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Question 1

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 2

Question Type: MultipleChoice

How should Product Backlog items be chosen when multiple Scrum Teams work from the same Product Backlog?

(choose the best answer)

Options:

- A-** The Scrum Teams choose the Weighted Shortest Job First.
- B-** The Developers pull work in agreement with the Product Owner.
- C-** Each Scrum Team takes an equal number of items.
- D-** The Scrum Team with the highest velocity pulls Product Backlog items first.
- E-** The Product Owner should provide each team with its own Product Backlog.

Answer:

B

Explanation:

When multiple Scrum Teams work from the same Product Backlog, they should choose the Product Backlog items that they can deliver as part of an Integrated Increment, which is the combined work of all the Scrum Teams that meets the Nexus Sprint Goal 11. The Developers, who are the people in the Scrum Teams who are accountable for creating and delivering the Increment, should pull work in agreement with the Product Owner, who is the person who is accountable for maximizing the value of the product and the work performed and integrated by the Scrum Teams 11. The Developers and the Product Owner should collaborate to select the Product Backlog items that are most valuable, feasible, and aligned with the Nexus Sprint Goal 2233. Therefore, statement B is the correct answer.

Statement A is incorrect because it implies that the Scrum Teams choose the Weighted Shortest Job First, which is a prioritization technique that ranks Product Backlog items based on their value and cost 44. However, the Scrum Guide does not prescribe any specific technique for ordering the Product Backlog, and the Product Owner is the sole person responsible for managing the Product Backlog [5]. Statement C is incorrect because it suggests that each Scrum Team takes an equal number of items, which may not reflect the value, complexity, or dependencies of the items 1122. Statement D is incorrect because it assumes that the Scrum Team with the highest velocity pulls Product Backlog items first, which may not be the best way to optimize the value delivery and integration across the Nexus 1122. Statement E is incorrect because it proposes that the Product Owner should provide each team with its own Product Backlog, which would create confusion, inconsistency, and duplication of work. Having multiple Product Backlogs would also undermine the transparency and alignment that are essential for scaling Scrum 1122.

Question 3

Question Type: MultipleChoice

True or False: There is one Product Backlog for a Nexus.

Options:

A- True

B- False

Answer:

A

Explanation:

A Nexus is a framework for scaling Scrum that enables multiple Scrum Teams to work on a single product 1. A Nexus has one Product Backlog, which is an ordered list of the work to be done by the Scrum Teams in the Nexus 1. The Product Backlog has a single source of requirements and priorities for the product, and it is managed by the Product Owner, who is accountable for maximizing the value of the product and the work performed and integrated by the Scrum Teams 1. Having one Product Backlog for a Nexus ensures that the Scrum Teams have a common vision, goal, and alignment for the product 23. Therefore, the statement is true.

Question 4

Question Type: MultipleChoice

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 techniques could help this Nexus manage their dependencies effectively?

(choose the best two answers)

Options:

A- The Nexus Integration Team should complete the dependent work ahead of the Sprint for the teams.

B- Reorganize team members between the teams to eliminate cross-team

dependencies.

C- Extend the Sprint so that the teams can have more time to complete the dependent work.

D- Reorder Product Backlog items to better accommodate dependencies.

Answer:

B, D

Explanation:

When a Nexus, which is a group of approximately three to nine Scrum Teams working on the same product, faces many dependencies during Nexus Sprint Planning, it can use some techniques to manage them effectively. One technique is to reorganize team members between the teams to eliminate cross-team dependencies. This can be done by forming feature teams or component teams based on the nature of the work and the skills required. By doing so, the Nexus can reduce the need for coordination and integration across teams, and increase the autonomy and ownership of each team 1122. Therefore, statement B is correct.

Another technique is to reorder Product Backlog items to better accommodate dependencies. This can be done by applying dependency management techniques such as dependency mapping, dependency inversion, dependency breaking, and dependency prioritization. By doing so, the Nexus can identify, visualize, resolve, and minimize the dependencies that affect the delivery of the Integrated Increment, which is the combined work of all the Scrum Teams in the Nexus that meets the Nexus Sprint Goal 334455. Therefore, statement D is also correct.

Statement A is incorrect because it implies that the Nexus Integration Team, which is a group of people who are accountable for ensuring the integration and delivery of the Integrated Increment, should do the dependent work ahead of the Sprint for the teams. This

would create a bottleneck and a single point of failure, as well as undermine the self-organization and collaboration of the Scrum Teams 1122. Statement C is incorrect because it suggests that the Nexus should extend the Sprint so that the teams can have more time to complete the dependent work. This would violate the Scrum principle of time-boxing, which ensures that the Nexus delivers value frequently and incrementally, and inspects and adapts its process regularly 1122.

