Question 1: **Skipped**

Who should do the legwork of gathering the marketplace data for the Product Owner?

* **It does not matter who does the legwork**
* **(Correct)**
* **The Scrum Team and the Key Stakeholders**
* **The Product Owner**
* **The Scrum Team**

Question 2: **Skipped**

What are Product Backlog characteristics? Select three.

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

#### **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.

A Product Backlog is never complete. The earliest development of it 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. If a product exists, its Product Backlog also exists.

Question 3: **Skipped**

If it is not an organizational standard, who is responsible for creation of the Definition of Done?

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

#### **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.**

Question 4: **Skipped**

Why does the Scrum framework recommends small Scrum Teams of 10 or fewer people?

* **Because they remove more impediments to the Scrum Team**
* **Because they are more productive**
* **(Correct)**
* **Because they better decide how to order the Product Backlog**
* **Because they communicate better**
* **(Correct)**

#### **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 5: **Skipped**

Imagine the following situation. At the Sprint Retrospective meeting the Scrum Team identified some improvements related to the product that can be done. What may the Scrum Team do? Select the best option.

* **Add the improvements to the Sprint Backlog for the next Sprint.**
* **(Correct)**
* **Assign a responsible team member for at least one improvement. Check the progress at the next Retrospective.**
* **Assign responsible team members for every improvement. Check the progress at the next Retrospective.**

#### **Explanation**

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 Scrum Team is responsible for all product-related activities.

Question 6: **Skipped**

The Sprint Backlog is owned by the:

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

#### **Explanation**

The Sprint Backlog is the set of Product Backlog items selected by the Developers and their plan for delivering the work.

Question 7: **Skipped**

What impact does an evolving environment have on the Product Backlog?

* **Identify a different market for the current Product Backlog.**
* **A new Product Backlog is created to meet the needs of the users.**
* **The Product Backlog is a living artifact that evolves as the product and the environment in which it will be used evolves.**
* **(Correct)**
* **The Product Backlog is static as it is a commitment to the stakeholders.**

#### **Explanation**

The Product Backlog is a living artifact that evolves and changes as more is learned.

Question 8: **Skipped**

An organization that is new to Scrum wants to know how the interactions should be between the Product Owner and the Developers. Which two statements best describes the relationship? (choose the two best answers)

* **They collaborate frequently in order for the Product Owner to make sound decisions in managing the Product Backlog.**
* **(Correct)**
* **They collaborate frequently in order for the Developers to deliver Increments that address user and stakeholder needs.**
* **(Correct)**
* **They only interact at the start and end of the Sprints so that the Developers is not distracted while they are doing the work.**
* **The Developers helps the Product Owner acquire a deep understanding of the technology being used.**
* **The Product Owner manages the work being done in order to maximize Developers utilization and project performance.**

#### **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.

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 9: **Skipped**

Who is accountable for the Product Backlog?

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

#### **Explanation**

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

Question 10: **Skipped**

What is the result of the Sprint Review?

* **Common understanding of what can be delivered in the Increment and how will the work needed to deliver the Increment be achieved**
* **Common understanding of progress toward the Sprint Goal and how progress is trending toward completing the work in the Sprint Backlog**
* **A list of improvements that the Scrum Team will implement in the next Sprint**
* **A revised Product Backlog that defines the probable Product Backlog items for the next Sprint**
* **(Correct)**

#### **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 11: **Skipped**

Scrum users must frequently inspect artifacts and progress toward the product's vision and goals. In what ways does a Product Owner take the lead on detecting desirable/undesirable variances? (choose the best two answers)

* **The Product Owner invites stakeholders to the Sprint Review to learn about the current state of the market and how it influences what could be done next to optimize value.**
* **(Correct)**
* **At the Sprint Review the Product Owner shares the Product Backlog as it stands. He or she projects likely target and delivery dates based on progress to date which results in a revised Product Backlog.**
* **(Correct)**
* **At the conclusion of Sprint Planning the Product Owner inspects the Sprint Backlog before allowing the development process to begin.**
* **During the Daily Scrum the Product Owner inspects the Sprint burn-down chart in order to create a report on the team's performance.**

#### **Explanation**

The Sprint Review includes the Scrum Team and key stakeholders invited by the Product Owner. During the Sprint Review the Product Owner: Explains what Product Backlog items have been 'Done' and what has not been 'Done'; Discusses the Product Backlog as it stands and any projections to date

Question 12: **Skipped**

The structure of the Daily Scrum is well-defined and constant. Every Developer should answer the three main questions:

What did I do yesterday?

What will I do today?

Do I see any impediment?

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

#### **Explanation**

There is not any prescribed structure. The structure of the Daily Scrum 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. It is still perfectly fine to use the questions, but other ways of conducting the meeting are also possible.

Question 13: **Skipped**

Select the two meetings in which people outside the Scrum Team are NOT allowed to participate.

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

#### **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 14: **Skipped**

What is the maximum length of the Sprint Planning in a project with three-week Sprints?

* **6 hours**
* **3 hours**
* **8 hours**
* **(Correct)**
* **4 hours**

#### **Explanation**

**Sprint Planning is timeboxed to a maximum of eight hours** for a one-month Sprint. For shorter Sprints, the event is usually shorter.

**Important note :**

Be careful, the concept of proportionality was effective in the 2013 version of the Scrum Guide but it's been abandoned since the 2017 version of the Scrum Guide. So since 2017, the **MAXIMUM** length of the Scrum Events are 15 mins for the Daily Scrum, 8 hours for the Sprint Planning, 4 hours for the Sprint Review and 3 hours for the Sprint Retrospective **no matter the length of the Sprint**.

