Question 1:

Which of the following statements is not correct?

* **Multiple Scrum Teams working for the same product should have only one common Product Backlog**
* **Only the Developers can finalize the estimate of the Product Backlog Items**
* **The Product Owner only orders the Product Backlog Items on their value**
* **(Correct)**
* **The Developers can write a Product Backlog item at the Product Owner’s discretion**

#### **Explanation**

Changes in business requirements, market conditions, or technology may cause changes in the Product Backlog. Also the dependencies between Product Backlog items may be taken into consideration.

Question 2:

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

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

#### **Explanation**

Multiple Scrum Teams often work together on the same product. One Product Backlog is used to describe the upcoming work on the product.

Question 3:

Which of the following is a way of decreasing technical debt?

* **Hiring an external auditor**
* **Improving the Definition of Done**
* **(Correct)**

#### **Explanation**

There's usually room for improving the Definition of Done. A good definition will let less technical debt pass on to the next Sprints. Technical debt is minor shortcomings in the code that makes it less than "good enough" and therefore creates risks in the future. It usually decreases velocity in the future (because the team has to fix the shortcomings) and as some of the debt might remain in the final product, the maintenance cost will increase as well. Another Agile way of reducing technical debt is continuous refactoring.

Question 4:

What is the Sprint Retrospective?

* **It is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint**
* **(Correct)**
* **It is the key inspect and adapt meeting**
* **It is a meeting where the Developers synchronize activities and creates a plan for the next 24 hours**

#### **Explanation**

"It is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint" is the best answer as it precisely describes what the Sprint Retrospective is.

"The key inspect and adapt meeting" is rather the Sprint Review (as well as for the Daily Scrum).

Question 5:

For the Product Backlog Refinement act, the Scrum Team needs to define a recurring pre-set time every week outside the current working hours of the Developers.

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

#### **Explanation**

Product Backlog items that can be Done by the Scrum Team within one Sprint are deemed ready for selection in a Sprint Planning event. They usually acquire this degree of transparency after refining activities. 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 6:

What could be a source of requirements for any changes to be made to the product?

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

#### **Explanation**

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

Question 7:

The Scrum Master should not allow the Product Owner to attend the Sprint Planning if the Product Owner is not ready with a Sprint Goal.

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

#### **Explanation**

The Scrum Team crafts a Sprint Goal during the Sprint Planning.

Question 8:

Doing your best and helping other Scrum Team members demonstrates which of the following?

* **Value of Commitment**
* **(Correct)**
* **Increased Profit**
* **Increased Revenue**
* **Maximising utilization**
* **High Performance**

#### **Explanation**

Commitment is one of the 5 Scrum values : 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.

People personally commit to achieving the goals of the Scrum Team by doing their best and helping others.

Question 9:

The main duty of the Product Owner is

* **Testing the Developers’ work against detailed requirements**
* **Guarding the Developers from any interruption**
* **Maximizing the value of the product resulting from the work of the Scrum Team**
* **(Correct)**
* **Managing the development work**

#### **Explanation**

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team.

Question 10:

A Scrum Team is at the end of a Sprint. The next Sprint starts:

* **After the product increment is released to production**
* **After the Retrospective event of the current sprint**
* **(Correct)**
* **After the Sprint Planning**

Question 11:

Which statements are correct about Sprint Retrospective meeting? (Choose 2 answers)

* **It's the only time improvement are planned for the project**
* **The Product Owner doesn't have to be at the meeting**
* **It happens before the Sprint Review**
* **It's three hours in a one-month Sprint**
* **(Correct)**
* **It's an opportunity for inspection and adaptation**
* **(Correct)**

#### **Explanation**

The Sprint Retrospective happens after the Sprint Review; it's the last event in the Sprint. It's three hours in a one-month Sprint and all Scrum Team members attend it. Its purpose is planning for improvements in the process (the way we're working), but it's not the only time we try to improve. Similar to Sprint Planning, Sprint Review and Daily Scrum, it's an opportunity for inspection and adaptation.

Question 12:

What are the roles in a Scrum Team? Select all that apply

* **None of the above**
* **(Correct)**
* **Project Manager**
* **Programmer**
* **Tester**
* **Business Analyst**
* **Architect**
* **Operations Analyst**

#### **Explanation**

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

Question 13:

Who is accountable for creating the increment every Sprint?

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

#### **Explanation**

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

Question 14:

A Scrum Team member should play both Scrum Master and Product Owner roles

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

#### **Explanation**

The Product Owner and the Scrum Master **SHOULD NOT** be the same person for neutrality reasons.

However, nothing says that they CANNOT be the same person in the Scrum Guide.

That is not best practice as there would be a conflict of interest. But it is not forbidden as it can be more convenient for small teams of 4 people for example.

