down charts

51. Retrospective Techniques:

- a. Start Doing, Stop Doing , Continue Doing
- b. Sail boat Techniques- Google for more
- c. What went well, what could have been better, Action Items
- d. Google more on funretrospectives.com

52. Challenges Faced as Scrum Master

- a. Sprint Planning:
 - i. Estimation Techniques not understood by the Team initially
 - ii. Over Estimations
 - iii. Under Estimations
 - iv. Committing too many Stories

- b. Daily Scrum:
 - i. Not Keeping it to 15 mins
 - ii. Discussing more on Implementation part
 - iii. Focus missing
- c. Sprint Review:
 - i. Intended Audience not attending the Sprint Review
 - ii. Team Struggling on what and how should they Demo
 - iii. Blaming the Team though the fault was from various entities
- d. Sprint Retrospective:
 - i. Team not Opening up
 - ii. Blame Game
 - iii. Too many Action Items Identified
- e. The Other general challenges are Coaching the New Teams on Scrum
- f. DOR- Definition of Ready and DOD-Definition of Done not adhered
- g. Coach Product owner to not push too many stuff on Team's Plate
- h. Team not having courage to say "NO".

53. Other Flavours/Frameworks of Agile:

- a. Kanban
- b. XP
- c. Only Talk if you know about them

54. Engineering Practices:

- a. Pair Programming
- b. CI/CD- Continuous Integration and Continuous Delivery
- c. TDD- Test Driven Development
- d. ATDD- Acceptance Test Driven Development
- e. Devops

55. Conflict Management

- a. Tell them how did you resolve conflicts in team members

56. What is Missing from Scrum

- a. This doesn't talk about Engineering Practises

57. Situational based Questions:

- a. Answer them in such a way that it is in-line with Scrum concepts