

Scrum.SPS.by.Crey.25q

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Exam Name: Scaled Professional Scrum



Exam A

QUESTION 1

The purpose of the Nexus Integration Team is to:

(choose the best two answers)

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

Correct Answer: A, C

Section:

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

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)

- 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.

Correct Answer: B, D

Section:

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 3

A Nexus Daily Scrum:

(choose the best two answers)

- A. Provides a single meeting where all Scrum Teams can update the Sprint Backlog.
- B. Is the same as a Scrum-of-Scrums.
- C. Provides input into each Scrum Team's individual Daily Scrums to help them better plan their days work.
- D. Is only for the Nexus Integration Team to plan their work for the next 24-hours.
- E. Is an opportunity to make integration issues transparent.

Correct Answer: C, E

Section:

Explanation:

The best answers for this question are:

C . Provides input into each Scrum Team's individual Daily Scrums to help them better plan their days work. This answer is correct because the Nexus Daily Scrum is an event that helps the Scrum Teams in a Nexus to coordinate their work and identify any integration issues or dependencies that may affect their progress toward the Nexus Sprint Goal. The appropriate representatives from each Scrum Team attend the Nexus Daily Scrum and share relevant information and feedback that can help their teams plan their work for the next 24 hours 112233.

E . Is an opportunity to make integration issues transparent. This answer is also correct because the Nexus Daily Scrum is an event that enables the Scrum Teams in a Nexus to inspect the current state of the Integrated Increment and to make any integration issues or newly discovered cross-team dependencies transparent. The Nexus Daily Scrum also provides a forum for the Scrum Teams to collaborate and resolve any integration challenges or impediments that may arise during the Sprint 112244.

The other answers are not correct for the following reasons:

A . Provides a single meeting where all Scrum Teams can update the Sprint Backlog. This answer is not accurate because the Nexus Daily Scrum is not a meeting where all Scrum Teams update the Sprint Backlog, but rather an event where appropriate representatives from each Scrum Team inspect the Integrated Increment and identify integration issues or dependencies. The Sprint Backlog is updated by each Scrum Team during their own Daily Scrum, which is a separate event from the Nexus Daily Scrum 1155.

B . Is the same as a Scrum-of-Scrums. This answer is not true because the Nexus Daily Scrum is not the same as a Scrum-of-Scrums, which is a common practice for coordinating multiple Scrum Teams that is not part of the Scrum framework. The Nexus Daily Scrum is a specific event defined by the Nexus framework, which is a minimal extension of Scrum that enables multiple Scrum Teams to work together on a single product. The Nexus Daily Scrum has a clear purpose, structure, and outcome that differs from a Scrum-of-Scrums 112233.

D . Is only for the Nexus Integration Team to plan their work for the next 24-hours. This answer is not correct because the Nexus Daily Scrum is not only for the Nexus Integration Team, but also for the appropriate representatives from each Scrum Team in the Nexus. The Nexus Integration Team is a special Scrum Team that facilitates the integration and delivery of the work done by the other Scrum Teams, but it does not plan the work for them. The Nexus Daily Scrum is an event that helps all the Scrum Teams in the Nexus to coordinate their work and identify any integration issues or dependencies 1155.

QUESTION 4

Four teams in a Nexus typically integrate their work only once, late in the Sprint. The teams report that it takes many hours or days to integrate their work, which delays the Sprint's end. To address this issue, which of the following would help?

(choose the best answer)

- A. Integrating more frequently.
- B. Doing more acceptance testing.
- C. Doing more exploratory testing.
- D. Using Behavior-Driven Development.
- E. Investing in more Requirements Traceability.
- F. All of the above.

Correct Answer: A

Section:

Explanation:

The best answer for this question is A. Integrating more frequently. This answer is correct because integrating more frequently can help the Scrum Teams in a Nexus to detect and resolve integration issues or dependencies earlier and faster, and to deliver a potentially releasable product increment at the end of each Sprint. Integrating more frequently can also reduce the complexity and risk of integration, and increase the quality and feedback of value delivery 112233.

The other answers are not correct for the following reasons:

B . Doing more acceptance testing. This answer is not sufficient because doing more acceptance testing does not address the root cause of the problem, which is the late integration of the work. Acceptance testing can help to verify the quality and functionality of the product increment, but it does not ensure that the integration is done early and often. Moreover, doing more acceptance testing may consume more time and resources, and delay the delivery of the product increment 44.

C . Doing more exploratory testing. This answer is not helpful because doing more exploratory testing does not solve the issue of the late integration of the work. Exploratory testing can help to discover and learn more about the product increment, but it does not guarantee that the integration is done smoothly and quickly. Furthermore, doing more exploratory testing may introduce more uncertainty and variability, and hinder the delivery of the product increment 55.

