



EXIN Agile Scrum

Master

Sample Exam

Edition 201804



AGILE SCRUM

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Content

Introduction	4
Sample exam	5
Answer key	18
Evaluation	48

Introduction

This is the sample exam EXIN Agile Scrum Master (ASM.EN). The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is the correct answer.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth one point. If you obtain 26 points or more you will pass.

The time allowed for this exam is 90 minutes.

Good luck!

Sample exam

1 / 40

Exam specification 1.1.1

Your company is in a critical situation. Customers are complaining about slow reaction time on Change Requests and some important development projects have failed lately, because specifications have not been met. Most of the teams are aware of these issues and some Development Teams have already taken Scrum for a test drive.

What would be the **best** thing to do next?

- A) Create a sense of urgency
- B) Focus attention on the most important reasons to change
- C) Focus on addressing fear
- D) Provide Scrum training and coaching

2 / 40

Exam specification 1.1.2

The Product Owner wants to have 2 releases in the project: one in the middle and one at the end. The Scrum Master points out that this does not matter.

Why does the Scrum Master say this?

- A) All increments should be potentially releasable.
- B) Only one release per project is usual, so the project must be split.
- C) Planning the releases is the Development Team's decision.
- D) These are the usual release points for a Scrum project.

3 / 40

Exam specification 1.2.1

One week through a four-week Sprint, the Development Team has realized that they will not be able to deliver half of the Sprint Backlog items. The Product Owner is not happy with this, because the customer is expecting most of those features for a release at the end of the Sprint.

What is the **best** course of action as the Scrum Master?

- A) Recommend the Product Owner to revise the order of Sprint Backlog Items and let the developers continue with the best they can
- B) Recommend the developers to work overtime, and in return, take a few days off after the Sprint
- C) Recommend to cancel the Sprint and start another one immediately, only focused on the must-have features
- D) Recommend to extend the duration of the Sprint, until everything is finished for the release

4 / 40

Exam specification 1.3.1

A company identifies its value streams, removes wasted steps, and introduces flow and pull.

What type of methodology is this company using?

- A) DevOps
- B) Lean
- C) Scrum
- D) Waterfall

5 / 40

Exam specification 1.3.1

A company is combining Scrum practices with another framework. The Development Team works closely with other departments. When something goes wrong, it is easy to admit for the person who caused the problem, because the company has a blame-free environment.

What other framework is used in this scenario?

- A) DevOps
- B) DSDM
- C) Lean
- D) Waterfall

6 / 40

Exam specification 1.4.1

A new client of your company is skeptical about the Agile approach. They think that Agile projects are chaotic and they are very concerned about their deadline. The client needs the new software at a certain date.

What Scrum feature can give your customer the confidence that they will receive the software at the agreed deadline?

- A) Agile Estimating
- B) Agile Planning
- C) Sprint Planning
- D) Time-boxing

7 / 40

Exam specification 2.1.1

Is it good practice to combine the roles of the Scrum Master and the Product Owner?

- A) No, the roles of the Scrum Master and the Product Owner are considered to be full time jobs.
- B) No, the Scrum Master must be able to protect the team against wishes of the Product Owner.
- C) Yes, this is more Agile since the Product Owner and Scrum Master roles are normally not a full time job.
- D) Yes, this is better for the Scrum Teams. Otherwise they have two managers: the Product Owner and the Scrum Master.

8 / 40

Exam specification 2.1.2

During the Sprint Retrospective meeting, the Development Team finds out that the current Velocity is far too low. A quick analysis by the Scrum Master shows that the Sprint length is inappropriate. However, the Development Team does not agree with this. The Scrum Master coaches the Development Team members to decide the length on their own.

If no agreement can be reached, who has to decide on the length of the Sprint?

- A) The Customer
- B) The Development Team
- C) The Product Owner
- D) The Scrum Master

9 / 40

Exam specification 2.1.3

Every team must have an appointed Scrum Master.

Suppose that there is no Scrum Master available, what would be the best **short-term** solution?

- A) An external Scrum Master takes on the Scrum Master role.
- B) Someone that is not great as a Scrum Master takes the role.
- C) The best programmer on the Team takes on the Scrum Master role.
- D) The Product Owner takes on the Scrum Master role.

10 / 40

Exam specification 2.2.1

Which way of mediating conflicts is in line with the Scrum Guide?

- A) Use the 'consensus' approach by facing the problems directly and reaching consensus
- B) Use the 'expert' approach to set a direction for the team
- C) Use the 'give and take' approach to satisfy each team member
- D) Use the 'leadership' approach to convince others on a viewpoint

11 / 40

Exam specification 2.2.2

A Team Manager is starting a new project and his team will be distributed. Some team members will be located in the UK and the second part of the team will be situated in India. Preparations such as comparing PDI scores have already been completed.

What would be the next step to create coherence within the team?

- A) Acknowledging the significant cultural differences
- B) Acknowledging the small cultural differences
- C) Distributing the teams
- D) Strengthening functional and team subcultures

12 / 40

Exam specification 2.2.3

Sue is the Scrum Master of a very successful and motivated team. They are following the Scrum processes and therefore sharing knowledge within Scrum's built-in communication forums.

What else could Sue suggest to the team to find concrete ways to share knowledge?

- A) Big visible Charts
- B) Communities of practice
- C) Daily Scrum
- D) Scrum-of-Scrums

13 / 40

Exam specification 2.3.1

You work in a Scrum Team. Your Product Owner asks who will fulfill the Scrum Master role. Your team has not decided yet. You volunteer, because you are the only one trained in Scrum.

Your Product Owner then decides that the most junior member should serve as the Scrum Master.

Why is this **not** a good idea?

- A) Because the Product Owner cannot decide this. Instead, the team should hire an external Scrum Master.
- B) Because the Scrum Master role is better fulfilled by the most senior developer on the team.
- C) Because this is an inappropriate Scrum Master. A Scrum Master should volunteer for the added responsibility.

14 / 40

Exam specification 2.3.1

When selecting a Product Owner, there are a few common pitfalls:

- The Product Owner wants to lower the quality of some requirements to finish on time.
- The Product Owner is part of a remote team and has no direct contact with the developers.
- The Product Owner pushes the team too hard, possibly leading to burn-outs.
- The Product Owner delegates decision making (and then overrules the decision maker).

One of these pitfalls has the potential to deliver work successfully, as long as the Product Owner remains engaged in the project and establishes a good relationship with the team.

In which scenario could you expect success?

- A) Lowering quality
- B) Remote Team
- C) Pushing too hard
- D) Delegating decisions

15 / 40

Exam specification 2.3.1

The Product Owner assigns tasks to developers in the Daily Scrum, and the meeting always takes more than 15 minutes.

What is the **best** response for the Scrum Master?

- A) Assign the tasks to the Development Team, so they can start working and the meeting stays within the 15 minute time-box
- B) Convince the Product Owner to stop assigning tasks to the Development Team and not to participate in the Daily Scrums
- C) Do not interfere in the arguments and let the self-organized Team members solve this problem themselves
- D) Explain to the Product Owner that tasks are assigned after the Daily Scrum, so that the meeting stays within the 15 minute time-box

16 / 40

Exam specification 3.1.1

When is the first time that the Definition of Done is used by a Development Team?

- A) During the Daily Stand-up when a feature is defined as Done, since each feature must be checked for readiness as soon it is finished during the Sprint.
- B) During the Demo to the Product Owner and the stakeholders, since they have to accept the product as a potentially shippable product.
- C) During the estimation of the features in the Product Backlog, since the work depends on the requirements of both the features and the Definition of Done.
- D) During the Release Sprint, in which it is confirmed that all the features created are according to the customer wishes and thus shippable.