Question 15:

During the Daily Scrum, the Scrum Master decides of the structure of the meeting that the Developers have to follow.

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

#### **Explanation**

**The Developers can select whatever structure and techniques they want**, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management.

Question 16:

Could the Product Owner and the Scrum Master also be a Developer?

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

#### **Explanation**

Yes, if they are also executing the work of the Sprint Backlog.

Question 17:

During the Sprint, the Developers track the remaining work and the trend at least

* **Whenever they have time**
* **Everyday**
* **(Correct)**
* **Every week**

#### **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 18:

Which are considered Scrum Values. (choose all that apply)

* **Focus**
* **(Correct)**
* **Commitment**
* **(Correct)**
* **Self-organization**
* **Respect**
* **(Correct)**
* **Openness**
* **(Correct)**
* **Courage**
* **(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 19:

It is normal to have a “hardening” Sprint to remove all technical debt and prepare the Product for upcoming release.

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

#### **Explanation**

It is not normal. Scrum Teams deliver an Increment of product functionality **every Sprint**.

Question 20:

Scrum is founded on

* **Empiricism**
* **(Correct)**
* **Empirical criticism**
* **Common sense**
* **Kanban system**

#### **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.

Question 21:

What is the input to the Sprint Planning? Select four.

* **Past performance of the Scrum Team**
* **(Correct)**
* **The Product Backlog**
* **(Correct)**
* **Projected capacity of the Scrum Team during the Sprint**
* **(Correct)**
* **Feedback from the Organization CEO**
* **The latest product Increment**
* **(Correct)**
* **Feedback from the Key Stakeholders**

#### **Explanation**

The input to the Sprint Planning are:

The Product Backlog

The latest product Increment

Projected capacity of the Scrum Team during the Sprint

Past performance of the Scrum Team

Question 22:

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

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

#### **Explanation**

When you have 1 project for creating 1 product, there would be only 1 Product Backlog and 1 Product Owner. Having more than one Product Backlog makes it hard to prioritize the items and having more than one Product Owner might create inconsistency in the system.

Question 23:

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

* **The Definition of Done helps in inspection and adaptation**
* **The Definition of Done helps to calculate velocity of the Scrum Team**
* **The Definition of Done guides the Developers in knowing how many Product Backlog items it can select during a Sprint Planning**
* **(Correct)**
* **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)**

#### **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 24:

A company has three products. Which two of the following are acceptable way of forming Scrum teams?

* **There must be a single Product Owner for all products**
* **There must be a unique Product Owner for each product**
* **There can be one Product Owner for each product**
* **(Correct)**
* **There can be a single Product Owner for all products**
* **(Correct)**

#### **Explanation**

When there's one Product Backlog, there can be only one Product Owner, even if the product is large and there are many Scrum Teams. However, when there are multiple Products Backlogs, there are two options: a) Considering them separate and have a Product Owner for each of them b) Have only one Product Owner for all of them

Question 25:

Which statement best describes Scrum?

* **A clearly defined and predictable process that follows the principles of Computer Science.**
* **A framework to address complex products in complex environments.**
* **(Correct)**
* **A clearly defined methodology that defines the product development process.**
* **A manual for defining best practices for product development.**

#### **Explanation**

Scrum is a framework for developing, delivering, and sustaining complex products. This Guide contains the definition of Scrum. This definition consists of Scrum’s roles, events, artifacts, and the rules that bind them together. Ken Schwaber and Jeff Sutherland developed Scrum; the Scrum Guide is written and provided by them. Together, they stand behind the Scrum Guide.

Question 26:

The Daily Scrum time-box depends on the size of the Scrum Team.

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

#### **Explanation**

The Daily Scrum is a 15-minute time-boxed event for the Scrum Team of any size.

Question 27:

A Scrum Team can have an exclusive first Sprint to prepare Product Backlog which is the sole outcome from that Sprint

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

#### **Explanation**

The only outcome of each Sprint is a potentially releasable Increment of “Done” product.

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

Question 28:

What typically happens during an active Sprint? (choose the best three answers)

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

#### **Explanation**

During the Sprint: No changes are made that would endanger the Sprint Goal; Quality goals do not decrease; Scope may be clarified and renegotiated between the Product Owner and Developers as more is learned.

Question 29:

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

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

#### **Explanation**

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.

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.

Question 30:

What would be the main benefits of self-management?

* **Increased rule compliance, self-accountability, output.**
* **Increased creativity, self-accountability, commitment.**
* **(Correct)**
* **Increased capacity, accuracy of estimates, output.**
* **Increased rule compliance, self-accountability, commitment.**

#### **Explanation**

Self-organized teams allow teams to creatively solve difficult problems, be accountable for the work they do, and commit to each other and the goals of the team.

