Test02

Question 1: One of the major challenges for the team getting newly into Scrum can be

1. Difficulty in getting adapted to Scrum tools
2. Learning about Scrum terminology
3. Developing skills to produce useable Increment just within a short Sprint

Question 2: Effort required to fix/refactor something after it has been built is known as

1. Maintenance
2. Technical Debt
3. Plumbing code

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

1. No
2. Yes

Question 4: 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:

1. Add more team members
2. Catch up using weekends
3. All of the above
4. Involve the Product Owner and negotiate alternatives
5. Defer the activities like testing after stakeholder's demo

Question 5: 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

1. The Development Team is not technically competent
2. The Product Owner authority is ineffective or influenced by another authority
3. The Sprint Planning is poor

Question 6: Sprint Planning helps in

1. Building entire technical architecture
2. Staffing plan
3. Testing strategy
4. Release plan
5. None of the above

Question 7: It is mandatory that the definition of "Done" includes "Release to Production"

1. Yes
2. No

Question 8: A Development Team has created the Sprint Backlog in the form of a task board. What is your inference?

1. ScrumMaster must coach the team to create proper Sprint Backlog in the form of list of backlog items, related tasks, and estimations
2. It is okay to have it in task board format, but it must be ensured that it follows Kanban guidelines
3. The team can choose to represent it any form that makes sense

Question 9: On their kick-off day, a new Scrum Team didn't have any Scrum tool. The next best thing to do is

1. Do nothing. Implementation of Scrum does not require any tool
2. Get the recommendation from Product Owner about how to manage Scrum artifacts without the tool
3. Expedite the installation of tool before the close of iteration zero

Question 10: The Product Owner provides the transparency of their product plan to the stakeholders and the Scrum Team through

1. Planning Backlog
2. Product Backlog
3. Sprint Backlog
4. Project Backlog

Question 11: Usually, when Scrum is applied newly in an organization,

1. Power of empiricism will be transparent
2. The organization change management process defined by Scrum should be followed to avoid implementation issues
3. Everything that impedes producing value in short Sprints and accumulation of waste will be made transparent

Question 12: In empiricism, the decisions are based on

1. Observation, experience and experimentation
2. Meeting and Brainstorming
3. Scientific calculation and Prediction

Question 13: Sprint Planning is the only occasion where the Development Team estimates the Product Backlog items

1. True, because without estimate, the team cannot plan what can go into the Sprint
2. False, estimation of Product Backlog Items is a continuous event throughout

Question 14: Definition of "Done" is

1. A standard used by Scrum Team to assess if a product Increment is "done"
2. Testing strategy for Scrum Team
3. Defined by Product Owner and safeguarded by ScrumMaster

Question 15: The Scrum Team optimizes the following and deliver business value

1. Self-Improvement, Leadership, Motivation
2. Individual Power, Heroic Efforts, Recognition
3. Flexibility, creativity, and productivity

Question 16: Select all that apply. The mandatory participants of the Sprint Retrospective meeting are

1. Technical/Domain/Process experts invited by Development Team
2. Development Team
3. ScrumMaster

4. Stakeholders invited by Product Owner
5. Product Owner

Question 17: Sprint Backlog is modified throughout the Sprint. As soon as a new task is identified,

1. Product Owner adds it to the Sprint Backlog and communicates about it to Scrum Team
2. ScrumMaster adds it to the Sprint Backlog and communicates about it to Scrum Team
3. Development Team adds it to the Sprint Backlog and communicates about it to Scrum Team

Question 18: Scrum framework is used to optimize value and control risk in complex product development. A component of value optimization is

1. Averaging out the values delivered over Sprints and use it to take decisions
2. Deciding to continue a Sprint only after verifying if it has enough value worth the effort
3. Ensuring that the Development Team is not having idle time by constantly monitoring their productivity

Question 19: 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

1. True
2. False

Question 20: The Development Team is not having regular (Daily) Scrums. As a ScrumMaster, you

1. Will step in directly to guard the Scrum Framework by asking action-begetting questions to team and positively influencing them to conduct Scrum events
2. Will advise the team to think about conducting regular Scrums, but will let the team take the decision themselves as they are self-organizing
3. Will escalate this to resource managers

Question 21: The selection of items from the Product Backlog a Development Team deems feasible for implementation in a Sprint is called

1. Forecast of functionality
2. Planning Poker
3. Estimation

Question 22: Select all that apply. It is essential for the Product Owner to have these skills.

