

Test03 Answer

Question 1: John and Joseph are working in the same room. John is programming and Joseph is discussing with Kim. John gets to hear their conversation and gets enough information to know that Joseph has talked about some idea with Kim. What kind of communication is this referred to as?

1. Active Listening
2. Push Communication
3. Osmotic Communication (CORRECT)
4. Pull Communication

Explain:

Osmotic communication occurs when people in the same environment hear and comprehend information without being communicated to directly.

Question 2: It is normal to have a “hardening” Sprint to remove all technical debt and prepare the Product for upcoming release.

1. True
2. False (CORRECT)

Explain:

It is not normal. Development Teams deliver an Increment of product functionality every Sprint. This Increment is usable, so a Product Owner may choose to immediately release it. So, there is nothing to prepare. Each increment contains only “Done” functionality that could be released immediately.

Question 3: Do company need to discuss the Scrum method with the customers and receive their approval to use Scrum in this project?

1. Yes, because it increases our return on investment
2. Yes, because it changes our delivery method (CORRECT)
3. No, because it is our internal way of managing the project
4. No, because it is acceptable nowadays to use Scrum

Explain:

Scrum changes the way we are going to deliver the final product of the project, so we had better gain the approval of the customer to apply this Scrum method. They should be ready to receive the final product in small Increments and give regular feedback, instead of waiting for the project to finish and receive the final product as a whole.

Question 4: “We are going to decide on the length of Sprints. Some people believe it should be two weeks and some believe that it should be three weeks. What should we do?”

1. Product Owner has the final saying on this
2. Start the first Sprint anyway, and see how long it needs
3. Start with either of them and change it later if needed (CORRECT)
4. Scrum Master has the final saying on this

Explain:

The most important point is that Sprints should be time-boxed. We can start with an initial duration and change it later; but it should always be time-boxed.

Question 5: Who should create the Sprint Goal?

1. The Product Owner
2. The Product Owner and the Development Team together
3. The Development Team
4. The ScrumMaster
5. The Scrum Team (CORRECT)

Explain:

The Sprint Goal is created at the Sprint Planning meeting by the whole Scrum Team.

Question 6: Project A has 1000 Story Points and Project B has 600. Based on this, how much larger is project A over project B.

1. 400 Story Points
2. 40% larger
3. You cannot compare the Story Points of two different projects (CORRECT)
4. 66% larger

Explain:

Since Story Points are relative comparisons based on stories specific to one project, they cannot be compared to another story.

Question 7: “Less than half of the Product Backlog (requirements) is recorded. The Product Owner thinks that it’s best to start the first Sprint with this information, rather than waiting for the whole Product Backlog to be completed. But he is not 100% sure that his thinking is correct. Who should help the Product Owner decide on the right action?”

1. There’s no specific role for that, everyone should share the decision
2. ScrumMaster (CORRECT)
3. Development Team
4. Marketing Manager

Explain:

The ScrumMaster coaches everyone and helps them understand the way Scrum works.

Question 8: 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. Team Members realize that if they focus on the three almost finished items and extend the Sprint for only two days, they will be able to complete them too. What should we do?

1. Expand the duration of Sprint, if customer accepts
2. Do not expand the duration of the Sprint (CORRECT)
3. Expand the duration of Sprint and complete the three items
4. Expand the duration of Sprint, if both Scrum Master and Product Owner accept

Explain:

Sprints are time-boxed. Being time-boxed means we cannot change the duration of any one Sprint based on the situation.

Question 9: It is a good practice to have from time to time a special technical Sprint that consists only of tasks removing the technical debt without implementing any new functionality.

1. False (CORRECT)
2. True

Explain:

It is prohibited. The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done."

Question 10: Who creates a Product Backlog item's estimate?

1. The Development Team, alone
2. The Scrum Master.
3. The Product Owner with input from the Development Team.
4. The Development Team after clarifying requirements with the Product Owner. (CORRECT)
5. The most senior people in the organization, including architects and subject matter experts.

Question 11: What does the Development Team do in the first Sprint?

1. Deliver an Increment of potentially shippable functionality (CORRECT)
2. Fully plan for the whole project in detail
3. Prepare a high level plan for the whole project

Explain:

The goal of the Development Team in all Sprints (including the first one) is to deliver Increments of potentially releasable functionalities of the final product of the project. We don't plan the whole project at the beginning, just enough for starting the immediate work. This planning is done when we are preparing and maintaining the Product Backlog and Sprint Backlogs.

