Test08 Answer

Question 1: The maximum length of the Sprint Review (its timebox) is:

1. 4 hours for a monthly Sprint. For shorter Sprints it is usually shorter (CORRECT)
2. 2 hours
3. 4 hours and longer as needed
4. 1 day
5. As long as needed

Question 2: According to Scrum, the amount of time for a team to plan Sprint activities is expressed in what unit of time?

1. Days
2. Hours (CORRECT)
3. Minutes
4. Weeks

Explain:

According to Scrum, Sprint planning by the team is expressed in hours, more specifically four hours.

Question 3: Which of the following is not a Scrum artifact?

1. Gantt Chart (CORRECT)
2. Burndown Chart
3. Sprint Backlog
4. Product Backlog

Explain:

A Gantt Chart is not a scrum artifact. All other items are valid artifacts.

Question 4: A line in the Agile Manifesto reads, "_ and __ over processes and tools". Please select which option best completes the statement.

1. Customer; Individuals
2. Customer; Individuals
3. Customers; Employees
4. Individuals; Interactions (CORRECT)

Explain:

A line in the Agile Manifesto reads, "Individuals and Interactions over processes and tools". In Agile development, environments that are conducive to self-organization and motivation are high valued (i.e., co-location and paired programming).

Question 5: _ can change the priority of items in the _ backlog at any time.

1. The ScrumMaster; Sprint
2. The Product Owner(s); Sprint
3. The Team; Product
4. The Product Owner(s); Product (CORRECT)

Explain:

> The Product Owner(s) can change the priority of items in the Product backlog at any time. The Product Backlog is continuously updated by the Product Owner(s) to reflect changes in the needs of the customer.

Question 6: A(n) _____ is the effort estimation for a Product backlog item and is assigned at the before the Sprint begins.

1. Business Value
2. SWAG
3. LOE
4. Storypoint (CORRECT)

Explain:

> A storypoint is the effort estimation for a Product backlog item and is assigned at the before the Sprint begins.

Question 7: Development Team membership should change:

1. As needed, with no special allowance for changes in productivity
2. As needed, while taking into account a short term reduction in productivity. (CORRECT)
3. Never, because it reduces productivity.
4. Every Sprint to promote shared learning

Explain:

> 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.

Question 8: We couldn't finish most of the Sprint Backlog items in the past two Sprints. What should we do?

1. None of the above
2. Both of the above as we are still deciding on the correct time for each Sprint (CORRECT)
3. Increase the length of the future Sprints
4. Reduce the capacity of Sprints

Explain:

> In order to be able to finish all Sprint Backlog items in time, it seems like we need less planned work and more time in each Sprint. We prefer not to change the time-box of Sprints, but since we were not sure about the proper duration from the beginning and were only testing a duration, it's a good idea to change it too.

Question 9: Which of the following is not a Product Owner responsibility?

1. Running the daily scrum meeting (CORRECT)
2. Gathering requirements for Product Backlog items
3. Working with stakeholders to determine and detail product features
4. Inspecting work at Sprint Review

Explain:

> The Product Owner is not responsible for running the daily scrum meeting. The team is responsible for self-assembling and having the daily scrum meeting. The Product Owner is responsible for inspecting work at Sprint Review, gathering requirements for Product Backlog items, and Working with stakeholders to determine and detail product features.

Question 10: In organizations that implement Scrum, what is the responsibility of the management team?

1. The management team is only responsible for not preventing the Scrum Team and Product Owners achieve goals.
2. The management team is only responsible for using Sprint artifacts to determine worker performance.
3. The management team is only responsible for helping the Scrum Team and Product Owners achieve goals. (CORRECT)
4. The management team is only responsible for coordinating the Scrum Teams.

Explain:

> According to Ken Schwaber, "the role of an enterprise's management changes from telling people what to do to leading and helping everyone do their best to achieve goals.

Question 11: _____ is an Agile development methodology which is intended to improve software quality and responsiveness to changing customer requirements by executing frequent "releases" in short development cycles (time-boxing), by programming in pairs or conducting extensive code reviews, by unit testing all code, and by maintaining a flattened management structure.