17 / 40

Exam specification 3.1.2

Read the following User Story:

As a data entry clerk, I want a good user interface for the administration of customer invoices, so that I can work fast.

Is this User Story complete enough to put in the Sprint Backlog?

- A) Yes, because additional information can be added during the Sprint.
- B) Yes, because it mentions the complete syntax of a User Story.
- C) No, because the identity of the type of user is not specific enough.
- D) No, because the terms 'good' and 'fast' are not specific enough.

18 / 40

Exam specification 3.1.3

There are always things that users and developers are unable to think of before they start seeing the system taking shape.

What are the features called that cannot be identified in advance?

- A) Emergent Requirements
- B) Near-term features
- C) Prioritized list of features
- D) Value-adding features

19 / 40

Exam specification 3.2.1

Scrum uses three levels of planning:

- the roadmap
- the releases
- the Sprint

What does iterative planning mean?

- A) For each realized Sprint, there is a moment to give feedback on all the plans and to plan the next Sprint.
- B) You define your roadmap and release plan once and based on that, you define a Sprint plan at the start of each Sprint.
- C) You define your roadmap and release plan once. After each Sprint you adjust the roadmap and the next Sprint.
- D) You plan your project in three steps: first the roadmap then the release and then the required Sprints.

20 / 40

Exam specification 3.2.2

The Product Owner and the Development Team have disagreements in the Sprint Planning meeting. The Product Owner believes that the developers have estimated the items and their capacity too pessimistically and, therefore, have selected too few items for the Sprint.

What is the **best** action for the Scrum Master?

- A) Ask the Development Team to revise their estimates, because the Product Owner represents the customer.
- B) Ask the two parties to calm down, discuss the matter, and come to an agreement; probably somewhere in the middle.
- C) Explain to the Product Owner that this decision belongs to the Development Team, and that it should be accepted.
- D) Tell the Product Owner to revise the estimates and calculate the Velocity, and let the developers know how many items they should select.

21 / 40

Exam specification 3.3.1

After the User Stories of the release plan are estimated, they are decomposed into tasks on the Sprint Planning.

User Stories are estimated in another metric than tasks on the Sprint Planning.

What are the tasks on the Sprint Planning estimated in?

- A) Ideal days
- B) Ideal hours
- C) Story Points
- D) Velocity

22 / 40

Exam specification 3.3.2

What is the role of the Scrum Master in a Sprint Planning session?

- A) Coach the Development Team on the estimation of features, but never decide on the estimation.
- B) Cooperate with the Development Team to estimate features and remove features that are too difficult to estimate.
- C) Interfere with the discussion of the Development Team to steer them in a specific direction, if they cannot agree.
- D) Let the Development Team estimate features on their own, but decide on the estimation if they cannot agree.

23 / 40

Exam specification 3.3.3

During the feasibility phase of a project a schedule estimate is typically as far off as 60% to 160%.

What is the evolution of the amount of unpredictability during a project called?

- A) Cone of Uncertainty
- B) Ignoring Uncertainty
- C) Reducing Uncertainty
- D) Uncertainty factor

24 / 40

Exam specification 3.3.4

The Product Owner and the Scrum Master are discussing two different versions of a project. One version of the project will include more features and deliver more value than the other version, but will also cost a lot more due to increased development time. The Product Owner and Scrum Master want to compare the two versions, taking the IRR (Internal Rate of Return) into consideration.

What information can they gain by calculating the IRR?

- A) How much money a project can be expected to return
- B) How quickly the money invested in a project will increase in value
- C) The process of moving future amounts back into their present value
- D) The rate at which organizations discount future money

25 / 40

Exam specification 3.4.1

A team has unfinished Stories at the end of an iteration.

What should be done prior to the start or during the iteration?

- A) Consider including a feeding buffer
- B) Consider including a schedule buffer
- C) Re-estimate the finished Story
- D) Split Stories into smaller Stories

26 / 40

Exam specification 3.4.2

Jeff, a Scrum Master in a billing software company, is looking for another useful way of visualizing how his team is doing at completing the planned functionality of a release.

He wants a box with the name of the theme, the number of Stories in that theme, the number of Story Points or ideal days for those Stories, and the percentage of the Story Points that are complete.

What is this a description of?

- A) Burn-Down chart
- B) Burn-Up chart
- C) Gantt chart
- D) Parking-lot chart

27 / 40

Exam specification 3.4.3

Your team has underestimated the remaining work in an iteration.

What may show up on the Burn-Down chart?

- A) Burn-up
- B) Ideal days
- C) Ideal hours
- D) Story Points

28 / 40

Exam specification 3.5.1

Are issues and bugs part of the Scrum development process?

- A) No, the Development Team should focus on the Sprint goal, not on bugs and issues. Another team can handle them.
- B) Yes, issues and bugs need to be fixed as soon as they occur. Otherwise, the Definition of Done is not fulfilled.
- C) Yes, they are regular Product Backlog Items. The bugs and issues should be considered in each new Sprint Planning.
- D) Yes, they should be prioritized immediately. High priority bugs or issues should be fixed in the current iteration.

29 / 40

Exam specification 4.1.1

Even in large development projects it is still recommended to use only one Product Backlog for one product.

What can **best** be done to keep the Product Backlog to a reasonable size to be able to manage it effectively?

- A) Do Rolling Lookahead planning
- B) Make use of epics and themes
- C) Proactively manage dependencies
- D) Share responsibility

30 / 40

Exam specification 4.1.2

Scrum-of-Scrums meetings differ from Daily Scrums in various ways.

What is an example of a way in which a Scrum-of-Scrums meeting differs from the Daily Scrum?

- A) Scrum-of-Scrums meetings are not problem-solving meetings.
- B) Scrum-of-Scrums meetings do not need to be time-boxed to 15 minutes.
- C) Scrum-of-Scrums meetings need to be held no later than 10:00 AM.

31 / 40

Exam specification 4.2.1

Not all projects are suitable to apply the Agile Scrum approach.

In which case is Scrum the **most** desirable?

- A) The competence of the developers is relatively low.
- B) The organization does not want to do user acceptance tests.
- C) The product requirements may change in the process.
- D) The requirements are known upfront for a fast implementation.

32 / 40

Exam specification 4.2.2

Depending on the size of a project, your team needs more or fewer resources. One of these resources is the number of team members.

What is true about team size?

- A) Larger teams complete projects with less total effort, which is cheaper.
- B) Larger teams create more defects than small teams, but work faster.
- C) Smaller teams need more time, which costs more effort and money.
- D) Team members in larger teams are more productive than in smaller teams.

33 / 40

Exam specification 4.3.1

Olivia is a Scrum Master in a games software company. They are in the transition from the Waterfall model to Scrum.

Olivia is trying to increase the *desire* to adopt Scrum inside her company.

What action should she take?

- A) Create a sense of urgency
- B) Provide exposure to new people and experiences
- C) Run a pilot project
- D) Use metrics

34 / 40

Exam specification 5.1.1

ADAPT is an acronym for the activities in an Agile transition plan. The first 'A' stands for *awareness*.

Why is awareness important as a first step when introducing Agile?

- A) Because everyone in the organization needs to learn to think and work as a team
- B) Because there needs to be a common understanding that there is a better way
- C) Because all departments should be aware of the Agile techniques you introduce

35 / 40

Exam specification 5.1.2

A company has discovered that the current process is not delivering acceptable results. Transitioning to Scrum seems like a valid solution, as most competitors are already very successful in using Scrum.

The CEO has created a sense of urgency and is also speaking to stakeholders about his plans. Most employees are excited to learn more about Agile.