Question 5

Question Type: MultipleChoice

The purpose of a Nexus Sprint Retrospective is to:

(choose the best two answers)

Options:

- A-** Enable bottom-up intelligence to improve how the Scrum Teams in a Nexus are working together.
- B-** Provide a forum for management to see how the Nexus is performing.
- C-** Allow for inspection and adaptation of both individual Scrum Teams and a Nexus.

D- Provide a single meeting to inspect and adapt how all Scrum Teams work together.

Answer:

A, C

Explanation:

The Nexus Sprint Retrospective is an event that occurs at the end of the Sprint where the Nexus, which is a group of approximately three to nine Scrum Teams working on the same product, plans ways to increase quality and effectiveness across the whole Nexus 11. The purpose of the Nexus Sprint Retrospective is to inspect and adapt the Nexus framework, the integrated work, the processes, the tools, and the interactions among the Scrum Teams 11. Therefore, statement C is correct.

The Nexus Sprint Retrospective follows a three-step process: first, representatives from each Scrum Team identify issues that affect multiple teams; second, each Scrum Team conducts its own Sprint Retrospective; and third, representatives from each team meet again to discuss any actions needed based on the shared challenges 112233. The Nexus Sprint Retrospective enables bottom-up intelligence to improve how the Scrum Teams in a Nexus are working together, as it allows the teams to share their insights, learn from each other, and collaborate on solutions 44. Therefore, statement A is also correct.

Statement B is incorrect because the Nexus Sprint Retrospective is not a forum for management to see how the Nexus is performing, but rather a time for the Nexus to self-organize and self-improve 1144. Statement D is incorrect because the Nexus Sprint Retrospective is not a single meeting to inspect and adapt how all Scrum Teams work together, but rather a combination of three meetings that involve both individual and collective reflection and action 112233.

Question 6

Question Type: MultipleChoice

You have been assigned as the Scrum Master of six new Scrum Teams that will build one product. What conditions should you strive for in this scenario?

(choose the best two answers)

Options:

- A-** There should be six Product Owners, one for each Scrum Team.
- B-** There should be six Product Owners, one of whom is chief Product Owner.
- C-** The product has one Product Backlog.
- D-** There should be only one Product Owner who is accountable for the success of the product.
- E-** Each Scrum Team should have a separate Product Backlog.

Answer:

C, D

Explanation:

When six new Scrum Teams are working on one product, they should form a Nexus, which is a framework for scaling Scrum 11. A Nexus has a single Product Owner who is accountable for maximizing the value of the product and the work performed and integrated by the Scrum Teams 1122. Therefore, statement D is correct.

A Nexus also works off a single Product Backlog, which is an ordered list of the work to be done by the Scrum Teams in the Nexus 11. The Product Backlog has a single source of requirements and priorities for the product, and it is managed by the Product Owner 1122. Therefore, statement C is also correct.

Statements A, B, and E are incorrect because they imply that each Scrum Team has its own Product Owner and Product Backlog, which would create confusion, inconsistency, and duplication of work. Having multiple Product Owners and Product Backlogs would also undermine the transparency and alignment that are essential for scaling Scrum 1122.

Question 7

Question Type: MultipleChoice

How might the Nexus evolve its Definition of Done over time?

(choose the best answer)

Options:

- A-** Have the Nexus Integration Team decide on changes to the Definition of Done and communicate to teams when they will take effect.
- B-** At scale, the Definition of Done is owned by the larger development organization, and changes will be communicated by stakeholders.
- C-** Discuss the Definition of Done at the Nexus Sprint Retrospectives, and include any changes for the next Sprint.
- D-** Have the Scrum Masters decide on changes to the Definition of Done and communicate to teams when they will take effect.

Answer:

C

Explanation:

The Definition of Done is a set of quality standards that apply to the Integrated Increment, which is the combined work of all the Scrum Teams in the Nexus that meets the Nexus Sprint Goal 11. The Definition of Done creates transparency and alignment among the Scrum Teams and the stakeholders, and ensures that the Integrated Increment is potentially releasable 22. The Definition of Done can evolve over time as the Nexus learns from its experience and feedback, and as the product complexity and quality expectations change 33. The best place to discuss and update the Definition of Done is at the Nexus Sprint Retrospective, which is an event that occurs at the end of

the Sprint where the Nexus inspects and adapts its processes, tools, and interactions 11. The Nexus Integration Team, which is a group of people who are accountable for ensuring the integration and delivery of the Integrated Increment, is responsible for the Definition of Done, but they can involve the other Scrum Team members and stakeholders in the discussion and decision 1144. Therefore, statement C is the correct answer.