1. Understanding and practicing agility
2. Coaching team
3. Product planning in empirical environments
4. Software application development

Question 23: 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.

1. The definition of "Done" is less effective, because it contains conditions that is not completely within influence of the Scrum Team
2. The definition of "Done" can contain anything as decided by Product Owner
3. The definition of "Done" is more effective, because it ensures that required standards are met

Question 24: The estimation method recommended by Scrum is

1. None of the above
2. Planning Poker
3. T-Shirt Sizing
4. Yesterday's weather

Question 25: A short expression of the purpose of a Sprint which is often a business need is called

1. Acceptance Criteria
2. Definition of Done
3. Sprint Goal

Question 26: An Organization needs to structure hundreds of Developers into Scrum Teams. You as a ScrumMaster will

1. work with the organization management and prepare the best structure for the each Scrum Team based on the seniority and skills of the Developers
2. identify required number of ScrumMasters and require them to choose theirScrum Teams
3. 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

Question 27: The ScrumMaster manages

1. All of them
2. Scrum Technology
3. None of them
4. Scrum Framework
5. Scrum People

Question 28: What is the desirable team composition for large product development program?

1. Program is divided into individual Scrums based on business feature. Each Scrum Team has all the skills needed to finish job without external help
2. 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
3. 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

Question 29: When a Scrum Team adds new team members for replacing some members going out, the productivity of the team

1. Will be negatively impacted
2. Will be positively impacted
3. Will remain the same

Question 30: Team Velocity refers to

1. Average of amount of Product Backlog Items turned into "done" Items perSprint
2. Average rate of churn of team members in Scrum Team during a Sprint
3. Average number of defects per Sprint normalized over all defect types

Question 31: 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.

1. It is a good practice since it will help the design to emerge
2. It is not the Scrum approach, since every Sprint must produce at least one releasable functionality
3. It does not matter, since the team is self-organized about how to perform their work

Question 32: 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

1. Make it transparent to Product Owner immediately, and collaborate to add additional work.
2. Consult and follow ScrumMaster's and follow their direction
3. Keep that as a contingency to accommodate unplanned work

Question 33: Select all that apply. The Sprint Review is an event that requires

1. Inspection and Adaptation activities
2. Transition sign-off
3. Stakeholders active participation
4. Product Owner's sign-off

Question 34: Burn-up and Burn-down charts show evolution of progress over time. In particular

1. Burn-up shows increase in team productivity, while Burn-down shows decrease in productivity
2. Burn-up shows increase in completion, while Burn-down shows remaining effort
3. Burn-up shows increase in turn-around time, while Burn-down shows decrease in turn-around time

Question 35: 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"

1. True
2. False

Question 36: Select all that apply. Which Scrum events facilitate inspection and adaptation?

1. Sprint Retrospective
2. Backlog Refinement
3. Sprint
4. Development Work

Question 37: Pick the Scrum Values

1. Commitment and Openness
2. Focus
3. Creativity and Intuition
4. Respect and courage
5. Simplicity

Question 38: The Development Team has not completed any of the Product Backlog Items selected for the Sprint by Sprint end. Next step is

1. End the Sprint with a Retrospective, since Scrum favors "time boxing"
2. Advice the Product Owner to accept the completed portion of the incomplete Product Backlog Items, and plan to complete them by next Sprint, since Scrum favors "empowered teams"
3. Extend the Sprint since Scrum favors "getting done"

Question 39: Under this topic of the Sprint Planning, the Development Team is more active in planning and Product Owner is mostly observing or clarifying

1. Topic One (What)
2. Topic Two (How)
3. Topic Three

Question 40: Middle of the Scrum, the team comes to know that there are some usage related changes to the Product needs. The Product Backlog

1. Is not impacted and the Sprints continued
2. Is modified to reflect the new need
3. Is closed. Project is cancelled and new Product Backlog will be built

Question 41: 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

1. ScrumMaster should escalate to Project Manager
2. Product Owner should cancel the Sprint
3. The Development Team should assess the impact to meeting the Sprint Goal and the definition of "Done", and find alternatives to still meet the Sprint Goal without compromising the definition of "Done"

Question 42: Select all that apply. A Product Owner requests Development Team to help them with some tasks related to Product Backlog maintenance.

