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Scrum

PAL-I Exam

Professional Agile Leadership

Questions & Answers

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Question: 1

A company needs to form four Scrum Teams. Team members should be spread across the teams to maintain high utilization of resources, be able to respond quickly, and remain productive when impediments occur.

- A. FALSE
- B. TRUE

Answer: A

Explanation/Reference:

Spreading people across multiple teams will increase context switching and decrease focus. High utilization of resources should not be the objective, the objective should be delivering value. To improve throughput and velocity, people should be part of a single cohesive team with a high level of concentration and focus.

Question: 2

You are a manager in an agile organization. Markus is a development leader of a Scrum Team and he doesn't seem very motivated lately, so you asked him to talk in a one-on-one meeting. While talking to Markus, he says that he is disappointed that the team is making decisions without consulting him. What would you do?

- A. Move him to another team that will respect his opinions.
- B. Investigate why the value of respect is broken.
- C. Facilitate a meeting with the team members to discuss the problem and explain that their decisions need Markus' approval.
- D. Ask him if he has discussed the issue with the team, talked with the Scrum Master or raise it as an issue in the Sprint Retrospective.

Answer: D

Explanation/Reference:

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In a Scrum Team, leadership is an attitude and not a title. Everyone in a Scrum Team can be a leader and must have leadership skills. Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are

also self-managing, meaning they internally decide who does what, when, and how. Just because Markus is a leader does not mean that he is a boss and that team members should consult with him on all decisions. However, it is important to listen to his point of view, that he listens to other members of the team and that everyone reaches an agreement on how the Scrum Team manages itself. As a manager, it would be good to encourage the issue to be discussed and transparent within the team.

Question: 3

In Agile Leadership, the traditional leadership responsibilities are delegated to the members of the Scrum Team.

- A. TRUE
- B. FALSE

Answer: A

Explanation:

Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how. Agile Leaders and managers should be open to delegate responsibilities. Leaders should set high level goals and direction for the organization and let the Scrum Teams decide how to achieve them.

Question: 4

Due to the request of employees to be more agile, a company has decided to initiate a transition from waterfall to Scrum. The plan is to change the organization's current terminology to Scrum for the first 4 months. Once everyone is comfortable and familiar with the terminology, they will work on the proper understanding and support of Scrum as defined in the Scrum Guide. What will be the result of this approach?

- A. The vocabulary in Scrum is defined specifically to implement Scrum. Not many benefits will be seen.
- B. Updating the terminology will not provide any of the benefits of Scrum.
- C. All of the answers.
- D. This can lead to confusion and chaos by mixing different methods, frameworks, and terminology.

Answer: C

Explanation/Reference:

The defined terminology in Scrum was selected, designed, and defined specifically for supporting the Scrum Framework. The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Implementing only the terminology is not Scrum and not agile. The Scrum framework, as outlined herein, is immutable. While implementing only parts of Scrum is possible, the result is not Scrum. Scrum exists only in its entirety and functions well as a container for other techniques, methodologies, and practices.

Question: 5

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 technical architect and technical leads to estimate the plan using a Gantt chart.
- C. 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.
- D. Ask the Developers to estimate the work for that timeframe in Story Points..

Answer: C

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