Scrum Master

**Who should create the Sprint Goal?**

[\_] The Scrum Master

[\_] The Development Team

[\_] The Product Owner

[\_] The Product Owner and the Development Team together

[X] The Scrum Team

**Who estimates the work of the newly identified items?**

[X] The Development Team

[\_] The Scrum Master

[\_] The Product Owner

[\_] The Development Team and the Product Owner together

[\_] The whole Scrum Team

**When multiple teams are working on the same project, there should be one Definition of Done for all of them.**

[X] True

[\_] False

**The Development Team cannot forecast how much work they can do in the upcoming Sprint, because of the uncertainties in the Product Backlog which the Product Owner is not able to overcome. What two actions should the Scrum Master recommend?**

[X] A) Invite everyone to discuss this problem in the next Sprint Retrospective and try to find a solution

[X] B) Ask the developers to come up with their best guess and do not worry about the capacity

[\_] C) Cancel the Sprint and start the next one when the items are clear

[\_] D) Extend the duration of Sprint Planning and ask them to discuss the items more and get into conclusion

[\_] E) Cancel the Sprint Planning meeting, give them some time to prepare, and then hold another Sprint Planning

**The Development Team has realized that they have selected too many items for the Sprint Backlog, while they are in the middle of the Sprint Planning. Which two of the following are proper actions in this case?**

[X] Remove some of the lower priority items

[X] Inform the Product Owner and start development

[\_] Add more developers to the team

[\_] Work overtime and finish everything

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

[\_] A) The place can be named.

[X] B) The consistency reduces complexity and overhead.

[\_] C) The Product Owner demands it.

[\_] D) Rooms are hard to book and this lets it be booked in advance.

**Which statement best describes the Sprint Review?**

[\_] A) It is a review of the team's activities during the Sprint.

[X] B) It is when the Scrum Team and stakeholders inspect the outcome of the Sprint and figure out what to do in the upcoming Sprint/what to do next.

[\_] C) It is a demo at the end of the Sprint for everyone in the organization to provide feedback on the work done.

[\_] D) It is used to congratulate the Development Team if it did what it committed to doing, or to punish the Development Team if it failed to meet its commitments.

**It is mandatory that the product increment be released to production at the end of each Sprint.**

[\_] A) True

[X] B) False

**When many Development Teams are working on a single product, what best describes the definition of "done?"**

[\_] A) Each Development Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.

[\_] B) Each Development Team uses its own but must make their definition clear to all other Teams so the differences are known.

[X] C) All Development Teams must have a definition of "done" that makes their combined work potentially releasable.

[\_] D) It depends.

**What does it mean to say that an event has a timebox?**

[\_] A) The event must happen at a set time.

[\_] B) The event must happen by a given time.

[\_] C) The event must take at least a minimum amount of time.

[X] D) The event can take no more than a maximum amount of time.

**A Scrum Master is keeping a list of open impediments, but it is growing and he/she has been able to resolve only a small portion of the impediments. Which three techniques would be most helpful in this situation?**

[X] A) Prioritize the list and work on them in order.

[X] B) Alert management to the impediments and their impact.

[\_] C) Arrange a triage meeting with all other project managers.

[\_] D) Discuss the absence of management support with the Development Team.

[\_] E) Tell the Product Owner that Scrum isn't working.

[X] F) Consult with the Development Team.

**The maximum length of the Sprint Review (its timebox) is:**

[\_] A) 2 hours.

[X] B) 4 hours for a monthly Sprint. For shorter Sprints it is usually shorter.

[\_] C) As long as needed.

[\_] D) 1 day.

[\_] E) 4 hours and longer as needed.

**Who has the last say on the order of the Product Backlog?**

[\_] A) The Stakeholders

[\_] B) The Development Team

[\_] C) The Scrum Master

[X] D) The Product Owner

[\_] E) The CEO

**The Product Backlog is ordered by:**

[\_] A) Small items at the top to large items at the bottom.

[\_] B) Safer items at the top to riskier items at the bottom.

[\_] C) Least valuable items at the top to most valuable at the bottom.

[\_] D) Items are randomly arranged.

[X] E) Whatever is deemed most appropriate by the Product Owner.

**alternatywne odpowiedzi:**

[\_] A) Size, where small items are at the top and large items are at the bottom.

[\_] B) Risk, where safer items at the top to riskier items at the bottom.

[X] C) By the Product Owner with the most valuable items placed at the top/Importance, where the most important items are at the top at all times.

[\_] D) Items are randomly arranged.

**When multiple teams are working together, each team should maintain a separate Product Backlog.**

[\_] A) True

[X] B) False

**Who should know the most about the progress toward a business objective or a release, and be able to explain the alternatives most clearly?**

[X] A) The Product Owner.

[\_] B) The Development Team.

[\_] C) The Scrum Master.

[\_] D) The Project Manager.

**What is the main reason for the Scrum Master to be at the Daily Scrum? / The reason the Scrum Master is at the Daily Scrum is / Why should the Product Owner be present at Daily Scrum:**

[\_] A) To make sure every team member answers the three questions in the right team member order.

[X] B) He or she does not have to be there; he or she only has to ensure the Development Team has a Daily Scrum.

[\_] C) To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burndown.

[\_] D) To gather status and progress information to report to management.

**Development Team members volunteer to own a Sprint Backlog item:**

[\_] A) At the Sprint planning meeting.

[X] B) Never. All Sprint Backlog Items are "owned" by the entire Development Team, even though each one may be done by an individual development team member.

[\_] C) Whenever a team member can accommodate more work.

[\_] D) During the Daily Scrum.

**The timebox for the complete Sprint Planning meeting is?**

[\_] A) 4 hours.

[X] B) 8 hours for a monthly Sprint. For shorter Sprints it is usually shorter.

[\_] C) Whenever it is done.

[\_] D) Monthly.

**An abnormal termination of a Sprint is called when?**

[\_] A) When it is clear at the end of a Sprint that everything won't be finished.

[\_] B) When the Team feels that the work is too hard.

[\_] C) When Sales has an important opportunity.

[X] D) When the Product Owner determines that it makes no sense to finish it.

**Which two (2) things does the Development Team not do during the first Sprint?**

[\_] A) Deliver an increment of potentially shippable functionality.

[X] B) Nail down the complete architecture and infrastructure.

[\_] C) Develop and deliver at least one piece of functionality.

[X] D) Develop a plan for the rest of the project.

**Which two (2) things does the Development Team do during the first Sprint?**

[X] A) Deliver an increment of releasable software.

[\_] B) determine the complete architecture and infrastructure for the product.

[X] C) Develop and deliver at least one piece of functionality.

[\_] D) Develop a plan for the rest of the release.

[\_] E) Create the complete Product Backlog to be developed in subsequent Sprints.

**Who is on the Scrum Team?**

[X] A) The Scrum Master

[X] B) The Product Owner

[X] C) The Development Team

[\_] D) Project Manager

[\_] E) None of the above

**The Development Team should have all the skills needed to:**

[\_] A) Complete the project as estimated when the date and cost are committed to the Product Owner.

[\_] B) Do all of the development work, but not the types of testing that require specialized testing, tools, and environments.

[X] C) Turn the Product Backlog items it selects into an increment of potentially shippable product functionality.

**What is the recommended size for a Development Team (within the Scrum Team)?**

[\_] A) Minimal 7

[X] B) 3 to 9 / 6 plus or minus 3

[\_] C) 7 plus or minus 2

[\_] D) 9

**When is a Sprint over? / A Sprint is over:**

[\_] A) When all Product Backlog items meet their definition of done.

[\_] B) When the Product Owner says it is done.

[\_] C) When all the tasks are completed.

[X] D) When the timebox expires.

**!!! The Development Team should not be interrupted during the Sprint. The Sprint Goal should remain intact. These are conditions that foster creativity, quality and productivity. Based on this, which of the following is FALSE?**

[\_] A) The Product Owner can help clarify or optimize the Sprint when asked by the Development Team

[X] B) The Sprint Backlog and its contents are fully formulated in the Sprint Planning meeting and do not change during the Sprint.

[\_] C) As a decomposition of the selected Product Backlog Items, the Sprint Backlog changes and may grow as the work emerges.

[\_] D) The Development Team may work with the Product Owner to remove or add work if it finds it has more or less capacity than it expected.

**Who is responsible for registering the work estimates during a Sprint?**

[X] A) The Development Team.

[\_] B) The Scrum Master.

[\_] C) The Product Owner.

[\_] D) The most junior member of the Team.

**An organization has decided to adopt Scrum, but management wants to change the terminology**

**to fit with terminology already used. What will likely happen if this is done?**

[\_] A) Without a new vocabulary as a reminder of the change, very little change may actually happen.