Question 15: **Skipped**

Who don't participate in the Sprint Retrospective? Select two.

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

#### **Explanation**

The Sprint Retrospective is an internal scrum event for the Scrum Team only.

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.

Question 16: **Skipped**

What should be taken into account for the Definition of Done? Select the two most appropriate items.

* **The Definition of Done of other Scrum Teams working on other products**
* **Advice of the Scrum Master**
* **Conventions, standards and guidelines of the Organization**
* **(Correct)**
* **Experience of the Product Owner**
* **The Definition of Done of other Scrum Teams working on the same Product**
* **(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 17: **Skipped**

The Scrum Master should not allow the Product Owner to attend the Sprint Planning if the PO is not ready with a Sprint Goal. Is this true or false?

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

Question 18: **Skipped**

Although Burn-down charts are optional, it can be useful tool for tracking what measure? (choose the best answer)

* **How much cost has been accumulated.**
* **How much work is remaining across time.**
* **(Correct)**
* **How much business value has been delivered to the customer.**
* **How individual team members are performing.**

#### **Explanation**

Burn-down chart shows the amount of work left to be done, versus the time allocated for the iteration. Burn-down charts are an efficient tracking tool, because they show when the work remaining is projected to be completed if nothing changes on the backlog or Scrum Team. The burn-down chart is a helpful tool for Developers to self-manage BUT it is not mandatory as the teams will decide the best way to manage their own progress and promote transparency.

Question 19: **Skipped**

When is ownership of individual items, in the Sprint Backlog, assigned to Developers?

* **During Daily Scrum.**
* **Any time during Sprint Planning.**
* **Never. Even if individuals work on specific Sprint Backlog items, the Developers as a whole remains accountable for the Sprint Backlog in its entirety.**
* **(Correct)**
* **When the Scrum Master assigns it.**

#### **Explanation**

The Developers are responsible for doing the work in the Sprint Backlog in order to satisfy the Sprint Goal.

Question 20: **Skipped**

Why do the Developers need a Sprint Goal?

* **The Developers are more focused with a common and specific goal**
* **(Correct)**
* **Sprint Goals are not valuable. Everything is known from the Product Backlog**
* **A Sprint Goal only gives purpose to sprint 0**
* **A Sprint Goal ensures that all of the product Backlog items selected for the Sprint are implemented.**

#### **Explanation**

During Sprint Planning the Scrum Team also crafts a Sprint Goal. The Sprint Goal is an objective that will be met within the Sprint through the implementation of the Product Backlog, and it provides guidance to the Developers on why it is building the Increment.

Question 21: **Skipped**

The Increment is the sum of all the Product Backlog items completed during the current Sprint only.

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

#### **Explanation**

The Increment is the sum of all the Product Backlog items completed during the Sprint **and** the value of the increments of all previous Sprints.

Question 22: **Skipped**

What action should a Scrum Master take if the Developers have decided that Retrospectives are no longer necessary?

* **Start facilitating more productive and useful Retrospectives.**
* **(Correct)**
* **Comply with the team's decision.**
* **Suggest reducing the frequency of the Retrospectives.**
* **Extend the Sprint time-box in order to fit the Retrospectives.**

#### **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 23: **Skipped**

It is a good practice to have from time to time a special technical Sprint that consists only of tasks removing the technical debt without implementing any new functionality.

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

#### **Explanation**

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

Question 24: **Skipped**

Only the Product Owner and the Developers participate in the Sprint Planning. There is nothing to do for the Scrum Master.

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

#### **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 25: **Skipped**

An inspector finds that a work aspect deviates outside acceptable limits, and that the resulting product will be unacceptable. When will the team adjust this work aspect to minimize the deviation?

* **As soon as possible**
* **(Correct)**
* **After the Scrum Master approves the adjustment**
* **In the next Scrum Event**

#### **Explanation**

If an inspector determines that one or more aspects of a process deviate outside acceptable limits, and that the resulting product will be unacceptable, the process or the material being processed must be adjusted. An adjustment must be made as soon as possible to minimize further deviation.

Question 26: **Skipped**

You are a Product Owner who is also responsible for monitoring the TCO (Total Cost of Ownership). What are the costs that can influence the TCO of the product being built? (choose the best answer)

* **The financial funding of product development, where each Sprint has a fixed cost.**
* **All the investments (conception, development, operation and maintenance) to be made in the product.**
* **(Correct)**
* **The accrued cost compared to the value generated by the product.**

#### **Explanation**

The Product Owner is in charge of monitoring the TCO (Total Cost of Ownership) and this entails contemplating all the investments (conception, development, operation and maintenance) to be made in the product. For example, quality impacts the TCO and life expectancy of a product. Getting software out of the door quickly with poor quality may achieve a short-term win but it incurs technical debt. The software becomes difficult to extend and maintain. This results in high cost and long lead times for new functionality. And software with poor quality often has to be replaced sooner rather then later resulting in a short life expectancy and a poor return on investment. A Product Owner is ultimately concerned with Maximizing Return On Investment (ROI), optimizing Total Cost of Ownership (TCO), and capitalizing on product Agility

Question 27: **Skipped**

What are the true statements?

* **Only the Product Owner can cancel the Sprint. Others can only influence the decision to cancel**
* **(Correct)**
* **Only the Developers should be responsible for estimating the Product Backlog Items**
* **(Correct)**
* **Only the Product Owner can change the Sprint Backlog**
* **Only the Product Owner should update the Product Backlog without delegating to anyone**

Question 28: **Skipped**

Each Scrum Team must have a different Product Owner.

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

#### **Explanation**

For a single product there is one Product Backlog. For a single Product Backlog there is one Product Owner. But one Product Owner can work within many Scrum Teams.

