EXIN Agile Scrum

Foundation

Sample Exam

AGILE SCRUM

Contents

Introduction

This is the sample exam EXIN Agile Scrum Foundation (ASF.EN). The EXIN exam rules and regulations apply to this exam.

This sample 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 examination is 40. Each correct answer is worth one point. If you obtain 26 points (65%) or more you have passed.

The time allowed for this sample exam is 60 minutes.

Good luck!

Sample Exam

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During the Daily Scrum three questions are answered.

Which question is one of these questions?

    A. What obstacles are in the way?
    B. Who should take on the next task?
    C. Which requests of the customer did we receive?

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A Scrum Team realizes that it may be late in delivering a component that another Scrum Team is waiting for.

What is the best forum to discuss this issue and find a resolution?

    A. Daily Scrum of either Team
    B. Scrum-of-Scrums
    C. Sprint Review
    D. Sprint Retrospective

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A Scrum Team thought it a good practice to clearly define a checklist of items that must be completed before calling a story "completed".

What artifact are they likely to use for this?

    A. Burn-Down Chart
    B. Definition of Done
    C. Product Backlog
    D. Sprint Backlog

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Near the end of a Sprint, the Development Team realizes that they will not be able to complete the stories they had committed to.

What is the best course of action for the Development Team?

    A. Add resources and team members to meet the goals of the current Sprint.
    B. Ask the Product Owner to decide which stories can be delayed until the next Sprint.
    C. Decide on a new Definition of Done for the Sprint Backlog Items.

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An often used best practice is to define User Stories according to the acronym 'INVEST'. The 'S' of 'INVEST' means Small.

Regarding the User Story in a Sprint, what must be small?

    A. the number of Sprints needed to realize the User Story
    B. the number of team members involved
    C. the Story Points or Ideal Hours involved
    D. the length of the written-out User Story

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Which of the following statements best describes the role that the Daily Scrum plays in the monitoring of a Scrum project?

    A. The Daily Scrum helps the Scrum Master to update the burn-down chart.
    B. The Daily Scrum gives the Development Team insight into their progress and their issues.
    C. The Daily Scrum lets the Product Owner review the progress of the Team.

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The S of INVEST stands for Small.

Which items on the product backlog should be small?

    A. All items in the Product Backlog
    B. The items on the top of the Product Backlog
    C. The items on the bottom of the Product Backlog
    D. Only items on the Sprint Backlog must be small

A Scrum Team is estimating User Stories. The Scrum Master suggests the Planning Poker technique.

What is the process of Planning Poker?

    A. Compare the Story to reference Stories and then estimate it.
    B. Estimate on your own, then discuss everyone else's estimates.
    C. Sort all Stories based on their relative effort required.

What is an assertion of the Agile manifesto?

    A. We value contract negotiation over customer collaboration.
    B. We value following a plan over responding to change.
    C. We value processes and tools over individuals and interaction.
    D. We value working software over comprehensive documentation.

The Development Team determines that it has over-committed itself for a Sprint.

Who should be present when reviewing and adjusting the Sprint work?

    A. The Development Team, the Scrum Master and the Product Owner. The Stakeholders should be consulted.
    B. The Development Team and the Scrum Master. The Product Owner should be consulted.
    C. The Development Team only. The Product Owner should be consulted.

How should 'Done' be defined when multiple Scrum Teams are working on a single product?

    A. All Scrum Teams must have the same Definition of Done.
    B. Each Scrum Team must define and use their own Definition of Done.
    C. The Scrum Master defines when the item is Done.

A Scrum Team selects a Product Backlog Item (PBI) for the Sprint Backlog.

What must the Development Team do to finish the Product Backlog Item it selects?

   A. As much as can be done in the Sprint before the deadline.
   B. As much as is required to satisfy the Definition of Done.
   C. Analyze, design, program, test and document the Product Backlog Item.

Which of the following is a desirable characteristic of information radiators?

   A. Current
   B. Detailed
   C. Provided on a "need to know" basis
   D. Stable

How long should it take a 5 member Scrum Team to finalize the Sprint Planning for a 3 week Sprint?

   A. 3-6 hours
   B. 3-6 days
   C. as long as it takes

According to Agile principles, what should be the pace of development?

   A. Fast
   B. Increasing
   C. Sustainable

Why does the Daily Scrum need to be held at the same location and time?

   A. The booking of a room needs to be done in advance for the duration of the Sprint.
   B. The constant time and place is best for continuity of the Scrum framework.
   C. The Project Manager needs to get the status updates at a given time every day.

In the past 8 Sprints, the Scrum Team has completed 85 story points worth of work altogether. The Scrum Team has been asked to start working on a new project which is estimated at 64 story points.

How many Sprints would be needed to complete this project?

    A. 5 sprints
    B. 7 sprints
    C. 8 sprints
    D. 10 sprints

A Team is transitioning into Scrum. They already had a role called Project coordinator, who facilitates interactions, removes roadblocks and acts as the process coach of the Team.

What should this role be called after the transition?

    A. Project coordinator
    B. Project manager
    C. Scrum Master
    D. Scrum project manager

A Scrum Team estimates a Story using the Planning Poker technique. The Team decides to allocate 5 Story Points to a Story, because the developers estimated 2 points and the testers estimated 3 points.

Which statement is true regarding this scenario?

