Scrum Master

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# Pytania testowe (, poprawione)

**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.

**Scrum Master is a "management" position?**

[X] A) True

[\_] B) False

**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

**Please select which option has the MOST accurate list of what drives the ordering of Product Backlog items.**

[\_] A) Value, risk, time, and priority

[\_] B) Cost, risk, time, and necessity

[X] C) Value, risk, priority, and necessity

[\_] D) Priority, value, risk, and available resource

**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:**

[X] A) Grooming is a part-time activity during a Sprint between the Product Owner and the Development Team.

[\_] B) Grooming is a full-time activity during a Sprint for the Scrum Team.

[\_] C) Grooming is a part-time activity during a Sprint between the Product Owner and the Scrum Master.

[\_] D) Grooming is a full-time activity during a Sprint between the Product Owner and the Development Team.

**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(s) 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.

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

[\_] A) Asks the Development Team to do the best it can on each Product Backlog item it selects

[X] B) Asks the Development 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.

[\_] C) Declares the Development Team not ready for Scrum .

[X] D) Has the Development Team define “done” and do the same work for all Product Backlog items it selects.

[X] E) Has the Development Team improve its skills, tools and infrastructure over time and adjust the definition of “done” accordingly

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

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

[\_] C. 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] D. Have the Team define "done" and do the same work for all Product Backlog items it selects.

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

**OR (pytanie z dołu)**

[X] Coach the Development Team to improve its skills, tools and infrastructure over time and adjust the Definition of Done accordingly

[X] Have the Development Team establish a Definition of Done that is actually possible to achieve given current circumstances.

**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 conform to the definition of done?**

[\_] A) The development team

[\_] B) The QA department

[X] C) The Scrum team

[\_] D) The Product Owner

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**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

**Items on the Product Backlog tend to be:**

[X] Larger than the items in the Sprint Backlog

[\_] The same size as the items in the Sprint Backlog

[\_] Smaller than the items in the Sprint Backlog

[\_] It depends

**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

**A Sprint Review is the only time that the stakeholders and the Scrum Team come together.**

[X] True

[\_] False

**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?**

[\_] 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 performedkey concern

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

**The Development Team is responsible for which of the following? (choose all that apply)**

[\_] 1. Selecting the Product Owner

[\_] 2. Selecting the Scrum Master

[X] 3. Tracking and increasing productivity

[X] 4. Resolving internal conflicts

[X] 5. Preparing and executing the plan to meet the Sprint Goal

[\_] 6. Tracking work and optimizing it to meet the Sprint Goal, at minimum, on a daily basis

**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.’

**The part of the Sprint Backlog used to create the Sprint Burndown chart is:**

[\_] A. Remaining number of Product Backlog items.

[X] B. Remaining time required to complete the work.

[\_] C. Budgeted cost of work performed

[\_] D. Actual cost of work performed

**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 (Answer)

**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. (Your

Answer)

[\_] 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

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**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 Backlog items are usually:**

[\_] A. The same size as items on the Product Backlog

[X] B. Smaller than items on the Product Backlog

[\_] C. Significantly smaller than items on the Product Backlog

[\_] D. Larger than items on the Product Backlog

**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

**A Scrum Team is currently using 3-week Sprints. A longer, up to 4-week, Sprint duration may be indicated if:**

[X] A. The work, when fully decomposed, exceeds the team’s capacity to complete it within the current timebox.

[\_] B. Management indicates they need more frequent status updates.

[\_] C. The Development Team observes its velocity is higher than forecast.

[\_] D. The Product Owner has expressed concerns the project is progressing too slowly

**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

**Why does Scrum prevent Product Owners from changing Product Backlog items that are being worked on during the Sprint?**

[\_] A. The development team cannot meet their Sprint commitment to complete work if requirements are changing

[\_] B. A Sprint cycle is not enough time for senior management review and approve changes

[X] C. This forces Product Owners to focus on what is really important for the team to develop.

[\_] D. The development team must be able to limit the Product Owner authority

**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.

# Pytania i odpowiedzi

**What variables should a Product Owner consider when ordering the Product Backlog?**

Whatever is most appropriate for the Product Owner to achieve the product’s goal and to optimize the value received

**The Development Team finds out during the Sprint that they aren't likely to build everything they forecasted. What would you expect a Product Owner to do?**

Re-work the selected Product Backlog items with the Development Team to meet the Sprint Goal.

**What two things best help the Product Owner manage the value of a product?**

The order of the Product Backlog

Validating assumptions of value through frequent releases

**Learning turns into 'validated Iearning' when assumptions and goals can be assessed through results. What is a key way for a Product Owner to apply validated learning?**

Release an Increment to the market to learn about the business assumptions built into the

product.

**What are two typical activities for a Product Owner in a Sprint?**

Work with the Development Team on Product Backlog refinement.

Collaborate with stakeholders, user communities and product managers.

**How can a Product Owner use time-boxed Sprints to obtain feedback from users and the market?**

Through frequent delivery of Increments of the product into the market.

**It is mandatory for the Product Owner to monitor and share progress of Product Backlog through:**

Any projective practice based on trends of work completed and upcoming work

**Must the Product Owner be present at the Sprint Retrospective?**

It is mandatory. The Sprint Retrospective is an opportunity for the Scrum Team to assess its performance and improve itself.

**The Product Owner's authority to change and update the Product Backlog is unlimited, except for:**

Nothing. The entire organization must respect a Product Owner's decisions.

**To what extent does technical debt limit the value a Product Owner can get from a product? Select two answers.**

The velocity at which new functionality can be created is reduced when you have technical debt

Technical debt causes a greater percentage of the product's budget to be spent on maintenance of the product.

**How does an organization know that a product built through Scrum is successful?**

By releasing often, and updating key performance indicators (KPls) on value after every release and feeding this information back into work on the Product Backlog

**What pre-conditions must be fulfilled in order to allow Sprint Planning to begin?**

There are no such pre-conditions

**What two things should be done if the Product Owner is unavailable?**

Within the Sprint, the Development Team makes the best decisions possible to assure progress toward the Sprint Goal, re-aligning with the Product Owner once he/she is available again.

In a permanent state of unavailability, a new Product Owner needs to be appointed.

Development efforts without a Product Owner are not employing Scrum.

**Which two statements explain why the definition of "Done" is important to the Product Owner?**

lt assures the lncrement reviewed at the Sprint review is usable so the Product Owner may choose to release it.

lt creates transparency regarding progress within the Scrum Team.

**What two phrases best describe the relationship of the Product Owner and the Development Team?**

They collaborate often so the Development Team builds increments keeping end-user and stakeholder concerns in mind.

They collaborate often so the Product Owner can make informed decisions in balancing effort and value of Product Backlog items.

**What is the Product Owner accountable for in Scrum?**

Creating and sustaining a Product Backlog that maximizes value and represents the needs of the stakeholders

**When can the Product Backlog be updated?**

At any time when done by the Product Owner or at the Product Owner's discretion

**A Product Owner is entitled to postpone the start of a new Sprint after the conclusion of a previous Sprint for the following reason:**

There is no acceptable reason. A new Sprint starts immediately after the conclusion of the previous Sprint.

**In order to make investment decisions, the Product Owner is likely to look at the Total Cost of Ownership (TCO) of the product being built. What costs will a Product Owner take into account?**

All investments required to conceive, develop, operate and maintain the product

**Who creates the definition of "Done"?**

The development organization (or Development Team if none is available from the development organization)

**What is a Product Backlog?**

It is a living artifact of product requirements that exists and evolves as Iong as a product exists.

**What best describes the relationship of the Product Owner and the stakeholders?**

The Product Owner actively asks for stakeholder input and expectations to process into the Product Backlog.

**The process of regular inspection and adaptation employs knowledgeable and skilled inspectors. What are two ways in which the Product Owner takes the lead in the inspection process?**

At the Sprint Review the Product Owner shares the current state of Product Backlog, which, combined with the inspection of the increment, leads to an updated Product Backlog.

The Product Owner invites stakeholders to the Sprint Review to learn how the current state of the marketplace influences what is the most valuable thing to do next.

**The Product Owner manages the Product Backlog. Who is accountable for estimating the effort to complete the Product Backlog items?**

The Development Team. As a collective, they have a complete view of the work needed to transform Product Backlog items into Increments of product.

**What are two (2) ways a Development Team can ensure a good application architecture?**

The Development Team should have a set of guiding architecture principles that every Development Team member understands and follows when writing code.

The Development Team plans some time each Sprint to discuss the architecture needed for the features planned in that Sprint.

**Which are three attributes of a bad bug report?**

Generic titles.

Vague statements or untested assumptions.

Assigning blame.

**What is a unit test?**

A test that isolates and verifies individual units of source code.

**Which is the best answer for how often the build should be executed?**

Whenever new or changed code is checked into version control

**Select two (2) benefits of Continuous Integration.**

Causes team members to consider each other's work and context.

lt leads to higher transparency and rapid feedback to the team.

**Which are benefits of Test Driven Development (choose all that apply).**

lt promotes good design and separation of concerns.

lt improves quality and reduces bugs.

It causes you to construct a test harness that can be automated.

lt speeds the overall development process.

**When does the Development Team participate in Product Backlog refinement?**

Anytime during the Sprint.

**What are two (2) reasons to automate the software build process?**

Automation improves the quality of software by making builds less error-prone.

To get feedback on changes to the code early and often.

**Who writes tests in a Scrum Team**

The Development Team

**Which are attributes of a good bug report (choose all that apply)?**

Clear title and proper grammar in report.

One bug per report.

Simple and repeatable reproduction steps.

Expected results and observed results.

Build/version where bug was found.

Screenshots or other pictures of bug in action when user interfaces are involved.

**What is Technical Debt?**

A term representing the eventual consequences of poor technical choices.

**What relationship does Scrum have to technical practices?**

Scrum Development Teams with excellent technical practices will likely be more successful.

**While changing software, you find a bug in a previously delivered piece of functionality. What should you do?**

Fix the bug if it is critical or easily fixed. Otherwise, put the new bug into the Product

Backlog to be prioritized and fixed in an upcoming Sprint.

**Who is responsible for the system architecture of a product being developed using Scrum?**

The Development Team.

**What is test first development?**

Designing tests before satisfying them.

