Question 1 :

Which two things are appropriate for a Scrum Master to do if the Developers don't have the engineering tools and infrastructure to completely finish each selected Product backlog Item?

Choose 2 answers

* **Refocus the current Sprint on establishing the Developers' infrastructure instead of delivering an increment**
* **Declare the Developers not ready for Scrum**
* **Coach the Scrum Team members to improve its skills, tools and infrastructure over time and adjust the Definition of Done accordingly**
* **(Correct)**
* **Encourage the Product Owner to accept partially done increments until the situation improves**
* **Have the Scrum Team establish a Definition of Done that is actually possible to achieve given current circumstances**
* **(Correct)**

#### **Explanation**

The Scrum Master serves the Scrum Team in several ways, including:

**● Coaching the team members in self-management and cross-functionality;**

**● Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;**

● Causing the removal of impediments to the Scrum Team’s progress; and,

● Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

Question 2 :

What are considered attributes of a Product Backlog? (choose the best three answers)

* **It is dynamic.**
* **(Correct)**
* **It is never complete.**
* **(Correct)**
* **When the final version of a product is rolled out, a Product Backlog is no longer needed.**
* **As long as a product exists, its Product Backlog also exists.**
* **(Correct)**
* **A Product Backlog could be closed when it contains no items to include into the next Sprint.**

#### **Explanation**

A Product Backlog is never complete. The earliest development of it only lays out the initially known and best understood requirements. The Product Backlog evolves as the product and the environment in which it will be used evolves. The Product Backlog is dynamic; it constantly changes to identify what the product needs to be appropriate, competitive, and useful. As long as a product exists, its Product Backlog also exists.

Question 3 :

Which two ways of creating a Scrum Team are consistent with Scrum's values?

Choose 2 answers.

* **Bring all the Developers together and let them self-organize**
* **(Correct)**
* **Managers collaborate to assign individuals to specific teams**
* **Managers personally re-assign current subordinates to new teams**
* **Existing teams propose how they would like to go about organizing into the new structure**
* **(Correct)**
* **The Chief Product Owner determines the new team structures and assignments**

#### **Explanation**

Scrum Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Developers' overall efficiency and effectiveness. **They are self-organizing**.

Question 4 :

Which three of the following are time-boxed events in Scrum?

Choose 3 answers.

* **Release Retrospective**
* **Sprint Retrospective**
* **(Correct)**
* **Daily Scrum**
* **(Correct)**
* **Sprint Planning**
* **(Correct)**
* **Sprint 0**
* **Release Testing**
* **Sprint Testing**

#### **Explanation**

There are no such things as Sprint 0, Release Retrospective, Release Testing nor Sprint Testing in the Scrum framework.

Question 5 :

Which of the following might the Scrum Team discuss during a Sprint Retrospective?

* **Methods of communication**
* **Skills needed to improve the Developers' ability to deliver**
* **The way the Scrum Master participates in the Sprint Planning**
* **All answers are correct**
* **(Correct)**
* **Its Definition of Done**

#### **Explanation**

The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness.

The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. Inspected elements often vary with the domain of work. Assumptions that led them astray are identified and their origins explored. The Scrum Team discusses what went well during the Sprint, what problems it encountered, and how those problems were (or were not) solved.

The Scrum Team identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint.

The Sprint Retrospective concludes the Sprint. It is timeboxed to a maximum of three hours for a one- month Sprint. For shorter Sprints, the event is usually shorter.

Question 6 :

When is the Scrum Team allowed to interact with the Key Stakeholders? (choose the best answer)

* **Any time where it’s valuable to have the Stakeholder input**
* **(Correct)**
* **The Daily Scrum**
* **The Sprint Retrospective**
* **The Sprint Review**

#### **Explanation**

The Product Owner is responsible for making sure that the Key Stakeholders attend and interact in the Sprint Reviews, but really the Stakeholders can be involved with the Scrum Team any time where it’s valuable to have the Stakeholder input.

Question 7 :

How much of the Sprint Backlog must be defined during the sprint Planning meeting?

* **The entire Sprint backlog must be identified and estimated by the end of the Sprint planning meeting**
* **Just enough tasks for the Scrum Master to be confident in the Developers' understanding of the Sprint**
* **Enough so the Developers can create its best forecast of what it can do, and to start the first several days of the Sprint**
* **(Correct)**
* **Just enough to understand design and architectural implications**

Question 8 :

What does the word 'development' mean in the context of Scrum? (choose the best answer)

* **The building, releasing, and sustaining of a Product.**
* **Research and identifying of viable markets, technologies, and Product capabilities.**
* **Development of an operational environment for the Product.**
* **Complex work that can include, but is not limited to, all of the suggested options above.**
* **(Correct)**
* **Software and hardware development.**

#### **Explanation**

When the words 'develop' and 'development' are used in the Scrum Guide, they refer to complex work including software and hardware development, development and releasing of products and enhancements, development and sustaining product operational environments, research and identifying of viable markets and technologies, and even more.

Scrum is adopted in many domains holding essentially complex work, beyond software product development where Scrum has its roots.

Question 9 :

A Product Owner wants advice from the Scrum Master about estimating work in Scrum. Which of these is the guideline that a scrum Master should give?

* **Scrum forbids estimating**
* **Estimates are made by the Product Owner, but are best checked with the Developers**
* **Estimates must be in relative units**
* **Estimates are made by the Developers**
* **(Correct)**
* **Product Backlog items must be estimated in story points**

Question 10 :

The Product Owner is also accountable for effective Product Backlog management, which includes:

* **Helping establish empirical product planning for a complex environment**
* **Planning and advising Scrum implementations within the organization**
* **Developing and explicitly communicating the Product Goal**
* **(Correct)**
* **Helping find techniques for effective Product Goal definition and Product Backlog management**

#### **Explanation**

The Product Owner is also accountable for effective Product Backlog management, which includes:

● **Developing and explicitly communicating the Product Goal**;

● Creating and clearly communicating Product Backlog items;

● Ordering Product Backlog items; and,

● Ensuring that the Product Backlog is transparent, visible and understood.

Question 11 :

What are the two primary ways a Scrum Master keeps a Scrum Team working at its highest level of productivity?

Choose 2 answers.

* **By coaching the team members in self-management and cross-functionality**
* **(Correct)**
* **By causing the removal of impediments to the Scrum Team’s progress**
* **(Correct)**
* **Developing and explicitly communicating the Product Goal**
* **Ordering Product Backlog items**

#### **Explanation**

The Scrum Master is accountable for the Scrum Team’s effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework.

Scrum Masters are true leaders who serve the Scrum Team and the larger organization. The Scrum Master serves the Scrum Team in several ways, including:

● Coaching the team members in self-management and cross-functionality;

● Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;

● Causing the removal of impediments to the Scrum Team’s progress; and,

● Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

Question 12 :

The Daily Scrum is an event that happens every day. What would be three key concerns if the frequency were to be lowered to every two or three days?

Choose 3 answers.

