Test01

Question 1: In the middle of the Sprint, a Development Team identifies a defect. Initially they were not sure about the cause of the defect, and hence they involved the Product Owner to discuss it. After the discussion, both the Product Owner and the Development Team agreed that the defect is indeed a clear gap in the feature being developed in their Sprint and not a new requirement. The defect should be

1. Deferred since this is not a critical defect.
2. Deferred to the Product Backlog since it is a new requirement.
3. Fixed in the current Sprint.

Question 2: A Scrum Team must produce the following artifacts. Select all that apply.

1. Test Case Specifications
2. Project Status Report
3. Sprint Backlog
4. Product Backlog
5. Project Plan
6. Design Document
7. Increment

Question 3: Select the best answer. Scrum is a newer way of doing things to address complex problems. It is a newer way because

1. It is closely associated with emerging technologies
2. It offers new terminology for traditional practices
3. It is easier to master (implement) than the traditional way
4. It increases the opportunity to control risk and optimizes the predictability of progress

Question 4: The Sprint Review is an event that requires

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

Question 5: Within every Sprint, the working Increment should be tested progressively starting from unit testing, then integration testing, and then finally user acceptance testing.

1. Not necessarily. It is up to the team to find the best approach to achieve this.
2. No. The test strategy is decided by the Quality Assurance Lead in the team.
3. Incorrect. It should also include non-functional testing.
4. Yes. It is the prescribed method.

Question 6: A Development Team has only three members. The time box for the Daily Scrum is

1. Per team's decision
2. 15 minutes
3. 3 minutes

Question 7: What should be the frequency of Inspection in Scrum? Select all that apply.

1. As planned in the Sprint Planning

2. As needed by the Product Owner

3. In every event within the Sprint

4. Frequently, as decided by the team, but not getting in the way of work

Question 8: During the Daily Scrum, a team member says he does not know when his task will be complete.

1. It is acceptable as the Sprint Review date is far away.

2. Replace the team member with a new team member.

3. The Development Team should collaborate to plan alternative steps such as pairing the member with someone else to eliminate the risk of not meeting the Sprint Goal.

4. The ScrumMaster should mentor the team member on how to estimate the task.

Question 9: An organization forms Development Teams each with a size of 15 members because it is convenient way to map their current teams that are of the same size.

1. This is okay. It will speed up the Scrum transformation.

2. Scrum is immutable. It is recommended to stick to the guideline of 3 – 9 Developers to drive Scrum-based change.

3. It is up to the Teams to decide how they want to be formed.

Question 10: What are some examples of Product Backlog management techniques where a ScrumMaster can coach the Product Owner and the Development Team?

1. Choosing a tool to manage the Product Backlog.

2. In addition to using value, a Product Owner can choose input from the Development Team on ordering the items based on their technical coherence.

3. Techniques like writing the items in the form of user stories and their Acceptance Tests.

4. Creating a common standard that defines the preferred level of description and transparency each Product Backlog Item should meet before introducing them in Sprint Planning. The Team can then use this standard as a guideline to decompose the Items.

Question 11: 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. The team should have followed only the Scrum's guidance about how to perform software engineering practices like design, coding, testing, etc.

2. Scrum should have been applied for Product Development instead of Software Development

3. It is normal for first timers. Scrum will expose all weakness in the current ecosystem that need to be resolved

4. The Scrum Team didn't plan the product development project completely in advance

Question 12: When multiple Scrum Teams are working on the same Product Backlog, each team selects the Product Backlog Items for the Sprint with the guidance of the Product Owner.

1. True

2. False

Question 13: When a Scrum Team adds new team members to replace outgoing members, the productivity of the team

1. Will be negatively impacted

2. Will be positively impacted

3. Will remain the same

Question 14: A Development Team has many Developers with cross-functional skills. This team builds the product Increment that almost meets the standards set by the definition of "Done."

To completely meet the definition of "Done," they hand over the product Increment to another team outside the Scrum Team for specialized testing. Is this is truly a cross-functional team?