    A. Points are assigned by the Scrum Master, not by the Development Team.
    B. Points are assigned for the overall Story, not for parts of the Story.
    C. Points are never estimated, but always determined beforehand.
    D. The Development Team also needs to ask the Product Owner about the estimate.

A customer requests a report that summarizes functionality added and defects found and fixed, right at the end of a Sprint.

Who can best prepare this report?

- A. The Product Owner
- B. The Scrum Master
- C. The Development Team
- D. This type of report should not be prepared.

What is the primary responsibility of a Scrum Master in order to keep a Scrum Team working at its peak level of productivity?

- A. Keeping high priority features at the top of the Product Backlog.
- B. Not allowing changes to the Product Backlog once the Sprint begins.
- C. Supporting the Development Team's decisions and resolving their issues.

Collaboration is the most important parameter for the success of a Scrum Team.

What term best describes this type of interaction?

- A. Distributed team working
- B. Information radiator sharing
- C. Osmotic communication

The Product Backlog is ordered from most valuable to least valuable. There are a few criteria that determine how valuable a Product Backlog Item is.

What are these criteria?

- A. Benefits, Cost, Risks
- B. Benefits, Cost, Size
- C. Time on the backlog, Cost, Risks
- D. Time on the backlog, Cost, Size

While reviewing a bar style release Burn-Down chart, a newly appointed Scrum Master observed that the bottom of the bar had moved above the horizontal axis between Sprint 3 and 4.

What happened in Sprint 3?

    A. The Development Team finished less than the allocated stories.
    B. The Development Team finished more than the allocated stories.
    C. Work got added to the Product Backlog.
    D. Work got removed from the Product Backlog.

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A Sprint just concluded and it was a disaster. None of the planned stories were completed and the review had to be cancelled. Senior management wants to establish accountability for this.

Who is ultimately accountable for the success or failure of a Scrum project?

    A. The Product Owner
    B. The Scrum Master
    C. Senior Management
    D. The Development Team

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Who knows most about the progress towards a business objective or a release?

    A. The Product Owner
    B. The Scrum Master
    C. The Development Team

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For a Sprint, progress is monitored in a Burn-Down Chart.

What does a Burn-Down Chart show?

    A. The amount of completed work
    B. The amount of remaining work
    C. The velocity of the Development Team

A Scrum Team failed to meet the Sprint objectives. One of the key members of the Development Team fell ill and was away for 2 days right at the beginning of the 4-week Sprint.

What is the most likely reason that the Team did not meet the Sprint objectives?

- **A.** The Product Owner is unable to prioritize.
- **B.** The Development Team is lacking skills.
- **C.** The Team did not plan the Sprint effectively.
- **D.** The Development Team is over-worked.

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Your team uses a Kanban board. The Work in Progress(WIP) limit of a column on the Kanban board is reached.

What is expected of you when this happens?

- **A.** Assign work to co-workers in the next column to free capacity.
- **B.** Enlarge the Work in Progress limit and keep working.
- **C.** Help the co-workers in the column with the bottleneck.
- **D.** Wait until work is pulled to the next column to free capacity.

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A Product Owner wants a story to be completed in two days. The Development Team member working on the Story reckons it will take five days. The Scrum Master feels it should take three days. A subject matter expert, who has worked on similar Stories in the past, thinks it should be at most a one day effort.

Whose estimate should be used for planning?

- **A.** The Product Owner's
- **B.** The Scrum Master's
- **C.** The Subject Matter Expert
- **D.** The Development Team

Senior management wants to regularly audit if the Scrum Team is following Scrum practices and principles.

Who is in the best position to conduct such an audit?

- A. The Product Owner
- B. The Scrum Master
- C. The Development Team
- D. The Testers

The Product Owner is going on a three-week vacation. The Team should be closing the current Sprint and starting a new Sprint at the end of the first week of the Product Owner's vacation.

What is the best way to continue the Scrum rituals in this situation?

- A. Each Scrum Team should ideally have two Product Owners to provide cover.
- B. The Product Owner should be requested to delay his vacation by a week.
- C. The Scrum Master should take over and cover for the Product Owner.

What is the definition of Velocity of a Team?

- A. A shared understanding of how fast a Sprint must be done.
- B. The optimum Work in Progress limit for each Sprint.
- C. The number of Story Points a Team can finish in 1 Sprint.
- D. The sum of all completed Sprint Backlog Items.

A Scrum Team works on a project in 2-week Sprints. During the Sprint Planning meeting of the fifteenth Sprint, the Scrum Master says:
"We have seen from the last 12 Sprints that we cannot deliver potentially shippable increments in 2 weeks. Let's increase the duration for Sprint 16."

Should the duration be increased?

- A. Yes, because the Scrum Master can change the Sprint duration.
- B. Yes, because past Sprint performance is a good reason to change.
- C. No, because the Sprint duration cannot be changed, for any reason.
- D. No, because only Development Team members may change Sprint duration.

Which contract type is adaptive and therefore fits well with the Scrum way of working?

    A. The contract type "Time & means or fixed unit"
    B. The contract type "Fixed price"
    C. Neither contract type

According to Agile principles, which type of team can come up with the best requirements, architectures and design?

    A. Co-located
    B. Experienced
    C. Self-organized
    D. Well trained

Agile planning happens at multiple levels including a daily plan, a sprint plan and a strategic plan.