Statement A is incorrect because it implies that the Nexus Integration Team can unilaterally change the Definition of Done without consulting the other Scrum Teams or stakeholders, which would undermine the transparency and collaboration that are essential for scaling Scrum 1144. Statement B is incorrect because it suggests that the Definition of Done is owned by the larger development organization, which may not be familiar with the specific needs and challenges of the Nexus, and that the changes are communicated by stakeholders, who may not have the technical expertise or authority to do so 1144. Statement D is incorrect because it assumes that the Scrum Masters have the sole power to decide on changes to the Definition of Done, which would exclude the input and agreement of the Nexus Integration Team, the other Scrum Team members, and the stakeholders 1144.

Question 8

Question Type: MultipleChoice

True or False: Using Scrum ensures that adding more resources to a product delivery effort proportionally increases the value delivered.

Options:

A- True

B- False

Answer:

B

Explanation:

Using Scrum does not ensure that adding more resources to a product delivery effort proportionally increases the value delivered. In fact, adding more resources may have the opposite effect, as it can introduce more complexity, communication overhead, coordination challenges, and integration issues that can reduce the productivity and quality of the Scrum Teams 12. Scrum does not prescribe a specific team size or composition, but it does recommend that the Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint 3. Scrum also emphasizes the importance of delivering a potentially releasable increment of the product at least once per Sprint, which enables the Scrum Team and the stakeholders to inspect the value delivered and adapt accordingly 4. Therefore, using Scrum does not guarantee that adding more resources will increase the value delivered, but rather that delivering value frequently and incrementally will optimize the value delivery.

Question 9

Question Type: MultipleChoice

If two Scrum Teams are added to a product that previously had only one Scrum Team, what will be the immediate impact on the productivity of the original Scrum Team?

(choose the best answer)

Options:

- A-** Its productivity is likely to stay the same.
- B-** Its productivity is likely to decrease.
- C-** Its productivity is likely to increase.

Answer:

B

Question 10

Question Type: MultipleChoice

Which statements best describe a Nexus Sprint Review?

(choose the best two answers)

Options:

- A-** It provides feedback on the Integrated Increment.
- B-** It replaces individual Scrum Team Sprint Reviews.
- C-** It is a container for each individual Scrum Team's Sprint Review.
- D-** It is when individual Scrum Teams demo their work.

Answer:

A, B

Explanation:

The Nexus Sprint Review is an event that occurs at the end of the Sprint where the Nexus, which is a group of approximately three to nine Scrum Teams working on the same product, presents the Integrated Increment to the stakeholders and collects feedback ¹². The Integrated Increment is the combined work of all the Scrum Teams in the Nexus that meets the Definition of Done and the Nexus Sprint Goal ¹. The purpose of the Nexus Sprint Review is to inspect the Integrated Increment and adapt the Product Backlog based on new learnings ¹. Therefore, statement A is correct.

The Nexus Sprint Review replaces individual Scrum Team Sprint Reviews because the focus is on the entire Integrated Increment rather than the work of each team 12. The Nexus Sprint Review is not a container for each individual Scrum Team's Sprint Review, nor is it when individual Scrum Teams demo their work. These statements imply that the Nexus Sprint Review is a collection of separate Sprint Reviews, which is not the case. The Nexus Sprint Review is a single event that involves all the Scrum Teams and stakeholders in the Nexus 12. Therefore, statement B is also correct, and statements C and D are incorrect.

Question 11

Question Type: MultipleChoice

What is the purpose of the Nexus Sprint Retrospective?

(choose the best answer)

Options:

- A-** To review the feedback from the Sprint Review and decide what actions to take.
- B-** To ensure all Scrum Teams are working on the same improvement actions.
- C-** To identify underperforming team members and recommend corrective action.

D- None of the above.

Answer:

D

Explanation:

The purpose of the Nexus Sprint Retrospective is to plan ways to increase quality and effectiveness across the whole Nexus 1. It is not to review the feedback from the Sprint Review, which is the purpose of the Nexus Sprint Review 1. It is not to ensure all Scrum Teams are working on the same improvement actions, which is a possible outcome but not the main goal of the event 2. It is not to identify underperforming team members, which is not a constructive or collaborative approach to scaling Scrum 3. The Nexus Sprint Retrospective follows a three-step process: first, representatives from each Scrum Team identify issues that affect multiple teams; second, each Scrum Team conducts its own Sprint Retrospective; and third, representatives from each team meet again to discuss any actions needed based on the shared challenges 145. The Nexus Sprint Retrospective enables continuous improvement across the Nexus by inspecting and adapting the Nexus framework, the integrated work, the processes, the tools, and the interactions among the Scrum Teams 1.

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