1. Yes
2. No

Question 15: The Sprint Goal provides the following

1. Guidance to the team on why it is building the Increment
2. Flexibility to the team about the functionalities implemented in this Sprint
3. All the above
4. Coherence so that team members can work together

Question 16: In waterfall, the project team often gets early feedback from customers or markets about the product they are building, so they can act on this feedback on time.

1. True
2. False

Question 17: Which of the following statements is not correct?

1. Only the people who perform the work can finalize the estimate of Product Backlog Items.
2. Multiple Development Teams working for the same product should have only one common Product Backlog.
3. The Development Team finalizes all estimates.
4. The Product Owner always orders the Product Backlog Items based solely on the value of each individual item compared to another item.
5. A ScrumMaster can author a Product Backlog Item for the Product Owner's consideration.

Question 18: Scrum is immutable

1. Yes
2. No

Question 19: A large-scale product development requires more than 100 Developers. What is the most appropriate approach to develop an overall technical architecture?

1. Start the product development with the minimal number of teams possible. Let them evolve the foundation architecture that reflects the core product features of high value and commonly expected non-functional needs. Gradually add more teams.
2. Divide the teams into technical component teams with specific responsibilities to design and manage their own components. Resolve any ongoing integration issues using Scrum of Scrums.
3. Create a complete reference architecture before the development. Provide training to the Developers to teach them to comply with this architecture and hand over the architecture to them.
4. Identify a small set of best designers and let them guide the DevelopmentTeams during the Sprint with its implementation.

Question 20: Select all that apply. For a Scrum Team, the Sprint Planning meetings are always going beyond the time-boxing. What could be the likely causes?

1. The Product Backlog size is huge.
2. The Development Team is trying to get a perfect and detailed Sprint plan.
3. The ScrumMaster does not moderate and control the participants.
4. The Team didn't invest enough into Backlog Refinement.

Question 21: Which of the following statements is true?

1. ScrumMaster is an optional position. An alternative is to train the team on Scrum before they start, and they can self-organize without a ScrumMaster.

2. ScrumMaster is a management position. A person with Scrum experience and a coaching style of servant leadership is a good fit.
3. ScrumMaster is a management position. A person with strong project management experience in delivering results is a good fit.

Question 22: In the Sprint Review, the presentation of the product Increment to stakeholders is

1. To elicit feedback.
2. To provide the status of the project.
3. To get the Sprint completion sign-off.

Question 23: When multiple Scrum Teams are working on a same product, how many Product Owners and Product Backlogs are needed?

1. Multiple Product Owners and multiple Product Backlogs.
2. One Product Owner and one Product Backlog.
3. Multiple Product Owners and one Product Backlog.
4. One Product Owner and multiple Product Backlogs.

Question 24: In Backlog Refinement sessions, the Development Team performs development activities such as coding and testing.

1. False
2. True

Question 25: A Scrum Team can have an exclusive first Sprint to prepare a Product Backlog, which is the sole outcome from that Sprint.

1. False
2. True

Question 26: In their journey to deliver products of the highest business value, what factors will enable the Scrum Team to balance creativity, flexibility, and productivity?

1. Strong Team Management and Guidance by a team member identified as their leader
2. Having all the skills required to perform all their work without external help
3. Performance Management System that rewards the super achievers of the team
4. Structuring the team such that it can self-organize its work against a common goal

Question 27: Scrum is best described as a

1. Product development process
2. Collection of best practices
3. Framework for developing and sustaining complex products
4. Software methodology

Question 28: After the Sprint Review, production release in Scrum requires

1. Non-Functional Testing.
2. Hardening Sprints.
3. Architectural Validations.
4. None of the above.
5. All of the above.
6. Usability/End User testing.

Question 29: What factors will increase complexity? Select all that apply.

1. Larger number of project people
2. Longer duration of the project
3. Batching of product release into one big bang

Question 30: During the Sprint, while the Sprint Backlog can be modified as more is learned, no changes are made that would endanger the Sprint Goal.