Question 29: **Skipped**

What does Product Backlog management include? Select three most applicable items.

* **Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next**
* **(Correct)**
* **Presenting Product Backlog items to the Key Stakeholders**
* **Ordering the items in the Product Backlog to best achieve goals and missions**
* **(Correct)**
* **Moving Product Backlog items into the Sprint Backlog**
* **Optimizing the value of the work the Developers perform**
* **(Correct)**

Question 30: **Skipped**

What areas of focus can help a Product Owner make sure that the product is delivering value? (choose the best three answers)

* **The level of accuracy between the done Increment and the original requirements.**
* **How much of the functionality of his product is being utilized.**
* **(Correct)**
* **How much can the customer absorb and use the product.**
* **(Correct)**
* **The size or quantity of the User Stories delivered.**
* **Direct customer feedback.**
* **(Correct)**

#### **Explanation**

Customer Satisfaction, Customer Usage Index, and Customer or user satisfaction gap are Key Value Measures defined in the Evidence-Based Management (EBM) approach. It is an empirical approach that provides organizations with the ability to measure the value they deliver to customers.

Question 31: **Skipped**

Who is responsible for all product related activities?

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

#### **Explanation**

The Scrum Team is responsible for all product related activities.

Question 32: **Skipped**

What are the best ways for a Product Owner to manage value for the Product? (choose the best two answers)

* **Frequently releasing increments to validate assumptions built into the product.**
* **(Correct)**
* **Managing the Product Cost Ratio.**
* **Ordering of the Product Backlog.**
* **(Correct)**
* **Setting value points on individual Product Backlog items.**

#### **Explanation**

As a Product Owner, releasing new features and/or functionalities every Sprint, maximizes value for your customers and users. You have to release a Product to customers/users, in order to find out if you have delivered value for them and to learn what they find valuable and feed the information into the Product Backlog.

Question 33: **Skipped**

How can you determine that the Product Owner and the Developers are interacting enough throughout a Sprint :

(Select the two best answers)

* **See if the Product Owner is present at every Daily Scrum.**
* **See the level of velocity of the Developers.**
* **See whether the Product Owner is satisfied with the increment.**
* **(Correct)**
* **See whether the Stakeholders / users are satisfied with the increment.**
* **(Correct)**

#### **Explanation**

The very purpose of Scrum is to optimise the value of a product and to satisfy its users.

Question 34: **Skipped**

Once the Product Owner gained his Product Vision and defined the tactics of bringing this vision to life, it is a bad idea to change them before the next Product Release.

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

#### **Explanation**

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.

Question 35: **Skipped**

In which meetings the Key Stakeholders are allowed to participate?

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

Question 36: **Skipped**

What does the Burndown Chart show?

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

Question 37: **Skipped**

What are the three pillars that uphold Scrum?

* **Transparency**
* **(Correct)**
* **Agility**
* **Adaptation**
* **(Correct)**
* **Cross-functionality**
* **Inspection**
* **(Correct)**
* **Self-organization**

#### **Explanation**

Scrum combines four formal events for inspection and adaptation within a containing event, the Sprint. These events work because they implement the empirical Scrum pillars of transparency, inspection, and adaptation.

Question 38: **Skipped**

What is the Commitment for the Sprint Backlog ?

* **The Scrum Goal.**
* **The Product Goal.**
* **The Sprint Goal.**
* **(Correct)**
* **The Definition of Done.**

#### **Explanation**

The Sprint Goal is the commitment of the Sprint Backlog.

The Sprint Goal is the single objective for the Sprint. Although the Sprint Goal is a commitment by the Developers, it provides flexibility in terms of the exact work needed to achieve it. The Sprint Goal also creates coherence and focus, encouraging the Scrum Team to work together rather than on separate initiatives.

The Sprint Goal is created during the Sprint Planning event and then added to the Sprint Backlog. As the Developers work during the Sprint, they keep the Sprint Goal in mind. If the work turns out to be different than they expected, they collaborate with the Product Owner to negotiate the scope of the Sprint Backlog within the Sprint without affecting the Sprint Goal.

Question 39: **Skipped**

Which measures can help to determine the product success? (choose the best 3 answers)

* **The Scrum Team's velocity.**
* **The product's impact on cost.**
* **(Correct)**
* **The product's impact on customer satisfaction.**
* **(Correct)**
* **The frequency of membership changes within the Scrum Team.**
* **How much of the planned scope is delivered by the end of the Sprint.**
* **The product's impact on revenue.**
* **(Correct)**

#### **Explanation**

As a Product Owner, you have to find a balance in both delivering internal value and external value. Internal measures can be cost savings, FTE reductions, employee satisfaction, time spend on a certain (internal) process, revenues, etc. External measures can be customer satisfaction, NPS, etc.

Question 40: **Skipped**

The Product Owner wants to apply some non-functional requirements to the Product. What is the best way to proceed?

* **Create a new Item for every requirement in the Product Backlog**
* **Find a way to convert non-functional requirements into Product features and act accordingly**
* **Add the non-functional requirements to the DoD and check every Increment against these criteria**
* **(Correct)**

#### **Explanation**

Non-functional requirements describe qualities of the Product being developed. For example, the Product should be secure and extensible. The only way to meet such requirements is to have them as a part of the DoD and check every Increment against these criteria.

As Scrum Teams mature, it is expected that their definitions of “Done” will expand to include more stringent criteria for higher quality. New definitions, as used, may uncover work to be done in previously “Done” increments. Any one product or system should have a definition of “Done” that is a standard for any work done on it.

Question 41: **Skipped**

Who must get feedback from the Key Stakeholders at the Sprint Review?

