Scrum
PAL I
Professional Agile Leadership Certification Exam (PAL-I)

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Question: 1

You are a Developer in an Agile organization. As a team member, if you encounter a tricky problem during a development iteration, agile recommends that you:
(Choose the best answer)

A. Quickly bring the problem to your team members and ask for their help in solving it, since many heads are better than one.
B. Tell the Scrum Master about the problem and let him/her decide what to do about it, since it's their job to remove impediments to progress.
C. Just keep moving ahead so your velocity isn't disrupted, since most problems eventually take care of themselves.
D. Stop what you're doing until you figure out a solution, using your individual expertise and ingenuity.

Answer: A

Explanation:
Agile teams rely on collective problem solving rather than individual ingenuity because problems are solved more quickly and effectively when diverse viewpoints are brought to bear, rather than when team members try to push through on their own. Although it is the Scrum Masters role to remove impediments to progress, that refers to roadblocks. When it comes to development issues, in many cases only the team members have the expertise needed to resolve the issue, so those kinds of problems can't be delegated to the Scrum Master. Also, one thing we definitely don't want to do is to ignore a problem and hope it will go away; that's a sure-fire recipe for technical debt, if not project failure.
Remember when faced with a problem, people in companies often feel pressured to jump to a solution quickly. These solutions may work but are often not optimal and may have unintended consequences.
Scrum promotes applying a rigorous approach to formulating problems, diagnosing the root causes, performing relevant corrective actions, evaluating the effects, creating a better understanding of the work and improving day-to-day job practices of people through continuous improvement. All of this can be done effectively as a group than an individual.

Question: 2

The Current Value (CV) Key Value Area from the Scrum.org Evidence Based Management framework reveals:
(choose the best answer)

A. The value that the organization delivers to customers, today.
B. The net worth of the organization.
C. The profit and loss account of the organization for the past financial year.

D. The market capitalization of the organization.

Answer: A

Explanation:
Current Value: Measures value delivered to customer or user today.

Question: 3

Which of the following is not a principle from the Manifesto for Agile Software Development?
(choose the best answer)

A. Business people and developers must work together daily throughout the project.
B. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
C. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
D. The most efficient and effective method of conveying information to and within a Scrum team is via comprehensive documentation.

Answer: D

Explanation:
The Agile Manifesto States: We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:
• Individuals and interactions over processes and tools
• Working software over comprehensive documentation
• Customer collaboration over contract negotiation
• Responding to change over following a plan
That is, while there is value in the items on the right, we value the items on the left more. Remember: The most efficient method of communications within a Scrum team is face-to-face communication.

Question: 4

Scrum is a process framework for resolving complex problems iteratively and incrementally to a create a high-value solution. Scrum directly addresses many of the shortcomings of Waterfall. Which of the following is true when you compare Scrum to Waterfall?
(choose the best answer)

A. Scrum is iterative instead of sequential: Organizes work in smaller step.
B. Scrum is concentrated on gathering continuous feedback instead of gathering in stages.
C. Scrum is empirical instead of predictive: Bases decisions on experience and experiment.
D. Scrum is value-focused instead of deadline-focused.
E. Scrum is self-organizing instead of control and command.

F. All of the Above / All listed options are true.

Answer: F

Explanation:
Scrum is a process framework for resolving complex problems iteratively and incrementally to a create a high-value solution that elates customers. Scrum directly addresses many of the shortcomings of Waterfall with project management. Scrum as opposed to Waterfall is:
• Empirical instead of predictive: Bases decisions on Experience and Experiment.
• Iterative instead of sequential: Organizes work in smaller step.
• Concentrated on gathering continuous feedback instead of gathering in stages.
• Value-focused instead of deadline-focused.
• Self-organizing instead of control and command.
Here is a great chart which shows the difference between Agile and traditional waterfall. (https://www.seguetech.com/waterfall-vs-agile-methodology/)

ALIGNING PROJECT TRAITS *with*
DEVELOPMENT METHODOLOGIES

PROJECT TRAIT/FACTOR	AGILE	PLAN - DRIVEN (WATERFALL)	COMMENTS
CUSTOMER AVAILABILITY	Prefers customer available throughout project.	Requires customer involvement only at milestones.	Customer involvement reduces risk in either model.
SCOPE/ FEATURES	Welcomes changes, but changes come at the expensive of Cost, Schedule, or other Features. Works well when scope is not known in advance.	Works well when scope is known in advance, or when contract terms limit changes.	Change is a reality so we should prefer adaptability where possible. Contract terms sometimes restrict it.
FEATURE PRIORITIZATION	Prioritization by value ensures the most valuable features are implemented first, thus reducing risk of having an unusable product once funding runs out. Funding efficiency is maximized. Decreases risk of complete failure by allowing "partial" success.	"Do everything we agreed on" approach ensures the customer gets everything they asked for; "all or nothing" approach increases risk of failure.	Contract terms may not permit partial success and may require "do everything".
TEAM	Prefers smaller, dedicated teams with a high degree of coordination and synchronization.	Team coordionation/ synchronization is limited to handoff points	Teams that work together work better, but when con-tracts are issued to different vendors for different aspects of the project, high degrees of synchronization may not work.
FUNDING	Works extremely well with Time & Materials or other non-fixed funding, may increase stress in fixed-price scenarios.	Reduces risk in Firm Fixed Price contracts by getting agreement up-front.	Fixed price is tough when scope is not known in advance, but many government contracts require it.
SUMMARY	Agile is better, where it is feasible.	Plan-Driven may reduce risk in the face of certain constraints in a contract between a vendor and external customer such as the government.	Through educating our customers about the strengths and weaknesses of each model, we hope to steer them towards a more Agile approach. This may require changes to how our customers, particualarly the government, approach software development projects.

