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Question 1

Question Type: MultipleChoice

The purpose of the Nexus Integration Team is to:

(choose the best two answers)

Options:

- A- Raise transparency.
- B- Manage the Nexus.
- C- Be accountable that an Integrated Increment is produced.
- D- Integrate the work of the Scrum Teams.

Answer:

A, C

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 12. The Nexus framework defines the accountabilities, events, and artifacts that bind and weave together the work of the teams in a Nexus 12. One of the key roles in the Nexus framework is the Nexus Integration Team, which is a team of people who are responsible for coordinating, coaching, and supervising the integration of the work done by the Scrum Teams in the Nexus 21.

The purpose of the Nexus Integration Team is to:

Raise transparency. This is answer A. This is a valid answer because the Nexus Integration Team is responsible for raising transparency across the Nexus 213. Transparency is one of the pillars of empiricism, which is the principle of making decisions based on observation, inspection, and adaptation 12. The Nexus Integration Team helps to raise transparency by facilitating the Nexus events, such as the Nexus Sprint Planning, the Nexus Daily Scrum, the Nexus Sprint Review, and the Nexus Sprint Retrospective 213. The Nexus Integration Team also helps to raise transparency by visualizing the Nexus Sprint Backlog, which is a representation of the work across the Nexus that has dependencies 213. The Nexus Integration Team also helps to raise transparency by communicating and collaborating with the stakeholders, the Product Owner, and the Scrum Teams 213.

Be accountable that an Integrated Increment is produced. This is answer C. This is a valid answer because the Nexus Integration Team is accountable that an Integrated Increment is produced 214. The Integrated Increment is the integrated aggregation of all work completed by all the Scrum Teams in a Nexus 124. The Integrated Increment is the potentially releasable outcome of the Sprint, which means it meets the quality standards and expectations of the stakeholders 124. The Nexus Integration Team is accountable that an Integrated Increment is produced by ensuring that the work done by the Scrum Teams meets the Definition of Done, which is a formal description of the state of the Increment when it meets the quality measures required for the product 214. The Nexus Integration Team is also accountable that an Integrated Increment is produced by helping the Scrum Teams to identify and resolve any integration issues or dependencies that may affect the quality and delivery of the product 214.

The other two answers are not correct because:

Manage the Nexus. This is answer B. This is not a valid answer because the Nexus Integration Team is not the manager of the Nexus. 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 Scrum Teams in the Nexus 211. The Nexus Integration Team does not manage or control the Nexus, but rather supports and enables the Nexus 211. The Nexus is self-organizing and autonomous, which means it decides how to do its work and what work to do 124.

Integrate the work of the Scrum Teams. This is answer D. This is not a valid answer because the Nexus Integration Team is not the one who integrates the work of the Scrum Teams. 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 Scrum Teams in the Nexus 211. The Nexus Integration Team facilitates the integration of the work, but does not do it for the teams 211. The teams are responsible for integrating their own work and delivering a potentially releasable Increment of product value in each Sprint 124.

Question 2

Question Type: MultipleChoice

Which statements are true when multiple Scrum Teams work on a product at the same time?

(choose the best two answers)

Options:

- A- The different Scrum Teams coordinate their work to deliver a single Increment.
- B- Each Scrum Team develops one or more product components which the Nexus Integration team uses to assemble the Integrated Increment.
- C- The Developers must integrate their work before the end of the Sprint.
- D- They are all on the same Scrum Team.
- E- The Scrum of Scrums assembles the components into an Integrated Increment.

Answer:

A, C

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 112.

When multiple Scrum Teams work on a product at the same time, the statements that are true are:

The different Scrum Teams coordinate their work to deliver a single Increment. This is answer A. This is a valid answer because the different Scrum Teams in a Nexus are not working in isolation, but rather collaborating and coordinating their work to deliver a single Increment 113. The single Increment is the Integrated Increment, which is the sum of all the work done by the Scrum Teams in a Sprint that meets the Definition of Done 112. The single Increment is the potentially releasable outcome of the Sprint, which means it meets the quality standards and expectations of the stakeholders 112.