**The definition of "Done" describes the work that must be completed for every Product Backlog item before it can be deemed releasable. What should the Development Team do when, during the Sprint, it finds out that a problem outside of their control blocks them from doing all this work?**

Immediately raise the issue to the Scrum Master as an impediment.

**Which of the following best describes Continuous Integration?**

A software development practice where members of a development team integrate and verify their work frequently, often multiple times each day, to detect integration errors as quickly as possible.

**Select three reasons why automated builds are important.**

They allow frequent validation of the unit of software being worked on, ensuring it remains in a potentially shippable state.

They support continuous integration.

The build process is clearly defined and scripted, making it easy consistent and repeatable.

**What is code coverage?**

The degree to which the system under test has been exercised by tests.

**You are on a Scrum Team that is enhancing an existing product. Which is the LEAST useful piece of documentation you want to have at your disposal?**

The full history of retrospective plans and lessons learned.

**What are some shortcomings of code coverage as a measurement for how well a system or product is tested? (choose 3 answers)**

Code coverage does not ensure that the most important or highest risk areas of the code are being exercised by tests.

Code coverage does not necessarily provide functional coverage.

Could create incentives to write tests that simply increase code coverage, rather than tests that find bugs without increasing coverage.

**What does a test written with Test Driven Development represent?**

A technical requirement that must be satisfied.

**What does Code Coverage show?**

Code being exercised by tests

**What is NOT Test-Driven Development?**

Testing existing software before developing any new software.

**Which describes the practice of expressing requirements as acceptance tests?**

Acceptance Test Driven Development

**Select four (4) desirable characteristics of a unit test.**

The test executes fast

Code in each test is as small as possible while maintaining readability of the code.

Each test is independent of other unit tests

Each test makes assertions about only one logical concept.

**What are three advantages of Continuous Integration?**

Broken builds are detected quickly.

The software is generally kept in a buildable state.

Know immediately how a check-in affected the build.

**What is pair programming?**

Two developers writing code together, providing constant peer review.

**When is a system's architecture decided?**

Throughout the project, as understanding emerges and the Development Team learns more about the project.

**When a Continuous Integration build fails, who ideally ensures the build is repaired?**

The person who broke the build

**Why are automated builds important?**

They provide rapid assurance that defects and configuration management issues have not been introduced.

**Only technical writers can create documentation during a Sprint.**

False

**To refine Product Backlog items, the following activities will occur implicitly or explicitly: (Select all that apply)**

Analysis

Design

Decomposition

**Which types of tests can be automated?**

Unit

Integration

Smoke

Functional

Performance

**Which of the following describe an architecture spike?**

A small development activity to learn about technical elements of a proposed solution

**What happens during Sprint 0?**

There is no such thing as Sprint 0.

**What is the value of refactoring code?**

To improve readability and maintainability.

**Who should be present during Product Backlog refinement?**

The Product Owner.

The Development Team.

**When are testers and quality experts ideally included in a project?**

From the beginning and throughout all Sprints

**Should User Stories be part of the documentation generated by a Scrum project?**

If they are part of the Definition of "done".

**Which of the following are NOT metrics of code quality? (choose all that apply)**

Lines of Code

Cycle time per feature

**Which is a benefit of establishing naming standards for code?**

To make the code more readable.

**A Nexus Integration Team is responsible for actually doing the integration work during the Sprint**

False

**There is one Product Backlog for a Nexus.**

True

**Management has planned for over two hundred (200) developers to work on a new, critical product. Prior to them being formed into teams and beginning to develop the software, an overall architecture and integrating design is needed. Which of the following approaches employs Scrum and Agile principles most effectively?**

Form one or two teams of the best developers to create a foundation that represents the non-functional requirements and also several high value functions. Then increase the number of teams using the shared architecture.

**A Nexus Daily Scrum:**

Provides input into each team's individual Daily Scrums, so that each team can better plan their work until their next Daily Scrum.

Is an opportunity to make integration issues transparent.

**The purpose of the Nexus Integration Team is to:**

Raise transparency

Be accountable that an Integrated Increment is produced.

**Four (4) teams in a Nexus are reporting that it takes many hours or days to diagnose integration issues. To address this issue,** **which technical practice/tool behavior would best help?**

Continuous Integration.

**Using Scrum ensures that adding more resources to a project proportionally increases the value delivered.**

False

**What are two ways a Development Team can ensure a good application architecture?**

The Development Team has a set of guiding architecture principles that every

Development Team member understands and follows when writing code.

Architecture is an ongoing discussion in the Development Team, focusing on implementing current Sprint Backlog items.

**Development Team members may also serve on the Nexus Integration Team.**

True

**All Development Team members must attend the Nexus Daily Scrum.**

False

**Technical systems can be decomposed to composite elements, from the large to the small. Basic components may be represented as activities, workflows, functions, features, capabilities, and other similar nomenclature. How does this system decomposition affect Scrum Teams on scaled projects?**

How the organization discusses and plans the work of creating software will be reflected in the implementation of that software.

**What is the primary purpose of the first part of the Nexus Sprint Retrospective, when representatives from across the Nexus meet?**

To identify issues that impact multiple teams

**From the list below, what is the most important concern for multiple Development Teams when they are working from the same Product Backlog?**

Minimizing dependencies between teams.

**Select two ways in which technical debt impacts transparency.**

It leads to false assumptions about the current state of the system, specifically of an Increment being releasable at the end of a Sprint.

As development progresses and code is added, the system becomes more difficult to stabilize, which results in future work being slowed down in unpredictable ways.

**How should multiple Scrum Teams deliver a done, potentially shippable Increment**

**in a Sprint?**

Each Sprint, all Scrum Teams have a done Increment that integrates with all of the other done Increments from all other Scrum Teams on the initiative. The sum of all Increments is the Increment for that product.

**Which two statements are true regarding the nature of large-scale software development with Scrum?**

A well structured Product Backlog can minimize and often eliminate Development Team members working on multiple Scrum Teams during a Sprint.

A single person working on multiple Scrum Teams is often less productive than one focused on the Sprint Backlog of a single Scrum Team.

**From the below list, what two factors should be most considered when establishing the length of a Sprint?**

The risk of being disconnected from the stakeholders.

The level of uncertainty over the technology to be used.

**Many Development Teams working in the same code creates coordination problems which can be sufficiently addressed with a comprehensive branching and merging model in shared version control.**

False

**The purpose of the Nexus Sprint Backlog is:**

To make dependencies transparent to the teams.

To provide a view of all the Product Backlog items in a Sprint.

**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.

**The definition of “Done” is used to:**

Create a shared understanding of when work is complete

Increase transparency

Guide the Development Team on how many Product Backlog items to do in a Sprint

**The Development Team informs the Scrum Master that the IT manager has asked them for a status of the Sprint. The Scrum Master will:**

Talk to the IT manager and inform him that progress in Scrum comes from inspecting Increments at the Sprint Review

**How often should Development Team membership change?**

As needed, while taking into account a short term reduction in productivity

**Choose three responsibilities of a self-organizing Development Team / Choose two responsibilites of self-organizing Development Team**

Do the work planned in the Sprint Backlog.

Pull Product Backlog items for the Sprint

Set the time for the Daily Scrum

**A Sprint Review is the only time the stakeholders and the Scrum Team can come together**

True

**Which is NOT a Development Team responsibility?**

Selecting the Product Owner

**Which three of the following are true about Scrum**

Each component of Scrum serves a specific purpose, and is essential to Scrum’s success and your usage of Scrum to develop complex products

Scrum is a framework for developing and maintaining complex products

Scrum is based on empirical process control theory

**Which two of the following are true about the Scrum Master role?**

The Scrum Master helps those outside the team interact with the Scrum Team.

The Scrum Master teaches the Development Team to keep the Scrum meeting to their timebox

**Cross-functional teams are optimized to work on a technical layer of a system (e.g. GUI, database, middle... design contracts.)**

False

**What two things might a Development Team do when having trouble delivering a work increment**

Complete what it can and discuss undone work at the Sprint Review

Collaborate with the Product Owner to determine what is possible and acceptable

**Who must do all the work to make sure Product Backlog items conform the Definition of “Done”**

The Development Team

**If burndown charts are used to visualize progress, what does a trend line through a release burndown indicate?**

When the work remaining will likely be completed if nothing changes on the Product

Backlog or the Development Team.

**The Product Owner remains distant. He/she has handed over the required Product Backlog for the Sprint, and not collaborating with the Development Team during the Sprint. What are valuable actions for the Scrum Team**

Coach the Product Owner in the values of Scrum and incremental delivery.

Nominate a proxy Product Owner

Bring up the problem in the Sprint Retrospective

**When may a Development Team change its engineering practices?**

Whenever needed

**What are the benefits of including testing within the Sprint’s development activities?**

The Increment is closer to being potentially releasable

The Increment is likely to be more complete

**What are two responsibilities of testers in a Development Team?**

Everyone in the Development Team is responsible for quality

Scrum has no “tester” role

**Which of the following best describes an increment of working software?**

Additional feature in a useable state that complement those delivered in previous iterations.

**What activities would a Product Owner typically undertake in the phase between the current Sprint Review meeting and the next Sprint’s Sprint Planning?**

There are no such activities. The next Sprint starts immediately after the current Sprint

**Which two (2) things does a Scrum Master do if the Development Team doesn’t have the engineering tool or infrastructure to completely finish any Product Backlog items?**

Ask the Development Team to do the best it can on each Product Backlog item it selects

Has the Development Team Team improve its skills, tools and infrastructure over time and adjust the definition of “done” accordingly.

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

The value of work currently represented in the Product Backlog   
Sprint Backlog for the next Sprint

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

Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value.

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

Estimates are made by the Development Team.

**During the Sprint, the Scrum Master’s role is to do which two of the following:**

Remove impediments

Facilitate inspection and adaptation opportunities are requested or needed

**How should Product Backlog items be chosen when multiple Scrum Teams work from the same Product Backlog?**

The development Team pull in work in agreement with the Product Owner

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

Ask the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions.

Ensure the team understand they need a definition of “Done”

Have Scrum Team members introduce themselves to each other and give a brief background of their skills and work history

**When do Development Team members take ownership of a Sprint Backlog item?**

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.