Question 31:

Choose the true statements

* **Developers can’t act on directions from anyone other than Product Manager**
* **Product Owner’s decisions are visible in the Sprint Backlog content**
* **The main priority of the Product Owner is to maximize the value of the product**
* **(Correct)**
* **Product users are the most important stakeholders**
* **(Correct)**

Question 32:

The Product Owner must always consider the dependencies of the software tools the Developers use when ordering the Product Backlog

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

#### **Explanation**

The Product Owner may consider the dependencies between Product Backlog Items but not the dependencies of the software tools used by the Developers.

Question 33:

Only the Product Owner can change the Sprint Backlog during a Sprint.

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

#### **Explanation**

**Only the Developers can change the 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 34:

How frequently should scrum users inspect Scrum artifacts and progress toward a Sprint Goal?

* **After the Daily Scrum**
* **At the Sprint Review**
* **As frequently as possible**
* **Frequently, but it should not get in the way of the work**
* **(Correct)**

#### **Explanation**

Scrum users must frequently inspect Scrum artifacts and progress toward a Sprint Goal to detect undesirable variances. Their inspection should not be so frequent that inspection gets in the way of the work. Inspections are most beneficial when diligently performed by skilled inspectors at the point of work.

Question 35:

The Daily Scrum focuses on progress toward the Product Goal.

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

#### **Explanation**

The Daily Scrum is a 15-minute event for the Developers of the Scrum Team. To reduce complexity, it is held at the same time and place every working day of the Sprint. If the Product Owner or Scrum Master are actively working on items in the Sprint Backlog, they participate as Developers.

The Developers can select whatever structure and techniques they want, as long as their **Daily Scrum focuses on progress toward the Sprint Goal** and produces an actionable plan for the next day of work. This creates focus and improves self-management.

Question 36:

Select the correct statement. Before the Sprint Planning

* **Completed user stories must be posted on the Scrum Board**
* **The Product Backlog Items must be refined with complete acceptance criteria before they are chosen for Sprint**
* **The Developers must have a definition of “Done” formally approved by the Product Owner**
* **None of the above**
* **(Correct)**

#### **Explanation**

The Definition of “Done” doesn’t need the Product Owner’s approval as it is the decision of the whole Scrum Team.

A Scrum Board, User Stories and Acceptance Criteria are good practices but not mandatory parts of Scrum (they are not even mentioned in the Scrum Guide).

Question 37:

What is the Sprint Backlog?

* **The Product Backlog items selected for this Sprint plus the Team Backlog items**
* **The Product Backlog items selected for this Sprint**
* **The Product Backlog items selected for this Sprint plus the plan for delivering them**
* **(Correct)**
* **The plan for delivering Product Backlog items**

#### **Explanation**

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

Question 38:

Which Scrum Value is impacted by trust?

* **Focus**
* **Openness**
* **Commitment**
* **All of the above**
* **(Correct)**
* **Respect**
* **Courage**

#### **Explanation**

Without trust, team members will have difficulties acting and behaving in the ways that reflect the Scrum values and how effective they apply empiricism.

Question 39:

When do the Developers create the Sprint Backlog?

* **During the review with stakeholders**
* **Along with the creation of the Product Backlog**
* **After the Product Backlog Refinement**
* **During the Sprint Planning**
* **(Correct)**

#### **Explanation**

The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. The Sprint Backlog is a forecast by the Developers about what functionality will be in the next Increment and the work needed to deliver that functionality into a “Done” Increment.

Question 40:

Scrum does not allow additional meetings that are not defined in Scrum.

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

#### **Explanation**

Scrum allows additional meetings if they facilitate achieving the Sprint Goal.

Question 41:

At the Sprint Planning, who is responsible for ensuring that attendees are prepared to discuss the most important Product Backlog items and how they map to the Product Goal?

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

#### **Explanation**

At the Sprint Panning, **Product Owner** ensures that attendees are prepared to discuss the most important Product Backlog items and how they map to the Product Goal.

Question 42:

It is the responsibility of the Scrum Master to engage the stakeholders to maximize the value of the product

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

#### **Explanation**

It is the responsibility of the whole Scrum Team and more particularly to the Product Owner.

Question 43:

Revenue is the only measure of product’s value

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

#### **Explanation**

Users’ satisfaction is the best measure of product’s value.

Question 44:

At the Sprint Retrospective meeting the Scrum Team identified some improvements that can be done. What should the Scrum Team do? (choose the best answer)

* **Assign a responsible team member for at least one improvement. Check the progress at the next Retrospective.**
* **They address the most impactful improvements as soon as possible. They may even add those to the Sprint Backlog for the next Sprint.**
* **(Correct)**
* **Make sure the Sprint Backlog for the next Sprint includes all the improvements.**
* **Assign responsible team members for every improvement. Check the progress at the next Retrospective.**

#### **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 45:

What are the characteristics of a Scrum Team? Select three most appropriate choices.