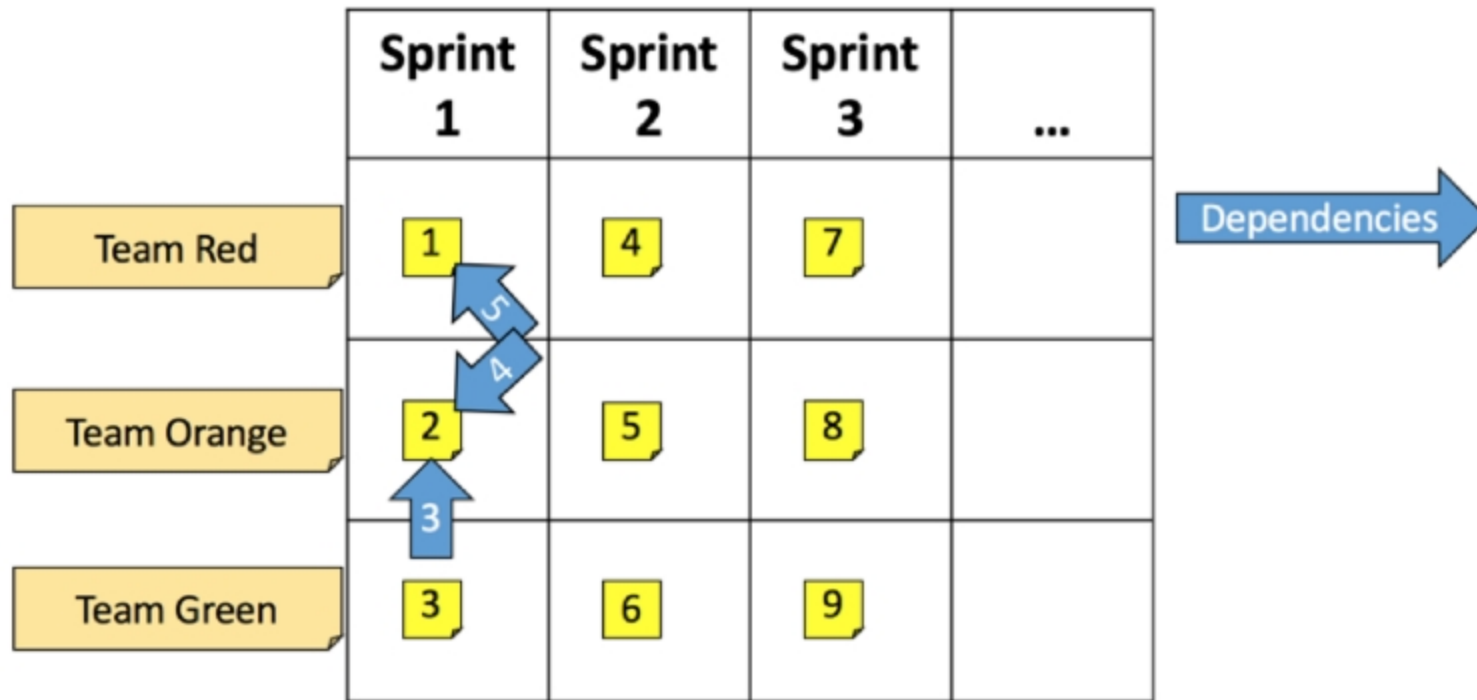
D . Using Behavior-Driven Development. This answer is not relevant because using Behavior-Driven Development does not directly affect the integration of the work. Behavior-Driven Development is a technique that can help to define and communicate the expected behavior and outcomes of the product increment, but it does not ensure that the integration is done frequently and effectively. Additionally, using Behavior-Driven Development may require more collaboration and coordination, and complicate the delivery of the product increment [6].

E . Investing in more Requirements Traceability. This answer is not useful because investing in more Requirements Traceability does not improve the integration of the work. Requirements Traceability is a practice that can help to track and document the origin and evolution of the product requirements, but it does not ensure that the integration is done timely and efficiently. Also, investing in more Requirements Traceability may increase the overhead and bureaucracy, and slow down the delivery of the product increment [7].

F . All of the above. This answer is not correct because none of the above answers are effective for addressing the issue of the late integration of the work. As explained above, each of the above answers has its own limitations and drawbacks, and does not directly or sufficiently help the Scrum Teams in a Nexus to integrate their work more frequently and successfully. Therefore, the best answer is A. Integrating more frequently.

QUESTION 5

During Cross-Team Refinement, the ordered Product Backlog (1 through 9) is mapped out so the Nexus can visualize dependencies. For example, PBI 5 for Team Orange is dependent on Team Red completing PBI 1.



All else being equal, which PBI is most concerning?
(choose the best answer)

- A. PBI 2, because it has the most dependencies.
- B. PBI 1, because it is on the top of the Product Backlog.
- C. PBI 1, because it is the first piece of work with a dependency.
- D. PBI 2, because there is a dependency with a different team on work that occurs within the same Sprint.