* **The Sprint plan becomes inaccurate**
* **(Correct)**
* **Opportunities to inspect and adapt the Sprint Backlog are lost**
* **(Correct)**
* **The Product Owner cannot accurately report progress to the stakeholders**
* **Impediments are raised and resolved more slowly**
* **(Correct)**
* **The Scrum Master loses the ability to update the Gantt chart property**
* **Too much work is spent updating the Scrum board before the meeting**

#### **Explanation**

Daily Scrums improve communications, eliminate other meetings, identify impediments to development for removal, highlight and promote quick decision-making, and improve the Developers' level of knowledge. This is a key inspect and adapt meeting.

Question 13 :

What is the recommended size for a Scrum Team?

* **9**
* **10 or fewer people**
* **(Correct)**
* **3 to 7**
* **At least 7**

#### **Explanation**

The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, **typically 10 or fewer people**. In general, we have found that smaller teams communicate better and are more productive. If Scrum Teams become too large, they should consider reorganizing into multiple cohesive Scrum Teams, each focused on the same product. Therefore, they should share the same Product Goal, Product Backlog, and Product Owner.

Question 14 :

What can be a source of requirements for any changes to be made to the Product? (choose the best answer)

* **The Key Stakeholders**
* **The CEO of the Organization**
* **The Product Backlog**
* **(Correct)**

#### **Explanation**

The Product Backlog is an ordered list of everything that might be needed in the product and is the single source of requirements for any changes to be made to the product.

Question 15 :

Which are properties of the Daily Scrum?

Choose 2 answers.

* **Its location and time should remain constant**
* **(Correct)**
* **It consists of the Scrum Master asking the Team members the three questions**
* **It is fifteen minutes or less in duration**
* **(Correct)**
* **It is facilitated by the team lead**
* **It is held first thing in the morning**
* **It is free form and designed to promote conversation**

#### **Explanation**

The Daily Scrum is a 15-minute time-boxed event for the Developers. The Daily Scrum is held every day of the Sprint. At it, the Developers plan work for the next 24 hours. This optimizes team collaboration and performance by inspecting the work since the last Daily Scrum and forecasting upcoming Sprint work. The Daily Scrum is held at the same time and place each day to reduce complexity.

Question 16 :

It is unusual when a Sprint is cancelled.

* **True**
* **(Correct)**
* **False**

#### **Explanation**

Sprint cancellations consume resources, since everyone regroups in another Sprint Planning to start another Sprint. Sprint cancellations are often traumatic to the Scrum Team, and are very uncommon.

Question 17 :

A product increment must be released to production at the end of each Sprint

* **False**
* **(Correct)**
* **True**

#### **Explanation**

An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. The increment is a step toward a vision or goal. The increment must be in useable condition regardless of whether the Product Owner decides to release it.

Question 18 :

The Sprint Retrospective is an opportunity for the Scrum Team to:

* **inspect itself and create a plan for improvements**
* **(Correct)**
* **argue about who is responsible for mistakes**
* **chose what to work on during the next Sprint**
* **refine the Product Backlog**

#### **Explanation**

The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint.

Question 19 :

What happens if the Developers cannot complete their work by the end of the Sprint?

* **The Sprint is extended and future Sprints use this new duration**
* **The Sprint is extended temporarily. Lessons are taken to ensure it doesn't happen again.**
* **The Sprint length holds and the Developers continuously learn what is actually possible to do within a sprint of this length**
* **(Correct)**

#### **Explanation**

Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process.

Question 20 :

Which does a self-managing Scrum Team choose?

* **How to best accomplish its work**
* **(Correct)**
* **Sprint length**
* **Product Backlog ordering**
* **Stakeholders for the Sprint Review**
* **When to release, based on its progress**

Question 21 :

Which of the following are accountabilities on a Scrum Team?

Choose all that apply

* **Product Owner**
* **(Correct)**
* **Users**
* **Developers**
* **(Correct)**
* **Customers**
* **Scrum Master**
* **(Correct)**

#### **Explanation**

The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint. Scrum defines three specific accountabilities within the Scrum Team: the Developers, the Product Owner, and the Scrum Master.

Question 22 :

How often should the Scrum Team membership change?

* **Never, because it reduces productivity**
* **Every Sprint to promote shared learning**
* **As needed while taking into account a short-term reduction in productivity**
* **(Correct)**
* **As needed, with no special allowance for changes in productivity**

Question 23 :

If burndown charts are used to visualize progress, what does a trend through a release burndown chart indicates

* **When the work remaining will likely be completed if nothing changes on the Product Backlog or the Developers**
* **(Correct)**
* **When the project will be over if the Product owner removes work that is equal in effort to any new work that is added**
* **When all work will be completed so the Scrum Team can be released for other work**
* **The evolution of the cost spent on the project**

Question 24 :

Scrum is a methodology that tells in detail how to build a product incrementally

* **False**
* **(Correct)**
* **True**

#### **Explanation**

Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

In a nutshell, Scrum requires a Scrum Master to foster an environment where:

1. A Product Owner orders the work for a complex problem into a Product Backlog.

2. The Scrum Team turns a selection of the work into an Increment of value during a Sprint.

3. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.

4. *Repeat*

Scrum is simple. Try it as is and determine if its philosophy, theory, and structure help to achieve goals and create value. The Scrum framework is **purposefully incomplete**, only defining the parts required to implement Scrum theory. Scrum is built upon by the collective intelligence of the people using it. Rather than provide people with detailed instructions, the rules of Scrum guide their relationships and interactions.

Question 25 :

A properly functioning Scrum Team will have at least one "Release Sprint".

* **True**
* **False**
* **(Correct)**

#### **Explanation**

The heart of Scrum is a Sprint, a time-box of one month or less during which a “Done”, useable, and **potentially** releasable product Increment is created.

**There’s no “Release Sprint” in Scrum**. The same way that there’s no “Testing or QA Sprint” in Scrum.

Question 26 :

When does the second Sprint start?

* **After the Product Backlog for the second Sprint has been selected**
* **Immediately after the first Sprint**
* **(Correct)**
* **Once the architectural changes for the second Sprint have been approved by the senior architect**
* **After the customer completes acceptance testing of the first Sprint**

Question 27 :

Who must ensure the new increments meet the Definition of Done?

* **The Scrum Team**
* **The Scrum Master**
* **QA specialists**
* **The Developers**
* **(Correct)**
* **The Product Owner**

#### **Explanation**

The Developers are professionals who do the work of delivering a potentially releasable Increment of “Done” product at the end of each Sprint. A “Done” increment is required at the Sprint Review.

Question 28 :

Who is responsible for conducting the Daily Scrum ?

* **The product Owner**
* **The Developers**
* **(Correct)**
* **The Scrum Team**
* **The Scrum Master**

#### **Explanation**

The Scrum Master ensures that the Developers have the meeting, but the Developers are responsible for conducting the Daily Scrum. The Scrum Master teaches the Developers to keep the Daily Scrum within the 15-minute time-box.

Question 29 :

What is the outcome of the Sprint Review?

