1. Why is the Daily Scrum held at the same time and same place?

The consistency reduces complexity and overhead.

Rooms are hard to book and this lets it be booked in advance.

The place can be named.

The Product Owner demands it.

1. The Development Team should not be interrupted during the Sprint. The work it selects for the Sprint should not be changed. The Sprint Goal should remain intact. All of these attributes of a Sprint foster creativity, quality and productivity. Based on this, which of the following is**false**?
2. The Product Owner can help clarify or optimize the Sprint when asked by the Development Team
3. The Sprint Backlog and its contents are fully formulated in the Sprint Planning meeting and do not change during the Sprint.

1. As a decomposition of the selected Product Backlog Items, the Sprint Backlog changes and may grow as the work emerges.

1. The Development Team may work with the Product Owner to remove or add work if it finds it has more or less capacity than it expected.
2. Who is on the Scrum Team?

The Scrum Master

The Product Owner

The Development Team

Project Manager

None of the above

The Scrum Team consists of the Scrum Master (manages the process) the Product Owner (decides what to do) and the Development Team (does the work)

1. Who is required to attend the Daily Scrum?
2. ***The Development Team.***
3. The Scrum team.

1. The Development Team and Scrum Master.

1. The Development Team and Product Owner.

1. The Scrum Master and Product Owner.

Only the people doing the work described on the Sprint Backlog need to inspect and adapt at the Daily Scrum. If the Scrum Master or Product Owner is also on the Development Team, they will need to be at the Daily Scrum. Otherwise, the Scrum Master simply has to make sure the Development Team knows how to conduct a Daily Scrum and does so.

1. The Development Team should have all the skills needed to:

Do all of the development work, but not the types of testing that require specialized testing, tools, and environments.

Turn the Product Backlog items it selects into an increment of potentially shippable product functionality.

Complete the project as estimated when the date and cost are committed to the Product Owner.

1. Development Team members volunteer to own a Sprint Backlog item:

During the Daily Scrum.

At the Sprint planning meeting.

Whenever a team member can accommodate more work.

Never. All Sprint Backlog Items are "owned" by the entire Development Team, even though each one may be done by an individual team member.

1. What is the role of Management in Scrum?

To identify and remove people that aren't working hard enough.

Management supports the Product Owner with insights and information into high value product and system capabilities. Management supports the Scrum Master to cause organizational change that fosters empiricism, self-organization, bottom-up intelligence, and intelligent release of software.

To continually monitor staffing levels of the Development Team.

To monitor the Development Team's productivity

However, management external to the Scrum team is incredibly important in setting the vision and strategy to guide the overall direction of the business.

1. Which of the below are roles on a Scrum Team?

Product Owner

Customers

Development Team

Users

Scrum Master

1. Which statement best describes the Sprint Review?

It is a demo at the end of the Sprint for everyone in the organization to provide feedback on the work done.

It is when the Scrum Team and stakeholders inspect the outcome of the Sprint and figure out what to do in the upcoming Sprint.

It is a review of the team's activities during the Sprint.

It is used to congratulate the Development Team if it did what it committed to doing, or to punish the Development Team if it failed to meet its commitments.

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

1. How much work must a Development Team do to a Product Backlog item it selects for a Sprint?

Analysis, design, programming, testing and documentation.

The best it can do given that it is usually impossible for QA to finish all of the testing that is needed to prove shippability.

As much as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of done.

As much as it can fit into the Sprint.

1. Who has the last say on the order of the Product Backlog?

The Scrum Master

The Development Team

The CEO

The Product Owner

The Stakeholders

1. The CEO asks the Development Team to add a "very important" item to the current Sprint. What should the Development Team do?

Inform the Product Owner so he/she can work with the CEO.

Add the item to the next Sprint.

Add the item to the current Sprint without any adjustments.

Add the item to the current Sprint and drop an item of equal size.

The items selected for a Sprint Backlog should never change during a Sprint as they are designated the "most valuable" items by the Product Owner.

1. Which statement best describes a Product Owner's responsibility?

Keeping stakeholders at bay.

Managing the project and ensuring that the work meets the commitments to the stakeholders.

Directing the Development Team.

Optimizing the Return on Investment (ROI) and the Total Cost of Ownership (TCO) of the work the Development Team does.

1. An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done?

Without a new vocabulary as a reminder of the change, very little change may actually happen.

The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.

Management may feel less anxious.

All answers apply.

1. What does it mean to say that an event has a timebox?

The event can take no more than a maximum amount of time.

The event must happen by a given time.

The event must happen at a set time.

The event must take at least a minimum amount of time.

1. Scrum Master is a "management" position?

True

False

The Scrum Master manages the Scrum process. If the Scrum Master is not a management position, he or she may not have the influence to remove impediments. The Scrum Master does not manage the team

1. The maximum length of the Sprint Review (its time box) is:

As long as needed

4 hours for a monthly Sprint, proportionally less for shorter Sprints

1 day

2 hours

1. Which two (2) things does the Development Team **not** do during the first Sprint?

Nail down the complete architecture and infrastructure.