Question 12: Everyone is disappointed with the small number of completed items in the first Sprint. The CEO asks the ScrumMaster for an explanation on who is responsible for this. What should the ScrumMaster reply regarding who is responsible?

1. Product Owner has the primary responsibility
2. Two of the Development Team members that were sick for a number of days during the Sprint are responsible
3. The Development Team is responsible
4. All three roles are responsible (CORRECT)

Explain:

Scrum roles work as a single unit, and all the achievements and problems are shared among them equally.

Question 13: What is the result of the Sprint Review?

1. A list of improvements that the Scrum Team will implement in the next Sprint
2. Common understanding of what can be delivered in the Increment and how will the work needed to deliver the Increment be achieved
3. A revised Product Backlog that defines the probable Product Backlog items for the next Sprint (CORRECT)
4. Common understanding of progress toward the Sprint Goal and how progress is trending toward completing the work in the Sprint Backlog

Explain:

The result of the Sprint Review is a revised Product Backlog that defines the probable Product Backlog items for the next Sprint. The Product Backlog may also be adjusted overall to meet new opportunities.

Question 14: Which is the more important reason to demonstrate working product frequently?

1. To get more feature out
2. To accelerate our understanding of user's real needs (CORRECT)

Question 15: When do Development Team members become the exclusive owner of a Sprint Backlog item?

1. Whenever a team member can accommodate more work.
2. 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. (CORRECT)
3. At the Sprint planning meeting.
4. During the Daily Scrum.

Explain:

Sprint Backlog and all of its items are collectively owned by the Development Team. No individual team member can claim ownership over an item as this would block communication and collaboration.

Question 16: How is the Product Backlog arranged?

1. Into categories P1, P2, P3, etc
2. Items are randomly arranged
3. Most important items at the top to least important items at the bottom (CORRECT)
4. Large items at the top to small items at the bottom

Question 17: Which of the following is not a reflection of a co-located team?

1. Team leverage tactile, low cost solutions like whiteboards, post-its, and index cards
2. Incidental interaction leads to productivity
3. Issues resolved informally, in a timely manner
4. Formal logging of knowledge (CORRECT)

Explain:

Distributed teams rely more on formal logging of knowledge, co-located team can rely more on informal information sharing and osmotic communication.

Question 18: In a CFD diagram, how can a bottleneck be determined?

1. A large colored area appears in one of the process areas. (CORRECT)
2. The value points for the release start to increase.
3. Project velocity starts to decrease.
4. The team starts experiencing negative velocity.

Explain:

The CFD will start showing a growing colored area in a process that is experiencing a bottleneck.

Question 19: What are the advantages of the Scrum Framework?

1. Changes are expected and welcomed by Scrum team.
2. None of the given answers
3. Fine-grained requirements are only defined when they are really needed.
4. All activities to design, build and test a certain functionality are kept together in one phase.
5. All of the given answers (CORRECT)

Question 20: Which of the following chart shows the total work in a project?

1. Task board
2. Burndown chart
3. Burnup chart (CORRECT)
4. Iteration graph

Explain:

In addition to showing how much work is completed, the burnup chart also shows the work in the project.

Question 21: It is not allowed to change the members of the Development Team.

1. True
2. False (CORRECT)

Question 22: Which of the following indicates uninterrupted, focused work?

1. Stories
2. Elapsed time
3. Story Points
4. Ideal time (CORRECT)

Explain:

Ideal time is time with no interruptions and only focused work. Estimating in elapsed days requires to consider all of the interruptions that might occur while working on the story.

Question 23: The Product Owner realizes that the customer has made very significant changes to the items that are in the current Sprint Backlog. These changes have completely altered these items. What should the Product Owner do?

1. Ask Team Members to stop working on those items and focus on the remaining item of the Sprint Backlog
2. Change those five items in the Sprint Backlog as soon as possible
3. Do nothing, allow the Sprint to complete as normal
4. Cancel the Sprint (CORRECT)

Explain:

The Sprint Backlog is frozen after the Sprint Planning. When the changes are so extreme that finishing items will of little value to the customer, the Product Owner should cancel the Sprint.

