

Exercise 4: Scrum Basics

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November 16, 2019

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1 Describe the motivation for the introduction of Agile software processes. What is the difference compared to the classical waterfall model?

"The idea of Agile Software Processes is to use the available time and resources as efficiently as possible to deliver an as good as possible software product at the end." [1].

Compared to the classical waterfall model, Agile software processes are more dynamic. A higher throughput of build and test are possible, because more computational resources and tools are available and through a Object Oriented design, changes to the software get more efficient which decreases the costs.

It is better to correct mistakes in earlier stages, it is too risky to plan too much in advance because of dynamic environments and competition.

2 What are the basic characteristics of Scrum and why is it called a “framework”?

Scrum is an incremental framework, that is transparent, lightweight and iterative. Scrum is not very formal and stringent, it only defines roles and rules based on the Agile principles. [4]

Scrum always needs to be adapted to the project’s particular needs and team composition.

3 What are the roles in the Scrum framework? Explain their responsibilities.

There are three roles in the Scrum framework:

1. Product Owner:

The Product Owner has a very critical role: She is responsible and accountable for the project’s success. Ideally there should only be one Product Owner per Scrum team. He is the stakeholder’s representative. The Product

Owner is in charge of defining User Stories, the assignment of the project's priorities and also manages the Product Backlog. He should also shield the development team from outside interference and only the Product Owner has the authority to accept projects as "Done".

2. Scrum Master:

The person is ideally a certified Scrum Master and is very experienced in Agile software process models. In contrast to the Product Owner, the Scrum Master is able to work with more than one team. He is the guide and coach to the team members and ensures that agile principles are followed by the team. She removes obstacles, prevents outside interventions, creates an environment where the team can work efficiently and ensures good communication between all team members .

3. Development Team:

The Development Team consists of 5 to 10 people which are ideally located at the same place. They are self-organizing and manage their own work. This means that no one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality; the resulting synergy optimizes the Development Team's overall efficiency and effectiveness. Development Teams are cross-functional, the team members have all the necessary skills to create a product Increment. The team is responsible for all aspects of the development, like testing, architecture, operations, or business analysis and is accountable for the success of a Sprint. [5]

4 What is the Product Backlog and what is the Sprint Backlog?

Product Backlog:

Represents a list of all desired work on the project (including external and internal requests), which is owned and prioritized (ordered) by the Product Owner. In order to support planning each backlog item contains a rough estimate to support planning. For estimating the items the product owner and the development team work together.

Sprint Backlog:

The most important items from the Product Backlog are contained in the Sprint Backlog. The development team refines the Sprint Backlog by breaking items down into tasks which then can be estimated more accurately. Then the development team decides the order and which tasks should be finished by whom.

5 How and when is the Sprint Backlog created?

The whole Scrum Team discusses about the items from the Product Backlog with the highest priority and choose the most important items that need to be done in the next Sprint. [2]

6 What is the usual duration of a Sprint?

According to the answers given on the quiz, the duration of a Sprint should be "Short enough" to minimize the business risk and it should not take longer than a month but also be "short enough to be able to synchronize the development work with other business events". [7]

7 What do the various roles do during a Sprint?

1. Product Owner:

The Product Owner "shields the development team from outside interference", so that the development team can work during the Sprint without any other interruptions. [3]

2. The Scrum Master:

The Scrum Master helps the Development Team to work without interruptions and provides a good working environment. Furthermore he/she tries to build a good relationship between the team members. [3]

3. The Development Team:

"During the actual time boxed Sprint, the team members work on their assigned tasks to turn the Sprint Backlog items into "Done". [3]

8 What is the “Daily Scrum”?

The Daily Scrum is a 15 minute time boxed stand up meeting. It takes place every day at the same time, so no planning is needed. It is obligatory for the development team. The Scrum Master does not need to participate, but has to make sure it takes place and does not exceed 15 minutes.

The aim of the meeting is sharing information by each team member answering the following questions:

- What did you do yesterday?
- Did you encounter any problems?
- What are you planning to do today?

9 What are the requirements upon the product at the end of a Sprint? How can this be ensured?

"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. At the end of a Sprint, the new Increment must be "Done," which means it must be in useable condition and meet the Scrum Team's definition of "Done". An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. The increment is a step toward a vision or goal. The increment must be in useable condition regardless of whether the Product Owner decides to release it." [6]

10 Learning Material

Scrum Open assessment (<https://www.scrum.org/open-assessments/scrum-open>)

1) Which of the following services are appropriate for a Scrum Master in regard to the Daily Scrum?