What would be the next step in the transitioning process?

- A) Ability to succeed with Scrum
- B) Desire to adopt Scrum as a way to address current problems
- C) Promotion of Scrum through sharing experiences
- D) Transfer of the implications of using Scrum throughout the company

36 / 40

Exam specification 5.1.3

Your co-worker is a Skeptic and resisting change.

What is a good approach to deal with this resistance?

- A) Create dissatisfaction with the status quo: Skeptics like the status quo
- B) Model the right behaviors yourself: Skeptics need someone to follow
- C) Provide training: Resistance of Skeptics is partly based on not having done or seen something
- D) Reiterate and reinforce the commitment: Skeptics need to know that the company is committed to transaction

37 / 40

Exam specification 5.2.1

A Scrum Team's job is to self-organize around the challenges, within the boundaries and constraints, put in place by management.

What is the management's job in this context?

- A) To come up with appropriate challenges
- B) To maximize the throughput of the Team
- C) To provide motivation
- D) To remind of the goals

38 / 40

Exam specification 5.2.2

Cross-functional teams have advantages over teams in traditional development projects.

What is one of them?

- A) Attract attention and interest
- B) Eliminating hand-offs
- C) Hold individuals accountable
- D) Use of metrics

39 / 40

Exam specification 5.3.1

The Agile Manifesto mentions a number of cultural aspects. These help to successfully introduce Agile development.

Which value is **not** reflected in the Manifesto?

- A) Control
- B) Cooperation
- C) Self-organizing
- D) Trust

40 / 40

Exam specification 5.3.2

Paula, a Scrum Master for an Asset Management Software company wants her team to stick together in pursuit of a common goal for a project, and to overcome the challenges that face any team involved in a difficult pursuit.

What is she trying to create?

- A) Awareness
- B) Coherence
- C) Desire
- D) Promotion

Answer key

1 / 40

Exam specification 1.1.1

Your company is in a critical situation. Customers are complaining about slow reaction time on Change Requests and some important development projects have failed lately, because specifications have not been met. Most of the teams are aware of these issues and some Development Teams have already taken Scrum for a test drive.

What would be the **best** thing to do next?

- A) Create a sense of urgency
 - B) Focus attention on the most important reasons to change
 - C) Focus on addressing fear
 - D) Provide Scrum training and coaching
-
- A) Incorrect. One way to turn awareness into desire is to turn up the heat. By creating a sense of urgency, we make it clear to others that the status quo cannot continue as such for long. Creating a sense of urgency is one of the tools for moving people from awareness to desire.
 - B) Incorrect. Focusing attention on the most important reasons to change is one of the tools for developing awareness, which happens before the "desire to change"-state.
 - C) Incorrect. Focusing on addressing fear is one of the tools for moving people from awareness to desire.
 - D) Correct. With regards to the ADAPT-Concept, your company is in the "desire to change"-state. The next step would be to create the ability to become Agile. Providing coaching and training is a good start. (*Literature: A, Chapter 2*)

The Product Owner wants to have 2 releases in the project: one in the middle and one at the end. The Scrum Master points out that this does not matter.

Why does the Scrum Master say this?

- A) All increments should be potentially releasable.
 - B) Only one release per project is usual, so the project must be split.
 - C) Planning the releases is the Development Team's decision.
 - D) These are the usual release points for a Scrum project.
-
- A) Correct. All increments should be (potentially) releasable, to improve the feedback loop and enable adaptation. It does not matter if the increments are supposed to be releases or not. Potentially releasable increments make it possible to maximize the value for the customer and to keep continually improve the final release. The Product Owner is responsible for prioritizing the correct features from the Backlog to make sure that the 2 official releases are ready and that the Definition of Done matches that of the customer. (*Literature: A, Chapter 14*)
 - B) Incorrect. There is no rule about only one release.
 - C) Incorrect. Yes, this is true, but that is not the reason that the Scrum Master says that the 2 release points do not matter.
 - D) Incorrect. There are no usual release points in the middle of a project.

One week through a four-week Sprint, the Development Team has realized that they will not be able to deliver half of the Sprint Backlog items. The Product Owner is not happy with this, because the customer is expecting most of those features for a release at the end of the Sprint.

What is the **best** course of action as the Scrum Master?

- A) Recommend the Product Owner to revise the order of Sprint Backlog Items and let the developers continue with the best they can
 - B) Recommend the developers to work overtime, and in return, take a few days off after the Sprint
 - C) Recommend to cancel the Sprint and start another one immediately, only focused on the must-have features
 - D) Recommend to extend the duration of the Sprint, until everything is finished for the release
-
- A) Correct. The fact that they cannot deliver everything, is not a reason for canceling the Sprint. Sprints are only cancelled when they do not make sense anymore. E.g. the customer does not need the Sprint Backlog items anymore. When the developers realize that they will not be able to deliver a high percentage of the items, it is a good idea to ask the Product Owner to check the Sprint Backlog and make changes in the priorities (if needed); since items on the bottom of the Sprint Backlog will probably stay incomplete. (*Literature: A, Chapter 7*)
 - B) Incorrect. It is important to work on a constant pace and it is not a good idea to work over-time.
 - C) Incorrect. The Sprint Backlog is just the developers' estimate on how much work they can do during the Sprint, and there is no guarantee that they will deliver all of that.
 - D) Incorrect. The Sprints are time-boxed (have a maximum duration) and will not be extended under any circumstances. (Next Sprints could have a different length, if that is very necessary.)

A company identifies its value streams, removes wasted steps, and introduces flow and pull.

What type of methodology is this company using?

- A) DevOps
- B) Lean
- C) Scrum
- D) Waterfall

- A) Incorrect. DevOps is a software development and delivery process that emphasizes communication and collaboration between product management, software development, and operations professionals. It seeks to automate the process of software integration, testing, deployment, and infrastructure changes by establishing a culture and environment where building, testing, and releasing software can happen rapidly, frequently, and more reliably.
- B) Correct. This is one of the five steps introduced by the Lean methodology. (*Literature: EXIN Basic Training Material, slide 54*)
- C) Incorrect. Scrum is an iterative and incremental Agile software development framework for managing product development. It defines "a flexible, holistic product development strategy where a development team works as a unit to reach a common goal", challenges assumptions of the "traditional, sequential approach" to product development, and enables teams to self-organize by encouraging physical co-location or close online collaboration of all team members, as well as daily face-to-face communication among all team members and disciplines involved.
- D) Incorrect. The Waterfall model is a sequential (non-iterative) design process, used in software development processes, in which progress is seen as flowing steadily downwards (like a waterfall) through the phases of conception, initiation, analysis, design, construction, testing, production/implementation and maintenance.

A company is combining Scrum practices with another framework. The Development Team works closely with other departments. When something goes wrong, it is easy to admit for the person who caused the problem, because the company has a blame-free environment.

What other framework is used in this scenario?

- A) DevOps
- B) DSDM
- C) Lean
- D) Waterfall

- A) Correct. Both the collaboration between Teams and the blame-free environment point to DevOps. (*Literature: EXIN Basic Training Material, slide 57*)
- B) Incorrect. DSDM is a framework where collaboration is important. However, the blame-free culture clearly points to DevOps.
- C) Incorrect. The blame-free culture is a part of Lean methodologies. However, collaboration between different Teams is not necessarily Lean.
- D) Incorrect. The Waterfall framework tells you nothing about collaborating or having a blame-free environment.

A new client of your company is skeptical about the Agile approach. They think that Agile projects are chaotic and they are very concerned about their deadline. The client needs the new software at a certain date.

What Scrum feature can give your customer the confidence that they will receive the software at the agreed deadline?