[\_] B) The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.

[\_] C) Management may feel less anxious.

[X] D) All answers apply.

**When a Development Team determines that it has over-committed itself for a Sprint, who has to be present when reviewing and adjusting the Sprint work selected?**

[\_] A) The Scrum Master, project manager and Development Team.

[X] B) The Product Owner and Development Team.

[\_] C) The Product Owner and all stakeholders.

[\_] D) The Development Team.

**Which statement best describes a Product Owner's responsibility?**

[X] A) Optimizing the value of the work the Development Team does.

[\_] B) Directing the Development Team.

[\_] C) Managing the project and ensuring that the work meets the commitments to the stakeholders.

[\_] D) Keeping stakeholders at bay.

**Which of the following is NOT a Product Owner responsibility?**

[X] A) Running the daily scrum meeting.

[\_] B) Working with stakeholders to determine and detail product features.

[\_] C) Gathering requirements for Product Backlog items.

[\_] D) Inspecting work at Sprint Review.

**How much work must a Development Team do to a Product Backlog item it selects for a Sprint?**

[X] A) As much as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of done.

[\_] B) As much as it can fit into the Sprint.

[\_] C) The best it can do given that it is usually impossible for QA to finish all of the testing that is needed to prove shippability.

[\_] D) Analysis, design, programming, testing and documentation.

[\_] E) All development work and at least some testing.

**Scrum does not have a role called "project manager."**

[X] A) True

[\_] B) False

**What is the primary way a Scrum Master keeps a Development Team working at its highest level**

**of productivity?**

[X] A) By facilitating Development Team decisions and removing impediments.

[\_] B) By ensuring the meetings start and end at the proper time.

[\_] C) By preventing changes to the backlogs once the Sprint begins.

[\_] D) By keeping high value features high in the Product Backlog.

**What is the maximum length of a Sprint?**

[\_] A) Not so long that the risk is unacceptable to the Product Owner.

[\_] B) Not so long that other business events can't be readily synchronized with the development work.

[\_] C) No more than one calendar month.

[X] D) All of these answers are correct.

**The CEO asks the Development Team to add a "very important" item to the current Sprint. What should the Development Team do?**

[\_] A) Add the item to the current Sprint without any adjustments.

[\_] B) Add the item to the current Sprint and drop an item of equal size.

[\_] C) Add the item to the next Sprint.

[X] D) Inform the Product Owner so he/she can work with the CEO.

**Development Team membership should change:**

[\_] A) Every Sprint to promote shared learning.

[\_] B) Never, because it reduces productivity.

[X] C) As needed, while taking into account a short term reduction in productivity.

[\_] D) Just as it would on any development team, with no special allowance for changes in productivity.

**Who is required to attend the Daily Scrum?**

[X] A) The Development Team.

[\_] B) The Scrum team.

[\_] C) The Development Team and Scrum Master.

[\_] D) The Development Team and Product Owner.

[\_] E) The Scrum Master and Product Owner.

**What is the role of Management in Scrum?**

[\_] A) To continually monitor staffing levels of the Development Team.

[\_] B) To monitor the Development Team's productivity.

[X] C) Management supports the Product Owner with insights and information into high value product and system capabilities. Management supports the Scrum Master to cause organizational change that fosters empiricism, self-organization, bottom-up intelligence, and intelligent release of software.

[\_] D) To identify and remove people that aren't working hard enough.

**Which statement best describes Scrum?**

[\_] A) A complete methodology that defines how to develop software.

[\_] B) A cookbook that defines best practices for software development.

[X] C) A framework within which complex products in complex environments are developed.

[\_] D) A defined and predictive process that conforms to the principles of Scientific Management.

**The timebox for a Daily Scrum is? / What is the maximum amount of time that the team should spend in the daily scrum?**

[\_] A) The same time of day every day.

[\_] B) Two minutes per person.

[\_] C) 4 hours.

[X] D) 15 minutes.

[\_] E) 15 minutes for a 4 week sprint. For shorter Sprints it is usually shorter.

**Which of the below are roles on a Scrum Team? / Which of the roles listed below are on a Scrum Team? / Who is on the Scrum Team?**

[X] A) Development Team

[\_] B) Users

[\_] C) Customers

[X] D) Product Owner

[X] E) Scrum Master

**Upon what type of process control is Scrum based?**

[X] A)Empirical

[\_] B) Hybrid

[\_] C) Defined

[\_] D) Complex

**The three pillars of empirical process control are:**

[\_] A) Respect For People, Kaizen, Eliminating Waste

[\_] B) Planning, Demonstration, Retrospective

[X] C) Inspection, Transparency, Adaptation

[\_] D) Planning, Inspection, Adaptation

[\_] E) Transparency, Eliminating Waste, Kaizen

**It is important that the product increment be released to production or shipped to customers at the end of each Sprint.**

[\_] A) True

[X] B) False

**An abnormal termination of a Sprint is called when the Development Team realizes that the work is too hard for their skillset.**

[\_] True

[X] False

**Which of the following statements is NOT true?**

[\_] A) The Product Backlog evolves as the product and the environment in which it will be used evolves.

[\_] B) The Product Backlog is dynamic.

[\_] C) The Product Backlog constantly changes to identify what the product needs to be.

[X] D) The Product Backlog is complete when the final product Increment is considered "Done

**Please select which statement is the most accurate:**

[\_] A. Agile Development is an implementation of Scrum

[X] B. Scrum is an implementation of Agile Development

[\_] C. Agile Development and Scrum are synonyms for the same methodology

[\_] D. Agile Development and Scrum are contrasting methodologies

**Please select the option that NOT adhere to the purpose of Sprint Retrospective:**

[\_] A) Create a plan for implementing improvements to the way the Scrum Team does its work.

[\_] B) Finding ways to increase product quality by adapting the Definition of "Done" as appropriate.

[X] C) Inspect how the product increment satisfies the Product Backlog items.

[\_] D) Identify and order the major items that went well and list the potential improvements.

**When does a Development Team make adjustments to its engineering practices?**

[\_] A) Prior to starting a project.

[\_] B) Before a Sprint begins.

[X] C) Whenever needed.

[\_] D) During Sprint Planning.

[\_] E) After they have been discussed and agreed to at the Sprint Retrospective.

**Which answer best describes the topics covered in Sprint Planning?**

[X] A) What can be done and how to do it .

[\_] B) What went wrong in the last Sprint and what to do differently this Sprint

[\_] C) Who is on the team and what team member roles will be.

[\_] D) What to do and who will do it.

[\_] E) How conditions have changed and how the Product Backlog should evolve.

**The Definition of Done is used to: (Select three answers)**

[X] A) Guide the Development Team on how many Product Backlog items to select in Sprint

[X] B) Create a shared understanding of when work is complete

[\_] C) Describe the purpose, objective, and time-box of each Scrum Event.

[\_] D) Describe the work that must be done before the Sprint can be declared complete

[X] E) Increase transparency.

**How many hours per day should a person on a Scrum team work? / On a typical day, members of a Scrum team work:**

[\_] A) 14 hours

[X] B) A sustainable pace, usually from 7-8 hours per day / At a sustainable pace (normally 7-8 hours)

[\_] C) An “ideal day” measuring only when he or she is productive.

[\_] D) However many hours are needed to get the work done.

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

[X] A) The development Team includes cross-skilled individuals who are able to continue to what is necessary to deliver an increment of software .

[\_] B) The Development Team includes not only developers but also business analysts, architects, developers and testers.

[\_] C) The Development Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers.

[\_] D) Developers on in the Development Team work closely with business analysts, architects, developers and testers who are not on the team

**When does the second Sprint start?**

[\_] A) After the Product Backlog for the second Sprint has been selected

[\_] B) Once the architectural changes for the second Sprint have been approved by the senior architect

[\_] C) After the customer completes acceptance testing of the first Sprint.

[X] D) Immediately after the first Sprint

**Who is responsible for tracking the remaining work of the Sprint/managing the progress of work during a Sprint?**

[\_] A) The Development Team in consultation with the Product Owner

[\_] B) The product Owner

[\_] C) The Scrum Master

[\_] D) The project Manager.

[X] E) The Development Team.

**Which statement best describes a Product Owner’s responsibility?**

[\_] A) Directing the Development Team.

[\_] B) Keeping stakeholders at bay

[\_] C) Managing the project and ensuring that the work meets the commitments to the stakeholders.

[X] D) Optimizing the value of the work the Development Team does.

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

[X] A) As soon as possible after they are identified.

[\_] B) During the Daily Scrum after the Development Team approves them

[\_] C) When the Scrum Master has time to enter them.

