Question 1:

The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as a release date (when).

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

#### **Explanation**

The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how).

The Sprint Backlog is a plan by and for the Developers. It is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint in order to achieve the Sprint Goal. Consequently, the Sprint Backlog is updated throughout the Sprint as more is learned. It should have enough detail that they can inspect their progress in the Daily Scrum.

Question 2:

To deliver a single product, three different Scrum Teams are formed. How many Product Owners are needed?

* **Three**
* **As many as recommended by Scrum Master**
* **One**
* **(Correct)**

#### **Explanation**

The Product Owner is one person, not a committee. The Product Owner may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item’s priority must address the Product Owner.

Remember : One product = one Product Owner = one Product Backlog.

Question 3:

Who are responsible for building an increment without Technical Debt?

* **The Key Stakeholders**
* **The Scrum Team**
* **The Product Owner**
* **The Developers**
* **(Correct)**
* **The Scrum Master**

#### **Explanation**

The Developers are professionals who work to deliver a potentially releasable increment that meets the Definition of Done.

Question 4:

When does a Sprint end?

* **When the time-box expires.**
* **(Correct)**
* **It depends on the Product Owner.**
* **Immediately after the conclusion of the Sprint Review.**
* **When there is no work remaining in the Sprint Backlog.**

Question 5:

Only the Scrum Master is allowed to change the Sprint Backlog during the Sprint.

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

#### **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 6:

Select the two focus areas that are not considered in executing Value Driven Development by the Product Owner.

* **Product Marketplace Expert**
* **Product Visionary**
* **Cause the removal of impediments to the Scrum Team’s progress**
* **(Correct)**
* **Coach of the Scrum Team in self-management and cross-functionality**
* **(Correct)**
* **Lead Facilitator of Key Stakeholder Involvement**
* **Product Value Maximizer**

#### **Explanation**

"Coach of the Developers in self-organization and cross-functionality" and "Remover of impediments to the Developers' progress" are parts of the Scrum Master's accountabilities.

Remember :

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 7:

What does Burn-down Chart show?

* **The evolution of the amount of uncertainty during a project**
* **Hierarchy of tasks that comprise a project**
* **Dependencies, start times and stop times for project tasks**
* **How much work remains till the end of the Sprint**
* **(Correct)**

#### **Explanation**

Various projective practices upon trending have been used to forecast progress, like burn- downs, burn-ups, or cumulative flows. These have proven useful. However, these do not replace the importance of empiricism. In complex environments, what will happen is unknown.

Only what has already happened may be used for forward-looking decision-making.

Question 8:

Who is allowed to tell the Developers which requirements to work on?

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

#### **Explanation**

The Product Owner is 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 9:

Every Scrum Team should have the competencies and skills needed to deliver a Done Increment in a Sprint.

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

#### **Explanation**

Scrum Teams are self-organized and cross-functional.

Question 10:

Select the five Scrum Values.

* **Agility**
* **Openness**
* **(Correct)**
* **Respect**
* **(Correct)**
* **Self-organization**
* **Focus**
* **(Correct)**
* **Courage**
* **(Correct)**
* **Effectiveness**
* **Commitment**
* **(Correct)**

#### **Explanation**

When the values of commitment, courage, focus, openness and respect are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come to life and build trust for everyone.

The Scrum Team members learn and explore those values as they work with the Scrum roles, events, and artifacts.

Question 11:

A Scrum Team chooses to have a Developer also play the role of Scrum Master. However, a Developer cannot play both roles (Developer + Scrum Master).

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

#### **Explanation**

There is no official rule that states that a Scrum Master cannot also be a Developer.

However, it is not best practice. So he **can**, but **shouldn't**.

Question 12:

Select all that apply. Empiricism provides...

* **frequent opportunities to get information using which uncertainty can be completely eliminated**
* **frequent opportunities to make informed decisions, reducing risk**
* **(Correct)**
* **frequent opportunities to discuss different possibilities**
* **(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 13:

The Scrum Master is no longer needed when the Scrum Teams become self-managed.

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

#### **Explanation**

There is always a Scrum Master in a Scrum Team

Question 14:

After Sprint Review, Production release in Scrum requires

* **Usability/End User testing**
* **None of the above**
* **(Correct)**
* **Hardening Sprints**
* **All of the above**
* **Non-Functional Testing**

Question 15:

Who decides the duration of the Sprint?

* **Scrum Master**
* **Developers**
* **Product Manager**
* **Scrum Team**
* **(Correct)**

#### **Explanation**

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

Question 16:

Scrum Team uses the information of Scrum artifacts to make ongoing decisions. The soundness of these decisions depends on:

* **Artifacts' Adaptability**
* **Artifacts' Transparency**
* **(Correct)**
* **Artifacts' Format**
* **Artifacts' Agility**

Question 17:

An increase of the Developers' velocity and productivity is the positive sign of success for a Product Owner.

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

#### **Explanation**

Organizations adopting agile product delivery practices can easily lose sight of their real goal of improving the value they deliver.

Monitoring only the direct use of practices does not provide the best evidence of effectiveness; for example, tracking the Developers' velocity indicates nothing about whether they are actually delivering something that is useful to customers or users.