1. Development Team should refer Product Owner to speak with Development Team manager
2. It is okay but Product Owner is still accountable for the Product Backlog maintenance.
3. Development Team can volunteer if this additional task does not impact their Sprint work
4. The ScrumMaster should step in and coach Product Owner to perform their job themselves

Question 43: The Sprint Review is an opportunity to review

1. All of the above
2. Defects and causes
3. Timeline and Budget
4. Requirements and Capacity

Question 44: What is the correct statement?

1. 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.
2. 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
3. The team does not need to pay attention on the architecture as it will evolve itself as a by-product of self-organization

Question 45: The Development Team tries to put together some guidelines on testing approach. Who will own these guidelines?

1. Development Team
2. Test Lead
3. ScrumMaster

Question 46: 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

1. The ScrumMaster cancels the Sprint
2. The Scrum Team discusses the root cause in the retrospective
3. The Development Team proceeds with starting with whatever is known

4. The Development Team makes it transparent that they cannot make a forecast with insufficient information, and negotiates with Product Owner on refining theProduct Backlog items to ready state

Question 47: 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

1. The Sprint plan cannot be revised except during Sprint Planning
2. As soon as the team gets some extra time
3. Immediately after the Daily Scrum
4. During the Daily Scrum

Question 48: 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.

1. True
2. False

Question 49: 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?

1. Scrum Planning
2. Sprint Planning
3. Retrospective
4. Daily Scrum

Question 50: Multiple Development Teams are required to work on the same product. How can they integrate their development?

1. by mutually working with each other to create an integrated Increment
2. by setting up some common working sessions between the lead Developers of each team to merge their changes before the Sprint Review
3. by maintaining individual Product Backlog for each team

Question 51: How are the Non-Functional Requirements addressed by the Scrum Team?

1. by testing them in 'Hardening Sprint'
2. by ensuring that they are met by every Increment and typically defining them in the definition of "Done"
3. By having a Non-Functional System Team owning them

Question 52: ScrumMaster forecasts the Product burn-down during Sprint Review

1. False
2. True

Question 53: 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?

1. The team can mock up the sample of input instead of waiting and do the SprintReview on time. The Product Increment can be refactored as and when another team provides input.
2. The team should agree on Service Level Agreement (SLA) with another team and escalate to ScrumMaster if the SLA breached
3. The team is not cross functional enough. The team should take ScrumMaster's help in educating the organization to add team members with appropriate skills

Question 54: Shortly into using Scrum for the first time in an organization, the Scrum Team runs into several impediments against following Scrum. The most common inference is

1. Scrum does not work for their organization
2. The Scrum Team didn't plan the project end-to-end well in advance
3. It is normal for first timers. Scrum will expose all weakness in the current ecosystem that impede developing Product Increments in short Sprints.

Question 55: 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.

1. It is not okay. Documentation is not needed until Product Owner chooses to release an Increment to production
2. It is not okay. Every Product Backlog item must be about a working software requirement
3. It is okay. A Sprint can produce other deliverables like document requested by Product Owner along with working Increment.
4. It is okay. A Sprint can produce a document as a sole outcome of the Sprint

Question 56: Scrum allows having gaps between two subsequent Sprints, in which the team can accomplish support activities and team building activities

1. False
2. True

Question 57: A Scrum Team has five members. Each one works on a different product. What could we infer about the team?

1. The team will have higher productivity since division of work is clear
2. The potential of team work and benefit of Scrum is less
3. All of them still will have common definition of "Done"
4. The team implements diversity, a principle of Scrum

Question 58: During a Sprint Review, the ScrumMaster notices that the Product Owner does not use the Product burn-down graph to explain the status to the stakeholders. The ScrumMaster

1. Should coach the Product Owner on the importance of using this Scrum tool
2. Should cancel the Sprint Review and schedule it back when the Product Owner is ready with this tool
3. Do Nothing

Question 59: Velocity is an indication of team performance. It may be used by

1. The Scrum Team an internal measure to plan and track their improvements.
2. The managers to do performance appraisals for the team
3. The organization to aggregate into organization level productivity

Question 60: The role of ScrumMaster with respect to Scrum artifacts is

1. Coach the team to increase the transparency of the artifacts
2. Decide the format of the artifacts and ensures that the team follows it
3. Owner of the artifacts and responsible for having them up to date