1. XP (CORRECT)
2. Agile Modelling
3. Lean
4. Scrum

Explain:

> Extreme Programming is an Agile development methodology which is intended to improve software quality and responsiveness to changing customer requirements by executing frequent "releases" in short development cycles (time-boxing), by programming in pairs or conducting extensive code reviews, by unit testing all code, and by maintaining a flattened management structure.

Question 12: A line in the Agile Manifesto reads, "__ over contract negotiation". Please select which option best completes the statement.

1. Supply and demand
2. Fixed price
3. Customer collaboration (CORRECT)
4. Satisfied customer

Explain:

> A line in the Agile Manifesto reads, "Customer collaboration over contract negotiation". This is intended to mean that requirements cannot be fully collected at the beginning of the software development cycle, therefore continuous customer or stakeholder involvement is very important.

Question 13: Which of the following is not a responsibility of the Team?

1. Monitoring and increasing productivity and learning. (CORRECT)
2. Planning how to meet a Sprint goal.
3. Resolving internal conflicts.
4. Monitoring and optimizing the work to meet the Sprint goal at least daily.

Explain:

> The Team is not responsible for monitoring and increasing productivity and learning. Whoever manages the team is responsible for monitoring and increasing productivity and learning. This will most likely be the Project Manager who may be accountable for hiring, costs, and training.

Question 14: How many principles form the foundation of the Manifesto for Agile Software Development?

1. 10
2. 9
3. 15
4. 12 (CORRECT)

Explain:

> There are 12 principles that form the foundation of the Manifesto for Agile Software Development. – Customer satisfaction by rapid delivery of useful software – Welcome changing requirements, even late in development – Working software is delivered frequently (weeks rather than months) – Working software is the principal measure of progress – Sustainable development, able to maintain a constant pace – Close, daily co-operation between business people and developers – Face-to-face conversation is the best form of communication (co-location) – Projects are built around motivated individuals, who should be trusted – Continuous attention to technical excellence and good design – Simplicity – Self-organizing teams – Regular adaptation to changing circumstances

Question 15: Your are the ScrumMaster for five Scrum teams which have a combined total of three Product Owner. The Scrum teams are assigned to work on different components of the same product. How should you setup the Sprint cycle to execute Scrum?

1. Each unique combination of Product Owner and Team should have the same Sprint duration and the same start dates.
2. Each Team should have the same Sprint duration and the same start dates. (CORRECT)
3. Each unique combination of Product Owner and Team should have the same Sprint duration but different start dates.
4. Each Team should have the same Sprint duration but different start dates.

Explain:

> In this scenario, everyone should be on the same Sprint duration with the same dates because it is the same product. It does not matter how many Scrum teams exist or how many Product Owners exist. This is a scenario in which the company is multi-tasking rather than sequentially building each product component.

Question 16: Which of the following is not a Scrum artifact?

1. Sprint Backlog
2. Storycard (CORRECT)
3. Burndown Chart
4. Product Backlog

Explain:

> A Story card, also known as a Story, is not a scrum artifact. All other items are valid artifacts. Hint: Think like a Scrum Alliance purist. There are only three valid artifacts : Product Backlog, Sprint Backlog, and Burn down Chart. Even though just about everyone uses Story cards, Story cards are not recognized as a valid Scrum artifact

Question 17: In the Scrum framework, who is responsible for creating a Product backlog item's effort estimate (i.e., Storypoint)?

1. The Scrum Team assigns the storypoints to a product backlog item.
2. The Product Owner assigns the storypoints to a product backlog item after receiving feedback from the Scrum team.
3. The ScrumMaster assigns the storypoints to a product backlog item.
4. The Scrum Team assigns the storypoints to a product backlog item after clarifying and refining requirements with the Product Owner. (CORRECT)

Explain:

> The Scrum Team assigns the storypoints to a product backlog item after clarifying and refining requirements with the Product Owner. All other options are invalid.