* **A revised Sprint Backlog**
* **A new increment ready to be released**
* **A revised Product Backlog**
* **(Correct)**
* **A revised Sprint Goal**
* **A revised Definition of Done**

#### **Explanation**

The result of the Sprint Review is a revised Product Backlog that defines the probable Product Backlog items for the next Sprint. The Product Backlog may also be adjusted overall to meet new opportunities.

Question 30 :

Select all that apply :

* **Daily Scrums improve communications**
* **(Correct)**
* **Daily Scrums highlight and promote quick decision-making**
* **(Correct)**
* **Daily Scrums identify impediments to development for removal**
* **(Correct)**
* **Daily Scrums last at least 15 mins**
* **Daily Scrums can take place in different rooms each day**

#### **Explanation**

The Daily Scrum is a 15-minute time-boxed event for the Developers. Which means 15 mins is the maximum duration, not the minimum. A Daily Scrum can last less than 15 mins.

The Daily Scrum is held at the same time and place each day to reduce complexity.

Daily Scrums improve communications, eliminate other meetings, identify impediments to development for removal, highlight and promote quick decision-making, and improve the Developers' level of knowledge. This is a key inspect and adapt meeting.

Question 31 :

What is the main reason for the Scrum Master to be at the Daily Scrum?

* **To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burndown**
* **To make sure every team member answers the three questions**
* **To gather status and progress information to report to management**
* **He or she does not have to be there; he or she only has to ensure the Developers have a Daily Scrum**
* **(Correct)**

#### **Explanation**

The Scrum Master ensures that the Developers have the meeting, but the Developers are responsible for conducting the Daily Scrum. The Scrum Master teaches the Developers to keep the Daily Scrum within the 15-minute time-box.

Question 32 :

Product Backlog Refinement... (choose the best two answers)

* **Is an ongoing activity to add details, such as a description, order, and size**
* **(Correct)**
* **Is only used to prepare for the next Sprint Planning.**
* **Is time­-boxed to a maximum of 4 hours.**
* **Answers the question: how will the work needed to deliver the Increment be achieved.**
* **Is the act of breaking down and further defining Product Backlog items into smaller more precise items**
* **(Correct)**

#### **Explanation**

Product Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items. This is an ongoing activity to add details, such as a description, order, and size. Attributes often vary with the domain of work.

Question 33 :

A product backlog has:

Select an answer:

* **Low priority task items at the top**
* **High priority task items at the bottom**
* **Low priority task items at the bottom**
* **(Correct)**
* **Task items distributed randomly**

#### **Explanation**

Higher ordered Product Backlog items are usually clearer and more detailed than lower ordered ones.

Question 34 :

The Scrum Master observes the Product Owner struggling with ordering the Product Backlog. What is an appropriate action for the Scrum Master to take?

* **Suggest the Product Owner extend the Sprint, so he can have more time to order the Product Backlog.**
* **Suggest that the Developers do the ordering to be sure that it is a feasible ordering of work**
* **Present the Product Owner with an ordered Product Backlog to use**
* **Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value.**
* **(Correct)**
* **Encourage the Product Owner to work with the Developers to see which items technically are fastest to implement**

#### **Explanation**

The Scrum Master serves the Product Owner in several ways, including:

● **Helping find techniques for effective Product Goal definition and Product Backlog management**;

● **Helping the Scrum Team understand the need for clear and concise Product Backlog items**;

● Helping establish empirical product planning for a complex environment; and,

● Facilitating stakeholder collaboration as requested or needed.

Question 35 :

During the Sprint, if new work is required, the Developers can add it to the current Sprint Backlog.

* **True**
* **(Correct)**
* **False**

#### **Explanation**

The Developers modify the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Developers work through the plan and learns more about the work needed to achieve the Sprint Goal. As new work is required, the Developers add it to the Sprint Backlog.

Question 36 :

Multiple Scrum Teams working on the same project must have the same Sprint start date

* **False**
* **(Correct)**
* **True**

#### **Explanation**

There is no mandatory rule to have different start dates or the same start date of a sprint through teams

Question 37 :

You are the Scrum Master on a newly formed Scrum Team. Which three of the following activities would probably help the team in starting up?

* **Introduce a bonus system for the top performers in the team**
* **Ensure the Scrum Team understands they need a Definition of Done**
* **(Correct)**
* **Have the development managers for each Developer introduce their direct reports and go over their responsibilities on the Scrum Team**
* **Have the Scrum Team members introduce themselves to each others and give a brief background of their skills and work history**
* **(Correct)**
* **Ensure the Scrum Team members have compatible personalities**
* **Ask the Product Owner to discuss the product or project, its history, goals, and context as well as answer questions**
* **(Correct)**

#### **Explanation**

The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

The Scrum Master is accountable for the Scrum Team’s effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework.

Scrum Masters are true leaders who serve the Scrum Team and the larger organization. The Scrum Master serves the Scrum Team in several ways, including:

● Coaching the team members in self-management and cross-functionality;

● Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;

● Causing the removal of impediments to the Scrum Team’s progress; and,

● Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

Question 38 :

Which three of the following are true about Scrum?

Choose 3 answers.

* **Scrum is based on empirical process control theory**
* **(Correct)**
* **Each component of Scrum serves a specific purpose, and is essential to Scrum's success and your usage of Scrum to develop complex products**
* **(Correct)**
* **Scrum is a methodology, where you can pick and choose which parts of Scrum you think will work for your environment**
* **Scrum is like traditional processes but with self-organization to replace Project managers**
* **Scrum is a framework for developing and sustaining complex products**
* **(Correct)**

#### **Explanation**

Scrum is founded on empirical process control theory, or empiricism. Empiricism asserts that knowledge comes from experience *and* making decisions based on what is known. Scrum employs an iterative, incremental approach to optimize predictability and control risk.

Three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation.

Question 39 :

What is the accountability of the Product Owner during Sprint 0?

* **There is no such thing as Sprint 0**
* **(Correct)**
* **Make sure enough Product Backlog items are refined to fill the first 3 Sprints**
* **Make the complete project plan to commit date, budget and scope to the stakeholders**
* **Gathering, eliciting, and analyzing the requirements that will be inserted into the Product Backlog**
* **Determine the composition of the Scrum Teams so they have the capacity to deliver the completed forecast**

#### **Explanation**

The Scrum Team delivers an Increment of product functionality every Sprint. This Increment is useable, so a Product Owner may choose to immediately release it. If the Definition of Done for an increment **is** part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it as a minimum.

Question 40 :

A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities. Which two activities are part of the Product Owner role according to Scrum ?

Choose 2 answers.

* **Creating detailed functional test cases**
* **Ensuring that the most valuable functionality is produced at all times**
* **(Correct)**
* **Describing features as Use Cases**
* **Interacting with stakeholders**
* **(Correct)**
* **Providing the Developers with detailed technical specifications**

#### **Explanation**

The Product Owner is also accountable for effective Product Backlog management, which includes:

● Developing and explicitly communicating the Product Goal;

● Creating and clearly communicating Product Backlog items;

● **Ordering Product Backlog items**; and,

● Ensuring that the Product Backlog is transparent, visible and understood.