Question 18:

Who has the vision of the product?

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

Question 19:

Developers are self-managed and empowered. They also are the authority deciding what business needs are required to be developed

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

#### **Explanation**

The Product Owner is responsible for maximizing the value of the product resulting from work of the Developers. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The Product Owner is the sole person responsible for managing the Product Backlog.

Question 20:

Who is responsible for monitoring progress toward high-level goals?

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

#### **Explanation**

**Be careful, the 2017 version of the Scrum Guide is now obsolete. Please refer to the 2020 version.**

**The Scrum Team commits to achieving its goals** and to supporting each other. **Their primary focus is on the work of the Sprint to make the best possible progress toward these goals**. The Scrum Team and its stakeholders are open about the work and the challenges. Scrum Team members respect each other to be capable, independent people, and are respected as such by the people with whom they work. The Scrum Team members have the courage to do the right thing, to work on tough problems.

Question 21:

Which of the following statements are true? Select all that apply

* **After the Sprint Planning, a sprint cannot proceed without a Sprint Goal**
* **(Correct)**
* **After the Sprint Planning, a sprint cannot proceed without a complete architecture**
* **After the Sprint Planning, a sprint cannot proceed without a complete requirement specification**
* **After the Sprint Planning, a sprint can proceed without a complete Sprint Backlog**
* **(Correct)**

Question 22:

How does the Definition of Done help the Scrum Team? Select three most applicable items.

* **The Definition of Done is used to assess when work is complete on the product Increment**
* **(Correct)**
* **The Definition of Done ensures artifact transparency**
* **(Correct)**
* **The Definition of Done helps to calculate velocity of the Scrum Team**
* **Guides the Developers in knowing how many Product Backlog items it can select during a Sprint Planning**
* **(Correct)**
* **The Definition of Done helps in inspection and adaptation**

#### **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 23:

What does the word “development” mean in the context of Scrum? Select the best option.

* **Software and hardware development**
* **Development of an operational environment for the Product**
* **Complex work that can include all the suggested options and even more**
* **(Correct)**
* **Product development, its releasing and sustaining**
* **Research and identifying of viable markets, technologies, and Product capabilities**

Question 24:

A Product Owner is not available for Scrum events and not supportive enough for Developers. The next immediate accountability is with

* **Stakeholders that need to get a written commitment from Product Owner**
* **Scrum Master, who needs to educate the Product Owner on his role**
* **(Correct)**
* **Product Owner's manager who needs to engage the Developers and understand their problems**
* **Developers that need to cancel the sprint**

Question 25:

What are the two true statements?

* **When existing Product Backlog Items in the Sprint Backlog are modified, the Sprint Goal is bound to become invalid**
* **The coherence between Product Backlog items is made transparent by Sprint Goal. Lack of coherence will lead to them working individually**
* **(Correct)**
* **Scrum Team is responsible for formulating a Sprint Goal**
* **(Correct)**

Question 26:

A time-box is:

* **An event that cannot take more than a maximum amount of time.**
* **(Correct)**
* **An event with a minimum set time.**
* **An event that must happen by a specific time.**
* **An event that starts at a specific time.**

Question 27:

During the Sprint, no changes are made that would endanger the Scope

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

#### **Explanation**

During the Sprint:

● No changes are made that would endanger the Sprint Goal;

● Quality does not decrease;

● The Product Backlog is refined as needed; and,

● **Scope may be clarified and renegotiated with the Product Owner as more is learned**.

With empirical feedback, the Scrum Team might have new information that change the scope (it is what agility is about).

Note: It is the Sprint Goal that cannot be endangered. Not the scope.

Question 28:

Sprint Planning addresses two topics : What and How.

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

#### **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 29:

How should multiple Scrum Teams, working from the same Product Backlog, select the Product Backlog items their teams plan to work on?

* **Each Scrum Team would select an equal number of items.**
* **The Product Owner assigns the work to each team.**
* **The Scrum Team with the highest productivity will select the items first.**
* **The Product Owner creates separate Product Backlogs for each Scrum Team.**
* **The Product Owner will present the work and the Developers will select the items they will work on.**
* **(Correct)**

#### **Explanation**

There is only one Product Backlog

The ones doing the work are the best ones to decide what they can do and how to do it.

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.

During the Sprint Planning :

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.

Question 30:

The purpose of a Sprint is to produce a potentially releasable product Increment.

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

#### **Explanation**

Sprints promote iterative and incremental development.

Question 31:

What are the time-boxes for the Daily Scrum and the Sprint Review?

* **4 hour time-box for each**
* **15 minutes and 3 hours respectively**
* **15 minutes and 4 hours respectively**
* **(Correct)**
* **3 hour time-box for each**

Question 32:

The Scrum Master is accountable for all estimates in the Product Backlog.

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

#### **Explanation**

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

Question 33:

When does a new Sprint begin?

* **It depends on the Product Owner.**
* **Immediately after the next Sprint Planning.**
* **Immediately after the end of the previous Sprint.**
* **(Correct)**
* **Every Monday.**

Question 34:

A key concern when multiple Scrum Teams are working for the same Product Backlog is minimizing dependencies between teams.