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

Its productivity is likely to decrease

**Of the following choices, what is the most effective way a Scrum Master can keep a Development Team working at its highest level of productivity?**

Facilitate Development Team decisions and remove impediments

**Alternatywnie:**

By facilitating Development Team decisions.

By removing impediments that hinder the Development Team.

**When a Development Team is having trouble delivering a working increment because they don’t understand a functional requirement, what should they do?**

Collaborate with the Product Owner to determine what is possible and acceptable

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

Create a matrix of skills, seniority, and level of experience to assign people to teams

**Who determines how work is performed during the Sprint**

The Development Team

**During a Sprint Retrospective, the Development Team proposes moving the Daily Scrum to only occur on Tuesdays and Thursday. Which two are the most appropriate responses for the Scrum Master?**

Coach the team on why the Daily Scrum is important as an opportunity to update the plan

Learn why the Development Team wants this and work with them to improve the outcome of the daily Scrum

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

Interacting with stakeholders

Providing the Development Team with detailed specifications

**OR odpowiedzi Adama Z. (miał 79/80 poprawnych!):**

Interacting with stakeholders

Ensuring that the most valuable functionality is produced first, at all times

**What are three benefits of self-organization?**

Increased commitment

Increased self-accountability

Increased creativity

**What is a Development Team responsible for?**

Resolving internal team conflicts

Organizing the work required to meet the Sprint Goal

**Which does a self-organizing Development Team choose?**

How to best accomplish its work

**Who can abnormally terminate a Sprint?**

The Product Owner

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

At the end of every Sprint

**How should a Development Team deal with non-functional requirements?**

Ensure every Increment meets them.

**What are two good ways for a Scrum Team to ensure security concerns are satisfied?**

Add security concerns to the definition of “Done”

Have the Scrum Team create Product Backlog item for each concern

**As the Development Team starts work during the Sprint, it realizes it has selected too much work to finish in the Sprint. What should I do?**

As soon as possible in the Sprint, work with the Product Owner to remove some work or Product Backlog items.

**What is the release burndown?**

A measure of the remaining Product Backlog across the time of a release plan

**Who is ultimate responsible for the Product Backlog item estimates?**

The Development Team

**What is the Sprint Burndown?**

A measure of the remaining Sprint Backlog across the time of the Sprint plan

**What does the BurnDown Chart represent?**

Work remaining to be completed in the Sprint Backlog.

**What are some of the characteristics of good Product Backlog Items?**

Independent, Negotiable, Valuable, Estimable, Small, and Testable.

# Pytania z egzaminu 1

([źródło](https://docs.google.com/document/d/1SXFeq_qZg_mqwgnkwe2nMVoA4J3SRX0axvFui0eF85c/edit?usp=sharing))

**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

# Pytania z egzaminu 2

([źródło](https://docs.google.com/document/d/1vfw31_OSPtAlnK_PHXlU36GU-g_47tET7Z3dpUfyFgg/edit?usp=sharing))

**22. The IT manager asks a Development Team for a status report describing the progress throughout the Sprint. The Development Team asks the Scrum Master for advice. The Scrum Master should:**

Choose one answer.

[\_] A) Tell the Development Team to figure it out themselves.

[\_] B) 0 Create and deliver the report to the manager herself.

[\_] C) Q Tell the Development Team to fit the report into the Sprint Backlog.

[\_] D) Ask the Product Owner to send the manager the report.

[X] E) Talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review.

**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

# Pytania z egzaminu 3

([źródło](https://drive.google.com/file/d/1cVAtyS9nSdIKh6teRqB-tbZvLQlTprqp/view?usp=sharing))

**Notka od autora: Nie wszystkie pytania poniżej są zupełnie nowe, część pojawia się ze względu na to, że ich innych form nie udało się wyszukać używając ctrl+f**

**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).

**23 Which two things are appropriate for a Scrum Master to do if the Development Team doesn’t have the engineering tools and infrastructure to completely finish each selected Product Backlog item?**

[\_] A) Encourage the Product Owner to accept partially done increments until the situation improves.

[\_] B) Declare the Development Team not ready for Scrum

[\_] C) Refocus the current Sprint on establishing the Development Team’s infrastructure instead of delivering an Increment.

[X] D) Have the Development Team establish a Definition of Done that is actually possible to achieve given current circumstances

[X] E) Coach the Development Team to improve its skills, tools and infrastructure over time and adjust the Definition of Done accordingly

**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

**32 At the end of a Sprint a Product Backlog item worked on during the Sprint does not meet the definition of “Done”. What two things should happen with the undone Product Backlog Item?**

[X] A) Put it on the Product Backlog for the Product Owner to decide what to do with it.

[\_] B) If the stakeholders agree, the Product Owner can accept it and release it to the users

[\_] C) Review the item add the “Done” part of the estimate to the velocity and create a Story for the remaining work.

[X] D) Do not include the item in the increment this 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

# Pytania Daniela

**57 Who determines when it is appropriate to update the Sprint Backlog during a Sprint?**

The Development Team

**51 When should a Sprint Goal be created?**

During Sprint Planning

**41 Who is responsible for clearly expressing Product Backlog Items?**

The Product Owner

**7 Who starts the Daily Scrum**

Whoever the Development Team decides should start

# Pytania pierwsza grupa 02.2019

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.

# Pytania od prowadzącego szkolenie (mało przydatne pod kątem zdania PSM I, można olać)

Źrodło: Scrum Narrative and PSM Exam Guide Mohammed Musthafa Soukath Ali ([skan](https://drive.google.com/file/d/1a_u-IfesAo1e3OtCrwo83-pf_zCwRBig/view))

## Quick Test 1

**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 Master is the owner for that, they participate as a peer team member

**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

Correct answer is "c." A single product should have a single Product Backlog and hence the only one owner, a Product Owner. A Product Owner can delegate some of his responsibilities to the team, however they are still accountable for Product Backlog ownership

**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

Correct answer is 'f'. Every Sprint produces potentially releasable production quality Increment.

**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

Correct answer is 'a'. Sprint Goal reflects the intended business functionality that will be delivered in a Sprint.

**6. One of the Scrum Teams chose to have a Development Team member also playing the role of Scrum Master. A Development Team member cannot also play Scrum Master's role.**

[\_] a) True

[X] b) False

Correct answer is 'b'. A Scrum Master can be a Development Team member but that is not mandatory

**7. Duration (length) of the Sprint is decided by**

[\_] a) Product Owner

[\_] b) Scrum Master

[X] c) Scrum Team

Correct answer is 'c'.

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

[X] a) Sprint Backlog

[\_] b) Product Backlog

[\_] c) Sprint Burn-down

Correct answer is 'a'. The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum

**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

Correct answer is 'b'

**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

Correct answer is 'b'. Scrum does not prescribe any specific technique to capture the Product Backlog items. The team can choose the most beneficial technique that works for them

## Quick Test 2

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

[\_] a) artifacts Adaptability

[X] b) artifacts' Transparency

[\_] c) artifacts' Agility

[\_] d) artifacts' Format

Correct answer is 'b'. Significant aspects of the development process must be visible to those responsible for outcome. These aspects must be highly transparent (should provide accurate and same understanding) so appropriate decisions can be taken

**2. An organization decides to have small Development Teams of size fewer than three. The likely result could be**

[\_] a) The team may have decreased interaction

[\_] b) The team may have skills shortage

[\_] c) The team may have low productivity gains

[X] d) All of the above

Correct answer is 'd'. While the Development Team should be small enough to be nimbie, fewer than three Development Team members decrease interaction and results in smaller productivity gains. Smaller Development Teams may encounter skill constraints during the Sprint, causing the Development Team to be unable to deliver a potentially releasable increment.

**3. The product development project is about delivering an internal feature for an organization. The team has good skill composition and worked in similar projects. The Sprint lengths can be**

[\_] a) Decided after the first release

[\_] b) ignored since it is internal project

[X] c) Up to one calendar month

Correct answer is 'c'. Sprint length should be decided for all Sprints including for the first Sprint. Sprints are limited to one calendar month. Product Owner's input need to sought to verify that the business risk due to this Sprint length is acceptable to them. In this case, since the team is cross-functional and experienced, risk appears to be lower. So it can be shorter.

**4. Select all that apply. Empiricism provides...**

[\_] a) Frequent opportunities to get information using which uncertainty can be completely eliminated

[X] b) Frequent opportunities to discuss different possibilities

[\_] c) Frequent opportunities to make informed decisions, reducing risk

Correct answers are 'b' and 'c'. Empiricism is alternative to waterfall to manage complexity and uncertainty. In waterfall, risk of uncertainty accumulates over long cycles. The risk is reduced by providing frequent feedback and course correction points, where more information may be available to view different possibilities and make informed decisions. However, empiricism does not completely eliminate uncertainty

**5. The leadership model followed by Scrum Master is**

[\_] a) Micro Management

[X] b) Servant Leadership

[\_] c) Command and Control

Correct answer is 'b'. The Scrum Master is a servant-leader for the Scrum Team

**6. During a Sprint Review, the stakeholders notice that the product development progress is not clearly visible and lacked transparency. Moreover, they are not able to understand the next steps. Who is responsible for this?**

[\_] a) Development Team

[X] b) Product Owner

[\_] c) Scrum Master

[\_] d) Scrum Team

Correct answer is 'b'. Product Owner is responsible for maintaining the transparency of Product Backlog, the progress so far, and the next steps along with alternatives if any.

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

[\_] a) The team member must support since it is important task

[\_] b) The team member should ask the manager to speak with the Scrum Master

[X] c) The team member should politely decline and explain the manager about his ownership and accountability for the Scrum Team

Correct answer is 'c'. Other than the "Backlog Refinement", the Development Team should work on the tasks related to Sprint Goal. if any external authority brings different work, the team should explain about how they self-organize their work in Scrum way. After that, the team can refer them to speak with the Product Owner if the external authority still wants to add this new work

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

[\_] a) True

[X] b) False

Correct answer is 'b'. Each Scrum Team needs to mutually define their definition of "Dane" so their combined work will be potentially releasable. This involves some overhead work in syncing up, and hence the impact to productivity

**9. Select all that apply. Within just few Sprints, Scrum increases the transparency of the following**

[\_] a) Technical ability of team to create Product Increment

[\_] b) Information of real progress

[X] c) Both

Correct answer is 'c'. Since a Sprint fully completes one full cycle of development activities including Sprint Planning, developing, delivering a releasable Increment, etc. it brings out lot of useful information and transparency

**10. The architectural features of the product need to be**

[X] a) Evolved along with Sprint deliveries

[\_] b) Completely designed upfront before the Sprints

[\_] c) Decided at least at skeleton level in Sprint zero

Correct answer is 'a'. Same teams may customize the Scrum to include iteration / Sprint zero before first Sprint, to do design. This is replacement of traditional "Big Upfront Design" of waterfall, and defeats the purpose of empiricism.