* **Having the Scrum Master as a part-time Developer in the Scrum Team**
* **Having at least one test engineer among the Developers**
* **The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint**
* **(Correct)**
* **Scrum recognizes no sub-teams in the Scrum Team**
* **(Correct)**
* **Developers hold each other accountable as professionals**
* **(Correct)**

#### **Explanation**

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

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

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 46:

Scrum has a role called "Project Manager."

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

#### **Explanation**

The Scrum Framework only recognizes 3 roles although others may be needed to help the team build the most valuable product possible.

Question 47:

Who must get feedback from the Key Stakeholders in the Sprint Review? (choose the best answer)

* **The Product Owner**
* **The Scrum Master**
* **The Developers**
* **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 48:

It is good practice to maintain separate Product Backlogs for multiple Scrum Teams that work on one product

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

#### **Explanation**

Multiple Scrum Teams often work together on the same product. One Product Backlog is used to describe the upcoming work on the product. A Product Backlog attribute that groups items may then be employed.

Question 49:

At the eighth Sprint Review, the stakeholders are upset that the product being built is not what they expected and will incur additional costs that was not planned for. What may have led to this?

* **The Scrum Master has not been attending the Daily Standup. The Product Owner has not been using the Gantt chart correctly. The Stakeholders has not been invited to the Sprint Retrospectives.**
* **The Scrum Master has not been reporting on the progress of the Scrum Team. The Product Owner has not been managing the Developers' tasks effectively. The Developers have not been improving their velocity.**
* **The Scrum Master has not ensured that the project is transparent. The Product Owner has not made the stakeholders aware of the progress of the project. The stakeholders have not been attending the Sprint Reviews.**
* **(Correct)**

#### **Explanation**

Scrum requires significant aspects of the process to be visible to those responsible for the outcome. This includes transparency with internal and external stakeholders. Although, the Scrum Guide does not directly state that the Scrum Master is responsible for ensuring transparency it is implicit. The Scrum Master is responsible for the process in which Scrum is adopted and enacted. Scrum is founded on empiricism and the Scrum Master helps those inside and outside the team work in an empirical environment which includes transparency (one of the three pillars of empiricism).

Question 50:

Which of the following statements is true?

* **The Sprint Retrospective focuses on the product while the Sprint Review focuses on Scrum Team’s process and people aspects**
* **The Sprint Retrospective focuses on Scrum Team’s process and people aspects while the Sprint Review focuses on the product**
* **(Correct)**
* **The Sprint Retrospective focuses on Scrum Team’s process and people aspects while the Sprint Review focuses on velocity**

#### **Explanation**

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

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 51:

Each increment must be released to production as it maximizes the value

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

#### **Explanation**

Frequent releases to production are good practice to get some feedback from the market. However, releasing each increment is not mandatory.

Question 52:

The Scrum Team is self-managing which means:

* **It decides of the length of each Sprint**
* **It manages the Scrum Events**
* **It manages how to perform the development work**
* **(Correct)**
* **It manages the Product Backlog**

Question 53:

When multiple teams are working on the same product, who should make sure that their outputs can be integrated into one Increment?

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

#### **Explanation**

It's up to the Developers of the Scrum Teams to find their way and ensure that their outputs will create an integrated Increment that is potentially releasable.

Question 54:

What's the optimal length of a Sprint?

* **One month**
* **Two weeks**
* **Short enough to minimize risk**
* **(Correct)**
* **One week**

#### **Explanation**

We prefer shorter Sprints as long as we can produce enough output. Shorter Sprints reduce the risk to the business.

Question 55:

While Product Backlog Items can be re-estimated, reordered, modified, they can never be removed from the Product Backlog

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

#### **Explanation**

A Product Backlog Item can be removed if it turns out to be irrelevant or obsolete. The Product Owner only focuses on value.

Question 56:

Who is responsible for the development quality in Scrum?

* **Scrum Master**
* **Tester**
* **Everyone who performs the development work**
* **(Correct)**
* **Lead Developer**

#### **Explanation**

Though the Scrum Team can contain people with testing skills, there is no separate role or title for them in Scrum.

Question 57:

The Scrum Framework recommends:

* **Quarterly releases**
* **Early and frequent releases of usable increments**
* **(Correct)**
* **Release planning of a fully developed product**

#### **Explanation**

Early and frequent releases of usable increments offer more opportunities for valuable feedback.