[\_] D) When the Product Owner identifies a new work

**Scrum is a methodology that tells in detail how to build software incrementally?**

[\_] A) True

[X] B) False

**Which best describes the Product Backlog?**

[\_] A) It provides just enough information to enable a Scrum team to start the design phase of a product

[\_] B) It contains all foreseeable tasks and requirements from which the Scrum team can develop and maintain a complete project plan.

[X] C) It is allowed to grow and change as more is learned about the products and its customers

[\_] D It is baselined to follow change management processes

**When many Scrum teams are working on the same product, should all of their increments be integrated every Sprint?**

[\_] A) Yes, but only for Scrum teams whose work has dependencies

[X] B) Yes, otherwise the Product Owners (and stakeholders) may not be able to accurately inspect what is done.

[\_] C) No, each Scrum team stands alone.

[\_] D) No, that is far too hard.

[\_] E) How conditions have changed and how the Product Backlog should evolve.

**During a Sprint Retrospective, for what is the Scrum Master responsible?**

[\_] A) Acting as a scribe to capture the Development Team’s answers

[\_] B) Summarizing and reporting the discussions to management

[\_] C) Prioritizing the resulting action items.

[X] D) Participating as a Scrum Team member, and facilitating as requested or needed

**The Product Owner determines how many Product Backlog items the Development Team selects for a Sprint**

[\_] A) False, the Scrum Master does that

[\_] B) False, capacity and commitment are the project manager’s responsibility

[\_] C) True

[\_] D) True, but only after confirmation by the resource manager that the Team has enough capacity

[X] E) False.

[\_] F) True, accordingly to what was committed to stakeholders

**What are the benefits of self-organization to the Scrum Development Team?**

[X] A) Increased commitment

[X] B) Increased feeling of accountability

[\_] C Management can remove a failing resource more easily

[X] D) Increased creativity

**A new developer has joined an existing Scrum team. He/she is having continuing conflicts with existing members and is making the environment hostile. If necessary, who is responsible for removing the new team member, and why?**

[\_] A) Product Owner is responsible because he/she controls the return on investment (ROI) of the work.

[X] B) The Development Team is responsible because it is a self-organizing Team, although it may have to be advised by the Scrum Master

[\_] C) Scrum Master is responsible because he/she needs to remove impediments

[\_] D) The manager to whom he/she reports is responsible because he/she has authority for hiring and firing

**Drawing a trend line through a release burndown chart indicates?**

[X] A) When the work remaining will likely be completed if nothing changes on the backlog or Development Team.

[\_] B) When all Sprint Backlog work will be completed and the Scrum Team will be released for other work

[\_] C) Cost of the project.

[\_] D) When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added

**Which output from Sprint Planning provides the Development Team with a target and overarching direction for the Sprint?**

[\_] A) The Sprint Backlog

[\_] B) Sprint review minutes

[\_] C) The release plan

[X] D) The Sprint goal

**What artifact provides the development team with a target and overarching direction for the sprint?**

[\_] A. The Sprint Charter

[\_] B. The Sprint Plan

[X] C. The Sprint Goal

[\_] D. The Sprint Backlog

**Which of the following is NOT a timeboxed event in Scrum? (Choose as many as apply)**

[\_] A) Daily Scrum

[X] B) Release Testing

[X] C) Release Retrospective

[\_] D) Sprint Retrospective

[X] E) Sprint Testing

[\_] F) Sprint Planning

[X] G) Sprint 0

**Sprint burndown charts are an efficient tracking tool because they show**

[\_] A) How much effort has gone into a Sprint

[\_] B) How many Product Backlog items remain

[X] C) Estimated work remaining for the Sprint

[\_] D) How many hours have been worked by each Development Team member

**The Product Owner must ship each Sprint increment**

[X] A) When it makes sense

[\_] B) To make sure the Development Team is done every Sprint

[\_] C) Whenever the increment is free of detects

[\_] D) Without exception

**When is implementation of a Product Backlog item considered complete ?**

[\_] A) When all work in the Sprint Backlog that is related to the item is finished

[\_] B) At the end of the Sprint

[\_] C) When QA reports that it passes all acceptance criteria

[X] D) When the item has no work remaining that must still be done to be used by its end user / has no work remaining in order to be potentially released.

**Which three questions are answered by all Development Team members at the Daily Scrum?**

[X] A) What work did I do yesterday?

[X] B) What impediments are in my way?

[\_] C Why were you late?

[X] D) What work am I going to do today?

[\_] E How is the Sprint proceeding?

**Who must confirm to the definition of done?**

[\_] A) The development team

[\_] B) The QA department

[X] C) The Scrum team

[\_] D) The Product Owner

**The primary reason one might choose a four-week Sprint is when the work is too large for a two week Sprint and cannot be decomposed further.**

[\_] A) True

[X] B) False

**Which three activities will a Product Owner likely engage in during a Sprint?**

[\_] A)Prioritize the Development Team’s activities

[\_] B) Update the Sprint burndown chart

[\_] C) Run the daily Scrum

[X] D) Answer questions from the Development Team about items in the current Sprint

[X] E) Provide feedback

[X] F) Work with the stakeholders

**A Sprint Retrospective should be held:**

[\_] At the beginning of each Sprint

[\_] At the end of the last Sprint in a project or a release

[\_] Only when the Scrum Team determines it needs one

[X] At the end of each Sprint

**If quality assurance work does not occur as part of the development work within a Sprint, which benefits are lost?**

[X] The increment probably is not potentially shippable

[\_] The project manager cannot effectively update the plan

[\_] The product backlog burndown is not transparent

[X] The next Sprint will probably be interrupted with bugs that are being found

**A Scrum Master is working with a Development Team that has members in different physical locations. The Development Team meets in a variety of meeting rooms and has much to do logistically (for example, set up conference calls) before beginning the Daily Scrum. What action should the Scrum Master take ?**

[\_] Inform management and ask them to solve it

[X] Allow the Development Team to self-manage and determine for itself what to do

[\_] Set up the meeting and tell the Development Team that is how it will be done

[\_] Ask the Development Team members to alternate who is responsible for meeting setup

**The Product Owner makes sure the team selects enough from the Product Backlog for a Sprint to satisfy the stakeholders**

[\_] True

[X] False

**Which of the following are true about the length of the Sprint ? (Select all that apply.)**

[\_] Sprint length is determined during Sprint Planning, and should be long enough to make sure the Development Team can deliver what is to be accomplished in the upcoming Sprint

[X] It is best to have Sprints of consistent length throughout a development effort

[\_] The length of the Sprint should be proportional to the work that is done in between Sprints

[\_] Sprint length is determined during Sprint Planning, and should hold the time it will take to code the planned features in the upcoming Sprint, but does not include time for any testing

[X] All Sprints must be 1 month or less

**Which of the following are true about the Scrum Master role ? (Choose 2 answers)**

[\_] The Scrum Master is responsible for updating the Sprint Burndown

[X] The Scrum Master helps those outside the team interact with the Scrum Team

[\_] At the Sprint Review, the Scrum Master identifies what has been “Done” and what has not been “Done”

[\_] The Scrum Master assigns tasks to Development Team members when a Developer needs work

[X] The Scrum Master teaches the Development Team to keep the Scrum meetings to their timebox

**Which topics should be discussed in the Sprint Review ?**

[\_] The Scrum process, and how it was used during the Sprint

[\_] Coding and engineering practices

[X] Sprint results

[\_] All of the above

**When should the Sprint retrospective be held?**

[\_] At the beginning of the last Sprint

[\_] In the middle of each Sprint

[X] At the end of each Sprint

[\_] Only at the end of the last Sprint

**Every Scrum Team must have a Product Owner and Scrum Master**

[\_] Yes, and they must be 100% dedicated to each team

[X] Yes, and each Scrum Team’s performance may be affected by their degree of participation as influenced by any other responsabilities (e.g. other teams for which they are also the SM or PO)

[\_] No

**Alternatywnie:**

[\_] False. A Scrum Master is only required when asked for by the Development Team.

[\_] True. Each must be 100% dedicated to the Scrum Team.

[X] True. Outcomes are affected by their participation and availability.

[\_] False. A Product Owner can be replaced by a business analyst in the Development Team.