The Product Owner may represent **the needs of many stakeholders in the Product Backlog**.

Question 41 :

A new developer is having conflicts with existing Scrum Team members and creating a hostile environment. If necessary, who is responsible for removing the team member?

* **The Scrum Master is responsible, because he/she removes impediments**
* **The Scrum Team is responsible, and may need help from the Scrum Master**
* **(Correct)**
* **The Product Owner is responsible, because he/she controls the return on investment (ROI)**
* **The hiring manager is responsible, because he/she hired the developer**

#### **Explanation**

The fundamental unit of Scrum is a small team of people, a Scrum Team. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal.

Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. **They are also self-managing**, meaning they internally decide who does what, when, and how.

Question 42 :

Which two stances would NOT be a good representation of a Product Owner implementing Value Driven Development? (choose the best two answers)

* **Lead Facilitator of Key Stakeholder Involvement**
* **Coach of the Developers in self­-organization and cross-functionality**
* **(Correct)**
* **Impediments remover to the Developers' progress.**
* **(Correct)**
* **Product Visionary**
* **Product Marketplace Expert**
* **Product Value Maximizer**

#### **Explanation**

“Coach of the Developers in self­-organization and cross-functionality” and “Impediments remover to the Developers' progress” are the missions of the Scrum Master.

Question 43 :

The Sprint Goal is created during the Sprint Planning meeting

* **True**
* **(Correct)**
* **False**

#### **Explanation**

The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Developers on why it is building the Increment. **It is created during the Sprint Planning meeting.**

Question 44 :

The Scrum Master participates in the Sprint Retrospective as a:

* **Silent observator**
* **Team leader**
* **Peer team member**
* **(Correct)**

#### **Explanation**

The Scrum Master ensures that the meeting is positive and productive. The Scrum Master teaches all to keep it within the time-box. The Scrum Master participates as a peer team member in the meeting from the accountability over the Scrum process.

Question 45 :

What are two responsibilities of testers in a Scrum Team?

Choose 2 answers

* **Tracking quality metrics**
* **Scrum has no "tester" role**
* **(Correct)**
* **Finding bugs**
* **Each Developer is accountable for quality as a professional**
* **(Correct)**
* **Verifying the work of programmers**

Question 46 :

When is a Sprint over?

* **When all Product Backlog items meet their definition of "Done"**
* **When the time-box expires**
* **(Correct)**
* **When the Product Owner says it is done**
* **When all the tasks are completed**

Question 47 :

What does it mean for a Scrum Team to be cross-functional?

* **The Scrum Team includes not only developers but also business analysts, architects, developers and testers**
* **Developers of the Scrum Team work closely with business analysts, architects, developers and testers who are not on the team**
* **The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers and testers**
* **The Scrum Team includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an increment of product**
* **(Correct)**

Question 48 :

In accordance with Scrum theory, how should a group of 100 people be divided into multiple Scrum Teams?

* **Create a matrix of skills, seniority, and level of experience to assign people to teams**
* **Check with the allocation department to see who has worked together before and make these the first teams**
* **It doesn't really matter because you can rotate the teams every Sprint to spread knowledge**
* **Understanding the product, the product vision and the rules of the Scrum framework, the group divides itself into teams.**
* **(Correct)**

Question 49 :

Once the Sprint begins, its duration can be:

Select an answer:

* **Extended if both client and product owner give approval to the Scrum Master**
* **Extended in cases of emergency**
* **Extended**
* **Never extended**
* **(Correct)**

#### **Explanation**

Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened.

Question 50 :

A “Done” increment is required at the Sprint Review.

* **True**
* **(Correct)**
* **False**

Question 51 :

How much work must the Developers of the Scrum Team do to a Product Backlog item they select for a Sprint?

* **As much as they can fit into the Sprint. Any remaining work will be transferred to a subsequent Sprint**
* **As much as it has told the Product Owner will be done for every Product backlog item they select in conformance with the definition of "Done"**
* **(Correct)**
* **All development work and at least some testing**
* **A proportional amount of time on analysis, design, programming, testing and documentation**

Question 52 :

Which of these may a Scrum Team deliver at the end of a Sprint?

* **A single document, if that is what the Scrum Master asked for**
* **An increment with minor known defects / bugs in it**
* **An increment of working product that is "done"**
* **(Correct)**
* **Failing unit tests, to identify acceptance tests for the next Sprint**

#### **Explanation**

Scrum Teams deliver products iteratively and incrementally, maximizing opportunities for feedback. Incremental deliveries of “Done” product ensure a potentially useful version of working product is always available.

Question 53 :

A Scrum Master is introducing Scrum to a new Scrum Team. The Developers have decided that a Scrum Retrospective is unnecessary. What action should the Scrum Master take?

* **Consult with the Product Owner to see how he/she feels about the situation**
* **Comply with the decision of the self-organizing team**
* **Call a meeting between the Developers and senior management**
* **Begin facilitating productive and useful Scrum Retrospectives**
* **(Correct)**

#### **Explanation**

The Scrum Master serves the Scrum Team in several ways, including:

● Coaching the team members in self-management and cross-functionality;

● Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;

● Causing the removal of impediments to the Scrum Team’s progress; and,

● **Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox**.

Question 54 :

When does the Sprint Retrospective occur?

* **When the Stakeholders ask for it**
* **After the Sprint Review and prior to the next Sprint Planning**
* **(Correct)**
* **After the Sprint Planning and prior to the Sprint Review**
* **Only after a Sprint Cancellation**

#### **Explanation**

The Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning.

Question 55 :

During the Sprint, the Scrum Master's role is to help the Scrum Team with which two of the following:

Choose 2 answers

* **Ensure the Product Owner attends all Scrum events**
* **Assign tasks with the Scrum team**
* **Causing the removal of impediments to the Scrum Team’s progress**
* **(Correct)**
* **Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done**
* **(Correct)**
* **Escalate team conflicts to functional line managers**
* **Monitor the progress of the Developers**

#### **Explanation**

The Scrum Master serves the Scrum Team in several ways, including:

● Coaching the team members in self-management and cross-functionality;

● Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;

● Causing the removal of impediments to the Scrum Team’s progress; and,

● Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

Question 56 :

Who must participate in every Sprint Planning

Select all that apply

* **The Product Owner**
* **(Correct)**
* **The Developers**
* **(Correct)**
* **The Stakeholders**
* **The Scrum Master**
* **(Correct)**
* **The CEO**

#### **Explanation**

The work to be performed in the Sprint is planned at the Sprint Planning. This plan is created by the collaborative work of the entire Scrum Team.

Question 57 :

The Sprint Review is no more than a demo of the Product Backlog items completed during a Sprint. Is this statement correct? (choose the best answer)

* **Yes. There is not much difference between a demo and a Sprint Review.**
* **No, the demo also should include the items completed in the previous Sprints that were not demonstrated for some reason.**
* **No, the Sprint Review contains much more activities.**
* **(Correct)**

#### **Explanation**

The Sprint Review contains much more activities to inspect the Increment and adapt the Product Backlog. For example: The Product Owner also explains what has not been “Done”; The entire group collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning; Review of the timeline, budget.