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

#### **Explanation**

Minimizing dependencies reduces complexity and enhances agility.

*See the Nexus Guide of 2021 :*

*"Cross-Team Refinement of the Product Backlog reduces or eliminates cross-team dependencies within a Nexus. The Product Backlog must be decomposed so that dependencies are transparent, identified across teams, and removed or minimized."*

Question 35:

Duration (length) of the Sprint is decided by

* **Product Owner**
* **Scrum Master**
* **Scrum Team**
* **(Correct)**

Question 36:

Why is it important that there is only one Product Owner per product?

* **It is clear who is accountable for the Product Backlog, the Developers always know who determines priorities, and it helps avoid barriers to effective communication and rapid decision-making**
* **(Correct)**
* **The Scrum Master knows who will be his back-up whenever he is unavailable, it saves the organization time and money, and the Developers know who to request tasks from.**
* **It isn't important as multiple Product Owners can easily share a single Product Backlog.**

Question 37:

Who is accountable for the Product Backlog?

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

#### **Explanation**

The Product Owner is solely accountable for the Product Backlog, including its content, availability, and ordering.

Question 38:

What are the three most applicable characteristics of the Product Owner?

* **Facilitator of Scrum events**
* **Product Marketplace Expert**
* **(Correct)**
* **Lead Scrum evangelist in the Organization**
* **Lead Facilitator of Key Stakeholder Involvement**
* **(Correct)**
* **Product Value Maximizer**
* **(Correct)**

Question 39:

The Scrum Team consists of

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

Question 40:

Which factors should be considered by the Scrum Team in the release decision (select four)?

* **The customers that will be constrained by the new release**
* **(Correct)**
* **Can customers actually absorb the new release?**
* **(Correct)**
* **Does the Increment meet the Definition of Done?**
* **The amount of work remaining toward the Sprint Goal**
* **The costs and benefits of the upgrade**
* **(Correct)**
* **The risk that the product’s value can get out of line with the marketplace**
* **(Correct)**

#### **Explanation**

By definition, an increment MUST meet the Definition of Done.

If it doesn't meet the Definition of Done, it's not an increment.

Question 41:

Who participates in the Sprint Planning? Select three.

* **The Scrum Master**
* **(Correct)**
* **The Team Manager**
* **The Developers**
* **(Correct)**
* **The Key Stakeholders**
* **The Product Owner**
* **(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.

Question 42:

The architectural features of a product need to be :

* **Evolved along with Sprint deliveries**
* **(Correct)**
* **Decided at least at skeleton level in Sprint zero**
* **Completely designed upfront before the Sprints**

Question 43:

Who don't participate in the Daily Scrum? Select all applicable answers.

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

#### **Explanation**

Only the Developers PARTICIPATE in the Daily Scrum.

Question 44:

What is the Increment?

* **The sum of all the Product Backlog items completed during the Sprint**
* **The sum of all the Product Backlog items completed during the Sprint and the value of the increments of all previous Sprints**
* **(Correct)**
* **All items in the Sprint Backlog that could be released regardless of whether the Product Owner decides to actually do it**
* **All "Done" items in the Sprint Backlog**

Question 45:

Who has the authority to cancel the Sprint?

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

#### **Explanation**

A Sprint could be cancelled if the Sprint Goal becomes obsolete. Only the Product Owner has the authority to cancel the Sprint.

Question 46:

How can the Product Owner bring his Product vision to life? (choose the best three answers)

* **Making the Scrum Master bring the vision to the Scrum Team and the Key Stakeholders.**
* **Asking for an approval of the Upper Management.**
* **Via the Product Backlog and iterating towards that vision every Sprint.**
* **(Correct)**
* **Utilizing the underlying empirical product planning features of Scrum.**
* **(Correct)**
* **Articulating the product vision to the Scrum Team and the Key Stakeholders early and often.**
* **(Correct)**

#### **Explanation**

The Product Owner should communicate and reiterate his product vision early and often, reminding all involved of how to help maximize value. Utilizing the underlying empirical product planning features of Scrum, the Product Owner should also be ready to make strategic pivots for the product vision. This vision is brought to life in a more tactical way, via the Product Backlog and iterating towards that vision every Sprint.

Question 47:

It is a good practice to have at least two Product Owners on big projects.

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

#### **Explanation**

The Product Owner is one person, not a committee. The Product Owner may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item’s priority must address the Product Owner.

Question 48:

What might be a valid reason for abnormally cancelling a Sprint?

* **When the Developers discover it cannot meet their Sprint commitments.**
* **When the sales department discovers features that add more value than the current work being done.**
* **When the Sprint Goal becomes obsolete.**
* **(Correct)**
* **When the work becomes too difficult for the Developers.**

Question 49:

Who manages the progress of work during a Sprint?

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

#### **Explanation**

The Developers of the Scrum Team are self-organized. They manage and decide how to manage their own progress.

The Daily Scrum is the event to manage the progress of work during a Sprint

Question 50:

Which factor(s) should be considered when defining the Sprint length?