The Developers must integrate their work before the end of the Sprint. This is answer C. This is a valid answer because the Developers are the people who do the work of delivering a potentially releasable Increment of product value in each Sprint 114. The Developers must integrate their work before the end of the Sprint, which means they must combine and verify their work frequently and continuously throughout the Sprint 114. The integration of the work is essential for ensuring the quality and usability of the product, as well as for validating the assumptions and learning from the feedback 114.

The other three answers are not correct because:

Each Scrum Team develops one or more product components which the Nexus Integration team uses to assemble the Integrated Increment. This is answer B. This is not a valid answer because the Nexus Integration Team is not the one who assembles the Integrated Increment. 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 Scrum Teams in the Nexus 11[5]. The Nexus Integration Team facilitates the integration of the work, but does not do it for the teams 11[5]. The teams are responsible for integrating their own work and delivering a potentially releasable Increment of product value in each Sprint 11[5].

They are all on the same Scrum Team. This is answer D. This is not a valid answer because they are not all on the same Scrum Team. A Scrum Team is a small group of people who are cross-functional and self-organizing, and who deliver a potentially releasable Increment of product value in each Sprint 11[6]. A Scrum Team usually consists of one Scrum Master, one Product Owner, and a few Developers 11[6]. When multiple Scrum Teams work on a product at the same time, they are not on the same Scrum Team, but rather on different Scrum Teams that form a Nexus 11[6]. A Nexus is a group of three to nine Scrum Teams who work on a single product and

who share a common Product Backlog, a common Definition of Done, and a common Sprint Goal 11[6].

The Scrum of Scrums assembles the components into an Integrated Increment. This is answer E. This is not a valid answer because the Scrum of Scrums is not a part of the Nexus framework. The Scrum of Scrums is a term that is sometimes used to describe a coordination mechanism for multiple Scrum Teams, where representatives from each team meet regularly to share information and align their work [7][7]. The Scrum of Scrums is not a formal event or role in Scrum or Nexus, and it is not the one who assembles the components into an Integrated Increment [7][7]. The teams are responsible for integrating their own work and delivering a potentially releasable Increment of product value in each Sprint 11[5].

Question 3

Question Type: MultipleChoice

The purpose of Nexus Sprint Planning is to:

(choose the best two answers)

Options:

A- Coordinate the activities of all the Scrum Teams in a Nexus.

- B-** Discover all the dependencies between Product Backlog items.
- C-** Ensure all teams are committing to the right work.
- D-** Create a plan for the Sprint.

Answer:

A, D

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 events in the Nexus framework is the Nexus Sprint Planning, which is used to coordinate the activities of all teams in the Nexus for a single Sprint 11.

The purpose of Nexus Sprint Planning is to:

Coordinate the activities of all the Scrum Teams in a Nexus. This is answer A. This is a valid answer because the Nexus Sprint Planning is an event where the Nexus, consisting of the Product Owner and appropriate representatives from each team, meet to plan the Sprint 11. The purpose of Nexus Sprint Planning is to coordinate the activities of all teams in the Nexus for a single Sprint 11. The Nexus Sprint Planning helps the teams to align their work with the Product Goal, identify and resolve dependencies, and create a common understanding of the Sprint 11.

Create a plan for the Sprint. This is answer D. This is a valid answer because the Nexus Sprint Planning is an event where the Nexus creates a plan for the Sprint 11. The result of Nexus Sprint Planning is a Nexus Sprint Goal that aligns with the Product Goal and a Nexus Sprint Backlog that contains the work to be done by the teams to achieve the Nexus Sprint Goal 11. The Nexus Sprint Backlog is a visualization of the work across the Nexus that has dependencies 11. The Nexus Sprint Goal and the Nexus Sprint Backlog guide the teams throughout the Sprint 11.