Question 58 :

Who is allowed to change the Sprint Backlog during the Sprint? (choose the best answer)

* **The Developers and the Product Owner**
* **The Scrum Team**
* **The Scrum Master**
* **The Developers**
* **(Correct)**
* **The Product Owner**

#### **Explanation**

The Sprint Backlog is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint, and it belongs solely to the Developers.

Therefore, only the Developers are allowed to change the Sprint Backlog during the Sprint.

Question 59 :

A Sprint Review is held at :

* **Anytime**
* **The middle of the Sprint**
* **The end of the Sprint**
* **(Correct)**
* **The beginning of the Sprint**

#### **Explanation**

A Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed.

Question 60 :

When might a Sprint be abnormally terminated?

* **When the sales department has an important new opportunity**
* **When it becomes clear that not everything will be finished by the end of the Sprint**
* **When the Developers feel that the work is too hard**
* **When the Sprint Goal becomes obsolete**
* **(Correct)**

#### **Explanation**

A Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master.

A Sprint would be cancelled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be cancelled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense.

Question 61 :

A Scrum Team is only allowed to meet with stakeholders during the Sprint Review

* **False**
* **(Correct)**
* **True**

Question 62 :

What enhances the transparency of an increment?

* **Doing all work needed to meet the Definition of Done**
* **(Correct)**
* **Updating sprint tasks property in the electronic tracking tool**
* **Keeping track of and estimating all undone work to be completed in a separate Sprint**
* **Reporting Sprint progress to the stakeholders daily**

#### **Explanation**

When a Product Backlog item or an Increment is described as *“*Done”, everyone must understand what “Done*”* means. Although this may vary significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency.

Question 63 :

Which topics should be discussed at the Sprint Review?

* **Coding and engineering practices**
* **The Scrum process, and how it was used during the Sprint**
* **All of the above**
* **Sprint results**
* **(Correct)**

#### **Explanation**

The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations. **The Scrum Team presents the results of their work** to key stakeholders and progress toward the Product Goal is discussed.

During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next. The Product Backlog may also be adjusted to meet new opportunities. The Sprint Review is a working session and the Scrum Team should avoid limiting it to a presentation.

The Sprint Review is the second to last event of the Sprint and is timeboxed to a maximum of four hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.

Question 64 :

How should the Developers deal with non-functional requirements?

* **Make sure the release department understands these requirements, but it is not the Developers' responsibility**
* **Ensure every Increment meets them**
* **(Correct)**
* **Handle them during the Integration sprint preceding the release sprint**
* **Assign them to the lead Developers on the team**

Question 65 :

What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the start of the next Sprint?

* **Update the project plan with stakeholders**
* **There are no such activities. The next Sprint starts immediately after the current Sprint**
* **(Correct)**
* **Refine the Product Backlog**
* **Work with the QA departments on the increment of the current Sprint**

Question 66 :

Who is responsible for ensuring that all Scrum events take place and are positive, productive, and kept within the timebox?

* **The Scrum Master**
* **(Correct)**
* **The Developers**
* **The Product Owner**

#### **Explanation**

The Scrum Master serves the Scrum Team in several ways, including:

● Coaching the team members in self-management and cross-functionality;

● Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;

● Causing the removal of impediments to the Scrum Team’s progress; and,

● **Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.**

Question 67 :

Product Backlog Refinement practice focuses on Items for upcoming Sprints, not the current Sprint in progress.

* **False**
* **True**
* **(Correct)**

#### **Explanation**

Product Backlog items don't concern the Sprint in progress since the items of the current Sprint have been placed in the ***Sprint Backlog***.

Question 68 :

If two Scrum Teams are added to the development of a product that previously had only one Scrum Team, what will be the immediate impact on the productivity of the original Scrum Team?

* **Its productivity is likely to stay the same**
* **Its productivity is likely to decrease**
* **(Correct)**
* **Its productivity is likely to increase**

#### **Explanation**

The first team should spend time on interaction with the other teams and resolve dependencies. **In the very beginning** the productivity will decrease also because members of the first team will have to do some **knowledge transfer** to the new teams.

Question 69 :

What is included in the Sprint Backlog?

* **Tests**
* **Tasks**
* **Use Cases**
* **Any of the above (or others) which are a decomposition of the selected Product Backlog items**
* **(Correct)**
* **User Stories**

Question 70 :

A Developer of the Scrum Team takes the Scrum Master aside to express his concerns about data security issues. What should the Scrum Master do?

* **Ask the person to share the issue with the rest of the Scrum Team as soon as possible**
* **(Correct)**
* **Go check with the testers**
* **Add security to the Definition of Done**
* **Tell the Product owner to stop further development of features until the issues are fixed**
* **Create a Product backlog item for security**

#### **Explanation**

**Scrum relies on transparency**. Decisions to optimize value and control risk are made based on the perceived state of the artifacts. To the extent that transparency is complete, these decisions have a sound basis. To the extent that the artifacts are incompletely transparent, these decisions can be flawed, value may diminish and risk may increase.

Question 71 :

Who is allowed to tell the Developers what work is needed to be done? (choose the best answer)

* **The Product Owner**
* **(Correct)**
* **The Key Stakeholders**
* **The Scrum Master**
* **Upper Management**
* **The Product Owner and the Scrum Master**

#### **Explanation**

The Product Owner’s decisions are visible in the content and ordering of the Product Backlog. No one is allowed to tell the Developers to work from a different set of requirements, and the Developers aren’t allowed to act on what anyone else says.

Question 72 :

A Scrum Team is required to deliver a done increment by the end of a Sprint. Select two statements that explain what "done" means.

Choose 2 answers

* **No work left from the definition of "Done"**
* **(Correct)**
* **All work to create software that is ready to be released to end users**
* **(Correct)**
* **All work the Developers are willing to do**
* **Whatever the Product Owner defines as quality**

#### **Explanation**

- The purpose of each Sprint is to deliver Increments of potentially releasable functionality that **adhere to the Scrum Team’s current definition of “Done”.**

- Developers deliver an Increment of product functionality every Sprint. This Increment is useable, **so a Product Owner may choose to immediately release it**. If the definition of "Done" for an increment **is** part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it as a minimum.

Question 73 :

Sometimes, one day of preparation is necessary to plan a new Sprint after the end of the previous one.

* **True**
* **False**
* **(Correct)**

#### **Explanation**

A new Sprint starts immediately after the end of the previous one.

Question 74 :

Who determines how work is performed during the Sprint?

* **Architects**
* **Subject matter experts**
* **The Scrum Master**
* **Development Managers**
* **The Developers**
* **(Correct)**

#### **Explanation**

Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint.

The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always accountable for:

● **Creating a plan for the Sprint, the Sprint Backlog**;

● Instilling quality by adhering to a Definition of Done;

● Adapting their plan each day toward the Sprint Goal; and,

● Holding each other accountable as professionals.