## Quick Test 3

**1. Sprint longer than one calendar month may result in**

[\_] a) Too much to inspect in short meetings

[\_] b) Detached stakeholders

[\_] c) Increased complexity needing more traditional controls like documentations

[X] d) All of the above

Correct answer is 'd'. The longer the Sprint length, the work practices tend to drift towards waterfall style: with lengthy meetings, lack of early feedback from stakeholders, documentation/ communication needs due to increasing complexity

**2. The work left against time is shown by**

[\_] a) Team Velocity

[X] b) Bum-down graph

[\_] c) Story Points Burn

[\_] d) Release Burn-up

Correct answer is 'b'.

**3. In Sprint Review, along with the review of the product increment and progress, "what (steps) to do next" is also discussed**

[\_] a) False

[\_] b) True, and the scope of the next Sprint is also finalized here

[X] c) True, and it may capture probable backlog items for next Sprint, but the scope of the next Sprint is deferred until Sprint Planning

Correct answer is 'c'. Each Sprint event is an opportunity to inspect and adapt. "What to do next" is about adapting the Product Backlog if needed. The scope of the Sprint is finalized in the Sprint Planning, and not Sprint Review

**4. In the middle of Sprint, the Product Owner wants the Development Team to participate in an important meeting with group of customers**

[X] a) Development Team should strive to work on items related to current Sprint Goal. They should involve Scrum Master who can educate Product Owner to defer such interruptions and if required plan them in next Sprint

[\_] b) Development Team should participate the meeting since it is with customers

[\_] c) Development Team should stop current Sprint work until that meeting to ensure they clearly understand customer concerns

Correct answer is 'a'. Other than the act of "Backlog Refinement", each task that Development Team performs must be related to Sprint Goal. Any distraction should be avoided and if needed, Scrum Master's help needs to be sought to educate those causing the disruption

**5. A Scrum Team decides that the frequency of Daily Scrum should be reduced to once per week.**

[\_] a) The Scrum Team is self-organized. They can choose their practice

[\_] b) Self-organization is alright but such decisions need to be approved by agile coach. So, they should involve agile coach.

[X] c) Self-organization is about how to get the Sprint work done but subject to following Scrum. So, Scrum Master should strive to coach the team on the essentials of Daily Scrum

Correct answer is 'c'

**6. Who performs inspections of work in Scrum?**

[\_] a) External Audit Team

[\_] b) Scrum Master in defined inspection points

[X] c) Development Team

Correct answer is 'c'. The Development Team is responsible for inspecting its own work.

**7. During the Daily Scrum, a team member says he does not know when his task will be complete.**

[\_] a) It is acceptable as Sprint Review date is far away

[\_] b) Replace the team member with new team member

[X] c) Development Team should collaborate to plan alternative steps such as pairing with someone else, etc. to eliminate the risk of not meeting Sprint Goal.

[\_] d) Scrum Master to mentor the team member on how to estimate the task

Correct answer is 'c'. The highest priority of Development Team is to complete the Sprint Goal. If there are impediments, they need to be resolved either directly or using workarounds. Later, in retrospective, the cause of this impediment can be discussed to find potential improvements

**8. Every Sprint, the working Increment should be tested progressively from unit testing, to integration testing, and then user acceptance testing.**

[\_] a) Yes. It is the prescribed method

[\_] b) No. The test strategy is decided by the Quality Assurance Lead in the team

[X] c) Not necessary. While the team needs to ensure that each Increment is thoroughly tested, ensuring that all Increments work together, and meets definition of "Done", it is up to the team to find best method to achieve this

[\_] d) Incorrect. It should also include non-functional testing.

Correct answer is 'c'. The team is self-organizing its own work. They can employ approaches

**9. You are in a Scrum Team that is in the middle of the Sprint. Your team gets some additional team members. The likely result is:**

[\_] a) The team can take more stories on the top of originally forecast Sprint Backlog

[\_] b) The team will have to do Sprint Planning again and get buy-in from now members on the new planning

[X] c) The team may suffer in its productivity

Correct answer is 'c'. The productivity will not increase because there will be learning curve for new members. The Sprint cannot be aborted to go back to Sprint Planning. The Sprint can be cancelled only by the Product Owner upon their inference that the Sprint Goal is not valid anymore

**10. A Scrum Team needs to develop a web application in Increments. Somo of the Sprints have Sprint Goals like this: 'Develop Data layer for Functionality A'. What is your inference?**

[\_] a) The Scrum Team follows horizontal decomposition of Product Backlog items. This is recommended

[\_] b) The Scrum Team follows vertical decomposition of Product Backlog items. This is recommended

[X] c) The Scrum Team follows horizontal decomposition of Product Backlog items. This is NOT recommended

[\_] d) The Scrum Team follows vertical decomposition of Product Backlog items. This is NOT recommended

Correct answer is 'c'. It is preferable to decompose the Product Backlog items such that each team can produce usable business functionality instead of producing a technical component. Such decomposition based on useable business functionality is also called as vertical decomposition. A horizontal decomposition on the other hand makes the team as technical component team that will have external dependencies.

## Quick Test 4

**1. Definition of "Done" is**

[X] a) Initially defined per product by Scrum Team, but may change throughout the product development duration

[\_] b) Initially defined per Scrum Team, and does not change

[\_] c) Defined after first Sprint based on the new insights obtained from first Sprint Review

Correct answer is 'a'.

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

[\_] a) After Sprint Planning, a sprint cannot proceed without complete requirement specification

[X] b) After Sprint Planning, a sprint cannot proceed without a Sprint Goal

[X] c) After Sprint Planning, a sprint can proceed without complete Sprint Backlog

[\_] d) After Sprint Planning, a sprint cannot proceed without complete architecture

Correct answers are 'b and 'c'.

**3. A Development Team is self-organized and empowered. It is also the authority on deciding what business needs are required to be developed**

[\_] a) True

[X] b) False

Correct answer is 'b'.

**4. Who decides the duration of the Sprint?**

[\_] a) Product manager

[\_] b) Scrum Master

[\_] c) Development Team

[X] d) Scrum Team

Correct answer is 'd'. The final Sprint duration, i.e., how much shorter than one month, is decided by the Scrum Team after considering the need of the Product Owner to limit business risks and the need of the Development Team so they can synchronize the development work with other business events.

**5. A Product Owner is not available for Scrum events and not supportive enough for Development Team. The next immediate accountability is with**

[\_] a) Development Team that needs to cancel the Sprint

[\_] b) Stakeholders that need to get a written commitment from Product Owner

[\_] c) Product Owner's manager who needs to engage the Development Team and understand their problems

[X] d) Scrum Master, who needs to educate Product Owner on his role

Correct answer is 'd'. Scrum Master has the responsibility to remove Development Team's impediment and coach every role. Also, Scrum Master can show the resultant poor results due to lack of Product Ownership to Product Owner during retrospective.

**6. When a Product Backlog is retired?**

[\_] a) When the Product Owner retires

[\_] b) When all the Sprints are over

[X] c) When the Product retires

[\_] d) When the Customer provides the sign-off on completion of the project

Correct answer is 'c'. A Product Backlog is a living artifact that lives as long the Product lives.

**7. A Product Owner cannot send a representative (delegate) to the Sprint Review.**

[X] a) True

[\_] b) False

Correct answer is 'a'. A Product Owner though they are accountable for Product Backlog, they can delegate many of the activities around Product Backlog Management, such writing them, ordering them, etc. However, they cannot delegate their participation in Scrum events.

**8. A Product Owner is also knowledgeable on technology. In addition to product requirements, they also impose some technical conditions that the product should meet. These conditions must be added to**

[\_] a) Product Backlog

[\_] b) Sprint Backlog

[X] c) Definition of "Done"

Correct answer is 'c'. Every Product Backlog item should be about the product need that carries business value. The condition that Product Owner brings here is about the technical constraint. So, it should be added to the definition of "Done".

**9. An increment is**

[X] a) The sum of the value of all increments from previous iterations integrated with the Product Backlog Items "done" in latest Sprint

[\_] b) The sum of Product Backlog Items selected into Sprint Backlog

[\_] c) The sum of Product Backlog Items "done" in latest Sprint

Correct answer is 'a' The increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints

**10. What are the true statements?**

[X] a) Scrum Team is responsible for formulating a Sprint Goal

[\_] b) When existing Product Backlog Items in the Sprint Backlog are modified, the Sprint Goal is bound to become invalid

[X] c) The coherence between Product Backlog items is made transparent by Sprint Goal. Lack of coherence will lead to Development Team members working individually

Correct answers are 'a' and 'c'. The Sprint Goal provides opportunity for team members to work together and offers some flexibility of adjusting the Product Backlog items when required. Development Team can modify the Product Backlog Items in the Sprint Backlog with Product Owner's consent, such that the Sprint Goal will still be met.

## Quick Test 5

**1. Which is not a Product Backlog Management activity?**

[\_] a) Clearly expressing and ordering Product Backlog items

[\_] b) Optimizing the value of the work the Development Team performs

[X] c) Using formal change control to manage Product Backlog when market provides feedback from Product usage.

[\_] d) Ensuring the Development Team understands items in the Product Backlog to the level needed.

Correct answer is 'c'. Changes in business requirements, market conditions, or technology may cause changes in the Product Backlog. Product Owner keeps the Product Backlog updated as a living artifact to reflect these changes, without a formal change control process.

**2. Select all that apply. Scrum Team participates in**

[X] a) Sprint Planning

[\_] b) Daily Scrum

[X] c) Sprint Review

[X] d) Sprint Retrospective

Correct answers are 'a', 'c', and 'd'. Scrum Team participates in all events except Daily Scrum. Only the Development Team participates in that event, because, it organizes, plans, and controls its work without direction or management by Product Owner or Scrum Master. Scrum Master can participate if there is a need to coach or facilitate, until the Development Team can do on its own.

