



The Scrum Master Examination

Rationale

1 Syllabus Topic:CO0101 - Concepts

Correct Answer:B

To recall the high-level definition of Scrum

- a) Incorrect: Scrum is not a process, technique, or definitive method. Rather, it is a framework within which you can employ various processes and techniques. Ref: Page 3
- b) Correct: This is the definition of Scrum. Ref: Page 3
- c) Incorrect: This is NOT the definition of Scrum. Ref: Page 3
- d) Incorrect: This is NOT the definition of Scrum. Ref: Page 3

2 Syllabus Topic:CO0205 - Concepts

Correct Answer:B

To understand the Three Pillars of empirical process control: Adaptation

- a) Incorrect: See Rationale B
- b) Correct: Three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation. If an inspector determines that one or more aspects of a process deviate outside acceptable limits, and that the resulting product will be unacceptable, the process, or the material being processed must be adjusted. An adjustment must be made as soon as possible to minimize further deviation. Ref: Page 4
- c) Incorrect: See Rationale B
- d) Incorrect: See Rationale B

3 Syllabus Topic:EV0105 - Events

Correct Answer:B

To recall the definition and features of the Sprint Review

- a) Incorrect: A Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. Ref: Page 13
- b) Correct: A Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. Ref: Page 13
- c) Incorrect: The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. Ref: Page 14
- d) Incorrect: The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. Ref: Page 14

4 Syllabus Topic:CO0107 - Concepts

Correct Answer:A

To recall the four Agile Manifesto statements

- a) Correct: Individuals and interactions are valued over processes and tools. Ref: Agile Manifesto
- b) Incorrect: Working solutions are valued over comprehensive documentation. Ref: Agile Manifesto
- c) Incorrect: Customer collaboration is valued over contract negotiation. Ref: Agile Manifesto
- d) Incorrect: Responding to change is valued over following a plan. Ref: Agile Manifesto

5 Syllabus Topic:CO0208 - Concepts

Correct Answer:B

To understand the comparative value of the items in the Agile Manifesto

- a) Incorrect: [4] In our fast-moving business world, the high level 'light touch' and 'guiding' plans, focused on short to medium term goals better meet the project and, ultimately, the business need. Ref: Agile Manifesto
- b) Correct: [3] In an Agile world, it is very important to ensure that all parties follow the principle of documents being created only where they add value and to be 'light touch' and 'guiding' wherever possible. Locking down detail too early has been shown to be counterproductive and inefficient as every change to the detail should really be agreed and signed off by all those who signed the original document. Ref: Agile Manifesto
- c) Incorrect: [2] Working Solutions over Comprehensive Documentation. Scrum employs collaborative techniques with active business engagement to explore detail at the right time and ensure that the right solution is delivered. Ref: Agile Manifesto
- d) Incorrect: [1] Individuals and Interactions over Processes and Tools. Agile processes need to be light touch and serve to guide and support rather than dictate what individuals and teams should do and how they should do it. Ref: Agile Manifesto

6 Syllabus Topic:AR0101 - Artefacts

Correct Answer:C

To recall purpose of Artefacts

- a) Incorrect: The Artefacts are not unique to Scrum. See Rationale C
- b) Incorrect: The Artefacts help control the scope but not limit it. See Rationale C
- c) Correct: Scrum's Artefacts represent work or value to provide transparency and opportunities for inspection and adaptation. Ref: Page 14
- d) Incorrect: Artefacts do not provide gateways for approval. See Rationale C

7 Syllabus Topic:EV0206 - Events

Correct Answer:D

To understand the purpose, structure and role involvement of the Daily Scrum

- a) Incorrect: The Scrum Master ensures that the Development Team has the meeting, but the Development Team is responsible for conducting the Daily Scrum. Ref: Page 12
- b) Incorrect: The Development Team uses the Daily Scrum to inspect progress toward the Sprint Goal and to inspect how progress is trending toward completing the work in the Sprint Backlog. It is not a status meeting. Ref: Page 12
- c) Incorrect: The Daily Scrum is an internal meeting for the Development Team. If others are present, the Scrum Master ensures that they do not disrupt the meeting. Ref: Page 12
- d) Correct: The Daily Scrum optimizes the probability that the Development Team will meet the Sprint Goal. The Daily Scrum optimizes team collaboration and performance. Ref: Page 12

