Agile Scrum Training

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Scrum Master Sample Examination

with Answers and Notices

Question 1

What is the goal of a Sprint Retrospective? Please select the option(s) that NOT adhere to the purpose of this important Scrum meeting:

Your answer(s):

[ ]   A   Discuss the impediments raised by the Development Team during

the last sprint, and make a plan for implementing improvements.

[ ]   B   Refinement of epics nominated by the Product Owner for the next

couple of sprints, in order to promote reliable release planning.

[ ]   C   Verification of how well the product increment satisfies the

applicable user stories in the Product Backlog.

[ ]   D   Discuss the interaction within the Scrum Team, and agree upon

measures to improve the collaboration.

Question 2

The Product Owner role and Scrum Master role are never included in the Development Team size count.

Your answer:

[ ]   A   True
[ ]   B   False

Question 3

Scrum allows for re-estimating tasks based on growing insight. Who is responsible for updating the estimates of the work during a Sprint?

Your answer:

[ ]   A   The Development Team
[ ]   B   The Scrum Master
[ ]   C   The most senior member of the Team
[ ]   D   The Product Owner

Question 4

Time-boxing is an important principle of Scrum. What is the exact meaning of a meeting having a time-box?

Your answer:

[ ] A   The meeting must happen by a given time.
[ ] B   The meeting must happen at the same time every day.
[ ] C   The meeting must take at least a minimum amount of time.
[ ] D   The meeting can take no more than a maximum amount of time.

Question 5

Resolving internal conflicts is NOT the responsibility of the Development Team.

Your answer:

[ ]   A   True
[ ]   B   False

Question 6

What is NOT an attribute of the Development Team?

Your answer:

[ ] A   Members of Development Teams are exchanged frequently to promote continuous learning and cross-functionality.
[ ] B   The Development Team provides input for the Sprint Planning
[ ] C   The Development Team may re-negotiate with the Product owner the work needed to deliver the agreed upon Sprint Goal during the running sprint, when more is learned
[ ] D   The Development Team update their estimate of the total amount of remaining work for completion of the running sprint, so that it can be plotted on the Sprint Burndown Chart.

Question 7

One of the benefits from Scrum is that the Development Team doesn't have to write detailed specifications anymore.

Your answer:

[ ] A   True
[ ] B   False

Question 8

What are the major properties of a cross-functional Development Team?:

Your answer(s):

[ ] A   The team is able to complete the project according to the planning,

           after the date and cost are committed to the Product Owner.
[ ] B   The team has all the skills on board, needed to accept collective
            ownership for the next product increment.
[ ] C   All team members have a the knowledge and experience needed
           to deliver the correct product increment.
[ ] D   The team comprises competence teams dedicated to particular
           domains like specialised testing or business analysis, to facilitate
           deliverance of the highest business value.

Question 9

Please select which statement with respect the Refinement is the MOST accurate:

Your answer:

[ ] A   Refinement is a part-time activity during a Sprint between the
           Product Owner and the Development Team.
[ ] B   Refinement is a full-time activity during a Sprint for the Scrum
           Team.
[ ] C   Refinement is a part-time activity during a Sprint between the
           Product Owner and the Scrum Master.
[ ] D   Refinement is a full-time activity during a Sprint between the
           Product Owner and the Development Team.

Question 10

Which of the following options is NOT true?

Your answer(s):

[ ] A The Scrum Master has no authority over Scrum team members, but that authority is granted by the team.
[ ] B If needed, the Scrum Master will work with the Product Owner to make sure the Product Backlog is in good shape and ready for the next sprint.
[ ] C The Scrum Master role is commonly filled by a former project manager or a technical team leader, but can be anyone.
[ ] D Changing Scrum Masters midstream a project will encourage self-empowerment of the Development Team.

Question 11

What action will the Development Team take when it is discovered that new work is required to complete the agreed-upon task(s)?

Your answer:

[ ] A The Development Team adds the new work to the Sprint Backlog.
[ ] B The Development Team adds the new work to the Product Backlog.
[ ] C The Product Owner adds the new work to the Sprint Backlog.
[ ] D The Product Owner adds the new work to the Product Backlog.

