The Agile Business Consortium Scrum Master Examination

26 April 2019

Multiple Choice

40 minutes

Instructions

1. All 50 questions should be attempted.
2. All answers are to be marked on the answer grid provided.
3. Please use a pencil and NOT ink to mark your answers in the Answer sheet provided.
4. There is only one correct answer per question.
5. You have 40 minutes for this paper.
6. You must get 37 or more correct to pass.

Candidate Number: ....

1 Identify the missing words in the following definition of Scrum.

Scrum is a framework within which [?], while productively and creatively delivering products of the highest possible value?

a) development teams are tightly controlled
b) people can address complex adaptive problems
c) business requirements are documented
d) complex IT problems are addressed

2 If found to be unacceptable during a review, when does the guidance on empirical process control suggest a product should be adjusted?

a) Immediately
b) As soon as possible
c) Before the end of the current Sprint
d) In the subsequent Sprint

3 Which of the following happens in a Sprint Review?

a) The Increment is released to the live environment
b) The Product Backlog is adapted if needed
c) The Sprint processes are inspected for what went well
d) Collaboration occurs on improvements to Scrum team operation

4 In the Agile Manifesto, what is valued over processes and tools?

   a) Individuals and interactions
   b) Comprehensive documentation
   c) Contract negotiation
   d) Following a plan

5 Which of the following statements reflect the comparative value of items in the Agile Manifesto?
   1. Processes should guide and support rather than dictate what teams do
   2. Early development of detailed plans is wasteful and ineffective
   3. All work should be recorded and authorized to ensure a clear audit trail and accountability
   4. The focus should be on short and medium term goals to better meet business needs

   a) 1, 2, 3
   b) 1, 2, 4
   c) 1, 3, 4
   d) 2, 3, 4

6 Why are Artefacts important?

   a) They are unique to the Scrum framework
   b) They are designed to limit the scope
   c) They provide transparency
   d) They provide gateways for approval

7   Why is a Daily Scrum held?

a) To enable the Scrum Master to manage the work of the Development Team
b) To highlight that the Development Team is using the Scrum framework
c) To enable other stakeholders to contribute to the creation of the Increment
d) To optimize the probability that the Sprint Goal is achieved

8   Which is a Scrum Event?

a) Sprint Goal
b) Sprint Backlog
c) Sprint
d) Increment

9   Which forms part of the definition of an Increment?

a) A plan for realizing the Sprint Goal
b) The sum of all the Product Backlog items completed during a Sprint
c) The set of product items selected for a Sprint
d) An ordered list of everything known to be needed in a product

10 What theory does the Scrum Guide state that Scrum is founded on?

    a) Optimism
    b) Empiricism
    c) Idealism
    d) Rationalism

11 Which is **NOT** a responsibility of the Product Owner role?

    a) Managing the Product Backlog
    b) Creating product Increments
    c) Prioritizing the items in the Product Backlog
    d) Maximizing the value of the product

12 Which of the following statements about the use of Scrum are true?
    1. It can be used to research and identify viable markets, technologies and product capabilities
    2. It is best confined to the development and enhancement of technology products

    a) Only 1 is true
    b) Only 2 is true
    c) Both 1 and 2 are true
    d) Neither 1 or 2 is true

13 A number of stakeholders have agreed that one of the items in the Backlog should be given a higher priority. Who should this be discussed with?

    a) Product Owner
    b) Budget holder
    c) Development Team
    d) Scrum Master

14 Which of the following statements about Scrum Events are true?
    1. Every event has a maximum duration
    2. The Development Team selects which Scrum Events are needed

    a) Only 1 is true
    b) Only 2 is true
    c) Both 1 and 2 are true
    d) Neither 1 or 2 is true

15 Why is a Sprint Goal set?

    a) To act as a justification enabling management to commit to a Sprint
    b) It is needed as an input for Sprint Planning
    c) To enable flexibility regarding the way that items are implemented
    d) It is used for estimating the capacity of the Development Team

16 A Scrum Team within a Science Institute is working on launching a programme of events, which includes events to mark the 50th anniversary of the moon landings. A Sprint, with the Sprint Goal to create marketing products for the programme, is underway. The Product Owner wants to delay the release of this Increment to maximize the impact associated with the moon landings anniversary date.

