QUESTIONS I GOT WRONG

1. When does a Developer become the sole owner of an item on the Sprint Backlog?
   Never. All Sprint Backlog items are "owned" by the Developers on the Scrum Team.
   - The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint, and the set of Product Backlog items selected for the Sprint are collectively owned by the Developers. No individual Developer can claim ownership over an item as this would **block communication** and collaboration. The Sprint Backlog is updated by the Developers throughout the Sprint as more is learned.

2. Which statement best describes the Sprint Review?
   It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.
   - Every event in Scrum, besides the Sprint, which is a container for the other events, is an **opportunity to Inspect and Adapt**.

3. How much work must the Developers complete for each Product Backlog item they select for a Sprint?
   Enough so that each Product Backlog Item they select meets the Definition of Done.
   - The purpose of each Sprint is to deliver useful and valuable Increments that adhere to the Scrum Team's current Definition of Done.

4. Who creates the Definition of Done?
   If it is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product.
   - If the Definition of Done for an Increment is part of the standards of the organization, all Scrum Teams must follow it as a minimum. If it is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product.

5. When does a Sprint conclude?
   When the Sprint Retrospective is complete.
   - The Sprint is a container for the following timeboxed events: **Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective**. Sprints are fixed length events of one month or less to create consistency, and a new Sprint starts immediately after the conclusion of the previous Sprint.
   - The Sprint Retrospective concludes the Sprint and is timeboxed to a **maximum of three hours** for a one-month Sprint. For shorter Sprints, the event is usually shorter.

- Though not typical, a Sprint can end if the Sprint Goal becomes obsolete. Only the Product Owner has the authority to end the Sprint prematurely.

6. The timebox for the Sprint Planning event is?

8hrs for a monthly Sprint. For shorter sprints, it is usually shorter.

7. When does the next Sprint begin?

Immediately after the conclusion of the previous Sprint

8. Who is responsible for managing the progress of work during a Sprint? (Choose the best answer)

The developers

- The Developers use the Daily Scrum to **inspect progress toward the Sprint Goal** and to **inspect how progress is trending** toward completing the work in the Sprint Backlog.

9. The Developers should not be interrupted during the Sprint and the Sprint Goal should remain intact. These are conditions that foster creativity, quality, and productivity. (Which one the following answers is FALSE?)

The sprint backlog is fully formulated in the sprint planning event and does not change during the sprint.

- The Sprint Backlog makes visible all of the work that the Developers identify as necessary to meet the Sprint Goal. The **Developers modify the Sprint Backlog throughout the Sprint,** and the Sprint Backlog emerges during the Sprint.

10. 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? **(choose the best answer)**

    a. Without a new vocabulary as a reminder of the change, very little change may happen.

    b. The organization may not understand what has changed with Scrum and the benefits of Scrum may be lost.

    c. Management may feel less anxious.

11. Which of the following services is appropriate for a Scrum Master regarding the Daily Scrum? (Choose the best answer)

Teach the developers to keep the daily Scrum within the 15 minutes timebox.

- The Scrum Master ensures that the Developers have the event, but the Developers are responsible for conducting the Daily Scrum. The Scrum Master teaches the Developers to keep the Daily Scrum within the 15-minute timebox. The Scrum Master enforces the rule that only members participate in the Daily Scrum.

12. What are two ways a Scrum Master serves to enable effective Scrum Teams?
    a. By removing impediments that hinder the Scrum Team
    b. By facilitating Developer decision-making
    - Facilitation and removing impediments are examples of ways a Scrum Master helps a team become more effective.

QUESTIONS I GOT RIGHT

1. Who has the final say on the order of the Product Backlog?

   The product owner

   > The Product Owner is the sole person responsible for ordering the Product Backlog.\

2. During a Sprint, a Developer determines that the Scrum Team will not be able to complete the items in their forecast. Who should be present to review and adjust the Product Backlog items selected? **(Choose the best answer)**

   The product owner and the developers
   - During the Sprint, scope may be clarified and re-negotiated between the Product Owner and the Developers as more is learned. It is important to be transparent when challenges arise since ultimately the entire Scrum Team is accountable for creating a valuable, useful Increment.

3. The three pillars of empiricism are:

   Inspection, Transparency, Adaptation
   - Scrum is founded on empirical process control theory, or empiricism. Empiricism asserts that knowledge comes from experience and making decisions based on what is known.
   - Three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation.