**A properly functioning Scrum team will have at least one Release Sprint and may well have several**

[\_] True

[X] False

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

[\_] Methods of communication

[\_] The way the Scrum Team does Sprint Planning

[\_] Skills needed to improve the Development Team’s ability to deliver

[\_] Its Definition of Done

[X] All of the above

**A Scrum Master is introducing Scrum to a new Development Team. The Development Team has decided that a retrospective is unnecessary. What action should the Scrum Master take?**

[\_] Comply with the decision of the self-organizing Team

[\_] Consult with the Product Owner to see how he/she feels about the situation

[X] Begin facilitating productive, useful retrospectives

[\_] Call a meeting between the Development Team and senior management

**What happens if the Development Team cannot complete its work by the end of a timebox/Sprint?**

[X] Timebox holds and development team gradually learns to only do what is possible within the timebox

[\_] The timebox is adjusted permanently to reflect reality

[\_] The timebox is extended temporarily. Lessons are taken to ensure it doesn’t happen again

[\_] Scrum should abandoned

**Alternatywne odpowiedzi:**

[X] The Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length

[\_] The Sprint is extended and future Sprints use this new duration

[\_] The Sprint is extended temporarily. Lessons are taken to ensure it doesn’t happen again

**Which phrase best describes a Product Owner ?**

[\_] Go-beetween between development team and customers

[\_] Requirements engineer

[X] Value optimizer

[\_] Team manager

**Which technique is the LEAST productive way for the Scrum Master to ensure that the Development Team communicates effectively with the Product Owner?**

[\_] Teach the Product Owner about the technologies employed during the Sprints

[\_] Teach the Team to talk in terms of business needs and objectives

[\_] Monitor communications between them

[X] Act as a go-between for them

**Which three of the following are feedback loops in Scrum ?**

[X] Daily Scrum

[\_] Release Planning

[X] Sprint Retrospective

[X] Sprint Review

[\_] Refinement Meeting

**While under development, the environment in which a product will be used changes and emerges. What is the effect on the Product Backlog ?**

[\_] It is converted into a requirements specification to ensure stability

[X] It evolves to reflect what the product needs to be most valuable

[\_] It is archived and a new Product Backlog is created to take its place

[\_] There is no effect, because it has to stay the same until the end of the project

**Which of the following is required by Scrum ?**

[X] Sprint retrospective

[\_] Members must stand up at the Daily Scrum

[\_] Sprint Burndown Chart

[\_] Release Planning

[\_] All of the above

**How is management external to the Scrum Team involved in the Daily Scrum ?**

[\_] The Scrum Master speaks on their behalf

[X] The Development Team self-manages and is the only management required at the Daily Scrum.

[\_] Management gives an update at the start of each Daily Scrum

[\_] The Product Owner represents their opinions

**Which of the following is an example of an increment of working software?**

[\_] A decomposition of all Product Backlog into tasks for future Sprint Backlog lists

[X] Additional features in a useable state that complement those delivered in previous iterations

[\_] A new user interface design for functionality delivered in previous iterations

[\_] UML diagrams that describe how to deliver functionality

[\_] An automated test suite to verify functionality delivered in previous iterations

**Who should make sure everyone does his or her tasks for the Sprint?**

[X] The Development Team

[\_] The Scrum Master

[\_] The project manager

[\_] All of the above

[\_] The Product Owner

**Which of the following two items are not topics of discussion within a Sprint Retrospective ?**

[X] Sprint Backlog for the next Sprint

[\_] Team relations

[\_] Process improvements

[X] Functionality implemented as a result of the Sprint

[\_] Definition of done

**What are some consequences if a Development does not have a consistent definition of done from Sprint to Sprint ? / What are some of the consequences if a Development Team doesn’t have a consistent**

**definition of done from Sprint to Sprint?**

[\_] The Development Team may not know how many Product Backlog items it can do in a Sprint

[\_] The Product Owner may not know what he/she inspecting at the Sprint Review

[\_] The Product Owner may be unable to gauge the progress toward his/her goals

[\_] The Development Team may not know what work is entailed in completing selected

[X] All of the above

**The Scrum Master should not allow the Product Owner to go to the Sprint Planning meeting without having already devised the Sprint Goal**

[\_] True

[X] False

**As Scrum Teams mature, it is expected that the following decision is likely to be taken?**

**Inna forma pytania: Which outcome is expected as Scrum Teams mature?**

[\_] They will no longer need a Scrum Master since they are a mature team now.

[\_] Sprint Reviews will no longer be needed

[\_] There is no need for a time-boxed Sprint, since time-boxes are only for new Scrum teams

[X] They will improve their Definition of Done to include more stringent criteria

[\_] The Sprint Retrospectives will grow to be longer than 4 hours

**Who creates a Product Backlog item’s estimate?**

[\_] The Development Team, alone

[\_] The Product Owner with input from the Development Team

[\_] The Scrum Master

[X] The Development Team after clarifying requirements with the Product Owner

[\_] The most senior people in the organization, including architects and subject matter experts

**Product Backlog estimates are created by:**

[\_] A) Appropriate subject matter experts

[\_] B) The product owner

[X] C) The Development Team in collaboration with the Product Owner

[\_] D) The Scrum Master

**Which of the following is the Development Team NOT responsible for ?**

[X] Selecting the Product Owner

[\_] Resolving internal conflicts

[\_] Planning how to meet a Sprint goal

[\_] Monitoring and increasing productivity

[\_] Monitoring and optimizing the work required to meet the Sprint goal at least daily

**Which statement best describes the Sprint Backlog as outcome of the Sprint Planning ?**

[\_] It is a list of the User Stories estimated in story points, and a list of corresponding tasks that are estimated in hours

[\_] It is a task list where every Development Team member has signed up for all the tasks that he/she intends to do in the Sprint

[X] It is a decomposition of Product Backlog items such that enough work is decomposed for at least the first days of the Sprint

[\_] It must be ordered by the Product Owner

[\_] It is an exhaustive list of all tasks for the Sprint. Tasks must be estimated in hours.

Alternatywnie:

It is the Development Teams plan for the Sprint

**Which of the following are true about the Product Owner role? (Choose 3 answers)**

[\_] Multiple people can share the Product Owner role on a Scrum Team

[X] The Product Owner can be influenced by a committee

[\_] The Product Owner role can be played by a committee or a team of people

[X] The Product Owner is one person

[X] The Product Owner is accountable for ordering the Product Backlog

**What are the responsibilities of a tester in a development Team (choose 2)?**

[X] There is no specific tester role

[\_] Finding bugs to assure quality

[\_] Checking the work of the developers

[X] Everyone is responsible for quality in Scrum

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

[\_] The break between Sprints is time-boxed to 1 week for 30 day sprints, and usually less for shorter sprints

[\_] Enough time for the requirements for the new Sprint to be nailed down

[\_] Enough time for the Development team to finish the testing from the last Sprint

[X] None. A new Sprint starts immediately following the end of the previous Sprint.

[\_] None of the above.

**Why does a Development Team need a Sprint Goal ?**

[\_] Goals give purpose to Sprint 0

[X] The goal focuses the development team on a common yet specific goal / The Development Team is more focused through a common yet specific goal.

[\_] Sprint Goals are not valuable. Everything is known from the Product Backlog

[\_] Goals ensure that all of the Product Backlog items are implemented

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

[X] Enough so the Development Team can create its best forecast of what it can do, and to start the first several days of the Sprint

[\_] Just enough tasks for the Scrum Master to be confident in the Development Team’s understanding of the Sprint

[\_] Just enough to understand design and architectural implications

[\_] All of the potential work. The Sprint Planning meeting isn’t over until 100% of the work is identified and estimated

**For which is the Scrum Master responsible? / Scrum Master responsibilities include which of the following?**

[\_] The Scrum Team meeting and the objectives it sets for itself

[\_] Managing the performance of the Scrum Team

[X] The Scrum process being adopted and used properly

[\_] Keeping track of resource allocation

**As the Sprint Planning meeting progresses, the workload is getting to be greater than the Development Team’s capacity. Which two actions make the most sense to do?**

[\_] Cancel the Sprint

[\_] Start the Sprint and recruit additional Development Team members

[X] Potentially remove or change selected Product Backlog items

[X] The Development Team should ensure that the Production Owner is aware. Then, start the Sprint and monitor burndown rates

[\_] Ask the Development Team to work overtime for this Sprint and promise that it won’t happen again

**Which of the following is true about Scrum?**

[X] Scrum is based on empirical process control theory.

[X] Each component of Scrum serves a specific purpose, and is essential to Scrum’s

[X] Scrum is a framework for developing and maintaining complex products

[\_] Scrum is a methodology, where you can pick and choose which parts of Scrum you think will work for your environment

[\_] Scrum is like traditional processes but with self-organization to replace Project Managers

**If burndown charts are used to visualize progress, what does it track?**

[X] Work remaining across time

[\_] Accumulated business value delivered to the customer

[\_] Accumulated cost on a project

[\_] Individual worker productivity

**Which two are properties of the Daily Scrum? (2 answers)**

[X] Its location and time should remain constant

[X] It is fifteen minutes or less in duration

[\_] It is free form and designed to promote conversation

[\_] It is held first thing in the morning

[\_] It consists of the Scrum Master asking the Team members the three questions

[\_] It is facilitated by the team lead

**Who is responsible for engaging the stakeholders?**

[\_] The business analyst

[\_] The project manager

[\_] The team manager

[X] The Product Owner

[\_] The Development Team

**During the Daily Scrum, the Scrum Master's role is to:**

[\_] Make sure that all 3 questions have been answered.