- A) Agile Estimating
 - B) Agile Planning
 - C) Sprint Planning
 - D) Time-boxing
-
- A) Incorrect. Agile Estimations are prepared collaboratively by the team, including the team members that will do the work. This will give the team a better idea on how much work they will be able to finish during the next Sprint. Agile Estimating supports Agile Planning, but will not ensure the date of delivery. (*Literature: B, Chapter 6*)
 - B) Incorrect. Agile Planning is done collaboratively by the team, including the team members that will do the work. This gives the Team a better overview of the work to be completed during the next Sprint, but does not guarantee a delivery date. However, the team can commit to delivering the highest priority Items during each Sprint.
 - C) Incorrect. Sprint Planning allows flexibility and adaptability on how much is being delivered, but it does not bring predictability on its own. The customers clearly value the predictability more than the flexibility: they are fine with waiting for an adaptation, as long as they know when it will be delivered. (*Literature: A, Chapter 14.*)
 - D) Correct. Working in strict time-boxes allows us to have better predictability: we know the dates of releases and also of finishing a project. Time is always fixed, but scope is flexible. (*Literature: A, Chapter 14.*)

Is it good practice to combine the roles of the Scrum Master and the Product Owner?

- A) No, the roles of the Scrum Master and the Product Owner are considered to be full time jobs.
 - B) No, the Scrum Master must be able to protect the team against wishes of the Product Owner.
 - C) Yes, this is more Agile since the Product Owner and Scrum Master roles are normally not a full time job.
 - D) Yes, this is better for the Scrum Teams. Otherwise they have two managers: the Product Owner and the Scrum Master.
-
- A) Incorrect. Scrum does not define whether the roles of Scrum Master and Product Owner should be full-time jobs. Even if in practice, they can be full-time jobs, this is not the main reason why both roles should not be combined. The roles should not be combined, because it is the Scrum Master's job to protect the team against unrealistic wishes from the Product Owner.
 - B) Correct. The Product Owner often wants more and more features realized. The Scrum Master protects the team by pushing back against the Product Owner when team feels that pushing them harder would be detrimental. A good team needs both roles in order to succeed. The Product Owner points the team at the right target; the Scrum Master helps the team to reach that target as efficiently as possible. (*Literature: A, Chapter7*)
 - C) Incorrect. Product Owners tend to ask more and more features to be realized as the Team Velocity is increasing. The Scrum Master must protect the Scrum Team against the Product Owner.
 - D) Incorrect. The Scrum framework clearly defines the Scrum Master as a servant leader and not as a manager.

8 / 40

Exam specification 2.1.2

During the Sprint Retrospective meeting, the Development Team finds out that the current Velocity is far too low. A quick analysis by the Scrum Master shows that the Sprint length is inappropriate. However, the Development Team does not agree with this. The Scrum Master coaches the Development Team members to decide the length on their own.

If no agreement can be reached, who has to decide on the length of the Sprint?

- A) The Customer
- B) The Development Team
- C) The Product Owner
- D) The Scrum Master

- A) Incorrect. The customer is not allowed to make decisions about the way of working of the Development Team and therefore cannot decide on the length of the Sprint.
- B) Incorrect. The Development Team, in this scenario, is unable to reach an agreement and therefore is unable to make this decision.
- C) Incorrect. The Product Owner cannot make decisions about the length of the Sprint.
- D) Correct. The Scrum Master is a servant leader. However, he has authority over the process. If the Development Team has problems that they cannot resolve, the Scrum Master decides what happens. However, the Scrum Master must try to let the Development Team work it out for themselves, so that the solution is suitable in their eyes. (*Literature: A, Chapter 7*)

9 / 40

Exam specification 2.1.3

Every team must have an appointed Scrum Master.

Suppose that there is no Scrum Master available, what would be the best **short-term** solution?

- A) An external Scrum Master takes on the Scrum Master role.
- B) Someone that is not great as a Scrum Master takes the role.
- C) The best programmer on the Team takes on the Scrum Master role.
- D) The Product Owner takes on the Scrum Master role.

- A) Correct. Many companies benefit from bringing in an outside consultant as a Scrum Master initially, but you should not use contract Scrum Masters in the long-term. (*Literature: A, Chapter 7*)
- B) Incorrect. This is a common problem; an inappropriate Scrum Master should be removed from the role.
- C) Incorrect. This is a common problem; there are a couple of risks including that the programmer may not have adequate time to devote to both roles.
- D) Incorrect. Being a Scrum Master is about providing guidance, not answers. The Product Owner should tell the Team what to do; the Scrum Master should enable them to do it, including arguing with the Product Owner over the work load. Therefore, these two roles cannot be done by one and the same person.

Which way of mediating conflicts is in line with the Scrum Guide?

- A) Use the 'consensus' approach by facing the problems directly and reaching consensus
 - B) Use the 'expert' approach to set a direction for the team
 - C) Use the 'give and take' approach to satisfy each team member
 - D) Use the 'leadership' approach to convince others on a viewpoint
-
- A) Correct. The Development Team works on a basis of equality. It is usually best for team members to face problems directly with a cooperative attitude and an open dialogue to work through any disagreements to reach consensus. This approach is called Win/Win. Organizations implementing Scrum should promote an environment where employees feel comfortable to openly discuss and confront problems or issues and work through them to reach Win/Win outcomes. (*Literature: A, part III*)
 - B) Incorrect. The Development Team works with cross functional people. There is no place for experts in a Scrum Team. This is a Lose/Win scenario. Some team members may at times feel that their contributions are not being recognized or valued by others, or that they are not being treated equally. This may lead them to withdraw from contributing effectively to the project and agree to whatever they are being told to do, even if they are in disagreement. This approach is called Lose/Win.
 - C) Incorrect. The Development Team does not bargain but works on consensus. This is a Lose/Lose scenario. In conflict situations, team members may attempt to bargain or search for solutions that bring only a partial degree or temporary measure of satisfaction to the parties in a dispute. This situation could happen in Scrum Teams where team members try to negotiate for suboptimal solutions to a problem. This approach typically involves some "give and take" to satisfy every team member—instead of trying to solve the actual problem. This generally results in an overall Lose/Lose outcome for the individuals involved and consequently the project.
 - D) Incorrect. There is no leader in the Development Team. This is a Win/Lose scenario. At times, a Scrum Master or another influential team member may believe he/she is a de facto leader or manager and try to exert their viewpoint at the expense of the viewpoints of others. This conflict management technique is often characterized by competitiveness and typically results in a Win/Lose outcome. This approach is not recommended when working on Scrum projects, because Scrum Teams are by nature self-organized and empowered, without one person having true authority over other team members.

11 / 40

Exam specification 2.2.2

A Team Manager is starting a new project and his team will be distributed. Some team members will be located in the UK and the second part of the team will be situated in India. Preparations such as comparing PDI scores have already been completed.

What would be the next step to create coherence within the team?

- A) Acknowledging the significant cultural differences
 - B) Acknowledging the small cultural differences
 - C) Distributing the teams
 - D) Strengthening functional and team subcultures
-
- A) Incorrect. Acknowledging that significant cultural differences might exist between team members in different locations, is the first step in seeking to create coherence. At this point you will have already done that by comparing the PDI.
 - B) Correct. Acknowledging the small cultural differences is the second step in seeking to create coherence. (*Literature: A, Chapter 18*)
 - C) Incorrect. Situations where a distributed team consists of locations put together through a merger or acquisition, are always full of potential conflict between locations, and deliberately distributing the teams reduces the risk of full-scale blow-ups between locations.
 - D) Incorrect. Strengthen functional and team subcultures is the third step in seeking to create coherence.