1. False
2. True

Question 31: Effort required to fix or refactor a product after it has been built is known as

1. Technical Debt.
2. Maintenance.
3. Plumbing code.

Question 32: Product Backlog is ordered by

1. Whatever is deemed as appropriate by technical and domain experts
2. Individual Product Backlog Item's value
3. Priority of senior management

Question 33: A Scrum Team is in the process of defining the Product Backlog Items. The ScrumMaster notices that the team is not using the User Story format to capture the Product Backlog Items. The ScrumMaster should

1. Correct the team's behavior by coaching them about User Stories.
2. Add a business analyst with the knowledge of writing User Stories to the team with the specific responsibility of documenting the Product Backlog with User Stories.
3. Let the team decide the format of the Product Backlog Items.

Question 34: This is used by the Scrum Team to identify unfinished work in a Sprint

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

Question 35: A Development Team decides to divide the Sprint Backlog and assign ownership of every Sprint Backlog Item to separate individuals on the team. The ScrumMaster

1. Should coach the team to collectively take ownership of the Sprint Backlog Items even though an individual works on a specific item.
2. Should encourage this practice as it increases productivity.
3. Should encourage this practice as it increases individual accountability.

Question 36: In the first few Sprints, the Development Team is expected to focus on

1. Delivering a useable and potentially releasable product Increment.
2. Iteratively refining the requirements and obtaining sign-off from the Product Owner.
3. Reviewing and base lining the project plan so the changes can be controlled.
4. All of the above.
5. Setting up the basic infrastructure needed for subsequent Sprint work.

Question 37: A Development Team has technical specialists in addition to Developers. They perform their work when the Sprint Backlog needs their special skills, but they are idle

otherwise.

1. Defer and accumulate the special work to later Sprints until it needs full-time specialists. Add them to the team for that time frame alone. Prior to that, deliver the Increment with stubbing.
2. Continue to have specialists deliver fully-integrated Increments. Gradually facilitate the team to organize their work to fully leverage these special skills. If required, they can enhance everyone's domain of expertise, so that everyone is productive as a team without idle time.
3. Let the Project Manager coordinate their staffing needs and plan partial allocations to avoid idle time.

Question 38: Select all that apply. In Scrum, the person playing the business role, the Product Owner,

1. Hands over the Product Backlog to the Development Team and leaves the team alone. They only meet up again during final product delivery
2. Freezes the Product Backlog and tries not to change it
3. Works only with designated people in the Development Team
4. Continuously collaborates with the Development Team, sometimes almost every day

Question 39: Product Backlog is ordered by

1. Individual Product Backlog Item's value
2. Whatever increases the overall value of team's work
3. Priority of senior management

Question 40: Building complex products like software is a complex adaptive problem. Complex adaptive problems are

1. Stochastic
2. Hard to predict even using the history of the past
3. Deterministic

Question 41: The support of the organization or senior management

1. Is not needed for Scrum implementations.
2. Is needed to support the Product Owner to maximize the product value and the ScrumMaster to coach and implement Scrum.
3. Is not needed because there is no scope for management in Scrum.

Question 42: The estimation method recommended by Scrum is

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

Question 43: Since the team is self-organized in Scrum and they manage their own work, they do not need any planning to perform their development work.

1. False
2. True

Question 44: 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 a sub team to support these ad-hoc requirements.

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

Question 45: Throughout the effort, who takes ownership of the Scrum events, sets-up the meeting for every event, and invites the required participants?

1. Product Owner
2. ScrumMaster
3. Scrum Team
4. Development Team

Question 46: Hundreds of developers are identified for a Scrum work. Which two of the following may be appropriate considerations to form these developers into teams?

1. Each team must be a technical component team.
2. The team formation should seek input from the business side.
3. Each team must be a business feature team.
4. Each team must be sized to reduce external dependencies with less internal communication issues.
5. Each team must have a required number of technical leads.

Question 47: In self-organized teams, the work is divided between individual team members.Each team member takes accountability for the progress of only their work.

1. True
2. False

Question 48: During a Sprint Review, the stakeholders notice that the product development progress is not clearly visible and lacks transparency. Moreover, they are not able to understand the Team's next steps. Who bears the primary responsibility for this status?

