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## Scrum

* Scrum is lightweight, simple to understand, difficult to master
* Scrum does not recommend suing Scrum in parts. Though specific aspects of Scrum can be used in isolation, the result is not Scrum. Scrum exists only in entirety.
* Advantages of performing Scrum
  + It minimises the risk in response to changes made to the system
  + It improves the process continuously
  + It repeatedly and rapidly looks into the actual working product
  + Anyone can see real working product and continue to enhance for another iteration
* The rules of Scrum binds together the events, role, artefacts, governing the relationships and interactions between them.
* Scrum is an implementation of Agile development
* Does not encompasses any rules or guidelines for documentation
* Exists only in its entirety and functions well as a container for other techniques, methodologies and practices
* What does Cone of Uncertainty show – How much is known about a product over time
* The tactics to implement Scrum varies with team, keeping in mind that Scrum is implemented in its entirety
* Scrum is process framework
* Scrum artifacts – Product backlog, Sprint backlog and increment
* Which event is an opportunity for inspection and adaptation
  + Daily Scum
  + Sprint Planning
  + Sprint Review
  + Sprint Retrospective

## Scrum Team

## Product Owner & Product Backlog

* The Product Owner manages --- The Product Backlog
* The Product Owner must attend the Sprint Retrospective – False
* A Product Backlog is never complete --- True, it exists as long as a product exists
* The Product Owner ensures the Product Backlog is refined to a state that it is useful
* Product Backlog items have the attributes – description, order, value, estimate
* The items are ordered using which strategy – According to their value, clarity and detail available
* Product backlog contains both the new features and the enhancements that needs to be implemented in the product and also covers defects or fixes required.
* Who is allowed to make changes to the Product Backlog – Product Owner, The development team with the permission of Product Owner
* Core responsibilities of Product Owner –
  + Maximise the value of the product
  + Maximise the value of the work done by Dev team
* According to Scrum Product Owner represents the requirements of business stakeholders
* Product owner ensures the Product Backlog is visible, transparent and clear to all
* Product Owner can be part of Dev team
* According to Scrum, Product Owner is always a single person
* Product backlog refinement typically consumes no more than 10% of the capacity of the dev team
* Defects are part of Product Backlog

## Development Team & Sprint Backlog

* Which statement best describes a cross-functional team --- The team has all the competencies needed to accomplish the work
* Dev Team should not set stretch goals by the Product Owner as part of Sprint Planning --- False
* The SM should facilitate Daily Scrum in a way that keeps it to the time box of 15 mins
* Who can change the Sprint Backlog during a Sprint – Dev Team
* A Development team of 9 members can be divided into sub-teams having specialization in specific purposes like testing, development --- False
* “Self-Organizing” means it is okay for one team member to do nothing for a whole day – True
* Who all can be part of Dev Team – Scrum Master, Product Owner, Development team
* Dev team tracks the total work remaining in a sprint
* Multiple teams working on the same product will have different Sprint backlog, but same Product backlog
* The Dev team should be able to able the PO and SM how it intends to work as a self-organizing team to accomplish the Sprint goal and create the anticipated increment at the end of Sprint Planning
* Accountability of the successful completion of the sprint lies with the Dev team as a whole
* Accountability of a user story not accepted by Product Owner because the testing was not done properly leading to defects lies with the Dev team as a whole
* Dev team should connect with Product Owner and SM if they face any impediments to its progress
* Maximum number of members in Dev team should not exceed 9
* The recommended unit of measure of capacity of Dev team for a sprint is user story points
* The Dev team determines when it is appropriate to update the Sprint backlog in a sprint
* If a user story is not completed in a Sprint, Dev team as a whole is responsible
* The composition of the Dev team remains constants for a Sprint, can change for different sprints