12 / 40

Exam specification 2.2.3

Sue is the Scrum Master of a very successful and motivated team. They are following the Scrum processes and therefore sharing knowledge within Scrum's built-in communication forums.

What else could Sue suggest to the team to find concrete ways to share knowledge?

- A) Big visible Charts
 - B) Communities of practice
 - C) Daily Scrum
 - D) Scrum-of-Scrums
-
- A) Incorrect. This is already a "built-in" communication forum.
 - B) Correct. High performing Scrum Teams find ways of speaking with other teams directly. (*Literature: A, Chapter 11*)
 - C) Incorrect. This is already a "built-in" communication forum.
 - D) Incorrect. This is already a "built-in" communication forum.

You work in a Scrum Team. Your Product Owner asks who will fulfill the Scrum Master role. Your team has not decided yet. You volunteer, because you are the only one trained in Scrum.

Your Product Owner then decides that the most junior member should serve as the Scrum Master.

Why is this **not** a good idea?

- A) Because the Product Owner cannot decide this. Instead, the team should hire an external Scrum Master.
 - B) Because the Scrum Master role is better fulfilled by the most senior developer on the team.
 - C) Because this is an inappropriate Scrum Master. A Scrum Master should volunteer for the added responsibility.
-
- A) Incorrect. Although it is correct that the Product Owner should not decide this on their own, there is a great Team member that wants to take the Scrum Master role and is less inappropriate than the junior member.
 - B) Incorrect. The most senior developer did not volunteer and might be wanted in the development Team, because of his superior technical knowledge.
 - C) Correct. The junior member is not a great choice: they are not trained in Scrum and did not volunteer for the added responsibility. You did, so you are the better choice as a Scrum Master. (*Literature: A, chapter 7*)

When selecting a Product Owner, there are a few common pitfalls:

- The Product Owner wants to lower the quality of some requirements to finish on time.
- The Product Owner is part of a remote team and has no direct contact with the developers.
- The Product Owner pushes the team too hard, possibly leading to burn-outs.
- The Product Owner delegates decision making (and then overrules the decision maker).

One of these pitfalls has the potential to deliver work successfully, as long as the Product Owner remains engaged in the project and establishes a good relationship with the team.

In which scenario could you expect success?

- A) Lowering quality
 - B) Remote Team
 - C) Pushing too hard
 - D) Delegating decisions
-
- A) Incorrect. Ken Schwaber has called Quality a "corporate asset". No one except the CEO has the authority to sacrifice quality.
 - B) Correct. Remote Product Owners can work very successfully as long as they do remain engaged in the project and establish a rapport with the team. (*Literature: A, Chapter 7*)
 - C) Incorrect. A problem will arise if the team is kept under constant pressure. The Scrum Master should first push back and then work with the Product Owner to set reasonable long-term goals with the team.
 - D) Incorrect. Before delegating decisions, the Product Owner should be sure to do so without later second-guessing.

15 / 40

Exam specification 2.3.1

The Product Owner assigns tasks to developers in the Daily Scrum, and the meeting always takes more than 15 minutes.

What is the **best** response for the Scrum Master?

- A) Assign the tasks to the Development Team, so they can start working and the meeting stays within the 15 minute time-box
 - B) Convince the Product Owner to stop assigning tasks to the Development Team and not to participate in the Daily Scrums
 - C) Do not interfere in the arguments and let the self-organized Team members solve this problem themselves
 - D) Explain to the Product Owner that tasks are assigned after the Daily Scrum, so that the meeting stays within the 15 minute time-box
-
- A) Incorrect. No tasks are assigned by the Scrum Master or the Product Owner.
 - B) Correct. The developers themselves assign the tasks, rather than the Product Owner and the Scrum Master. The Daily Scrum should focus only on answering the three standard questions and on nothing else. It is a meeting for the Development Team and no one else can participate (although they can attend to observe). (*Literature: C*)
 - C) Incorrect. It is the Scrum Master's responsibility to take away impediments for the team. A Product Owner assigning tasks is an impediment.
 - D) Incorrect. No tasks are assigned by the Scrum Master or the Product Owner.

16 / 40

Exam specification 3.1.1

When is the first time that the Definition of Done is used by a Development Team?

- A) During the Daily Stand-up when a feature is defined as Done, since each feature must be checked for readiness as soon it is finished during the Sprint.
 - B) During the Demo to the Product Owner and the stakeholders, since they have to accept the product as a potentially shippable product.
 - C) During the estimation of the features in the Product Backlog, since the work depends on the requirements of both the features and the Definition of Done.
 - D) During the Release Sprint, in which it is confirmed that all the features created are according to the customer wishes and thus shippable.
-
- A) Incorrect. This answer is valid, but it is not the first time the Definition of Done is used.
 - B) Incorrect. This answer is valid, but it is not the first time the Definition of Done is used.
 - C) Correct. The workload indeed depends on all the requirements for a features and this includes the Definition of Done, since this list defines all the requirements for all features on the Product Backlog. (*Literature: F, Appendix B (additional exam literature). The usage of the Definition of Done is not completely defined in the mandatory literature, but is expected to be known. The concept has been included in the Basic Concept list in the Preparation Guide.*)
 - D) Incorrect. This answer is valid but it is not the first time the Definition of Done is used.

Read the following User Story:

As a data entry clerk, I want a good user interface for the administration of customer invoices, so that I can work fast.

Is this User Story complete enough to put in the Sprint Backlog?

- A) Yes, because additional information can be added during the Sprint.
 - B) Yes, because it mentions the complete syntax of a User Story.
 - C) No, because the identity of the type of user is not specific enough.
 - D) No, because the terms 'good' and 'fast' are not specific enough.
-
- A) Incorrect. It is true that additional information could be added during a Sprint (for instance, when there are questions), and the level of detail in a User Story should not be too high. However, when the User Story mentions quality requirements, such as 'good' or 'fast', these need to be specified up-front.
 - B) Incorrect. The syntax is good and complete, but the definitions of 'good' and 'fast' are not specific enough to realize this User Story in a Sprint.
 - C) Incorrect. There is no need to specify the type of user further. The user name does not need to be specific. The terms 'good' and 'fast' do need to be specified further.
 - D) Correct. User Stories on the Product Backlog that will be done soon need to be well enough defined to be completed in the upcoming Sprint. The non-functional requirements must be specific, so that the Story Points can be estimated and to ensure that the feature can be realized. (*Literature: A, Chapter 13*)

There are always things that users and developers are unable to think of before they start seeing the system taking shape.

What are the features called that cannot be identified in advance?

- A) Emergent Requirements
- B) Near-term features
- C) Prioritized list of features
- D) Value-adding features

- A) Correct. The features that we cannot identify in advance are called emergent requirements.
(Literature: A, Chapter 13)
- B) Incorrect. On a Scrum project, Just-in-Time analysis becomes the goal. The analyst's new aim is to stay as slightly ahead of the team as possible while still being able to provide useful information to the team about current and near-term features.
- C) Incorrect. The Product Backlog is a prioritized list of features to be added to a product.
- D) Incorrect. When people at work hear the marketed messages of change, they know they must either commit, comply, or leave. When they do not see the value-adding features of the change, and they feel they must comply in order to keep their jobs, then the difference between their true feelings and their compliance creates a detachment.

Scrum uses three levels of planning:

- The roadmap
- The releases
- The Sprint

What does iterative planning mean?

- A) For each realized Sprint, there is a moment to give feedback on all the plans and to plan the next Sprint.
- B) You define your roadmap and release plan once and based on that, you define a Sprint plan at the start of each Sprint.
- C) You define your roadmap and release plan once. After each Sprint you adjust the roadmap and the next Sprint.
- D) You plan your project in three steps: first the roadmap then the release and then the required Sprints.