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

[\_] a) In the next Scrum event

[X] b) As soon as possible

[\_] c) After the Scrum Master approves the adjustment

Correct answer is 'b'. The Development Team does not wait for any formal event to make this adjustment; instead make it as soon as possible to minimize further deviation.

**4. A Scrum Team can identify the improvements only during the Sprint Retrospective**

[\_] a) True

[X] b) False

Correct answer is 'b'. Sprint Retrospective provides a formal opportunity to focus on inspection and adaptation. However, improvements may be identified and implemented any time.

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

[\_] a) Defect list from previous Sprint

[\_] b) Sprint Plan

[X] c) Past performance of the Development Team

[X] d) Latest Product Increment

Correct answers are 'c and 'd'.

**6. When a Sprint is cancelled, the Scrum Team discards all the work and refines a new Product Backlog**

[\_] a) True

[X] b) False

Correct answer is 'b'. The team stili conducts Sprint Review to review "Done" Product Backlog items. If part of the work is potentially releasable, the Product Owner typically accepts it. Ali incomplete Product Backlog Items are re-estimated and put back on the Product Backlog.

**7. At the end of Sprint Planning, the Development Team could not decompose all of the work into units of one day or less. R could decompose the work for only the first few days of the Sprint.**

[X] a) The Development Team should close the Sprint Planning and start the work

[\_] b) Since the team is self-organized, they should continue Sprint Planning in the following days before they start the work

[\_] c) The Scrum Master should coach the team in required skills

Correct answer is 'a'. The Sprint Planning is tinne boxed and cannot be extended. It is enough to have the work decomposed for first days of the Sprint to start the work, and can be decomposed later as needed throughout the Sprint.

**8. What is a key inspect and adapt meeting for the Development Team?**

[\_] a) Project Status Meeting

[X] b) Daily Scrum

[\_] c) Design Sessions

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

**9. What are the true statements?**

[\_] a) Only the Product Owner should update the Product Backlog without delegating to anyone

[X] b) Only the Development Team should be responsible for estimates of Product Backlog Items

[X] c) Only the Product Owner should cancel the Sprint. Others can influence the decision to cancel.

[\_] d) Only the Product Owner can change the Sprint Backlog

Correct answers are 'b' and 'c'

**10. Who defines the definition of "Done"?**

[X] a) Development Team

[\_] b) Technical / Domain Experts

[\_] c) Product Owner

[\_] d) Scrum Team Quick

Correct answer is 'a'. it is developed by the Development Team with conditions that are acceptable to Product Owner.

## Model Assessment - Questions

**1. The standard used by the Product Owner and the Scrum Team to identify unfinished work in a Sprint is**

[\_] a) Coding Standard

[\_] b) Definition of Ready

[\_] c) Testing Standard

[X] d) Definition of "Done"

Correct answer is 'd'. Definition of "Done" provides the common understanding to the Scrum Team about how to assess the completion of a Product Backlog item or the Increment.

**2. Scrum is immutable. What may be the result of an organization modifying Scrum Framework in its implementation for the convenience of existing culture?**

[X] a) The organization may lose the opportunity to expose its current cultural dysfunctions that impede the ability to develop the Product Increment Sprint after Sprint.

[\_] b) Scrum is bound by technical tools and these tools will break

[\_] c) It can only be done with the help of Scrum coaches

Correct answer is 'a'. Scrum does not prescribe or mandate any tools. There is no role such as Scrum coach.

**3. In a Scrum based software project, "Earned Value" is a good metric to track product development progress**

[\_] a) Yes

[X] b) No

Correct answer is 'b'. The real mark of progress in Scrum is - the delivery of usable product Increment in every Sprint.

**4. The Scrum Master nnanages**

[\_] a) Scrum People

[X] b) Scrum Framework

[\_] c) Scrum Technology

[\_] d) All of them

[\_] e) None of them

Correct answer is 'b'. Scrum Master is not a people manager. Scrum does not prescribe any technology. Scrum is container framework within which techniques and technologies can be employed to develop complex products.

**5. Select all that apply. Which Scrum events facilitate inspection and adaptation?**

[\_] a) Sprint

[\_] b) Backlog Refinement

[X] c) Sprint Retrospective

[\_] d) Development Work

Correct answer is 'c'. Other than the "Sprint", all other four events facilitate inspection and adaptation. Backlog Refinement is called as an Act within Scrum.

**6. The Sprint Review is an opportunity to review**

[X] a) Timeline and Budget

[\_] b) Defects and causes

[\_] c) Requirements and Capacity

[\_] d) All of the above

Correct answer is 'a'. Sprint Review is a Scrum event that offers an opportunity to inspect and adapt. Stakeholders collaborate to review the timeline, budget, potential capabilities, and marketplace for the next anticipated release of the product. The team also explains what happened during the Sprint. But they do not inspect about the defect and causes.

**7. The Scrum Team optimizes the following and deliver business value**

[X] a) Flexibility, creativity, and productivity

[\_] b) Self-Improvement, Leadership, Motivation

[\_] c) Individual Power, Heroic Efforts, Recognition

Correct answer is 'a'. The Scrum framework is a collaboration framework within which Scrum Team can creatively and productively deliver business value with quality. The team model in Scrum is designed to optimize flexibility, creativity, and productivity.

**8. Scrum allows having gaps between two subsequent Sprints, in which the team can accomplish support activities and team building activities**

[\_] a) True

[X] b) False

Correct answer is 'b'. Sprints are done consecutively, without intermediate gaps.

**9. Sprint Planning helps in**

[\_] a) Building entire technical architecture

[\_] b) Staffing plan

[\_] c) Testing strategy

[\_] d) Release plan

[X] e) None of the above

Correct answer is 'e'. Sprint Planning is focused on coming up with Sprint Backlog and Sprint Goal. Sprint Backlog consists of scope of work planned for that Sprint and the plan to achieve that scope. Technical architecture is evolved over the Sprints.

**10. When can a Product Owner negotiate the scope of what the team will work on next?**

[\_] a) Anytime during the current Sprint with or without Development Team's consent

[X] b) Until the Sprint Planning for the current Sprint

[\_] c) Both

Correct answer is 'b'. Scrum allows the Product Owner to decide what the team will work on next by ordering the Product Backlog items. In Sprint Planning, the team picks up these backlog items as the scope of the Sprint. However, after the Sprint Planning and until the Sprint end, the Product Owner cannot correct the Sprint Backlog without Development Team's consent.

**11. The Development Team has not completed any of the Product Backlog Items selected for the Sprint by Sprint end. Next step is**

[\_] a) Extend the Sprint since Scrum favors "getting done"

[\_] b) Advice the Product Owner to accept the completed pardon of the incomplete Product Backlog Items, and plan to complete them by next Sprint, since Scrum favors "empowered teams"

[X] c) End the Sprint with a Retrospective, since Scrum favors "time boxing"

Correct answer is 'c'. The Scrum events are strictly time boxed. They end as per the time box no matter what.

**12. The Scrum Team, based on the learning from previous Sprints, decides to revisit the length of the Sprint. What is the appropriate Scrum event to discuss and agree on the change?**

[\_] a) Scrum Planning

[\_] b) Sprint Planning

[X] c) Retrospective

[\_] d) Daily Scrum

Correct answer is 'c'. Retrospective is an event where the team inspects their way of working (people, relationships, process, and tools), and adapts any improvements.

**13. To effectively track the Sprint progress, Scrum mandates**

[\_] a) Preparing Sprint burndown charts

[X] b) Increasing the transparency by frequently updating the remaining work

[\_] c) Earned Value approach

Correct answer is 'b'. Scrum does not mandate techniques like Sprint bum n down or earned value. However, it stresses bringing-in highest transparency of the underlying information behind Scrum artifacts.

**14. Only the Product Owner can come up with items that can be considered for Product Backlog. Others cannot provide input / recommendations / ideas about new items**

[\_] a) True

[X] b) False

Correct answer is 'b'. While the Product Owner has the finał say on the content and order of the Product Backlog, he can stuł get the input / recommendations / ideas about new items from any stakeholders for consideration.

**15. Sprint Planning is the only occasion where the Development Team estimates the Product Backlog items**

[\_] a) True, because without estimate, the team cannot plan what can go into the Sprint

[X] b) False, estimation of Product Backlog Items is a continuous event throughout

Correct answer is 'b'. Every item in Product Backlog needs to have a description, order, value, and estimate. The Product Owner works with Development Team throughout in Backlog Refinement sessions, to refine the backlog items and get the estimate.

**16. Which is true?**

[\_] a) Sprint Retrospective focuses on Product and Sprint Review focuses on development process

[\_] b) Sprint Retrospective focuses on development process and Sprint Review focuses on Velocity

[X] c) Sprint Retrospective focuses on development process and Sprint Review focuses on Product

Correct answer is 'c'. Sprint Review is a Scrum event to inspect and adapt the product development. Sprint Retrospective focuses on inspecting and Sprint Retrospective focuses on inspecting and adapting the way of working to develop the product.

**17. A Scrum Team often runs into following issues: Conflicting requirements from different departments, ad-hoc work requests from different business managers, no feedback on increments. What could be the likely cause?**

[\_] a) issues with how Scrum Master guides the team

[X] b) Issues with Product Owner responsibilities

[\_] c) Issues with planning abilities of Development Team

Correct answer is 'b'. Ali these issues have something to do with collaborating with business stakeholders, maintaining Product Backlog, participating in Scrum events, etc. These are Product Owner's responsibilities.

**18. During a Sprint Review, the Scrum Master notices that the Product Owner does not use the Product bumn-down graph to explain the status to the stakeholders. The Scrum Master**

[\_] a) Should coach the Product Owner on the importance of using this Scrum tool

[\_] b) Should cancel the Sprint Review and schedule it back when the Product Owner is ready with this tool

[X] c) Do Nothing

Correct answer is 'c'. There are many tools like product bumn-down that help to show the evolution of the past and its projection into future. While they are useful, none of these tools are mandated by Scrum. Scrum Master should strive to coach the team about importance of empiricism and not the tools.