* **Having consistent Sprint length across all Scrum Teams.**
* **The level of expertise over the technology to be used, ability to release an Increment to the end users, and the risk of being disconnected from the stakeholders.**
* **(Correct)**
* **How often team membership changes and the size of the Developers.**

Question 51:

What provides guidance to the Scrum Team on why it is building the Increment?

* **The Sprint Goal**
* **(Correct)**
* **The Product Backlog**
* **The Definition of Done**
* **The Sprint Backlog**

#### **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 Scrum Team 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 52:

Which KVA categories should the Product Owner consider to measure and track the creation and delivery of value to the market place (select three)?

* **Time-to-Market**
* **(Correct)**
* **Capability Building**
* **Risk Reduction**
* **Current Value**
* **(Correct)**
* **Employee Satisfaction**
* **Ability to Innovate**
* **(Correct)**

Question 53:

In the middle of a Sprint, a team member was required by another department manager to support an important task outside the Sprint work. What is recommended for the team member to do?

* **The team member should inform the other Scrum Team members so the whole Scrum Team can decide what to do with the inquiry**
* **(Correct)**
* **The team member should ask the manager to speak with the Scrum Master**
* **The team member must support since it is an important task**

#### **Explanation**

The Scrum Team is responsible for all product related activities.

The Product Owner is the sole person responsible for managing the Product Backlog and the Developers are fully dedicated to turning the Product Backlog items into releasable increments.

For the Product Owner to succeed, the entire organization must respect his or her decisions. The Product Owner’s decisions are visible in the content and ordering of the Product Backlog. **No one can force the Developers to work from a different set of requirements**.

Question 54:

The Sprint length should be:

* **No more than one month.**
* **Short enough to be able to synchronize the development work with other business events.**
* **All of these answers are correct.**
* **(Correct)**
* **Short enough to keep the business risk acceptable to the Product Owner.**

Question 55:

A Product Owner cannot send a representative to replace him to the Sprint Review.

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

#### **Explanation**

The Product Owner is the sole person responsible for managing the Product Backlog. Therefore, he is the only person responsible for collecting feedback from the stakeholders in order the shape his product's vision.

While anyone in the Scrum Team can do the legwork at the Product Owner's discretion (by adding and ordering new Product Backlog Items for example), nobody can replace the Product Owner at the Sprint Review.

Question 56:

An increment can only be delivered to stakeholders at the Sprint Review.

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

#### **Explanation**

An Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable.

Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, **an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value**.

Question 57:

The Product Owner should be expertly aware of the marketplace for the product.

* **True**
* **(Correct)**
* **It depends**
* **False**

Question 58:

How frequently product releases should occur?

* **Frequently enough to eliminate the risk that the product’s value will get out of line with the marketplace**
* **(Correct)**
* **At least every 6 months**
* **Every 3 months**
* **Every Sprint**
* **By the end of Product development**

Question 59:

During Daily Scrum, this plan is used as a reference to understand the changes in progress.

* **Product Backlog**
* **Sprint Backlog**
* **(Correct)**
* **Sprint Burn-Down**

Question 60:

Who is required to conform to the Definition of Done?

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

#### **Explanation**

**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 61:

Who is is responsible for all product-related activities?

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

#### **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.

Question 62:

Who determines how to do the work during the Sprint?

* **The Scrum Master.**
* **The Team Leads.**
* **The Developers.**
* **(Correct)**
* **The engineering director.**
* **The Technical Architects.**

#### **Explanation**

During Sprint Planning : 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.

Question 63:

Which of the following are NOT Scrum Artifacts? Select all applicable items.

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

#### **Explanation**

Scrum’s artifacts represent work or value to provide transparency and opportunities for inspection and adaptation. Artifacts defined by Scrum are specifically designed to maximize transparency of key information so that everybody has the same understanding of the artifact.

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

Question 64:

An organization decides to have very small Scrum Teams of less than three persons. The likely result could be:

* **The team may have decreased interaction**
* **All of the above**
* **(Correct)**
* **The team may have skills shortage**
* **The team may have low productivity gains**

#### **Explanation**

Optimal Scrum Team size is small enough to remain nimble and large enough to complete significant work within a Sprint. Only 3 Scrum Team members decrease interaction and results in smaller productivity gains. Smaller Scrum Teams may encounter skill constraints during the Sprint, causing the Scrum Team to be unable to deliver a potentially releasable Increment. Having more than nine members requires too much coordination. Large Scrum Teams generate too much complexity for an empirical process to be useful.

Question 65:

The role of Scrum Master in Sprint Retrospective is

* **Auditor**
* **None of the above**
* **Peer Team Member**
* **(Correct)**
* **Silent Observer**

#### **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 66:

What is the essence of Scrum? Select the most appropriate option.

* **A small team of people that is highly flexible and adaptive**
* **(Correct)**
* **The Scrum Master and the Product Owner**
* **The Scrum Guide**
* **The Developers**

#### **Explanation**

The essence of Scrum is a small team of people. The individual team is highly flexible and adaptive. These strengths continue operating in single, several, many, and networks of teams that develop, release, operate and sustain the work and work products of thousands of people. They collaborate and interoperate through sophisticated development architectures and target release environments.

Question 67:

How long should the Sprint be?

