Question: 1

The Definition of Done will assist the Scrum team in forecasting the amount of work from the Product Backlog that is deemed feasible to meet the "Done" by the end of the Sprint during Sprint Planning. Which two items&nbsp;best describe the meaning of "Done"? (Choose the best two answers) :

All the work needed to prepare the Increment for User Acceptance Testing.

All the work needed to prepare the Increment for Integration Testing.

Having an Increment of working software that is potentially releasable to the end users.

All the work completed within the current skills and expertise in the Scrum team.

All the work performed as defined in the Definition of Done.

Question: 2

A Scrum team has requested a hardening Sprint to integrate the work produced in previous Sprints and tests before releasing. What three scenarios have likely been occurred? (Choose the best three answers) :

Hardening Sprints are supported by the Scrum framework so this is acceptable.

The Developers are having difficulties with the ability to regularly release during a Sprint.

The teamâ€™s Definition of Done is weak or incomplete causing a build-up of technical debt.

The teamâ€™s Definition of Done is not being adhered to during every Sprint.

Scrum has been customized suitably to make the previous work releasable.

Question: 3

Developers have been complaining about Chris to Steven, the Scrum Master. Chris is the most knowledgeable about the system they're constructing. He frequently criticizes team members' design and architectural decisions, making them feel bad. What are two good ways for Steven to address this problem? (Choose the best two answers) :

Steven shares his concerns with Chris and the impact on the other team members and that he should be a team player.

Steven suggests helping them in self-management, and if requested, Steve could facilitate a session with the entire team to assist in the resolution of the problem.

Steven tells the concerned members that Chrisâ€™ opinions should be respected as he has the most experience and understands what is best for long term sustainability.

Steven observes whether this topic is raised at the Sprint Retrospective. If not, he then checks with the team on how comfortable they are with the way the design and architecture are being handled.

Steven takes the time between Sprints to organize a team building session to build a stronger relationship.

Question: 4

In Scrum, how would budgeting and financial forecasting be performed? (Choose the best two answers) :

Frequently inspect the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent.

A single release can be funded by a series of Sprints, each of which produces shippable Increments.

Budgeting is unnecessary because the only funding required is for the Scrum teams' operational costs.

Fixed budgets are not allowed in Scrum.

Question: 5

Which three statements best describe the purpose of having a Definition of Done? (Choose the best three answers) :

It provides guidance to the Developers when they are forecasting their Sprint Backlog during the Sprint Planning.

It helps the Scrum team decide how much time is needed before the Sprint can end.

It is a checklist to monitor the progress of the Developers on a task.

It creates transparency and provides a common understanding of the â€˜doneâ€™ state of the Increment at the Sprint Review.

As the Developers are doing the work, it provides guidance on the remaining work needed to create the potentially shippable Increment by the end of the Sprint.

It helps the Developers defer any pending work to subsequent Sprints.

Question: 6

In order to start the first Sprint, Scrum only requires a Product Owner with enough ideas, Developers to execute on those ideas, and a Scrum Master to guide the process. :

False

True

Question: 7

During the implementation of a Sprint Backlog item, there is a disagreement among team members about what work is required to make the item 'done.' Some argue that it is included in the Definition of Done, while others argue that it is not. Steven, the Scrum Master, notices a debate forming and members taking sides. What is the best course of action for Steven? (Choose the best answer) :

Bring in the Product Owner and have him or her decide how much work is needed to get the item to meet the Definition of Done. It is the Product Ownerâ€™s responsibility to manage the Developers.

Immediately end the discussion before it becomes worse. Make the decision on what work is needed to make the item â€˜doneâ€™ and teach the team about the importance of avoiding conflicts.

Bring the Developers together and interpret the Definition of Done for them so that there are no future conflicts on interpretation.

Coach all members on the Scrum team to self-manage and help them resolve the conflict, refine the Definition of Done, and become effective again. Tell the team that conflicts are a natural occurrence and coach them on the value of resolving conflicts.

Question: 8

A Scrum team has been working on a product for several iterations and has an average velocity of 55 units of work per Sprint (work that meets the Definition of Done). A second team will be added to work on the same product. What might be the impact on the original team? (Choose the best answer) :

Their velocity will most likely not be affected and will remain at 55.

Their velocity will most likely rise and be more than 55.

Their velocity will most likely drop and be less than 55.

Question: 9

Nicole is a Product Owner for 5 different teams working on a product. She has been very busy and was planning on taking some time off, so she won't be available for a while. Which of the following is a possible delegated responsibility? (Choose the best answer) :

Attending the Sprint Review

Writing User Stories

Ordering the Product Backlog

Representing stakeholders to the Scrum team

Question: 10

What Product Owner activities occur between the end of the current Sprint and the beginning of the next Sprint? (Choose the best answer) :

Participate as a team member at the Sprint Retrospective.

Updating stakeholders on project progress.

Product Backlog refinement.

No activities happen in between. When the current Sprint ends, the new Sprint begins.