8 Syllabus Topic:EV0101 - Events

Correct Answer:C

To recall the names of the five Scrum Events

- a) Incorrect: The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog (typically referring to the subset of the product backlog selected for the Sprint rather than the backlog in its entirety). Ref: Page 11
- b) Incorrect: The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. It is a Scrum Artefact. Ref: Page 16
- c) Correct: The heart of Scrum is a Sprint, a time-box of one month or less during which a “Done”, useable, and potentially releasable product Increment is created. The Sprint is a Scrum Event. Ref: Page 9
- d) Incorrect: The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. It is a Scrum Artefact. Ref: Page 17

9 Syllabus Topic:AR0104 - Artefacts

Correct Answer:B

To recall the definition of the Increment

- a) Incorrect: The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. Ref: Page 16
- b) Correct: The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. Ref: Page 17
- c) Incorrect: The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. Ref: Page 16
- d) Incorrect: The Product Backlog is an ordered list of everything that is known to be needed in the product. Ref: Page 15

10 Syllabus Topic:CO0103 - Concepts

Correct Answer:B

To recall what Scrum Theory is founded on

- a) Incorrect: See Rationale B.
- b) Correct: Scrum is founded on empirical process control theory, or empiricism. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. Scrum employs an iterative, incremental approach to optimize predictability and control risk. Ref: Page 4
- c) Incorrect: See Rationale B.
- d) Incorrect: See Rationale B.

11 Syllabus Topic:RO0102 - Roles

Correct Answer:B

To recall that the Product Owner role is responsible for the managing the Product Backlog

- a) Incorrect: The Product Owner is the sole person responsible for managing the Product Backlog. Ref: Page 6
- b) Correct: Only members of the Development Team create the Increment. Ref: Page 7
- c) Incorrect: The Product Owner is the sole person responsible for managing the Product Backlog. Product Backlog management includes ordering the items in the Product Backlog to best achieve goals and missions. Ref: Page 6
- d) Incorrect. The Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team. Ref. Page 6

12 Syllabus Topic:CO0102 - Concepts

Correct Answer:A

To recall the historical uses of Scrum and other areas it has been used extensively

- a) Correct: (2) is false. Scrum has been used to develop software, hardware, embedded software, networks of interacting function, autonomous vehicles, schools, government, marketing, managing the operation of organizations and almost everything we use in our daily lives, as individuals and societies. Ref: Page 4
- b) Incorrect: (1) is true. Scrum has been used extensively to research and identify viable markets, technologies, and product capabilities. Ref: Page 4
- c) Incorrect: See Rationales A and B.
- d) Incorrect: See Rationales A and B.

13 Syllabus Topic:RO0202 - Roles

Correct Answer:A

To understand the Product Owner role and responsibilities

- a) Correct: The Product Owner is one person, not a committee. The Product Owner may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner. Ref: Page 6
- b) Incorrect: See Rationale A.
- c) Incorrect: See Rationale A.
- d) Incorrect: See Rationale A.

14 Syllabus Topic:EV0201 - Events

Correct Answer:A

To understand the characteristics of all Scrum Events

- a) Correct: [1] is true. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. Ref: Page 9
- b) Incorrect: [2] is untrue. Failure to include any of the Scrum events results in reduced transparency and is a lost opportunity to inspect and adapt. Ref: Page 9
- c) Incorrect: See Rationales A and B above.
- d) Incorrect: See Rationales A and B above.

15 Syllabus Topic:EV0205 - Events

Correct Answer:C

To understand Sprint Planning - The purpose and usage of the Sprint Goal

- a) Incorrect: The Sprint Goal provides guidance to the Development Team on why it is building the Increment. It is not related to any role outside the Scrum Team. Ref: Page 11
- b) Incorrect: It is created during the Sprint Planning meeting, not before. Ref: Page 11
- c) Correct: The Sprint Goal gives the Development Team some flexibility regarding the functionality implemented within the Sprint (i.e. the way the backlog items are implemented). Ref: Page 11
- d) Incorrect: The input to Sprint Planning is the Product Backlog, the latest product Increment, projected capacity of the Development Team during the Sprint, and past performance of the Development Team. Capacity is an input, not calculated from the Sprint Goal. Ref: Page 10

16 Syllabus Topic:AR0204 - Artefacts

Correct Answer:B

To understand the features of the Increment

- a) Incorrect: See Rationale B.
- b) Correct: The increment must be in useable condition regardless of whether the Product Owner decides to release it. Ref: Page 17
- c) Incorrect: See Rationale B.
- d) Incorrect: See Rationale B.