* **Not more than 2 months**
* **Not more than 1 month**
* **(Correct)**
* **Not more than 2 weeks**

#### **Explanation**

It's a rule of Scrum that a Sprint should **never be longer than one month.**

Question 68:

During a Sprint Review, the stakeholders notice that the product development progress is not very visible and lacks transparency. Moreover, they don't understand the next steps. Who is responsible for this?

* **Developers**
* **Product Owner**
* **Scrum Master**
* **Scrum Team**
* **(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.

Question 69:

What should Developers do if they don't understand a functional requirement?

* **Move the item to a future Sprint.**
* **Complete as much as possible and add the remaining work as a new Product Backlog item.**
* **Request a specialist to be added to the Scrum Team.**
* **Work with the Product Owner to determine what is possible and acceptable.**
* **(Correct)**

Question 70:

Within just few Sprints, Scrum increases the transparency of the following:

* **Both**
* **(Correct)**
* **Information of real progress**
* **Technical ability of team to create Product Increment**

Question 71:

In addition to product requirements, Scrum Teams also impose some technical conditions that the product must meet. These conditions must be added to the:

* **Sprint Backlog**
* **Definition of Done**
* **(Correct)**
* **Product Backlog**

#### **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.

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.

Question 72:

How frequently the Product Owner should communicate and re-iterate his product vision to the Scrum Team and the Key Stakeholders?

* **Every Sprint Retrospective**
* **Once at the first Sprint Planning**
* **Every Daily Scrum**
* **Early and often**
* **(Correct)**

#### **Explanation**

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

Question 73:

All the Scrum Teams working on the same product must have the same Sprint length.

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

#### **Explanation**

False. Scrum does not require having aligned Sprints for multiple teams. However, in a Nexus context all the Scrum Teams' Sprints must be aligned.

Question 74:

Where Scrum is actually being used? Check all the applicable items.

* **A Product Owner orders the work for a complex problem into a Product Backlog.**
* **(Correct)**
* **The Scrum Team turns a selection of the work into an Increment of value during a Sprint.**
* **(Correct)**
* **The CEO and its stakeholders inspect the results and adjust for the next Sprint.**

#### **Explanation**

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*

Question 75:

Customer satisfaction should be measured:

* **Frequently**
* **(Correct)**
* **Annually**
* **Daily**
* **Quarterly**

#### **Explanation**

Frequent enough to ensure the team is building the right thing at the right time but not so frequent it hinders the team from the work.

Question 76:

What must the Developers do during the first Sprint?

* **Analyze and estimate the requirements for the subsequent Sprints.**
* **Only design and develop the architecture and infrastructure.**
* **Create a project plan in order to map functional development to Sprint dates.**
* **Create a potentially shippable product Increment that includes at least one piece of functionality.**
* **(Correct)**

#### **Explanation**

Sprints promote iterative and incremental development.

Question 77:

Could the Product Owner and the Scrum Master also be Developers of the Scrum Team?

* **No**
* **Yes**
* **(Correct)**

#### **Explanation**

Yes. Scrum does not prohibit the Product Owner or the Scrum Master to do development work. However, it is not the best practice because it could create a conflict of interest.

Question 78:

If an item in the Sprint Backlog cannot be finished by the end of the Sprint (it turns out there is more work than estimated), the Sprint is cancelled.

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

#### **Explanation**

The Sprint is cancelled only in the case if the Sprint Goal became obsolete. If some work could not be done, the Sprint Backlog should be re-negotiated between the Product Owner and the Developers.

Question 79:

A cross-functional Scrum Team is defined as:

* **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.**
* **(Correct)**
* **A team of engineers, testers, business analysts, technical architects and functional managers.**
* **A team of skilled developers that can effectively multi-task on multiple Product Backlog items at the same time.**
* **A group of full-stack developers shared across multiple teams.**

#### **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 80:

During the Sprint Planning the Product Owner crafts a Sprint Goal.

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

#### **Explanation**

During the Sprint Planning the Scrum Team crafts a Sprint Goal.

Question 81:

The Definition of Done is

* **Initially defined per product by the Scrum Team, but may change throughout the product development duration**
* **(Correct)**
* **Initially defined per Scrum Team and doesn't change**
* **Defined after the first Sprint based on the new insights obtained from the first Sprint Review**

#### **Explanation**

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.

During the Sprint Retrospective, the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done.

Question 82:

What activities would a Product Owner do during an active Sprint?

* **Prioritize the Sprint Backlog.**
* **Update the burndown chart.**
* **Engage with the stakeholders and answer questions from the Developers.**
* **(Correct)**
* **Participate at the Daily Scrum.**

Question 83:

A new Product Owner is hired to work on an existing product that has ongoing for five Sprints. He/she is unsure about all of the responsibilities of a Product Owner. Which of these Product Owner activities are defined in Scrum?

* **Describing features as Use Cases.**
* **Ensuring work is completed within scope and time.**
* **Writing User Stories.**
* **Interacting with stakeholders and ensuring that the most valuable functionality is is always produced first.**
* **(Correct)**

Question 84:

Who should be present to review and adjust the selected Sprint work if the Developers determine that they will not be able to finish the complete forecast?

