



EXIN Agile Scrum

Master

Sample Exam

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Introduction

This is the sample exam EXIN Agile Scrum Master (ASM.EN). The EXIN exam rules and regulations apply to this exam.

This sample set consists of 10 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is the correct answer.

The maximum number of points that can be obtained for this examination is 10. Each correct answer is worth one point. If you obtain 7 points (65%) or more you have passed.

The time allowed for this sample exam is 20 minutes.

The real exam will consist of 40 questions in 90 minutes. If you obtain 26 points (65%) or more on the real exam you have passed.

Good luck!

Sample Exam

1 / 10

A Scrum team has been assigned to a new project and decides to add the following statement to the Definition of Done:

"Only features for which a functional design is drafted and accepted are put on the Sprint Backlog."

The Scrum Master reviews this and states:

"Documentation is needed. For each feature, the design should be created or updated. We need to add to the Definition of Done and keep this in mind when estimating tasks for the next Sprint Backlog."

Why does the Scrum Master say this?

- A. Because the documentation can be created and adjusted per feature.
- B. Because the Customer is valued over documentation in Agile development.
- C. Because the Scrum Master knows if the team has time to implement this.
- D. Because the Sprint Backlog gives enough information to do this quickly.

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One week through a four-week Sprint, the Development Team has realized that they won't be able to deliver half of the Sprint Backlog items. The Product Owner is not happy with this, because the customer is expecting most of those features for a release at the end of the Sprint.

What is the **best** course of action as the Scrum Master?

- A. Recommend to cancel the Sprint and start another one immediately, only focused on the must-have features
- B. Recommend the Product Owner to revise the order of Sprint Backlog items and let the developers continue with the best they can
- C. Recommend the developers to work overtime, and in return, take a few days off after the Sprint
- D. Recommend to extend the duration of the Sprint, until everything is finished for the release

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The Product Owner assigns tasks to developers in the Daily Scrum, and the meeting always takes more than 15 minutes.

What is the **best** response for the Scrum Master?

- A. Convince the Product Owner to stop assigning tasks to the Development Team and not to participate in the Daily Scrums.
- B. Assigning the tasks should be done by the Scrum Master, so they should start that and keep it within the 15 minute time-box.
- C. The Scrum Master does not interfere in arguments and should let the self-organized team members solve this problem themselves.
- D. Explain to the Product Owner that tasks are assigned after the Daily Scrum, so that the meeting stays within the 15 minute time-box.

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The Product Owner and the Development Team have disagreements in the Sprint Planning meeting. The Product Owner believes that the developers have estimated the items and their capacity too pessimistically and, therefore, have selected too few items for the Sprint.

What is the **best** action for the Scrum Master?

- A. Ask the Development Team to revise their estimates, because the Product Owner represents the customer.
- B. Ask the two parties to calm down, discuss the matter, and come to an agreement; probably somewhere in the middle.
- C. Tell the Product Owner to revise the estimates and calculate the velocity, and let the developers know how many items they should select.
- D. Explain to the Product Owner that this decision belongs to the Development Team and that it should be accepted.

5 / 10

When is the first time that the Definition of Done is used by a Development Team?

- A. During the estimation of the features in the Product Backlog, since the work depends on the requirements of both the features and the Definition of Done.
- B. During the Daily Stand-up when a feature is defined as Done, since each feature must be checked for readiness as soon it is finished during the Sprint.
- C. During the Demo to the Product Owner and the Stakeholders, since they have to accept the product as a potentially shippable product.
- D. During the Release Sprint, in which it is confirmed that all the features created are according to the customer wishes and thus shippable.

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The Product Owner wants to have 2 releases in the project: one in the middle and one at the end. The Scrum Master points out that this does not matter.

Why does the Scrum Master say this?

- A. These are the usual release points for a Scrum project.
- B. Only one release per project is usual, so the project must be split.
- C. All increments should be potentially releasable.
- D. Planning the releases is the Development Team's decision.

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Which of the following is acceptable as the output of the first Sprint?

