Scrum master from mlapshin

Contents

Scrum Team 1

Scrum Events 3

Scrum Theory 5

Scrum Artifacts 7

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Scrum Team

1/ What are the three main qualities the team model in Scrum is designed to optimize?

The team model in Scrum is designed to optimize

- flexibility,
- creativity,
- productivity.

2/ The Scrum Master is focused primarily on the Scrum Team and usually does not care about those outside the Scrum Team.

- (•) False
- ( ) True

→ The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps those outside the Scrum Team understand which of their interactions with the Scrum Team are helpful and which aren't. The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

3/ What are the characteristics of a Development Team? Select three most appropriate choices.

- [x] Accountability belongs to the Development Team as a whole
- [x] Scrum recognizes no sub-teams in the Development Team
- [ ] Having the Scrum Master as a part-time Developer in the Development Team
- [ ] Having at least one test engineer in the Development Team
- [x] Scrum recognizes no titles for Development Team members

→Development Teams have the following characteristics:

- They are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality;
- Development Teams are cross-functional, with all of the skills as a team necessary to create a product Increment;
- Scrum recognizes no titles for Development Team members, regardless of the work being performed by the person;
- Scrum recognizes no sub-teams in the Development Team, regardless of domains that need to be addressed like testing, architecture, operations, or business analysis; and,
- Individual Development Team members may have specialized skills and areas of focus, but accountability belongs to the Development Team as a whole.

3/ What are the three most applicable characteristics of the Product Owner?

- [ ] Lead Scrum evangelist in the Organization

- [x] Product Marketplace Expert
- [ ] Facilitator of Scrum events
- [x] Lead Facilitator of Key Stakeholder Involvement
- [x] Product Value Maximizer

4/ Imagine you are a Scrum Master in a small Organization that tries to adopt Scrum. There are 10 developers and the Product Owner. How can they be divided into teams? Choose all applicable options:

- [ ] 2 teams of 6 and 4 people (because it is ~~good to have a separate QA team~~)
- [ ] 1 team of 10 people (because there is no reason to divide)
- [x] 3 teams of 4, 3 and 3 people (each team is cross-functional)
- [x] 2 teams of 6 and 4 people (after a short meeting the developers decided this is the best option)

→: Number of people in a Development Team should be between 3 and 9. Each team should be cross-functional and self-organized. →10 or less: is the best

Optimal Development Team size is small enough to remain nimble and large enough to complete significant work within a Sprint. Fewer than three Development Team members decrease interaction and results in smaller productivity gains. Having more than nine members requires too much coordination. The Product Owner and Scrum Master roles are not included in this count unless they are also executing the work of the Sprint Backlog.

5/ How does the Scrum Master serve the Organization? Select the three most appropriate answers.

- [ ] Making sure the key stakeholders are invited on all Scrum Reviews within organization
- [ ] Mixing experienced developers and junior specialists across different Development Teams in the organization to speed up Scrum adoption
- [x] Working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization
- [x] Planning Scrum implementations within the organization
- [x] Leading and coaching the organization in its Scrum adoption

The Scrum Master serves the organization in several ways, including:

- Leading and coaching the organization in its Scrum adoption;
- Planning Scrum implementations within the organization;
- Helping employees and stakeholders understand and enact Scrum and empirical product development;
- Causing change that increases the productivity of the Scrum Team; and,
- Working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization.

6/ What does Product Backlog management include? Select three most applicable items.

- [ ] Moving Product Backlog items into the Sprint Backlog
- [ ] Presenting Product Backlog items to the Key Stakeholders
- [x] Ordering the items in the Product Backlog to best achieve goals and missions
- [x] Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next

☑ Optimizing the value of the work the Development Team performs

→Product Backlog management includes:

- Clearly expressing Product Backlog items;
- Ordering the items in the Product Backlog to best achieve goals and missions;
- Optimizing the value of the work the Development Team performs;
- Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next; and,
- Ensuring the Development Team understands items in the Product Backlog to the level needed.

7/ What does Product Backlog management include? Select three most applicable items.

☑ **Optimizing the value of the** work the Development Team performs

☑ Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next

☐ Presenting Product Backlog items to the Key Stakeholders

☐ Moving Product Backlog items into the Sprint Backlog

☑ Ordering the items in the Product Backlog to best achieve goals and missions

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- Ensuring the Development Team understands items in the Product Backlog to the level needed.

8/ What are the three main qualities the team model in Scrum is designed to optimize?