* **The stakeholders and Scrum Master.**
* **The Scrum Master, the Business Analyst and the Developers.**
* **The Product Owner and the Developers.**
* **(Correct)**
* **The Developers and Project Manager.**

#### **Explanation**

During the Sprint:

● No changes are made that would endanger the Sprint Goal;

● Quality does not decrease;

● The Product Backlog is refined as needed; and,

● **Scope may be clarified and renegotiated with the Product Owner as more is learned**.

Question 85:

When a product grows, it is quite possible that the PO will get help from other Product Managers and others in the organization who interact regarding the customer facing activities and knowledge of the product marketplace. Is it a good idea for the PO to proxy or outsource some of their PO Scrum Team duties to these people (for example, Scrum Team facing duties)?

* **Yes**
* **No**
* **(Correct)**

#### **Explanation**

When a product grows, it is quite possible that the PO will get help from other Product Managers and others in the organization who interact regarding the customer facing activities and knowledge of the product marketplace. While it is fine for the PO to be aided by the aforementioned people, it is NOT acceptable for the PO to attempt to proxy or outsource their PO Scrum Team duties, especially the Scrum Team facing duties.

Question 86:

How long does the Product Backlog exists?

* **Not more than 5 years**
* **While the Product exists**
* **(Correct)**
* **While at least one Scrum Team is working on it**
* **Till the final Product Release**

#### **Explanation**

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

Question 87:

Which of these tools is mandatory for the Product Owner to use?

* **None of the above.**
* **(Correct)**
* **Burndown chart.**
* **Project Gantt chart.**
* **Release burnup chart.**
* **Version control.**

#### **Explanation**

The Product Owner can use any tool, method or practice that he/she finds fit in order for him/her to make the best decisions possible.

Question 88:

Developers are waiting for a specific software component that they need to integrate and use.

The component should be ready in a month.

The Backlog Items with highest priorities depend on this specific component.

What should the Product Owner do?

* **Remove the dependent Items from the Product Backlog and put them in a special wait list. When the dependency is resolved, the Items should be returned back.**
* **Make sure the dependency is visible in the Product Backlog and the Developers have enough independent Items for the next Sprint.**
* **(Correct)**
* **Transfer the dependent Items to the Integration Team**
* **Nothing. The Product Backlog already has the most valuable items at the top. The Developers cannot proceed further until the dependency is resolved.**

Question 89:

Where Scrum can be used? Check all the applicable items.

* **Development of software and hardware**
* **(Correct)**
* **Development of almost everything we use in our daily lives as individuals and societies**
* **(Correct)**
* **Development of products and enhancements**
* **(Correct)**
* **Managing the operation of an organization**
* **(Correct)**
* **Research and identifying of viable markets, technologies, and product capabilities**
* **(Correct)**
* **Development and sustaining of Cloud and other operational environments**
* **(Correct)**

#### **Explanation**

Scrum was initially developed for managing and developing products. Starting in the early 1990s, Scrum has been used extensively, worldwide, to:

- Research and identify viable markets, technologies, and product capabilities;

- Develop products and enhancements;

- Release products and enhancements, as frequently as many times per day;

- Develop and sustain Cloud (online, secure, on-demand) and other operational environments for product use; and,

- Sustain and renew products.

Scrum has been used to develop software, hardware, embedded software, networks of interacting function, autonomous vehicles, schools, government, marketing, managing the operation of organizations and almost everything we use in our daily lives, as individuals and societies.

Question 90:

Which stakeholder is the most important for the Product Owner to satisfy?

* **The company founder**
* **The Product's users**
* **(Correct)**
* **The Head of Product**
* **The board of directors**

#### **Explanation**

The highest priority is the satisfy the end users.

Question 91:

Scrum’s artifacts are designed to maximize the Developers' velocity.

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

#### **Explanation**

Scrum’s artifacts represent work or value. They are designed **to maximize transparency of key information**. Thus, everyone inspecting them has the same basis for adaptation.

Each artifact contains a commitment to ensure it provides information that enhances transparency and focus against which progress can be measured:

● For the Product Backlog it is the Product Goal.

● For the Sprint Backlog it is the Sprint Goal.

● For the Increment it is the Definition of Done.

These commitments exist to reinforce empiricism and the Scrum values for the Scrum Team and their stakeholders.

Question 92:

Who are the typical Key Stakeholders (select three)?

* **The people responsible for making the funding decisions for the product development effort**
* **(Correct)**
* **The people responsible for product marketing**
* **The people responsible for paying to use the product**
* **(Correct)**
* **The people responsible for product development**
* **The human people who actually use the product under development**
* **(Correct)**

Question 93:

The Developers should have all the skills and competencies needed to:

* **Turn the Product Backlog items it selects into a potentially releasable product increment of functionality.**
* **(Correct)**
* **Complete the project within the estimate as committed to the Product Owner.**
* **Do all of the development work in order to handoff to the testers in the subsequent Sprint.**

Question 94:

When more Scrum Teams are added to a project that works on one single product, the productivity of the original Scrum Teams is more likely to increase.