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

#### **Explanation**

During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint. Based on that and any changes to the Product Backlog during the Sprint, attendees collaborate on the next things that could be done to optimize value.

Question 42: **Skipped**

The purpose of the Sprint Retrospective is to (select three):

* **Get feedback from the Key Stakeholders invited by the Product Owner**
* **Identify and order the major items that went well and potential improvements**
* **(Correct)**
* **Inspect how the last Sprint went with regards to people, relationships, process, and tools**
* **(Correct)**
* **Create a plan for implementing improvements to the way the Scrum Team does its work**
* **(Correct)**
* **Get technical or domain advice from specialists invited by The Developers or The Scrum Master**

#### **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 43: **Skipped**

Product Backlog Refinement…

Select the two most applicable sentence endings.

* **Is an ongoing process**
* **(Correct)**
* **Is time-boxed to a maximum of 4 hours**
* **Is the act of adding detail, estimates, and order to Product Backlog items**
* **(Correct)**
* **Answers the question: how will the work needed to deliver the Increment be achieved**
* **Usually happens 2-4 times in dependency of the Sprint length**

#### **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.

The Product Owner may do the above work or may delegate the responsibility to others. Regardless, the Product Owner remains accountable.

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.

The Developers who will be doing the work are responsible for the sizing. The Product Owner may influence the Developers by helping them understand and select trade-offs.

Question 44: **Skipped**

When is the Scrum Team allowed to interact with the Key Stakeholders (select the most applicable option)?

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

Question 45: **Skipped**

Could the Sprint Planning be finished if only work planned for the first days of the Sprint is decomposed to units of one day or less?

* **Yes, if the remaining work is also estimated, maybe in bigger units**
* **(Correct)**
* **No, all items in the Sprint Backlog should be decomposed to units of one day or less by the end of the Sprint Planning**

Question 46: **Skipped**

The Developers should be able to explain to the Product Owner and Scrum Master how it intends to work as a self-managing team to accomplish the Sprint Goal and create the anticipated Increment.

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

#### **Explanation**

By the end of the Sprint Planning, the Developers should be able to explain to the Product Owner and Scrum Master how it intends to work as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment.

Question 47: **Skipped**

The Scrum Team consists of:

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

#### **Explanation**

The Scrum Team consists of a Product Owner, the Developers, and a Scrum Master.

Question 48: **Skipped**

Who is responsible for coping with incomplete artifact transparency?

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

#### **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.

Question 49: **Skipped**

When a sprint is cancelled, the Scrum Team discards all the work and refines a new Product Backlog

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

#### **Explanation**

The team still conducts Sprint Review to review "Done" Product Backlog items. If parts 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.

Question 50: **Skipped**

Who participate in the Sprint Review? Select all applicable variants.

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

#### **Explanation**

During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint. Based on that and any changes to the Product Backlog during the Sprint, attendees collaborate on the next things that could be done to optimize value.

Question 51: **Skipped**

Successful use of Scrum depends on people becoming more proficient in living five values including:

* **Multitasking**
* **Commitment**
* **(Correct)**
* **Velocity**
* **Respect**
* **(Correct)**
* **Hierarchy**

#### **Explanation**

Successful use of Scrum depends on people becoming more proficient in living five values :

***Commitment, Focus, Openness, Respect, and Courage***

Question 52: **Skipped**

What impact does technical debt have on the Product Owner? (choose the best two answers)

* **Technical debt has no impact on the delivery of value.**
* **Technical debt is only a concern of the Developers as the Product Owner should not be distracted by technical aspects.**
* **Technical debt can reduce the velocity in which new functionality can be created.**
* **(Correct)**
* **More time and money is spent maintaining the product when you have technical debt.**
* **(Correct)**

#### **Explanation**

Technical debt is a concept in programming that reflects the extra development and testing work that arises when 'quick and dirty' solutions result in later remediation. It creates an undesirable impact on the delivery of value and an avoidable increase in waste and risk.

Question 53: **Skipped**

Select the three best options to finish the sentence below.

Technical debt …

* **reflects some extra development work**
* **(Correct)**
* **is a real risk which can genuinely be incurred**
* **(Correct)**
* **is a lack of technical supplies**
* **compromises long-term quality of the Product**
* **(Correct)**
* **belongs entirely to the Developers. No one else should know about it.**

#### **Explanation**

“Technical debt (also known as design debt or code debt) is a concept in software development that reflects the implied cost of additional rework caused by choosing an easy solution now instead of using a better approach that would take longer.”

Technical debt can be defined as the longer term consequences of poor design decisions. In a sense it’s like any other debt - there ought to be a clear understanding of why it is incurred, and how and when to pay it back. Sometimes it is genuinely thought to be worth it. For example, “poor design decisions” might be made for the sake of expediency. Continuing with an unscalable architecture might facilitate a delivery to a Product Owner which would otherwise be impossible if redesign was to happen now. There will be long-term costs associated with the delay in taking remedial action, because it will become harder to refactor the architecture the longer it is left in place and used. That’s clearly a kind of debt, because we are borrowing time from the product’s future which will have to be repaid with interest. Yet given the advantage to be obtained by making that early delivery, the choice to take on this debt might be considered to be appropriate and worthwhile.

Question 54: **Skipped**

Who is allowed to participate at the Daily Scrum?

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

#### **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.

(Be careful, "participate" is different from "attend").

Question 55: **Skipped**

Multiple teams working on the same product should maintain separate Product Backlogs.

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

#### **Explanation**

For a single product there is one Product Backlog. For a single Product Backlog there is one Product Owner.

Question 56: **Skipped**

A team should NOT start the first Sprint until the Product Owner has detailed all of the Product Backlog items in the Product Backlog.