(choose the best answer)

- A) Lead the discussions of the Development Team.
- B) Ensure that all 3 questions have been answered.
- C) Facilitate in a way that ensures each team member has a chance to speak.
- D) Teach the Development Team to keep the Daily Scrum within the 15 minute time-box.**
- E) All answers apply.

Correct answer: D)

The Scrum Master ensures that the Development Team has the meeting, but the Development Team is responsible for conducting the Daily Scrum. The Scrum Master teaches the Development Team to keep the Daily Scrum within the 15-minute time-box. The Scrum Master enforces the rule that only Development Team members participate in the Daily Scrum.

2) When does a Development Team member become the sole owner of a Sprint Backlog item?

(choose the best answer)

- A) At the Sprint planning meeting.
- B) Never. All Sprint Backlog Items are "owned" by the entire Development Team, even though each one may be implemented by an individual development team member.**
- C) Whenever a team member can accommodate more work.
- D) During the Daily Scrum.

Correct answer: B)

Sprint Backlog and all of its items are collectively owned by the Development Team. No individual team member can claim ownership over an item as this would block communication and collaboration.

3) What is the main reason for the Scrum Master to be at the Daily Scrum?

(choose the best answer)

- A) To make sure every team member answers the three questions.
- B) He or she does not have to be there; he or she only has to ensure the Development Team has a Daily Scrum.**
- C) To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burn-down.
- D) To gather status and progress information to report to management.

Correct answer: B)

The Scrum Master enforces the rule that only Development Team members participate in the Daily Scrum.

4) True or False: When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

- A) True
- B) False**

Correct answer: B)

Products have 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.

5) When many Development Teams are working on a single product, what best describes the definition of "Done?"

(choose the best answer)

- A) Each Development Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.
- B) Each Development Team uses its own but must make their definition clear to all other teams so the differences are known.
- C) All Development Teams must have a definition of "Done" that makes their combined work potentially releasable.**
- D) It depends.

Correct answer: C)

Scrum requires an Increment to be releasable. This is an Increment of product. Many teams working on a single product are expected to deliver such an Increment.

6) Which events are time-boxed according to the Scrum Guide?

(choose the best three answers)

- A) Sprint Testing.
- B) Release Testing.
- C) Daily Scrum.
- D) Design Sprint.
- E) Release Retrospective.
- F) The Sprint.
- G) Sprint Review.

Correct answer: C) F) G)

The Scrum Guide states that all Scrum Events are time-boxed. The Sprint - 1 month or less, Sprint Planning -maximum 8 hours for a one-month sprint, Daily Scrum - 15-minutes, Sprint Review - maximum 4 hours for a one-month sprint, and the Sprint Retrospective - maximum 3 hours for a one-month sprint.

7) The time-box for a Daily Scrum is?

(choose the best answer)

- A) The same time of day every day.
- B) Two minutes per person.
- C) 4 hours.
- D) 15 minutes.
- E) 15 minutes for a 4 week sprint. For shorter Sprints it is usually shorter.

Correct answer: D)

The length of a daily Scrum is time-boxed at 15 minutes, it does not change with the length of a Sprint.

8) What is the recommended size for a Development Team (within the Scrum Team)?

(choose the best answer)

- A) Minimal 7
- B) 3 to 9

- C) 7 plus or minus 2
- D) 9

Correct answer: B)

Optimal Development Team size is small enough to remain nimble and large enough to complete significant work. Fewer than three Development Team members decreases interaction and results in smaller productivity gains. More than nine members simply requires too much coordination.

9) When does the next Sprint begin?

(choose the best answer)

- A) Next Monday.
- B) Immediately following the next Sprint Planning.
- C) When the Product Owner is ready.
- D) Immediately after the conclusion of the previous Sprint.

Correct answer: D)

A new Sprint starts immediately after the conclusion of the previous Sprint.

10) What is the role of Management in Scrum?

(choose the best answer)

- A) Continually monitor staffing levels of the Development Team.
- B) Monitor the Development Team's productivity.
- C) Support the Product Owner with insights and information into high value product and system capabilities. Support the Scrum Master to cause organizational change that fosters empiricism, self-organization, bottom-up intelligence, and intelligent release of software.
- D) Identify and remove people that aren't working hard enough.

Correct answer: C)

Management has no active role in the actual product development through Scrum. However, management external to the Scrum team is incredibly important in setting the vision and strategy to guide the overall direction of the organization.

11) Who is responsible for managing the progress of work during a Sprint?

(choose the best answer)

- A) The Development Team
- B) The Scrum Master
- C) The Product Owner
- D) The most junior member of the Team

Correct answer: A)

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.