**19. A short expression of the purpose of a Sprint which is often a business need— is called**

[X] a) Sprint Goal

[\_] b) Acceptance Criteria

[\_] c) Definition of Done

Correct answer is 'a'. Sprint Goal is the purpose of the Sprint and hence needs to be preserved. The Sprint Goal gives the Development Team some flexibility regarding the functionality implemented within the Sprint.

**20. The estimation method recommended by Scrum is**

[\_] a) Planning Poker

[\_] b) T-Shirt Sizing

[\_] c) Yesterday's weather

[X] d) None of the above

Correct answer is 'd'. Scrum does not prescribe any specific estimation technique.

**21. It is mandatory that the definition of "Done" includes "Release to Production"**

[\_] a) Yes

[X] b) No

Correct answer is 'b'. Every Sprint includes producing a potentially releasable working Increment. However, it is Product Owner's cali to release that to production.

**22. Under this topic of the Sprint Planning, the Development Team is more active in planning and Product Owner is mostly observing or clarifying**

[\_] a) Topic One (What)

[X] b) Topic Two (How)

[\_] c) Topic Three

Correct answer is 'b'. In topic two, the Development Team puts together a plan of how to achieve the scope of the Sprint. lt primarily involves deriving work tasks. As an owner who is going to own and perform these tasks, this team is more active during topic two.

**23. Definition of "Done" is**

[\_] a) Testing strategy for Scrum Team

[X] b) A standard used by Scrum Team to assess if a product Increment is "done"

[\_] c) Defined by Product Owner and safeguarded by Scrum Master

Correct answer is 'b'.

**24. Shortly into using Scrum for the first time in an organization, the Scrum Team runs into several impediments in following Scrum. The most common inference is**

[\_] a) Scrum does not work for their organization

[\_] b) The Scrum Team didn't plan the project end-to-end well in advance

[X] c) It is normal for first timers. Scrum will expose all weakness in the current ecosystem that impede developing Product Increments in short Sprints.

Correct answer is 'c'. Scrum will expose all weakness in the current ecosystem that need to be acknowledged and resolved by the organization.

**25. A person external to the Scrum Team with a specific interest in and knowledge of a product that is required for Incremental discovery, is known as**

[\_] a) Technical/ Domain Expert

[X] b) Stakeholder

[\_] c) Senior Management

Correct answer is 'b'. Though stakeholder is generally regarded as those having some interest in the product, Scrum has this specific definition of the stakeholder.

**26. On their kick-off day, a new Scrum Team didn't have any Scrum tool. The next best thing to do is**

[\_] a) Expedite the installation of tool before the close of iteration zero

[\_] b) Get the recommendation from Product Owner about how to manage Scrum artifacts without the tool

[X] c) Do nothing. Implementation of Scrum does not require any tool

Correct answer is 'c'. Implementation of Scrum does not require any tool.

**27. The Development Team tries to put together some guidelines on testing approach. Who will own these guidelines?**

[X] a) Development Team

[\_] b) Test Lead

[\_] c) Scrum Master

Correct answer is 'a'. The testing approach is part of development work. The development work is owned by the Development Team.

**28. Select all that apply. The mandatory participants of the Sprint Retrospective meeting are**

[X] a) Product Owner

[\_] b) Stakeholders invited by Product Owner

[X] c) Scrum Master

[X] d) Development Team

[\_] e) Technical/ Domain/ Process experts invited by Development Team

Correct answers are 'a', 'c', and 'd'. Retrospective is an opportunity for the Scrum Team to inspect and adapt the Scrum Team itself.

**29. Sprint Backlog is modified throughout the Sprint. As soon as a new task is identified,**

[\_] a) Product Owner adds it to the Sprint Backlog and communicates about it to Scrum Team

[\_] b) Scrum Master adds it to the Sprint Backlog and communicates about it to Scrum Team

[X] c) Development Team adds it to the Sprint Backlog and communicates about it to Scrum Team

Correct answer is 'c'. Development Team is the owner of the Sprint Backlog.

**30. Select all that apply. The Sprint Review is an event that requires**

[\_] a) Product Owner's sign-off

[X] b) Stakeholders active participation

[\_] c) Transition sign-off

[X] d) Inspection and Adaptation activities

Correct answers are 'b and 'd'. Sprint Review is an informal meeting, not a status meeting, and the presentation of the increment is intended to elicit feedback and foster collaboration. There are no sign-offs.

**31. Multiple Development Teams are required to work on the same product. How can they integrate their development?**

[X] a) by mutually working with each other to create an integrated Increment

[\_] b) by maintaining individual Product Backlog for each team

[\_] c) by setting up some common working sessions between the lead Developers of each team to merge their changes before the Sprint Review

Correct answer is 'a'. Multiple teams working on the same product must have a single Product Backlog. it is the responsibility of all the teams to mutually define their definitions of "Done," and then work with each other so that they can create an integrated Increment that is potentially shippable.

**32. The Sprint Backlog emerges during the Sprint because the Development Team modifies it throughout the Sprint. In the middle of the Sprint, new work is added to Sprint Backlog. As a result, estimated remaining work will**

[X] a) Increase

[\_] b) Decrease

[\_] c) Stay the same

Correct answer is 'a'. The Sprint estimation is not necessarily constant. As more is learned, the work is adjusted. When new work is added, it increases the amount of remaining work.

**33. A Scrum Team develops software. Only when the Product Owner decides to go for the release, the team creates end user documentation for the Product Increment at that point.**

[\_] a) It is correct. Creating document early will require constant effort to keep them updated.

[\_] b) It is correct. Scrum favors less documentation and deferring the decision to last minute.

[X] c) It is incorrect. Anything required for the Product Increment to be production fit must be part of definition of "Done"

Correct answer is 'c'. Every increment is a potentially releasable Increment. It means that whatever is required for the release, it should be defined as part of definition of "Done". For a Product Backlog item to be considered as 'complete', it should have met this definition of "Done".

**34. Pick the Scrum Values**

[X] a) Respect and courage

[\_] b) Simplicity

[X] c) Commitment and Openness

[\_] d) Creativity and Intuition

[X] e) Focus

Correct answers are 'a', `c', and 'e'. Other answers also reflect Scrum. However, these five are the publicly understood version.

**35. A Scrum Team has five members. Each one works on a different product. What could we infer about the team?**

[\_] a) The team will have higher productivity since division of work is clear

[\_] b) The team implements diversity, a principle of Scrum

[X] c) The potential of team work and benefit of Scrum is less

[\_] d) All of thenn still will have common definition of "Done"

Correct answer is 'c'. Since everyone is working on a different product, there is minimal chance of teamwork, collaboration and team self-organization.

**36. Team Velocity refers to**

[X] a) Average of amount of Product Backlog items turned into "done" items per Sprint

[\_] b) Average rate of churn of team members in Scrum Team during a Sprint

[\_] c) Average number of defects per Sprint normalized over all defect types

Correct answer is 'a'.

**37. One of the major challenges for the team getting newly into Scrum can be**

[X] a) Developing skills to produce usable Increment just within a short Sprint

[\_] b) Learning about Scrum terminology

[\_] c) Difficulty in getting adapted to Scrum tools

Correct answer is a. Scrum is lightweight with Scrum Teams and their associated simple roles, events, artifacts, and rules. But for new teams, it is difficult to master the skill to produce deployable and useable Increment within short Sprints. Scrum is not associated with any tools.

**38. In the middle of the Sprint, Development Team finds that few more days of work is needed to complete the scope. The planning options include:**

[\_] a) Add more team members

[\_] b) Catch up using weekends

[\_] c) Defer the activities like testing after stakeholder's demo

[X] d) Involve the Product Owner and negotiate alternatives

[\_] e) All of the above

Correct answer is 'd'. Scrum events are time boxed. Sprint needs to be over by defined date. However, the scope of the Sprint may expand or contract as more is learned throughout the Sprint. When new issues emerge that threaten the completion of Sprint by pre-set date- As a first step, the team needs to capture this as an issue and try to solve on their own. !f they cannot, they should make this impediment transparent and take Scrum Master's help. Even after that, if the impediment is not solved, they need to involve the Product Owner to discuss the alternatives.

**39. Scrum Master forecasts the Product burn-down during Sprint Review.**

[\_] a) True

[X] b) False

Correct answer is 'b'. it is responsibility of the Product Owner to track the progress of the Product Backlog and forecasts the completion. This forecasting is done in every Sprint Review.

**40. In the middle of the Sprint, the Development Team did not get some technical tools that were originally promised. This will slow down the work. The next best thing to do is**

[\_] a) Scrum Master should escalate to Project Manager

[\_] b) Product Owner should cancel the Sprint

[X] c) The Development Team should assess the impact to meeting the Sprint Goal and the definition of "Done", and find alternatives to stili meet the Sprint Goal without compromising the definition of "Done"

Correct answer is 'c'. The first step is to self-manage the issue and find work-around to preserve the Sprint Goal completion. If that does not solve the issue, it needs to be raised as an impediment seeking Scrum Master's help.

**41. A Development Team has created the Sprint Backlog in the form of a task board. What is your inference?**

[X] a) The team can choose to represent it any form that makes sense

[\_] b) It is okay to have it in task board format, but it must be ensured that it follows Kanban guidelines

[\_] c) Scrum Master must coach the team to create proper Sprint Backlog in the form of list of backlog items, related tasks, and estimations

Correct answer is 'a'. Sprint Backlog contains the Product Backlog items for the current Sprint, and the plan to complete and realize the Sprint Goal. Scrum does not prescribe any specific format or technique to be followed for representing Sprint Backlog.

**42. The selection of items from the Product Backlog a Development Team deems feasible for implementation in a Sprint is called**

[\_] a) Estimation

[\_] b) Planning Poker

[X] c) Forecast of functionality

Correct answer is 'c'.

**43. Velocity is an indication of team performance. it may be used by**

[X] a) The Scrum Team an internal measure to plan and track their improvements.

[\_] b) The managers to do performance appraisals for the team

[\_] c) The organization to aggregate into organization level productivity

Correct answer is 'a'. it is an optional standard, tracked by the Development Team for use within the Scrum Team.