Question 24: When should be the BEST time for the team to estimate a task?

1. Throughout the Iteration
2. During Iteration Planning
3. Task estimates are decided by the Scrum Master
4. At the time of Iteration Planning as well as during the iteration (CORRECT)

Explain:

At the time of Iteration Planning as well as during the iteration.

Question 25: We are going to start the first Sprint. What's the first step?

1. Sprint Startup
2. Sprint Initiation
3. Daily Scrum
4. Sprint Planning (CORRECT)

5. Finalizing the Product Backlog items estimations

Explain:

The first step is Sprint Planning. Backlog maintenance should be continuously done throughout the project and it is not considered a step.

Question 26: In the daily Scrum meeting, what three questions are asked?

1. What has been achieved since the last meeting? What might be done before the next meeting? What obstacles are in the way?
2. What has been started since the last meeting? What will be done before the next meeting? What obstacles are in the way?
3. What has been started since the last meeting? What might get done before the next meeting? What obstacles are in the way?
4. What has been achieved since the last meeting? What will be done before the next meeting? What obstacles are in the way? (CORRECT)

Explain:

The three questions asked in the daily Scrum meeting are: "What has been achieved since the last meeting?" "What will be done before the next meeting?" and "What obstacles are in the way?". Work started but not completed, or work that might be done before the next meeting, is not discussed to keep the meeting results oriented.

Question 27: 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?

1. All answers apply. (CORRECT)
2. The organization may not understand what has changed with Scrum and the benefits of Scrum may be lost.
3. Without a new vocabulary as a reminder of the change, very little change may actually happen.
4. Management may feel less anxious.

Question 28: "The MoSCoW technique is used to create a prioritized requirements list. In MoSCoW technique, 'M' stands for:"

1. Minimum Marketable Features
2. Medium
3. Must (CORRECT)
4. Must Not Have

Explain:

The MoSCoW prioritization scheme derived its name from the first letters of its labels: "Must...", "Should...", "Could...", "Won't."

Question 29: Which statement best describes the Sprint Review?

1. It is a mechanism to control the Development Team's activities during a Sprint.
2. It is a demo at the end of the Sprint for everyone in the organization to check on the work done
3. It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next. (CORRECT)

Explain:

Every event in Scrum, besides the Sprint which is a container for the other events, is an opportunity to Inspect AND Adapt.

Question 30: How many Sprints will it probably take us to actually complete the project?

1. About fourteen sprints (CORRECT)
2. About nine sprints
3. About sixteen sprints
4. About ten sprints
5. About eleven sprints

Question 31: Which of the following is NOT a principle from the Agile Manifesto?

1. Working software
2. Technical excellence (CORRECT)
3. Customer collaboration
4. Responding to change

Explain:

Technical excellence is not a principle from the Agile Manifesto

Question 32: The Development Team realizes that the volume of work of one of the items in the Sprint Backlog is estimated incorrectly, and the current volume of work of the whole Sprint Backlog is 130 instead of 100. What should we do?

1. They should return some items back to the Product Backlog to keep the Sprint Backlog volume to about 100 points
2. They should ask Scrum Master for more time for this current Sprint
3. They should ask Product Owner to decide on this
4. They shouldn't do anything now (CORRECT)

Explain:

The Sprint Backlog is frozen when the Sprint Planning is done, and no one can change it for any reason. In extreme cases, the Product Owner has the authority to cancel the Sprint.

Question 33: Where does the Product Backlog for an existing product come from?

1. Customers
2. Developers
3. Customer support staff
4. All of the above (CORRECT)

Explain:

Customers, developers, product managers, and customer support staff can all provide ideas for features in the product backlog.

Question 34: 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):

1. Inform management that the Development Team is not cooperating.
2. Work with the Product Owner to convince the team to reconsider its choice.
3. Accept the team's decision.
4. Collaborate with the Development Team and coach them on how to conduct effective Daily Scrums. (CORRECT)

Question 35: What kind of a user story is an Epic?

1. A user story that will have a significant positive effect on the project
2. A very large user story with low priority (CORRECT)
3. A very large user story with high priority

4. A collection of user stories that are similar in nature

Explain:

Epics are large user stories that have not yet been decomposed into smaller parts as they have lower priority.