12) True or False: It is mandatory that the product increment be released to production at the end of each Sprint.

- A) True
- B) False

Correct answer: B)

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

13) When might a Sprint be abnormally cancelled?

(choose the best answer)

- A) When it becomes clear that not everything will be finished by the end of the Sprint.
- B) When the Development Team feels that the work is too hard.
- C) When the sales department has an important new opportunity.
- D) When the Sprint Goal becomes obsolete.

Correct answer: D)

A Sprint can be cancelled before the Sprint time-box is over. 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.

14) Who has the final say on the order of the Product Backlog?

(choose the best answer)

- A) The Stakeholders
- B) The Development Team
- C) The Scrum Master
- D) The Product Owner**
- E) The CEO

Correct answer: D)

The Product Owner is the sole person responsible for managing the Product Backlog.

15) During a Sprint, a Development Team determines that it will not be able to finish the complete forecast. Who should be present to review and adjust the Sprint work selected?

(choose the best answer)

- A) The Scrum Master, the project manager and the Development Team.
- B) The Product Owner and the Development Team.**
- C) The Product Owner and all stakeholders.
- D) The Development Team.

Correct answer: B)

During the Sprint, scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned.

16) Which of the below are roles on a Scrum Team?

(choose the best three answers)

- A) Development Team**
- B) Users
- C) Customers
- D) Product Owner**
- E) Scrum Master**

Correct answer: A) D) E)

The Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master.

17) True or False: Scrum does not have a role called "project manager."

- A) True
- B) False

Correct answer: A)

A Scrum Team has a Scrum Master, a Product Owner and a Development Team. As a whole they have all controls needed.

18) Which two things does the Development Team do during the first Sprint?

(choose the best two answers)

- A) Deliver an increment of potentially releasable software.
- B) Determine the complete architecture and infrastructure for the product.
- C) Develop and deliver at least one piece of functionality.
- D) Develop a plan for the rest of the release.
- E) Create the complete Product Backlog to be developed in subsequent Sprints.

Correct answers: A) C)

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. This applies to every Sprint.

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

(choose the best answer)

- A) 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".
- B) As much as it can fit into the Sprint.
- C) All development work and at least some testing.
- D) Analysis, design, programming, testing and documentation.

Correct answer: A)

The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done".

20) Upon what type of process control is Scrum based?

(choose the best answer)

- A) Empirical
- B) Hybrid
- C) Defined
- D) Complex

Correct answer: A)

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.

21) The Product Backlog is ordered by:

(choose the best answer)

- A) Size, where small items are at the top and large items are at the bottom.
- B) Risk, where safer items are at the top, and riskier items are at the bottom.
- C) Least valuable items at the top to most valuable at the bottom.
- D) Items are randomly arranged.
- E) Whatever is deemed most appropriate by the Product Owner.

Correct answer: E)

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

22) Why is the Daily Scrum held at the same time and same place?

(choose the best answer)

- A) The place can be named.
- B) The consistency reduces complexity.
- C) The Product Owner demands it.
- D) Rooms are hard to book and this lets it be booked in advance.

Correct answer: B)

The Daily Scrum is held at the same time and place each day to reduce complexity.

23) Who is on the Scrum Team?

(choose the best three answers)

- A) The Scrum Master
- B) The Product Owner
- C) The Development Team
- D) Project Manager
- E) None of the above

Correct answer: A) B) C)

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).

24) The Development Team should not be interrupted during the Sprint. The Sprint Goal should remain intact. These are conditions that foster creativity, quality and productivity.

(Which one the following answers is FALSE?)

- A) The Product Owner can help clarify or optimize the Sprint when asked by the Development Team.
- B) The Sprint Backlog is fully formulated in the Sprint Planning meeting and does not change during the Sprint.
- C) As a decomposition of the selected Product Backlog Items, the Sprint Backlog changes and may grow as the work emerges.
- D) 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.

Correct answer: B)

The Sprint Backlog makes visible all of the work that the Development Team identifies as necessary to meet the Sprint Goal. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint.

25) Which statement best describes a Product Owner's responsibility?

(choose the best answer)

- A) Optimizing the value of the work the Development Team does.
- B) Directing the Development Team.
- C) Managing the project and ensuring that the work meets the commitments to the

stakeholders.

D) Keeping stakeholders at bay.

Correct answer: A)

The Product Owner is responsible for maximizing the value of the product and the work of the Development Team.

26) True or False: The Scrum Team should choose at least one high priority process improvement, identified during the Sprint Retrospective, and place it in the Product Backlog.