☐ Competence

☐ Responsibility

☐ Agility

☑ Productivity

☑ Creativity

☑ Flexibility

Scrum Events

1/ Could the Sprint Planning be finished if only work planned for the first days of the Sprint is decomposed to units of one day or less?

No, all items in the Sprint Backlog should be decomposed to units of one day or less by the end of the Sprint Planning

Yes, if the remaining work is also estimated, maybe in bigger units

→The Scrum Guide requires only the work planned for the first days of the Sprint is decomposed by the end of the Sprint Planning, often to units of one day or less. However, the Development Team should be able to explain to the Product Owner and Scrum Master how it intends to work as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment.

2/ What is the Sprint Retrospective?

~~It is the key inspect and adapt meeting~~

It is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint

It is a meeting where the Development Team synchronizes activities and creates a plan for the next 24 hours

It is a meeting to inspect the Increment and adapt the Product Backlog if needed

3/The purpose of the **Sprint Retrospective** is to (select three):

- [ ] ~~Get technical or domain advice from specialists invited by The Development Team or The Scrum Master~~
- [x] Identify and order the major items that went well and potential improvements
- [ ] ~~Get feedback from the Key Stakeholders invited by the Product Owner~~
- [x] Create a plan for ***implementing improvements*** to the way the Scrum Team does its work
- [x] Inspect how the last Sprint went with regards to people, relationships, process, and tools

4/ What are the time-boxes for the ***Sprint Review*** and the **Sprint Retrospective**?

3 and 4 hours respectively

3 hour time-box for each

4 and 3 hours respectively

4 hour time-box for each

The Sprint Review is at most a four-hour meeting for one-month Sprints.
The Sprint Retrospective is at most a three-hour meeting for one-month Sprints.

5/ Definition of Done can be reviewed and adapted during each Sprint Retrospective. True or False?

→True:

During each Sprint Retrospective, the Scrum Team plans ways to increase product quality by improving work processes or adapting the definition of “Done”, if appropriate and not in conflict with product or organizational standards.

6/ Who participates in the Sprint Review? Select all applicable variants.

- [x] The Product Owner
- [x] The Development Team
- [ ] ~~The Organization CEO~~
- [x] The Scrum Master
- [x] The Key Stakeholders

During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint. Based on that and any changes to the Product Backlog during the Sprint, attendees collaborate on the next things that could be done to optimize value.

7/ Scrum does not allow additional meetings that are not defined in Scrum.

- ( ) True
- (•) **False**

→ Scrum allows additional meetings if they facilitate achieving the Sprint Goal.

8/ Could the Sprint Planning be finished if only work planned for the first days of the Sprint is decomposed to units of one day or less?

- ( ) No, all items in the Sprint Backlog should be decomposed to units of one day or less by the end of the Sprint Planning
- (•) Yes, if the remaining work is also estimated, maybe in bigger units

→ The Scrum Guide requires only the work planned for the first days of the Sprint is decomposed by the end of the Sprint Planning, often to units of one day or less. However, the Development Team should be able to explain to the Product Owner and Scrum Master how it intends to work as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment.

Scrum Theory

1/ How frequently should scrum users inspect Scrum artifacts and progress toward a Sprint Goal?

- ( ) After the Daily Scrum
- ( ) At the Sprint Review
- ( ) As frequently as possible

- (•) Frequently, but it should not get in the way of the work

→Scrum users must frequently inspect Scrum artifacts and progress toward a Sprint Goal to detect undesirable variances. Their inspection should not be so frequent that inspection gets in the way of the work. Inspections are most beneficial when diligently performed by skilled inspectors at the point of work.

2/ What comprises Scrum (select four)?

- [x] Artifacts
- [x] Rules
- [ ] Burn-down charts
- [x] Roles
- [ ] Reports
- [x] Events

→The Scrum framework consists of Scrum Teams and their associated roles, events, artifacts, and rules.
Each component within the framework serves a specific purpose and is essential to Scrum's success and usage.
The rules of Scrum bind together the events, roles, and artifacts, governing the relationships and interaction between them.

3/ What should be taken into account for the Definition of "Done"? Select the two most appropriate items.

- [x] Conventions, standards and guidelines of the Organization
- [x] Definition of "Done" of other Scrum Teams working on the same Product

If the definition of "done" for an increment is part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it as a minimum. If "done" for an increment is not a convention of the development organization, the Development Team of the Scrum Team must define a definition of "done" appropriate for the product. If there are multiple Scrum Teams working on the system or product release, the development teams on all of the Scrum Teams must mutually define the definition of "Done."