17 Syllabus Topic:RO0205 - Roles

Correct Answer:A

To understand the ways in which the Scrum Master serves the Product Owner

- a) Correct: The Scrum Master ensures that goals, scope, and product domains are understood by everyone on the Scrum Team, as well as possible. Scrum Master acts as a mediator between the Product Owner and the Development Team. Ref: Page 8
- b) Incorrect: See Rationale A.
- c) Incorrect: See Rationale A.
- d) Incorrect: See Rationale A.

18 Syllabus Topic:RO0205 - Roles

Correct Answer:A

To recall that the Scrum Master role is responsible for promoting and supporting

- a) Correct: Development Teams are structured and empowered by the organization to organize and manage their own work. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality. Ref. Page 7
- b) Incorrect: The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values Ref. Page 7
- c) Incorrect: The Scrum Master helps those outside the Scrum Team understand which of their interactions with the Scrum Team are helpful and which aren't. The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team. Ref. Page 7
- d) Incorrect: The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values Ref: Page 7

19 Syllabus Topic:CO0104 - Concepts

Correct Answer:A

To recall the names of the Three Pillars of empirical process control

- a) Correct: Three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation. Ref. Page 4
- b) Incorrect: See Rationale A.
- c) Incorrect: See Rationale A.
- d) Incorrect: See Rationale A.

20 Syllabus Topic:RO0207 - Roles

Correct Answer:D

The ways in which the Scrum Master serves the Organization

- a) Incorrect: [4] The Scrum Master serves the organization in several ways, including: Causing change that increases the productivity of the Scrum Team Ref: Page 8
- b) Incorrect: [3] The Scrum Master serves the organization in several ways, including: Planning Scrum implementations within the organization. Ref: Page 12
- c) Incorrect: [2] The Scrum Master serves the organization in several ways, including: Working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization. Ref: Page 12
- d) Correct: [1] This is not Scrum. Specification of every detail of requirements, solution design, plans etc. in documents that get 'signed off' by stakeholders before work is allowed to progress is now widely accepted to be both wasteful, in terms of time and effort, and ineffective as the basis of governance and control. Ref: Page 12

21 Syllabus Topic:EV0202 - Events

Correct Answer:B

To understand the circumstances and implications of cancelling a Sprint

- a) Incorrect: See Rationale B
- b) Correct: A Sprint would be cancelled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. Ref: Page 8
- c) Incorrect: See Rationale B
- d) Incorrect: See Rationale B

22 Syllabus Topic:EV0102 - Events

Correct Answer:A

To recall the definition of a Sprint

- a) Correct: The heart of Scrum is a Sprint, a time-box of one month or less during which a “Done”, useable, and potentially releasable product Increment is created. Ref: Page 9
- b) Incorrect: The Daily Scrum is a 15-minute time-boxed event for the Development Team. Ref: Page 12
- c) Incorrect: Scrum is a process framework used to manage work on complex products. Ref: Page 3
- d) Incorrect: See Rationale A and C.

23 Syllabus Topic:EV0204.1 - Events

Correct Answer:A

To understand Sprint Planning - The process, inputs, outputs and roles involved for Topic One: What can be done this Sprint

- a) Correct: [4] The Development Team demonstrates the work that it has “Done” and answers questions about the Increment in the Sprint Review Ref: Page 13
- b) Incorrect: [3] The Product Owner discusses the objective that the Sprint should achieve and the Product Backlog items that, if completed in the Sprint, would achieve the Sprint Goal. Ref: Page 10
- c) Incorrect: [2] The number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Ref: Page 10
- d) Incorrect: [1] The Scrum Master teaches the Scrum Team to keep it within the time-box. Ref: Page 10

24 Syllabus Topic:EV0208 - Events

Correct Answer:A

To understand the purpose, output and role involvement of the Sprint Retrospective

- a) Correct: The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself. The Scrum Master participates as a peer team member in the meeting from the accountability over the Scrum process. Ref: Page 14
- b) Incorrect: The Development Team demonstrates the work that it has “Done” and answers questions about the Increment in the Sprint Review. Ref: Page 13
- c) Incorrect: A review of how the marketplace or potential use of the product might have changed what the most valuable thing to do next is carried out in a Sprint Review. Ref: Page 13
- d) Incorrect: In a Sprint Review the entire group collaborates on what to do next, to provide valuable input to subsequent Sprint Planning. Ref: Page 13

25 Syllabus Topic:AR0103 - Artefacts

Correct Answer:B

To recall the definition of the Sprint Backlog

- a) Incorrect: See Rationale B.
- b) Correct: The Sprint Backlog belongs solely to the Development Team. Only the Development Team can change its Sprint Backlog during a Sprint. Ref: Page 16
- c) Incorrect: See Rationale B.
- d) Incorrect: See Rationale B.