- A) Correct. Roadmap planning is not mentioned exactly in this book. The author states that: "based on their experience developing the product increment during the iteration, the team may have gained knowledge or experience that affects planning at one or more of these levels. Similarly, showing the product increment to existing or likely users may generate new knowledge that would cause change to the plans. An Agile Team will incorporate these changes into their plans to the extent that they lead to a higher-value product." (*Literature: B, Chapter 3*)
- B) Incorrect. It may be useful to redefine the roadmap or release plan if you feel that it is necessary to change course. Feedback from the customer may indicate that more value can be achieved by changing the roadmap. Iterative planning should allow for this.
- C) Incorrect. Iterative planning does not mean that you always adjust the roadmap after each Sprint. That would be too unpredictable. Instead, you would more probably change the features in the next Sprint. Also, the word 'feedback' is missing from this answer.
- D) Incorrect. Although in a way this is true, the answer is not completely correct. Iterative planning means that you plan anew after receiving feedback. Feedback makes for new priorities and new features.

The Product Owner and the Development Team have disagreements in the Sprint Planning meeting. The Product Owner believes that the developers have estimated the items and their capacity too pessimistically and, therefore, have selected too few items for the Sprint.

What is the **best** action for the Scrum Master?

- A) Ask the Development Team to revise their estimates, because the Product Owner represents the customer.
 - B) Ask the two parties to calm down, discuss the matter, and come to an agreement; probably somewhere in the middle.
 - C) Explain to the Product Owner that this decision belongs to the Development Team, and that it should be accepted.
 - D) Tell the Product Owner to revise the estimates and calculate the Velocity, and let the developers know how many items they should select.
-
- A) Incorrect. Estimating is the sole responsibility of the Development Team. The Product Owner merely prioritizes what Stories or tasks have the most value for the customer.
 - B) Incorrect. Estimating is the sole responsibility of the Development Team. The Product Owner should trust the Development Team to be honest.
 - C) Correct. Estimating the Product Backlog Items and the capacity is the responsibility of the Development Team, and no one should force them to change it, because in this case, their self-organization will be weakened, which in turn blocks Agility. (*Literature: A, Chapter 14*)
 - D) Incorrect. No, this is not something that the Product Owner does. Estimating is the task of the Development Team.

After the User Stories of the release plan are estimated, they are decomposed into tasks on the Sprint Planning.

User Stories are estimated in another metric than tasks on the Sprint Planning.

What are the tasks on the Sprint Planning estimated in?

- A) Ideal days
 - B) Ideal hours
 - C) Story Points
 - D) Velocity
-
- A) Incorrect. What can be estimated in ideal days is the amount of time a User Story will take to develop.
 - B) Correct. Where the User Stories of a Release plan are estimated in Story Points or ideal days, the tasks on the Sprint plan are estimated in ideal hours. (*Literature: B, Chapter 14*)
 - C) Incorrect. Story Points are measuring units for expressing the overall size of a User Story, feature, or other piece of work.
 - D) Incorrect. Velocity is a measure of a team's rate of progress. It is calculated by summing the number of Story Points assigned to each User Story that the team completed during the iteration.

What is the role of the Scrum Master in a Sprint Planning session?

- A) Coach the Development Team on the estimation of features, but never decide on the estimation.
 - B) Cooperate with the Development Team to estimate features and remove features that are too difficult to estimate.
 - C) Interfere with the discussion of the Development Team to steer them in a specific direction, if they cannot agree.
 - D) Let the Development Team estimate features on their own, but decide on the estimation if they cannot agree.
-
- A) Correct. The Scrum Master should coach the Development Team during the discussion. A Scrum Master may take the lead in the discussion to allow everyone to speak. However, a Scrum Master must not make decisions for the Development Team. The Scrum Master only has authority over the processes used by the Development Team, not over content. (*Literature: C*)
 - B) Incorrect. The Scrum Master does not cooperate with the Development Team to estimate, the Development Team estimates the number of Story Points or ideal days for features on their own. Additionally, features are not automatically removed if they are too difficult to be estimated. They may be split into parts, if that helps. Removing features requires the Product Owner to be involved.
 - C) Incorrect. It is not the task of the Scrum Master to steer the discussion in a specific direction. The Development Team must be allowed space to discuss and decide on their own. It is allowed to interfere with the process of the discussion: the Scrum Master could take an active lead and point to people that are allowed to speak if emotions take over the discussion.
 - D) Incorrect. The Development Team always has to estimate the number of Story Points or ideal days by themselves. The Scrum Master is not allowed to make this decision.

23 / 40

Exam specification 3.3.3

During the feasibility phase of a project a schedule estimate is typically as far off as 60% to 160%.

What is the evolution of the amount of unpredictability during a project called?

- A) Cone of Uncertainty
- B) Ignoring Uncertainty
- C) Reducing Uncertainty
- D) Uncertainty factor

- A) Correct. In project management, the Cone of Uncertainty describes the evolution of the amount of uncertainty during a project. (*Literature: B, Chapter 1*)
- B) Incorrect. Ignoring uncertainty about exactly what users will eventually want, can lead to completing a project on schedule but without including important capabilities that were identified after the plan was created. (*Literature: B, Chapter 2*)
- C) Incorrect. Reducing uncertainty is particularly important in relationship development, not in the feasibility phase of a project.
- D) Incorrect. Uncertainty factors are used to compensate for a deficiency in knowledge concerning the accuracy of test results.

24 / 40

Exam specification 3.3.4

The Product Owner and the Scrum Master are discussing two different versions of a project. One version of the project will include more features and deliver more value than the other version, but will also cost a lot more due to increased development time. The Product Owner and Scrum Master want to compare the two versions, taking the IRR (Internal Rate of Return) into consideration.

What information can they gain by calculating the IRR?

- A) How much money a project can be expected to return
- B) How quickly the money invested in a project will increase in value
- C) The process of moving future amounts back into their present value
- D) The rate at which organizations discount future money

- A) Incorrect. This definition refers to the Net Present Value (NPV).
- B) Correct. IRR is a measure of how quickly the money invested in a project will increase in value. With IRR we can more readily compare projects. (*Literature: B, Chapter 10*)
- C) Incorrect. This definition refers to the financial term 'discounting'.
- D) Incorrect. This definition refers to the financial term 'opportunity cost'.

A team has unfinished Stories at the end of an iteration.

What should be done prior to the start or during the iteration?

- A) Consider including a feeding buffer
 - B) Consider including a schedule buffer
 - C) Re-estimate the finished Story
 - D) Split Stories into smaller Stories
-
- A) Incorrect. A feeding buffer protects the on-time delivery of a set of new capabilities. (*Literature: B, Chapter 18*)
 - B) Incorrect. A schedule buffer protects against uncertainty that can affect the on-time completion of the project. (*Literature: B, Chapter 17*)
 - C) Incorrect. Generally, re-estimating is useful when you completely blew it on the original estimate and can see that the mistake was a rare occurrence. (*Literature: B, Chapter 7*)
 - D) Correct. If a team has unfinished Stories at the end of an iteration, they are working with features or Stories that are too large. Small Stories lead to a steady flow through the development process. If Stories are left unfinished, they need to be split into smaller Stories. Ideally this should happen prior the start of the iteration. (*Literature: B, Chapter 19*)

Jeff, a Scrum Master in a billing software company, is looking for another useful way of visualizing how his team is doing at completing the planned functionality of a release.

He wants a box with the name of the theme, the number of Stories in that theme, the number of Story Points or ideal days for those Stories, and the percentage of the Story Points that are complete.