The other two answers are not correct because:

Discover all the dependencies between Product Backlog items. This is answer B. This is not a valid answer because the Nexus Sprint Planning is not the only time to discover all the dependencies between Product Backlog items. Dependencies are the relationships between the work items that affect the order, timing, or outcome of the work 22. Dependencies can cause delays, rework, waste, and lower quality 22. Therefore, it is important to identify and resolve dependencies as early and as often as possible 22. The Nexus Sprint Planning is a time to coordinate the activities of the teams for the upcoming Sprint and to create a Nexus Sprint Goal and a Nexus Sprint Backlog 11. The discovery of dependencies should be done continuously throughout the Sprint, not only during the Nexus Sprint Planning 11. One of the activities that can help the teams to discover dependencies before the Nexus Sprint Planning is the Cross-Team Refinement, where representatives from each team in the Nexus meet to decompose and refine the Product Backlog items into smaller pieces of work that can be delivered by a single team or multiple teams 1[1][6].

Ensure all teams are committing to the right work. This is answer C. This is not a valid answer because the Nexus Sprint Planning is not a time to ensure all teams are committing to the right work. The Nexus Sprint Planning is a time to coordinate the activities of the teams for the upcoming Sprint and to create a Nexus Sprint Goal and a Nexus Sprint Backlog 11. The Nexus Sprint Planning is not a time to impose or dictate the work to the teams, but rather to collaborate and align the work with the Product Goal 11. The teams are self-organizing and autonomous, which means they decide how to do their work and what work to do 1[1][7]. The teams do not commit to the work, but rather forecast the work based on their capacity and understanding 1[1][7].

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 should the Scrum Teams do to effectively deal with their dependencies?

(choose the best answer)

Options:

A- Increase the frequency of Cross-Team Refinement to reduce dependencies.

B- Merge the two Scrum Teams together that have the most dependencies with each other.

C- Institute quarterly meetings for planning out all dependencies between teams.

D- All of the above.

Answer:

A

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 events in the Nexus framework is the Nexus Sprint Planning, which is used to coordinate the activities of all teams in the Nexus for a single Sprint 11.

In Scenario C, the Nexus Sprint Planning is not conducted effectively. The representatives from each of the 9-member Scrum Teams identify many dependencies, which 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. Dependencies are the relationships between the work items that affect the order, timing, or outcome of the work 22. Dependencies can cause delays, rework, waste, and lower quality 22. Therefore, it is important to identify and resolve dependencies as early and as often as possible 22.

What should the Scrum Teams do to effectively deal with their dependencies is:

Increase the frequency of Cross-Team Refinement to reduce dependencies. This is answer A. This is a valid answer because Cross-Team Refinement is an activity where representatives from each team in the Nexus meet to decompose and refine the Product Backlog

items into smaller pieces of work that can be delivered by a single team or multiple teams 11. By doing this, the teams can reduce the dependencies by breaking down the work into more manageable and independent units 11. The teams can also identify and resolve the dependencies before the Nexus Sprint Planning, which will make the planning easier and more effective 11. By increasing the frequency of Cross-Team Refinement, the teams can ensure that the Product Backlog items are ready and clear for the Nexus Sprint Planning 11.

The other three answers are not correct because:

Merge the two Scrum Teams together that have the most dependencies with each other. This is answer B. This is not a valid answer because merging the two Scrum Teams together that have the most dependencies with each other is not a good solution. It implies that the teams are not able to collaborate and coordinate effectively with each other, and that they need to be in the same team to work on the same product 11. It also increases the size and complexity of the merged team, which can reduce its agility and productivity 11. It also does not address the root cause of the dependencies, which may be related to the product or communication structure 22.