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

#### **Explanation**

The earliest development of the Product Backlog lays out the initially known and best-understood requirements. It evolves as the product and the environment in which it will be used evolves and constantly changes to identify what the product needs to be appropriate, competitive, and useful.

Question 57: **Skipped**

Which of the following describe the Definition of Done? (choose 2 answers)

* **Increases transparency**
* **(Correct)**
* **Ensures everything is documented**
* **Helps ensure the Increment is releasable**
* **(Correct)**
* **Helps increase velocity**

#### **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 58: **Skipped**

For the first Sprint, the inputs are the Product Backlog and the Projected Capacity of the Developers. What are the additional inputs to the subsequent Sprints?

* **Sprint Plan**
* **Past performance of the Developers**
* **(Correct)**
* **Defect list from previous Sprint**
* **Last Product Increment**
* **(Correct)**

#### **Explanation**

The input to the Sprint Planning is the Product Backlog, the latest product Increment, projected capacity of the Developers during the Sprint, and past performance of the Developers.

Question 59: **Skipped**

A product is a vehicle to deliver value. It has no boundary, known stakeholders and undefined users or customers.

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

#### **Explanation**

*"A product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a service, a physical product, or something more abstract."*

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Question 60: **Skipped**

Who is responsible for estimating the Product Backlog items?

* **The Technical Architect.**
* **The Developers after clarifying the requirements with the Product Owner.**
* **(Correct)**
* **The Scrum Master.**
* **The Developers by themselves.**
* **The Product Owner.**

#### **Explanation**

The ones doing the work are the best ones to create the estimations.

Question 61: **Skipped**

In which meetings the Key Stakeholders much participate?

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

#### **Explanation**

The Key Stakeholders must participate in the Sprint Review meeting. However, any member of the Scrum Team can interact with them any time.

Question 62: **Skipped**

The Sprint Backlog is never modified during the Sprint as the Sprint Goal doesn't change.

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

#### **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 63: **Skipped**

The Scrum framework ensures that adding more ressources to the product development will proportionally increase the product value.

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

#### **Explanation**

There is no correlation between the amount of ressources used for the product development and the product value. The product value mainly come from the Product Owner's choices along with the whole Scrum Team's quality of work.

Question 64: **Skipped**

How will an organization know the outcomes of a product that is currently in development? (choose the best answer)

* **By releasing often, and updating KPIs (key performance indicators) on value after every release and feeding this information back into work on the Product Backlog.**
* **(Correct)**
* **By an increase of velocity trends from Sprint to Sprint.**
* **By the pattern of Increment approvals by the Product Owner and stakeholders at the Sprint Review.**
* **By comparing the estimated time for development versus the actual time spent.**

#### **Explanation**

As a Product Owner, releasing new features and/or functionalities every Sprint, maximizes value for your customers and users. You have to release a Product to customers/users, in order to find out if you have delivered value for them and to learn what they find valuable.

Question 65: **Skipped**

When something about Scrum frustrates the Product Owner, he can delegate some accountabilities to the Scrum Master.

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

#### **Explanation**

The Product Owner can delegate some tasks but NOT his accountabilities.

Question 66: **Skipped**

Who has the “last say” on the order of items in the Product Backlog?

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

#### **Explanation**

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

Question 67: **Skipped**

Scrum is best described as

* **Framework for developing and sustaining complex products**
* **(Correct)**
* **Collection of best practices**
* **Software methodology**
* **Product development process**

#### **Explanation**

Scrum is a framework for developing, delivering, and sustaining complex products.

A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.

Question 68: **Skipped**

If multiple Stakeholders have varied interests in the product and different viewpoints what is the best strategy for the Product Owner?

* **Listen to the people that fund the product’s development because they always have the last word**
* **Stick to the viewpoint promising the fastest time-to-market**
* **Do an intelligent balancing of interests and try to maximize the value of the Product as a whole**
* **(Correct)**
* **Calculate ROI (Return Of Investments) for every viewpoint and select the maximal one**

Question 69: **Skipped**

If 5 Scrum Teams are working on the same product, how many Product Owners are needed?

* **As decided by the self-organized Scrum Team**
* **As decided by the management**
* **One Product Owner**
* **(Correct)**
* **Five Product Owners**

#### **Explanation**

The Product Owner is one person, not a committee.

Question 70: **Skipped**

When multiple Scrum Teams are working on the same product, should they integrate all their work into a single functional increment every Sprint?

* **No, because it's not mandatory that the increment is fully integrated at each Sprint. The integration can be done during "Integration Sprints".**
* **Yes, so that the whole Scrum Team and the Stakeholders can inspect a full piece of functionality at the Sprint Review.**
* **(Correct)**
* **No, because every Scrum Team is self-managed and independent and works on their own.**
* **Yes, but only for the Scrum Teams whose work have dependencies between each others.**

#### **Explanation**

The Scrum Teams in a Nexus (Scaled Scrum) produce a single Integrated Increment every Sprint.

The Nexus Sprint Review is held at the end of the Sprint to provide feedback on the **done Integrated Increment** that the Nexus has built over the Sprint and determine future adaptations.

*See the The Nexus TM Guide of 2021.*

Question 71: **Skipped**

At the Sprint Retrospective meeting, the Scrum Team can add the identified improvements to the Sprint Backlog for the next Sprint?

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

#### **Explanation**

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

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.**

Question 72: **Skipped**

All increments to be created by the Developers must come from the Product Backlog.

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

#### **Explanation**

All increments to be done by the Developers must ultimately come from the Product Backlog as it is the single source of product requirement. How the work is done can change, evolve, and emerge as more is learned.