26 Syllabus Topic:AR0201 - Artefacts

Correct Answer:C

To understand the elements and usage of the Product Backlog, including role involvement

- a) Incorrect: [4] The Development Team is responsible for all estimates. The Product Owner may influence the Development Team by helping it understand and select trade-offs. Ref: Page 15
- b) Incorrect: [3] More precise estimates are made based on the greater clarity and increased detail; the lower the order, the less detail. Product Backlog items that can be "Done" by the Development Team within one Sprint are deemed "Ready" for selection in a Sprint Planning. Ref: Page 15
- c) Correct: [2] During Sprint Planning the Development Team self-organizes to undertake the work in the Sprint Backlog, both during Sprint Planning and as needed throughout the Sprint. Development skills are not identified and reserved. Ref: Page 11
- d) Incorrect: [1] Product Backlog refinement is the act of adding detail, estimates, and order to items in the Product Backlog. This is an ongoing process in which the Product Owner and the Development Team collaborate on the details of Product Backlog items. Ref: Page 15

27 Syllabus Topic:EV0104 - Events

Correct Answer:C

To recall the definition and features of the Daily Scrum

- a) Incorrect: See Rationale C.
- b) Incorrect: See Rationale C.
- c) Correct: The Daily Scrum is held every day of the Sprint. At it, the Development Team plans work for the next 24 hours. The Development Team or team members often meet immediately after the Daily Scrum for detailed discussions, or to adapt, or re-plan, the rest of the Sprint's work. Ref: Page 12
- d) Incorrect: See Rationale C.

28 Syllabus Topic:CO0207 - Concepts

Correct Answer:A

To understand the key aspects of the Agile Principles

- a) Correct: At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly Ref: Agile Manifesto
- b) Incorrect: See Rationale A.
- c) Incorrect: See Rationale A.
- d) Incorrect: See Rationale A.

29 Syllabus Topic:CO0201 - Concepts

Correct Answer:D

To understand the key elements that make up the Scrum framework in the Scrum definition

- a) Incorrect: [1] is false. The Scrum framework consists of Scrum Teams and their associated roles, events, artefacts, and rules. Each component within the framework serves a specific purpose and is essential to Scrum's success and usage. Ref: Page 3
- b) Incorrect: [2] is false. Scrum is Lightweight, Simple to understand, but Difficult to master. Ref Page 3
- c) Incorrect: See Rationale A and B.
- d) Correct: See Rationale A and B.

30 Syllabus Topic:EV0106 - Events

Correct Answer:C

To recall the definition and timings of the Sprint Retrospective

- a) Incorrect: The Sprint Review attendees collaborate on the next things that could be done to optimize value, based on what was done in the Sprint and any changes to the Product Backlog during the Sprint. Ref: Page 13
- b) Incorrect: A Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. Ref: Page 13
- c) Correct: The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. Ref: Page 14
- d) Incorrect: A Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. Ref: Page 13

31 Syllabus Topic:AR0206 - Artefacts

Correct Answer:C

To understand the importance and usage of the Definition of Done

- a) Incorrect: [4] As Scrum Teams mature, it is expected that their definitions of "Done" will expand to include more stringent criteria for higher quality. Ref: Page 18
- b) Incorrect: [3] If "Done" for an increment is not a convention of the development organization, the Development Team of the Scrum Team must define a definition of "Done" appropriate for the product. Ref: Page 18
- c) Correct: [2] If there are multiple Scrum Teams working on the system or product release, the Development Teams on all the Scrum Teams must mutually define the definition of "Done." There is not one definition for each Scrum team. Ref: Page 18
- d) Incorrect: [1] If the definition of "Done" for an increment is part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it as a minimum. Ref: Page 18

32 Syllabus Topic:EV0103 - Events

Correct Answer:D

To recall the definition and characteristics of Sprint Planning

- a) Incorrect: See Rationale D.
- b) Incorrect: See Rationale D.
- c) Incorrect: See Rationale D.
- d) Correct: The work to be performed in the Sprint is planned at the Sprint Planning. This plan is created by the collaborative work of the entire Scrum Team. Ref: Page 10

33 Syllabus Topic:CO0204 - Concepts

Correct Answer:C

To understand the Three Pillars of empirical process control: Inspection

- a) Incorrect. See Rationale C.
- b) Incorrect. See Rationale C.
- c) Correct. Scrum users must frequently inspect Scrum artefacts and progress toward a Sprint Goal to detect undesirable variances. . Inspections are most beneficial when diligently performed by skilled inspectors at the point of work. Ref. Page 5
- d) Incorrect. See Rationale C.