**44. In a new Scrum Team, a Scrum Master notices that a Developer works on a task that is not contributing to the Sprint Goal or the Sprint Backlog. The Scrum Master**

[\_] a) Should escalate this to Product Owner

[X] b) Should discuss with team member and educate about Scrum way of working

[\_] c) Should not interrupt since the team is self-organizing

Correct answer is 'b'. The Scrum Master does not manage people. They encourage the

self-organization of the team to manage its work. However, the Scrum Master is the guardian of the Scrum framework and hence its rules. A Development Team member should only work on tasks related to Sprint Goal. When there is a violation, Scrum Master actively steps in to coach the team on Scrum.

**45. A Development Team often gets some production support requirements, in addition to the work in the Sprint Backlog. The team adapted their team composition and created an exclusive sub team to support these ad-hoc requirements.**

[\_] a) It is okay to create sub team within Serum

[X] b) It is not okay since there cannot be sub teams within the Development Team.

[\_] c) The team can complete the production support as one team, since it is high priority, and then come back to original Sprint work

[\_] d) it is okay if it is explicitly approved by Scrum Master

Correct answer is 'b'. Every Sprint is meant for delivering an Increment of releasable software / product, as required in Sprint Goal. If an outside item is taking the team's time, it is treated as an issue. If the team is forced by any authority, Scrum Master needs to coach these external authorities about how Scrum works, and facilitate removing this issue.Correct answer is b.

**46. A Development Team has following condition under the definition of "Done": "All the code to be reviewed and approved by Industry Coding Standard Organization." This Industry Coding Standard Organization is a third party Subject Matter Expert outside Scrum Team.**

[X] a) The definition of "Done" is less effective, because it contains conditions that is not completely within influence of the Scrum Team

[\_] b) The definition of "Done" is more effective, because it ensures that required standards are met

[\_] c) The definition of "Done" can contain anything as decided by Product Owner

Correct answer is 'a'. The activities required to complete the Product Backlog items to a "done" state should be completely within the ownership and influence of the Scrum Team.

**47. During Sprints, a Development Team has to wait for another team to provide some dependent input. Often this leads to delay in completing their work. What can be recommended to this team?**

[X] a) The team is not cross functional enough. The team should take Scrum Master's help in educating the organization to add team members with appropriate skills

[\_] b) The team should agree on Service Level Agreement (SLA) with another team and escalate to Scrum Master if the SLA breached

[\_] c) The team can mock up the sample of input instead of waiting and do the Sprint Review on time. The Product increment can be refactored as and when another team provides input.

Correct answer is 'a'. A Development Team should be cross functional enough, i.e., should have all the skills needed to convert the Product Backlog items into "done" Increment. If the team needs to depend on external entities for converting backlog items into done Increment, it is not cross functional enough. Every Sprint outcome should be potentially shippable. Mocking up does not complete the work as per that standard.

**48. The Scrum Team gathers for Sprint Planning meeting. The Product Owner has some Product Backlog items but the Development Team finds that they do not provide enough information to understand the work involved to make forecast. The next best thing to do is**

[\_] a) The Scrum Master cancels the Sprint

[\_] b) The Development Team proceeds with starting with whatever is known

[X] c) The Development Team makes it transparent that they cannot make a forecast with insufficient information, and negotiates with Product Owner on refining the Product Backlog items to ready state

[\_] d) The Scrum Team discusses the root cause in the retrospective

Correct answer is 'c'. The Development Team should maintain highest transparency while making a forecast of the work that they believe they could complete. In this case, they cannot do that because the Product Backlog items do not provide enough information. So, they have to utilize the time available to refine the items to required state and proceed with plan. Later, in the retrospective the Scrum does discuss the root cause and hence answer 'd is also correct. But, the question asks about "next best thing to do".

**49. In the middle of the Sprint, the Development Team finds that it has more capacity to take more work. The next best thing to do is**

[X] a) Make it transparent to Product Owner immediately, and collaborate to add additional work.

[\_] b) Consult and follow Scrum Master's and follow their direction

[\_] c) Keep that as a contingency to accommodate unplanned work

Correct answer is 'a'. Scrum events are time boxed. Sprint needs to be over by defined date. However, the scope of the Sprint may expand or contract as more is learned throughout the Sprint. When the work gets contracted due the new findings, and there is more room for additional work, the team makes it transparent to the Product Owner. Scrum Master mentors the team to increase such transparency.

**50. The Development Team is not having regular (Daily) Scrums. As a Scrum Master, you**

[\_] a) Will advise the team to think about conducting regular Scrums, but will let the team take the decision themselves as they are self-organizing

[\_] b) Will escalate this to resource managers

[X] c) Will step in directly to guard the Scrum Framework by asking action-begetting questions to team and positively influencing them to conduct Scrum events

Correct answer is 'c'. The Scrum Master does not manage people. They encourage the self-organization of the team to manage its work. However, the Scrum Master is the guardian of the Scrum framework and hence its rules. Daily Scrum is an opportunity to inspect and adapt daily progress, so that the work related differences are not allowed to go beyond a day. When there is a violation, Scrum Master actively steps in to coach the team on Scrum.

**51. When a Scrum Team adds new team members for replacing some members going out, the productivity of the team**

[X] a) Will be negatively impacted

[\_] b) Will be positively impacted

[\_] c) Will remain the same

Correct answer is 'a'. When new team members join, the productivity of the team will be temporarily reduced.

**52. Effort required to fix/ refactor something after it has been built is known as**

[\_] a) Maintenance

[X] b) Technical Debt

[\_] c) Plumbing code

Correct answer is 'b'. Technical debt is not a concept within Scrum. However, it is commonly used by Scrum Teams to indicate the gap unaddressed in a done Increment.

**53. The role of Scrum Master with respect to Scrum artifacts is**

[X] a) Coach the team to increase the transparency of the artifacts

[\_] b) Decide the format of the artifacts and ensures that the team follows it

[\_] c) Owner of the artifacts and responsible for having them up to date

Correct answer is 'a'.

**54. Scrum framework is used to optimize value and control risk in complex product development. A component of value optimization is**

[\_] a) Averaging out the values delivered over Sprints and use it to take decisions

[X] b) Deciding to continue a Sprint only after verifying if it has enough value worth the effort

[\_] c) Ensuring that the Development Team is not having idle time by constantly monitoring their productivity

Correct answer is b It is the responsibility of the Product Owner to verify that a Sprint has enough value to worth the effort. They are rigorous value optimizers.

**55. Three Development Teams are working as part of a big project to develop a product. When Sprints are in motion, there will be**

[\_] a) Three Product Backlogs, and three Sprint Backlogs

[X] b) One Product Backlog, and three Sprint Backlogs

[\_] c) One Product Backlog and one Sprint Backlog

Correct answer is 'b'. Since all of them work on a single product, there will be one common Product Backlog. But, each Development Team will have its own Sprint Backlog and Sprint Goal.

**56. Usually, when Scrum is applied newly in an organization,**

[\_] a) Power of empiricism will be transparent

[X] b) Everything that impedes producing value in short Sprints and accumulation of waste will be made transparent

[\_] c) The organization change management process defined by Scrum should be followed to avoid implementation issues

Correct answer is `b'. Scrum will expose all weakness in the current ecosystem that need to be resolved. Scrum does not define any organization change management process.

**57. In empiricism, the decisions are based on**

[\_] a) Scientific calculation and Prediction

[\_] b) Meeting and Brainstorming

[X] c) Observation, experience and experimentation

Correct answer is "c". Empiricism is a process control theory in which only the past is accepted as certain and in which decisions are based on observation, experience and experimentation. 58. Correct answer is 'a'. There is no exclusive Sprint only to finalize the design. Every Sprint must be used to produce at least one working functionality that is potentially releasable.

**58. What is the correct statement?**

[X] a) The technical design continuously evolves over the Sprints. Hence the team should have some basic guidelines to start with, but try to emerge the design through the Sprints.

[\_] b) The team can choose to have an exclusive Sprint only to finalize the technical design. At the end, the design should be approved by the project architect

[\_] c) The team does not need to pay attention on the architecture as it will evolve itself as a by-product of self-organization

Correct answer is 'a'. There is no exclusive Sprint only to finalize the design. Every Sprint must be used to produce at least one working functionality that is potentially releasable.

**59. A Development Team is often interrupted in the Sprint midway and assigned to work on "other" high priority items. Frequently, such interruptions lead to not meeting the Sprint Goal. The most likely cause could be**

[\_] a) The Development Team is not technically competent

[X] b) The Product Owner authority is ineffective or influenced by another authority

[\_] c) The Sprint Planning is poor

Correct answer is 'b'. The Product Owner is the ultimate authority of the Product Backlog on which the Development Team must work. Those wanting to change a Product Backlog item's priority must address the Product Owner. For the Product Owner to succeed, the entire organization must respect his or her decisions. If the Development Team is given different work, it indicates that Product Owner's authority is interrupted.

**60. A Development Team is responsible for**

[X] a) Selecting the Product Backlog items for the Sprint after clarifying with the Product Owner

[\_] b) Reporting to the Scrum Master

[X] c) Creating a potentially shippable Increment every Sprint

[\_] d) Increasing the productivity as per management goal

Correct answers are 'a’ and 'c'.

**61. The process of the coming into existence or prominence of new facts or new knowledge, or knowledge of a fact becoming visible unexpectedly, is called as**

[\_] a) Transparency

[\_] b) Inspection

[X] c) Emergence

Correct answer is 'c'.

**62. Middle of the Scrum, the team comes to know that there are some usage related changes to the Product needs. The Product Backlog**

[X] a) Is modified to reflect the new need

[\_] b) Is closed. Project is cancelled and new Product Backlog will be built

[\_] c) Is not impacted and the Sprints continued

Correct answer is 'a'. The Product Backlog is never complete during the project. It undergoes constant changes and continuously refined. It exploits emerging opportunities and adjusts the emerging risks, so the value can be optimized.

**63. Middle of the Sprint, the Development Team finds that some of the Product Backlog items forecast for this Sprint cannot be finished because they need significant additional &fort. However, the Development Team can still meet Sprint Goal with rest of the items. The next thing to do is**

[\_] a) Consult with Product Owner and if they agree, have them cancel the current Sprint, and plan new Sprint with new estimations

[\_] b) Do not cancel or modify the Sprint. Extend the Sprint duration as required for the additional effort

[X] c) Collaborate with the Product Owner to remove the Product Backlog items that cannot progress, and new work up to team's capacity. Complete the Sprint.