Institute quarterly meetings for planning out all dependencies between teams. This is answer C. This is not a valid answer because instituting quarterly meetings for planning out all dependencies between teams is not consistent with Scrum or Nexus. Scrum and Nexus require that the teams plan and deliver a potentially releasable Increment of product value in each Sprint, which is usually a few weeks long 11. Instituting quarterly meetings for planning out all dependencies between teams means that the teams are not planning or delivering any value or receiving any feedback in the Sprints 11. It also means that the teams are not able to adapt to the changing needs and expectations of the customers and users, which are essential for empiricism and agility 11.

All of the above. This is answer D. This is not a valid answer because none of the above answers are valid. Therefore, choosing all of them is not a valid answer either.

Question 5

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?

(choose 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 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 two strategies would be most effective in dealing with their dependencies?

(choose the best two answers)

Options:

A- Discover and document dependent work during Cross-Team Refinement of the Product Backlog, so teams are aware of dependencies before Nexus Sprint Planning. This will allow Nexus Sprint Planning to focus on resolving

dependencies for the upcoming Sprint.

B- Have the Nexus Integration Team order the Nexus Sprint Backlog. They should control and resolve the dependencies.

C- During Nexus Sprint Planning, have appropriate representatives from each team in the Nexus briefly meet to discuss dependencies for the upcoming Sprint. This conversation will help their individual team's Sprint Planning.

D- Gather all people in the Nexus into a 48-hour Nexus Sprint Planning event. Discover, document, and resolve dependencies during this time.

Answer:

A, C

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 events in the Nexus framework is the Nexus Sprint Planning, which is used to coordinate the activities of all teams in the Nexus for a single Sprint 11.

In Scenario B, the Nexus is developing a complex product with different parts that only certain teams can work on. There are also 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 teams. Dependencies are the relationships between the work items that affect

the order, timing, or outcome of the work 22. Dependencies can cause delays, rework, waste, and lower quality 22. Therefore, it is important to identify and resolve dependencies as early and as often as possible 22.

The two strategies that would be most effective in dealing with the dependencies are:

Discover and document dependent work during Cross-Team Refinement of the Product Backlog, so teams are aware of dependencies before Nexus Sprint Planning. This will allow Nexus Sprint Planning to focus on resolving dependencies for the upcoming Sprint. This is answer A. This is a valid strategy because Cross-Team Refinement is an activity where representatives from each team in the Nexus meet to decompose and refine the Product Backlog items into smaller pieces of work that can be delivered by a single team or multiple teams 11. By doing this, the teams can discover and document the dependent work that needs to be done by other teams or external parties 11. This will help the teams to be aware of the dependencies before the Nexus Sprint Planning and to prepare for them 11. This will also allow the Nexus Sprint Planning to focus on resolving the dependencies for the upcoming Sprint, rather than spending time on identifying them 11.

During Nexus Sprint Planning, have appropriate representatives from each team in the Nexus briefly meet to discuss dependencies for the upcoming Sprint. This conversation will help their individual team's Sprint Planning. This is answer C. This is a valid strategy because Nexus Sprint Planning is an event where the Nexus, consisting of the Product Owner and appropriate representatives from each team, meet to plan the Sprint 11. The purpose of Nexus Sprint Planning is to coordinate the activities of all teams in the Nexus for a single Sprint 11. The result of Nexus Sprint Planning is a Nexus Sprint Goal that aligns with the Product Goal and a Nexus Sprint Backlog that contains the work to be done by the teams to achieve the Nexus Sprint Goal 11. During Nexus Sprint Planning, the representatives from each team can briefly meet to discuss the dependencies for the upcoming Sprint and how to resolve them 11. This conversation will help their individual team's Sprint Planning, where they can create their own team Sprint Goal and team Sprint Backlog that support the Nexus Sprint Goal and the Nexus Sprint Backlog 11.