Question: 5

Story points and velocity are measures which do not help measure a teams performance or value delivered to the client.

A. True
B. False

Explanation:
Story points and velocity are measures which do not help measure a teams performance or value delivered to the client.
Story points are a unit of measure for expressing an estimate of the overall effort that will be required to fully implement a product backlog item or any other piece of work. When we estimate with story points, we assign a point value to each item. The raw values we assign does not measure the value of the work.
A story with less story point can have a high velocity and vice versa.
Because story points represent the effort to develop a story, a team's estimate must include everything that can affect the effort. That could include:
1.The amount of work to do
2.The complexity of the work
3.Any risk or uncertainty in doing the work
Similarly velocity is a measure of the amount of work that a team can do. This is not the same as measuring the value or impact of this work.

Question: 6

Which stances support agile development?

A. Unplanned work and unexpected events will happen during development. The team should learn from them.
B. Most projects fail to be delivered on time because there is not enough focus or planning.
C. Predictability is the key and appropriate planning in advance will always eliminate the unknowns.
D. Stakeholders are always right and the best judges of the value delivered.

Answer: A

Explanation:
No matter how much you plan, there's always going to be some level of uncertainty. As Dwight D. Eisenhower famously said, "Plans are useless, but planning is indispensable." And for agile product teams, this sentiment couldn't ring more true. While the act of planning itself is important, the resulting plans are destined to change.
Unplanned work could refer to anything from support escalations, to emergency outages, to feature requests coming in sideways, or stakeholder demands. This type of work can present several challenges to product managers and their cross-functional teams.
1. Unexpected projects can impact the team's ability to deliver on roadmap.
2. It can be difficult to communicate the impact of unplanned work to stakeholders.
3. In some cases, unplanned work can lead to unsustainable work practices and an unhealthy culture.
4. There's only so many things that can fit in a sprint or iteration. If something new comes in, something must go out.
What can product teams do about this? The short answer: don't just expect the unexpected, embrace it. First, get in the habit of thinking not all unplanned work is inherently bad. And rather than feeling as though you're at the beck and call of unplanned work, teams can establish a structure for handling it.

Question: 7

You are an Agile leader. A customer has come to you with an item they want to see changed within the product your company is developing for them. His improvement ideas seem to be outside of the scope of the original product plan. What is your course of action?
(choose the best answer)

A. Do nothing, let the Scrum Team deal with it.
B. Facilitate a meeting between the Developers working on the product and the customer. Instruct the Developers that as an Agile organization it is part of their duty to ensure that the customer is satisfied. Recommend that the Developers complete the customer's request for the next Sprint.
C. 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.
D. Facilitate a meeting between the Product Owner of the team working on the customer's product and the customer. You want to make sure the customer is satisfied with the outcome and you hope to find a satisfactory and mutually beneficial solution to the customer's request.

Answer: D

Explanation:
The Product Owner is a member of the Agile team who serves as the customer proxy responsible for working with Scrum teams and other stakeholders to define and prioritize the Product backlog. This allows the increment to effectively address program priorities while maintaining technical integrity. Product Owner also attends the relevant Scrum events for planning and Program Backlog/Vision refinement.
Thus new requirements should always flow through the Product Owner. Regardless of the sources of the requirement (Customer, CEO etc.). a meeting between the Product Owner of the team should be facilitated so the Product Owner can understand the requirements, define "done", prioritize them and work with the Developers as needed. The Product Owner would also make sure that the customer is satisfied with the outcome and find a satisfactory and mutually beneficial solution to the customer's request.

Question: 8

The most efficient and effective method of conveying information within a Scrum team is face-to-face conversation.

A. True
B. False

Answer: A

Explanation:
The Agile Manifesto is based on 12 Agile Key Principles mentioned below:
1. The highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a Scrum team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Question: 9

The Time to Market (T2M) Key Value Area from the Scrum.org Evidence Based Management framework reveals:
(choose the best answer)

A. The average time taken to carry out a release.
B. The organization's ability to quickly deliver new capabilities, services, or products
C. The sum of velocities across all Scrum Teams in the organization.
D. How fast the organization can develop Products.

Answer: B

Explanation:
Time-to-Market (T2M) expresses the organization's ability to quickly deliver new capabilities, services, or products.

Question: 10

Charles and John are two team members of the same Scrum Team. These two team members are having a difference of opinion about how to build the next user story. What should be done?
(choose the best answer)

A. The team coach should assess the level of conflict and intervene appropriately.
B. The team should gather to discuss the issue and come up with a collective solution.
C. The Scrum Master should resolve the issue, since it is becoming an impediment to progress.
D. The Product Owner should be consulted.

Answer: B

Explanation:
The values of courage, openness, and respect are lived by all members of the Scrum Team - the Product Owner, the Scrum Master, and the Developers. When issues arise between anyone on the Scrum Teams, they should have the courage to face them and have open, honest, and respectful discussions of the problem and come to a conclusion.
On an empowered agile team, it is up to the team members to resolve their technical disputes collectively. In this particular situation, the coach, Scrum Master, or Product Owner are unlikely to have the knowledge required to make a decision on how to "build" a story.
Remember, if the team had issues understanding the story, then the Product owner would be consulted. However here there seems to be a technical issue with building the story.

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