Correct answer is 'c'. Cancellation of the Sprint is decided by Product Owner, and Product Owner will not cancel the Sprint unless the Sprint Goal becomes obsolete. Here the Sprint Goal is intact. Also, the Sprint duration cannot be extended since it is time boxed.

**64. A good guideline to differentiate Acceptance Criteria from definition of "Done" is, "definition of "Done" provides checklist to take the Increment close to production deployable state (potentially shippable), while acceptance criteria specify the business requirements"**

[X] a) True

[\_] b) False

Correct answer is 'a'. Definition of "Done" is a standard to define the quality for production release. Acceptance criteria is the specification of expected business behavior.

**65. What is the desirable team composition for large product development program?**

[X] a) Program is divided into individual Scrums based on business feature. Each Scrum Team has all the skills needed to finish job without external help

[\_] b) Program is divided into individual Scrums based on technical components. Each Scrum Team has its component specific skills needed to finish their own component without external help

[\_] c) Program is organized into consumer Scrums and service provider Scrums (front end could be consumer who plays as Product Owner to a middle tier Scrum). Each Scrum gets the dependencies work done leveraging their Product Owner position

Correct answer is 'a'. It is preferable to divide teams such that each team has absolute ownership of their work without external dependencies.

**66. How are the Non-Functional Requirements addressed by the Scrum Team?**

[\_] a) by testing them in 'Hardening Sprint'

[X] b) by ensuring that they are met by every Increment and typically defining them in the definition of "Done"

[\_] c) By having a Non-Functional System Team owning them

Correct answer is 'b'. Definition of "Done" defines the standards to be met for a Product Backlog Item to be considered as "done." Typically Non-Functional Requirements are added to the definition of "Done" so that such requirements are built into every Increment.

**67. A Development Team has technical specialists in its composition. The specialists perform their work when the Sprint Backlog needs their special skills, but they are idle otherwise.**

[X] a) Continue to have the specialists to deliver fully integrated Increments. Gradually facilitate the Development Team to organize their work to fully leverage these special skills. If required, the team can enhance everybody's domain of expertise, so everyone is productive as team without idle time

[\_] b) Let the project manager coordinate their staffing needs and plan partia' allocations to different teams to avoid idle time

[\_] c) Defer and accumulate the special work to later Sprints until it needs full time specialists. Deliver the Increment with workarounds. Later, when specialists are added, refactor the Increment removing the workarounds so it can become releasable.

Correct answer is 'a'. There is no project manager role in Scrum and the Development Team manages its own development work. A Development Team must be cross functional enough, that is, it should have all required special skills, without the need for any external help in completing the Sprint Backlog.

**68. The Product Owner provides the transparency of their product plan to the stakeholders and the Scrum Team through**

[\_] a) Planning Backlog

[\_] b) Sprint Backlog

[\_] c) Project Backlog

[X] d) Product Backlog

Correct answer is 'd'. The Product Owner uses Product Backlog to update the stakeholders on the current state of the product plan.

**69. A Scrum Team needs to develop a web application in Increments. Some of the Sprints have Sprint Goals like this: 'Develop Data layer for Functionality A. What is your inference?**

[\_] a) The Scrum Team follows horizontal decomposition of the Product Backlog items. This is recommended

[\_] b) The Scrum Team follows vertical decomposition of the Product Backlog items. This is recommended

[X] c) The Scrum Team follows horizontal decomposition of the Product Backlog items. This is NOT recommended

[\_] d) The Scrum Team follows vertical decomposition of the Product Backlog items. This is NOT recommended

Correct answer is 'c'. it is preferable to decompose the Product Backlog items such that each team can produce fully working business functionality on its own rather than producing a technical component. Such decomposition is called as vertical decomposition. A horizontal decomposition on the other hand makes the team depend on other teams to integrate and create a fully working business functionality. Such teams usually end up as just technical component teams.

**70. The Development Team can deliver an Increment that meets the definition of "Done", but the Increment stili has defects that are known to the team and the Product Owner**

[X] a) Yes

[\_] b) No

Correct answer is 'a'. An Increment can have known gaps but must meet the definition of "Done". The reason for having a lenient definition of "Done" is - definition of "Done" should contain conditions that are "Done" with what is realistic for them, and then can be continually be improved by maturing team's ability to perform all that is required to deliver flawless Product Increment. Having a realistic definition of "Done" for newer team means that the working Increment may have known bugs. But such gaps are transparent between Development Team and Product Owner.

**71. Select all that apply. During the Daily Scrum, the Scrum Master's role is to:**

[X] a) Facilitate discussions of the Development Team

[\_] b) Moderate and control so that everyone gets a fair chance to speak

[\_] c) Ensure that all 3 questions have been answered

[X] d) Teach the Development Team to keep the Daily Scrum within the 15 minute time box

[\_] e) All of the above

Correct answers are 'a' and 'd'. Scrum Master facilitates the Scrum events as and when requested by others or required by their observations. Scrum Master does not take any active role in directing or controlling the Daily Scrum. It is up to the Development Team to fully leverage it for their synchronization and progress. Scrum Master is the guardian the Scrum process and time boxing is a cardinal rule of Scrum. So, Scrum Master coaches the team to keep the Scrum rules.

**72. 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 Development Team.**

[\_] a) True

[X] b) False

Correct answer is 'b'. This is an ongoing act that happens within the hours of current Sprint. The time can be mutually discussed and agreed by Product Owner and the Development Team. Usually it does not take more than 10% capacity of Development Team. Also, Product Backlog items can be updated at any time by the Product Owner or at the Product Owner's discretion.

**73. Burn-up and Burn-down charts show evolution of progress over time. In particular,**

[X] a) Burn-up shows increase in completion, while Bum-down shows remaining effort

[\_] b) Burn-up shows increase in team productivity, while Bum-down shows decrease in productivity

[\_] c) Burn-up shows increase in turn-around time, while Bumn-down shows decrease in turn-around time

Correct answer is 'a'. Both burn-up and bumn-down are not mandatory but optional in Scrum. They are used to make the progress transparent.

**74. The Development Team meets every day to inspect the progress and adapt the next day plan. If the Daily Scrum exposes the need to re-plan rest of the Sprint, these re-planning activities happen**

[\_] a) During the Daily Scrum

[X] b) Immediately after the Daily Scrum

[\_] c) As soon as the team gets some extra time

[\_] d) The Sprint plan cannot be revised except during Sprint Planning

Correct answer is 'b'. The Development Team uses the Daily Scrum to inspect progress towards the Sprint Goal and to inspect how progress is trending towards completing the work in the Sprint Backlog. During the Daily Scrum they come up with the next 24 hour plan. But, if they see that the entire Sprint plan needs to revisited, they meet immediately after the Daily Scrum for detailed discussions, or to adapt, or re-plan, the rest of the Sprint's work.

**75. A Development Team decides to have an exclusive Sprint to evolve the technical architecture. The sole outcome of this Sprint is a finalized architecture design.**

[\_] a) It is a good practice since it will help the design to emerge

[X] b) It is not the Scrum approach, since every Sprint must produce at least one releasable functionality

[\_] c) It does not matter, since the team is self-organized about how to perform their work

Correct answer is 'b'. In Scrum, technical architecture is evolved continuously throughout the project, as more is learned. There is no exclusive Sprint or Scrum event to define the technical architecture upfront. Usually Development Team defines architectural guidelines that every team member can

**76. In Scrum based software development effort, while the Sprint Goal will deliver a Product Increment, one of the Product Backlog Items is asking for production of a document.**

[\_] a) It is not okay. Every Product Backlog item must be about a working software requirement

[\_] b) It is not okay. Documentation is not needed until Product Owner chooses to release an Increment to production

[\_] c) It is okay. A Sprint can produce a document as a sole outcome of the Sprint

[X] d) It is okay. A Sprint can produce other deliverables like document requested by Product Owner along with working Increment.

Correct answer is 'd'. While the Sprint has to necessarily produce a potentially shippable and useable Increment, some of the Product Backlog items could produce other deliverables including documents if the Product Owner considers them having appropriate value. if a Product Backlog item is a document, it may not be subjected to definition of "Done" which is usually the standards needed for software. So, while the definition of "Done" is applicable at Increment level, it may not be applicable for some individual Product Backlog items.

**77. An Organization needs to structure hundreds of Developers into Scrum Teams. You as a Scrum Master will**

[\_] a) work with the organization management and prepare the best structure for the each Scrum Team based on the seniority and skills of the Developers

[\_] b) identify required number of Scrum Masters and require them to choose their Scrum Teams

[X] c) facilitate the awareness of the Developers about the goals and objectives of the product development, coach them about Scrum, and let them work among themselves to form the Scrum Teams

Correct answer is 'c'. Scrum Teams are self-organized teams. Given the knowledge of the product vision and sound understanding of how Scrum works, the team is knowledgeable enough to form themselves into Scrum Teams. A Scrum Master needs to facilitate this.

**78. Select all that apply. It is essential for the Product Owner to have these skills. Usually Scrum Master serves the Product Owner by coaching them**

[\_] a) Software application development

[X] b) Understanding and practicing agility

[\_] c) Coaching team

[X] d) Product planning in empirical environments

Correct answers are 'b and 'd'. Product Owner must have the understanding to perform product planning in empirical environment, and practicing agility. Scrum Master serves the Product Owner by coaching them these skills.

**79. An organization is on its path to adopt Scrum as its approach to software development. It decides to convert all Project Managers into Scrum Masters.**

[\_] a) It is good strategy. The project managers already know how to run projects. They just need training on Scrum

[\_] b) It will create resentment to project managers, because they will have a small team to manage

[X] c) The organization needs to rethink on this strategy. Identifying persons who are inclined or experienced in coaching and facilitation as their leadership style is a better strategy.

Correct answer is 'c'. Scrum Master does not manage any team. The Scrum manager is not required to know project management since it is shared between three roles of Scrum.

**80. Select alt that apply. A Product Owner requests Development Team to help them with some tasks related to Product Backlog maintenance.**

[\_] a) The Scrum Master should step in and coach Product Owner to perform their job themselves

[X] b) It is okay but Product Owner is still accountable for the Product Backlog maintenance.

[\_] c) Development Team should refer Product Owner to speak with Development Team manager

[X] d) Development Team can volunteer if this additional task does not impact their Sprint work