A) True

B) False

Correct answer: B)

False, to ensure continuous improvement, the Sprint Backlog rather than the Product Backlog includes at least one high priority process improvement identified in the previous Sprint Retrospective meeting.

27) Who is required to attend the Daily Scrum?

(choose the best answer)

A) The Development Team.

B) The Scrum team.

C) The Development Team and Scrum Master.

D) The Development Team and Product Owner.

E) The Scrum Master and Product Owner.

Correct answer: A)

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.

28) The time-box for the Sprint Planning meeting is?

(choose the best answer)

- A) 4 hours.
- B) 8 hours for a monthly Sprint. For shorter Sprints it is usually shorter.**
- C) Whenever it is done.
- D) Monthly.

Correct answer: B)

Sprint Planning is time-boxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.

29) True or False: The purpose of a Sprint is to produce a done increment of working product.

- A) True**
- B) False

Correct answer: A)

The heart of Scrum is a Sprint, a time-box of one month or less during which a "Done", usable, and potentially releasable product Increment is created.

30) Which statement best describes the Sprint Review?

(choose the best answer)

- A) It is a mechanism to control the Development Team's activities during a Sprint.
- B) It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.**
- C) It is a demo at the end of the Sprint for everyone in the organization to check on the work done.

Correct answer: B)

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

31) True or False: The Scrum Team should choose at least one high priority process improvement, identified during the Sprint Retrospective, and place it in the Product Backlog.

- A) True
- B) False

Correct answer: B)

False, to ensure continuous improvement, the Sprint Backlog rather than the Product Backlog includes at least one high priority process improvement identified in the previous Sprint Retrospective meeting.

**32) Select three incorrect, untrue, or misleading statements about Scrum?
(choose the best three answers)**

- A) Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.
- B) Scrum is like traditional processes but with self-organization to replace Project Managers.
- C) Scrum is a framework that eliminates complexity.
- D) Scrum is a framework for developing and sustaining complex products.
- E) Scrum is based on empirical process control theory.
- F) Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.

Correct answer: A) B) C)

1. Scrum is meant to be implemented as prescribed in the Scrum Guide. For example, the five events in the Scrum Guide are mandatory, each event has a specific purpose.
2. Scrum does not eliminate the complexity that is inherent in delivering a product in today's world, instead it offers a framework for dealing with complexity. By regularly delivering increments of value teams gain the ability to inspect and rapidly adapt based on the feedback received.
3. Project Managers are not simply replaced by self-organizing teams. Scrum is a framework for optimizing decision making based on the knowledge and experience of the entire team.

33) Who creates the definition of "Done"?

(choose the best answer)

- A) The development organization (or Development Team if none is available from the development organization)
- B) The Scrum Team, in a collaborative effort where the result is the common denominator of all members' definitions
- C) The Product Owner as he/she is responsible for the product's success
- D) The Scrum Master as he/she is responsible for the Development Team's productivity

Correct answer: A)

If the definition of "done" is part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it as a minimum. The Development Team of the Scrum Team can complement it with elements specific for the product or context.

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.

34) The Development Team should have all the skills needed to:

(choose the best answer)

- A) Complete the project as estimated when the date and cost are committed to the Product Owner.
- B) Do all of the development work, except for specialized testing that requires additional tools and environments.
- C) Turn the Product Backlog items it selects into an increment of potentially releasable product functionality.

Correct answer: C)

The Development Team consists of professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint.

Development Teams are cross-functional, with all of the skills as a team necessary to create a product Increment.

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

(choose the best answer)

- A) The Product Owner
- B) The Development Team
- C) The Scrum Master
- D) The Project Manager

Correct answer: A)

The Product Owner is the sole person responsible for managing the Product Backlog, which includes that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next.

36) The three pillars of empirical process control are:

(choose the best answer)

- A) Respect For People, Kaizen, Eliminating Waste
- B) Planning, Demonstration, Retrospective
- C) Inspection, Transparency, Adaptation
- D) Planning, Inspection, Adaptation
- E) Transparency, Eliminating Waste, Kaizen

Correct answer: C)

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.

Three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation.

37) The maximum length of the Sprint Review (its time-box) is:

(choose the best answer)

- A) 2 hours.
- B) 4 hours for a monthly Sprint. For shorter Sprints it is usually shorter.
- C) As long as needed.
- D) 1 day.
- E) 4 hours and longer as needed.

Correct answer: B)

Sprint Review is a four-hour time-boxed meeting for one-month Sprints. For shorter Sprints, the event is usually shorter.

38) 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?

(choose the best answer)

- A) Without a new vocabulary as a reminder of the change, very little change may actually happen.
- B) The organization may not understand what has changed with Scrum and the benefits of Scrum may be lost.
- C) Management may feel less anxious.
- D) All of the above.**

Correct answer: D)

39) When is a Sprint over?