Question 12

Scrum Teams should normalise their estimates (by using the same reference scale), so that management can compare team velocities and use them as a coordinated productivity measure.

[ ] A True
[ ] B False

Answers & Notices

Question 1: B & C
The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for identified and agreed-upon improvements to be enacted during the next Sprint(s). Thus, the Sprint Retrospective provides a formal opportunity to focus on inspection and adaptation.

Refinement of epics is part of the regular grooming exercise under auspicien of the Product Owner, and is not part of the retrospective. Only during Sprint Review, it is determined whether the product increment satisfies the applicable items on the Product Backlog according to the 'Definition of Done'.

Question 2: B
The Product Owner and Scrum Master roles are not included in the Development Team size count unless they are also executing the work of the Sprint Backlog. Although in the majority of cases they are not part of the Development Team, the Product Owner and/or the Scrum Master can be (part-time) included in the Development Team size count.

Question 3: A
At any point in time in a Sprint, the total work remaining in the Sprint Backlog items can be summed. The Development Team tracks the total work remaining at least for every Daily Scrum, if needed after a re-estimate of tasks to be done.

Hence the estimates for the remaining work are updated at a daily basis. Note that Scrum does not consider the time spent working on Sprint Backlog Items. The work remaining and date are the only variables of interest.

Question 4: D
Scrum uses time-boxed events, such that every meeting has a maximum duration. Time-boxing ensures that an appropriate amount of time is spent, minimizing the waste associated with open-end meetings without any time-restriction. Scrum events are using the following time-boxes:
- Sprint: one month or less
- Daily Scrum: 15 minutes for a Sprint of any duration
- Sprint Planning Meeting: eight hours for a one-month Sprint
- Sprint Review: four hours for a one-month Sprint
- Sprint Retrospective: three hours for a one-month Sprint

For shorter Sprints, the events have proportionately shorter time-box.

Question 5: B
An important asset of a Development team is self-empowerment, fostering self-organization. Hence, they are to manage their own work and themselves, which includes internal conflicts. Of course the Scrum Master will monitor the handling of conflicts within the team, but allows teammembers to solve situations themselves first

Question 6: A
Development Teams must have a constant composition over a longer period of time, in order to enhance the overall efficiency by learning and collaboration. Furthermore, constant changes in team composition makes it cumbersome to decide on an average capacity of Development Teams, a requisite for reliable project planning.

Question 7: B

One of the myths about Scrum is that it prevents you from writing detailed specifications. In reality, it is up to the Product Owner and the Development Team to decide how much detail is required, and this will vary from one backlog item to the next, depending on the insight and maturity of the team, among other factors.

Low-priority items have fewer requirement details, while high priority and "fine-grained items" tend to have more detail.

Question 8: B

Development Teams are cross-functional, with all of the skills as a team necessary to create a product increment. Development Teams do not contain sub-teams dedicated to particular domains like testing or business analysis.

Question 9: A

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 the Product Backlog items. Refinement usually consumes no more than 10% of the capacity of the Development Team.

During Product Backlog Refinement, items are reviewed and revised, based on feedback from the Development Team and possibly other stakeholders or experts. However, items can be updated at any time by the Product Owner or at the Product owner's discretion.

Question 10: D

The Scrum Master is the servant-leader and coach of the Development Team, promoting an atmosphere of mutual respect and trust among the Development Team members. Changing Scrum Masters sometime in a project is very disruptive for the Development Team, and will not contribute to self-empowerment of the Development Team.

Question 11: A

As new work with respect to the agreed upon sprint goal is required, the Development Team adds it to the Sprint Backlog. Only when large amounts of new work appear to be needed (which will jeopardize the overall Sprint goal), the Product Owner is consulted to discuss the situation. As work is performed or completed, the estimated remaining work is updated. When elements of the plan are deemed unnecessary, they are removed.

Only the Development Team can change its Sprint Backlog during a Sprint. The Sprint Backlog is a highly visible, real-time picture of the work that the Development Team plans to accomplish during the Sprint, and it belongs solely tot the Development Team.