Question 18: You are the ScrumMaster. The Sprint will complete in two days. Each day of the Sprint is equivalent to 8 hours. The team has just enough time to complete all tasks in the remaining 16 hours with the exception of three tasks. Of these three tasks, two tasks (a total of 6 hours) are required to complete one Product Backlog item and one task (an estimate of 2 hours) is required to complete another Product Backlog item. How should the team handle the remaining three tasks?

1. The team should negotiate with the Product Owner on the definition of "done".
2. The team should keep the three tasks on the Sprint Backlog for the next Sprint and complete those tasks first.
3. The team should place the two Product Backlog items back onto the Product Backlog. (CORRECT)
4. The team should work the extra 8 hours to complete their commitment to the Product Owner.

Explain:

> The team should place the two Product Backlog items back onto the Product Backlog. The product Owner must determine what the priority of this unfinished work should be in relation to other prioritized work. Please remember that the team must work at a sustainable pace. Overtime is not a part of Scrum.

Question 19: The Sprint time is going to end. Off the 8 items in the Sprint Backlog, only one is completely finished, three items are almost finished, and others are just 50% complete. It's time for Sprint Review. Team Members believe that they should only demonstrate the one completed item, but the Product Owner believes that they should also demonstrate the three items that are almost finished. What's the right choice?

1. The Team Members are right (CORRECT)
2. The Product Owner is right as near completed products can also be shown
3. The Product Owner is right, given that they will mention in the Sprint Review that those three items are not completed yet but will be done in the near future

Explain:

> Only the 100% "Done" items are to be demonstrated; even the 99.999% doneitems should not be presented to the customer.

Question 20: How many software developers met at a Snowbird, Utah resort and published a famous document which defines the methodology now known as Agile software development?

1. 12
2. 19
3. 17 (CORRECT)
4. 7

Explain:

> 17 software developers met at a Snowbird, Utah resort and published the Manifesto for Agile Software Development (or Agile Manifesto) which defines the methodology now known as Agile software development.

Question 21: How should the Product Backlog arranged?

1. Product Backlog items should be date sorted in ascending order.
2. Product Backlog items should be sorted by business priority in descending order. (CORRECT)
3. Product Backlog items should be sorted by level of effort or complexity in descending order.
4. Product Backlog items should be grouped by business category or feature.

Explain:

> Product Backlog items should be sorted by business priority in descending order. The Product Owner must constantly reprioritize the list as more information is learned.

Question 22: Your are the ScrumMaster for five Scrum teams which have a combined total of three Product Owner. The Scrum teams are assigned to work on different components of the same product. When should all of Sprint deliverables be integrated?

1. Each Scrum Team's deliverables should be integrated before after a new Sprint starts.
2. Each Scrum Team's deliverables should be integrated prior to Sprint Review.
3. Each Scrum Team's deliverables should be integrated before a new Sprint starts.
4. Each Scrum Team's deliverables should be integrated in the last Sprint before final delivery of the product. (CORRECT)

Explain:

> In this scenario, the company is multi-tasking or multi-threading efforts rather than sequentially building each product component. The Product Owners are responsible for making sure that the Product meets business expectations and needs. The Product Owners elect should be able to request an integration as many times as necessary to ensure overall product quality and the integration should definitely occur or recur in the final Sprint as part of the final preparation for shipping or delivering the final product solution.

Question 23: In agile, when should you collect lesson learnt?

1. When projects go poorly
2. When projects go well
3. Throughout the project (CORRECT)
4. At the end of the project

Question 24: How should items in the Product Backlog be ordered?

1. Prioritized across all business units and features first and then by list order in the Product Backlog. (CORRECT)
2. Grouped by business features first and then chronologically by date of original business request.
3. Chronologically by date of original business request first and then by list order in the Product Backlog
4. Alphabetically by the business unit first and then by list order in the Product Backlog

Explain:

> Items in the Product Backlog must be first ordered by priority. If a single scrum team is working on requests from multiple Product Owners representing different business units, then the Product Owner are responsible for determining which Product Backlog Item has the highest priority. If there are multiple items of the same priority, then order of appearance on the list is used.

Question 25: _____ constitute the Sprint Backlog and are often estimated in hours.