What term best describes the multi-level planning?

    A. Planning Onion
    B. Planning Poker
    C. Sprint Planning

A team member from a Scrum Team feels that a senior technical architect from another team may have some valuable insights and feedback about the product.

What is the best event to ask for this feedback?

    A. Daily Scrum
    B. Sprint Planning
    C. Sprint Retrospective
    D. Sprint Review

One person is working on the code and another person is observing, critiquing and occasionally switching roles.

What practice is being followed here?

- **A.** Code review
- **B.** Continuous integration
- **C.** Pair programming
- **D.** Test-driven development

What is a Sprint?

- **A.** A brainstorming session in Extreme programming to generate design ideas.
- **B.** A race between two developers to see who can complete a feature fastest.
- **C.** One iteration in the Scrum methodology.
- **D.** The last iteration in the Scrum project, when the Team works long hours to finish the project.

Answer Key

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During the Daily Scrum three questions are answered.

Which question is one of these questions?

- A. What obstacles are in the way?
- B. Who should take on the next task?
- C. Which requests of the customer did we receive?

- A. Correct. This is one of the questions answered in a Daily Scrum together with "What has been accomplished since the last meeting?" and "What will be done before the next meeting?" (Literature A: Scrum Rituals: Daily Scrum)
- B. Incorrect. During the Daily Scrum, each member of the Development Team should answer these three questions:
    1. What has been accomplished since the last meeting?
    2. What will be done before the next meeting?
    3. What obstacles are in the way?
- C. Incorrect. During the Daily Scrum, each member of the Development Team should answer these three questions:
    1. What has been accomplished since the last meeting?
    2. What will be done before the next meeting?
    3. What obstacles are in the way?

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A Scrum Team realizes that it may be late in delivering a component that another Scrum Team is waiting for.

What is the best forum to discuss this issue and find a resolution?

- A. Daily Scrum of either Team
- B. Scrum-of-Scrums
- C. Sprint Review
- D. Sprint Retrospective

- A. Incorrect. The Daily Scrum should only be a short discussion about the Team's problems and progress.
- B. Correct. The Scrum-of-Scrums is a coordination meeting where dependencies and resolution of cross-team issues can be discussed.
- C. Incorrect. The Sprint Review is meant to showcase the new functionality.
- D. Incorrect. The Sprint Retrospective should be used to improve upon the processes in the previous iteration.

A Scrum Team thought it a good practice to clearly define a checklist of items that must be completed before calling a story "completed".

What artifact are they likely to use for this?

- A. Burn-Down Chart
- B. Definition of Done
- C. Product Backlog
- D. Sprint Backlog

- A. Incorrect. The Burn-Down Chart shows how much of the work is already completed.
- B. Correct. Definition of Done is a well understood and clearly documented definition of items that must be established to mark a story (or iteration or project) to be done. (Literature A: Artifact 4: Definition of "Done")
- C. Incorrect. The Product Backlog shows the remaining User Stories to be done before the release.
- D. Incorrect. The Sprint Backlog shows the remaining User Stories to be done in the current Sprint.

Near the end of a Sprint, the Development Team realizes that they will not be able to complete the stories they had committed to.

What is the best course of action for the Development Team?

- A. Add resources and team members to meet the goals of the current Sprint.
- B. Ask the Product Owner to decide which stories can be delayed until the next Sprint.
- C. Decide on a new Definition of Done for the Sprint Backlog Items.

- A. Incorrect. This is not a practice within Scrum. Doing this might lead to adding new co-workers to a functioning Team, causing extra delays. Adding resources might be an option, but it should never lead to overtime.
- B. Correct. The Product Owner should decide which items have the most value and should be done first in this Sprint. (Literature A: Scrum Roles)
- C. Incorrect. The Definition of Done is a given, so that the customer gets the value they need. The Definition of Done should not be changed during a Sprint.

An often used best practice is to define User Stories according to the acronym 'INVEST'. The 'S' of 'INVEST' means Small.

Regarding the User Story in a Sprint, what must be small?

- **A.** the number of Sprints needed to realize the User Story
- **B.** the number of team members involved
- **C.** the Story Points or Ideal Hours involved
- **D.** the length of the written-out User Story

- **A.** Incorrect. A user story should be realized in one Sprint.
- **B.** Incorrect. All team members work ideally on the same feature, so the number of team members working on one User Story may be up to 9, which is not exactly small.
- **C.** Correct. User Stories at the top of the Product Backlog, and thus Stories in the Sprint, have to be small. They need to be small to ensure that they fit into 1 Sprint and that they are defined precisely enough. (Literature A: , Part 2)
- **D.** Incorrect. No the text must be barely sufficient, but not necessarily small. If you need 250 words to explain what needs to happen, than that is ok.

Which of the following statements best describes the role that the Daily Scrum plays in the monitoring of a Scrum project?

- **A.** The Daily Scrum helps the Scrum Master to update the burn-down chart.
- **B.** The Daily Scrum gives the Development Team insight into their progress and their issues.
- **C.** The Daily Scrum lets the Product Owner review the progress of the Team.