[X] Teach the Development Team to keep the Daily Scrum within the 15 minutes timebox.

[\_] Lead the discussions of the Development Team.

[\_] Manage the meeting in a way that each team member has a chance to speak.

[\_] All answers apply.

**When does the next Sprint begin?**

[\_] Immediately following the next Sprint Planning.

[\_] Next Monday.

[\_] When the Product Owner is ready.

[X] Immediately after the conclusion of the previous Sprint.

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

[X] The Product Owner

[\_] The Development Team

[\_] The Stakeholders

[\_] The CEO

[\_] The Scrum Master

**Who has final say on the contents of the Sprint Backlog?**

[\_] A. The Product Owner

[X] B. The Development Team

[\_] C. The Scrum Team

[\_] D. The Scrum Master

**The purpose of a Sprint is to produce a done increment of working product.**

[X] True

[\_] False

**During a Sprint, a Development Team determines that it will not be able to finish the complete forecast. Who should be present to review and adjust the Sprint work selected?**

[\_] The Product Owner and all stakeholders.

[\_] The Development Team.

[X] The Product Owner and the Development Team.

[\_] The Scrum Master, the project manager and the Development Team.

**Which of these may a Development Team deliver at the end of a Sprint (Choose 2)?**

[X] A. An increment of working software that is "done."

[\_] B. A single document, if that is what the Product Owner asked for.

[\_] C. Failing unit tests, to identify acceptance tests for the next Sprint.

[X] D. An increment of software with minor known bugs in it.

**How are stakeholders external to the Scrum team represented in the daily scrum?**

[\_] A. By the Scrum Master

[X] B. By the Product Owner

[\_] C. Management provides input during each Daily Scrum

[\_] D. The Development Team determines how to best do this. Those external to the team may not attend

**Scrum Master responsibilities include which of the following?**

[X] 1. The Scrum process being adopted and used properly.

[\_] 2. Keeping track of resource allocation.

[\_] 3. The Daily Scrum meeting and removing impediments the development team has identified.

[\_] 4. Reporting team progress to relevant stakeholders

**Cross-functional Development Teams have the following composition:**

[\_] 1. Developers, Business Analysts, Architects, and Testers.

[\_] 2. A virtual team of business analysts, architects, developers, and testers.

[\_] 3. Developers and testers who collaborate with subject matter experts who provide support from outside of the team.

[X] 4. Individuals who have various skills and are able to collaborate and contribute to delivering a working increment of software.

**The Daily Scrum has the following characteristics (choose all that apply):**

[\_] 1. Informal – primary objective is to encourage communication

[X] 2. 15 minutes or less in duration

[\_] 3. Team members are asked the 3 questions by the Scrum Master

[\_] 4. It is facilitated by the team lead

[X] 5. The time and place are the same each day

[\_] 6. It is the only meeting the development team is required to attend under Scrum

**The Development Team may change or adjust its engineering practices:**

[X] 1. At any time it is determined to be necessary

[\_] 2. During the Sprint Planning meeting

[\_] 3. Prior to the beginning of a Sprint.

[\_] 4. At project startup

[\_] 5. When company policy dictates it

**The Product Backlog:**

[X] 1. Changes during the life of the project

[\_] 2. Is static after Sprint Planning

[\_] 3. Contains all requirements that will be implemented for the project

[\_] 4. Is normally used as an input to Burndown Chart calculations

**During a Sprint, the Product Owner typically:**

[\_] 1. Facilitates the Daily Scrum

[X] 2. Collaborates with the Development Team and other stakeholders

[X] 3. Provides clarification to the Development Team regarding backlog items

[\_] 4. Tracks completed tasks

[\_] 5. Tasks the Development Team

[\_] 6. Gives the Development Team feedback on their progress

**A burndown chart’s trendline indicates:**

[\_] 1. When all the work for the Sprint will be completed.

[\_] 2. When the project is forecast to end.

[\_] 3. The Estimate at Complete for the project

[X] 4. A forecast of when the remaining work will be completed if no changes are made to the current Sprint Backlog or Development Team.

**A burndown chart is used to indicate:**

[X] A. The amount of work remaining across time

[\_] B. Cost incurred by the project

[\_] C. Productivity of the Development Team

[\_] D. Temperature of the Sprint Backlog

**Which two things does a Scrum Master do if the Team doesn't have the engineering tools and infrastructure to completely finish any Product Backlog items? (Choose two)**

[\_] 1. Ask the Team do the best it can on each Product Backlog item it selects.

[\_] 2. Declare the Team not ready for Scrum.

[\_] 3. Ask the Team to spend as many Sprints as necessary to prepare the engineering tools and infrastructure so any Product Backlog item it selects is potentially shippable at Sprint end.

[X] 4. Have the Team define “done“ and do the same work for all Product Backlog items it selects.

[X] 5. Have the Team improve its skills, tools and infrastructure over time and adjust the definition of “done”; accordingly.

**If it becomes necessary to remove a member of the Scrum Team, who is responsible for doing so?**

[X] The Development Team – it is self-managing and responsible for its own success or failure.

[\_] The Manager to whom the team member reports – Scrum Team authority to self-manage does not include handling Human Resource issues due to potential legal liability.

[\_] The Scrum Master, whose role is to remove impediments that impact the Development Team.

[\_] The Product Owner, who is responsible for ensuring the work of the Development Team delivers a value-added product

**The Product Owner is responsible for determining what items from the Product Backlog are selected for a Sprint.**

[\_] 1. True

[X] 2. False

**What happens to the Product Backlog during development as changes in user needs are discovered?**

[\_] 1. Nothing. The Product Backlog does not change during the life of the project.

[\_] 2. The requirements specification is updated.

[\_] 3. The original Product Backlog is replaced to reflect the new requirements

[X] 4. The Product Backlog evolves and is reprioritized to incorporate the changes

**The product increment should be released or shipped at the end of each sprint.**

[\_] 1. True

[X] 2. False

**The Sprint Backlog may include: / What is included in the Sprint Backlog?**

[\_] 1. Tests

[\_] 2. Use Cases

[\_] 3. User Stories

[\_] 4. Decomposed Tasks

[X] 5. All of the above / Any of the above (or others) which are a decomposition of the selected Product Backlog items

[\_] 6. None of the above

**Which of the following techniques would likely be the least effective way of fostering communication between the Development Team and Product Owner?**

[X] 1. Assume a liaison role between both parties

[\_] 2. Coach the Development Team to describe their work from a ‘business needs’ context

[\_] 3. Coach the Product Owner so they understand, to the extent practical, the technical details of the work being performed key concern

[\_] 4. Actively monitor how the two parties are communicating

**A Development Team selects a set of Product Backlog items for a Sprint Backlog with the intent to get the selected items done by the end of the Sprint. Select two things that explain what done means. / A Development Team is required to deliver a done Increment by the end of a Sprint. Select two statement that explain what „done” means”**

[X] All work to create software usable by end users / All work to create software that is ready to be released to end users

[X] No work left from the definition of „Done”

[\_] Whatever the Product Owner defines as quality

[\_] All work the Development Team is willing to do

[\_] Ready for integration

[\_] Ready for functional testing by the Product Owner

[\_] All work performed given the skills that are actually present in the Development Team

**OR: A Development Team selects a set of Product Backlog items for a Sprint Backlog with the intent to get the selected items “Done” by the end of the Sprint. Which three phrases describe the purpose of a definition of “Done” (Pytanie z dołu w trochę innej formie)**

[X] It guides the Development Team in creating a forecast at the Sprint Planning

[\_] It track the the percent completeness of a Product Backlog item

[X] It creates transparency over the work inspected at the Sprint Review

[X] It defines what it takes for an Increment to be ready for release

**A Product Backlog item is complete when:**

[\_] A. The Sprint in which it was selected ends

[\_] B. When corresponding Sprint Backlog items are completed

[\_] C. When all acceptance criteria are met

[X] D. When it meets the Scrum Team’s definition of ‘done.’

**During the Sprint Planning meeting, the Scrum Team determines that the workload is reaching the point it will exceed the Development Team’s capacity. What should the Scrum team do at this point? (choose the two best options)**

[X] A. Work with the product owner to adjust the work planned for the Sprint

[X] B. Start the Sprint, but monitor the burndown rate and keep the Product Owner advised of the Development Team’s progress.