Question: 11

What would likely happen if management only changed the organizationâ€™s current terminology to fit Scrum without the proper understanding and support of Scrum as defined in the Scrum Guide? (Choose the best answer) :

Very little change will happen as management do not understand the vocabulary in Scrum and the way it should be implemented.

All answers above apply.

The organization may not realize the real benefits of Scrum as there would be no real change on the way the teams work.

Organizations may feel less stressed as the behaviors would remain familiar to management.

None of the answers apply.

Question: 12

An organization has 15 Scrum teams with 15 Scrum Masters and 15 Product Owners, so each team has a Product Owner and a Scrum Master. A Scrum team must have a Product Owner and a Scrum Master to work effectively when working on a single product.. (Choose the best answer) :

True. Their participation and availability will impact the outcomes produced by the Scrum team.

True. Both must be full-time members of the Scrum team.

False. A Scrum Master is only necessary when requested or needed.

False. If a Product Owner is unavailable, he/she can be replaced by a Business Analyst.

Question: 13

Steven, a Scrum Master, is approached by the Developers complaining that one of the senior engineers is using too much time during the Daily Scrums to share technical solutions. Which are the best two actions for Steven to take? (Choose the best two answers) :

Contact the team memberâ€™s direct manager to resolve the issue

Suggest that the team members timebox the amount of time each person can speak at the Daily Scrum to a maximum of two minutes.

Suggest using a token to limit who is allowed to speak during the Daily Scrum.

Coach the developers to help them find a solution to the problem and take ownership of the solution as a group.

Speak with the person privately and coach him on the purpose of the Daily Scrum.

Question: 14

When multiple Scrum teams are working from the same Product Backlog, also known as scaled Scrum, they must still work in conformance with the Scrum guide. :

True

False

Question: 15

What would be the responsibilities of a self-managing team? (Choose the best answer) :

Writing User Stories and reordering the Product Backlog.

Update stakeholders on the daily progress and keep the burn-down chart updated.

Deciding on the value of the product features and value estimations.

Select the Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.

Question: 16

A Scrum team has 11 members. Deepak is the Scrum Master and Socrates is the Product Owner. Socrates is really busy and most of the time he is not joining the Sprint Planning and Product Backlog refinement. Developers can't understand why the Sprint is valuable. Why? (Choose all that apply) :

Because the Scrum Master didn't explain to the Developers how valuable the Sprint is.

Because Socrates was not present to suggest how the product's value and utility could be increased in the Sprint with the upcoming work.

Because the size of the team is too big.

Because the entire Scrum team was not present to collaborate and define a Sprint Goal that explains why the Sprint is valuable&nbsp;to stakeholders.

Question: 17

Why is it important that there is only one Product Owner per product? (Choose the best answer) :

The Scrum Master knows who will be his back-up whenever he is unavailable, it saves the organization time and money, and the Developers know who to request tasks from.

It isn't important as multiple Product Owners can easily share a single Product Backlog.

It is clear who is accountable for the ultimate success of the product, the Developers always know who determines priorities, and it helps avoid barriers for effective communication and rapid decision-making.

Question: 18

Developers of a Scrum team argue that there are items in the Product Backlog that are either not well understood or incomplete. Who is responsible for ensuring the Product Backlog items are understood to the level needed? (Choose the best answer) :

The Developers.

The Business Analyst.

The Product Owner.

The Scrum Master.

Question: 19

Despoina, the Product Owner, has been giving positive recognition to individual Developers who have moved their work to "Done" during the Daily Scrum. She wants to ensure the team is adhering to the ideal guideline on the burndown chart. What would be two valid actions for Ali, the Scrum Master, to take? (Choose the best two answers) :

Ali talks with Despoina about concerns of how her behavior might impact the team members.

Ali coaches the Scrum Team on the Daily Scrum's purpose.

Ali instructs Despoina on how to update the burndown chart properly, as it provides accurate information on the team's performance.

Nothing. Ali is optional at the Daily Scrum and it is the responsibility of the Developers to decide how to best run it.

Question: 20

Over the course of several Sprints, the relationship between the Product Owner and the Developers has suffered. The Developers are not happy with the Product Owner for constantly changing the upcoming items of the product. The Product Owner is not happy as well with the Developers for changing the work that needs to be done during the Sprint. What should Steven, the Scrum Master, do? (Choose the best answer) :

Explain to the Developers that the Product Owner is accountable for the flow of value and needs to be followed in order to maximize the value delivered.

During the Sprint Retrospective, ask the Product Owner and the Developers to address the issues. Have the team discuss why the changes occur and what impact they have on the value of the product.

The Scrum Masterâ€™s responsibility is to ensure the Developers have a stable velocity. Any changes that negatively impact the teamâ€™s velocity will be rejected by the Scrum Master.

Organize a team-building session between Sprints to help rebuild the relationship.

Question: 21

Successful use of Scrum depends on how well people behave and act in ways that reflect the Scrum Values.