Question 73: **Skipped**

How is the Product Backlog ordered?

* **Items with the fewest Story Points are at the top and the most at the bottom.**
* **Items are ordered by function (ie design, frontend, backend, database).**
* **The least risky items are at the top and the riskiest items at the bottom.**
* **Highest priority items at the bottom and lowest priority items at the top.**
* **Whatever seems the best to the Product Owner.**
* **(Correct)**

#### **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.

Question 74: **Skipped**

What is a key inspect and adapt meeting for the Developers?

* **Project Status Meeting**
* **Daily Scrum**
* **(Correct)**
* **Design Sessions**

#### **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 75: **Skipped**

Who monitors the remaining work of the Product Backlog?

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

#### **Explanation**

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 76: **Skipped**

Every Product Backlog Item should be created by the Product Owner personally and only then the Developers can add details to it at the PO’s discretion.

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

#### **Explanation**

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

Question 77: **Skipped**

What are the Scrum Artifacts? Select all applicable items.

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

#### **Explanation**

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

Question 78: **Skipped**

Which is not a Product Backlog Management activity?

* **Clearly expressing and ordering Product Backlog items**
* **Optimizing the value of the work the Developers perform**
* **Ensuring the Developers understand items in the Product Backlog to the level needed**
* **Using formal change control to manage Product Backlog when market provides feedback from Product usage**
* **(Correct)**

#### **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 79: **Skipped**

All Scrum Teams working on the same Product should use the same Product Backlog.

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

Question 80: **Skipped**

Definition of Done is created during the first Sprint and remains unchanged until the Product release.

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

#### **Explanation**

False. During each Sprint Retrospective, the Scrum Team plans ways to increase product quality by adapting the Definition of Done as appropriate.

Question 81: **Skipped**

What should a Product Owner take in consideration when ordering the Product Backlog? (choose the best answer)

* **How much time the Developers are allocated to the project.**
* **Whatever is the most appropriate to achieve the product's goals and to optimize the value delivered to the users.**
* **(Correct)**
* **The items with the highest ROI are always at the top.**
* **The availability of the technical lead.**
* **The highest priority items are always at the top.**
* **The newest items are added towards the bottom.**

#### **Explanation**

While the Product Backlog must be ordered, ordering by priority is only one many techniques. The Product Backlog indeed must be ordered: its ordering determines the Product Backlog items' (PBI) order of delivery. The Developers can discuss PBI ordering with the Product Owner but, in the end, the Developers must take PBIs in Product Backlog order. However, the Product Backlog is not guaranteed to represent an ordering of PBIs by either value or priority. You can’t just assign priorities to PBIs — whether they come from ROI or importance to the business or anywhere else — and then prioritize the backlog on the basis of those relative values. As a Product Owner, you must consider the entire backlog of PBIs together. How this is done may vary widely across organizations, Scrum Teams, and individuals.

Question 82: **Skipped**

Who defines the Definition of Done?

* **Developers**
* **Scrum Team**
* **(Correct)**
* **Technical / Domain Experts**
* **Product Owner**

#### **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.

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 83: **Skipped**

Other people than the Scrum Team can attend the Sprint Planning in order to provide technical or domain advice.

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

#### **Explanation**

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

Question 84: **Skipped**

Lean thinking is a fundamental of the Scrum Framework.

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

#### **Explanation**

Scrum is founded on empiricism and **lean thinking**. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed. Lean thinking reduces waste and focuses on the essentials.

Question 85: **Skipped**

The Scrum Master does the following regarding the Daily Scrum (select all applicable variants):

* **Is responsible for conducting the Daily Scrum**
* **Ensures that the Developers have the meeting**
* **(Correct)**
* **Teaches the Developers to keep the Daily Scrum within the 15-minute time-box**
* **(Correct)**
* **If others are present at the Daily Scrum, ensures that they do not disrupt the meeting**
* **(Correct)**

Question 86: **Skipped**

Who assigns tasks to the Developers?

* **The project manager**
* **Developers themselves**
* **(Correct)**
* **The Scrum Master**
* **The Product Owner**

#### **Explanation**

The Developers take responsibility for doing the tasks themselves and the Scrum Team ensures that all tasks are done properly. Remember that they are self-organized. When items are "Done", the Product Owner checked them but this is focused on the item rather than individuals; all developers are accountable for the team's outputs.

Question 87: **Skipped**

What two attributes are optional for a Product Backlog Item?

* **Order**
* **Dependencies**
* **(Correct)**
* **Test descriptions that will prove PB Item completeness when "Done"**
* **(Correct)**
* **Description**
* **Size estimate**

#### **Explanation**

The Product Backlog lists all features, functions, requirements, enhancements, and fixes that constitute the changes to be made to the product in future releases. Product Backlog items have the attributes of a description, order and estimate.

Question 88: **Skipped**

Who can change the Sprint Backlog in the middle of the Sprint?

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

#### **Explanation**

Only the Developers can change its Sprint Backlog during a Sprint. As new work is required, the Developers add it to the Sprint Backlog. As work is performed or completed, the estimated remaining work is updated. When elements of the plan are deemed unnecessary, they are removed.

Question 89: **Skipped**

What prerequisites must be met before a Sprint Planning can start? (choose the best answer)

* **Availability of key Scrum Team members.**
* **There are no such prerequisites.**
* **(Correct)**
* **Approval from the steering committee.**
* **A fully refined Product Backlog.**
* **The preparedness of the Product Owner.**
* **User Stories that conform with the Definition of Ready.**

#### **Explanation**

Scrum events should be held at the same time each Sprint. This helps with consistency, making improvements to the process, and reducing waste. In an event that a Scrum event cannot begin at the Scrum Team's designated time, they will need to inspect and adapt the event itself in order to maximize the effectiveness of the event. Delaying events is a short-term solution and results in reducing the team's opportunities to improve.