- **A.** Incorrect. The Development Team should (or could) update the Burn-Down Chart. This is not the main goal of the Daily Scrum.
- **B.** Correct. This is exactly what the Daily Scrum is for. 3 questions should be asked daily: What has been done since last meeting? What will be done before the next meeting? What obstacles are in the way? Anything else should be discussed outside of the Daily Scrum. (Literature A:Event 3: Daily Scrum)
- **C.** Incorrect. The Product Owner may listen-in, but the Product Owner should not be using this meeting for getting updates on the progress of the Development Team.

The S of INVEST stands for Small.

Which items on the product backlog should be small?

- **A.** All items in the Product Backlog
- **B.** The items on the top of the Product Backlog
- **C.** The items on the bottom of the Product Backlog
- **D.** Only items on the Sprint Backlog must be small

- **A.** Incorrect. The highest priority PBI's are at the top and are the most detailed since they must be realized as first. The lower the PBI's on the product backlog the less we need to detail them. They may change over time or will even be skipped / deleted from the product backlog.
- **B.** Correct. The items on the top should be small, because these are the items that are split-up Epic User Stories and are defined precisely enough to incorporate in the (next) Sprint. (Literature A, Chapter 1)
- **C.** Incorrect. The highest priority PBI's are at the top and are the most detailed since they must be realized as first. The lower the PBI's on the product backlog the less we need to detail them. They may change over time or will even be skipped / deleted from the product backlog.
- **D.** Incorrect. The Sprint backlog items must be small, but the items on top of the product backlog as well.

A Scrum Team is estimating User Stories. The Scrum Master suggests the Planning Poker technique.

What is the process of Planning Poker?

- **A.** Compare the Story to reference Stories and then estimate it.
- **B.** Estimate on your own, then discuss everyone else's estimates.
- **C.** Sort all Stories based on their relative effort required.

- **A.** Incorrect. This is Triangulation.
- **B.** Correct. This is Planning Poker. (Literature A, Estimating)
- **C.** Incorrect. This is Affinity Estimation.

What is an assertion of the Agile manifesto?

- **A.** We value contract negotiation over customer collaboration.
- **B.** We value following a plan over responding to change.
- **C.** We value processes and tools over individuals and interaction.
- **D.** We value working software over comprehensive documentation.

- **A.** Incorrect. We value customer collaboration over contract negotiation.
- **B.** Incorrect. We value responding to change over following a plan.
- **C.** Incorrect. We value individuals and interaction over processes and tools.
- **D.** Correct. Value working software over comprehensive documentation is an assertion of the Agile manifesto. (Literature A: Agile Manifesto)

The Development Team determines that it has over-committed itself for a Sprint.

Who should be present when reviewing and adjusting the Sprint work?

- **A.** The Development Team, the Scrum Master and the Product Owner. The Stakeholders should be consulted.
- **B.** The Development Team and the Scrum Master. The Product Owner should be consulted.
- **C.** The Development Team only. The Product Owner should be consulted.

- **A.** Incorrect. The Scrum Master and Product Owner are not necessary. The stakeholders should be kept out of this discussion.
- **B.** Incorrect. The Scrum Master is superfluous.
- **C.** Correct. The Development Team itself has to make decisions about how to distribute the work. They need to redistribute the work amongst themselves. If the process needs guidance, they can ask the Scrum Master to guide the discussion. The Product Owner needs to be consulted to ensure that tasks dropped have the lowest value for the customer. (Literature A:Scrum Roles)

How should 'Done' be defined when multiple Scrum Teams are working on a single product?

- **A.** All Scrum Teams must have the same Definition of Done.
- **B.** Each Scrum Team must define and use their own Definition of Done.
- **C.** The Scrum Master defines when the item is Done.

- **A.** Correct. Using the same Definition of Done ensures that the pieces of the project will fit together and are in the same state of Done. (Literature: Definition of Done & Scaled Scrum)
- **B.** Incorrect. It is important to adhere to the same Definition of Done, so that the pieces of the project may be added together seamlessly.
- **C.** Incorrect. The Scrum Master never has any say in what is Done. This is the task of the Product Owner as Voice of the Customer.

A Scrum Team selects a Product Backlog Item (PBI) for the Sprint Backlog.

What must the Development Team do to finish the Product Backlog Item it selects?

- **A.** As much as can be done in the Sprint before the deadline.
- **B.** As much as is required to satisfy the Definition of Done.
- **C.** Analyze, design, program, test and document the Product Backlog Item.

- **A.** Incorrect. The Team defines beforehand what needs to be done and works at a sustainable pace.
- **B.** Correct. The Definition of Done is guiding in what needs to be done before a Backlog Item is finished. (Literature A: Artifact 4: Definition of Done)
- **C.** Incorrect. The steps that the Team take are not part of this discussion. It all depends on what the Definition of Done is.

Which of the following is a desirable characteristic of information radiators?

- **A.** Current
- **B.** Detailed
- **C.** Provided on a "need to know" basis
- **D.** Stable

- **A.** Correct. The most important thing for an Information Radiator is that it is current. If it is not current, people still need to start looking at other information sources, while the idea is that an Information Radiator brings the information to you. (Literature: Artifact 5)
- **B.** Incorrect. Detailing is not necessary, as long as it gives some information in a highly visible way. A display that only shows the remaining number of days in the Sprint is not detailed at all, but might work well as an Information Radiator.
- **C.** Incorrect. Information Radiators could be visible for any passer-by.
- **D.** Incorrect. Information Radiators need to change often to stay current.