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

#### **Explanation**

In a first place, it will generate too much complexity for an empirical process to be efficient.

Question 95:

Who is responsible for ensuring the Product Backlog items are understood to the level needed.

* **The Product Owner.**
* **(Correct)**
* **The Scrum Master.**
* **The Developers.**
* **The Business Analyst.**

#### **Explanation**

The Product Owner is accountable for managing the Product Backlog.

Question 96:

The product development project is about delivering an internal feature for an organization.

The team has good skill composition and worked in similar projects. The Sprint lengths can be:

* **up to one calendar month**
* **(Correct)**
* **ignored since it is internal project**
* **decided after the first release**

#### **Explanation**

Sprints are limited to one calendar month. When a Sprint’s horizon is too long the definition of what is being built may change, complexity may rise, and risk may increase.

Question 97:

Who are not responsible for the changes in the Product Backlog? Select all applicable options.

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

#### **Explanation**

Product Backlog items can be updated at any time by the Product Owner or at the Product Owner’s discretion.

Question 98:

Who is accountable for managing the Product Backlog?

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

#### **Explanation**

The Product Owner is 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 99:

Who is responsible for tracking the total work remaining in the Sprint Backlog to project the likelihood of achieving the Sprint Goal?

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

#### **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.

Question 100:

Who must ensure that the work done for a Product Backlog item conforms to the Definition of Done?

* **The Scrum Team.**
* **The Scrum Master.**
* **The Product Owner.**
* **The Test Team.**
* **The Developers.**
* **(Correct)**

#### **Explanation**

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 101:

Who is responsible for promoting and supporting Scrum? Select the best choice.

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

#### **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 102:

Scrum framework is founded on

* **Empiricism**
* **(Correct)**
* **Empiricism and Technical Practices**
* **Empiricism and Emotional Intelligence**

Question 103:

What are the characteristics of a Product Backlog Item that is “Ready” for selection in a Sprint Planning? Select three.

* **Can be implemented within one Sprint and tested in the next Sprint**
* **Somewhere at the bottom of the Product Backlog**
* **Well refined**
* **(Correct)**
* **Has less detail**
* **Can be "Done" within one Sprint**
* **(Correct)**
* **Somewhere at the top of the Product Backlog**
* **(Correct)**

Question 104:

Who is responsible for estimating the work effort in the Product Backlog? (choose the best answer)

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

#### **Explanation**

The Developers are responsible for all work effort estimations in the Product Backlog. The Product Owner may influence the Developers by helping it understand and select tradeoffs, but the people who will perform the work make the final estimate.

Question 105:

How much work must Developers of a Scrum Team do to a Product Backlog item it selects for a Sprint?

* **All development work and at least some testing.**
* **As much as they have informed the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of "Done".**
* **(Correct)**
* **​As much as they can fit into the Sprint. Any remaining work will be moved to a subsequent Sprint.**
* **An equal amount of time on analysis, design, programming, testing and documentation.**

Question 106:

Your organization is new to Scrum. Management would like to understand what measures are helpful in determining if value is being delivered. As a Product Owner, which two metrics would be appropriate? (choose the best two answers)

* **Productivity**
* **Customer satisfaction**
* **(Correct)**
* **Velocity**
* **Scope**
* **Time-to-Market**
* **(Correct)**

#### **Explanation**

Time-to-Market is a Key Value Area (KVA) of the Evidence Based Management (EBM) approach that expresses the organization’s ability to quickly deliver new capabilities, services, or products. Customer satisfaction is a Key Value Measure (KVM) under the Current Value KVA that helps gauge customer engagement and happiness with the product.

Question 107:

What does the Cone of Uncertainty show?

* **How much work remains till the end of the Sprint**
* **How much is known about the Product over time**
* **(Correct)**
* **Hierarchy of tasks that comprise a project**
* **Dependencies, start times and stop times for project tasks**

Question 108:

Who is responsible for managing the tasks of the Developers during the Sprint?

* **The Product Owner.**
* **The Scrum Master.**
* **All of the above.**
* **The Project Manager.**
* **The Developers.**
* **(Correct)**

#### **Explanation**

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 109:

An important executive wants the Developers to take in a highly critical feature in the current Sprint. The Developers:

* **Will ask the executive to work with the Product Owner**
* **(Correct)**
* **As empowered team, will seek the executive to select an alternative to select an alternative work to be removed instead**
* **Will work on that since organization priority is more important**

#### **Explanation**

For the Product Owner to succeed, the entire organization must respect his or her decisions. The Product Owner’s decisions are visible in the content and ordering of the Product Backlog. No one can force the Developers to work from a different set of requirements.

**The Product Backlog** is an emergent, ordered list of what is needed to improve the product. It is **the single source of work** undertaken by the Scrum Team.

Question 110:

What should Developers do with non-functional requirements?

* **Assign them to the technical leads on the team.**
* **Ensure they are addressed in every Increment.**
* **(Correct)**
* **They will be addressed in the Integration Sprints.**
* **Add them to a separate non-functional requirements list.**

#### **Explanation**

Non-functional requirements should be worked on alongside functional development.