4. The timebox for a Daily Scrum is?

   15 minutes
   - The Daily Scrum is a 15-minute event for the Developers of the Scrum Team. The Scrum Master serves the Scrum Team by ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

5. Which statement best describes a Product Owner's responsibility? (choose the best answer)
   Maximizing the value of the work the Scrum Team Does.

6. True or False: When multiple Scrum Teams work together on the same product, each team should maintain a separate Product Backlog. **FALSE**
   - Products have one Product Backlog, regardless of how many Scrum Teams are used. Any other setup makes it difficult for the Developers to determine what they should work on.

7. What is the function or purpose of Management in Scrum?

Support the Product Owner with insights and information into high value product and system capabilities. Support the Scrum Master to encourage organizational change that fosters empiricism, self-management, bottom-up intelligence and intelligent product delivery.

- Management has **no official role** or accountability on a Scrum Team. However, management external to the Scrum Team is relevant in setting the vision and strategy to guide the overall direction of the organization.

8. Which statement best describes Scrum? **(Choose the best answer)**

A framework for creating complex products in complex environments.

- Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

9. The length of a Sprint should be: (choose the best answer)

a. Short enough to keep the business risk acceptable to the Product Owner.

b. Short enough to be able to synchronize the development work with other business events.

c. One month or less.

All of these choices are appropriate considerations in determining the length of a Sprint.

10. What does it mean to say that an event has a timebox? (Choose the best answer)

The event can take no more than a maximum amount of time.

- Timeboxed events are events that have a maximum duration.

11. The Developers should have all the skills needed to:

Turn the Product Backlog items they select into an increment of useful and valuable product functionality.

- The Developers are a group of professionals who do the work of delivering an Increment of done product at the end of each Sprint. As a team, Developers have all of the skills necessary to create a product Increment.

12. Who is required to attend the Daily Scrum?

The developers

- Only the people doing the work described on the Sprint Backlog **need to inspect and adapt at the Daily Scrum**. If the Product Owner or Scrum Master are actively working on items in the Sprint Backlog, they participate as Developers, they will need to be at the Daily Scrum.

13. Which Scrum events are timeboxed?
    a. Sprint planning
    b. Sprint retrospective
    c. Sprint review
    - The Scrum Guide states that the Sprint Planning, Sprint Retrospectives, and Sprint Reviews are timeboxed events. Sprints are fixed length events of one month or less to create consistency, and the Daily Scrum is a 15-minute event.

14. The timebox for the ==Sprint Review== is: (choose the best answer)
    4 hours for a monthly Sprint. For shorter Sprints, it is usually shorter.

15. Which two things should the Scrum Team do during the first Sprint? (Choose best 2)
    a. Deliver an increment of useful and valuable product.
    b. Develop and deliver at least one piece of functionality.
    - The heart of Scrum is a Sprint, which is one month or less during which a **done, usable, valuable** product Increment is created. This applies to every Sprint.

16. When does a Developer become accountable for the value of a Product Backlog item selected for the Sprint? (Choose the best answer)
    Never. The entire Scrum Team is accountable for creating value every sprint.

17. What is the typical size for a Scrum Team? (Choose the best answer)
    10 or fewer
    - A Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people. Generally smaller teams communicate better and are more productive.

18. Who should know the most about the progress toward a business objective or a release, and be able to explain the alternatives most clearly? (Choose the best answer)

The product owner.

- The Product Owner is the sole person responsible for ordering the Product Backlog. Their responsibilities include making the Product Backlog visible, transparent, and clear to all.

19. When many Scrum Teams are working on a single product, what best describes the Definition of Done? (Choose the best answer)

All scrum teams must have a definition of done that makes their combined increment valuable and useful.

- The Increment must be valuable and useful. This means that when many Scrum Teams are working on a single product, they are expected to adhere to a single Definition of Done for the Increment.

20. The Increment must be valuable and useful. This means that when many Scrum Teams are working on a single product, they are expected to adhere to a single Definition of Done for the Increment.

FALSE

- An earlier version of the Scrum Guide prescribed the practice of placing one improvement in the Sprint Backlog. This was removed in the 2020 update to the Scrum Guide because it was felt to be too prescriptive. However, if this practice provides value to you then you should adopt it. It is simply not prescribed anymore but can still be valuable.