Question 36: How long is a Sprint Retrospective in a one month Sprint?

1. 1 hour
2. It is not time-boxed (as long as needed)
3. 3 hours (CORRECT)
4. 4 hours
5. 8 hours

Explain:

Sprint Retrospective is a time-box of 3 hours for a one month Sprint. It's usually shorter when the Sprints are set shorter.

Question 37: What are the names of the backlog maintained in Scrum?

1. Project backlog, iteration backlog
2. Product backlog, sprint backlog (CORRECT)
3. Project backlog, sprint backlog
4. Product backlog, iteration backlog

Explain:

Scrum calls iterations "sprints".

Question 38: The purpose of a Sprint is to produce a done increment of working product.

1. False
2. True (CORRECT)

Explain:

The heart of Scrum is a Sprint, a timebox of one month or less during which a "Done", usable, and potentially releasable product Increment is created.

Question 39: Which of the following is NOT an attribute of a Good Story?

1. Negotiable
2. Independent
3. Large (CORRECT)
4. Testable

Explain:

A good story has six attributes – Independent, Negotiable, Valuable to users or customers, Estimable, Small, and Testable.

Question 40: The INVEST mnemonic for user stories looks for attributes that include:

1. Independent, Negotiable, Smart
2. Valuable, Easy-to-use, Timely
3. Negotiable, Estimable, Small (CORRECT)
4. Independent, Valuable, Timely

Explain:

INVEST is an acronym which encompasses the following concepts which make up a good user story:

Question 41: How many product backlogs are there for four teams working on a major release?

1. 1 (CORRECT)
2. 4
3. Unknown
4. 2

Explain:

There is only one product backlog regardless of the number of teams.

Question 42: The three questions answered in daily stand-up meeting aims to:

1. Fix problems, discuss accomplishments
2. Identify opportunities, discuss accomplishments
3. Fix problems, discuss work planned
4. Identify problems, discuss accomplishments (CORRECT)

Question 43: We are going to assign John (our marketing manager) to take on the role of Product Owner; but we are not sure about this as John has recently joined company and he is not an expert in software development. Should we choose another person instead?

1. No, he doesn't need to be a development expert (specialist work), as he gets expert help when needed
2. Yes, we need an expert who can participate fully with the specialist work and who can be part of the Development Team
3. Yes, we need an expert who can participate fully with the specialist work and is capable of communicating with the customer
4. No, he doesn't need to be a development expert (specialist work), he just needs to be business oriented (CORRECT)

Explain:

The Product Owner is to be mainly business-oriented, and they do not need to be technical. The Development Team handles all the technical aspects of the project.

Question 44: A stand-up meeting is conducted in the morning every day. Each person describes the new information that the team should know. What is NOT discussed?

1. What do I plan to do today?
2. What issues are preventing my progress?
3. What did I do yesterday?
4. What are my tasks for the coming week? (CORRECT)

Explain:

In the daily stand-up meeting, the tasks for next week would not be discussed, only yesterday's activity, today's activity, and current issues are discussed.

Question 45: Your team committed to deliver 10 story points this iteration, but it looks like you will only complete 8. You should:

1. Add more resources to the team
2. Complete 8 points, and put 2 back in the backlog (CORRECT)
3. Adjust the iteration plan from 10 points down to 8
4. Extend the iteration

Question 46: The customer's representative is replaced by a new person. This is the person that communicates with the Product Owner. This new customer representative is a very experienced project manager and used to work in many large and medium projects before. The new representative of the customer asks company for an urgent meeting with the project manager of our project. Who's the project manager of the Scrum team?

1. Development Team
2. None (CORRECT)
3. ScrumMaster
4. Product Owner

Explain:

Scrum projects do not possess a Project Manager role.

Question 47: "A meeting where a team reflects and looks back to adapt and learn to do future projects better is popularly known as:"

1. Review session
2. Status Meeting
3. Planning
4. Retrospective (CORRECT)

Explain:

"Retrospective is the meeting where a team reflects and looks back to adapt and learn to do future projects better"

Question 48: Scrum Master is a "management" position.

1. False
2. True (CORRECT)

Explain:

Scrum Master does not manage the Scrum Team or even the Development Team, but manages the Scrum process.

Question 49: Which of the following is not a characteristic of a user story?

