

Agile mindset, Coaching, Scrum Ceremonies, Kanban

1. Tell me about agile manifesto and principles
2. Where do you find the Agile manifesto and principles?
3. Tell me about scrum pillars, scrum values, and how you will relate with your scrum ceremonies
4. Relation in Scrum values and Agile Manifesto, what are the scrum principles?
5. What is Agile, tell me what's comes in your mind, don't give me answer from scrum guide or Google
6. Explain the Agile framework process flow
7. What are the challenges you face while working with distributed teams, and as a SM what you did to mitigate same?
8. What motivates you to apply for this position, why you are in SM role?
9. What are the things you like in SM role?
10. How did you coach your team with Agile way of working? Any specific area wherein you coached/ trained your team?
11. What if teams are not following agile principles, have you faced such scenario?
12. What is being Agile and doing Agile explain with example?
13. Tell me about Scrum Ceremonies?
14. SM day to day activities?
15. Which one Scrum Ceremony is most important according to you?
16. How and when did you connect with your PO?
17. How do you conduct refinement sessions?
18. What is output of sprint planning, other than sprint backlog
19. What you will do if your team members are requesting you to conduct daily scrum meeting on desk, instead of meeting room
20. If the team member has approached you with an impediment, what is your course of action?

21. Suppose your team member found some impediment after your daily scrum meeting. And he highlighted that impediment in next day scrum meeting. As SM how u will react
22. Are you single point of contacts for your team for impediments or any other support
23. What kind of impediments you have faced and you resolved?
24. Tell me more about impediments you resolved other than environmental issues and other team dependencies for which teams are coming to you for resolutions. Because those impediments we usually need to discuss in planning
25. Tell me about planning?
26. Why daily scrum meeting is important?
27. Tell me about retrospective and why it is important
28. As a SM what challenges you faced in retrospective meeting
29. What qualities SM should have?
30. Tell me your qualities as a SM?
31. What are your strengths that you think it is helping your SM role?
32. What you will do if any team member is not serious about attending Daily scrum or retrospective?
33. If there are senior developers with Niche skills in your team and you notice they are not sharing enough knowledge, updates in the team, what would you do?
34. What is difference between Coaching and Mentoring?
35. What kind of coaching you are doing?
36. What kind of coaching you did for PO?
37. As a SM what kind of support you are giving to PO?
38. How to decide which type of projects are suitable for agile and Kanban?
39. Difference between Scrum and Kanban?
40. What is Agile maturity assessment, and its key parameters?

41. How you will ensure that team adopt itself wrt improvement discussed in sprint retrospective?
42. What will be your very first approach to know the team and their work areas?
43. How to start agile for completely new team and what kind of challenges you have faced and how you overcome those changes
44. Are you connected with any agile/scrum community? why? what is the use?
45. How will you identify the risks?

Capacity and Estimation

46. Do you know INVEST method for user story writing?
47. How do you split complex stories?
48. What is unit of 1, 2, 3, 5, 8.....while estimation?
49. Why Fibonacci series for estimation why not 1 2 3 4?
50. What is your team size and what sprint length you followed?
51. How much story points you team has delivered in last few sprint?
52. Who tells story Points?
53. Who Makes Sub stories?
54. What is base of Sub stories?
55. What if PO is telling you to add new US which is high priority and not ready to remove any existing sprint backlog?
56. How are you doing your team capacity planning?
57. How are you doing estimation of stories?
58. How are you doing estimation of task?
59. Why are you doing estimation of capacity in hrs. story in story points and task in hrs.?
60. How you can relate all above things if your estimation units are different?
61. For capacity planning how much hrs. per person you are considering-
Ans 6.5 hrs. per day?
62. Why are you considering only 6.5 hrs. per day?

63. What are your organization per day working hrs.?
64. Are you planning sprint by considering full capacity or less capacity?
65. 10% capacity is enough to handle such Adhoc defects and requirements or it is less
66. How are you deciding how much work we need to plan for sprint?
67. Are you considering efforts as well in planning?
68. How will you plan your sprint if we don't have previous sprint velocity for planning?
69. Is it OK for you if the scrum team is working with constant velocity? Or do you feel they should increase in burning up more stories?
70. If you are introduced to a team and asked to take up role of Iteration Manager (Scrum master) for the team, how much time will you need to plan next release?

Agile Scrum metrics

71. Tell me about scrum metrics that you follow in your project?
72. What is there in burndown chart? What are parameters of Burndown Chart?
73. Velocity and Productivity Difference?
74. How to calculate Productivity?