34 Syllabus Topic:CO0105 - Concepts

Correct Answer:C

To recall the names of the Scrum Values

- a) Incorrect: See Rationale C.
- b) Incorrect: See Rationale C.
- c) Correct: When the values of commitment, courage, focus, openness and respect are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come to life and build trust for everyone. Ref. Page 5
- d) Incorrect: See Rationale C.

35 Syllabus Topic:CO0206 - Concepts

Correct Answer:B

To understand how the Scrum Values come to life and build trust for everyone

- a) Incorrect: Trust is not a Scrum Value. When the values of commitment, courage, focus, openness and respect are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come to life and build trust for everyone. Ref: Page 5
- b) Correct: Successful use of Scrum depends on people becoming more proficient in living the five values. The Scrum Team members have courage to do the right thing and work on tough problems. Ref: Page 5
- c) Incorrect: Successful use of Scrum depends on people becoming more proficient in living the five values. People personally commit to achieving the goals of the Scrum Team. Ref: Page 5
- d) Incorrect: Successful use of Scrum depends on people becoming more proficient in living the five values. Scrum Team members respect each other to be capable, independent people. Ref: Page 5

36 Syllabus Topic:RO0203 - Roles

Correct Answer:C

To understand the Development Team role characteristics and sizing

- a) Incorrect: See Rationale C.
- b) Incorrect: See Rationale C.
- c) Correct: Optimal Development Team size is small enough to remain nimble and large enough to complete significant work within a Sprint. Ref. Page 7
- d) Incorrect: See Rationale C.

37 Syllabus Topic:EV0207 - Events

Correct Answer:A

To understand the durations, output and elements included in the Sprint Review

- a) Correct: During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint. Attendees to the Sprint Review include the Scrum Team and key stakeholders invited by the Product Owner. Ref: Page 13
- b) Incorrect: The Scrum Master ensures that the event takes place and that attendees understand its purpose. See Rationale A. Ref: Page 13
- c) Incorrect: See Rationale A. Ref: 2.4.6
- d) Incorrect: See Rationale A. Ref: 2.4.6

38 Syllabus Topic:AR0203 - Artefacts

Correct Answer:B

To understand the purpose and usage of the Sprint Backlog, including monitoring sprint progress

- a) Incorrect: To ensure continuous improvement, it includes at least one high priority process improvement identified in the previous Retrospective meeting. Ref: Page 16
- b) Correct: The Sprint Backlog is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality into a "Done" Increment. Ref: Page 16
- c) Incorrect: The Sprint Backlog is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality into a "Done" Increment. Ref: Page 16
- d) Incorrect: The Sprint Backlog is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality into a "Done" Increment. Ref: Page 16

39 Syllabus Topic:RO0206 - Roles

Correct Answer:D

To understand the ways in which the Scrum Master serves the Development Team

- a) Incorrect: See Rationale D.
- b) Incorrect: See Rationale D.
- c) Incorrect: See Rationale D.
- d) Correct: The Scrum Master serves the Development Team in several ways, including: Removing impediments to the Development Team's progress. Ref Page 8

40 Syllabus Topic:AR0205 - Artefacts

Correct Answer:C

To understand the value of Artefact Transparency and how the roles are involved

- a) Incorrect: A Scrum Master can detect incomplete transparency by inspecting the artefacts, sensing patterns, listening closely to what is being said, and detecting differences between expected and real results. Ref: Page 17
- b) Incorrect: See Rationale A
- c) Correct: The Scrum Master must work with the Product Owner, Development Team, and other involved parties to understand if the Artefacts are completely transparent. This question looks at the Scrum Events and not the Artefacts. Ref: Page 17
- d) Incorrect: See Rationale A

41 Syllabus Topic:AR0102 - Artefacts

Correct Answer:C

To recall the definition of the Product Backlog

- a) Incorrect: The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. Ref: Page 16
- b) Incorrect: The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. Ref: Page 17
- c) Correct: The Product Backlog is an ordered list of everything that is known to be needed in the product. Ref: Page 15
- d) Incorrect: The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. Ref: Page 16

42 Syllabus Topic:RO0201 - Roles

Correct Answer:B

To understand the concepts of self-organizing and cross-functionality of the Scrum Team roles

- a) Incorrect: See Rationale B.
- b) Correct: Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team. Ref: Page 6
- c) Incorrect: See Rationale B.
- d) Incorrect: See Rationale B.