1. I: Independent, N: Negotiable, V: Valuable, E: Estimable, S: Small, T: Testable
2. Typically a 4x6" index card
3. Lightweight user requirements
4. Visual representation of a requirement (CORRECT)

Explain:

A story board is a visual representation of a requirement.

Question 50: Which of the following is most true about the daily stand-up meeting?

1. They are not status sessions for the project manager (CORRECT)
2. It is a two minute stand-up meeting for the management team
3. The team gets together to discuss the status
4. It is a meeting to discuss the problems only

Explain:

Daily stand-up meetings are not status sessions for the project manager; rather they are team member commitments in front of the team.

Question 51: Which of the following is not timeboxed?

1. Daily Scrum
2. Sprint Planning
3. Sprint Retrospective
4. Sprint Review
5. Product Backlog refinement (CORRECT)
6. Sprint

Explain:

All events are timeboxed: Sprint, Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective. The Product Backlog refinement is a continuous activity.

Question 52: We are going to form the Sprint Backlog. The Development Team prefers to choose 100 points of work for the first Sprint, but Product Owner believes that they should select at least 150 points. What should we do?

1. We should discuss it and reach a common ground
2. Scrum Master should decide
3. It should be 100 points (CORRECT)
4. It should be 150 points

Explain:

It is up to the Development Team and nobody else to estimate the volume of work of the backlog items and their own capacity of work in each sprint.

Question 53: “Less than half of the Product Backlog (requirements) is recorded. The Product Owner believes that it’s best to start the first Sprint with this information, rather than waiting for the whole Product Backlog to be completed. What should we do?”

1. No, we should wait for the whole Product Backlog to be completed before starting the Sprints
2. Yes, it’s a good time to start the first Sprint (CORRECT)

Explain:

We can (and should) start delivering the project as soon as the Project Backlog is mature enough to provide us with the information for the near future (e.g the first Sprint).

Question 54: At a Retrospective meeting, few issues are highlighted by the team. Who is responsible for solving these issues?

1. The ScrumMaster
2. Team (CORRECT)
3. Product Owner
4. Stakeholders

Explain:

Agile teams are self-organizing and can find solutions to their problems with ease.

Question 55: A Development Team with 5 members has been using 15 minute Daily Scrums. Three new members have joined the team. How long should the Daily Scrum meetings be after

that?

1. 15 minutes (CORRECT)
2. 25 minutes
3. (A): 10 minutes
4. 20 minutes

Explain:

The Daily Scrum is usually a time-box of 15 minutes, regardless of the number of members in the Development Team.

Question 56: The definition of done is frequently discussed with stakeholders so that:

1. Functionality can be negotiated until the last responsible moment
2. Active listening reveals previously undiscussed requirements
3. Everyone has a clear understanding of what completion means (CORRECT)
4. Team members get to improve their negotiation skills

Explain:

The reason to have frequent discussions on the DoD is to help mitigate the differences in opinion that can result when new functionality is described from a variety of viewpoints. The DoD is not intended to be used to negotiate functionality, improve negotiation skills, or surface new requirements (although that may occur). Instead, we have these discussions to make sure everyone has a common understanding of what completion or success will look like.

Question 57: Self-organizing teams are most readily characterized by their ability to:

1. Make project-based decisions
2. Make local decisions (CORRECT)
3. Sit where they like
4. Do their own filing

Question 58: Who estimate the effort to complete a Product Backlog item?

1. The most senior people in the organization, such as engineering managers or software architect.
2. The ScrumMaster, with input from the Development Team.
3. The Scrum Development Team, after clarifying the requirement (CORRECT)
4. The Product Owner, with input from the Development Team.

Question 59: Which of the following is not a sign of bad Agile team spaces?

1. Ugly spaces
2. Appropriate information radiators in the workspace (CORRECT)
3. Minimal interaction
4. Stale artifacts

Explain:

Appropriate information radiators is a sign of ideal Agile team spaces. All the other options listed are signs of bad agile team spaces.

Question 60: Can Continuous Integration have an Information Radiator?

1. Yes, information from Continuous Integration can be radiated using osmosis.
2. No, information radiators are for project progress indicators only.
3. Yes, but only if each team member agrees to update a whiteboard with status every time they commit code.
4. Yes, lava lamps can be used to show the status of the builds by wiring them to the integration server. (CORRECT)

Explain:

Many development teams have hooked their integration server to lava lamps, with green lava lamps for success and red for failure.