Question 90: **Skipped**

Which statement is true about the Product Backlog?

* **It supplements the requirements document.**
* **It is a living artifact that evolves as the product and the environment in which it will be used evolves.**
* **(Correct)**
* **It should not have more than 6 months of work.**
* **It is a complete project plan that the Scrum Team commits to completing.**

#### **Explanation**

Changes in business requirements, market conditions, or technology may cause changes in the Product Backlog.

Question 91: **Skipped**

What technique should be used for representing Product Backlog Items?

* **User Stories**
* **Any technique, even a mix of several techniques**
* **(Correct)**
* **Use Cases**
* **Acceptance Tests**
* **Scenarios**

#### **Explanation**

Scrum is not a process, technique, or definitive method. Rather, it is a framework within which you can employ various processes and techniques.

Question 92: **Skipped**

A Scrum Team can identify the improvements only during the Sprint Retrospective

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

#### **Explanation**

Although improvements may be implemented at any time, the Sprint Retrospective provides a formal opportunity to focus on inspection and adaptation.

Question 93: **Skipped**

Which statement regarding the Product Backlog is FALSE?

* **It is a finalized list of requirements to be done for the Product.**
* **(Correct)**
* **Ordered based on value, priority, risk, and dependencies.**
* **It is an inventory of work to be done for the Product.**
* **It is managed by the Product Owner.**

#### **Explanation**

The Product Backlog is a living artifact that evolves and changes as more is learned.

Constant feedback loops from product users / stakeholders are necessary to updated and re-order the Product Backlog.

Question 94: **Skipped**

Who is responsible for collaborating with the stakeholders?

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

What is Scrum?

* **A sequential design process, used in software development processes, in which progress is seen as flowing steadily downwards.**
* **A software development methodology which is intended to improve software quality.**
* **A lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.**
* **(Correct)**

#### **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 96: **Skipped**

Who identifies the Key Stakeholders for the Product?

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

Question 97: **Skipped**

In the Scrum context, the word “development” only refers to software.

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

#### **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.

Question 98: **Skipped**

How long should the Sprint Planning be?

* **Not more than 8 hours**
* **(Correct)**
* **Until all the Items in the Sprint Backlog are decomposed to units of one day or less**
* **Not more than 4 hours**

#### **Explanation**

Sprint Planning is time-boxed to a maximum of eight hours for a one-month Sprint.

There is no need to decompose all the Items in the Sprint Backlog. It can be done only for the first days of the Sprint.

Question 99: **Skipped**

The Sprint Backlog is created at the Sprint Planning. It is prohibited to add new work into the Sprint Backlog later by the Developers.

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

#### **Explanation**

As new work is required, the Developers add it to the Sprint Backlog. As work is performed or completed, the estimated remaining work is updated. When elements of the plan are deemed unnecessary, they are removed. Only the Developers can change its Sprint Backlog during a Sprint. 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 100: **Skipped**

What are the desired benefits of a Product Owner having a clear Product Vision? (choose the best three answers)

* **A Product vision provides an overarching direction so that Sprints deliver high added-value.**
* **(Correct)**
* **A Product vision provides the Sprint Review a way of inspecting the incremental progress.**
* **(Correct)**
* **It helps the Scrum Team stay focused and provides them something to check their decisions against.**
* **(Correct)**
* **A Product vision helps the Scrum Team know how much work is remaining until it can be satisfied.**
* **It's not mandatory in Scrum and there's no direct benefit.**

#### **Explanation**

Having a clear and inspiring Product vision helps in motivating and inspiring the people involved and affected by the product. It also provides a common understanding of the direction we are working towards. It also supports the Product Owner in making choices about what to build and what not to build for the Product.

Question 101: **Skipped**

When does inspection occur?

* **All the time**
* **When the Product Owner finds necessary**
* **Frequently, but not so often that gets in the way of work.**
* **(Correct)**
* **At the Sprint Review**

#### **Explanation**

All Scrum events are opportunities for inspection and adaptation. Inspection makes adaptation possible and that's why it's important. However, like anything else in Agile, we just like to have "enough" of it.

Question 102: **Skipped**

What are the time-boxes for the Sprint Review and the Sprint Retrospective?

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

#### **Explanation**

The Sprint Review is at most a four-hour meeting for one-month Sprints.

The Sprint Retrospective is at most a three-hour meeting for one-month Sprints.

Question 103: **Skipped**

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

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

Question 104: **Skipped**

What happens during the Sprint? Select three answers.

* **Quality goals do not decrease**
* **(Correct)**
* **Sprint scope is defined at the Sprint Planning and cannot be changed**
* **No changes are made that would endanger the Sprint Goal**
* **(Correct)**
* **The Sprint Goal is changed frequently to reflect the status of the remaining work**
* **Scope may be clarified and renegotiated with the Product Owner as more is learned**
* **(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.

Question 105: **Skipped**

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

* **Planning and advising Scrum implementations within the organization**
* **(Correct)**
* **Removing barriers between stakeholders and Scrum Teams**
* **(Correct)**
* **Developing and explicitly communicating the Product Goal**
* **Ensuring that the Product Backlog is transparent, visible and understood**
* **Leading, training, and coaching the organization in its Scrum adoption**
* **(Correct)**

#### **Explanation**

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

● Leading, training, and coaching the organization in its Scrum adoption;

● Planning and advising Scrum implementations within the organization;

● Helping employees and stakeholders understand and enact an empirical approach for complex work; and,

● Removing barriers between stakeholders and Scrum Teams.