Productivity - Velocity Based

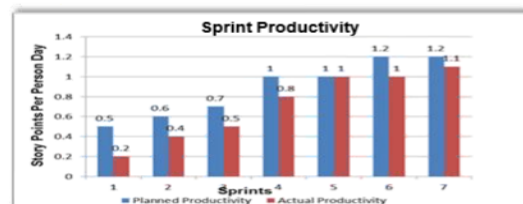
Description	It is the average amount of work "done" in one day of a sprint by one team member
Unit	Story Points Per Person Day
Formula	Velocity of Sprint / Actual Effort spent on Sprint
Frequency	Sprint End ('Outcome' metric)
When Useful	<p>Often, comparing velocity only across sprints may not provide an accurate measure of team's improvement in productivity. Reason:</p> <ul style="list-style-type: none"> > Change in team size between sprints: For example, if the team size in Sprint 5 was 5 team members, but Sprint 7 had 8 team members > Vacations/Holidays in the sprint: For example, a 2 week Sprint with 2 holidays <p>This metric can also be used to check if the team's current productivity is sufficient to produce a Minimal Marketable Product (MMP) within the remaining sprints. Release Slippage check: Is Current Productivity > = Required Productivity?</p>



Other Related Productivity Metrics

Planned Productivity = Planned Velocity / Planned Effort in Sprint

Required Productivity = Sum of Estimate of Remaining "Must-Have" stories / Total Planned Effort in Remaining Sprints



75. Are you aware about Agile Onion layer?

76. Explain what are Agile KPI?

Agile Project – Core Metrics

<p>Effort & Schedule</p> <ul style="list-style-type: none"> ✓ Velocity ✓ Productivity ✓ Sprint Burndown Performance Indicator (SBPI) ✓ Release Burnchart Performance Indicator (RBPI) ✓ Release Slippage Risk Indicator (RSRI) 	<p>Cost</p> <ul style="list-style-type: none"> ✓ Story Point Effort Performance Indicator (SPEPI)
<p>Scope Management</p> <ul style="list-style-type: none"> ✓ Scope Volatility 	<p>Quality</p> <ul style="list-style-type: none"> ✓ Running Tested Features

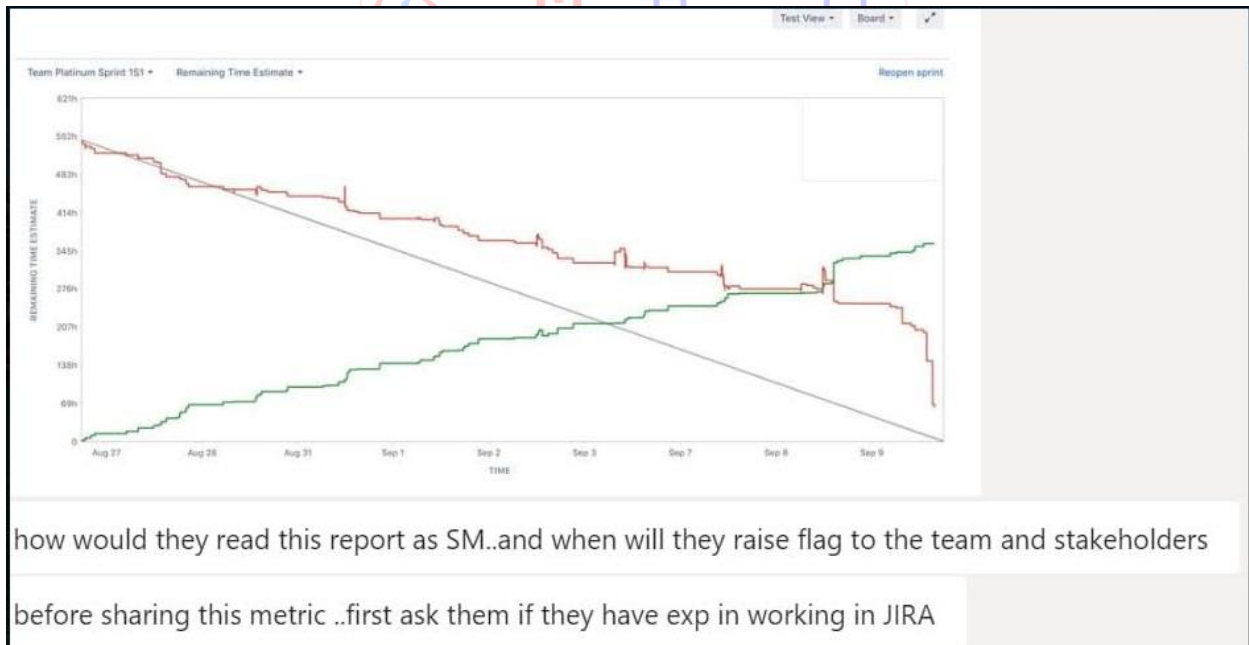
* Guidelines to computation in following slides