Question 58:

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

* **Adding or removing developers from the Developers in accordance with team velocity changes**
* **Coaching the team members in self-management and cross-functionality**
* **(Correct)**
* **Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done**
* **(Correct)**
* **Causing the removal of impediments to the Scrum Team’s progress**
* **(Correct)**
* **Helping the Developers as a manager**

#### **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 59:

Check all the formal opportunities to inspect and adapt.

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

#### **Explanation**

All the Scrum Events are formal opportunities to inspect and adapt something. These events are designed to enable transparency and inspection.

Question 60:

What does Burn-down Chart show?

* **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)**
* **The evolution of the amount of uncertainty during a project**

#### **Explanation**

Burn-down chart shows the evolution of remaining effort against time.

Question 61:

When technical debt occurs, the system will become more unstable as development progresses and code is added resulting in future work being slowed down.

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

#### **Explanation**

It's important to understand how technical debt can impact transparency.

Question 62:

Technical debt… (choose the best three answers)

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

#### **Explanation**

Technical debt is a concept in programming that reflects the extra development work that arises when code that is easy to implement in the short run is used instead of applying the best overall solution. In other words it can be defined as the longer term consequences of poor design decisions. Technical debt is a real risk which can genuinely be incurred. It compromises long­-term quality of the Product. One of the ways of handling technical debt is recording it on the Product Backlog. So, it becomes visible to the Scrum Team.

Question 63:

During the Sprint, the Sprint Backlog can be modified as more is learned. However, no changes are made that would endanger the Sprint Goal.

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

Question 64:

Who is responsible for managing the Product Backlog?

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

#### **Explanation**

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

Question 65:

When multiple Scrum Teams work on the same product (and therefore same Product Backlog), how should the Product Backlog items be picked by each team?

* **The Scrum Team with the highest velocity choose their Product Backlog items first.**
* **The Developers (or appropriate representatives) of each Scrum Team pull work from the Product Backlog in agreement with the Product Owner.**
* **(Correct)**
* **The Product Owner attributes work for each Scrum Team.**
* **Each Scrum Team must take the same number of Product Backlog items so they fairly share the same amount of work.**

#### **Explanation**

The purpose of Nexus (Scaled Scrum) Sprint Planning is to coordinate the activities of all Scrum Teams within a Nexus for a single Sprint. **Appropriate representatives from each Scrum Team and the Product Owner** meet to plan the Sprint.

*See the Nexus TM Guide of 2021.*

Question 66:

A Developer is requested by an important stakeholder to help them with some external tasks. The Developer referred him to the Product Owner. In this case, the Scrum Master should :

* **Form a sub team that can take care of such external requests**
* **Coach the Developers to support senior management requirements**
* **Do nothing since the Developer’s action is correct**
* **(Correct)**

#### **Explanation**

No one can force the Developers to work from a different set of requirements.

Question 67:

What comprises Scrum (select four)?

* **Burn-down charts**
* **Rules**
* **(Correct)**
* **Artifacts**
* **(Correct)**
* **Events**
* **(Correct)**
* **Roles**
* **(Correct)**
* **Reports**

#### **Explanation**

The Scrum framework consists of Scrum Teams and their associated roles, events, artifacts, and rules. Each component within the framework serves a specific purpose and is essential to Scrum’s success and usage. The rules of Scrum bind together the events, roles, and artifacts, governing the relationships and interaction between them.

Question 68:

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

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

#### **Explanation**

The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.

Question 69:

In a Nexus context, all the Scrum Teams' Sprints must be aligned.

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

Question 70:

Select the true statements

* **The Product Backlog only contains the functional requirements of the product**
* **The Product Backlog increases transparency**
* **(Correct)**
* **The Product Backlog exists as long as the product exists**
* **(Correct)**

#### **Explanation**

The Product Backlog can contain initiatives, functional and non-functional needs, enhancements, ideas or any other product needs.

Question 71:

Who is responsible for crafting the Sprint Goal at the Sprint Planning?

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

#### **Explanation**

After the Developers forecast the Product Backlog items they will deliver in the Sprint, the Scrum Team crafts a Sprint Goal.

The Sprint Goal is determined by the Scrum Team. Product Owner, Developers and Scrum Master together keeping in mind that the Sprint Goal is a commitment by the Developers.

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 72:

Scrum is best described as a

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

#### **Explanation**

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

Question 73:

What are not Product Backlog characteristics? Select two.

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

#### **Explanation**

The question was : What are **NOT** Product Backlog characteristics? Select two.

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

In theory, there is no "final version of the product" because a product can always be optimized. The Product Backlog exists as long as the product exists.

Question 74:

How does the Definition of 'Done' help to the Scrum Team? (Choose the BEST three answers)

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

#### **Explanation**

Definition of Done is used to assess when work is complete on the product Increment. Guides the Developers in knowing how many Product Backlog items it can select during a Sprint Planning. Definition of Done ensures artifact **transparency**.