Question 61: Which of the following is NOT true about Retrospective?

1. Reflects on past work and learn from the project history
2. Selects team members for the next project (CORRECT)
3. Decides how the team will work together to complete the project
4. Development process is driven by the team

Explain:

Retrospective is a meeting where a team learns from the project history, how the team worked together so far, and what can be learned from the progress on the project so far to continue a successful development process driven by the team.

Question 62: In the agile manifesto, what is valued more than processes and tools?

1. Customer collaboration
2. Individuals and interactions (CORRECT)
3. Working software
4. Responding to change

Question 63: We are going to assign a number of our developers to the Team. We have the choice of (A): using 8 part-time developers that also work on other projects of our company, or (B): change the arrangement of teams and assign only 4 of them full-time and hire a new person to complete the Team. Which option is better?

1. Second one, because it creates a more focused environment (CORRECT)
2. Second one, because it increases the number of developers in the company
3. First one, because it creates a more collaborative environment
4. First one, because it is less costly

Explain:

It is recommended that the Development Team members should work on a single project at a time to stay focused and be more productive.

Question 64: A representative of the customer has asked the Development Team to add a very important item to an ongoing Sprint. What should they do?

1. Accept it only if they are willing to ask for it formally
2. Refuse it, because they are in the middle of the Sprint
3. Refer the representative to the Scrum Master to discuss it
4. Refer the representative to the Product Owner to discuss it (CORRECT)

Explain:

It is only the responsibility and authority of the Product Owner to add or remove items to the Product Backlog. The Product Owner will decide when to deliver the item by ordering the Product Backlog.

Question 65: You have been assigned to lead a geographically distributed agile team. To assist with communication, the best option would be to:

1. Ask team members to send photos of themselves so you know what they look like
2. Set up some initial face-to-face meetings for everyone to meet (CORRECT)

3. Define common working hours so everyone can better communicate.
4. Choose a common language for project communication

Explain:

If possible, setting up some initial face to face meetings for everyone to meet is an effective way of improving remote communications later in the project. Once people have met face to face, it is generally much easier to follow up with email, phone calls, etc.

Question 66: Unfinished items of the previous Sprint are returned to the Product Backlog. Development Team members believe that these items should be selected for the next Sprint, so that they can keep focused on them and finish them as soon as possible. However, the Product Owner believes that some other items are more important now. What should we do?

1. Select old items because we shouldn't start anything new, unless the current tasks are finished
2. Select old items so the team can stay focused and maximize the output
3. Select new items because Product Owner says so (CORRECT)
4. Select new items because it's a good idea to start the new Sprint with new and fresh items

Explain:

It's only the Product Owner who sorts the items based on whatever factors he/she finds beneficial for the project. So the Product Owner decides which items can be put forward for the next Sprint Backlog.

Question 67: "Assuming one-week iterations and a team of four developers, how many iterations will it take for the team to complete a project with 27 story points if they have a velocity of 4?"

1. 7 (CORRECT)
2. 24
3. 6
4. 4

Explain:

Number of Iterations = $27/4 = 6.75 = 7$

Question 68: When can a plan be changed in Agile Management?

1. At the Daily Meeting
2. At the end of the Iteration
3. You cannot change once the plan is prepared
4. When we have learned something new (CORRECT)

Explain:

In Agile, you can change the plan when something new is learned or when it is known that a mistake is to be avoided.

Question 69: When might a Sprint be abnormally terminated?

1. When the Development Team feels that the work is too hard.
2. When it becomes clear that not everything will be finished by the end of the Sprint.
3. When the Sprint Goal becomes obsolete. (CORRECT)
4. When the sales department has an important new opportunity.

Explain:

A Sprint can be cancelled before the Sprint timebox is over. A Sprint would be cancelled if the Sprint Goal becomes obsolete. This might occur if the company changes direction, technology or the market changes.

Question 70: “We are going to choose either of Mary or Mark for the role of Scrum Master. Mary knows Scrum very well, but she’s very young and has no real world experience. Mark doesn’t know Scrum, but has eight years of experience in managing IT projects. Which one is a better choice for the role of Scrum Master?”