Question 75 :

By the end of the Sprint Retrospective, the Scrum Team should have identified:

* **The increments that will be shortly released to production**
* **Improvements that it may implement in the next Sprint**
* **(Correct)**
* **The most productive Developer**
* **The Product Backlog Items that the Developers will work on in the next Sprint**

#### **Explanation**

By the end of the Sprint Retrospective, the Scrum Team should have identified improvements that it may implement in the next Sprint. Implementing these improvements in the next Sprint is the adaptation to the inspection of the Scrum Team itself.

Question 76 :

Who must attend the Daily Scrum?

* **The Developers**
* **(Correct)**
* **The Scrum Master and Product Owner**
* **The Developers and Scrum Master**
* **The Developers and Product Owner**
* **The Scrum Team**

#### **Explanation**

The Developers use the Daily Scrum to inspect progress toward the Sprint Goal and to inspect how progress is trending toward completing the work in the Sprint Backlog. The Daily Scrum optimizes the probability that the Developers will meet the Sprint Goal. Everyday, the Developers should understand how it intends to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.

Question 77 :

For the purpose of transparency, when does Scrum say a new increment must be available?

* **Before the release Sprint**
* **After the acceptance testing phase**
* **At the end of every Sprint**
* **(Correct)**
* **Every 3 Sprints**
* **When the Product Owner asks to create one**

#### **Explanation**

Scrum Teams deliver products iteratively and incrementally, maximizing opportunities for feedback. Incremental deliveries of “Done” product ensure a potentially useful version of working product is always available.

Question 78 :

The Developers are managed by:

* **The Lead Developer**
* **The Product Owner**
* **The Scrum Master**
* **None of the above**
* **(Correct)**

#### **Explanation**

Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint.

The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always accountable for:

● Creating a plan for the Sprint, the Sprint Backlog;

● Instilling quality by adhering to a Definition of Done;

● Adapting their plan each day toward the Sprint Goal; and,

● Holding each other accountable as professionals.

Question 79 :

Who creates a Product Backlog item's estimate?

* **The Developers after clarifying requirements with the Product Owner**
* **(Correct)**
* **The Developers**
* **The most senior people in the organization, including architects and subject matter**
* **The Product Owner with input from the Developers**
* **The Scrum Master**

#### **Explanation**

The Developers are responsible for all estimates. The Product Owner may influence the Developers by helping it understand and select trade-offs, but the people who will perform the work make the final estimate.

Question 80 :

Which answer best describes the topics covered in Sprint Planning?

* **What went wrong in the last Sprint and what to do differently this Sprint**
* **What to do and who will do it**
* **How conditions have changed and how the Product backlog should evolve**
* **Why is this Sprint valuable, What can be Done this Sprint and How will the chosen work get done?**
* **(Correct)**
* **Who is on the team and what team member roles will be**

#### **Explanation**

Sprint Planning addresses the following topics:

**Topic One: Why is this Sprint valuable?**

The Product Owner proposes how the product could increase its value and utility in the current Sprint. The whole Scrum Team then collaborates to define a Sprint Goal that communicates why the Sprint is valuable to stakeholders. The Sprint Goal must be finalized prior to the end of Sprint Planning.

**Topic Two: What can be Done this Sprint?**

Through discussion with the Product Owner, the Developers select items from the Product Backlog to include in the current Sprint. The Scrum Team may refine these items during this process, which increases understanding and confidence.

Selecting how much can be completed within a Sprint may be challenging. However, the more the Developers know about their past performance, their upcoming capacity, and their Definition of Done, the more confident they will be in their Sprint forecasts.

**Topic Three: How will the chosen work get done?**

For each selected Product Backlog item, the Developers plan the work necessary to create an Increment that meets the Definition of Done. This is often done by decomposing Product Backlog items into smaller work items of one day or less. How this is done is at the sole discretion of the Developers. No one else tells them how to turn Product Backlog items into Increments of value.

Question 81 :

James wants to use a waterfall approach for a project, and Lucia would like to use her Scrum Team. What is a disadvantage of using a waterfall approach?

Select an answer:

* **It is flexible.**
* **It uses a cross-functional team.**
* **It has rigid guidelines of how to do the work.**
* **(Correct)**
* **It compresses development time.**

Question 82 :

Who is responsible for tracking the remaining work of the Sprint?

* **The Scrum Master**
* **The Developers in consultation with the Product Owner**
* **The Developers**
* **(Correct)**
* **The Product Owner**
* **The Project Manager**

#### **Explanation**

Developers are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Developers' overall efficiency and effectiveness.

**The Product Owner** is responsible for measuring the progress of the project, and tracking the remaining work **in the Product Backlog**.

**The Developers** are responsible for measuring the progress of the Sprint, and tracking the remaining work **in the Sprint Backlog**.

Question 83 :

What are three ways Scrum promotes self-management?

Choose 3 answers

* **By being a lightweight framework**
* **(Correct)**
* **By not allowing documentation**
* **By removing titles for each Developer of the Scrum Team**
* **(Correct)**
* **By the Developers deciding what work to do in a Sprint**
* **(Correct)**
* **By preventing stakeholders from entering the development room**

Question 84 :

During the Sprint, the Sprint Goal can be changed

* **False**
* **(Correct)**
* **True**

#### **Explanation**

No changes are made that would endanger the Sprint Goal

Question 85 :

What are the artifacts in Scrum? (choose all that apply)

* **Sprint Backlog**
* **(Correct)**
* **The list of removed impediments**
* **Increment**
* **(Correct)**
* **Product Backlog**
* **(Correct)**
* **The Sprint Goal**

#### **Explanation**

The Scrum artifacts are Product Backlog, Sprint Backlog and Increment.

Question 86 :

Which three phrases best describes the purpose of a Definition of Done?

Choose 3 answers

* **It controls whether the Developers have performed their tasks**
* **It provides a template for elements that need to be included in the technical documentation**
* **It tracks the percent completeness of a Product Backlog Item**
* **It creates transparency over the work inspected at the Sprint Review**
* **(Correct)**
* **It guides the Developers in creating a forecast at the Sprint Planning**
* **(Correct)**
* **It defines what it takes for an increment to be ready for release**
* **(Correct)**

#### **Explanation**

The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product.

The moment a Product Backlog item meets the Definition of Done, an Increment is born.

The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. If a Product Backlog item does not meet the Definition of Done, it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration.

If the Definition of Done for an increment is part of the standards of the organization, all Scrum Teams must follow it as a minimum. If it is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product.

The Developers are required to conform to the Definition of Done. If there are multiple Scrum Teams working together on a product, they must mutually define and comply with the same Definition of Done.

Question 87 :

Which three questions can be answered by all Developers at the Daily Scrum?

Choose 3 answers

* **What work am I going to do today to help the team achieve its goal?**
* **(Correct)**
* **What impediments are in my way or in the way of the team?**
* **(Correct)**
* **Why were you late?**
* **How many hours did I spend on the project yesterday?**
* **How is the Sprint proceeding?**
* **What work did I do yesterday to help the team achieve its goal?**
* **(Correct)**

#### **Explanation**

The structure of the meeting is set by the Developers and can be conducted in different ways if it focuses on progress toward the Sprint Goal. Some Developers will use questions, some will be more discussion based. Here is an example of what might be used:

- What did I do yesterday that helped the Developers meet the Sprint Goal?