(choose the best answer)

- A) When all Product Backlog items meet their definition of done.
- B) When the Product Owner says it is done.
- C) When all the tasks are completed.
- D) When the time-box expires.**

Correct answer: D)

The duration of a Sprint is fixed and cannot be shortened or lengthened.

40) What does it mean to say that an event has a time-box?

(choose the best answer)

- A) The event must happen at a set time.
 - B) The event must happen by a given time.
 - C) The event must take at least a minimum amount of time.
 - D) The event can take no more than a maximum amount of time.**
-

Correct answer: D)

Time-boxed events are events that have a maximum duration.

41) Development Team membership should change:

(choose the best answer)

- A) Every Sprint to promote shared learning.
- B) Never, because it reduces productivity.
- C) As needed, while taking into account a short term reduction in productivity.**
- D) As needed, with no special allowance for changes in productivity.

Correct answer: C)

Teams typically go through some steps before achieving a state of increased performance. Changing membership typically reduces cohesion, affecting performance and productivity in the short term.

42) The length of a Sprint should be:

(choose the best answer)

- A) Short enough to keep the business risk acceptable to the Product Owner.
- B) Short enough to be able to synchronize the development work with other business events.
- C) No more than one month.
- D) All of these answers are correct.**

Correct answer: D)

All of these choices are appropriate considerations in determining the length of a Sprint.

43) Which three behaviors demonstrate that a team is NOT self-organizing and are NOT following the Scrum Guide?

(choose the best three answers)

- A) The Development Team creates their own sprint backlog, reflecting all work that is part of the definition of "Done".
- B) Development Team members collaboratively selecting their own work during the Sprint.
- C) The Development Team has all the skills needed to create a releasable Increment.

- D) Stakeholders attend the Daily Scrum to check progress and work with the Scrum Master to optimize the functional scope for the Sprint.
 - E) The Development Team invites external people to the Sprint Planning to ask them how to turn a Product Backlog item into an Increment via a complete and detailed Sprint Backlog.
 - F) The Development Team members are working within the boundaries of their functional description and nicely handing off work from analyst to developer to tester to integration.
-

Correct answer: D) E) F)

1. The Daily Scrum is for the Development Team and attended by the Development Team. It should not be used by external stakeholders to check progress.
2. During Sprint Planning the Scrum Team should be crafting the Sprint Goal based on the set of Product Backlog items selected for the sprint. The Development Team identifies the necessary work to meet the Sprint Goal.
3. Scrum Development Team members don't have titles, and no sub-teams; such as, testing, architecture, or operations are recognized. Accountability belongs with the Development Team as a whole, regardless of whether team members have specialized skills.

44) The CEO asks the Development Team to add a "very important" item to a Sprint that is in progress. What should the Development Team do?

(choose the best answer)

- A) Add the item to the current Sprint without any adjustments.
 - B) Add the item to the current Sprint and drop an item of equal size.
 - C) Add the item to the next Sprint.
 - D) Inform the Product Owner so he/she can work with the CEO.
-

Correct answer: D)

The items selected for a Sprint have been selected as most valuable with the Product Owner. The items serve the Sprint's goal. No changes should be made that endanger the Sprint Goal. No one external to the Scrum Team can force changes on the Development Team (Sprint Backlog) and the Product Owner (Product Backlog).

45) Which statement best describes Scrum?

(choose the best answer)

- A) A complete methodology that defines how to develop software.
- B) A cookbook that defines best practices for software development.
- C) A framework within which complex products in complex environments are developed.**
- D) A defined and predictive process that conforms to the principles of Scientific Management.

Correct answer: C)

Scrum is not a process or a technique for building products; rather, it is a framework within which you can employ various processes and techniques.

46) True or False: When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

- A) True
- B) False**

Correct answer: B)

Products have 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.

47) What are the two primary ways a Scrum Master keeps a Development Team working at its highest level of productivity?

(choose the best two answers)

- A) By facilitating Development Team decisions
- B) By removing impediments that hinder the Development Team
- C) By starting and ending the meetings at the proper time
- D) By keeping high value features high in the Product Backlog

Correct answer: A) B)

A Scrum Master is a servant-leader for the Development Team. Facilitation and removing impediments serves a team in achieving the best productivity possible.

11 Division of Work

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35%	10%	10%	35%	10%

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- [6] <https://www.scrumguides.org/scrum-guide.html#artifacts-increment>
- [7] <https://www.scrum.org/open-assessments/scrum-open>