Scrum

PAL-I

Professional Agile Leadership (PAL-I)

Question: 101

An Agile Leader must create an environment where experiments and tests that can fail are encouraged.
A. FALSE
B. TRUE

Answer: B

Explanation:

Scaling agile practices in a company requires a cultural shift that puts mistakes at the center of success. Making mistakes should become the daily tool through which everyone in the company learns. In a complex system, ripe with uncertainty, if you're not able to make mistakes, you won't be able to succeed either. We try, fail, learn, understand, adjust, try again and find the right solution. Without mistakes, there are no inventions. Failure shouldn't be a right, it should be compulsory, it should become the means to our ends! Do not be fooled, the myth of the inventor that builds a revolutionary product on the first try (often pictured in their garage or other exotic locations) is flawed. Trial and error has been the real driver of product innovation, and perhaps more importantly, most of humanity's inventions, creations and progress. "I have not failed. I've just found 10,000 ways that won't work" Thomas Edison on researching the lightbulb Enable your fellow colleagues to make as many mistakes as feasible, as fast as possible, and ask them to share their learnings with the company (documentation is key). In such a context, learning will speed up and become collaborative, engagement will rise, talent retention will improve and performance-induced stress will diminish. Making mistakes and sharing learnings also increases the diversity of knowledge in a company, and thus makes it more resilient to changes. The real paradox is that the more mistakes you make, the more you learn, and the more you learn, the more successful you become.

Text taken from:

https://www.mindtheproduct.com/why-simply-allowing-mistakes-is-a-dead-end-for-agile-companies/ Also

read: https://management30.com/blog/celebrating-success-and-failure/

Question: 102

A complex domain is where _____
A. Almost everything is unknown.
B. More is unknown than known.
C. More is known than unknown
D. Very little is known.

Answer: B

Explanation:

The complex domain is where more is unknown than known.

Question: 103

You are an Agile Leader. A customer calls you to request a change in the product that your company is developing for him. His ideas are clearly outside the scope of the original product plan.

What is your course of action?
A. Since we value Responding to Change more than following a plan, that we welcome changing requirements, and our highest priority is to satisfy the customer, we recommend that the Developers complete the customer's request for the next Sprint.
B. Apply the Change Request Management Framework
C. Do nothing.
D. Facilitate a meeting between the Product Owner of the customer's product and the customer.
E. Begin negotiations with the customer on adding this scope change to the project. You want to ensure that the value you provide to the customer can be increased so you handle these negotiations yourself. When you are finished, you have delighted the customer with your adaptability.
F. Ask the Developers for an estimate of the change and negotiate the new product price with the customer due to the increased scope.

Answer: D

Explanation:

The Product Owner is one person, not a committee. The Product Owner may represent the needs of many stakeholders in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to convince the Product Owner.

Question: 104

Which of the following would you use to describe how the Product Owner stances? Select all the answers that apply.
A. Customer Representative.
B. Visionary.
C. Decision Maker.
D. None of the answers.
E. Collaborator.

Answer: A,B,C,E

Explanation:

The preferred Product Owner stances are:

Question: 105

You are a manager at an organization that develops software for customers. The head of product delivery has asked

you to provide a plan and schedule for what will be delivered for the upcoming 2

years.

As a manager, what is the best way to proceed?
A. Provide a plan based on your current knowledge and ask the Scrum Teams to implement it.
B. Work with the Product Owners to analyze current goals and delivery capabilities of the teams and create a forecast based on the data to illustrate what might be achievable.
C. Work with the technical architect and technical leads to estimate the plan using a Gantt chart.
D. Ask the Developers to estimate the work for that timeframe in Story Points.

Answer: B

Explanation:

Through empiricism, work with the POs to forecast what could be achievable in the future.

Question: 106

The longer you wait for customer feedback, the greater the risk of delivering the wrong product to your customer.
A. FALSE
B. TRUE

Answer: B

Explanation:

Agile product delivery aims to deliver a working product to the customer, early and in smaller increments, allowing teams to correct course as needed.

Review the following principles of the Agile Manifesto:

– Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

– Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

– Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

– Working software is the primary measure of progress. We want short iterations to learn fast if we are building the right thing. If we fail in a short iteration, the impact and deviation are low but the learning is high, we can take corrective action and have opportunities to fix it. If we fail in a long iteration, the impact and cost of fixing it are much higher.

Question: 107

Which of the following will help three Scrum Teams working on the same Product deliver an Increment at the end of the Sprint? Select three answers.
A. Synchronizing release schedules across all the Teams.

B. Product Backlog Refinement.
C. Having one Product Backlog for each Scrum Team
D. Reducing dependencies between teams.
E. Automating the integration and delivery process.
F. Having a different Product Owner for each team.

Answer: B,D,E

Explanation:

Synchronizing release schedules does not guarantee improved productivity, does not increase the frequency of delivery, does not increase productivity, or reduces dependency, nor does it always help deliver the increment on time. If Scrum Teams become too large, they should consider reorganizing into multiple cohesive Scrum Teams, each focused on the same product. Therefore, they should share the same Product Goal, Product Backlog, and Product Owner. Scrum Teams must be as independent as possible. Decreasing dependencies between teams will improve autonomy and localized decision making. When multiple Scrum Teams are working on the same Product they are not required to synchronize schedules, they must produce an integrated increment. To do this, Product Backlog items must be refined to reduce dependencies between teams and the Scrum Team must integrate increments often.