21. The CEO asks the Developers to add a "very important" item to a Sprint that is in progress. What should the Developers do? (Choose the best answer)

Inform the other members of the Scrum Team so the team can decide what to do.

- The items selected for a Sprint have been selected as most valuable with the Product Owner. The items serve the Sprint's goal. No changes should be made that endanger the Sprint Goal. No one external to the Scrum Team can force changes on the Developers.

22. When might a Sprint be abnormally cancelled? (Choose the best answer)

When the Sprint Goal becomes obsolete.

- A Sprint could be cancelled if the Sprint Goal becomes **obsolete**. Only the Product Owner has the authority to cancel the Sprint.

23. True or False: It is mandatory that the product Increment be released to production at the end of each Sprint.

   FALSE

   - **The product Increment should be usable and releasable at the end of every Sprint, but it does not have to be released.**

24. Upon what type of process control is Scrum based?

   Empirical

   - Empiricism asserts that knowledge comes from experience and making decisions based on what is observed.

25. What is the main reason for the Scrum Master to be at the Daily Scrum? (Choose the best answer)

   They don't have to be there; they only need to ensure the Developers have a daily Scrum.

   - The Scrum Master only ensures that all Scrum events take place and are positive, productive, and kept within the timebox.

26. True or False: Scrum has a role called "project manager." FALSE

27. Why is the Daily Scrum held at the same time and same place? (Choose the best answer)

   The consistency reduces complexity.

28. A scrum Team consists of the following/ Who is on the Scrum Team: (Choose the best 3 answers)
   a. Product Owner
   b. Scrum Master
   c. Developers

29. Which of the following are examples of a Scrum Team practicing Scrum poorly or not exhibiting traits of a self-managing Scrum Team? (Choose the best three answers)
   a. The developers invite external stakeholders 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. Stakeholders attend the Daily Scrum to check on the Scrum Team's progress.
   c. The developers are working within the boundaries of their organizations functional description and nicely handing off work from analyst to developer to tester to integration.

   - The Daily Scrum is for the Developers. It should not be used by external stakeholders to check progress.
   - During Sprint Planning the Scrum Team should be crafting the Sprint Goal based on the set of Product Backlog items selected for the Sprint. The Developers identify the necessary work to meet the Sprint Goal.
   - Scrum Team members do not have titles, and no sub-teams; such as testing, architecture, or operations are recognized. Accountability belongs with the

30. When should a Developer on a Scrum Team be replaced? (Choose the best answer)
    As needed, while taking into account a short-term reduction in productivity
    - Scrum Teams typically go through some steps before achieving a state of increased performance. Changing membership typically reduces cohesion, affecting performance and productivity in the short term.

31. What are three incorrect, untrue, or misleading statements about Scrum? (Choose the best three answers)
    a. Scrum is like traditional processes but with self-organization to replace Project Managers
    b. Scrum is a framework that eliminates complexity.
    c. Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.

Feedback:

   - Scrum is meant to be implemented as prescribed in the Scrum Guide. For example, the five events in the Scrum Guide are mandatory, each event has a specific purpose.
   - Scrum does not eliminate the complexity that is inherent in delivering a product in today's world, instead it offers a framework for dealing with complexity. By regularly delivering Increments of value teams gain the ability to inspect and rapidly adapt based on the feedback received.
   - Project Managers are not simply replaced by self-managing teams. Scrum is a framework for optimizing decision making based on the knowledge and experience of the entire team.

32. The product Backlog is ordered by:
    Whatever is deemed most appropriate by the Product Owner.
    - The Product Owner is accountable for effective Product Backlog management. The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team.

33. What factors should be considered when establishing the length of a Sprint? (Choose the best two answers)
    a. Level of uncertainty over solution being developed.
    b. The risk of being disconnected from the stakeholders.

34. What is the most important concern for multiple Scrum Teams when they are working from the same Product Backlog?
    Minimizing dependencies between scrum teams

Tips:

1. **What we should do as developers**
2. **10% practices**
   a. **Good practices (TDD, Acceptance TDD, Bug report)**
3. **True / False**
4. **Scrum guide**

STATS

Attempt	Percentage (%)	Duration
1	76.7%	12:20
2	90	9:29
3	93.3	10:03
4	96.7	9:28
5	100	5:14
6	100	4:55
7		