How long should it take a 5 member Scrum Team to finalize the Sprint Planning for a 3 week Sprint?

- **A.** 3-6 hours
- **B.** 3-6 days
- **C.** as long as it takes

- **A.** Correct. The Sprint Planning meeting is a time-boxed meeting. Usually it is fixed to 8 hours for a 4-week Sprint, or proportionally shorter for shorter Sprints. (Literature A: Event 1: The Sprint)
- **B.** Incorrect. A Sprint Planning meeting is hardly ever more than 8 hours. 3-6 days is definitely too long to use for planning alone. Additional planning can be done during the Sprint.
- **C.** Incorrect. Planning is important, but it should not take too long. Additional planning may happen during the Sprint, but the Sprint Planning meeting is a time-boxed event.

According to Agile principles, what should be the pace of development?

- A. Fast
- B. Increasing
- C. Sustainable

- A. Incorrect. A fast pace may lead to constant overwork and a quick burn-out of the Team.
- B. Incorrect. Although initially the pace may be increasing, this is not the goal of Agile development.
- C. Correct. The key benefits of a sustainable pace are that developers are more focused on producing than working. This leads to a happier work environment and higher productivity. (Literature: Agile Practices)

Why does the Daily Scrum need to be held at the same location and time?

- A. The booking of a room needs to be done in advance for the duration of the Sprint.
- B. The constant time and place is best for continuity of the Scrum framework.
- C. The Project Manager needs to get the status updates at a given time every day.

- A. Incorrect. The booking of the room is not mandatory as per Scrum Guide.
- B. Correct. The participation of the Development Team is mandatory. It is easier to organize the daily work around a constant Event throughout the sprint.
- C. Incorrect. This is not mandatory as per Scrum Guide.

In the past 8 Sprints, the Scrum Team has completed 85 story points worth of work altogether. The Scrum Team has been asked to start working on a new project which is estimated at 64 story points.

How many Sprints would be needed to complete this project?

- A. 5 sprints
- B. 7 sprints
- C. 8 sprints
- D. 10 sprints

- A. Incorrect. 5 is not enough time, based on the current Velocity.
- B. Correct. The Velocity of the team is 85/8=10.625. The number of Sprints required to complete the project is 64/velocity (64/10.625=6.024), which works out to be slightly above 6. Hence 7 is the most reasonable answer, since we should never round these estimates down. (Literature: Estimating)
- C. Incorrect. 8 is the number of past Sprints. There is no reason to assume that the next Project should contain the same number of Sprints. The comparison does only hold when the lenght of the Sprint is kept the same.
- D. Incorrect. 10 is approximately the current velocity. It is not the number of Sprints needed for the upcoming project.

A Team is transitioning into Scrum. They already had a role called Project coordinator, who facilitates interactions, removes roadblocks and acts as the process coach of the Team.

What should this role be called after the transition?

- A. Project coordinator
- B. Project manager
- C. Scrum Master
- D. Scrum project manager

- A. Incorrect. There is no role of Project Coordinator in Scrum.
- B. Incorrect. There is no role of Project Manager in Scrum.
- C. Correct. The work of the Project Coordinator is similar to that of the Scrum Master. It's important in Scrum not to change the names for the different roles. This helps to keep Scrum working. (Literature A: Scrum Roles)
- D. Incorrect. There is no role of Scrum Project Manager in Scrum.

A Scrum Team estimates a Story using the Planning Poker technique. The Team decides to allocate 5 Story Points to a Story, because the developers estimated 2 points and the testers estimated 3 points.

Which statement is true regarding this scenario?

- **A.** Points are assigned by the Scrum Master, not by the Development Team.
- **B.** Points are assigned for the overall Story, not for parts of the Story.
- **C.** Points are never estimated, but always determined beforehand.
- **D.** The Development Team also needs to ask the Product Owner about the estimate.

- **A.** Incorrect. It is the task of the Development Team to assign the estimates.
- **B.** Correct. The Story should be estimated as a whole. Points for what a tester feels he needs plus what a developer feels he needs should not be given. Both should estimate the complete Story. (Literature: Scrum Artifacts)
- **C.** Incorrect. Points are always estimated.
- **D.** Incorrect. The Product Owner should not be involved in the estimates.

A customer requests a report that summarizes functionality added and defects found and fixed, right at the end of a Sprint.

Who can best prepare this report?

- **A.** The Product Owner
- **B.** The Scrum Master
- **C.** The Development Team
- **D.** This type of report should not be prepared.

- **A.** Incorrect. Even though the Product Owner is the Voice of the Customer, they may not be close enough to the daily goings-on to write this report.
- **B.** Correct. The Scrum Master should indeed get the impediments of the Development Team out of the way and is thus in the best position to write this report. (Literature A: Scrum Roles)
- **C.** Incorrect. Even though the Development Team may need to be consulted, they should not be tasked with writing the report: they should focus on getting the next iteration working.
- **D.** Incorrect. If this adds value for the customer, the report should be prepared.

What is the primary responsibility of a Scrum Master in order to keep a Scrum Team working at its peak level of productivity?

- A. Keeping high priority features at the top of the Product Backlog.
- B. Not allowing changes to the Product Backlog once the Sprint begins.
- C. Supporting the Development Team's decisions and resolving their issues.