What is this a description of?

- A) Burn-Down chart
 - B) Burn-Up chart
 - C) Gantt chart
 - D) Parking-lot chart
-
- A) Incorrect. A release Burn-Down chart shows the amount of work remaining at the start of each iteration. The vertical axis shows the number of Story Points remaining in the project. Iterations are shown across the horizontal axis.
 - B) Incorrect. A Burn-Down chart may even show a Burn-Up during an iteration. This means that even though the team probably completed some work, they either realized that the remaining work was underestimated or increased the scope of the project.
 - C) Incorrect. A Gantt chart is a type of bar chart, adapted by Karol Adamiecki in 1896 and independently by Henry Gantt in the 1910s, that illustrates a project schedule. Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project.
 - D) Correct. A parking-lot chart contains a large rectangular box for each theme (or grouping of User Stories) in a release. Each box is annotated with the name of the theme, the number of Stories in that theme, the number of Story Points or ideal days for those Stories, and the percentage of the Story Points that are complete. (*Literature: B, Chapter 19*)

27 / 40

Exam specification 3.4.3

Your team has underestimated the remaining work in an iteration.

What may show up on the Burn-Down chart?

- A) Burn-up
- B) Ideal days
- C) Ideal hours
- D) Story Points

- A) Correct. A Burn-Down chart may even show a Burn-Up during an iteration. This means that even though the team probably completed some work, they either realized that the remaining work was underestimated or increased the scope of the project. (*Literature: B, Chapter 19*)
- B) Incorrect. On a software project, we may choose to estimate User Stories or other work in ideal days. When estimating in ideal days, you assume that the Story being estimated is the only thing you will work on, that everything you need will be on hand when you start and that there will be no interruptions. (*Literature: B, Chapter 5*)
- C) Incorrect. The User Stories of the release plan are decomposed into tasks on the iteration plan. Where the User Stories of a release plan are estimated in Story Points or ideal days, the tasks on the iteration plan are estimated in ideal hours. (*Literature: B, Chapter 14*)
- D) Incorrect. Story Points are a unit of measure for expressing the overall size of a User Story, feature or other piece of work. (*Literature: B, Chapter 4*)

28 / 40

Exam specification 3.5.1

Are issues and bugs part of the Scrum development process?

- A) No, the Development Team should focus on the Sprint goal, not on bugs and issues. Another team can handle them.
 - B) Yes, issues and bugs need to be fixed as soon as they occur. Otherwise, the Definition of Done is not fulfilled.
 - C) Yes, they are regular Product Backlog Items. The bugs and issues should be considered in each new Sprint Planning.
 - D) Yes, they should be prioritized immediately. High priority bugs or issues should be fixed in the current iteration.
-
- A) Incorrect. Although a good amount of focus is needed, the issues and bugs should not be handed off to another team. In addition, critical bugs or issues should be fixed immediately.
 - B) Incorrect. Not all bugs and issues are so critical that you should lose focus on the Sprint goal for them.
 - C) Incorrect. Bugs and issues can be placed on the Product Backlog, with a prioritization, but they are not regular Product Backlog Items. In addition, the Definition of Done was fulfilled when the code was finished, or it would not have shown up as an issue or bug.
 - D) Correct. Escaped defects must be handled by the Scrum Team and some may require an emergency fix which influences the velocity of the Scrum Team. (*Literature: no direct literature reference. 'Escaped defects' are supposed to be understood from the List of Basic Concepts.*)

Even in large development projects it is still recommended to use only one Product Backlog for one product.

What can **best** be done to keep the Product Backlog to a reasonable size to be able to manage it effectively?

- A) Do Rolling Lookahead planning
 - B) Make use of epics and themes
 - C) Proactively manage dependencies
 - D) Share responsibility
-
- A) Incorrect. All too often a team finishes its Sprint Planning meeting only to discover it needs a small amount of work done by another team but that team is not available. Rolling Lookahead planning greatly reduces the frequency of this problem by having teams spend a few minutes each Sprint thinking about what they will do in the next couple of Sprints. This does, however, not specifically contribute to a manageable Product Backlog.
 - B) Correct. By writing some large User Stories (epics) on the Product Backlog and by grouping small User Stories together into themes, you can keep the number of Product Backlog items small and manageable. (*Literature: A, Chapter 17*)
 - C) Incorrect. On any multiple team project the potential for dependencies between teams exists. Good team structure can go a long way toward reducing dependencies but will not eliminate them. Similarly, continuous integration helps point out problems caused by some dependencies. Fortunately, there are additional techniques Scrum teams can employ to further manage dependencies. This does, however, not specifically contribute to a manageable Product Backlog.
 - D) Incorrect. Scrum Teams are encouraged not to think in terms of 'my tasks' and 'your tasks' but of 'our tasks'. This forces collaboration among team members to new highs. Working in this way also creates a mindset of shared responsibility. This does, however, not specifically contribute to a manageable Product Backlog.

30 / 40

Exam specification 4.1.2

Scrum-of-Scrums meetings differ from Daily Scrums in various ways.

What is an example of a way in which a Scrum-of-Scrums meeting differs from the Daily Scrum?

- A) Scrum-of-Scrums meetings are not problem-solving meetings.
 - B) Scrum-of-Scrums meetings do not need to be time-boxed to 15 minutes.
 - C) Scrum-of-Scrums meetings need to be held no later than 10:00 AM.
-
- A) Incorrect. Scrum-of-Scrums meetings differ from Daily Scrums in three important ways, one is: they are problem-solving meetings. (*Literature: A, Chapter 17*)
 - B) Correct. Scrum-of-Scrums meetings differ from Daily Scrums in three important ways, one is: they do not need to be time-boxed to 15 minutes. (*Literature: A, Chapter 17*)
 - C) Incorrect. One example of a best practice gone away is a company that decided that all Daily Scrums needed to be held no later than 10:00 AM. (*Literature: A, Chapter 1*)

31 / 40

Exam specification 4.2.1

Not all projects are suitable to apply the Agile Scrum approach.

In which case is Scrum the **most** desirable?

- A) The competence of the developers is relatively low.
 - B) The organization does not want to do user acceptance tests.
 - C) The product requirements may change in the process.
 - D) The requirements are known upfront for a fast implementation.
-
- A) Incorrect. Scrum requires experienced developers to facilitate good estimation and allow self-organization. Also, developers are likely to have to take on many tasks, not just coding.
 - B) Incorrect. Scrum requires inspection and adaption by the customer to ensure the highest value.
 - C) Correct. Changing requirements are perfectly suitable for the Agile Scrum approach. In a Waterfall approach the changing demands will lead to a never ending project. (*Literature: C*)
 - D) Incorrect. When the requirements are known upfront, a Waterfall approach is good enough.

32 / 40

Exam specification 4.2.2

Depending on the size of a project, your team needs more or fewer resources. One of these resources is the number of team members.

What is true about team size?

- A) Larger teams complete projects with less total effort, which is cheaper.
 - B) Larger teams create more defects than small teams, but work faster.
 - C) Smaller teams need more time, which costs more effort and money.
 - D) Team members in larger teams are more productive than in smaller teams.
-
- A) Incorrect. Larger teams need more people. They do develop faster, but not so much faster that a large team is cheaper.
 - B) Correct. Larger teams do seem to create around six times as many defects as small teams do and the output is not that much faster. This is a good argument to start working in Agile Scrum Teams. *(Literature: A, Chapter 10)*
 - C) Incorrect. Smaller teams do take more time, but this does not cost more total effort and money, because the most expensive resource is manpower.
 - D) Incorrect. Team members are experiencing a type of bystander effect when working in larger teams: someone will probably do it. Therefore, they take less responsibility and feel less committed than when working in smaller teams.