[\_] C. Terminate the Sprint.

[\_] D. Commit to the Sprint Goal, working additional hours, if necessary, to achieve it.

[\_] E. Start the Sprint and make arrangements to obtain additional resources.

**The Sprint Retrospective is held:**

[\_] A. When the Development Team chooses to hold it.

[\_] B. At the end of the final sprint

[X] C. At the end of a sprint / Held at the end of each Sprint

[\_] D. After the product demo

**New work should be added to the Sprint Backlog**

[\_] A. When the Product Owner identifies it.

[\_] B. When the Scrum Master becomes aware of it.

[\_] C. At the Daily Scrum, with the Development Team’s consent

[X] D. By the Development Team, as soon as possible

**The Sprint Goal is selected:**

[\_] A. After the Sprint Backlog is created.

[X] B. Before the Sprint Backlog is created.

**Meetings for a geographically distributed team require a fair amount logistical coordination (e.g. setting up teleconference numbers, booking meeting rooms, etc.). Given the effort required, the Scrum Master should:**

[X] A. Allow the self-managing team to determine the best approach to conduct meetings.

[\_] B. Coordinate and schedule meetings that are required for Scrum and inform the team of how

these meetings will be conducted.

[\_] C. Ask for management’s assistance.

[\_] D. Establish a shared schedule among the team for hosting these meetings.

**The Development Team informs its new Scrum Master that a Daily Scrum is not needed. Instead, the team will hold a Weekly Scrum. The Scrum Master should do which of the following (choose one):**

[\_] A. Accept the team’s decision.

[\_] B. Work with the Product Owner to convince the team to reconsider its choice.

[\_] C. Inform management that the Development Team is not cooperating.

[X] D. Collaborate with the Development Team and coach them on how to conduct effective Daily Scrums.

**Who owns the Sprint Backlog?**

[\_] A. The Product Owner

[X] B. The Development Team

[\_] C. The Scrum Team

[\_] D. The Scrum Master

**The Sprint Backlog is created/When is the Sprint Backlog created?**

[\_] A. During the Sprint

[\_] B. At the beginning of the project

[\_] C. During Sprint 0

[X] D. During the Sprint Planning meeting

[\_] E. Prior to the Sprint Planning meeting

**Sprint Retrospective topics include (choose all that apply):**

[X] A. The definition of ‘Done.’

[X] B. Potential improvements

[X] C. The way the team estimates work

[X] D. How well the team collaborates with stakeholders

[X] E. Incorporating feedback from the demo

**Sprint burndown charts are an effective way to track:**

[\_] A. Sprint effort in story points

[\_] B. Size of the Product Backlog

[X] C. Estimated work remaining for the sprint

[\_] D. Earned Value metrics for the project

**During the Sprint Retrospective, the Scrum Master is responsible for:**

[\_] A. Capturing action items

[\_] B. Preparing an outbrief to project stakeholders

[\_] C. Assigning process improvement tasks to the team

[X] D. Facilitating and participating in the meeting as a member of the Scrum Team.

**A Product Owner and Scrum Master are part of every Scrum Team**

[\_] A. Yes. These are full-time roles on a Scrum Team.

[\_] B. No. There is no explicit requirement for these roles on Scrum Teams

[X] C. Yes, but team performance may be impacted depending on the other tasking those performing these roles may have

[\_] D. No. The Scrum Team is self-managing and may determine how to best perform the tasks associated with these roles

**Once the Development has forecast its work for the current Sprint, who determines how the work will be accomplished?**

[\_] A. The functional managers to whom the Scrum Team reports.

[\_] B. The Scrum Master.

[\_] C. The Chief Architect and Chief Engineer, working collaboratively.

[X] D. The Development Team.

**Scrum Time box events are (Choose all that apply):**

[\_] A. Sprint 0

[\_] B. Sprint Testing

[\_] C. Release Retrospective

[X] D. Daily Scrum

[X] E. Sprint Planning Meeting

[\_] F. Sprint Testing

[\_] G. Release Testing

**By the end of the Sprint Planning meeting, the Sprint Backlog should be:**

[\_] A. Defined only enough to understand the basic design and architecture.

[\_] B. Defined to describe all the potential work for that Sprint.

[X] C. Defined enough for the Development Team to forecast what it believes it can do in the upcoming Sprint.

[\_] D. Decomposed to units of one day or less for the first few days of the Sprint.

**The Product Owner must deliver the product completed at the end of a Sprint:**

[\_] A. At their discretion.

[X] B. When there’s a business need and it makes sense to do so.

[\_] C. Always.

[\_] D. Only if the Sprint Backlog items implemented are successfully demonstrated during the Sprint Review.

**Who is responsible for updating the work estimates during a Sprint?**

[X] A. The Development Team.

[\_] B. The Scrum Master.

[\_] C. The Product Owner.

[\_] D. The most junior member of the Team.

**One or more Release Sprints are expected from a Scrum Team.**

[\_] A. True

[X] B. False

**How should items in the Product Backlog be ordered?**

[\_] A. Alphabetically first and then by list order in the Product Backlog

[\_] B. Grouped by business features first and then chronologically by date of original business request

[X] C. Prioritized by business importance first. The items that result in biggest ROI, must be prioritized first;

[\_] D. Chronologically by date of original business request first and then by list order in the Product Backlog

**The Scrum Framework encompasses rules or guidelines for documentation?**

[\_] A. True

[X] B. False

**The individual, detailed pieces of work that are needed to convert a product backlog item into a working software component or solution are called:**

[\_] A. User Stories

[\_] B. Use cases

[\_] C. Line items

[X] D. Tasks

**Which of the following is not a Scrum artifact?**

[X] A. User Stories

[\_] B. Sprint Backlog

[\_] C. Product Backlog

[\_] D. Software Increment

**You are the new Scrum Master at a company currently doing RUP in three month iterations. Your current task in switching from RUP to Scrum is to define how long the Sprint cycle should be. In what units of time should you define the sprint cycle?**

[\_] A. A fixed amount of months

[\_] B. A fixed amount of weeks, excluding holidays

[X] C. A fixed amount of days

[\_] D. A fixed amount of hours

**The sprint review is mainly an inspection and adapt opportunity for which group?**

[X] The Scrum Team and stakeholders

[\_] The Product Owner and Development Team

[\_] The Product Owner and management

[\_] The Development Team and management

[\_] The Product Owner and stakeholders

[\_] The Development Team and stakeholders

**What are three ways Scrum promotes self-organization?**

[X] By the Development Team deciding what work to do in a Sprint

[X] By being a lightweight framework

[\_] By preventing stakeholders from entering the development room

[\_] By no allowing documentation

[X] By removing titles for Development Team members

**What does it mean to say that an event has a time-box?**

Choose one answer.

[\_] A) The event must happen at a set time.

[\_] B) The event must happen by a given time.

[\_] C) The event must take at least a minimum amount of time.

[X] D) The event can take no more than a maximum amount of time.

**When might a Sprint be abnormally terminated/cancelled?**

Choose one answer.

[\_] A) When it becomes clear that not everything will be finished by the end of the Sprint.

[\_] B) When the Development Team feels that the work is too hard.

[\_] C) When the sales department has an important new opportunity.

[X] D) When the Sprint Goal becomes obsolete.

**The length of a Sprint should be:**

[\_] Short enough to keep the business risk acceptable to the Product Owner

[\_] Short enough to be able to synchronize the development work with other business events.

[\_] No more than one calendar month.

[X] All of these answers are correct.

**What three factors are best considered when establishing the Sprint length ? (Choose 3 answers)**

[\_] The frequency at which team formation can be changed

[X] The level of uncertainty over the technology to be used

[X] The ability to go to market with a product release

[\_] The organization has mandated similar length sprints

[X] The risk of being disconnected from the stakeholders

**What enhances the transparency of an Increment?**

[\_] Reporting Sprint progress to the stakeholders daily

[\_] Updating Sprint tasks properly in the electronic tracking tool

[X] Doing all work needed to meet the definition of “Done”

[\_] Keeping track of and estimating all undone work to be completed in a separate Sprint

**The Daily Scrum is an event that happens every day. What would be three key concerns if the frequency were to be lowered to every two or three days ? (Choose 3 answers)**

[X] Opportunities to inspect and adapt the Sprint Backlog are lost

[\_] The Scrum Master loses the ability to update the Gantt chart properly

[X] Impediments are raised and resolved more slowly

[X] The Sprint plan may become inaccurate

[\_] Too much work is spent updating the Scrum board before the meeting

[\_] The Product Owner cannot accurately report progress to the stakeholders

**Which Scrum Values are exhibited by not building Product Backlog items that have low business value? (Choose 3 answers)**

[\_] Economic Value Added

[X] Focus

[\_] Earned Value

[X] Courage

[X] Respect

**28. Which three purposes does the definition of "Done" serve?**

Choose 3 answers.