- A. A few, simple functionalities that add the most value
- B. A user interface layout that is accepted by the customer
- C. A full solution architecture for the project
- D. A Product Backlog and prepared infrastructure for development

8 / 10

There are 9 Teams working on a large international project. All of them are composed of highly experienced developers that have been working in Scrum environments for a long time.

How many Scrum Master roles are needed for this project?

- A. 0, because the teams are experienced enough
- B. 1 Scrum Master role is enough for the whole project
- C. 9, because each team needs a Scrum Master role

9 / 10

Not all projects are suitable to apply the Agile Scrum approach.

In which case is Scrum the **most** desirable?

- A. The requirements are known upfront for a fast implementation.
- B. The competence of the developers is relatively low.
- C. The organization does not want to do user acceptance tests.
- D. The product requirements may change in the process.

10 / 10

ADAPT is an acronym for the activities in an Agile transition plan. The first 'A' stands for 'Awareness'.

Why is Awareness important as a first step when introducing Agile?

- A. Because everyone needs to learn to think and work as a team.
- B. Because there needs to be a common understanding that the current process is not delivering acceptable results.
- C. Because Agile techniques should not be used in one isolated department.

Answer Key

1 / 10

A Scrum team has been assigned to a new project and decides to add the following statement to the Definition of Done:

"Only features for which a functional design is drafted and accepted are put on the Sprint Backlog."

The Scrum Master reviews this and states:

"Documentation is needed. For each feature, the design should be created or updated. We need to add to the Definition of Done and keep this in mind when estimating tasks for the next Sprint Backlog."

Why does the Scrum Master say this?

- A. Because the documentation can be created and adjusted per feature.
 - B. Because the Customer is valued over documentation in Agile development.
 - C. Because the Scrum Master knows if the team has time to implement this.
 - D. Because the Sprint Backlog gives enough information to do this quickly.
-
- A. Correct. The Agile way of working means that each feature has to follow the steps of design, build and test. So the documentation is created and adjusted per feature. (*Literature A, Chapter 13, although knowledge of the workings of Scrum is required.*)
 - B. Incorrect. Yes, the customer is valued highly, but not over documentation. Furthermore, this is not the relevant issue here.
 - C. Incorrect. The team decides in the Sprint planning whether they have time or not. This is not the Scrum Master's job.
 - D. Incorrect. There is information in the Sprint Backlog about which features are implemented, but how fast documentation can be written is not in the backlog.

One week through a four-week Sprint, the Development Team has realized that they won't be able to deliver half of the Sprint Backlog items. The Product Owner is not happy with this, because the customer is expecting most of those features for a release at the end of the Sprint.

What is the **best** course of action as the Scrum Master?

- A. Recommend to cancel the Sprint and start another one immediately, only focused on the must-have features
 - B. Recommend the Product Owner to revise the order of Sprint Backlog items and let the developers continue with the best they can
 - C. Recommend the developers to work overtime, and in return, take a few days off after the Sprint
 - D. Recommend to extend the duration of the Sprint, until everything is finished for the release
-
- A. Incorrect. The Sprint Backlog is just the developers' estimate on how much work they can do during the Sprint, and there's no guarantee that they will deliver all of that.
 - B. Correct. The fact that they cannot deliver everything, is not a reason for canceling the Sprint. Sprints are only cancelled when they don't make sense anymore. E.g. the customer doesn't need the Sprint Backlog items anymore. When the developers realize that they won't be able to deliver a high percentage of the items, it's a good idea to ask the Product Owner to check the Sprint Backlog and make changes in the priorities (if needed); since items on the bottom of the Sprint Backlog will probably stay incomplete. (*Literature B, Chapter 15*)
 - C. Incorrect. We work on a constant pace, and it's not a good idea to work overtime.
 - D. Incorrect. The Sprints are time-boxed (have a maximum duration) and will not be extended under any circumstances. (Next Sprints could have a different length, if that is very necessary.)