77. What is your ideal Velocity graph for your team?

Velocity changes with

1. Changes in team size
2. Changes in no of holidays
3. Maturity of agile-Collaboration, Self-organization. Cross-functional
4. Stability of application dev
5. Running tested features
6. Risk, dependencies, known issues
7. Innovation, Automation adoption
8. If Required velocity
9. 2-3 actions improvements slowly improve productivity
10. Skills imp of the team



78. Do you have any experience in preparing dashboards?
79. Have you worked with someone who is more senior than you in your team?
80. Did you face any challenges working with senior members?
81. As a SM have you handled multiple teams? How you are managing your work while working with multiple teams

82. What are the challenges you encounter while agile transformation and after transformation?
83. Do you have experience working with US client and did you face any issue?
84. Do you have experience working with teams with different time zones and challenges you faced?
85. Do you have any experience in project management and preparing project reports for customers?
86. How are you defining your PB?
87. Have you faced any conflicts within team or with team members?
88. How you resolved those conflicts?
89. Do you have any maintenance cycle?
90. How you are working on defects which are coming to you within current sprint
91. What is backlog and how you are preparing and maintaining it
92. Tell me about DOD and DOR
93. Give me some examples for DOR and DOD criteria
94. After discussion with that person, let's say you got a reply like "max to max what will happen the user story get undelivered" then what will you do? How you will face this situation?
95. Which is the starting point any sprint?
96. Can we select any US from PB?
97. Suppose your PO wants to add different functional requirement in your sprint backlog. What you will do.

ALM Tools

98. Do you know JIRA and confluence? Any other tools you have used?
99. Do you have hands-on experience on both?
100. In your project how you are making use of confluence?
101. Tell me more about Jira, how you are using Jira on daily basis, dashboard?

102. How did you track impediments/issues in JIRA?
103. Any understanding about TDD and BDD explain? – Park

Scaled Agile Section

104. Are you aware of SAFe? Did you implement SAFe?
105. Difference between Agile and Safe
106. Tell me about ceremonies in Safe
107. What's the size of your ART?
108. What's the size of your Team?
109. How did you do PI Planning?
110. What u will do before PI?
111. How u will help PO and Architect before the PI?
112. How u plan capacity planning, how many hours in a day u will consider?
113. What are u adding leaving and holiday in capacity planning?
114. With this capacity how much velocity u were achieving?
115. Will velocity vary sprint by sprint?
116. With this capacity planning what can be achieved in PI planning. How this will be useful?
117. If team is one year old, velocity was increasing or there any variation?
118. Suppose I have 7 people how will u do capacity planning for them and what is the final no.
119. How much time you were giving for lunch other breaks and meetings?
120. What's the duration of your Sprint?
121. How many sprints/ iterations were there in PI, how many PI were there in each year?
122. What's your PI duration?
123. How long you do PI Planning?
124. How many Iterations you do per PI?
125. What do you mean by Value Streams, ART.

126. What is your understanding about CALMR?
127. Responsibilities as a Scrum Master/Product Owner.
128. How does your Sprint look like?
- ✓ Based upon Capacity / Velocity
 - ✓ Initial / base Iteration plan comes from PI Planning.
 - ✓ Any new scope,
 - ✓ Any adjustments based upon previous iteration's
 - ✓ Feedback
 - ✓ Any adjustments because of new dependencies coming into picture
 - ✓ Any spill overs from previous Iterations
 - ✓ Revise the plan to check for
 - ✓ Iteration Planning (mention about the continuous backlog refinement)
 - ✓ Daily Stand-up for Sync up
 - ✓ Iteration Review towards end for showcasing and getting the feedback.
 - ✓ System Demo for Integration with Other teams and making use the code is working with Integrated environment (Release on Demand)
 - ✓ Iteration Retrospective for discussing about
 - What went well
 - What didn't work for us
 - What we could have done better
 - Output: Improvement, Action items for next Iteration(s)Next, continue with next Iteration cycle
129. As a SM, how do you handle dependencies, within the team and with other teams?
- ✓ Facilitating Team ceremonies, Coaching team
 - ✓ Protecting team from Influence
 - ✓ Co-ordinate with other Scrum Masters for dependencies
 - ✓ Collaborating with PO's from scope/priorities perspective