At the end of the Sprint, what condition should the Increment be in?

a) Created
b) Useable
c) Piloted
d) Released

17 Which of the following is a Scrum Master responsibility that serves the Product Owner?

a) Mediator
b) Team leader
c) Design authority
d) Project manager

18 Which of the following is **NOT** a responsibility of the Scrum Master?

a) Manage the Scrum Team
b) Help everyone understand Scrum rules
c) Improve how others interact with the Scrum Team
d) Promote and support the use of Scrum

19 Which is one of the Three Pillars that uphold every implementation of empirical process control?

    a) Transparency
    b) Investigation
    c) Application
    d) Empathy

20 How should a Scrum Master serve an Organization?
    1. Encourage Stakeholders to write detailed requirement specifications
    2. Share good and bad practice with other Scrum Masters
    3. Help Development Teams plan the work for coming Sprints
    4. Make sure Scrum Teams realize their potential

    a) 1, 2,3
    b) 1, 2,4
    c) 1, 3,4
    d) 2, 3,4

21 In which circumstances is it acceptable to cancel a Sprint?

    a) A member of the team is reallocated to a higher priority project
    b) A company merger makes the product of less value
    c) The adoption of Scrum is challenged by a stakeholder of the product
    d) It is no longer possible to deliver all the Sprint Backlog items

22 Identify the missing words in the following sentence.

A Sprint is [?] during which a "Done", useable, and potentially releasable product Increment is created.

a) a time-box of one month or less
b) a 15-minute time-boxed event
c) the name of a process framework
d) a service delivery method

23 Which of the following are involved when Sprint Planning?
1. Scrum Master teaches the Scrum Team to keep within the Sprint Planning time-box
2. Development Team selects how many Product Backlog items to be included
3. Product Owner discusses the Product Backlog items needed to achieve the Sprint Goal
4. Development Team demonstrates the work that was 'Done' in the last Sprint

a) 1, 2, 3
b) 1, 2, 4
c) 1, 3, 4
d) 2, 3, 4

24 Which activity is included in a Sprint Retrospective?

a) Assessment of the support provided by the Scrum Master
b) Demonstration of the work that has been 'Done'
c) Evaluation of how the marketplace may have changed
d) Identification of the most valuable items to do in the next Sprint

25 Who is the owner of the Sprint Backlog?

    a) Product Owner
    b) Development Team
    c) Scrum Master
    d) Scrum Team

26 Which of the following activities are associated with the refinement of the Product Backlog?
    1. The Product Owner and Development Team collaborate to explore the detail of Backlog items
    2. The skills required for implementing Backlog items are identified and reserved
    3. Backlog items for the upcoming Sprint are broken down further so that they can be 'Done' within that Sprint
    4. The Product Owner works with the Development Team to help them understand trade-offs as they evolve their estimates

    a) 1, 2,3
    b) 1, 2,4
    c) 1, 3,4
    d) 2, 3,4

27 How far ahead should the Development Team plan during a Daily Scrum?

    a) The remainder of the week
    b) The remainder of the Sprint
    c) The next 24 hours
    d) The next 48 hours

28 According to the Principles associated with the Agile Manifesto, when should an Agile Team reflect on how to become more effective, then tune and adjust its behaviour accordingly?

a) At regular intervals
b) Several times a day
c) At the end of every day
d) As and when required

29 Which of the following statements about the Scrum framework are true?
1. Scrum rules can be changed where they don't add obvious value
2. Scrum is difficult to learn but once understood, it is simple to implement

a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true

30 What happens in the Sprint Retrospective?

a) The team collaborates on what to do next
b) The Product Backlog is adapted if needed
c) The Scrum Team inspects its performance
d) The created Increment is demonstrated

31 Which of the following is an appropriate application of the definition of 'Done'?
1. Use organizational conventions for 'Done' for an Increment
2. Develop a separate definition of 'Done' for every Scrum team
3. Define a definition of 'Done' for a product where none exists
4. Include higher quality criteria in the definition of 'Done' over time

a) 1, 2, 3
b) 1, 2, 4
c) 1, 3, 4
d) 2, 3, 4

32 Which roles collaborate in Sprint Planning?

a) Scrum Master and Development Team
b) Development Team members
c) Product Owner and Development Team
d) Scrum Team members

33 During a Sprint, the Scrum Master encourages the Development Team to continually inspect the Scrum artifacts and progress towards the Sprint Goal

Is this an appropriate application of empirical process control?

a) No, because the Product Owner is responsible for inspecting the Sprint Backlog
b) No, because the Scrum Master should carry out all such inspections
c) Yes, because the Development Team members are best qualified to understand the implications of any variances
d) Yes, because the Development Team may need to change the Sprint Goal if they are not making sufficient progress towards it

34 Which is **NOT** a Scrum Value?

    a) Commitment
    b) Respect
    c) Empathy
    d) Courage

35 A stakeholder approached a member of the Development Team and demanded an amendment be made to the work they were doing. The team member suggested the stakeholder discuss the issue with the Product Owner as the team was only able to take guidance on requirements from her.