The other two answers are not correct because:

Have the Nexus Integration Team order the Nexus Sprint Backlog. They should control and resolve the dependencies. This is answer B. This is not a valid strategy because the Nexus Integration Team is not the owner or the controller of the Nexus Sprint Backlog. 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 1[1][5]. The Nexus Integration Team facilitates the Nexus Sprint Planning, but does not order or dictate the Nexus Sprint Backlog 1[1][5]. The Nexus Sprint Backlog is owned and managed by the Nexus, not by the Nexus Integration Team 1[1][5]. The Nexus Integration Team helps the teams to identify and resolve the dependencies, but does not control or impose them 1[1][5].

Gather all people in the Nexus into a 48-hour Nexus Sprint Planning event. Discover, document, and resolve dependencies during this time. This is answer D. This is not a valid strategy because gathering all people in the Nexus into a 48-hour Nexus Sprint Planning event is not feasible, efficient, or effective. The Nexus Sprint Planning is not meant to be a long and exhaustive event that involves all people in the Nexus 11. The Nexus Sprint Planning is meant to be a short and focused event that involves only the Product Owner and appropriate representatives from each team in the Nexus 11. The Nexus Sprint Planning is not meant to be the only time to discover, document, and resolve dependencies 11. The Nexus Sprint Planning is meant to be the time to coordinate the activities of the teams for the upcoming Sprint and to create a Nexus Sprint Goal and a Nexus Sprint Backlog 11. The discovery, documentation, and resolution of dependencies should be done continuously throughout the Sprint, not only during the Nexus Sprint Planning 11.

Question 7

Question Type: MultipleChoice

Who has overall responsibility for ensuring Nexus Sprint Retrospective occurs?

(choose the best answer)

Options:

- A- The Scrum Master on the Nexus Integration Team.
- B- Any Scrum Master from the Nexus.
- C- The Nexus Integration Team.
- D- The Developers.

Answer:

C

Explanation:

The Nexus Sprint Retrospective is an event where the Nexus, consisting of multiple Scrum Teams, inspects and adapts its processes, tools, interactions, and dependencies to improve its quality and effectiveness 11. The Nexus Sprint Retrospective occurs after the Nexus Sprint Review and before the next Nexus Sprint Planning 11. The Nexus Sprint Retrospective has two parts: a first part where representatives from each Scrum Team identify shared challenges and opportunities, and a second part where each Scrum Team conducts its own Sprint Retrospective 23.

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 Scrum Teams in the Nexus 11. The Nexus Integration

Team has the overall responsibility for ensuring the Nexus Sprint Retrospective occurs 11. The Nexus Integration Team facilitates the first part of the Nexus Sprint Retrospective, where the representatives from each Scrum Team share their insights and challenges 11. The Nexus Integration Team also participates in the second part of the Nexus Sprint Retrospective, where each Scrum Team reflects on its own performance and improvement actions 11. The Nexus Integration Team helps the Scrum Teams to identify and resolve any cross-team impediments or dependencies that may affect the quality and delivery of the Integrated Increment 11.

The other three answers are not correct because:

The Scrum Master on the Nexus Integration Team. This is answer A. This is not a valid answer because the Scrum Master on the Nexus Integration Team is not the only one responsible for ensuring the Nexus Sprint Retrospective occurs. The Scrum Master on the Nexus Integration Team is a member of the Nexus Integration Team, but not the sole accountable person for the event. The Scrum Master on the Nexus Integration Team helps to facilitate the Nexus Sprint Retrospective, but does not own or control it 11.

Any Scrum Master from the Nexus. This is answer B. This is not a valid answer because any Scrum Master from the Nexus does not have the authority or the responsibility to ensure the Nexus Sprint Retrospective occurs. Any Scrum Master from the Nexus is a member of a Scrum Team, but not a member of the Nexus Integration Team. Any Scrum Master from the Nexus helps to facilitate the Sprint Retrospective of their own Scrum Team, but does not have the visibility or the influence over the other Scrum Teams or the Nexus as a whole 11.