1. Scrum Team
2. ScrumMaster
3. Product Owner
4. Development Team

Question 49: Not having the Daily Scrum will

1. Reduce the opportunity to create a status report.
2. Reduce the speed of development work.
3. Reduce the transparency of overall progress.

Question 50: A Development Team gets into a situation where a conflicting team member's behavior causes issues to progress. Who is responsible for removing this issue?

1. Product Owner
2. Development Team
3. Management
4. ScrumMaster

Question 51: Select all that apply. Empiricism provides

1. Frequent opportunities to make informed decisions, thus reducing risk
2. Frequent opportunities to discuss different possibilities
3. Frequent opportunities to get information using which uncertainty can be completely eliminated

Question 52: As a self-organized team, what can it manage? Select all that apply.

1. Managing some other teams
2. Managing their human-related aspects like leave, firing one of the team members, office dress code, etc.
3. Managing to support ad-hoc high-priority requirements from important executives
4. Managing their work to reach a common a goal

Question 53: Having more than nine members on a Scrum Team

1. Is not recommended because the Scrum roles cannot be provided to everyone on the team.
2. Is not recommended because the empirical process behind Scrum may not manage the complexities associated with larger teams.
3. Is good because there is more opportunity for cross training and backups.
4. Is good because a larger team increases productivity.

Question 54: A good guideline to differentiate Acceptance Criteria from the definition of "Done" is, "the definition of "Done" provides a checklist to take the Increment to a potentially shippable state, while the Acceptance Criteria focus on testing the business requirements."

1. True
2. False

Question 55: Select all that apply. In Scrum, the technical design of the solution is

1. Built one module after another with the Architect's guidance
2. Initially created as a common architectural pattern by selected designers and architects and shared with others to build on top of it
3. Started with just enough design which emerges throughout the Sprints
4. Provided focused attention through core design hours in the Sprint

Question 56: What are the roles in a Scrum Team? Select all that apply.

1. Project Manager
2. Architect
3. None of the above
4. Programmer
5. Business Analyst
6. Operations Analyst

Question 57: A Development Team decides that the frequency of Daily Scrum should be reduced to once a week

1. Such decisions need to be approved by the Team Manager.
2. The Development Team is self-organized. They can choose their practices.
3. The ScrumMaster should coach the team on the essentials of conducting Daily Scrums.
4. Such decisions need to be approved by the Agile Coach.

Question 58: The ScrumMaster is the manager of the Scrum Team.

1. True
2. False

Question 59: What causes a change to the Product Backlog?

1. The Product Backlog can be updated anytime by the Product Owner. Changes in business requirements, market conditions, or technology may cause changes to the Product Backlog.

2. The Product Backlog is not updated when a Sprint is in progress. Changes to team size and estimations may cause changes in the Product Backlog.
3. The Product Backlog cannot be changed without a change request to the Product Owner.

Question 60: In a traditional approach, _____ organizes and manages the team members work, and _____ is their management style.

1. Business Manager, People Centricity
2. Project Manager, Command and Control
3. The team, Self-Organization

Question 61: The Scrum Team is in the middle of a Sprint. The burn-down indicates that there is a big divergence between planned burn-down and actual burn-down. The inference is

1. The Development Team needs to re-plan as soon as possible.
2. The ScrumMaster did not plan the Sprint properly.
3. There is less remaining work to do than originally anticipated.
4. There is more remaining work to do than originally anticipated.

Question 62: In Scrum, the usage of a forecast tool like a Burn-down Chart is a fool-proof way of estimating the completion of product development.

1. Incorrect. If the Scrum Team is highly disciplined in updating the Burn-down Chart, then this could be true.
2. Incorrect. The Burn-up Chart is the better alternative.
3. Incorrect. Such practices, though useful to some extent, do not replace the importance of empiricism.

Question 63: The architectural features of the product need to be

1. Completely designed upfront before the Sprints.
2. Decided at least at a skeleton level in Sprint zero.
3. Evolved along with the Sprint deliveries.

Question 64: In Scrum, the servant-leader of the self-organized team is the new name for the old Project Manager role.