Correct Answer: D

Section:

Explanation:

PBI 2 is the most concerning because it involves a cross-team dependency within the same Sprint, which can create challenges and risks for the integration and delivery of the product increment. According to the Online Nexus Guide¹, dependencies should be minimized or eliminated as much as possible, and if they exist, they should be made transparent and resolved as early as possible. Cross-team dependencies within the same Sprint can cause delays, conflicts, rework, and waste, and reduce the quality and value of the product increment 234.

The other answers are not correct for the following reasons:

- A . PBI 2, because it has the most dependencies. This answer is not accurate because PBI 2 does not have the most dependencies, but only one dependency with PBI 1 from Team Red. PBI 3 has the most dependencies, as it depends on PBI 1, PBI 2, and PBI 4. However, PBI 3 is not as concerning as PBI 2, because its dependencies are not within the same Sprint, but across different Sprints. This means that PBI 3 can be refined and planned in advance, and the teams can coordinate and communicate their work more effectively 5.
- B . PBI 1, because it is on the top of the Product Backlog. This answer is not relevant because the position of PBI 1 on the Product Backlog does not indicate its level of concern, but its priority and value. The Product Backlog is ordered by the Product Owner based on various factors, such as business value, risk, complexity, and dependencies. PBI 1 may be on the top of the Product Backlog because it is the most valuable or urgent item, or because it is a prerequisite for other items, but it is not necessarily the most concerning item 6.
- C . PBI 1, because it is the first piece of work with a dependency. This answer is not true because PBI 1 is not the first piece of work with a dependency, but the first piece of work that other items depend on. PBI 1 does not have any dependencies itself, but it creates dependencies for PBI 2, PBI 3, and PBI 5. Therefore, PBI 1 is not as concerning as PBI 2, because it does not depend on any other item, and it can be completed independently by Team Red 5.

QUESTION 6

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

- A. True

B. False

Correct Answer: A

Section:

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 7

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)

- 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.

Correct Answer: A

Section:

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 8

The purpose of Nexus Sprint Planning is to:

(choose the best two answers)

- 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.

Correct Answer: A, D

Section:

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 9

The purpose of the Nexus Sprint Backlog is:
(choose the best two answers)

- A. To make the work of the Nexus Integration Team transparent.
- B. To provide a view of dependent Product Backlog items in a Sprint.
- C. To visualize all Product Backlog items.
- D. To make dependencies transparent to the Scrum Teams.

Correct Answer: B, D

Section:

Explanation:

The purpose of the Nexus Sprint Backlog is to provide a view of dependent Product Backlog items in a Sprint and to make dependencies transparent to the Scrum Teams 15. The Nexus Sprint Backlog is a composite of the Product Backlog items from the Sprint Backlogs of the individual Scrum Teams, and it is used to highlight dependencies and the flow of work during the Sprint. It is updated throughout the Sprint as more is learned 21324354.

The other answers are not correct for the following reasons:

A . To make the work of the Nexus Integration Team transparent. This answer is not accurate because the Nexus Sprint Backlog does not only show the work of the Nexus Integration Team, but also the work of all the Scrum Teams in the Nexus. The Nexus Integration Team is responsible for facilitating the integration and delivery of the work done by the Scrum Teams, but it does not select or assign the work for them 15.

C . To visualize all Product Backlog items. This answer is not true because the Nexus Sprint Backlog does not contain all the Product Backlog items, but only the ones that the developers in the Nexus believe are necessary to achieve the Nexus Sprint Goal. The Product Backlog is the single source of requirements for the product, and it is managed and ordered by the Product Owner 15.

QUESTION 10

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 practices could this Nexus try in order to conduct Nexus Sprint Planning more effectively?

(choose the best two answers)

- A. Ensure all Scrum Teams and outside experts are available during the Nexus Sprint Planning event and have a way of quickly communicating with each other. They should try to be together in the same room or use technology that makes it seem as if they are in the same room.
- B. Plan one Scrum Team's Sprint at a time before moving on to the next team. This way you can account for time zone differences and can communicate dependencies across all teams.
- C. Have the Nexus Integration Team select the work for each of the individual Scrum Teams. This allows the Nexus Integration Team to control the dependencies.
- D. Visualize the known dependencies in the Product Backlog for all to see. As Scrum Teams select work for the Sprint, they can easily check for any dependent work and communicate with other teams.