Question 111:

As the Scrum Team is in the process of defining Product Backlog items, the Scrum Master notices that the team is not using the User Story format to capture the Product Backlog items. The Scrum Master should:

* **let the team decides the format of the Product Backlog items**
* **(Correct)**
* **add a business analyst with knowledge of writing user stories to the team, with specific responsibility of documenting backlog in terms of user stories**
* **correct the team's behavior by coaching them about user stories**

#### **Explanation**

The Scrum Team is self-managed and self-organized.

Question 112:

How does the Product Owner communicate his marketplace knowledge to the Scrum Team (select three)?

* **Product Backlog Refinement**
* **(Correct)**
* **Sprint Retrospectives**
* **Sprint Reviews**
* **(Correct)**
* **Informal daily interactions**
* **(Correct)**
* **Daily Scrums**

#### **Explanation**

"Sprint Retrospectives" is incorrect because during this event, the Scrum Team doesn't talk about the Product and the market.

"Daily Scrums" is incorrect because this event is for Developers only. The Product Owner can only attend the Daily Scrum but not participate in it.

The Four Values of The Agile Manifesto :

**- Individuals and Interactions Over Processes and Tools.**

- Working Software Over Comprehensive Documentation.

- Customer Collaboration Over Contract Negotiation.

- Responding to Change Over Following a Plan.

Question 113:

A scrum Team crafts the following Sprint Goal: "All the Sprint code should have passed 100% automated unit tests".

* **Not an appropriate goal, since Sprint goal should be about expected business value**
* **(Correct)**
* **It is well formed Sprint Goal**
* **It is incorrect, since Product Owner formulates the goal and not the Scrum Team**

Question 114:

What Product Owner activities occur between the end of the current Sprint and the beginning of the next Sprint?

* **Participate as a team member at the Sprint Retrospective.**
* **Product Backlog refinement.**
* **There are no such activities. When the current Sprint ends, the new Sprint begins.**
* **(Correct)**
* **Updating stakeholders on project progress.**

Question 115:

Kevin is a senior developer that has recently joined an existing Scrum Team. The existing team members are unable to get along with Kevin and conclude that he is not a culture fit. If necessary, who is responsible for removing the new team member, and why?

* **The Scrum Master because he/she is responsible for removing Impediments.**
* **The Scrum Team as a whole is responsible as the Scrum Team is self-managed.**
* **(Correct)**
* **The Product Owner because he/she is responsible for managing the team.**
* **The HR department, as they are responsible for the hiring process.**

#### **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 116:

Select the two meetings in which people outside the Scrum Team are allowed to participate.

* **The Sprint Planning**
* **(Correct)**
* **The Sprint Review**
* **(Correct)**
* **The Daily Scrum**
* **The Sprint Retrospective**

#### **Explanation**

The Developers may invite other people to attend the Sprint Planning in order to provide technical or domain advice.

The Product Owner is responsible for inviting the Key Stakeholders to the Sprint Review meeting.

However, only the Developers participate in the Daily Scrum and the Sprint Retrospective is for the Scrum Team only.

Question 117:

What would be the responsibilities of the Developers of the Scrum Team?

* **Update stakeholders on the daily progress and keep the burn-down chart updated.**
* **Deciding on the value of the product features and value estimations.**
* **Writing User Stories and reordering the Product Backlog.**
* **Select the Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.**
* **(Correct)**

#### **Explanation**

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.

During the Sprint Planning :

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.

Question 118:

What should Developers do if they realize they have selected too much work after starting the Sprint?

* **Add additional team members to handle the extra work.**
* **Continue working and update the Product Owner at the Sprint Review.**
* **Modify the definition of "Done" to ensure all Product Backlog items can be done by the end of the Sprint.**
* **Work with the Product Owner to remove some work or Product Backlog items as soon as possible.**
* **(Correct)**

#### **Explanation**

The Sprint Backlog is a living artifact that evolves and changes as more is learned or discovered.

Question 119:

What doesn't happen when a Sprint is cancelled? Select two.

* **Any completed and “Done” Product Backlog items are reviewed**
* **At the Sprint Retrospective the Scrum Master determines who from the Developers are responsible for cancelling the Sprint**
* **(Correct)**
* **If part of the work is potentially releasable, the Product Owner typically accepts it**
* **Several top Product Backlog Items are taken into the Sprint Backlog to replace the obsolete items**
* **(Correct)**
* **All incomplete Product Backlog Items are re-estimated and put back on the Product Backlog**

#### **Explanation**

A Sprint could be cancelled if the Sprint Goal becomes obsolete. Only the Product Owner has the authority to cancel the Sprint.

When a Sprint is cancelled, any completed and “Done” Product Backlog items are reviewed. If part of the work is potentially releasable, the Product Owner typically accepts it. All incomplete Product Backlog Items are re-estimated and put back on the Product Backlog. The work done on them depreciates quickly and must be frequently re-estimated.

In case of Sprint cancellation, no particular Scrum Team member is to blame.

Question 120:

When a Product Backlog is retired?

* **When the Product Owner retires**
* **When the Customer provides the sign-off completion of the project**
* **When the Product retires**
* **(Correct)**
* **When all the Sprints are over**

#### **Explanation**

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