1. True
2. False

Question 65: Select all that apply. Who performs inspections in Scrum events?

1. Invited Stakeholders
2. Technical Domain Experts
3. Senior Management
4. Development Team
5. Corporate Audit Group
6. Product Owner

Question 66: Transparency, Inspection, and Adaptation are the three pillars of

1. PDCA
2. Six Sigma
3. Empirical Process Control Theory
4. Lean

Question 67: In the waterfall methodology, the duration of the activities, like development, testing, etc. are

1. Never decided upfront
2. Predicted using some calculations based on "today's weather"
3. Planned to be fixed irrespective of any calculation (time boxed)

Question 68: A Development Team has created the Sprint Backlog in the form of a task board. What is your inference?

1. The Sprint Backlog contains the Product Backlog Items for the current Sprint and the plan to meet the Sprint Goal. The team can choose to represent it in any form that makes sense.
2. It is okay to have it in task board format, but it must be ensured that it follows Kanban guidelines.
3. The ScrumMaster must advise the team to create a proper Sprint Backlog in the form of a matrix of the selected Product Backlog Items, related tasks, estimations, owners, and expected completion dates.

Question 69: The role of the ScrumMaster with respect to the Scrum artifacts is:

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

Question 70: A Development Team is requested by an important stakeholder to help them with some external task because it is urgently required by the organization's board. The team referred them to Product Owner. In this case, the ScrumMaster

1. Should do nothing, since the team's action was correct.
2. Should coach the team to support senior management requirements.
3. Should form a sub-team that can take up such external requests

Question 71: Scrum effectively limits the risk of unknowingly doing something wrong by

1. Using short iterations called Sprints
2. Having multiple checkpoints and thorough review by senior management at those checkpoints
3. Having a detailed and extensive risk management plan

Question 72: Select all that apply. Who must participate in Sprint Review?

1. Scrum Team
2. Customers
3. Users
4. Technical and domain Experts
5. Stakeholders

Question 73: Which is true?

1. The Retrospective focuses on the product, and the Sprint Review focuses on the Scrum Team's process.
2. The Retrospective focuses on the Scrum Team's process and people, and the Sprint Review focuses on velocity.
3. The Retrospective focuses on the Scrum Team's process and people, and the Sprint Review focuses on the product.

Question 74: The Sprint Backlog is modified throughout the Sprint. As soon as a new task is identified,

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

Question 75: Which estimation unit must be used by the Development Team for the work needed to convert the selected Product Backlog Items into a working product Increment?

1. Ideal Hours
2. Story Points
3. Function Points
4. Any useful sizing technique

Question 76: A Development Team member is requested by an important stakeholder to help them with an urgent and important task outside the Sprint Goal. The Team member set aside the Sprint work for the day and instead helped with this request.Which statement best describes the Team member's action?

1. The Team member has violated Scrum rules by not consulting with his manager.
2. The Team member has gone the extra mile and must be rewarded.
3. The Team member did not live by the Scrum value of focus.

Question 77: In the middle of the Sprint, a Development Team finds that they have more room for additional work. They decide to change the Sprint Backlog by adding a few more Backlog Items from the Product Backlog. Who should be present to decide the additional work and accordingly modify the Sprint Backlog?

1. Product Owner
2. Development Team
3. Senior members of the Development Team
4. ScrumMaster
5. Scrum Team

Question 78: Product Backlog is ordered by

1. Whatever increases the overall value of team's work
2. Individual Product Backlog Item's value
3. whatever is deemed as appropriate by Product Owner

Question 79: Select all that apply. Before starting the first Sprint, what needs to be in place?

1. Completed System Architecture
2. Availability of the Project Manager
3. Staffed Scrum Team
4. A complete Product Backlog capturing detailed product needs
5. Just enough Product Backlog Items with business ideas for the first Sprint

Question 80: Transparency in empiricism refers to

1. The highest levels of morality
2. The significant aspects of the product development process are defined by common standards and made visible, so the observers will share the same understanding
3. Clear thinking and planning by each team member