Question 106: **Skipped**

How does the Scrum Master serve the Scrum Team? Select the three most appropriate answers.

* **Leading and coaching the organization in its Scrum adoption**
* **Finding techniques for effective Product Backlog management**
* **Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done**
* **(Correct)**
* **Coaching the team members in self-management and cross-functionality**
* **(Correct)**
* **Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox**
* **(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 107: **Skipped**

What happens when a Sprint is cancelled? Select three.

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

#### **Explanation**

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.

Question 108: **Skipped**

How does the Scrum Master serve the Organization? Select the three most appropriate answers.

* **Leading and coaching the organization in its Scrum adoption**
* **(Correct)**
* **Planning Scrum implementations within the organization**
* **(Correct)**
* **Working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization**
* **(Correct)**
* **Mixing experienced developers and junior specialists across different Scrum Teams in the organization to speed up Scrum adoption**
* **Making sure the key stakeholders are invited on all Scrum Reviews within organization**

#### **Explanation**

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

● Leading, training, and coaching the organization in its Scrum adoption;

● Planning and advising Scrum implementations within the organization;

● Helping employees and stakeholders understand and enact an empirical approach for complex work; and,

● Removing barriers between stakeholders and Scrum Teams.

Question 109: **Skipped**

At the end of Sprint Planning, the Developers could not decompose all of the work into units of one day or less. It could decompose the work for only the first few days of the Sprint.

* **The Scrum Master should coach the team in required skills**
* **Since the team is self-organized, they should continue Sprint Planning in the following days before they start the work**
* **The Developers should close the Sprint Planning and start the work**
* **(Correct)**

#### **Explanation**

1. 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.

2. Work planned for the first days of the Sprint by the Developers is decomposed by the end of this meeting, often to units of one day or less. The Developers self-organize to undertake the work in the Sprint Backlog, both during Sprint Planning and as needed throughout the Sprint.

Question 110: **Skipped**

As a Product Owner, which of the following would be a valid point of focus? (choose the best two answers)

* **Creating User Stories.**
* **Ensuring the project and release status is transparent to customers and stakeholders.**
* **(Correct)**
* **Always being near the Scrum Team just in case they need Product Owner support.**
* **Frequently work with customers and stakeholders in identifying potential work that could deliver the most value.**
* **(Correct)**

#### **Explanation**

The Product Backlog is dynamic; it constantly changes to identify what the product needs to be appropriate, competitive, and useful. The Product Owner works diligently to identify these needs. The Product Owner is responsible for ensuring that the status of the project is visible, transparent, and clear to all. At any point in time, the total work remaining to reach a goal can be summed and information is made transparent to all stakeholders.

Question 111: **Skipped**

The Sprint Review is just a demo of the Product Backlog items completed during a Sprint. Do you agree?

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

#### **Explanation**

No. The Sprint Review contains many more activities to inspect the Increment and adapt the Product Backlog.

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 112: **Skipped**

Select all that apply. Scrum Team participates in:

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

#### **Explanation**

Only the Developers participate in the Daily Scrum. Not the entire Scrum Team.

Question 113: **Skipped**

Which of the following is a valid service from the Scrum Master to the Product Owner? (choose the best answer)

* **Act as a proxy when the Product Owner is not available to the team.**
* **Helping the Product Owner find techniques for managing the Product Backlog.**
* **(Correct)**
* **Helping the Product Owner order the Product Backlog items in order to maximize value.**
* **Act as the middleman between the Product Owner and the Developers, as requested or required**

#### **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 114: **Skipped**

What type of process control is Scrum?

* **Traditional**
* **Modern**
* **Empirical**
* **(Correct)**
* **Adaptive**

#### **Explanation**

Scrum is empirical; based on the real-world experiences. It asserts that knowledge comes from experience and making decisions based on what is known. In order to do so, Scrum employs an iterative, incremental approach to optimize predictability and control risk.

Question 115: **Skipped**

All of the items on the Product Backlog must be written by the Product Owner before they are handed over to the Developers.

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

#### **Explanation**

The Product Owner is responsible for the Product Backlog. Who adds the items and how they are added to the Product Backlog vary widely across organizations, Scrum Teams, and individuals.

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

Question 116: **Skipped**

What is the time-box for the Daily Scrum?

* **Not limited. Every Developer should have enough time to answer the three Main Questions.**
* **20 minutes**
* **15 minutes**
* **(Correct)**
* **25 minutes**

#### **Explanation**

The Daily Scrum is a 15-minute timeboxed event.

Question 117: **Skipped**

The Developers are always accountable for:

* **Developing and explicitly communicating the Product Goal**
* **Ordering Product Backlog items**
* **Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox**
* **Adapting their plan each day toward the Sprint Goal**
* **(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 118: **Skipped**

The Product Owner is responsible for all estimates in the Product Backlog.

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

#### **Explanation**

The Developers are responsible for all estimates in the Product Backlog. 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 119: **Skipped**

What is the order of items in the Product Backlog?

* **The less clear items at the top**
* **Alphabetical**
* **Less valuable and most unclear items at the bottom**
* **(Correct)**
* **The recently added items at the top**

Question 120: **Skipped**

How does the Scrum Master help the Product Owner? Select the three most appropriate answers.

* **Introducing cutting edge development practices**
* **Leading and coaching the organization in its Scrum adoption**
* **Facilitating stakeholder collaboration as requested or needed**
* **(Correct)**
* **Helping find techniques for effective Product Goal definition and Product Backlog management**
* **(Correct)**
* **Helping the Scrum Team understand the need for clear and concise Product Backlog items**
* **(Correct)**

#### **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.