4/ It is a good practice to have from time to time a special technical Sprint that consists only of tasks removing the technical debt without implementing any new functionality.

→**FALSE**

It is prohibited. The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done."

5/ Where can Scrum be used? Check all the applicable items.

- [x] Development of software and hardware
- [x] Development and sustaining of Cloud and other operational environments
- [x] Development of almost everything we use in our daily lives as individuals and societies
- [x] Managing the operation of an organization
- [x] Research and identifying of viable markets, technologies, and product capabilities
- [x] Development of products and enhancements

→Scrum has been used to develop software, hardware, embedded software, networks of interacting function, autonomous vehicles, schools, government, marketing, managing the operation of organizations and almost everything we use in our daily lives, as individuals and societies.

Scrum has been used extensively, worldwide, to:

- Research and identify viable markets, technologies, and product capabilities;
- Develop products and enhancements;
- Release products and enhancements, as frequently as many times per day;
- Develop and sustain Cloud (online, secure, on-demand) and other operational environments for product use; and,
- Sustain and renew products.

6/ What should be taken into account for the Definition of “Done”? Select the two most appropriate items.

- [ ] Experience of the Product Owner
- [x] Definition of "Done" of ***other Scrum Teams*** working on the same Product
- [x] Conventions, standards and guidelines of the Organization
- [ ] Advice of the Scrum Master
- [ ] Definition of "Done" of other Scrum Teams working on other products

→If the definition of “done” for an increment is part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it as a minimum. If “done” for an increment is not a convention of the development organization, the Development Team of the Scrum Team must define a definition of “done” appropriate for the product. If there are multiple Scrum Teams working on the system or product release, the development teams on all of the Scrum Teams must mutually define the definition of “Done.”

Scrum Artifacts

1/ Who is responsible for the Product Backlog?

The Product Owner is responsible for the Product Backlog, including its content, availability, and ordering.

2/ What are Product Backlog features? Select three.

- [x] It is dynamic
- [ ] When the final version of a product is rolled out, its Product Backlog is dismissed
- [ ] ~~A Product Backlog could be closed when it contains no items to include into the next Sprint~~
- [x] As long as a product exists, its Product Backlog also exists
- [x] It is never complete

A Product Backlog is never complete. The earliest development of it only lays out the initially known and best-understood requirements. The Product Backlog evolves as the product and the environment in which it will be

used evolves. The Product Backlog is dynamic; it constantly changes to identify what the product needs to be appropriate, competitive, and useful. As long as a product exists, its Product Backlog also exists.

3/ What is the **Increment**?

- All items in the Sprint Backlog that could be released regardless of whether the Product Owner decides to actually do it
- The sum of all the Product Backlog items completed during the Sprint and the value of the increments of all previous Sprints
- The sum of all the Product Backlog items completed during the Sprint
- ~~All "Done" items in the Sprint Backlog~~

4/ What belongs solely to the Development Team?

The Sprint Backlog

Only the Development Team can change its Sprint Backlog during a Sprint. The Sprint Backlog is a highly visible, real-time picture of the work that the Development Team plans to accomplish during the Sprint, and it belongs solely to the Development Team.

5/ How does Definition of “Done” help the Scrum Team? Select three most applicable items.

- [x] DoD guides the Development Team in knowing how many Product Backlog items it can select during a Sprint Planning
- [x] DoD is used to assess when work is complete on the product Increment
- [ ] DoD helps to calculate velocity of the Scrum Team
- [x] DoD ensures artifact transparency
- [ ] ~~DoD helps in inspection and adaptation~~

6/ Imagine the following situation. At the Sprint Retrospective meeting the Scrum Team identified some improvements that can be done. What should the Scrum Team do? Select the best option.

- Assign a responsible team member for at least one improvement. Check the progress at the next Retrospective.
- Assign responsible team members for every improvement. Check the progress at the next Retrospective.
- Make sure the Sprint Backlog for the next Sprint includes all the improvements.
- Make sure the Sprint Backlog for the next Sprint includes at least one high priority process improvement.

→The Sprint Backlog makes visible all the work that the Development Team identifies as necessary to meet the Sprint Goal. To ensure continuous improvement, it includes at least one high priority process improvement identified in the previous Retrospective meeting.

7/ What is the Sprint Backlog?

- The plan for delivering Product Backlog items
- The Product Backlog items selected for this Sprint plus the Team Backlog items
- The Product Backlog items selected for this Sprint
- The Product Backlog items selected for this Sprint plus the plan for delivering them