The Product Owner assigns tasks to developers in the Daily Scrum, and the meeting always takes more than 15 minutes.

What is the **best** response for the Scrum Master?

- A. Convince the Product Owner to stop assigning tasks to the Development Team and not to participate in the Daily Scrums.
 - B. Assigning the tasks should be done by the Scrum Master, so they should start that and keep it within the 15 minute time-box.
 - C. The Scrum Master does not interfere in arguments and should let the self-organized team members solve this problem themselves.
 - D. Explain to the Product Owner that tasks are assigned after the Daily Scrum, so that the meeting stays within the 15 minute time-box.
-
- A. Correct. The developers themselves assign the tasks, rather than the Product Owner and the Scrum Master. The Daily Scrum is only for answering the three standard questions and nothing else. It's also for the Development Team and no one else can participate (while they can attend for observing). (*Literature C*)
 - B. Incorrect. No tasks are assigned by the Scrum Master or the Product Owner.
 - C. Incorrect. The Scrum Master is there to take away impediments for the team. A Product Owner assigning tasks is an impediment.
 - D. Incorrect. No tasks are assigned by the Scrum Master or the Product Owner.

The Product Owner and the Development Team have disagreements in the Sprint Planning meeting. The Product Owner believes that the developers have estimated the items and their capacity too pessimistically and, therefore, have selected too few items for the Sprint.

What is the **best** action for the Scrum Master?

- A. Ask the Development Team to revise their estimates, because the Product Owner represents the customer.
 - B. Ask the two parties to calm down, discuss the matter, and come to an agreement; probably somewhere in the middle.
 - C. Tell the Product Owner to revise the estimates and calculate the velocity, and let the developers know how many items they should select.
 - D. Explain to the Product Owner that this decision belongs to the Development Team and that it should be accepted.
-
- A. Incorrect. Estimating is the sole responsibility of the Development Team. The Product Owner merely prioritizes what stories or tasks have the most value for the customer.
 - B. Incorrect. Estimating is the sole responsibility of the Development Team. The Product Owner should trust the Development Team to be honest.
 - C. Incorrect. No, this is not something that the Product Owner does. Estimating is the task of the Development Team.
 - D. Correct. Estimating the Product Backlog items and the capacity is the responsibility of the Development Team, and no one should force them to change it, because in this case, their self-organization will be weekend, which in turn blocks Agility. (*Literature A, Chapter 14*)

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When is the first time that the Definition of Done is used by a Development Team?

- A. During the estimation of the features in the Product Backlog, since the work depends on the requirements of both the features and the Definition of Done.
 - B. During the Daily Stand-up when a feature is defined as Done, since each feature must be checked for readiness as soon it is finished during the Sprint.
 - C. During the Demo to the Product Owner and the Stakeholders, since they have to accept the product as a potentially shippable product.
 - D. During the Release Sprint, in which it is confirmed that all the features created are according to the customer wishes and thus shippable.
-
- A. Correct. The workload indeed depends on all the requirements for a features and this includes the Definition of Done, since this list defines all the requirements for all features on the Product Backlog. (*Literature B, Chapter 9 and Literature E, Appendix B, however the usage of the Definition of Done is not completely defined anywhere.*)
 - B. Incorrect. The definition of done is used but it is not the first time it is used.
 - C. Incorrect. The definition of done is used but it is not the first time it is used.
 - D. Incorrect. The definition of done is used but it is not the first time it is used.

6 / 10

The Product Owner wants to have 2 releases in the project: one in the middle and one at the end. The Scrum Master points out that this does not matter.

Why does the Scrum Master say this?