- A. Incorrect. This is the responsibility of the Product Owner.
- B. Incorrect. No changes are allowed, but this is the responsibility of the entire Team, not the Scrum Master alone.
- C. Correct. This is the job of the Scrum Master. (Literature A: Scrum Roles)

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Collaboration is the most important parameter for the success of a Scrum Team.

What term best describes this type of interaction?

- A. Distributed team working
- B. Information radiator sharing
- C. Osmotic communication

- A. Incorrect. A distributed Team is a team that is not working in the same space together.
- B. Incorrect. An Information Radiator is a device that shows you relevant, up-to-date information.
- C. Correct. Having Team members co-located in a single room is not just about making conversations easier, but also about osmotic communications, where people can gain useful information by overhearing and help each other as needed. (Literature: Osmotic Communication)

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The Product Backlog is ordered from most valuable to least valuable. There are a few criteria that determine how valuable a Product Backlog Item is.

What are these criteria?

- A. Benefits, Cost, Risks
- B. Benefits, Cost, Size
- C. Time on the backlog, Cost, Risks
- D. Time on the backlog, Cost, Size

- A. Correct. These three are relevant for ordering the PBI's. (Literature A, Part 2).
- B. Incorrect, The Size is a synonym for the cost in an Agile Team
- C. Incorrect, The time on the backlog is not a criterion since it is not a FIFO or LIFO system.
- D. Incorrect. Cost and Size are synonyms and the time on the backlog is not relevant the product backlog has no FIFO or LIFO.

While reviewing a bar style release Burn-Down chart, a newly appointed Scrum Master observed that the bottom of the bar had moved above the horizontal axis between Sprint 3 and 4.

What happened in Sprint 3?

- **A.** The Development Team finished less than the allocated stories.
- **B.** The Development Team finished more than the allocated stories.
- **C.** Work got added to the Product Backlog.
- **D.** Work got removed from the Product Backlog.

- **A.** Incorrect. The bottom of the bars is directed by how much work still needs to be done in the release, not by how much was done in this Sprint.
- **B.** Incorrect. The bottom of the bars is directed by how much work still needs to be done in the release, not by how much was done in this Sprint.
- **C.** Incorrect. Work added to the chart would have the bar move below the 0-axis, not above it. When the 0-axis is reached by the work-done line, there is still more work to be done: the work that was added.
- **D.** Correct. In a release level Burn-Down bar chart, work getting removed from the Product Backlog can be indicated by moving the bottom of the bar up. This shows that the new 0-axis is at the same level of the bar. When that point is reached, no more work needs to be done, even though the graph will not say 0 yet. (Literature: Artifact 5: Monitoring Progress toward a Goal)

A Sprint just concluded and it was a disaster. None of the planned stories were completed and the review had to be cancelled. Senior management wants to establish accountability for this.

Who is ultimately accountable for the success or failure of a Scrum project?

- **A.** The Product Owner
- **B.** The Scrum Master
- **C.** Senior Management
- **D.** The Development Team

- **A.** Incorrect. Although the Product Owner may have raised concerns earlier, she is not accountable for the entire project.
- **B.** Incorrect. The Scrum Master is accountable for the Team following the Scrum processes, not for the overall project.
- **C.** Incorrect. Senior management did not play a role in the Scrum project and cannot be accountable.
- **D.** Correct. The Development Team is collectively accountable for success or failure of a Scrum project. (Literature A: Role 3: The Development Team)

Who knows most about the progress towards a business objective or a release?

    A. The Product Owner
    B. The Scrum Master
    C. The Development Team

    A. Correct. This is a task of the Product Owner, as she is the Voice of the Customer. (Literature A: Scrum Roles)
    B. Incorrect. The Scrum Master knows most about coaching the Team and removing impediments.
    C. Incorrect. The Development Team must work on finishing the items and not be bothered by also ordering them and tracking progress towards business objectives.

For a Sprint, progress is monitored in a Burn-Down Chart.

What does a Burn-Down Chart show?

    A. The amount of completed work
    B. The amount of remaining work
    C. The velocity of the Development Team

    A. Incorrect. That is a Burn-Up Chart.
    B. Correct. The Burn-Down Chart shows the amount of work remaining: it is a downward-sloping chart. (Literature A; Artifact 5: Monitoring Progress toward a Goal)
    C. Incorrect. You can infer the velocity from previous Burn-Down Charts, but it does not directly show Velocity.

A Scrum Team failed to meet the Sprint objectives. One of the key members of the Development Team fell ill and was away for 2 days right at the beginning of the 4-week Sprint.

What is the most likely reason that the Team did not meet the Sprint objectives?

- **A.** The Product Owner is unable to prioritize.
- **B.** The Development Team is lacking skills.
- **C.** The Team did not plan the Sprint effectively.
- **D.** The Development Team is over-worked.

- **A.** Incorrect. The Product Owner does not decide how much is done in a Sprint, even though she may decide what is done first.
- **B.** Incorrect. The Development Team may well lack skills, but they could have planned for learning these skills as part of the estimate.
- **C.** Correct. The Development Team likely did not estimate the Backlog Items well and did not plan the work well. A 2-day absence should not lead to not meeting Sprint Objectives, especially not if that was at the beginning of the Sprint. (Literature A: Scrum Artifacts)
- **D.** Incorrect. Even though the Team may be overworked, this is more the effect of bad planning rather than the cause of not meeting the Sprint objectives.