Correct Answer: A, D

Section:

Explanation:

The purpose of Nexus Sprint Planning is to coordinate the activities of all Scrum Teams within a Nexus for a single Sprint 1. To do this effectively, the Nexus needs to have a clear understanding of the dependencies between the teams and the work items, and to communicate and collaborate with each other and any outside experts as needed. Therefore, the best practices for this Nexus are:

A . Ensure all Scrum Teams and outside experts are available during the Nexus Sprint Planning event and have a way of quickly communicating with each other. They should try to be together in the same room or use technology that makes it seem as if they are in the same room. This practice enables the Nexus to have a shared understanding of the Product Backlog, the Product Goal, and the Nexus Sprint Goal, and to resolve any issues or questions that may arise during the planning. It also allows the Nexus to leverage the expertise of the outside specialists who are required for some of the work 2.

D . Visualize the known dependencies in the Product Backlog for all to see. As Scrum Teams select work for the Sprint, they can easily check for any dependent work and communicate with other teams. This practice helps the Nexus to identify and manage the dependencies between the teams and the work items, and to optimize the flow of value delivery. It also supports transparency and alignment within the Nexus 3.

The other two practices are not effective for this Nexus because:

B . Plan one Scrum Team's Sprint at a time before moving on to the next team. This way you can account for time zone differences and can communicate dependencies across all teams. This practice is not optimal because it does not allow the Nexus to plan the Sprint as a whole, and to adjust the work allocation and sequence based on the dependencies and the Nexus Sprint Goal. It also creates delays and inefficiencies in the planning process, and reduces the collaboration and feedback opportunities among the teams 4.

C . Have the Nexus Integration Team select the work for each of the individual Scrum Teams. This allows the Nexus Integration Team to control the dependencies. This practice is not consistent with the Nexus framework, which states that the Nexus Integration Team does not select the work for the Scrum Teams, but rather facilitates the integration and delivery of the work done by the Scrum Teams. It also undermines the self-organization and empowerment of the Scrum Teams, and reduces their ownership and accountability for the work 1.

QUESTION 11

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.

Some individual Scrum Teams in this Nexus have said that they do not see how the work they are doing is contributing to the product's progress. What is the best remedy for this situation?

(choose the best answer)

- A. During Nexus Sprint Planning, have all the teams plan the Sprint together in one room, so they can see what other teams are working on.
- B. During Nexus Sprint Planning, ensure that all Scrum Teams understand the Nexus Sprint Goal.
- C. Ask the Scrum Master to explain to the teams that the Product Owner can choose which features to work on, as she has the final say.
- D. During Nexus Sprint Planning, ask each Scrum Team to create a Sprint Goal that describes the purpose of the Sprint.

Correct Answer: B

Section:

Explanation:

The best remedy for this situation is to ensure that all Scrum Teams understand the Nexus Sprint Goal. The Nexus Sprint Goal is a commitment that describes the purpose that will be achieved by the Nexus during the Sprint. It aligns with the Product Goal and provides coherence and focus for the work of the Scrum Teams. By understanding the Nexus Sprint Goal, the Scrum Teams can see how their work contributes to the product's progress and value delivery 1234.

The other answers are not effective for this situation because:

- A . During Nexus Sprint Planning, have all the teams plan the Sprint together in one room, so they can see what other teams are working on. This answer is not sufficient because it does not address the root cause of the problem, which is the lack of a clear and shared purpose for the Sprint. Having all the teams plan the Sprint together may help them coordinate their work and identify dependencies, but it does not necessarily help them understand how their work relates to the product's progress and value.
- C . Ask the Scrum Master to explain to the teams that the Product Owner can choose which features to work on, as she has the final say. This answer is not helpful because it does not foster collaboration and alignment among the Scrum Teams. It also undermines the self-organization and empowerment of the Scrum Teams, and reduces their ownership and accountability for the work. The Product Owner is responsible for managing and ordering the Product Backlog, but the Scrum Teams are responsible for selecting and delivering the work for the Sprint.
- D . During Nexus Sprint Planning, ask each Scrum Team to create a Sprint Goal that describes the purpose of the Sprint. This answer is not optimal because it does not ensure that the Scrum Teams have a common objective and direction for the Sprint. Each Scrum Team may have a different Sprint Goal that may or may not align with the Nexus Sprint Goal and the Product Goal. This may lead to confusion, inconsistency, and sub-optimization of the product delivery.

QUESTION 12

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.

Since teams are not using a shared environment, what is likely?

(choose the best two answers)

- A. The Sprint is too short.
- B. The Nexus has not yet reached the integration phase.
- C. There is no single Integrated Increment.
- D. The Nexus Integration Team is lacking or nonexistent.

Correct Answer: C, D

Section:

Explanation:

According to the Nexus Guide¹, the Nexus Sprint Review is an event where the Nexus presents the Done Integrated Increment that was built over the Sprint and collects feedback from the stakeholders. The Integrated Increment is the combined work of all the Scrum Teams in the Nexus that meets the Definition of Done. The Nexus Guide also states that the Nexus Integration Team is a specialized Scrum Team that provides services and guidance to the Scrum Teams in the Nexus to ensure that the Integrated Increment is produced every Sprint.