43 Syllabus Topic:CO0203 - Concepts

Correct Answer:A

To understand the Three Pillars of empirical process control: Transparency

- a) Correct: Transparency requires those aspects be defined by a common standard so observers share a common understanding of what is being seen. Those performing the work and those inspecting the resulting increment must share a common definition of "Done". A common language referring to the process must be shared by all participants. Ref: Page 5
- b) Incorrect: See Rationale A.
- c) Incorrect: See Rationale A.
- d) Incorrect: See Rationale A.

44 Syllabus Topic:RO0103 - Roles

Correct Answer:C

To recall the names of the Scrum Team roles

- a) Incorrect: [4] A Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master. Ref: Page 6
- b) Incorrect: [3] A Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master. Ref: Page 6
- c) Correct: [2] This is not a role within a Scrum Team. A Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master. Ref: Page 6
- d) Incorrect: [1] A Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master. Ref: Page 6

45 Syllabus Topic:CO0202 - Concepts

Correct Answer:B

To understand the reasoning behind empiricism and Scrum Theory

- a) Incorrect: See Rationale B.
- b) Correct: Empiricism asserts that knowledge comes from experience *and* making decisions based on what is known. Ref: Page 4
- c) Incorrect: See Rationale B.
- d) Incorrect: See Rationale B.

46 Syllabus Topic:EV0202 - Events

Correct Answer:C

To understand the elements and contents of the Sprint

- a) Incorrect: Sprints are limited to one calendar month. See Rationale C. Ref: Page 9
- b) Incorrect: Scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned. However this is not reducing scope at the start of a Sprint. Ref: Page 9
- c) Correct: The heart of Scrum is a Sprint, a time-box of one month or less during which a “Done”, useable, and potentially releasable product Increment is created. Sprints have consistent durations throughout a development effort. Ref: Page 9. If the Development Team determines it has too much or too little work, it may renegotiate the selected Product Backlog items with the Product Owner. Ref: Page 9
- d) Incorrect: Each Sprint may be considered a project with no more than a one-month horizon. See Rationale C. Ref. Page 9

47 Syllabus Topic:AR0105 - Artefacts

Correct Answer:B

To recall the importance of the Definition of Done

- a) Incorrect: Product Backlog items often include acceptance criteria that will prove its completeness when “Done.” However, a shared understanding is the only mandatory requirement. Ref: Page 15
- b) Correct: When a Product Backlog item or an Increment is described as “Done”, everyone must understand what “Done” means. Ref: Page 18
- c) Incorrect: All the Scrum Teams must mutually define the definition of “Done” but this is not giving formal approval. Ref: Page 18
- d) Incorrect: As Scrum Teams mature, it is expected that their definitions of “Done” will expand to include more stringent criteria for higher quality. However, a shared understanding is the only mandatory requirement. Ref: Page18

48 Syllabus Topic:RO0103 - Roles

Correct Answer:A

To recall that the Development Team role is solely responsible for creating an Increment

- a) Correct. Only members of the Development Team create the Increment. Ref. Page 7
- b) Incorrect. See Rationale A.
- c) Incorrect. See Rationale A.
- d) Incorrect. See Rationale A.

49 Syllabus Topic:AR0202 - Artefacts

Correct Answer:B

To understand how monitoring progress towards goals is achieved

- a) Incorrect: [1] is untrue. The Product Owner compares the total work remaining in a Sprint Review with work remaining at previous Sprint Reviews to assess progress toward completing projected work by the desired time for the goal. This information is made transparent to all stakeholders. Ref: Page 16
- b) Correct: [2] is true. At any point in time, the total work remaining to reach a goal can be summed. The Product Owner tracks this total work remaining at least every Sprint Review. Ref: Page 16
- c) Incorrect: See Rationales A and B.
- d) Incorrect: See Rationales A and B.

50 Syllabus Topic:CO0106 - Concepts

Correct Answer:A

To recall the names of the Agile Principles

- a) Correct: The Agile Manifesto Principle: Welcome change, even late in the evolution of a solution. Agile processes harness change to deliver competitive advantage. Ref: Agile Manifesto
- b) Incorrect: See Rationale A.
- c) Incorrect: See Rationale A.
- d) Incorrect: See Rationale A.