What can the value of openness affect? (Choose the best answer) :

Level of product quality.

None of the answers apply.

Collaboration efforts.

All answers above apply.

Time to market.

Team member happiness &amp; trust from stakeholders.

Question: 22

Paul is a Product Owner for multiple products. Each product is allocated a dedicated Scrum team and a set budget. Based on the average velocity of a previous product release, Paul had estimated a new product to take 10 Sprints to complete. The average velocity of the previous product release was 45 completed units of work per Sprint. Over the first 3 Sprints, the Developers reported an average velocity of 40 completed units per Sprint, while not fully completing the required integration tests. The Developers estimate that integration testing would require additional effort to make the Increments shippable and they are unsure if the required velocity is achievable. What is the most effective way to recover? (Choose the best answer) :

The Scrum Master sets the open work aside to be performed in one or more release Sprints. They remind Paul that he needs to find funding for enough Release Sprints to complete the remaining work. It's possible that one release Sprint is required for every three development Sprints. Paul is responsible for informing users and stakeholders about the implications of the release date.

The Scrum Master will manage the Sprint Backlog and assign work to the Developers to ensure that each one is used to its full potential. â€‹The Scrum Master will keep track of any unused resources so that the budget is not impacted. Unused budget can be allocated for additional Sprints if needed

In the next Sprints, the Developers strive to make the selected work as close to the Definition of Done as possible and at the minimum 90% completed. Any undone work is divided into new Product Backlog Items that will be deferred to the last Sprint in order to maintain stable velocity.

The Developers inform Paul that the progress he has perceived to date is not correct. The Increment is not releasable. They give Paul their estimate of the effort it would take to get the previous work â€˜doneâ€™, and suggest doing that work first before proceeding with new features. The team also re-estimates the effort to make the remaining Product Backlog items â€˜doneâ€™, including all integration efforts. In the end, it is Paulâ€™s call to continue the project or to cancel.

Question: 23

Which of the following is the best way to form teams in Scrum? :

The Product Owner will create a skills matrix according to what is needed for the project and work with the technical leads to allocate resources to the team.

Allow the Developers to self-manage into teams by setting boundaries for them.

Work with the leadership team to allocate members according to skills, seniority and experience to ensure that all Scrum teams are balanced fairly.

Question: 24

Steven, the Scrum Master, notices that one of the Developers is not attending the Daily Scrum. The Scrum team thinks this is fine because they are all in the same area and already have constant communication throughout the day.

Which is the best action for Steven to take? (Choose the best answer) :

Talk to the Developer privately and tell him that he needs to be a team player.

Ask the Scrum team, what value will result from having all team members present at the Daily Scrum and what are the risks if members don't attend.

The Daily Scrum is owned by the Developers and it is their responsibility to decide which team members must participate.

Start running the Daily Scrum and require all members to be in attendance.

Question: 25

Peter, a Project Manager, has raised concerns about your Scrum teamâ€™s productivity and progress towards the objectives. Which is the best way to respond to Peterâ€™s concerns? (Choose the best answer) :

Share the last stakeholder status report prepared by the Scrum Master.

Show the Profit &amp; Loss (P&amp;L) report.

Share the current impediments.

Share the Product Backlog as well as the release date projections with Peter and make sure he has access.

Question: 26

What is managementâ€™s role in Scrum? (Choose the best answer) :

To provide the necessary environment and support as outlined in the Scrum Guide by providing insights and resources that aid Scrum teams in their progress.

Monitoring skill levels of the Developers.

Identifying and removing people that are performing poorly.

Monitoring the velocity of the Developers.

Question: 27

Select the three pillars of empirical process control. (Choose the best answer) :

Inspection, Transparency, Adaptation

Planning, Demonstration, Retrospective

Respect for people, Kaizen, Eliminating Waste

Planning, Inspection, Adaptation

Question: 28

What would be two boundaries, defined in Scrum, that give guidance for teams to effectively self-manage? (Choose the best two answers) :

Timeboxing the events in Scrum to allow for regular inspection and adaptation creating opportunities to adjust course in any given path.

Having a mixture of different levels of skills and experience to promote domain knowledge sharing.

Creating an integrated and potentially shippable Increment by the end of each Sprint.

Clearly defined functional teams within the Scrum team to define handoff phases during development.

Question: 29

Steven is a Scrum Master who was hired to assist an organization that is new to Scrum in understanding and implementing Scrum effectively. Which of the following three activities would be acceptable? (Choose the best three answers) :

Require that all teams in the organization start using Scrum as soon as possible.

Extend Retrospectives to include formal training.

Schedule formal trainings.

Penalize any Scrum team members who are not staying within the Scrum Framework.

Educate stakeholders and clients about Scrum.

Arrange 1:1 coaching sessions to discuss any identified concerns Steven may have.

Question: 30

Doing your best and helping other Scrum team members demonstrates which of the following? (Choose the best answer) :

Maximizing utilization

Increased Revenue

Increased Profit

High Performance

Value of Commitment