Your team uses a Kanban board. The Work in Progress(WIP) limit of a column on the Kanban board is reached.

What is expected of you when this happens?

- **A.** Assign work to co-workers in the next column to free capacity.
- **B.** Enlarge the Work in Progress limit and keep working.
- **C.** Help the co-workers in the column with the bottleneck.
- **D.** Wait until work is pulled to the next column to free capacity.

- **A.** Incorrect. This is not allowed. Kanban only allows pull of work, not a push. The Team should start helping their co-workers.
- **B.** Incorrect. This is not allowed. The WIP limit should not change incidentally or any time the WIP limit is reached. That is explicitly NOT what the WIP limit is for. Instead, the limit is there to ensure that bottlenecks are solved instead of ignored.
- **C.** Correct. "When a step is done, people cannot push the completed work to the next column and free up capacity for new work; instead, they should wait for the next column to pick the work." This quote equals answer D, but there is a better answer.
- **D.** Incorrect. When the WIP limit is reached, this is not a sign to relax, but rather a sign that there is a bottleneck. This bottleneck should be addressed. The team has to help the co-workers that are the reason why the WIP limit is reached.

A Product Owner wants a story to be completed in two days. The Development Team member working on the Story reckons it will take five days. The Scrum Master feels it should take three days. A subject matter expert, who has worked on similar Stories in the past, thinks it should be at most a one day effort.

Whose estimate should be used for planning?

- A. The Product Owner's
- B. The Scrum Master's
- C. The Subject Matter Expert
- D. The Development Team

- A. Incorrect. The Product Owner determines what should be estimated, but has no control over the estimate itself.
- B. Incorrect. The Scrum Master determines the process of estimating, but has no control over the final estimate.
- C. Incorrect. There are no Subject Matter Experts in Scrum.
- D. Correct. At the end of the day, the only estimate that matters is the one given by the team members working on the story. (Literature A: Event 2: Sprint Planning)

Senior management wants to regularly audit if the Scrum Team is following Scrum practices and principles.

Who is in the best position to conduct such an audit?

- A. The Product Owner
- B. The Scrum Master
- C. The Development Team
- D. The Testers

- A. Incorrect. This is not a task of the Product Owner.
- B. Correct. One of the Scrum Master's responsibilities is to be the coach of the Team and to ensure that the Team is following the Scrum processes. This allows the Scrum Master to conduct this audit. (Literature A: Role 2: The Scrum Master)
- C. Incorrect. This is not a task of the Development Team.
- D. Incorrect. Tester is not a role in Scrum.

The Product Owner is going on a three-week vacation. The Team should be closing the current Sprint and starting a new Sprint at the end of the first week of the Product Owner's vacation.

What is the best way to continue the Scrum rituals in this situation?

- **A.** Each Scrum Team should ideally have two Product Owners to provide cover.
- **B.** The Product Owner should be requested to delay his vacation by a week.
- **C.** The Scrum Master should take over and cover for the Product Owner.

- **A.** Incorrect. A Scrum Team does not need two Product Owners.
- **B.** Incorrect. The Product Owner should not have to delay his vacation.
- **C.** Correct. In a well-planned Sprint, the Scrum Master can take over from the Product Owner for a little while. If the Product Backlog Items are ordered well, it should be self-evident what should be done next. If necessary, the Scrum Master can take over this task. (Literature A: Scrum Roles)

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What is the definition of Velocity of a Team?

- **A.** A shared understanding of how fast a Sprint must be done.
- **B.** The optimum Work in Progress limit for each Sprint.
- **C.** The number of Story Points a Team can finish in 1 Sprint.
- **D.** The sum of all completed Sprint Backlog Items.

- **A.** Incorrect. The velocity specifically shows the number of Story Points or Ideal hours or Ideal Days a Team can do. The length of the Sprint is determined by other things.
- **B.** Incorrect. The optimum Work in Progress limit is for the Kanban board, not for a Sprint.
- **C.** Correct. The velocity is the number of units of work completed in a certain interval. (Literature A: Artifact 2: Sprint Backlog)
- **D.** Incorrect. I would not know what this would count up to. If you knew the number of Story Points, you could use this to estimate the velocity, but there is definitely a better answer.

A Scrum Team works on a project in 2-week Sprints. During the Sprint Planning
meeting of the fifteenth Sprint, the Scrum Master says:
"We have seen from the last 12 Sprints that we cannot deliver potentially shippable
increments in 2 weeks. Let's increase the duration for Sprint 16."

Should the duration be increased?

    A. Yes, because the Scrum Master can change the Sprint duration.
    B. Yes, because past Sprint performance is a good reason to change.
    C. No, because the Sprint duration cannot be changed, for any reason.
    D. No, because only Development Team members may change Sprint duration.

    A. Incorrect. The duration should be increased, but not because the Scrum
       Master thinks it is a good idea.
    B. Correct. The Scrum Master gives a valid argument, based on a good amount
       of earlier work, that the Sprint duration should be changed. (Literature A,
       Scrum Events)
    C. Incorrect. Sprint duration is ideally not changed, but repeating a strategy that is
       not working is not sensible. If there are valid reasons to change the Sprint
       duration: go ahead and change it.
    D. Incorrect. Any team member may suggest the change. The entire Scrum Team
       will debate whether the reason is valid enough.