Question 75:

Which of the following is not a pillar of Scrum?

* **Inspection**
* **Transparency**
* **Adaptation**
* **Empiricism**
* **(Correct)**

#### **Explanation**

The three pillars of Scrum are adaptation, inspection and transparency. Scrum is based on empiricism but it's not one of the pillars.

Question 76:

Scrum Team adapts the Definition of Done during

* **The Daily Scrum**
* **The Product Backlog Refinement**
* **The Sprint Retrospective**
* **(Correct)**

#### **Explanation**

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

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

Question 77:

In order to start the first Sprint, Scrum only requires a Product Owner with enough ideas, Developers to execute on those ideas, and a Scrum Master to guide the process.

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

#### **Explanation**

In complex domains, you are only able to know the outcomes in hindsight. Empiricism, from which Scrum was founded on, asserts that knowledge comes from experience and making decisions based on what is known. New knowledge will emerge as work is being done.

Question 78:

If several Scrum Teams are working on the same product, each Scrum Team should operate with their own separate Product Backlog?

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

#### **Explanation**

The different Scrum Teams working on the same product must use the same Product Backlog for which the same Product Owner is accountable.

Remember : 1 product = 1 Product Owner = 1 Product Backlog

Question 79:

Which of the following does NOT apply to/suit Scrum?

* **Difficult to master**
* **Process framework used to address complex products**
* **Based on empirical process control**
* **Static requirements**
* **(Correct)**

#### **Explanation**

Agile is all about depending on adaptation, instead of predictive (static, upfront) plan and design.

Only the market / users validate our assumptions and we learn from our own experience.

Question 80:

The key stakeholders invited to the Sprint Review provide:

* **Feedback on the Increment**
* **(Correct)**
* **Feedback on the technical design**
* **Feedback on Scrum implementation**
* **Feedback on the team’s working methodology**

#### **Explanation**

A Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. 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. This is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration.

Question 81:

If the Sprint Goal becomes obsolete, the Sprint should be cancelled.

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

#### **Explanation**

The Sprint is cancelled only 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 Developers.

Question 82:

Developers of a Scrum Team decide to divide the Sprint Backlog and assign ownership of every Sprint Backlog items to each member of the team. The Scrum Master should:

* **Encourage this practice as it increases productivity**
* **Coach the team to collectively take ownership of the Sprint Backlog items**
* **(Correct)**
* **Encourage this practice as it increases individual accountability**

#### **Explanation**

The Sprint Backlog is collectively owned by the Developers.

Question 83:

The essence of Scrum is a large team of people that is highly flexible and adaptive.

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

#### **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 84:

The Product Owner can invite the stakeholders to the Backlog Refinement sessions

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

#### **Explanation**

Stakeholders can be invited to Backlog Refinement sessions as needed.

Question 85:

What belongs solely to the Developers?

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

#### **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 86:

How does the Scrum Master help the Product Owner? (choose the best three answers)

* **Facilitating stakeholder collaboration as requested or needed**
* **(Correct)**
* **Helping establish empirical product planning for a complex environment**
* **(Correct)**
* **Leading and coaching the organization in its Scrum adoption**
* **Introducing cutting edge development practices**
* **Helping find techniques for effective Product Goal definition and Product Backlog management**
* **(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.

Question 87:

A Developer's behavior causes issues to the whole Scrum Team and affects the progress of the development work. Who is responsible for solving this issue?

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

#### **Explanation**

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

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

Question 88:

How much time is required after a Sprint to prepare the next Sprint?

* **All of the above are allowed depending on the situation**
* **Enough time for the Developers to finish the testing from the last Sprint**
* **None. A new Sprint starts immediately after the end of the previous Sprint**
* **(Correct)**
* **The break between Sprints is time-boxed to 1 week for 30 days Sprints, and usually less for shorter sprints**
* **Enough time for the requirements for the next Sprint to be determined and documented**

Question 89:

If it's not possible to complete the Sprint Backlog, who would try to resolve it?

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

#### **Explanation**

First of all, it's OK of the Sprint Backlog is not complete until the end of the Sprint. However, we would try to complete it if it's possible. When the developers find out they are behind schedule they will ask the Product Owner for help and the two roles together will adjust the work (tasks), or reorder the times to make sure the highest value will be created at the end of the Sprint.

Question 90:

As a Scrum Master, what would you strive for if five new Scrum Teams were to work on one product?

* **There should be five Product Backlogs and one Product Owner to manage them.**
* **There should be five Product Backlogs and five Product Owners.**
* **The product has one Product Backlog and one Product Owner.**
* **(Correct)**
* **There should be five Product Owners, one for each Scrum Team.**

#### **Explanation**

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

Question 91:

Who is allowed to participate at the Daily Scrum?