What Scrum Value did the Development Team member demonstrate?

    a) Trust
    b) Courage
    c) Commitment
    d) Respect

36 At the end of a Sprint, two members of the Development Team are to be reassigned to another Development Team, and a new member will be joining the team. The Development Team will have all the capabilities they need to complete the next Sprint but the size of the team will be reduced to just five people. Is this an appropriate application of Scrum?

    a) No, because Development Team members should never change
    b) No, because this does not demonstrate commitment
    c) Yes, because the Development Team retains the capabilities needed to achieve the Sprint Goal
    d) Yes, because the number of people in the Development Team is of no consequence

37 Identify the missing word(s) in the following sentence.

In order to review what was done in a Sprint, key stakeholders may be invited by [?] to attend a Sprint Review.

a) the Product Owner
b) the Scrum Master
c) any member of the Development Team
d) the organization's business management

38 Which item would **NOT** be included in a Sprint Backlog?

a) Implementation of a key process improvement
b) Risks that might occur during the Sprint
c) Work required to reach the Sprint Goal
d) Value to be delivered into the 'Done' Increment

39 Who is served when a Scrum Master seeks help from external sources to remove an impediment to progress?

a) All stakeholders
b) Product Owner
c) The Organization
d) Development Team

40 Which is **NOT** a question that the Scrum Master would ask to identify Artefact Transparency?

    a) Are burn-down charts being updated and valuable?
    b) Is the Product Backlog prioritized and ordered?
    c) Are the Scrum meetings carried out effectively?
    d) Are the Artefacts being kept up-to-date?

41 What is the Product Backlog?

    a) A plan for delivering a product Increment
    b) The sum of all the product items completed during a Sprint
    c) An ordered list of everything known to be needed in a product
    d) The set of product items selected for a Sprint

42 Which of the following characterizes a cross-functional team?

    a) Each member specializes in a different task
    b) Contains all of the competencies required
    c) Contains no specialists or expertise
    d) Takes direction from others outside of the team

43 What must be shared by all Scrum participants to achieve Transparency?

   a) Language referring to the process
   b) Experience in the product
   c) Technical skillset
   d) Professional qualifications

44 Which of the following are roles within a Scrum Team?
   1. Scrum Master
   2. Scrum Facilitator
   3. Product Owner
   4. Development Team

   a) 1, 2,3
   b) 1, 2,4
   c) 1, 3,4
   d) 2, 3,4

45 Why is Scrum described as an empirical process?

   a) Because knowledge is power
   b) Because decisions are based on fact
   c) Because two events are never the same
   d) Because theory is academic

46 A Scrum Team works on the delivery of permits for controlled parking zones in a densely populated housing area. While reviewing the marketplace it was identified that there was a need for providing secure street parking for bicycles to encourage a cleaner method of transport. The Scrum team usually works with four week Sprints. The work to could be completed in six weeks.

How should the Scrum team manage the next Sprint?

a) Extend the next Sprint to six weeks in length
b) Reduce the scope for bicycle parking to fit onto four weeks
c) Select Product Backlog items for bicycle parking across two Sprints
d) Run bicycle parking as a project separate from the next Sprint

47 Identify the missing words in the following sentence.

Everyone in the Scrum Team must have [?] what 'Done' means.

a) documented in the Product Backlog
b) a shared understanding of
c) given formal approval to
d) negotiated high quality criteria for

48 Which role is solely responsible for creating an Increment?

a) Development Team
b) Product Owner
c) Scrum Master
d) Stakeholders

49 Which of the following statements about monitoring progress towards goals are true?
1. The Scrum Master communicates the likelihood of achieving the goal in the desired time with the Scrum Team.
2. The Product Owner tracks the total work remaining to reach a goal at least at every Sprint Review.

   a) Only 1 is true
   b) Only 2 is true
   c) Both 1 and 2 are true
   d) Neither 1 or 2 is true

50 Identify the missing words in the following Agile Manifesto Principle.

Welcome change, [?]. Agile processes harness change to deliver competitive advantage.

   a) even late in the evolution of a solution
   b) prior to the commencement of each evolution of a solution
   c) after the delivery of each evolution of a solution
   d) as progress cannot be made without it