Deliver an increment of potentially shippable functionality.

Develop a plan for the rest of the project.

Develop and deliver at least one piece of functionality.

1. What is the primary way a Scrum Master keeps a Development Team working at its highest level of productivity?

By keeping high value features high in the Product Backlog.

By ensuring the meetings start and end at the proper time.

By preventing changes to the Backlog once the Sprint begins.

By facilitating Development Team decisions and removing impediments.

1. The Product Backlog is ordered by:

Safer items at the top to riskier items at the bottom.

Whatever is deemed most appropriate by the Product Owner.

Small items at the top to large items at the bottom.

Least valuable items at the top to most valuable at the bottom.

Items are randomly arranged.

The Product Owner decides what order on the Product Backlog makes the most sense to optimize the value of the work being done by the Development Team

1. The reason the Scrum Master is at the Daily Scrum is:

So he or she knows what to report to management.

To make sure everyone answers the three questions in order of seniority.

To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burndown.

He or she does not have to be there; he or she only has to ensure the Development Team has a Daily Scrum.

1. Which statement best describes Scrum?

A framework within which complex products in complex environments are developed.

A defined and predictive process that conforms to the principles of Scientific Management.

A complete methodology that defines how to develop software.

A cookbook that defines best practices for software development.

1. Scrum does not have a role called "project manager."

True

False

1. When many Development Teams are working on a single product, what best describes the definition of "done?"

Each Development Team defines and uses its own. The various differences are discussed and reconciled during the stabilization phase.

All Development Teams must have a definition of "done" that when their work integrates results in a definition of "done" that is potentially releasable.

It depends.

Each Development Team uses its own but must make it clear to all other Teams if there are differences.

1. An abnormal termination of a Sprint is called when?

When it is clear at the end of a Sprint that everything won't be finished.

When the Team feels that the work is too hard.

When the Product Owner determines that it makes no sense to finish it.

When Sales has an important opportunity

1. The timebox for a Daily Scrum is?

Two minutes per person.

The same time of day every day.

4 hours.

15 minutes.

15 minutes for a 4 week sprint, proportionally less for shorter sprints.

The length of a daily Scrum is fixed at 15 minutes, it isn't based on the length of a Sprint.

1. It is important that the product increment be released to production or shipped to customers at the end of each Sprint.

True

False

The product increment should be usable and *potentially releasable* at the end of every Sprint, but it does not have to be released.

1. Who is responsible for updating the work estimates during a Sprint?

The Development Team.

The Product Owner.

The Scrum Master.

The most junior member of the Team.

1. When is a Sprint over?

When all the tasks are completed.

When the timebox expires.

When all Product Backlog items meet their definition of done.

When the Product Owner says it is done.

1. Who should know the most about the progress toward a business objective or a release, and be able to explain the alternatives most clearly?

The Development Team.

The Scrum Master.

The Product Owner.

The Project Manager.

1. When a Development Team determines that it has over-committed itself for a Sprint, who has to be present when reviewing and adjusting the Sprint work selected?
2. The Scrum Master, project manager and Development Team.
3. The Product Owner and Development Team.

1. The Product Owner and all stakeholders.

1. The Development Team
2. A Scrum Master is keeping a list of open impediments, but it is growing and he/she has been able to resolve only a small portion of the impediments. Which three techniques would be most helpful in this situation?
3. Prioritize the list and work on them in order.
4. Alert management to the impediments and their impact.

1. Arrange a triage meeting with all other project managers.

1. Discuss the absence of management support with the Development Team.

1. Tell the Product Owner that Scrum isn't working.
2. Consult with the Development Team
3. The timebox for the complete Sprint Planning meeting is?
4. 4 hours.
5. 8 hours for a monthly Sprint, proportionately less for shorter Sprints.

1. Whenever it is done.

1. Monthly.
2. What is the maximum length of a Sprint?
3. Not so long that the risk is unacceptable to the Product Owner.

1. Not so long that other business events can't be readily synchronized with the development work.

1. No more than one calendar month.
2. All of these answers are correct
3. When multiple teams are working together, each team should maintain a separate Product Backlog.
4. True
5. False

Products have one Product Owner, and one Product Backlog, regardless of how many teams are used. Any other setup makes it difficult for the Development Team to determine what it should work on.

1. Development Team membership should change:
2. Every Sprint to promote shared learning.

1. Never, because it reduces productivity.
2. As needed, while taking into account the short term reduction in productivity.

1. Just as it would on any development team, with no special allowance for changes in productivity.
2. What is the recommended size for a Development Team (within the Scrum Team)?
3. 9 plus or minus 2

6 plus or minus 3

15 plus or minus 3

3 plus or minus 1

1. What are the three pillars of empirical process control?

* Inspection, Transparency, Adaptation
* Planning, Demonstration, Retrospective
* Transparency, Eliminating Waste, Kaizen
* Planning, Inspection, Adaptation
* Respect For People, Kaizen, Eliminating Waste

1. Upon what type of process control is Scrum based?

* Emprical
* Defined
* Hybrid
* Complex