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Question 1

Question Type: MultipleChoice

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

Options:

A- True
B- False

Answer:

B

Explanation:

The answer is false because not all Scrum Team members are required to attend the Nexus Daily Scrum. According to the Online Nexus Guide1, the Nexus Daily Scrum is an event for appropriate representatives from individual Scrum Teams to inspect the current state of the Integrated Increment and to identify integration issues or newly discovered cross-team dependencies. The appropriate representatives are those who can best collaborate and communicate the progress and impediments of their Scrum Teams, and who can make and influence decisions regarding the integration and delivery of the product. The number and selection of the representatives may vary depending on the context and needs of the Nexus 234. The Nexus Daily Scrum does not replace the Daily Scrum of each Scrum Team, which is still held by all the Developers of the team to plan their work for the day 5.

Question 2

Question Type: MultipleChoice

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.

What could help this Nexus create a single Integrated Increment for inspection at the Nexus

Sprint Review?

(Select the best answer)

Options:

A- Reserve the last few days of the Sprint for testing and integration.
B- Enforce a Definition of Done across the entire Nexus that includes integration.
C- Have the Nexus Integration Team integrate all the work as early as possible.
D- Have a Sprint dedicated to integration.

Answer:

B

Explanation:

The Nexus framework is a way of scaling Scrum for multiple teams working on a single product. The Nexus framework uses Scrum as its building block and extends it only where necessary to minimize and manage dependencies between teams 11. The Nexus framework defines the accountabilities, events, and artifacts that bind and weave together the work of the teams in a Nexus 11. One of the key artifacts in the Nexus framework is the Integrated Increment, which is the integrated aggregation of all work completed by all the Scrum Teams in a Nexus 11.

In Scenario A, the Nexus Sprint Review is not conducted effectively. The teams are not using a shared environment to demonstrate the Integrated Increment, but rather showing their individual work. This means that the stakeholders cannot see the whole product and how it works together. The teams are also delaying the integration of their work, which can lead to quality issues, technical debt, and increased complexity 11. The stakeholders do not provide much feedback, which means that the Nexus cannot adapt to the changing needs and expectations of the customers and users. The event ends without any clear outcomes or next steps.

What could help this Nexus create a single Integrated Increment for inspection at the Nexus Sprint Review is:

Enforce a Definition of Done across the entire Nexus that includes integration. This is answer B. This is a valid answer because the Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product 11. The Definition of Done is used to assess when work is complete on the product Increment 11. The Definition of Done is defined by the Nexus and applies to all the work done by the Scrum Teams in the Nexus 11. The Definition of Done should include integration as one of the criteria, which means that the

work done by the teams should be integrated frequently and continuously throughout the Sprint 11. By enforcing a Definition of Done that includes integration, the Nexus can ensure that the Integrated Increment is usable and potentially releasable, which means it meets the quality standards and expectations of the stakeholders 11.

The other three answers are not correct because:

Reserve the last few days of the Sprint for testing and integration. This is answer A. This is not a valid answer because reserving the last few days of the Sprint for testing and integration is not a good practice. It implies that the teams are not testing and integrating their work throughout the Sprint, but rather doing it at the end of the Sprint. This can lead to quality issues, technical debt, and increased complexity 11. It also reduces the time available for inspection and adaptation, which are essential for empiricism and agility 11.

Have the Nexus Integration Team integrate all the work as early as possible. This is answer C. This is not a valid answer because the Nexus Integration Team is not the only one responsible for integrating all the work. The Nexus Integration Team is a role that consists of the Scrum Master, the Product Owner, and other members who are responsible for coordinating, coaching, and supervising the integration of the work done by the teams in the Nexus 11. The Nexus Integration Team facilitates the integration of the work, but does not do it for the teams 11. The teams are responsible for integrating their own work and delivering a potentially releasable Increment of product value in each Sprint 11.

Have a Sprint dedicated to integration. This is answer D. This is not a valid answer because having a Sprint dedicated to integration is not consistent with Scrum or Nexus. Scrum and Nexus require that the teams deliver a potentially releasable Increment of product value in each Sprint 11. Having a Sprint dedicated to integration means that the teams are not delivering any value or receiving any feedback in that Sprint 11. It also means that the teams are accumulating technical debt and complexity that will make integration more difficult and risky 11.

Question 3

Question Type: MultipleChoice

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?

(Select the best three answers)

Options:

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:

A, D, E

Explanation:

Moving away from component teams toward feature teams is a significant change that should be considered carefully. Here are some of the factors that should be taken into account:

Feature teams have less communication overhead than component teams, as they are able to deliver end-to-end customer features without relying on other teams or components 11. This reduces the complexity and the dependencies among the teams, and improves the transparency and the feedback loop. Feature teams also foster more collaboration and cross-functional learning among the team members, as they have to work on different aspects of the product 22.