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

#### **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 92:

If an item in the Sprint Backlog cannot be finished by the end of the Sprint (it turned out there is a lot more work to do than was estimated), the Sprint is cancelled and a new Sprint is created with a more realistic scope.

* **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 renegotiated between the Product Owner and Developers.

Question 93:

Who is accountable for maximizing the value of the product resulting from the work of the Scrum Team?

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

#### **Explanation**

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team.

Question 94:

Definition of Done can be reviewed and adapted during each Sprint Retrospective.

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

#### **Explanation**

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

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

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

Question 95:

Who takes the ownership of Scrum Events?

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

#### **Explanation**

Scrum Team is a self-organized team. They manage and organize how they perform their work and are collectively the owner of their work.

Question 96:

Developers are waiting for a specific software component that they need to integrate and use. The component should be ready in two months. The Product Backlog items with highest priorities depend on this specific component. What should the Product Owner do? (choose the best answer)

* **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 to the Product Backlog.**
* **Nothing. The existing order in the Product Backlog already reflects values of specific items. The most valuable items are on the top.**
* **Re-order the Product Backlog to maximize utilization of the Developers and deliver at least some Increment of product functionality in the next Sprint.**
* **(Correct)**
* **Transfer the dependent items to the Integration Team.**

#### **Explanation**

The ordering of the Product Backlog is a key mechanism for reducing and eliminating dependencies. Usually items with external dependencies are not considered “Ready” for selection unless the other team is at the Sprint Planning to provide their support. Scrum Teams should deliver an Increment of product functionality every Sprint.

Question 97:

Which of the following refers to the average amount of work done per Sprint?

* **Performance**
* **Capacity**
* **Velocity**
* **(Correct)**
* **Burn-down rate**

#### **Explanation**

Velocity is the amount of work (usually in "story points") done per Sprint.

Question 98:

If an inspector determines that one or more aspects of a process deviate outside acceptable limits, when must an adjustment be made?

* **After Scrum Master approval**
* **After clarifying all the details with the Product Owner**
* **The deviations should be discussed at the Daily Scrum and then an adjustment must be made**
* **As soon as possible to minimize further deviation**
* **(Correct)**

#### **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 99:

Scrum is an iterative and incremental Agile framework.

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

#### **Explanation**

Scrum is iterative because processes are repeated in each Sprint. It's incremental because it delivers the product in multiple incremental steps instead of in a big bang. And of course it's Agile (adaptive instead of predictive).

Question 100:

What is a good way for a Scrum Team to ensure that security concerns are addressed and transparent?

* **Create a separate backlog for security items and only work on the items when a specialist becomes available.**
* **Have the Scrum Team create Product Backlog items for each concern and/or add security concerns to the Definition of Done.**
* **(Correct)**
* **Delegate the work to an external team.**
* **Add Security Sprints to resolve security concerns when needed.**

#### **Explanation**

The Product Backlog and the Definition of Done are artifacts that promote transparency.

Question 101:

A Product Owner cannot send a representative to the Sprint Review instead of himself.

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

#### **Explanation**

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

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 102:

Technical Debt can lead to false assumptions about the current state of the system and the Increment reviewed at the end of the Sprint.

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

#### **Explanation**

Technical debt is any shortcomings in the code. It is a natural by-product of software development (unavoidable) and can at best be managed. If neglected, it will compound and have a negative effect on the team's ability to the deliver value. A team can have an artificially high velocity by taking shortcuts or introducing technical debt into the system. This can give a false assumption about the current state of the product. It can look good on the surface but underneath can be a mess.

Question 103:

The only time a Scrum Team can meet the Stakeholders is during the Sprint Review

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

#### **Explanation**

The Scrum Team can meet the Stakeholders whenever they need. During the Product Backlog Refinement sessions for example…

Question 104:

Who participates in the Sprint Planning? (choose the best three answers)

* **The Scrum Master**
* **(Correct)**
* **The Product Owner**
* **(Correct)**
* **The Technical Architect**
* **The Key Stakeholders**
* **The Developers**
* **(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 105:

The frequency of updating the product backlog is

* **At every Sprint beginning**
* **Weekly**
* **Anytime, as needed**
* **(Correct)**
* **Daily**

#### **Explanation**

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

Question 106:

Which of the following is not an Agile principle?

* **Customer collaboration over contract negotiation.**
* **Working software over comprehensive documentation.**
* **Welcoming change, even late in the development.**
* **Following a plan over responding to change.**
* **(Correct)**

#### **Explanation**

The Agile Manifesto consists of four key values:

- 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 107:

Who is allowed to make changes in the Product Backlog? Select two options.