1. Use Cases
2. Tasks (CORRECT)
3. Stories
4. Features

Explain:

> Tasks constitute the Sprint Backlog and are often estimated in hours. Alternate choices: Use cases are used for either requirements. A task may be to create use cases. Stories, also known as Storycards, are what may be used to document the product backlog item. Features requested by Product Owners are generally expressed in the Product Backlog as one or more storycards.

Question 26: A classification for any development methodology based on iterative and incremental development, where requirements and solutions evolve through collaboration

between self-organizing, cross-functional teams is called:

1. Scrum
2. Discovery Development
3. Iterative Development
4. Agile Development (CORRECT)

Explain:

> Agile Development is a classification for any development methodology based on iterative and incremental development, where requirements and solutions evolve through collaboration between self-organizing, cross-functional teams. The Agile Manifesto introduced the term in 2001.

Question 27: A _____ is created during the first half of the Sprint planning meeting and a _____ is created during the second half of the Sprint planning meeting?

1. Product Backlog, collection of tasks
2. Product Backlog, Sprint Backlog
3. Sprint Backlog, collection of tasks
4. Sprint Goal, Sprint Backlog (CORRECT)

Explain:

> A Sprint Goal is created during the first half of the Sprint planning meeting and a Sprint Backlog is created during the second half of the Sprint planning meeting.

Question 28: From the activities given, which is the third step in sequence of the Scrum framework?

1. Sprint planning
2. Sprint review (CORRECT)
3. Sprint retrospective
4. Daily scrum

Explain:

> The first activity of each Sprint is a Sprint planning meeting. The scrum begins in the second half of the scrum planning meeting. The daily scrum happens every day of the Sprint. The completed tasks are reviewed at the end of the Sprint in the Sprint review meeting. The Sprint retrospective is held last to discuss any possible improvements to introduce into the Sprint.

Question 29: Which of the following is not a Scrum cycle activity?

1. Sprint retrospective
2. Daily scrum
3. Weekly inspection (CORRECT)
4. Sprint planning

Explain:

> Weekly inspection is not a valid Scrum cycle activity. All other options are valid Sprint cycle activities.

Question 30: In 1974, ___ wrote a paper which introduced an adaptive software development process which evolved in the mid-1990s as a reaction against the waterfall model of software development.

1. Jim Highsmith

2. Jeff Sutherland
3. Alistair Cockburn
4. E. A. Edmonds (CORRECT)

Explain:

> In 1974, E. A. Edmonds wrote a paper which introduced an adaptive software development process which evolved in the mid-1990s as a reaction against the waterfall model of software development.

Question 31: Which of the following is an Agile Manifesto value?

1. Working solutions over complete documentation
2. Working software over comprehensive documentation (CORRECT)
3. Working software over complete documentation
4. Working solutions over comprehensive documentation

Question 32: From the activities given, which is the latest step in sequence of the Scrum framework?

1. Sprint planning
2. Daily scrum
3. Sprint retrospective (CORRECT)
4. Sprint review

Explain:

> The first activity of each Sprint is a Sprint planning meeting. The last activity of each Sprint cycle is the Sprint retrospective.

Question 33: In what year was the Manifesto for Agile Software Development written?

1. 1995
2. 2000
3. 1996
4. 2001 (CORRECT)

Explain:

> The Manifesto for Agile Software Development was written in February of 2001 by 17 software developers to define the methodology now known as Agile software development.

Question 34: A line in the Agile Manifesto reads, "__ over following a plan". Please select which option best completes the statement.

1. Communicating frequently
2. Completing requirements
3. Asking the customer
4. Responding to change (CORRECT)

Explain:

> SummaryA line in the Agile Manifesto reads, "Responding to change over following a plan". This is intended to mean that Agile development is highly adaptive and focused on quick responses to change and continuous development.

Question 35: Some stakeholders are interested in viewing the project progress, but are not interested in the details. Which of the following should you share with these stakeholders?

1. Burn up chart (CORRECT)
2. Vision Statement
3. Release plan
4. Weekly demo

Explain:

> The burn up chart shows progress towards project completion and the expected completion date.