Which contract type is adaptive and therefore fits well with the Scrum way of working?

    A. The contract type "Time & means or fixed unit"
    B. The contract type "Fixed price"
    C. Neither contract type

    A. Correct. "Time & means or fixed unit"– this is our preferred type of contract,
       which is compatible with the adaptive nature of the project." "Fixed Price– even
       though most customers like fixed price, fixed scope contracts and even some
       of them are required by law to have only fixed price contracts, it is not really
       Agile." So adaptiveness is the key value. It is hard to be adaptive when the
       project price is fixed. This is why "Time & means or fixed unit" clearly fits
       easier with Agile and Scrum. (Literature A, Contract Types and Scrum)
    B. Incorrect. This type can be done with Scrum, but it is more difficult to work
       Agile with this contract. Also, the "Fixed price" contract is usually not very
       adaptive. What if a customer decides a high-value feature should be
       implemented, because the ROI is very high? Can't be done in the Fixed Price
       scenario.
    C. Incorrect. The contract type "Time & means or fixed unit" is adaptive, so this
       cannot be the correct answer.

According to Agile principles, which type of team can come up with the best requirements, architectures and design?

- **A.** Co-located
- **B.** Experienced
- **C.** Self-organized
- **D.** Well trained

- **A.** Incorrect. A co-located team is nice to ensure communication, but does not necessarily lead to better requirements, architectures and design.
- **B.** Incorrect. An experienced Agile team would be better than an inexperienced Agile team, but an Agile team likely outperforms a regular experienced team.
- **C.** Correct. The best architectures, requirements and designs emerge from self-organized teams. (Literature A: Agility Concept)
- **D.** Incorrect. A well-trained team may work well, but an Agile team will outperform well-trained people.

Agile planning happens at multiple levels including a daily plan, a sprint plan and a strategic plan.

What term best describes the multi-level planning?

- **A.** Planning Onion
- **B.** Planning Poker
- **C.** Sprint Planning

- **A.** Correct. When you show the different levels of planning in Scrum in a diagram, this looks like an Onion. (Literature A: Planning Onion)
- **B.** Incorrect. Planning Poker is a method for estimating tasks.
- **C.** Incorrect. The Sprint Planning is not multi-level, but an example of the planning within Scrum that happens at one of the levels.

A team member from a Scrum Team feels that a senior technical architect from another team may have some valuable insights and feedback about the product.

What is the best event to ask for this feedback?

- **A.** Daily Scrum
- **B.** Sprint Planning
- **C.** Sprint Retrospective
- **D.** Sprint Review

- **A.** Incorrect. It is not wise to ask for feedback during a Sprint. During a Sprint, you do not want to change Sprint Backlog Items, so that you can keep your pace.
- **B.** The Sprint Planning meeting should be just that: a planning meeting. This is not a good event to ask for feedback.
- **C.** Incorrect. In the Sprint Retrospective, the Scrum processes used to create the product should be reviewed by the Team itself.
- **D.** Correct. The Sprint Review is a working demo of the product being built and is the best event to invite external stakeholders and get their input. The product shown in the Sprint Review is not the final product. The final product is presented in the Release Sprint. Every other Sprint Review is a good moment to ask for input. (Literature A: Event 4: Sprint Review)

One person is working on the code and another person is observing, critiquing and occasionally switching roles.

What practice is being followed here?

- **A.** Code review
- **B.** Continuous integration
- **C.** Pair programming
- **D.** Test-driven development

- **A.** Incorrect. Code review means that someone looks at your code. This could be you, or someone else. It is not pair-programming.
- **B.** Incorrect. Continuous integration means that all programmers are required to upload their latest versions of code into the repository every hour or so. This enables us to be sure that previous work is 'Done' and does not need much further adjustment.
- **C.** Correct. Pair programming is the practice of two developers working on one terminal - one as the driver and another as the navigator. (Literature A: Agile Practices)
- **D.** Incorrect. Test-driven development is having test scenarios prepared before the program is written, so that the programmer writes something that passes that test.

What is a Sprint?

    A. A brainstorming session in Extreme programming to generate design ideas.
    B. A race between two developers to see who can complete a feature fastest.
    C. One iteration in the Scrum methodology.
    D. The last iteration in the Scrum project, when the Team works long hours to finish the project.

    A. Incorrect. There is no such thing and this is not a Sprint.
    B. Incorrect. There is no race between developers in Scrum. This would work counter-productive and is not in line with working together and a sustainable pace.
    C. Correct. An iteration is called a Sprint. (Literature A: Scrum Events)
    D. Incorrect. The last iteration is the Release Sprint. It is not a Sprint in which the Team works longer hours at all.

Evaluation

The correct answers to the questions are in the table below.

number	answer
1	A
2	B
3	B
4	B
5	C
6	B
7	B
8	B
9	D
10	C
11	A
12	B
13	A
14	A
15	C
16	B
17	B
18	C
19	B
20	B

number	answer
21	C
22	C
23	A
24	D
25	D
26	A
27	B
28	C
29	C
30	D
31	B
32	C
33	C
34	B
35	A
36	C
37	A
38	D
39	C
40	C

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