Question 61: To effectively track the Sprint progress, Scrum mandates

1. Earned Value approach
2. Increasing the transparency by frequently updating the remaining work
3. Preparing Sprint burn down charts

Question 62: Select all that apply. During the Daily Scrum, the ScrumMaster's role is to:

1. Facilitate discussions of the Development Team
2. Moderate and control so that everyone gets a fair chance to speak
3. All of the above
4. Ensure that all 3 questions have been answered
5. Teach the Development Team to keep the Daily Scrum within the 15 minute time box

Question 63: In a new Scrum Team, a ScrumMaster notices that a Developer works on a task that is not contributing to the Sprint Goal or the Sprint Backlog. The ScrumMaster

1. Should escalate this to Product Owner
2. Should discuss with team member and educate about Scrum way of working
3. Should not interrupt since the team is self-organizing

Question 64: 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

1. Stakeholder
2. Senior Management
3. Technical/Domain Expert

Question 65: 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 effort. However, the Development Team can still meet Sprint Goal with rest of the items. The next thing to do is

1. Do not cancel or modify the Sprint. Extend the Sprint duration as required for the additional effort
2. 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.
3. Consult with Product Owner and if they agree, have them cancel the current Sprint, and plan new Sprint with new estimations

Question 66: The standard used by the Product Owner and the Scrum Team to identify unfinished work in a Sprint is

1. Definition of Ready
2. Testing Standard
3. Definition of "Done"
4. Coding Standard

Question 67: 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?

1. The Scrum Team follows horizontal decomposition of the Product Backlog items. This is recommended
2. The Scrum Team follows vertical decomposition of the Product Backlog items.This is recommended
3. The Scrum Team follows horizontal decomposition of the Product Backlog items. This is NOT recommended
4. The Scrum Team follows vertical decomposition of the Product Backlog items.This is NOT recommended

Question 68: 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.

1. It is okay if it is explicitly approved by ScrumMaster
2. It is okay to create sub team within Scrum

3. It is not okay since there cannot be sub teams within the Development Team.
4. The team can complete the production support as one team, since it is high priority, and then come back to original Sprint work

Question 69: 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.

1. 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
2. Let the project manager coordinate their staffing needs and plan partial allocations to different teams to avoid idle time
3. 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.

Question 70: 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

1. Increase
2. Decrease
3. Stay the same

Question 71: A Development Team is responsible for

1. Reporting to the ScrumMaster
2. Increasing the productivity as per management goal
3. Selecting the Product Backlog Items for the Sprint after clarifying with the Product Owner
4. Creating a potentially shippable Increment every Sprint

Question 72: Scrum is immutable. What may be the result of an organization modifying Scrum Framework in its implementation for the convenience of existing culture?

1. Scrum is bound by technical tools and these tools will break
2. It can only be done with the help of Scrum coaches
3. The organization may lose the opportunity to expose its current cultural dysfunctions that impede the ability to develop the Product Increment Sprint after Sprint.

Question 73: Which is true?

1. Sprint Retrospective focuses on development process and Sprint Review focuses on Product
2. Sprint Retrospective focuses on development process and Sprint Review focuses on Velocity
3. Sprint Retrospective focuses on Product and Sprint Review focuses on development process

Question 74: Three Development Teams are working as part of a big project to develop a product. When Sprints are in motion, there will be

1. One Product Backlog, and three Sprint Backlogs
2. Three Product Backlogs, and three Sprint Backlogs
3. One Product Backlog and one Sprint Backlog

Question 75: An organization is on its path to adopt Scrum as its approach to software development. It decides to convert all Project Managers into ScrumMasters.

1. 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.
2. It is good strategy. The project managers already know how to run projects. They just need training on Scrum
3. It will create resentment to project managers, because they will have a small team to manage

Question 76: 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?

1. Issues with how ScrumMaster guides the team
2. Issues with Product Owner responsibilities
3. Issues with planning abilities of Development Team

Question 77: 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

1. Emergence
2. Inspection
3. Transparency

Question 78: When can a Product Owner negotiate the scope of what the team will work on next?

1. Until the Sprint Planning for the current Sprint
2. Both
3. Anytime during the current Sprint with or without Development Team's consent

Question 79: 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.

1. It is correct. Creating document early will require constant effort to keep them updated.
2. It is incorrect. Anything required for the Product Increment to be production fit must be part of definition of "Done"
3. It is correct. Scrum favors less documentation and deferring the decision to last minute.