33 / 40

Exam specification 4.3.1

Olivia is a Scrum Master in a games software company. They are in the transition from the Waterfall model to Scrum.

Olivia is trying to increase the *desire* to adopt Scrum inside her company.

What action should she take?

- A) Create a sense of urgency
 - B) Provide exposure to new people and experiences
 - C) Run a pilot project
 - D) Use metrics
-
- A) Correct. One way to turn awareness into desire is to turn up the heat. By creating a sense of urgency, we make it clear to others that the status quo cannot continue as such for long. *(Literature: A, Chapter 2)*
 - B) Incorrect. That is a tool for developing awareness.
 - C) Incorrect. That is a tool for developing awareness.
 - D) Incorrect. That is a tool for developing awareness.

34 / 40

Exam specification 5.1.1

ADAPT is an acronym for the activities in an Agile transition plan. The first 'A' stands for *awareness*.

Why is awareness important as a first step when introducing Agile?

- A) Because everyone in the organization needs to learn to think and work as a team
 - B) Because there needs to be a common understanding that there is a better way
 - C) Because all departments should be aware of the Agile techniques you introduce
-
- A) Incorrect. This is the second 'A' in ADAPT, which stands for 'Ability'. Before we acquire the ability to be Agile, including learning to think and work as a team, we need to be aware of why we are changing.
 - B) Correct. We need to know why we need to change in order to get the motivation to change the current process to deliver acceptable results. (*Literature: A, Chapter 2*)
 - C) Incorrect. This is the 'T' in ADAPT which stands for 'Transfer'. Before we transfer Agile techniques throughout the company, we need to be aware of why we are changing.

35 / 40

Exam specification 5.1.2

A company has discovered that the current process is not delivering acceptable results. Transitioning to Scrum seems like a valid solution, as most competitors are already very successful in using Scrum.

The CEO has created a sense of urgency and is also speaking to stakeholders about his plans. Most employees are excited to learn more about Agile.

What would be the next step in the transitioning process?

- A) Ability to succeed with Scrum
 - B) Desire to adopt Scrum as a way to address current problems
 - C) Promotion of Scrum through sharing experiences
 - D) Transfer of the implications of using Scrum throughout the company
-
- A) Correct. After the desire to adopt Scrum has been developed, people need to learn how to become Agile. (*Literature: A, Chapter 2*)
 - B) Incorrect. Desire has already been created.
 - C) Incorrect. First you need to acquire the ability to become Agile. After that the company can promote and transfer the implications of Scrum.
 - D) Incorrect. First you need to acquire the ability to become Agile. After that the company can promote and transfer the implications of Scrum.

36 / 40

Exam specification 5.1.3

Your co-worker is a Skeptic and resisting change.

What is a good approach to deal with this resistance?

- A) Create dissatisfaction with the status quo: Skeptics like the status quo
 - B) Model the right behaviors yourself: Skeptics need someone to follow
 - C) Provide training: Resistance of Skeptics is partly based on not having done or seen something
 - D) Reiterate and reinforce the commitment: Skeptics need to know that the company is committed to transaction
-
- A) Incorrect. This is true for Die-hards.
 - B) Incorrect. This is true for Followers.
 - C) Correct. Skeptics react well to training. Once they have seen something work, the resistance lessens. *(Literature: A, Chapter 6)*
 - D) Incorrect. This is true for Saboteurs.

37 / 40

Exam specification 5.2.1

A Scrum Team's job is to self-organize around the challenges, within the boundaries and constraints, put in place by management.

What is the management's job in this context?

- A) To come up with appropriate challenges
 - B) To maximize the throughput of the Team
 - C) To provide motivation
 - D) To remind of the goals
-
- A) Correct. A Scrum Team's job is to self-organize around the challenges, and within the boundaries and constraints, put in place by management. Management's job is to come up with appropriate challenges and remove impediments to self-organization. That being said, the fewer constraints or controls put on a team, the better. *(Literature: A, Chapter 12, p.229)*
 - B) Incorrect. The Scrum Master is responsible for maximizing the throughput of the team and for assisting team members in adopting and using Scrum. *(Literature: A, Chapter 7, p. 131)*
 - C) Incorrect. Think of the help from a Scrum Master as similar to a personal trainer. The Scrum Master should provide motivation while at the same time making sure you do not cheat. *(Literature: A, Chapter 7, p. 130)*
 - D) Incorrect. Think of the help from a Scrum Master as similar to a personal trainer. The Scrum Master cannot make you do an exercise you do not want to do. Instead, he reminds you of your goals and how you have chosen to meet them. *(Literature: A, Chapter 7, p. 130)*

38 / 40

Exam specification 5.2.2

Cross-functional teams have advantages over teams in traditional development projects.

What is one of them?

- A) Attract attention and interest
- B) Eliminating hand-offs
- C) Hold individuals accountable
- D) Use of metrics

- A) Incorrect. This is a tool for promoting Scrum. (*Literature: A, Chapter 2*)
- B) Correct. By eliminating hand-offs, we eliminate problems created by waiting and by the need to transfer knowledge from one person to another. The more the whole team is involved and responsible, the fewer hand-offs will be needed. (*Literature: A, Chapter 11*)
- C) Incorrect. This is a tool for Developing *ability*. (*Literature: A, Chapter 2*)
- D) Incorrect. This is a tool for Developing *awareness*. (*Literature: A, Chapter 2*)

39 / 40

Exam specification 5.3.1

The Agile Manifesto mentions a number of cultural aspects. These help to successfully introduce Agile development.

Which value is **not** reflected in the Manifesto?

- A) Control
- B) Cooperation
- C) Self-organizing
- D) Trust

- A) Correct. Control is not a cultural aspect that is mentioned in the Agile Manifesto. (*Literature: Agile Manifesto*)
- B) Incorrect. The manifesto states: "Close, daily cooperation between business people and developers".
- C) Incorrect. The manifesto states: "Self-organizing Teams".
- D) Incorrect. The manifesto states: "Projects are built around motivated individuals, who should be trusted".

Paula, a Scrum Master for an Asset Management Software company wants her team to stick together in pursuit of a common goal for a project, and to overcome the challenges that face any team involved in a difficult pursuit.

What is she trying to create?

- A) Awareness
- B) Coherence
- C) Desire
- D) Promotion

- A) Incorrect. Awareness is one of the five common activities necessary for a successful and lasting Scrum adoption. (*Literature: A, Chapter 2, p.43*)
- B) Correct. We want a team to stick together in pursuit of a common goal for a project, and we want a team stuck together to overcome the challenges that face any team involved in a difficult pursuit. Many factors work against creating coherence within a distributed team: Language, culture, physical separation, and time zone differences are just a few. (*Literature: A, Chapter 18, p.356*)
- C) Incorrect. Desire is one of the five common activities necessary for a successful and lasting Scrum adoption. (*Literature: A, Chapter 2, p.43*)
- D) Incorrect. Promotion is one of the five common activities necessary for a successful and lasting Scrum adoption. (*Literature: A, Chapter 2, p.43*)

Evaluation

The table below shows the correct answers to the questions in this set of sample questions.

Question	Answer Key	Question	Answer Key
1	D	21	B
2	A	22	A
3	A	23	A
4	B	24	B
5	A	25	D
6	D	26	D
7	B	27	A
8	D	28	D
9	A	29	B
10	A	30	B
11	B	31	C
12	B	32	B
13	C	33	A
14	B	34	B
15	B	35	A
16	C	36	C
17	D	37	A
18	A	38	B
19	A	39	A
20	C	40	B

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