When making this change, it helps to have support from the organization, as it may require a shift in the culture, the structure, and the processes of the company 33. The organization should provide the necessary resources, training, and coaching to the teams to help them adopt the feature team model. The organization should also align its goals, incentives, and metrics with the feature team approach, and remove any barriers or impediments that may hinder the teams' performance 44.

Productivity may decrease when making this kind of change, as the teams may face some challenges and difficulties in the transition period 55. For example, the teams may have to learn new skills, technologies, or domains that they are not familiar with. The teams may also have to deal with legacy code, technical debt, or integration issues that may slow down their delivery. The teams may also experience some resistance or conflict from the existing component teams or stakeholders. Therefore, the teams should expect some temporary setbacks and losses in productivity, and focus on continuous improvement and adaptation.

The other options are not correct for the following reasons:

With feature teams, it is not easier to calculate the productivity per team, as productivity is not a simple or straightforward metric to measure in software development [6]. Productivity depends on various factors, such as the quality, the value, the complexity, and the customer satisfaction of the product. Moreover, focusing on the productivity per team may create a competitive or individualistic mindset among the teams, rather than a collaborative or collective one. The teams should focus on delivering the best possible product Increment that meets the Product Goal and the Definition of Done, rather than on maximizing their productivity [7].

You can do Scrum without feature teams, as Scrum does not prescribe any specific team structure or organization [8]. Scrum only requires that the Scrum Team is cross-functional, self-organizing, and accountable for delivering a potentially releasable product Increment every Sprint [9]. However, feature teams are generally more aligned with the Scrum values and principles, as they enable the teams to deliver customer-centric features faster and more frequently, and to respond to changes more effectively [10]. Therefore, feature teams are recommended, but not mandatory, for Scrum.

Question 4

Question Type: MultipleChoice

From the list below, what is the most important concern for multiple Scrum Teams when they are working from the same Product Backlog?

(choose the best answer)

Options:

A- Meeting original scope projections.
B- Minimizing dependencies between teams.
C- Clear definition of requirements.
D- Making sure there is enough work for everyone on every team.

Answer:

B

Explanation:

The most important concern for multiple Scrum Teams when they are working from the same Product Backlog is minimizing dependencies between teams. Dependencies are the relationships or constraints that exist between the work items or the teams that affect the delivery of the product 11. Dependencies can cause delays, rework, waste, and quality issues, and they can reduce the agility and value delivery of the Scrum Teams 2233. Therefore, minimizing dependencies between teams is a critical concern for scaling Scrum effectively 112233.

Statement A is incorrect because meeting original scope projections is not a primary concern for multiple Scrum Teams working from the same Product Backlog. Scrum does not prescribe a fixed scope for the product, but rather embraces change and adaptation based on feedback and learning 44. The Product Backlog is a dynamic and emergent artifact that reflects the current

understanding of the product vision, goals, and requirements 44. The Product Owner is responsible for managing the Product Backlog and ordering the items in a way that maximizes the value of the product and the work of the Scrum Teams 44. Therefore, meeting original scope projections is not a relevant or realistic concern for scaling Scrum.

Statement C is incorrect because clear definition of requirements is not the most important concern for multiple Scrum Teams working from the same Product Backlog. While having clear and well-defined requirements is desirable and beneficial for the Scrum Teams, it is not always possible or necessary in a complex and uncertain environment 44. Scrum does not require detailed upfront specifications, but rather encourages empirical discovery and experimentation through frequent delivery and feedback 44. The Product Backlog items are refined and clarified by the Product Owner and the Developers as they collaborate and learn more about the product and the users 44. Therefore, clear definition of requirements is not the most critical concern for scaling Scrum.

Statement D is incorrect because making sure there is enough work for everyone on every team is not the most important concern for multiple Scrum Teams working from the same Product Backlog. Scrum does not focus on maximizing the utilization of the Scrum Team members, but rather on maximizing the value of the product and the work of the Scrum Teams 44. The Scrum Teams are self-organizing and cross-functional, which means they can decide how to do their work and have all the skills needed to create a potentially releasable Increment 44. The Scrum Teams pull work from the Product Backlog in agreement with the Product Owner, and they commit to delivering an Integrated Increment that meets the Nexus Sprint Goal 1144. Therefore, making sure there is enough work for everyone on every team is not the most essential concern for scaling Scrum.

Question 5

Question Type: MultipleChoice

True or False: Many Scrum Teams working on the same product create coordination

challenges that can be fully addressed by creating a communication plan.

Options:

A- True

B- False

Answer:

B

Explanation:

Creating a communication plan is not enough to fully address the coordination challenges that arise when many Scrum Teams work on the same product. A communication plan is a document that outlines the objectives, methods, channels, and frequency of communication among the stakeholders of a project or product 1. While a communication plan is useful for ensuring clarity, transparency, and alignment among the Scrum Teams and other parties involved, it does not address other aspects of coordination, such as integration, dependency management, alignment of goals and vision, and cross-team collaboration 2.