1. Mark, because he knows project management and doesn’t have to know Scrum
2. Mary, because she knows Scrum and she will learn project management soon
3. Mark, because he knows project management and will learn Scrum soon
4. Mary, because she knows Scrum and doesn’t have to manage the project (CORRECT)

Explain:

The management of the project is distributed among all three roles, and the ScrumMaster is only responsible for making sure that Scrum framework is followed correctly and entirely. Therefore, the main qualifications that a ScrumMaster should have are: 1) full knowledge of Scrum 2) the ability to coach the Team and the Product Owner

Question 71: Which of the following is NOT an advantage of limiting work in progress (WIP).

1. It brings bottlenecks in the production process to the surface so they can be identified and resolved.
2. It maximizes resource utilization to make processes work more efficiently (CORRECT)
3. It helps optimize throughput to make processes work more efficiently
4. It reduces the potential need to rework a large collection of flawed, partially completed items

Explain:

Limiting WIP does reduce the potential need for rework. It also improves process efficiency and helps us find production bottlenecks. The only option listed here that is NOT an advantage of limiting WIP is the one that refers to maximizing resource utilization. Limiting WIP focuses on optimizing throughput, not resources, and we may actually decrease resource optimization to get more throughput.

Question 72: What is the output of the Sprint Planning Meeting?

1. None of the above
2. Product Backlog
3. Sprint Backlog (CORRECT)
4. Burndown chart

Explain:

The outcome of the Sprint Planning meeting is the Sprint Backlog

Question 73: The length of a Sprint should be:

1. All of these answers are correct (CORRECT)
2. Short enough to be able to synchronize the development work with other business events.
3. Short enough to keep the business risk acceptable to the Product Owner.
4. No more than one month.

Question 74: Which of the following is not true about Test-First Development?

1. It's an evolutionary approach to programming where agile software developers must first write a test that fails before they write new functional code.
2. It passes user acceptance or client approval (CORRECT)
3. It is also known as Test-Driven Development (TDD).

4. It involves updating the functional code if the new test is passed.

Explain:

It passes user acceptance or client approval is the definition of 'Done' and not Test-Driven Development.

Question 75: The main purpose of a group of stories, an iteration, or a release is known as:

1. Theme (CORRECT)
2. Epic
3. Story
4. Combined Story

Explain:

Theme is the main purpose behind a group of stories, an iteration, or a release

Question 76: The Development Team should have all the skills needed to:

1. Do all of the development work, except for specialized testing that requires additional tools and environments.
2. Turn the Product Backlog items it selects into an increment of potentially releasable product functionality (CORRECT)
3. Complete the project as estimated when the date and cost are committed to the Product Owner.

Explain:

The Development Team consists of professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint. Development Teams are cross-functional, with all of the skills as a team necessary to create a product Increment.

Question 77: Which of the following are roles in a Scrum Team (multiple answers)?

1. Development Team (CORRECT)
2. ScrumMaster (CORRECT)
3. Project Manager
4. Quality Assurance
5. Customer
6. Product Owner (CORRECT)
7. Executive

Explain:

There are only three roles in a Scrum Team: Product Owner, Scrum Master, and Development Team. Addition of other roles or titles is forbidden.

Question 78: During the Daily Scrum, the Scrum Master's role is to:

1. Make sure that all 3 questions have been answered
2. Manage the meeting in a way that each team member has a chance to speak
3. Teach the Development team to keep the Daily scrum within the 15 minute timebox (CORRECT)
4. All answer apply"
5. Lead the discussions of the Development Team

Question 79: We believe that it's a good choice to have a day off after the first Sprint (for education, research, see what other development teams are doing...), but the company does not accept it. Who should discuss it with the company and try to get their approval?

1. ScrumMaster (CORRECT)

2. All three roles
3. Development Team
4. Product Owner

Explain:

It's the ScrumMaster's responsibility to resolve these kinds of problems as they are the Scrum coaches.

Question 80: What is the recommended size of a Development Team?

1. 3 to 15
2. 3 to 9 (CORRECT)
3. 5 to 11
4. 3 to 12
5. 5 to 9
6. 3 to 6

Explain:

The Development Team should be small enough to remain nimble and large enough to be able to complete significant work.