- What will I do today to help the Developers meet the Sprint Goal?

- Do I see any impediment that prevents me or the Developers from meeting the Sprint Goal?

Question 88 :

Once a Sprint begins, its duration can be shortened or lengthened as more is learned.

* **True**
* **False**
* **(Correct)**

#### **Explanation**

Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened.

Question 89 :

When does the next Sprint begin?

* **Immediately after the conclusion of the previous Sprint**
* **(Correct)**
* **Next Monday**
* **When the Product Owner is ready**
* **Immediately following the next Sprint Planning**

Question 90 :

What is the best suited structure for Scrum Teams in order to produce integrated increments?

* **Each Scrum Team develops functionality from beginning to end throughout all technical layers**
* **(Correct)**
* **Each Scrum Team works only on one technical layer of the system (e.g. GUI, database, middle tie, interface)**

#### **Explanation**

The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required. They are structured and empowered by the organization to manage their own work. Working in Sprints at a sustainable pace improves the Scrum Team’s focus and consistency.

The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint. Scrum defines three specific accountabilities within the Scrum Team: the Developers, the Product Owner, and the Scrum Master.

Question 91 :

Choose two responsibilities of the Developers?

Choose 2 answers

* **Holding each other accountable as professionals**
* **(Correct)**
* **Adapting their plan each day toward the Sprint Goal**
* **(Correct)**
* **Report daily progress to stakeholders**
* **Increase velocity**
* **Reorder the Product Backlog**

#### **Explanation**

Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint.

The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always accountable for:

● Creating a plan for the Sprint, the Sprint Backlog;

● Instilling quality by adhering to a Definition of Done;

● Adapting their plan each day toward the Sprint Goal; and,

● Holding each other accountable as professionals.

Question 92 :

Who is responsible for representing the stakeholders?

* **The Project Manager**
* **The Developers**
* **The Team Manager**
* **The Business Analyst**
* **The Product Owner**
* **(Correct)**

#### **Explanation**

The Product Owner may represent the needs of many stakeholders in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to convince the Product Owner.

Question 93 :

During the Daily Scrum, the Product Owner can share his opinion and encourage the Developers to be more productive

* **False**
* **(Correct)**
* **True**

#### **Explanation**

The Daily Scrum is an internal meeting for the Developers. If others are present, the Scrum Master ensures that they do not disrupt the meeting.

Question 94 :

Who has the final say on the order of the Product Backlog?

* **The Scrum Master**
* **The Product Owner**
* **(Correct)**
* **The CEO**
* **The Developers**
* **The stakeholders**

#### **Explanation**

The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. The Product Owner is responsible for the Product Backlog, including its content, availability, and ordering.

Question 95 :

A Sprint could be cancelled if the Sprint Goal becomes obsolete.

* **False**
* **True**
* **(Correct)**

#### **Explanation**

A Sprint could be cancelled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be cancelled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense.

Question 96 :

The Product Backlog is ordered by:

* **Items are randomly arranged**
* **Risk, where safer items are at the top, and riskier items are at the bottom**
* **Size, where small items are at the top and large items are at the bottom**
* **Importance, where the most important items are at the top at all times**
* **(Correct)**

#### **Explanation**

The Product Backlog is dynamic; it constantly changes to identify what the product needs to be appropriate, competitive, and useful.

Question 97 :

During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?

* **When the Scrum Master has time to enter them**
* **During the Daily Scrum after the Developers approve them**
* **As soon as possible after they are identified**
* **(Correct)**

#### **Explanation**

The Developers modify the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Developers work through the plan and learns more about the work needed to achieve the Sprint Goal.

Question 98 :

Why is the Daily Scrum held at the same time and same place?

* **Rooms are hard to book and this lets it be booked in advance**
* **The place can be named**
* **The consistency reduces complexity**
* **(Correct)**

#### **Explanation**

The Daily Scrum is a 15-minute time-boxed event for the Developers. The Daily Scrum is held every day of the Sprint. At it, the Developers plan work for the next 24 hours. This optimizes team collaboration and performance by inspecting the work since the last Daily Scrum and forecasting upcoming Sprint work. **The Daily Scrum is held at the same time and place each day to reduce complexity.**

Question 99 :

What are the 3 questions the Sprint Planning answers?

* **Why, What and How ?**
* **(Correct)**
* **What, How and When ?**
* **What, When and How ?**
* **Why, Where and When?**
* **What, Where and How ?**

#### **Explanation**

Sprint Planning addresses the following topics:

Topic One: Why is this Sprint valuable?

Topic Two: What can be Done this Sprint?

Topic Three: How will the chosen work get done?

Question 100 :

Who is the chief product visionary? (choose the best answer)

* **The Chief Executive Officer (CEO)**
* **The Scrum Master**
* **The Chief Marketing Officer (CMO)**
* **The Product Owner**
* **(Correct)**

#### **Explanation**

The Product Owner is the chief product visionary. The PO should be able to clearly articulate the product vision to the Scrum Team and key stakeholders, and how that vision aims to maximize the value of the product and of the work the Scrum Team performs.

Question 101 :

John is looking to create an agile team. He knows that he will need to rely on each person to help each other learn new skills. This type of team is known as:

Select an answer:

* **cross-functional**
* **(Correct)**
* **systematic**
* **mono-functional**

#### **Explanation**

Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how.

Question 102 :

The Scrum Master is accountable for the Scrum Team’s effectiveness.

* **False**
* **True**
* **(Correct)**

#### **Explanation**

**The Scrum Master is accountable for the Scrum Team’s effectiveness.** They do this by enabling the Scrum Team to improve its practices, within the Scrum framework.

Question 103 :

Which commitment from the Sprint Planning provides the Developers with a target and overarching direction for the Sprint?

* **The Sprint Backlog**
* **The release plan**
* **The Sprint Goal**
* **(Correct)**
* **Sprint Review minutes**

#### **Explanation**

The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Developers on why it is building the Increment. It is created during the Sprint Planning meeting. The Sprint Goal gives the Developers some flexibility regarding the functionality implemented within the Sprint. The selected Product Backlog items deliver one coherent function, which can be the Sprint Goal. The Sprint Goal can be any other coherence that causes the Developers to work together rather than on separate initiatives.

Question 104 :

What best describes the Sprint Backlog? (choose the best answer)

* **The Product Backlog items selected for this Sprint plus the plan for delivering them.**
* **(Correct)**
* **The Product Backlog items selected for this Sprint.**
* **The Product Backlog items selected for this Sprint plus a set of Developers internal tasks.**

#### **Explanation**

The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal.

Question 105 :

What are the three pillars of product ownership?

* **Value, Decision Making, Engagement**
* **(Correct)**
* **Testing, Efficiency, Customer**
* **Engagement, Facilitation, Productivity**
* **Decision Making, Product, Development**

Question 106 :

When is it most appropriate for Developers to change the Definition of "Done"?