To effectively coordinate multiple Scrum Teams working on the same product, a communication plan should be complemented by other practices and frameworks, such as:

Nexus: Nexus is a framework for scaling Scrum that consists of three to nine Scrum Teams working together to deliver an Integrated Increment every Sprint 3. Nexus provides roles, events, artifacts, and rules that help the Scrum Teams coordinate, integrate, and align their work, while maintaining the Scrum values and principles 4.

Scrum of Scrums: Scrum of Scrums is a technique for scaling Scrum that involves a regular meeting of representatives from each Scrum Team to share progress, identify dependencies, resolve issues, and align on the product vision and goal . Scrum of Scrums helps the Scrum Teams communicate and collaborate effectively, while minimizing the overhead and complexity of coordination .

Communities of Practice: Communities of Practice are groups of people who share a common interest, skill, or domain, and who meet regularly to exchange knowledge, ideas, and best practices . Communities of Practice help the Scrum Teams learn from each other, improve their skills, and foster a culture of continuous improvement .

Question 6

Question Type: MultipleChoice

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)

Options:

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:

A, D

Explanation:

The purpose of Nexus Sprint Planning is to coordinate the activities of all Scrum Teams within a Nexus for a single Sprint 1. To do this effectively, the Nexus needs to have a clear understanding of the dependencies between the teams and the work items, and to communicate and collaborate with each other and any outside experts as needed. Therefore, the best practices for this Nexus are:

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. This practice enables the Nexus to have a shared understanding of the Product Backlog, the Product Goal, and the Nexus Sprint Goal, and to resolve any issues or questions that may arise during the planning. It also allows the Nexus to leverage the expertise of the outside specialists who are required for some of the work 2.

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. This practice helps the Nexus to identify and manage the dependencies between the teams and the work items, and to optimize the flow of value delivery. It also supports transparency and alignment within the Nexus 3.

The other two practices are not effective for this Nexus because:

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. This practice is not optimal because it does not allow the Nexus to plan the Sprint as a whole, and to adjust the work allocation and sequence based on the dependencies and the Nexus Sprint Goal. It also creates delays and inefficiencies in the planning process, and reduces the collaboration and feedback opportunities among the teams 4.

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. This practice is not consistent with the Nexus framework, which states that the Nexus Integration Team does not select the work for the Scrum Teams, but rather facilitates the integration and delivery of the work done by the Scrum Teams. It also undermines the self-organization and empowerment of the Scrum Teams, and reduces their ownership and accountability for the work 1.

Question 7

Question Type: MultipleChoice

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)

Options:

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:

A

Explanation:

The best way to improve the ability of the Scrum Teams in a Nexus to produce an Increment for the next Sprint is to reduce the amount of work that the teams pull into the Sprint. This will allow the teams to focus on delivering a high-quality and valuable product Increment that meets the Definition of Done and the Product Goal. Reducing the amount of work also reduces the complexity and dependencies among the teams, which makes integration easier and faster.

The other options are not advisable for the following reasons:

Asking the Nexus Integration Team to extend the Sprint to allow more time for integration is not consistent with the Scrum principles and values. The Sprint length should be fixed and consistent throughout the product development, and it should be less than a month. Extending the Sprint would compromise the feedback loop, the transparency, and the adaptability of the Nexus 11.

Reducing the number of Scrum Teams to reduce complexity is not a viable solution, as it would also reduce the capacity and the productivity of the Nexus. The number of Scrum Teams in a Nexus should be based on the size and the scope of the product, and it should not exceed nine teams 11. Reducing the number of teams would also disrupt the existing team dynamics and collaboration.

Adding another Scrum Team to the Nexus to increase capacity is not a good idea, as it would increase the complexity and the dependencies among the teams. Adding another team would also require more coordination and communication, which would consume more time and resources. Moreover, adding another team would not necessarily increase the value or the quality of the product Increment 22.

Question 8

Question Type: MultipleChoice

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)

Options:

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:

B, C

Explanation:

The best option for how Product Ownership might be structured in a company with five products is to have one Product Owner responsible for each product or one Product Owner responsible for all five products. Both of these options are consistent with the Scrum Guide, which states that the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team 11. The Product Owner may delegate work as needed, but they remain accountable for the value delivered. The Product Owner also provides clarity to the team about the product vision, goal, and backlog 11.

The other options are not advisable for the following reasons:

Assigning as many Product Owners as needed to communicate expectations and requirements to the Scrum Team is not a good idea, as it would create confusion, inconsistency, and conflict among the Product Owners and the Scrum Team. The Scrum Guide states that the Product Owner is one person, not a committee 11. Having multiple Product Owners for one product would compromise the transparency, the alignment, and the decision-making of the Scrum Team.

Having one primary Product Owner and one Product Owner for each product is also not a good idea, as it would create a hierarchy and a dependency among the Product Owners. The primary Product Owner would have too much authority and responsibility, while the Product Owners for each product would have too little. This would undermine the accountability, the collaboration, and the empowerment of the Product Owners and the Scrum Teams.