* **The Scrum Master**
* **The Developers, but with permission of the Product Owner**
* **(Correct)**
* **The Key Stakeholders**
* **The Product Owner**
* **(Correct)**
* **Anyone**

#### **Explanation**

The Product Owner is the sole person responsible for the Product Backlog. However, he or she can delegate some work related to Product Backlog management to the Developers.

Question 108:

Each artifact may contain a commitment but it's not mandatory.

* **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 109:

Select the true statements. Before starting the first Sprint, what are the prerequisites?

* **A complete Product Backlog capturing all the detailed product needs**
* **A staffed Scrum Team**
* **(Correct)**
* **A completed System Architecture**
* **The availability of the Project Manager**
* **Just enough Product Backlog Items with business ideas for the first Sprint**
* **(Correct)**

#### **Explanation**

• The Scrum framework consists of Scrum Teams and their associated roles, events, artifacts, and rules. Each component within the framework serves a specific purpose and is essential to Scrum’s success and usage.

• Enough work is planned during Sprint Planning for the Developers to forecast what it believes it can do in the upcoming Sprint.

Question 110:

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

* **The Sprint Goal**
* **(Correct)**
* **The Product Owner**
* **The Scrum Master**
* **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 Developers on why it is building the Increment.

Question 111:

What happens during the Sprint? Select three answers.

* **Sprint scope is defined at the Sprint Planning and cannot be changed**
* **The Sprint Goal is changed frequently to reflect the status of the remaining work**
* **No changes are made that would endanger the Sprint Goal**
* **(Correct)**
* **Scope may be clarified and renegotiated with the Product Owner as more is learned**
* **(Correct)**
* **Quality goals do not decrease**
* **(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 112:

Which activity or event takes place between the current Sprint and the next Sprint beginning?

* **Product Planning**
* **None**
* **(Correct)**
* **Performance Retrospective**
* **Management Retrospective**

#### **Explanation**

A new Sprint starts immediately after the conclusion of the previous Sprint.

Question 113:

What would likely happen if management only changed the organization's current terminology to fit Scrum without the proper understanding and support of Scrum as defined in the Scrum Guide?

* **Very little change will happen as the vocabulary in Scrum is specifically defined for implementing Scrum.**
* **Organizations may feel less stressed as the behaviors would remain familiar to management.**
* **The organization may not realize the real benefits of Scrum as there would be no real change on the way the teams work.**
* **All answers apply.**
* **(Correct)**

#### **Explanation**

The the defined terminology in Scrum was selected, designed, and defined specifically for supporting the Scrum Framework. Understanding the differences between traditional methods and the Scrum Framework will help move teams in the right direction in Scrum adoption.

Question 114:

When a product grows, it is quite possible that the Product Owner 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 Product Owner to proxy or outsource some of their duties to these people (for example, Scrum Team facing duties)?

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

#### **Explanation**

When a product grows, it is quite possible that the Product Owner 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 Product Owner to be aided by the aforementioned people, it is NOT acceptable for him/her to attempt to proxy or outsource their Product Ownership duties, especially the Scrum Team facing duties.

Question 115:

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, but the Product Owner may represent the desires of a committee in the Product Backlog.

Question 116:

Who decides what to work on for the next Sprint?

* **The Scrum Master**
* **The Product Manager**
* **The Product Owner**
* **(Correct)**
* **The Project Management Office (PMO)**

#### **Explanation**

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

• Clearly expressing Product Backlog items;

• Ordering the items in the Product Backlog to best achieve goals and missions;

• Optimizing the value of the work the Developers perform;

• **Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next**; and,

• Ensuring the Developers understand items in the Product Backlog to the level needed.

Question 117:

What is the order of items in the Product Backlog?

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

#### **Explanation**

The Product Owner is responsible for placing the most valuable and clear items at the top of the Product Backlog.

Question 118:

The practice of Product Backlog refinement focuses on items for upcoming Sprints, not the current Sprint in progress.

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

#### **Explanation**

Product Backlog refinement is the act of adding detail, estimates, and order to items in the Product Backlog. The Items in the current Sprint are no longer on the Product Backlog, because they are now on the Sprint Backlog. However, it is certainly fine for the Product Owner to add detail and clarification to the current Sprint’s work as well.

Question 119:

Is it allowed to skip the Daily Scrum if there is nothing interesting to talk about?

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

#### **Explanation**

Each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt.

Question 120:

What is used by the Scrum Team to identify unfinished work at the end of the Sprint

* **Testing Standard**
* **Definition of “Ready”**
* **Definition of “Done”**
* **(Correct)**
* **Coding Standard**

#### **Explanation**

The definition of “Done” provides the same shared understanding and transparency of what has been done at the end of the Sprint.