- A. These are the usual release points for a Scrum project.
 - B. Only one release per project is usual, so the project must be split.
 - C. All increments should be potentially releasable.
 - D. Planning the releases is the Development Team's decision.
-
- A. Incorrect. There are no usual release points in the middle of a project.
 - B. Incorrect. There is no rule about only one release.
 - C. Correct. All increments should be (potentially) releasable, to improve the feedback loop and enable adaptation. It doesn't matter if the increments are supposed to be releases or not. Potentially releasable increments make it possible to maximize the value for the customer and to keep continually improve the final release. The Product Owner is responsible for prioritize the correct features from the backlog to make sure that the 2 official releases are ready and that the Definition of Done matches that of the Customer. (*Literature A, Chapter 14*)
 - D. Incorrect. Yes, this is true, but that is not the reason that the Scrum Master says that the 2 release points do not matter.

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Which of the following is acceptable as the output of the first Sprint?

- A. A few, simple functionalities that add the most value
 - B. A user interface layout that is accepted by the customer
 - C. A full solution architecture for the project
 - D. A Product Backlog and prepared infrastructure for development
-
- A. Correct. All Sprints are the same and create increments: potentially releasable pieces of working software. (*Literature B, Chapter 14*)
 - B. Incorrect. The user interface layout is technical and cannot be a Product Backlog item; it should be done as a part of other Product Backlog items; the same as the solution architecture and infrastructure.
 - C. Incorrect. The user interface layout is technical and cannot be a Product Backlog item; it should be done as a part of other Product Backlog items; the same as the solution architecture and infrastructure.
 - D. Incorrect. The Product Backlog is not fully prepared in the beginning of the project; it has to evolve based on the feedback received on the increments.

8 / 10

There are 9 Teams working on a large international project. All of them are composed of highly experienced developers that have been working in Scrum environments for a long time.

How many Scrum Master roles are needed for this project?

- A. 0, because the teams are experienced enough
 - B. 1 Scrum Master role is enough for the whole project
 - C. 9, because each team needs a Scrum Master role
-
- A. Incorrect. Every team always needs a Scrum Master role, no matter how experienced the Team members are.
 - B. Incorrect. Each team needs a Scrum Master role, even if there is only one person being the Scrum Master.
 - C. Correct. It does not matter how mature the developers are, they still need Scrum Masters, at least for removing impediments and protecting the team from distractions. In scaled Scrum, each team needs a Scrum Master role. One person can be the Scrum Master for more than one team. (*Literature C & A, Chapter 17*)

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Not all projects are suitable to apply the Agile Scrum approach.

In which case is Scrum the **most** desirable?

- A. The requirements are known upfront for a fast implementation.
 - B. The competence of the developers is relatively low.
 - C. The organization does not want to do user acceptance tests.
 - D. The product requirements may change in the process.
-
- A. Incorrect. When the requirements are known upfront a waterfall approach is good enough. *(See also Literature E, Chapter 1)*
 - B. Incorrect. Scrum requires experienced developers to facilitate good estimation and allow self-organization. Also, developers are likely to have to take on many tasks, not just coding.
 - C. Incorrect. Scrum requires inspection and adaption by the Customer to ensure the highest value.
 - D. Correct. Changing requirements are perfect suitable for the Agile Scrum approach. In a Waterfall approach the changing demands will lead to a never ending project. *(Literature C)*

10 / 10

ADAPT is an acronym for the activities in an Agile transition plan. The first 'A' stands for 'Awareness'.

Why is Awareness important as a first step when introducing Agile?

- A. Because everyone needs to learn to think and work as a team.
 - B. Because there needs to be a common understanding that the current process is not delivering acceptable results.
 - C. Because Agile techniques should not be used in one isolated department.
-
- A. Incorrect. This is the second 'A' in ADAPT which stands for 'Ability'. Before we acquire the ability to be Agile, including learning to think and work as a team, we need to be aware of why we are changing.
 - B. Correct. We need to know why we need to change in order to get the motivation to change the current process to deliver acceptable results. *(Literature A, Chapter 2)*
 - C. Incorrect. This is the 'T' in ADAPT which stands for 'Transfer'. Before we transfer Agile techniques throughout the company, we need to be aware of why we are changing.

Evaluation

The correct answers to the questions are in the table below.

number	answer
1	A
2	B
3	A
4	D
5	A
6	C
7	A
8	C
9	D
10	B

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