* **During the Sprint Retrospective**
* **(Correct)**
* **Prior to starting a new project**
* **Prior starting a new Sprint**
* **During Sprint Planning**

#### **Explanation**

During each Sprint Retrospective, the Scrum Team plans ways to increase product quality by improving work processes or adapting the definition of “Done”, if appropriate and not in conflict with product or organizational standards.

Question 107 :

When is the Sprint Backlog created?

* **At the beginning of the project**
* **Prior to the Sprint Planning meeting**
* **During the Sprint**
* **During the Sprint Planning meeting**
* **(Correct)**

#### **Explanation**

The work to be performed in the Sprint is planned at the Sprint Planning. This plan is created by the collaborative work of the entire Scrum Team.

Sprint Planning is time-boxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter. The Scrum Master ensures that the event takes place and that attendants understand its purpose. The Scrum Master teaches the Scrum Team to keep it within the time-box.

Sprint Planning answers the following:

- Topic One: Why is this Sprint valuable?

- Topic Two: What can be Done this Sprint?

- Topic Three: How will the chosen work get done?

Question 108 :

The Daily Scrum is held at the same time and place

* **True**
* **(Correct)**
* **False**

#### **Explanation**

The Daily Scrum is held at the same time and place each day to reduce complexity.

Question 109 :

Which best describes the Product Backlog?

* **It contains all foreseeable tasks and requirements from which the Scrum Team can develop and maintain a complete project plan**
* **It is baselined to follow change management process**
* **It is allowed to grow and change as more is learned about the product and its customers**
* **(Correct)**
* **It provides just enough information to enable Scrum team to start the design phase of a product**

#### **Explanation**

Requirements never stop changing, so a Product Backlog is a living artifact. Changes in business requirements, market conditions, or technology may cause changes in the Product Backlog.

Question 110 :

What are three benefits of self-management?

Choose 3 answers.

* **Increased commitment**
* **(Correct)**
* **Increased self-accountability**
* **(Correct)**
* **Increase rule compliance**
* **Increased creativity**
* **(Correct)**
* **Increased accuracy of estimates**

#### **Explanation**

Scrum Teams are self-organizing and cross-functional. Self-organizing teams choose how best to accomplish their work, rather than being directed by others outside the team.

Question 111 :

The Product Owner must release each Increment to production?

* **Without exception**
* **When he has the approval of the CEO**
* **Whenever the product is free of defects**
* **When it makes sense**
* **(Correct)**

#### **Explanation**

The increment must be in useable condition regardless of whether the Product Owner decides to release it.

As a market expert, the Product Owner knows when it is relevant to release an increment or not.

Question 112 :

Which of the following choices is the most effective way a Scrum Master can keep a Scrum Team working at its highest level of productivity?

* **Coach the team members and cause the removal of impediments to the Scrum Team’s progress**
* **(Correct)**
* **Ensure the meetings start and end ate the proper time**
* **Keep high value features high in the Product Backlog**
* **Prevent changes to the backlogs once the Sprint begins**

#### **Explanation**

The Scrum Master serves the Scrum Team in several ways, including:

● Coaching the team members in self-management and cross-functionality;

● Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;

● Causing the removal of impediments to the Scrum Team’s progress; and,

● Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

Question 113 :

Who determines when it as appropriate to update the Sprint backlog during a Sprint?

* **The Developers**
* **(Correct)**
* **The Scrum Team**
* **The Product Owner**
* **The Project Manager**

#### **Explanation**

The Sprint Backlog is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint, and it belongs solely to the Developers.

Question 114 :

When Developers are having trouble delivering a working Increment because they don't understand a functional requirement, what should they do?

* **Collaborate with the Product Owner to determine what is possible and acceptable**
* **(Correct)**
* **Defer the work to a more appropriate Sprint**
* **Add a specialist to the Scrum Team**
* **Partially complete the functionality, and discuss the remaining work at the Sprint Review**

#### **Explanation**

The Product Owner is also accountable for effective Product Backlog management, which includes:

● Developing and explicitly communicating the Product Goal;

● Creating and clearly communicating Product Backlog items;

● Ordering Product Backlog items; and,

● **Ensuring that the Product Backlog is transparent, visible and understood**.

Question 115 :

Which of the following is required by Scrum?

* **All of the above**
* **Members must stand up at the Daily Scrum**
* **Sprint Retrospective**
* **(Correct)**
* **Sprint Burndown Chart**
* **Release Planning**

#### **Explanation**

Scrum prescribes four formal events for inspection and adaptation:

- Sprint Planning

- Daily Scrum

- Sprint Review

- Sprint Retrospective

Question 116 :

When can a Developer cancel a sprint?

* **When the Product Owner is absent too often**
* **When a technical dependency cannot be resolved**
* **When the selected Product Backlog items for the sprint become unachievable**
* **Never. Only Product Owners can cancel Sprints**
* **(Correct)**
* **When functional expectations are not well understood**

#### **Explanation**

A Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master.

Question 117 :

When Developers determine that they have over-committed themselves for a Sprint, who have to be present when reviewing and adjusting the Sprint work selected?

* **The Product Owner and all stakeholders**
* **The Product Owner and the Developers**
* **(Correct)**
* **The Developers**
* **The Scrum Master, project manager and Developers**

#### **Explanation**

If the Developers determine they have too much or too little work, they may renegotiate the selected Product Backlog items with the Product Owner.

Question 118 :

Which are NOT appropriate topics for discussion in a Sprint Retrospective?

Choose 2 answers

* **The value of work currently represented in the Product Backlog**
* **(Correct)**
* **Definition of "Done"**
* **Sprint Backlog for the next Sprint**
* **(Correct)**
* **Team relations**

#### **Explanation**

The purpose of the Sprint Retrospective is to:

Inspect how the last Sprint went with regards to people, relationships, process, and tools;

Identify and order the major items that went well and potential improvements; and,

Create a plan for implementing improvements to the way the Scrum Team does its work.

Question 119 :

Every Scrum Team should have:

* **The competencies and skills needed to deliver a Done Increment in a Sprint**
* **(Correct)**
* **One lead Developer and no more than 8 other members**
* **At least one representative from each major software engineering discipline (like QA, Dev, UX)**

#### **Explanation**

The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required. They are structured and empowered by the organization to manage their own work. Working in Sprints at a sustainable pace improves the Scrum Team’s focus and consistency.

**The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint**. Scrum defines three specific accountabilities within the Scrum Team: the Developers, the Product Owner, and the Scrum Master.

Question 120 :

The Scrum Master is:

* **a manager for the Scrum Team**
* **a technical adviser for the Developers**
* **a true leader for the Scrum Team and the larger organization**
* **(Correct)**
* **a value maximizer for the product**

#### **Explanation**

The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

The Scrum Master is accountable for the Scrum Team’s effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework.

**Scrum Masters are true leaders who serve the Scrum Team and the larger organization**. The Scrum Master serves the Scrum Team in several ways, including:

● Coaching the team members in self-management and cross-functionality;

● Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;

● Causing the removal of impediments to the Scrum Team’s progress; and,

● Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.