The Product Backlog is owned by the Product Owner, so the Development Team cannot add work to the Product Backlog by itself.

Question 12: B

When normalization implies 'commoditization' of story points, it can skew people's ideas of what constitutes value. The point of departure is that the measure of productivity in Scrum should always be the delivery of working increments. Therefore, such normalization is considered a bad idea in principle – and so answer B is correct.

However, although story points estimates should not by used by management as a productivity measure, the normalization of estimates can be useful in practice, especially when multiple teams are working on the same product backlog.

These are sample questions taken from one of the full-blown 80-question Scrum Master test examinations which are part of the Agile Scrum Foundation training offered by ImprovemenT. Participants receive a preparation guide, self-study materials,
the full test examinations, and afterwards they receive their score, the correct answers and an extended explanation.

See for more info:
http://mprovement-services.nl/agile-scrum-foundation-training.html

It is also possible to follow the exam-preparation without the training, as a guided self-study preparation. You wil receive alle the above mentioned materials by email, plus the option to consult the experienced Scrum trainer by email, telephone or Skype in case you need help.

See for more info:
http://improvement-services.nl/scrum-certificering-online.html

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Kort maar krachtig overzicht
van de praktijk van Agile projectuitvoering

De Agile Scrum Foundation training is een interactieve en pragmatische kennismaking met de Agile manier van werken. De training richt zich op IT professionals die op enigerlei wijze betrokken zijn bij de Agile werkwijze, in het bijzonder de introductie of uitvoering van software projecten volgens het Agile project management framework Scrum.

Het uitgekiende concept geeft een hoog rendement en uitzicht op een succesvolle roll-out van Agile Scrum

De combinatie van een korte shorttrack met een follow-up traject garandeert een maximaal rendement.

De trainingsdag wordt op een middag + avond georganiseerd, gevolgd door een begeleid zelfstudie traject. Hierdoor blijven gederfde uren tot een minimum beperkt. Gedurende de follow-up kunnen deelnemers bij de ervaren Agile coach terecht voor vragen over de certificering, maar ook over de implementatie en optimalisatie van Agile Scrum in de eigen werkomgeving.

Behaal uw Agile Certificaat met slechts één trainingsdag en examenbegeleiding

U bent optimaal voorbereid op officiële certificering. U heeft de keuze uit het Agile Foundation Certificaat, Product Owner Certificaat en/of het Scrum Master Certificaat.

Bestemd voor iedereen die snel aan de slag wil met Agile Scrum

In deze shorttrack training leert u de essentie van de Agile werkwijze, en krijgt u een volledig overzicht van de Scrum projectuitvoering. Daarna gaat u zelf aan de slag. De ervaren Agile Scrum trainer en coach geeft antwoord op uw praktijkvragen over de introductie of optimalisatie van de Agile Scrum werkwijze. Zo wordt voorkomen dat het Scrum team in valkuilen stapt.

Een interaktieve training van hoge kwaliteit die zich snel terugverdient

De Agile Scrum Foundation training wordt aangeboden als open-inschrijving training voor € 475,- per deelnemer. Hierbij inbegrepen is:

* shorttrack incl. locatie + catering (diner)
* (Engelstalige) hand-out + studiegids
* toegang archief met relevante publicaties
* set Scrum poker planning kaarten
* proefexamen + antwoorden + feedback
* follow-up traject + persoonlijke coaching

Niet inbegrepen zijn de kosten voor het (optionele) Agile certificerings-examen.

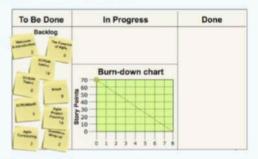### Uw gehele team in korte tijd up & running

De training kan uiteraard ook worden verzorgd als in-house training. Alle betrokkenen krijgen in één in-company sessie de essentie van Agile en de volledige Scrum praktijk tussen de oren.

De shorttrack training, en (eventueel) het Agile Foundation examen worden georganiseerd op locatie en tijdstip naar eigen keuze. Neemt u kontakt op met ImprovemenT om samen de mogelijkheden te bespreken.