## Scrum Master

* The SM is responsible for
* Ensuring Scrum is understood and enacted
* Solving all impediments
* There can be multiple SMs in big projects having multiple scrum teams with one team having one SM
* SM is responsible to help employees and stakeholders understand and enact scrum and empirical product development.
* SM should collaborate with other SMs of the organization to have holistic view of the issues faced by different teams in the organization and find ways for propagation and implementation of the best practices of Scrum across organization

## Sprint & Sprint goal

* The next sprint begins immediately after the completion of the previous sprint
* If an item in Sprint backlog cannot be completed by the end of the sprint, the sprint is cancelled --- False. The sprint is cancelled only when the Sprint goal becomes obsolete
* Sprint goal should be measurable
* During sprint execution when are new sprint tasks added – as soon as possible after they are identified, unless they reflect a scope change in the sprint goal
* It is not mandatory to release the product at the end of each sprint
* Sprint goal is decided by both Product Owner and the Dev team
* Practices of having a technical Sprint, or a hardening sprint to reduce technical debt without implementing any new functionality is discouraged by Scrum

## Sprint Refinement & Velocity

* Velocity should be tracked only after the end of sprint
* Velocity of different teams working on the same product cannot be compared
* Velocity is mainly meant for longer term planning
* If the story points delivered by a Scrum team is 40,50 and 45 for the first 3 Sprints, the average velocity of the team is 45

## Sprint Planning

* During Sprint Planning all Product Backlog items must be decomposed to a definitive set of tasks for the Development team to complete --- False
* During Sprint Planning every task must be estimated so that Development Team is sure it has the capacity to complete them in Sprint -- False
* A scrum team uses 2 weeks of Sprints and time box their Sprint Planning to 6 hours – Correct
* Participants are – SM, Dev team and Product Owner
* User stories are assigned to individual team members – Deb team members pull user stories themselves
* Sprint Planning is time-boxed to a maximum of 8 hours for a 3-weeks sprint
* People external to the Scrum Team can be invited during the Sprint Planning meeting to provide technical and domain advice.
* The upper limit of Sprint Planning is not dependent on the length of the sprint – it is 8 hours irrespective of the Sprint duration

## Daily Scrum

* During Daily Scrum, the development team must answer 3 questions --- False
* The Scrum Master must facilitate the Daily Scrum --- False
* Management needs to progress on a daily basis and decide to do so by attending the Daily Scrum. The likely results ---
  + The Dev team may end up with less time in the Daily Scrum to re-plan their work
  + The Dev team may be less open and transparent during the Daily Scrum
  + Additional facilitation may be required to keep the time-box
  + Scrum master may need to enforce the rule that only Dev team participate the Daily Scrum
* The most preferred time of conducting the Daily Scrum – beginning of the day
* Daily Scrum is an activity that is held every day till the end of the Sprint. It is an opportunity for inspection and adaptation
* A Deve

## Sprint Review

* The result of sprint review is – A revised Product Backlog that defines the probable Product Backlog items for the next sprint
* External stakeholders are allowed to attend the Sprint Review
* For a month-long sprint, Sprint review is time-boxed to 4 hours

## Sprint Retrospective

* The purpose of Sprint retrospective is
  + Inspect how the last sprint went with regards to people, relationships, process and tools
  + Create a plan for implementing improvements to the way the Scrum team does its work
  + Identify and order the major items that went well and potential improvements
* The Sprint retrospective is about inspection and adaptation of the Scrum process, DOD
* During Scrum Retrospective, Scrum team can adapt the DOD as appropriate

## Increment

* An Increment is … All done Product Backlog Items completed during a Sprint, plus those done in earlier sprints
* Potentially shippable product increment means that the decision of shipping is strictly a business decision – True

## Definition of Done

* The Definition of Done is a mandatory part of Scrum --- True
* DOD can be changed by Scrum team – True
* DOD needs to be same for different Dev team working on the same product -- different Dev team must mutually define the DOD
* DOD helps the Scrum Team by
  + DOD ensures artefact transparency
  + DOD is used to assess when work is complete on the product increment
  + Guides the Dev team in knowing how many Product backlog items it can select during a Sprint Planning