The Developers. This is answer D. This is not a valid answer because the Developers do not have the responsibility for ensuring the Nexus Sprint Retrospective occurs. The Developers are the people who do the work of delivering a potentially releasable Increment of product value in each Sprint 11. The Developers participate in the Nexus Sprint Retrospective, but they do not organize or facilitate it. The Developers provide feedback and suggestions for improvement, but they do not have the accountability or the authority to ensure the Nexus Sprint Retrospective occurs 11.

Question 8

Question Type: MultipleChoice

True or False: Scrum Teams must report back to the Nexus Integration Team right after their individual Daily Scrums.

Options:

A- True

B- False

Answer:

B

Explanation:

Scrum Teams do not have to report back to the Nexus Integration Team right after their individual Daily Scrums. 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 Scrum Teams in the Nexus 14. The Nexus Daily Scrum is an event where the Nexus Integration Team and one or two representatives from each Scrum Team meet to inspect the current state of the Integrated Increment and identify any integration issues or dependencies 12. The Nexus Daily Scrum takes place before the individual Daily Scrums of the Scrum Teams 13. The purpose of the Nexus Daily Scrum is to coordinate any challenges and dependencies of the

day that all teams should be aware of, not to report back to the Nexus Integration Team 12. The individual Daily Scrums of the Scrum Teams are focused on planning how to fix the integration problems and achieve the Sprint Goal 13. Therefore, the statement is false.

Question 9

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.

If this pattern of Nexus Sprint Reviews continues for multiple Sprints, what may be the effects?

(choose the best two answers)

Options:

- A-** There will be more and more work to inspect so teams will need their own individual Sprint Reviews.
- B-** Quality will degrade as the teams delay creating a single Integrated Increment.
- C-** Empiricism will suffer as the teams cannot produce a shared velocity.
- D-** Ability to adapt will suffer as the stakeholders continue to disengage and not give feedback.

Answer:

B, D

Explanation:

The Nexus Sprint Review is an event where the Nexus, consisting of multiple Scrum Teams, presents the Integrated Increment to the stakeholders for inspection and feedback 1. The Integrated Increment is the sum of all the work done by the Scrum Teams in a Sprint that meets the Definition of Done 1. The purpose of the Nexus Sprint Review is to inspect the outcome of the Sprint, discuss the progress toward the Product Goal, discuss any changes in the environment, and collaborate on what to do next 2.

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 1. 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.

If this pattern continues for multiple Sprints, the effects may be:

Quality will degrade as the teams delay creating a single Integrated Increment. This is answer B. By not integrating their work frequently and continuously, the teams will face more challenges and risks in ensuring that the product is functional, reliable, and usable. The teams will also miss the opportunity to validate their assumptions and learn from the feedback on the Integrated Increment 1.

Ability to adapt will suffer as the stakeholders continue to disengage and not give feedback. This is answer D. By not engaging the stakeholders in a meaningful dialogue and collaboration, the Nexus will lose the insight and direction that the feedback provides. The Nexus will also risk building the wrong product or features that do not meet the needs and expectations of the customers and users. The stakeholders will also lose trust and confidence in the Nexus and the product 2.

The other two answers are not correct because:

There will be more and more work to inspect so teams will need their own individual Sprint Reviews. This is answer A. This is not a valid effect because the Nexus Sprint Review replaces the individual Scrum Team Sprint Reviews 1. The Nexus Sprint Review is not a time for each team to present their work, but rather for the Nexus to present the Integrated Increment. The teams should not need their own Sprint Reviews, but rather focus on integrating their work and delivering a valuable product 1.

Empiricism will suffer as the teams cannot produce a shared velocity. This is answer C. This is not a valid effect because velocity is not a measure of empiricism. Empiricism is the principle of making decisions based on observation, inspection, and adaptation 1. Velocity is a measure of the amount of work done by a team or a Nexus in a Sprint. Velocity is not a mandatory artifact or metric in Scrum or Nexus, and it does not reflect the quality or value of the work done 1.

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