[\_] A) Describe the work that must be done before the Sprint is allowed to end.

[X] B) Guide the Development Team on how many Product Backlog items to select for the Sprint.

[X] C) Create a shared understanding of when work is complete.

[\_] D) Describe the purpose, objective, and time-box of each Scrum event.

[X] E) Increase transparency.

**41. When is it most appropriate for a Development Team to change the definition of "Done"?**

Choose one answer.

[X] A) During the Sprint Retrospective

[\_] B) During Sprint Planning

[\_] C) Prior to starting a new project

[\_] D) Prior to starting a new Sprint

**44. What are two good ways for the Development Team to make non-functional requirements visible?**

**Choose 2 answers.**

[X] A) Add them to the definition of "Done" so the work is taken care of every Sprint.

[X] B) Add them to the Product Backlog and keep the Product Owner posted on the expected effort.

[\_] C) Put them on a separate list on the Scrum board, available for all to see.

[\_] D) Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.

**50. Five new Scrum Teams have been created to build one product. A few of the developers on one of the Development Teams ask the Scrum Master how to coordinate their work with the other teams. What should the Scrum Master do?**

Choose one answer.

[\_] A) Visit the five teams each day to inspect that their Sprint Backlogs are aligned.

[\_] B) Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.

[\_] C) Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.

[X] D) Teach them that it is their responsibility to work with the other teams to create an integrated Increment.

**71. Which Scrum Value is affected by a lack of trust in the Scrum Team?**

Choose one answer.

[\_] A) Focus

[\_] B) Commitment

[\_] C) Courage

[\_] D) Openness

[\_] E) Respect

[X] F) All of the above

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

Choose one answer.

[\_] A) True

[X] B) False

**76. One of the Scrum events is the Daily Scrum. What are two intended outcomes of the Daily Scrum?**

Choose 2 answers.

[\_] A) A status report for the upper management indicating what each individual has done, will

be doing, and what is impeding him/her.

[X] B) A shared understanding of the most important work to be undertaken next to achieve the

best possible progress toward the Sprint goal.

[X] C) New impediments for the Scrum Master to take care of

[\_] D) An update of completed tasks and of the remaining work so the Scrum Master can plan

the next day.

[\_] E) An updated Scrum board to make Sprint progress transparent for the stakeholders.

**77. The Product Owner must release each Increment to production.**

Choose one answer.

[X] A) When it makes sense.

[\_] B) To make sure the Development Team is done every Sprint.

[\_] C) Whenever the product is free of defects.

[\_] D) Without exception.

**78. How do you know that a Development Team is cross-functional?**

Choose one answer.

[\_] A) Every member of the Development Team is able to perform every task.

[X] B) Development Team has all the skills to create a releasable increment by the end of every

Sprint.

[\_] C) There are no conflicts within the Development Team.

[\_] D) A few of the Development Team members pair program and do Test Driven Development

**3 What is the purpose of a Sprint Review**

[\_] A) To review the Scrum Team’s activities and processes during the Sprint.

[X] B) To inspect the product increment with the stakeholders and collect feedback on next steps

[\_] C) To build team spirit.

[\_] D) To take time to judge the validity of the project

**15 Which two ways of creating Development Teams are consistent with Scrum’s values?**

[\_] A) The Chief Product Owner determines the new team structures and assignments.

[X] B) Bring all the developers together and let them self-organize into Development Teams.

[\_] C) Managers collaborate to assign individuals to specific teams.

[X] D) Existing teams propose how they would like to go about organizing into the new structure

[\_] E) Managers personally re-assign current subordinates to new teams

**20 What is the best suited structure for Development Teams in order to produce integrated increments?**

[X] A) Each Development Team develops functionality from beginning to end throughout all technical layers.

[\_] B) Each Development Team works only on one technical layer of the system (e.g. GUI, database, middle tier, interfaces).

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

[\_] A) By ensuring the meetings start and end at the proper time.

[X] B) By facilitating Development Team decisions

[X] C) By removing impediments that hinder the Development Team.

[\_] D) By keeping high value features high in the Product Backlog

**29 Every Development Team should have:**

[\_] A) One Lead Developer and no more than 8 other members.

[\_] B) At least one representative from each major software engineering discipline (like QA, Dev, UX)

[X] C) The competencies and skills needed to deliver a Done Increment in a Sprint

**33 Who must attend the Daily Scrum**

[\_] A) The Scrum Master and Product Owner.

[\_] B) The Development Team and Scrum Master

[\_] C) The Scrum Team.

[\_] D) The Development Team and Product Owner

[X] E) The Development Team

**42 As the Sprint Planning meeting progresses, the Development Team sees that the workload is greater than they can handle. Which two are valid actions?**

[\_] A) The Development Team works overtime during this Sprint.

[\_] B) Recruit additional Development Team members before the work can begin

[\_] C) Cancel the Sprint

[X] D) The Development Team ensures that the Product Owner is aware, starts the Sprint and monitors progress

[X] E) Remove or change selected Product Backlog items

**43 Which of the following are true about the length of the Sprint?**

[X] A) All Sprints must be 1 month or less

[\_] B) The length of the Sprint should be proportional to the work that is done in between Sprints

[X] C) It is best to have Sprints of consistent length throughout a development effort

[\_] D) Sprint length is determined during Sprint Planning and should hold the time it will take to code the planned features in the upcoming Sprint but does not include time for any testing

[\_] E) Sprint length is determined during Sprint Planning and should be long enough to make sure the Development Team can deliver what is to be accomplished in the upcoming Sprint

**50 During a Sprint Retrospective, for what is the Product Owner responsible?**

[\_] A) Capturing requirements for the Product Backlog.

[\_] B) The Product Owner should not take part in Sprint Retrospectives

[X] C) Participating as a Scrum Team member

[\_] D) Summarizing and reporting the discussions to the stakeholders that he/she represents in the Scrum Team

**52 Which two activities will a Product Owner engage in during a Sprint?**

[X] A) Work with the stakeholders

[\_] B) Update the Sprint burndown chart

[\_] C) Run the Daily Scrum

[\_] D) Prioritize the Development Team’s work on the Sprint Backlog

[X] E) Answer questions from the Development Team about items in the current Sprint

**53 Which three of the following are timeboxed events in Scrum?**

[\_] A) Release Testing

[X] B) Sprint Planning

[\_] C) Sprint 0

[X] D) Sprint Retrospective

[\_] E) Release Retrospective

[X] F) Daily Scrum

[\_] G) Sprint Testing

**57 Does Scrum have a role called “Project Manager”?**

[\_] A) Yes.

[X] B) No

**58 Who is responsible for managing the progress of work during a Sprint?**

[\_] A) The Product Owner.

[\_] B) The most junior member of the Team.

[X] C) The Development Team.

[\_] D) The Scrum Master

**67 You have just been hired by a company new to Scrum. Your management has assigned you to be the Scrum Master of six new Scrum Teams. These teams will build one product. Select two conditions you should strive for in this scenario**

[X] A) There should be only one Product Owner.

[X] B) The product has one Product Backlog

[\_] C) There should be six Product Owners, one for each Scrum Team.

[\_] D) Each Scrum Team should have a separate Product Backlog

[\_] E) There should be six Product Owners, reporting to a chief Product Owner

**69 The time-box for a Daily Scrum is?**

[\_] A) 4 hours.

[X] B) 15 minutes.

[\_] C) The same time of day every day.

[\_] D) Two minutes per person

[\_] E) 15 minutes for a 4 week sprint. For shorter Sprints it is usually shorter

**70 A product increment must be released to production at the end of each sprint**

[\_] A) True.

[X] B) False.

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

[\_] A) True.

[X] B) False.

**73 When can a Development Team cancel a Sprint?**

[\_] A) When the selected Product Backlog items for the Sprint become unachievable.

[\_] B) When functional expectations are not well understood.

[\_] C) When the Product Owner is absent to often.

[X] D) It can’t. Only Product Owner can cancel Sprint.

[\_] E) When a technical dependency cannot be resolved.

**76 What is the tactic a Scrum Master should use to divide a group of 100 people into multiple Development Teams?**

[X] A) Ask the developers to divide themselves into teams.

[\_] B) Ask the Product Owner to assign the people to teams.

[\_] C) Create teams based on their skills across multiple layers (such as database, UI, etc.).

**78 What is the time-box for the Sprint Planning meeting?**

[X] A) 8 Hours for a monthly Sprint.

[\_] B) 4 Hours for a monthly Sprint.