- ✓ Collaborating with RTE regarding PI Planning, Scrum of Scrum, I & A workshops, Helping Pos & teams during PI Planning readiness.
 - ✓ Ensuring IP Iteration is implemented without deviations
 - ✓ Coaching PO/team as required
 - ✓ Team Improvement Roadmap - Skillset
130. What's your responsibilities as a SAFe Scrum Master?
Scrum Master Topics Page 2
- ✓ Team Improvement Roadmap - Skillset
 - ✓ Coding Dojo's, Pair Programming, Refactoring



Project Management Q & A

131. Your project kick-off has been just done, what will your Project Charter show?
132. What will you do if you notice business priority requirements are being added in sprint and priority tasks shared by Production/Operations team by same time and your team has no bandwidth?
133. What will you do if you notice customer requirements are not clear and waiting for more clarification is affecting the project timeline? – Start working on the features that are known and clear to avoid further time lag
134. What will happen if you miss the project deadline? – Budget/cost overrun, efforts overrun and impact of next project schedule.
135. How will mitigate the risks of missing timelines? – See what maximum features can be delivered, check and start on next project assignments to

compensate the time lag that might occur due to time taking in issues like more clarity needed or access. Identify the lessons learnt

136. What was your project roadmap and your role in defining and working on the roadmap?
137. Did you ever face any conflicts in Operations and Development teams? If Yes, and what conflicts, how did you resolve it?
138. How did you ensure your smooth project releases?
139. What would be your major responsibilities as PO?
140. Did you work on any transformation and what was your role in it?
141. Any experience in handling difficult customer? Why was it challenging and how did you overcome it?
142. What would be your approach to handle any escalation?
143. How would you plan the project release?
144. Scenario based question:
You are working on a project as Agile Project Manager (APM) for a Product Based Company. The project is to convert the files received by the vendor in processable format and then process it. But the files by vendor are getting delayed, the Product Owner and APM have already raised the risks. What would you do next as Project Manager?
145. What do you understand by the critical path of the Project as APM?

ITSM

146. Have you implemented DR set-up? How and what were areas of focus?
147. Key Service areas of Service life cycle?
148. Explain how you achieved continual service improvements?
149. What is your approach if critical issue occurs in production environment?
150. Any actions would you take once the critical issue is resolved?
151. How would you manage the team (resource planning) supporting critical applications?

DevOps:

152. What is your understanding of DevOps team? Do you know what DevOps is?
- a. DevOps is a value-added practice, where development and operations engineers join hands throughout the product or service lifecycle, right from the design stage to the point of deployment. It is a collaboration between the development and operations team, where they work together to deliver a product faster and efficiently. This results in continuous development, testing, integration, deployment, and monitoring of the software throughout the lifecycle.
153. Have you implemented DevOps in your project?
154. What would be your priority of focus - Ops task (related to Prd environment) or releasing/developing application features that PO and other stakeholders are waiting for?
155. Since how long are you in DevOps and what was your approach to implement DevOps?
156. Which are some of the most popular DevOps tools?

The most popular DevOps tools include:

- ✓ Puppet
- ✓ Chef
- ✓ Git
- ✓ Jenkins
- ✓ Ansible
- ✓ Docker

ROUND -1

157. Diff Accepteria and DOD
158. Diff between Agile and waterfall

159. Agile Values
160. Convince me to follow agile methodology
161. How will ROI of the customer increases with agile
162. Estimation techniques used
163. How do you arrive at a test estimate during sprint 0?
164. What are the key values that you have as a scrum master?
165. Explain about e2e agile plan for a waterfall approach

ROUND-2

166. What is a spike
167. Diff between burndown and burnup chart
168. How do u handle nonfunctional requirements?
169. Metrics used to capture code quality
170. Diff between user story and use case
171. Goal setting measure
172. How you do code coverage
173. What is cyclomatic complexity.
174. How u do risk management in agile
175. Functional point analysis, DET and RET?
176. What is the inference from burndown (x-y axis)?
177. How burndown is translated into velocity
178. Do we need to measure both burndown and burnup charts or one is enough?
179. Risk Register in Agile

-
180. Why Agile, why not other model
 181. What are the common mistakes people are doing while writing user stories?

182. Suppose u receive one production defect which is not responsible at all at your end. How u will estimate this
183. Why DevOps?
184. I can ask someone from operation team and join dev team, then what is a requirement of DevOps
185. Suppose one person who is having unic functional knowledge. And in your team only he is responsible for that functional delivery. He is trying to fool you, let's say at a time of estimation he always codes higher side.
186. How you will spot such persons in a team and what you will do.
187. Why you are waiting for multiple sprints or 1 iteration to deploy in production. Why you are not deploying code in every sprint
188. What are the other ways to receive feedback other than sprint review and retrospective?