In the scenario, the teams are not using a shared environment, which implies that they are not integrating their work frequently and effectively. This means that there is no single Integrated Increment that can be inspected and adapted by the stakeholders. This also suggests that the Nexus Integration Team is lacking or nonexistent, or that it is not fulfilling its role of facilitating integration and resolving dependencies. Without a Nexus Integration Team and a shared environment, the Nexus cannot deliver a valuable product Increment that meets the Product Goal.

The Sprint length and the integration phase are not relevant to the scenario. The Sprint length is determined by the Nexus based on the complexity and uncertainty of the product, and it should be less than a month. The integration phase is not a separate phase in Nexus, but a continuous activity that happens throughout the Sprint. Therefore, A and B are not correct answers.

QUESTION 13

The Scrum Teams in a Nexus find they have simply too much work each Sprint to do to deliver a valuable and useful Increment. What could they try to improve their ability to produce an Increment for the next Sprint?

(choose the best answer)

- A. Reduce the amount of work that the teams pull into the Sprint.
- B. Ask the Nexus Integration Team to extend the Sprint to allow more time for integration.
- C. Reduce the number of Scrum Teams to reduce complexity.
- D. Add another Scrum Team to the Nexus to increase capacity.

Correct Answer: A

Section:

Explanation:

The best way to improve the ability of the Scrum Teams in a Nexus to produce an Increment for the next Sprint is to reduce the amount of work that the teams pull into the Sprint. This will allow the teams to focus on



delivering a high-quality and valuable product Increment that meets the Definition of Done and the Product Goal. Reducing the amount of work also reduces the complexity and dependencies among the teams, which makes integration easier and faster.

The other options are not advisable for the following reasons:

Asking the Nexus Integration Team to extend the Sprint to allow more time for integration is not consistent with the Scrum principles and values. The Sprint length should be fixed and consistent throughout the product development, and it should be less than a month. Extending the Sprint would compromise the feedback loop, the transparency, and the adaptability of the Nexus 11.

Reducing the number of Scrum Teams to reduce complexity is not a viable solution, as it would also reduce the capacity and the productivity of the Nexus. The number of Scrum Teams in a Nexus should be based on the size and the scope of the product, and it should not exceed nine teams 11. Reducing the number of teams would also disrupt the existing team dynamics and collaboration.

Adding another Scrum Team to the Nexus to increase capacity is not a good idea, as it would increase the complexity and the dependencies among the teams. Adding another team would also require more coordination and communication, which would consume more time and resources. Moreover, adding another team would not necessarily increase the value or the quality of the product Increment 22.

QUESTION 14

A company has five products and are using Scrum for product delivery. Which statements represent the best option for how Product Ownership might be structured?

(choose the best two answers)

- A. Assign as many Product Owners as needed to communicate expectations and requirements to the Scrum Team.
- B. One Product Owner responsible for each product. Each of these Product Owners may delegate work as needed, but they remain accountable for the value delivered by their product.
- C. One Product Owner responsible for all five products. This Product Owner may delegate work as needed, but the Product Owner remains accountable for the value delivered.
- D. One primary Product Owner and one Product Owner for each product. The primary Product owner delegates all accountability for delivering value to the Product Owners for each product.

Correct Answer: B, C

Section:

Explanation:

The best option for how Product Ownership might be structured in a company with five products is to have one Product Owner responsible for each product or one Product Owner responsible for all five products. Both of these options are consistent with the Scrum Guide, which states that the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team 11. The Product Owner may delegate work as needed, but they remain accountable for the value delivered. The Product Owner also provides clarity to the team about the product vision, goal, and backlog 11.

The other options are not advisable for the following reasons:

Assigning as many Product Owners as needed to communicate expectations and requirements to the Scrum Team is not a good idea, as it would create confusion, inconsistency, and conflict among the Product Owners and the Scrum Team. The Scrum Guide states that the Product Owner is one person, not a committee 11. Having multiple Product Owners for one product would compromise the transparency, the alignment, and the decision-making of the Scrum Team.

Having one primary Product Owner and one Product Owner for each product is also not a good idea, as it would create a hierarchy and a dependency among the Product Owners. The primary Product Owner would have too much authority and responsibility, while the Product Owners for each product would have too little. This would undermine the accountability, the collaboration, and the empowerment of the Product Owners and the Scrum Teams.

QUESTION 15

What are three benefits of self-managing Scrum Teams?

(choose the best three answers)

- A. Increased rule compliance.
- B. Increased self-accountability.
- C. Increased creativity.
- D. Increased commitment.
- E. Increased accuracy of estimates.

Correct Answer: B, C, D

Section:

Explanation:

Self-managing Scrum Teams are teams that internally decide who does what, when, and how, rather than being directed by others outside the team 11. Self-managing Scrum Teams have the following benefits:

Increased self-accountability: Self-managing Scrum Teams are accountable for delivering a potentially releasable product Increment every Sprint that meets the Definition of Done and the Product Goal 22. They are also

accountable for following the Scrum values and principles, and for inspecting and adapting their work and process 33. By being accountable for their own decisions and actions, self-managing Scrum Teams are more responsible, transparent, and quality-oriented.

Increased creativity: Self-managing Scrum Teams have the autonomy and the empowerment to choose how best to accomplish their work, rather than being constrained by predefined methods or instructions 44. They also have the opportunity to experiment, learn, and innovate, as they are encouraged to try new ideas and approaches to solve complex problems [5]. By having the freedom and the support to be creative, self-managing Scrum Teams are more productive, adaptive, and valuable.

Increased commitment: Self-managing Scrum Teams have the ownership and the involvement in their work, as they are part of the planning, execution, and review of the product development [6]. They also have the trust and the collaboration among the team members, as they share a common goal and vision, and respect each other's skills and abilities [7]. By having the sense of belonging and the teamwork, self-managing Scrum Teams are more motivated, engaged, and satisfied.

QUESTION 16

What is the purpose of Nexus Sprint Retrospective?

(choose the best answer)

- A. Plan ways to increase quality and effectiveness across the whole Nexus.
- B. To inspect how the last Sprint went with regards to individuals, teams, interactions, processes, tools, and its Definition of Done.
- C. To complement the Scrum Teams' Sprint Retrospectives by using bottom-up intelligence to focus on issues that affect the Nexus as a whole.
- D. All of the above.

Correct Answer: D

Section:

Explanation:

The purpose of Nexus Sprint Retrospective is all of the above, meaning that it aims to:

Plan ways to increase quality and effectiveness across the whole Nexus. The Nexus Sprint Retrospective is a formal opportunity for a Nexus to inspect and adapt itself and create a plan for improvements to be enacted during the next Sprint to ensure continuous improvement 11.

To inspect how the last Sprint went with regards to individuals, teams, interactions, processes, tools, and its Definition of Done. The Nexus Sprint Retrospective follows the same format and principles as the Scrum Team Sprint Retrospective, but at a larger scale. The Nexus inspects the aspects of the product development that affect the Nexus as a whole, such as the collaboration, the integration, the dependencies, the quality, and the value 22.

To complement the Scrum Teams' Sprint Retrospectives by using bottom-up intelligence to focus on issues that affect the Nexus as a whole. The Nexus Sprint Retrospective does not replace the Scrum Teams' Sprint Retrospectives, but rather enhances them by using the input and output from the individual teams to identify and address the shared challenges and opportunities 33.

QUESTION 17

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 would you recommend to the two teams that are continually dependent on each other to help them manage their work?

(choose the best answer)

- A. The Nexus Integration Team should be responsible for integrating the work of these two Scrum Teams.
- B. Reorganize these two Scrum Teams so that one is responsible for development and one is responsible for integration.
- C. Merge the two Scrum Teams together.
- D. Ensure the appropriate representatives from both teams are present during Cross- Team Refinement.

Correct Answer: D

Section:

Explanation:

The best way to help the two teams that are continually dependent on each other to manage their work is to ensure the appropriate representatives from both teams are present during Cross-Team Refinement. Cross-Team Refinement is an optional event in Nexus that allows the Scrum Teams to collaborate and coordinate on the Product Backlog items that have dependencies or require integration 11. By having the representatives from both teams present during this event, they can identify and resolve the dependencies, clarify the requirements, align the expectations, and plan the work for the next Sprint. This will improve the transparency, the quality, and the value of the Integrated Increment.

The other options are not advisable for the following reasons:

The Nexus Integration Team should not be responsible for integrating the work of these two Scrum Teams, as this would create a bottleneck and a hand-off. The Nexus Integration Team is a specialized Scrum Team that provides services and guidance to the Scrum Teams in the Nexus to ensure that the Integrated Increment is produced every Sprint 11. However, the Nexus Integration Team is not accountable for the integration of the work of the individual Scrum Teams, as this is the responsibility of the Scrum Teams themselves 22.

Reorganizing these two Scrum Teams so that one is responsible for development and one is responsible for integration is not a good idea, as this would create a silo and a separation of concerns. The Scrum Teams in a Nexus should be cross-functional and self-organizing, meaning that they have all the skills and abilities to deliver a potentially releasable product Increment every Sprint 11. Separating the development and the integration tasks would compromise the collaboration, the feedback, and the agility of the Scrum Teams.

Merging the two Scrum Teams together is not a viable solution, as this would create a large and unwieldy team. The Scrum Guide states that the optimal size of a Scrum Team is between three and nine members 33. Merging two Scrum Teams together would exceed this limit and create challenges in communication, coordination, and decision-making. Moreover, merging the two teams would not necessarily eliminate the dependencies, as they may still exist within the larger team or with other teams in the Nexus.

QUESTION 18

Currently, your Scrum Teams are organized to address a single functional (component) area of the product. What should be considered when deciding to move away from such component teams toward feature teams? (choose the best three answers)

- A. Feature teams have less communication overhead.
- B. With feature teams, it is easier to calculate the productivity per team.
- C. You cannot do Scrum without feature teams.
- D. When making this change, it helps to have support from the organization.
- E. Productivity may decrease when making this kind of change.

Correct Answer: A, D, E

Section:

Explanation:

Moving away from component teams toward feature teams is a significant change that should be considered carefully. Here are some of the factors that should be taken into account:

Feature teams have less communication overhead than component teams, as they are able to deliver end-to-end customer features without relying on other teams or components 11. This reduces the complexity and the dependencies among the teams, and improves the transparency and the feedback loop. Feature teams also foster more collaboration and cross-functional learning among the team members, as they have to work on different aspects of the product 22.

When making this change, it helps to have support from the organization, as it may require a shift in the culture, the structure, and the processes of the company 33. The organization should provide the necessary resources, training, and coaching to the teams to help them adopt the feature team model. The organization should also align its goals, incentives, and metrics with the feature team approach, and remove any barriers or impediments that may hinder the teams' performance 44.

Productivity may decrease when making this kind of change, as the teams may face some challenges and difficulties in the transition period 55. For example, the teams may have to learn new skills, technologies, or domains that they are not familiar with. The teams may also have to deal with legacy code, technical debt, or integration issues that may slow down their delivery. The teams may also experience some resistance or conflict from the existing component teams or stakeholders. Therefore, the teams should expect some temporary setbacks and losses in productivity, and focus on continuous improvement and adaptation.

The other options are not correct for the following reasons:

With feature teams, it is not easier to calculate the productivity per team, as productivity is not a simple or straightforward metric to measure in software development [6]. Productivity depends on various factors, such as the quality, the value, the complexity, and the customer satisfaction of the product. Moreover, focusing on the productivity per team may create a competitive or individualistic mindset among the teams, rather than a collaborative or collective one. The teams should focus on delivering the best possible product Increment that meets the Product Goal and the Definition of Done, rather than on maximizing their productivity [7].

You can do Scrum without feature teams, as Scrum does not prescribe any specific team structure or organization [8]. Scrum only requires that the Scrum Team is cross-functional, self-organizing, and accountable for delivering a potentially releasable product Increment every Sprint [9]. However, feature teams are generally more aligned with the Scrum values and principles, as they enable the teams to deliver customer-centric features faster and more frequently, and to respond to changes more effectively [10]. Therefore, feature teams are recommended, but not mandatory, for Scrum.

QUESTION 19

How should multiple Scrum Teams deliver a valuable and useful Increment in a Sprint? (choose the best answer)

- A. Each Scrum Team delivers done Increments of its own area of responsibility. These Increments are integrated into a whole product during stabilization prior to release.
- B. Each Scrum Team provides a unique done Increment that includes the team's added functionality.
- C. Each Sprint, all Scrum Teams complete work that integrates with all of the other work from other Scrum Teams on the initiative.

D. Functionality not integrated with the work of other Scrum Teams may be delivered as unintegrated Increments to demonstrate the value created by the Scrum Teams unable to completely integrate their Increments.

Correct Answer: C

Section:

Explanation:

The best way for multiple Scrum Teams to deliver a valuable and useful Increment in a Sprint is to complete work that integrates with all of the other work from other Scrum Teams on the initiative. This means that the Scrum Teams collaborate and coordinate their work to produce a single Integrated Increment that meets the Definition of Done and the Product Goal. The Integrated Increment is the combined work of all the Scrum Teams that is potentially releasable and provides value to the customers and stakeholders 11.

The other options are not correct for the following reasons:

Each Scrum Team delivering done Increments of its own area of responsibility and integrating them into a whole product during stabilization prior to release is not a good idea, as it violates the Scrum principles and values. The Scrum Guide states that the Scrum Team delivers a product Increment that is usable and valuable at the end of every Sprint, not at the end of the release 22. Delaying the integration until the stabilization phase would compromise the transparency, the feedback, and the adaptability of the Scrum Teams.

Each Scrum Team providing a unique done Increment that includes the team's added functionality is not a good idea, as it does not ensure that the product Increment is integrated and consistent across the initiative. The Scrum Guide states that the product Increment is the sum of all the Product Backlog items completed during a Sprint and all previous Sprints 22. If each Scrum Team provides a unique Increment, they may not be aligned with the Product Goal and the Definition of Done, and they may create conflicts or dependencies with other Scrum Teams.

Functionality not integrated with the work of other Scrum Teams being delivered as unintegrated Increments to demonstrate the value created by the Scrum Teams unable to completely integrate their Increments is not a good idea, as it does not ensure that the product Increment is done and valuable. The Scrum Guide states that the product Increment must be usable and meet the Definition of Done 22. If some functionality is not integrated with the work of other Scrum Teams, it may not be usable or valuable to the customers and stakeholders, and it may introduce technical debt or quality issues.

QUESTION 20

True or False: A Nexus Integration Team is accountable for ensuring that a Integrated Increment is produced at least once a Sprint.

A. True

B. False

Correct Answer: B

Section:

Explanation:

A Nexus Integration Team is not accountable for ensuring that an Integrated Increment is produced at least once a Sprint. The Nexus Integration Team is a specialized Scrum Team that provides services and guidance to the Scrum Teams in the Nexus to ensure that the Integrated Increment is produced every Sprint 11. However, the Nexus Integration Team is not accountable for the integration of the work of the individual Scrum Teams, as this is the responsibility of the Scrum Teams themselves 22. The Nexus Integration Team helps the Scrum Teams to coordinate, coach, and supervise the application of Nexus and the operation of Scrum, but it does not take over their work or accountability 33. Therefore, the statement is false.

QUESTION 21

True or False: Many Scrum Teams working on the same product create coordination challenges that can be fully addressed by creating a communication plan.

A. True

B. False

Correct Answer: B

Section:

Explanation:

Creating a communication plan is not enough to fully address the coordination challenges that arise when many Scrum Teams work on the same product. A communication plan is a document that outlines the objectives, methods, channels, and frequency of communication among the stakeholders of a project or product 1. While a communication plan is useful for ensuring clarity, transparency, and alignment among the Scrum Teams and other parties involved, it does not address other aspects of coordination, such as integration, dependency management, alignment of goals and vision, and cross-team collaboration 2.

To effectively coordinate multiple Scrum Teams working on the same product, a communication plan should be complemented by other practices and frameworks, such as:

Nexus: Nexus is a framework for scaling Scrum that consists of three to nine Scrum Teams working together to deliver an Integrated Increment every Sprint 3. Nexus provides roles, events, artifacts, and rules that help the Scrum Teams coordinate, integrate, and align their work, while maintaining the Scrum values and principles 4.



Scrum of Scrums: Scrum of Scrums is a technique for scaling Scrum that involves a regular meeting of representatives from each Scrum Team to share progress, identify dependencies, resolve issues, and align on the product vision and goal . Scrum of Scrums helps the Scrum Teams communicate and collaborate effectively, while minimizing the overhead and complexity of coordination .

Communities of Practice: Communities of Practice are groups of people who share a common interest, skill, or domain, and who meet regularly to exchange knowledge, ideas, and best practices . Communities of Practice help the Scrum Teams learn from each other, improve their skills, and foster a culture of continuous improvement .

QUESTION 22

True or False: When multiple Scrum Teams are working together on the same product, each team should maintain a separate Product Backlog.

- A. True
- B. False

Correct Answer: B

Section:

Explanation:

When multiple Scrum Teams are working together on the same product, each team should not maintain a separate Product Backlog. According to the Scrum Guide, the Product Backlog is the single source of truth for the product, and it is owned and managed by the Product Owner 11. Having multiple Product Backlogs for the same product would create confusion, inconsistency, and duplication among the Scrum Teams and the stakeholders. It would also compromise the transparency, the alignment, and the value of the product development.

Instead of having separate Product Backlogs, the Scrum Teams should work from a common Product Backlog that reflects the vision, the goal, and the priorities of the product 22. The Product Owner should collaborate and communicate with the Scrum Teams and the stakeholders to ensure that the Product Backlog is clear, refined, and ordered. The Scrum Teams should coordinate and integrate their work to deliver a single Integrated Increment that meets the Definition of Done and the Product Goal every Sprint 33.

QUESTION 23

What is the purpose of the Nexus Sprint Retrospective?

(choose the best answer)

- 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.



Correct Answer: D

Section:

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.

QUESTION 24

Which statements best describe a Nexus Sprint Review?

(choose the best two answers)

- 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.

Correct Answer: A, B

Section:

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 25

True or False: A Nexus Integration Team is responsible for actually doing the integration work during the Sprint.

A. True

B. False

Correct Answer: B

Section:

Explanation:

A Nexus Integration Team is not responsible for actually doing the integration work during the Sprint. The Nexus Integration Team is a specialized Scrum Team that provides services and guidance to the Scrum Teams in the Nexus to ensure that the Integrated Increment is produced every Sprint 11. However, the Nexus Integration Team is not accountable for the integration of the work of the individual Scrum Teams, as this is the responsibility of the Scrum Teams themselves 22. The Nexus Integration Team helps the Scrum Teams to coordinate, coach, and supervise the application of Nexus and the operation of Scrum, but it does not take over their work or accountability 33. Therefore, the statement is false.