[\_] C) Monthly.

[\_] D) Whenever it is done

**79 Which technique is the best way the Scrum Master can ensure that the Development Team communicates effectively with the Product Owner**

[\_] A) Teach the Development Team to talk in terms of business needs and objectives.

[\_] B) Act as a go-between for them.

[\_] C) Teach the Product Owner about the technologies employed during the Sprints.

[X] D) Monitor communications between them and facilitate direct collaboration

1. **What three techniques should the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which development techniques to apply ?**

[X] a) Use coaching techniques like open questions and active listening.

[X] b) Consult with team members individually, carefully listening.

[\_] c) Ask an external technical specialist to make the decision.

[X] d) Involve the complete team.

[\_] e) Send every team member to the company’s HR department to express their concerns

**2. To get started in terms of what to build, Scrum requires no more than a Product Owner with enough ideas for a first Sprint, a Development Team to implement those ideas and a Scrum Master to help guid the process**

[X] a) True

[\_] b) False

**3. User documentation is part of your definition of "Done." However, there aren't enough technical writers for all teams. Your Development Team doesn't have a technical writer. What should you do?** (choose the best answer)

[\_] a) Form a separate team of technical writers that will work on an on-demand basis for the various Product Owners. Work order will be first in, first out.

[X] b) Your Development Team is still responsible for creating user documentation. In this case, the Development Team members will write it

[\_] c) Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.

[\_] d) Wait until you have a technical writer on your Development Team to take care of this.

**4. A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won’t be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help. What would be good advice to give the Product Owner?** (choose the best answer)

[X] a) Tell the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.

[\_] b) Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.

[\_] c) Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team,

**5. You are Scrum Master for four Scrum Teams working from the same Product Backlog. Several of the developers come to you complaining that work identified for the upcoming two Sprints will require full-time commitment from a technical specialist who is external to the teams. Who are two key concerns for the Scrum Master to take into account in this solutions**

[\_] a) The desire to maintain a stable velocity

[X] b) The ability of the Development Teams to produce integrated increments

[\_] c) The need to have enough work to keep all development Team members busy

[X] d) The benefi of development Teams figuring out a solution for themselves

6. What does a self- organizing development Team choose?

[\_] a) Sprint length

[\_] b) Product Backlog ordering

[\_] c) Stakeholders for the Sprint Review

[\_] d) When to release based on its progress

[X] e) How to best accomplish its work

**6. At the seventh Sprint Review, the stakeholders are disappointment and angry. They have determined that the product or system being built both will not meet their needs and will cost more than they are willing to spend. What factors may have led to this?**

(choose the best three answers)

[X] a) The Product Owner has not been keeping the stakeholders aware of the progress of the project

[\_] b) The Project Management Office has not been engaged adequately

[X] c) The stakeholders haven’t been using the Sprint Reviews to inspect and evaluate progress

[\_] d) The stakeholders were not allowed to enter the development area

[X] e) The Scum Master has not ensured that the project is transparent

[\_] f) Changes to the project plan were not adequately documented and shared

**7. Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the slow performance. What are two good options for the Scrum Master?**

**(choose the best two answers)**

[X] a) Coach the Product Owner on how to talk with the Development Team about this concern.

[\_] b) Explain to the Product Owner that it's up to the Development Team to decide on acceptable performance standards.

[\_] c) Wait to bring this up until the Sprint Retrospective.

[X] d) Encourage the Product Owner to put performance on the Product Backlog and express the stakeholder's concern to the Development Team.

[\_] e) Bring the concern to the testers to improve how the system is tested.

**8. What are two ways that architecture and infrastructure are handled in Scrum?**

**(choose the best two answers)**

[X] a) They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.

[X] b) They are implemented along with functional development of the product.

[\_] c) They are discussed, determined, and documented before the actual feature development Sprints.

[\_] d) They are built by a separate team through the creation of an architectural runway.

**9. You are the Scrum Master of a new, to be developed product. Development is going to require 45 people. What is a good first question for you to suggest the group thinks about when forming into teams?**

**(choose the best answer)**

[\_] a) Who are going to be the team leads?

[\_] b) What is the right mixture of senior and junior people on each team?

[X] c) How will we make sure all teams have the right amount of expertise?

[\_] d) Who are the subject matter experts on each team?

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

(choose the best answer)

[\_] a) Add security to the definition of “Done”.

[X] b) Ask the person to share the issue with the team as soon as possible.

[\_] c) Create a Product Backlog item for security.

[\_] d)Tell the Product Owner to stop further development of features until the issues are fixed.

[\_] e) Go check with the testers.

**11. In the Sprint Planning meeting, the Product Owner and the Development Team were unable to reach a clear understanding about the highest order Product Backlog items. Because of this, the Development Team couldn't figure out how many Product Backlog items it could forecast for the upcoming Sprint. They were able to agree on a Sprint Goal, however. Which of the following two actions should the Scrum Master support?**

(choose the best two answers)

[\_] a) Continue the Sprint Planning meeting past its time-box until an adequate number of Product Backlog items are well enough understood for the Development Team to make a complete forecast. Then start the Sprint.

[X] b) Discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.

[\_] c) Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

[X] d) Forecast the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint.

[\_] e) Cancel the Sprint. Send the entire team to an advanced Scrum training and then start a new Sprint.

**12. True or False: The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.**

[X] a) True

[\_] b) False

**13. Which three behaviors demonstrate that a team is self-organizing?**

(choose the best three answers)

[\_] a) The Development Team inviting external people to the Sprint Planning to ask them how to turn a product Backlog item into an Increment via a complete and detailed sprint Backlog.

[\_] b) The product owner doesn't need to be at sprint Retrospectives.

[\_] c) The Development Team members are working within the boundaries of their functional description and nicely handing off work from analyst to developer to tester to integration.

[X] d) The Development Team has all the skills needed to create a releasable Increment.

[\_] e) Stakeholders walking in at the Daily scrum to check progress and work with the Scrum Master to optimize the functional scope for the Sprint.

[X] f) Development Team members collaboratively selecting their own work during the Sprint.

[X] g) The Development Team creating their own sprint backlog, reflecting all work that is part of the definition of "Done".

[\_] h) The Scrum Master is no longer needed.

**14. An important pillar of Scrum is the management principle of self-organization. Select two ways that time-boxing promotes self-organization.**

(choose the best two answers)

[\_] a) Time-boxes eliminate politics and bureaucracy.

[\_] b) Time-boxes do not allow enough time for stringent processes or meeting overhead.

[X] c) Time-boxes help everyone focus on the same problem at the same time.

[\_] d) Time-boxing protects the Development Team from the product owner so developers can actually focus.

[\_] e) Teams can determine on their own how much overtime is acceptable for a time- box, generally expressed as a percentage of the time-box.

[X] f) Time-boxes encourage the people who are closest to the problem to create the best possible result in the time allotted, given the current context.

**1. The role of Scrum Master in Sprint Retrospective is**

[\_] a) Auditor

[\_] b) Silent Observer

[X] c) Peer Team Member

[\_] d) None of the above

Correct answer is 'c'. One of the items reviewed in retrospective is the "implementation of Scrum framework." Since Scrum

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

[\_] a) As many as recommended by Scrum Master

[\_] b) Three

[X] c) One

**3. Scrum framework is founded on**

[X] a) Empiricism

[\_] b) Empiricism and Technical Practices

[\_] c) Empiricism and Emotional Intelligence

Correct answer is "a." Technical practices or any other value adding techniques can be optionally chosen by the Team and followed within the Scrum framework. However they do not reflect the foundation of Scrum.

**4. After Sprint Review, Production release in Scrum requires**

[\_] a) Hardening Sprints

[\_] b) Non-Functional Testing

[\_] c) Architectural Validations

[\_] d) Usability/ End User testing

[\_] e) All of the above

[X] f) None of the above

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

[X] a) Not an appropriate goal, since Sprint Goal should be about expected business value

[\_] b) It is incorrect, since Product Owner formulates the goal and not the Scrum Team

[\_] c) It is well formed Sprint Goal

**9. An important executive wants the Development Team to take in a highly critical feature in the current Sprint. The Development Team**

[\_] a) Will work on that since organization priority is more important

[X] b) Will ask the executive to work with Product Owner

[\_] c) As empowered team, will seek the executive to select an alternative work to be removed instead

**10. A Scrum Team is in the process of defining Product Backlog items. The Scrum Master notices that the team is not using User Story format to capture the backlog items. Scrum Master should**

[\_] a) correct the team's behavior by coaching them about user stories

[X] b) let the team decide the format of Product Backlog items

[\_] c) add a business analyst with knowledge of writing user stories to the team, with specific responsibility of documenting backlog in terms of user stories