Question: 108

An experienced CTO suggests that for the 3 products the company is building, they should have 3 Product Owners and rotate them between Products every 4 months. The CTO says he has tried it before in his previous job and reduces the dependency that teams have on a Product Owner. Product Owners can be exchanged between Scrum Teams, without any impact on team or velocity, as the Product Owner does not do any development maximizing general domain knowledge.

Do you agree with this approach?
A. NO
B. YES

Answer: A

Explanation:

Changing the members of the Scrum Team is allowed as needed but a short-term reduction in performance or velocity might be considered. Adding or removing members will require coordination, onboarding and therefore, productivity will temporarily drop. The importance of the Product Owner having subject matter expertise, or strong relationships with the stakeholder community cannot be overlooked. In complex value chains it often takes a long time before the Product Owner can become effective. For Product Owners to succeed, the entire organization must respect their decisions. These decisions are visible in the content and ordering of the Product Backlog, and through the inspectable Increment at the Sprint Review. The Product Owner is one person, not a committee. The Product Owner may represent the needs of many stakeholders in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to convince the Product Owner. Changing the Product Owner will cause weak ownership, reduce velocity, context switching, confusion for the Developers and Stakeholders of who to talk to and many other issues.

Question: 109

Your organization has 5 Scrum Teams with 10 members each. Three teams are doing very well developing an average velocity of 45-50 user story points per Sprint. The other two teams are achieving just 15 and 25 points on average per

Sprint respectively.

Management is concerned and asks you to help them improve, what would be your response?
A. Assign Developers from high-performing teams to low-performing teams to compensate and stabilize the average velocity of the company.
B. Story sizing can vary from one team to another. Velocity depends upon the way stories are sized. Velocity should not be compared between teams.
C. If a Team is working on more complex tasks, we should expect a lower velocity.
D. We should look at the performance of individual Developers and work to improve the skills of the ones that are delaying the team.
E. Some of these teams may be new, after some Sprint they should also do 45-50 points per Sprint.

Answer: B

Explanation:

Velocity cannot and should be not be compared between two teams. The interpretation of the story points, size of items belongs to one team. There is no such thing as a Good Velocity or a Bad Velocity. Remember, it is based on relative estimations. Comparing velocities between teams is an anti-pattern and can affect the transparency of estimates within the team. Velocity is the amount of work, measured in story points, completed by the team in a single sprint. Velocity is frustrating because it is often used inappropriately. Teams that are new to Scrum will assume that velocity represents the team's productivity, and this is not the case. If a team allows this misunderstanding to go uncorrected, there is a danger that they will be asked for " … a report that compares velocities between teams". Different teams will have different expertise, different experience and different team objectives. This is all reflected in the teams' velocity making it unique for each team. So attempting to compare velocities between different teams is to compare different units of measure. The velocity is exclusively owned by the Developers. It merely provides the team itself and the Product Owner with an indication of how much work can be done within one Sprint. Leave the velocity at the Developers. You already know what the costs are; you know the composition of the team, you know how long the Sprint takes, so you can calculate the costs per Sprint per team. If you wish to compare, compare based on value, on the outcome, not on output. Standardizing the Story Points across teams is not a good idea either. When Teams know their success or compensation depends on a metric or a report, they may feel tempted pushed to game the system to not be seen as losers or just to get the prize. For instance, they can easily inflate the estimates to show a higher velocity. In such a system, the team will focus more on producing good numbers for the ones that observe them rather than focusing on generating value.

Question: 110

What should you avoid as an Agile Team leader?
A. Prioritizing team goals over individual goals.
B. Collaborate in setting the Product Goals.
C. Finding out what motivates the team members individually.
D. Rewarding individual goals at the expense of project goals.

Answer: D

Explanation:

As an Agile Team leader, it is helpful to focus on any of the activities listed here except for rewarding individual goals over project goals. An effective team leader understands the team members' individual goals and leverages them for the good of the project, rather than the other way around.

Question: 111

As an Agile Leader, which of the following would be your top priority?
A. Keeping the team members healthy.
B. Resolve internal team conflicts and disagreements.
C. Make sure team members are aligned with what the project is trying to achieve.
D. Controlling the team's performance.
E. Comparing the performance of different teams based on their velocity.

Answer: C

Explanation:

By process of elimination, none of these are the responsibility of an Agile Leader, except making sure the team has a purpose and Project Goal.

Question: 112

What are the main benefits of a self-managing Scrum Team? Select four answers.
A. Increase motivation
B. Increase creativity
C. Increase compliance.
D. Increase commitment.
E. Increase accuracy of estimates
F. Empowerment

Answer: A,B,D,F

Explanation:

A self-managing team decides internally who does what, when, and how. Self-managing teams choose how best to accomplish their work, rather than being directed by others outside the team. Unlike traditional management principles, the self-organizing empowered teams are not directed and controlled from the top; rather they evolve from team members participating actively and collectively in all the Scrum practices and events.

Some of the benefits of Self-managing are:

– Shared ownership and empowerment.

– Motivation, that leads to an enhanced performance of the team – Innovative and creative environment conducive to growth – Increased Self Accountability and commitment to achieve goals.

Question: 113

What are the different stances that are relevant for the Scrum Master? Select all the answers that apply.
A. A Coach.
B. A Mentor.
C. A Facilitator.
D. An Impediment Remover.

E. A Manager.

F. A Change Agent.

Answer: A,B,C,D,E,F

Explanation:

A Scrum Master is: