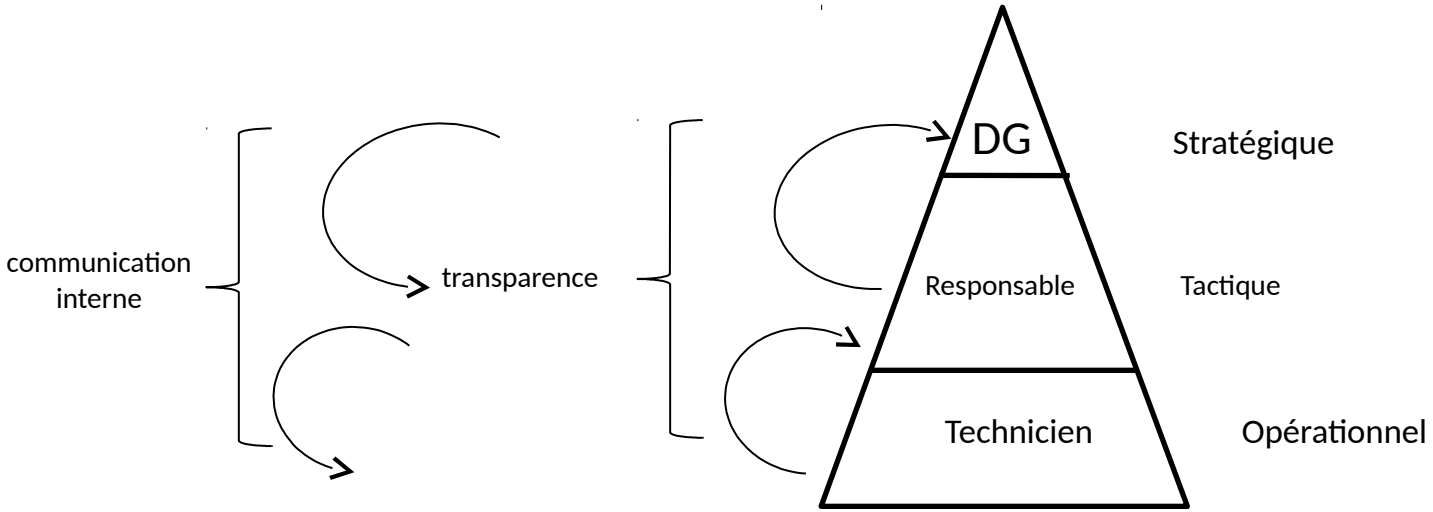
Gouvernance = mise en place des processus pour éviter les risques

Sécurité
(ISO2700 ½)
Conformité
(ISO9001)
Transparence -> V
important pour agile

Performance
Efficacité Efficience
différence entre les 2 : les 2 vont au bout mais l'efficacité prend en compte les ressources

différence entre les normes et les bonnes pratiques : les normes sont des règles collectives alors que les bonnes pratiques sont libres de choix



La transparence permet la longétivité d'une entreprise.

Agile a un manifeste (manifesto) qui est une base commune pour toutes les méthodes agile

Agile s'applique aux équipes qui s'auto organisent

SCRUM => petites équipes (entre 3 et 9 personnes)

scrum master ≠chef de projet

product owner = représente le client

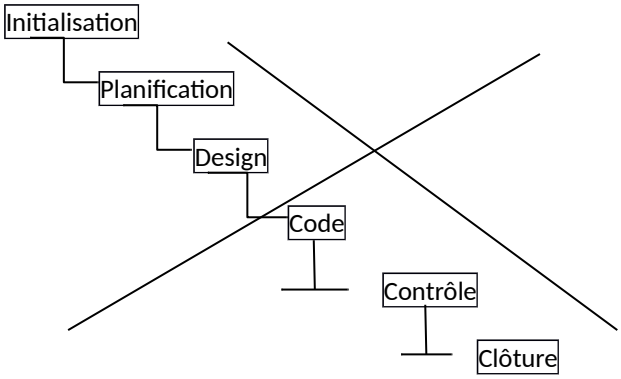
} même niveau que les devs, pas de hiérachie

<u>product owner</u>

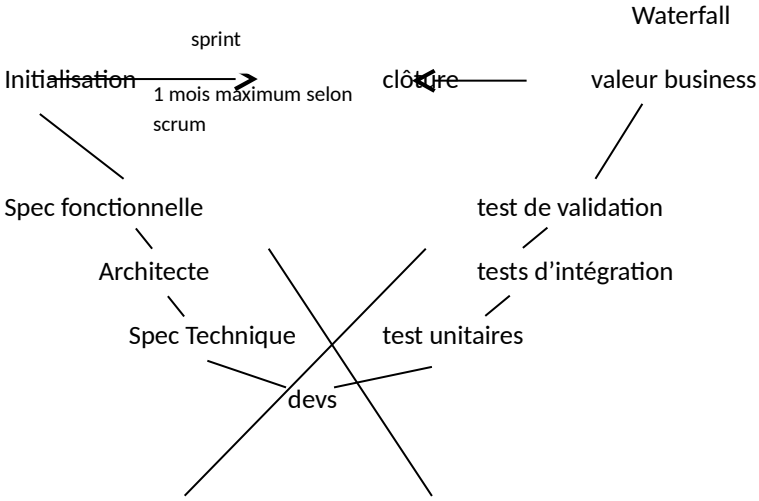
Il doit être présent à l'intégralité des sprint planning et des sprint reviews.

Il doit assister à la Rétrospective mais pas au daily scrum.

□ Waterfall



ce n'est pas le meilleur schéma pour le monde informatique



avec scrum, on a la valeur business au bout d'un mois

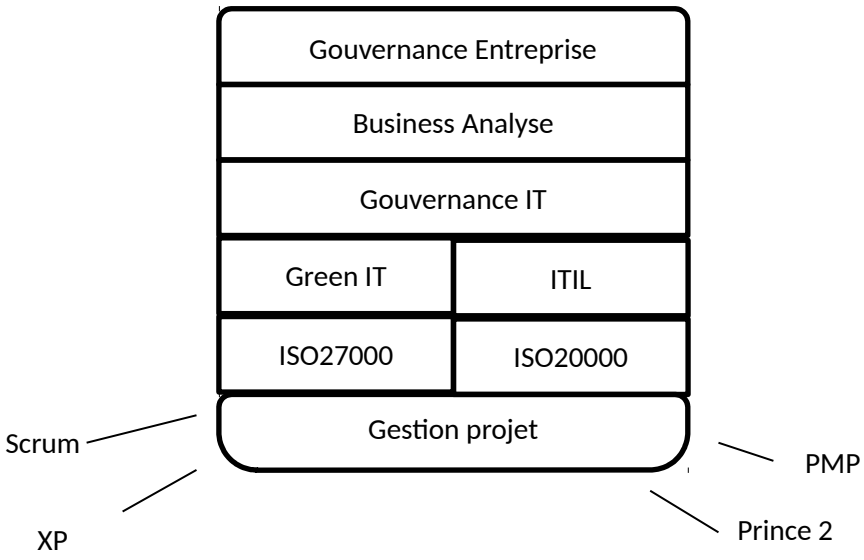
Sprint : un mois max

dans les projets classiques, le périmètre est cerné et définissable

le chef de projet est responsable de la livraison

Si une entreprise ne fait pas d'Agile et si le périmètre est définissable, vaut mieux pas se lancer dans Agile

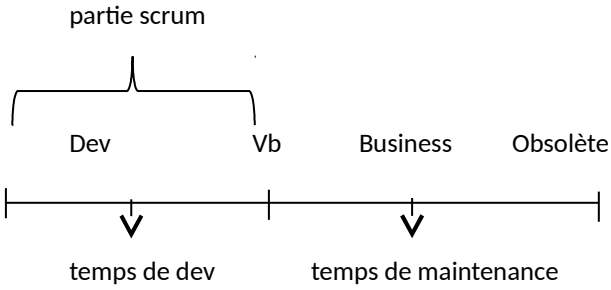
En Agile, c'est l'équipe qui est responsable.



A chaque sprint, il y a renégociation avec le client

2 critères pour passer en agile :

- projet innovant
- projet complexe



Dans l'idéal, temps de dev > temps de maintenance

accelerate time to market (délai de commercialisation)

à chaque sprint, le Product owner doit reprioriser les tâches

pas de pénalité chez agile, les délais ne bougent pas

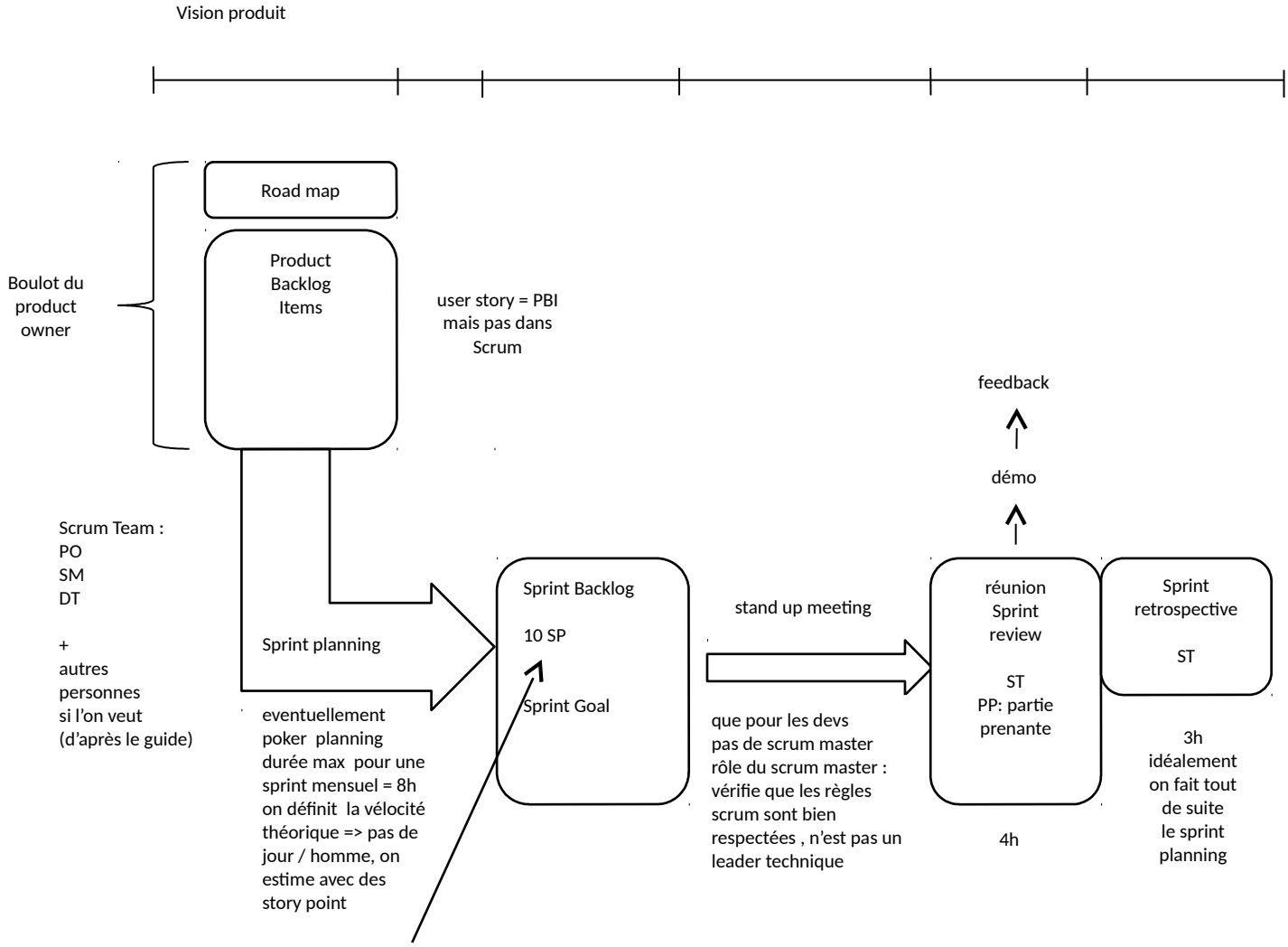
c le timing qui est prioritaire

□ normalement, le nombre de sprints et la deadline finale ne sont pas définis

normalement, le budget augmente sprint par sprint

au premier sprint, on a le droit à l'erreur

□ Scrum Team : PO, SM, DT (11 personnes max)



en un mois, on voit le PO au moins 2 jours

Respons ????
Account
Consulted
informed

PO = 1 personne max

Sprint Goal : objectif global

□ <u>début aparté kanban</u>

kanban : bonne pratique agile (différente méthode)

on a un tableau sur un mur composé d'au moins 3 colonnes

Todo	In progress	Done

on limite les tâches en cours (3 est la limite), les « work in progress »

il est conseillé de ne pas dépasser 7 colonnes (voir support)

fin aparté kanban

PCM -> Process Communication Model

si on débute un projet sans un SM qui a de l'expérience, on a besoin d'un coach agile

c'est le PO qui serait le plus proche du rôle de chef de projet classique

l'examen porte sur le scrum guide

80 questions en une heure

voir forums de scrum.org

il faut avoir 100% aux test blancs

□

The Scrum Team has two essential characteristics:

- Self-organized

- Cross-functional.

Il y a 3 rôles dans scrum.

5 événements

le sprint en lui-même est un événement

The events are designed to enable critical transparency, inspection, regularity, and adaptation.

3 artéfacts -> product backlog
sprint backlog
incrément de produit

5 valeurs: commitment, courage, focus, openness, and respect.

Autres valeurs :

Individuals and interactions Over processes and tools
Working software Over comprehensive documentation
Customer collaboration Over contract negotiation
Responding to change Over following a plan

3 Scrum pillars = piliers de l'empirisme = transparency, inspection, and adaptation

3 questions au daily scrum :

- What did I do yesterday that helped the Development Team meet the Sprint Goal ?
- What will I do today to help the Development Team meet the Sprint Goal ?
- Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal ?

□ Scrum Master Service to the Product Owner

The Scrum Master serves the Product Owner in several ways, including:

- Finding techniques for effective Product Backlog management;
- Helping the Scrum Team understand the need for clear and concise Product Backlog items;
-Understanding product planning in an empirical environment;
- Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value;
- Understanding and practicing agility; and,
- Facilitating Scrum events as requested or needed.

Scrum Master Service to the Development Team

The Scrum Master serves the Development Team in several ways, including:

- Coaching the Development Team in self-organization and cross-functionality;
- Helping the Development Team to create high-value products;
- Removing impediments to the Devel opment Team's progress;
- Facilitating Scrum events as requested or needed; and,
- Coaching the Development Team in organizational environments in which Scrum is not yet fully adopted and understood.

Scrum Master Service to the Organization

The Scrum Master serves the organization in several ways, including:

- Leading and coaching the organization in its Scrum adoption;
- Planning Scrum implementations within the organization;
- Helping employees and stakeholders understand and enact Scrum and empirical product development;
- Causing change that increases the productivity of the Scrum Team; and,
- Working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization.

The team model in Scrum is designed to optimize flexibility, creativity, and productivity.

□ The purpose of the Sprint Retrospective is to:

- Inspect how the last Sprint went with regards to people, relationships, process, and tools;
- Identify and order the major items that went well and potential improvements; and,
- Create a plan for implementing improvements to the way the Scrum Team does its work.

Autres règles

□ The Definition of “Done” is a standard for ensuring Transparency

product backlog : liste d’exigences de PBI (product backlog item)

le format d’un PBI est libre (simplicité de scrum => un des principes de scrum est sa simplicité)

Les PBI sont ordonnés selon un certain concept de « valeur ». Celle-ci est généralement calculée selon la valeur métier, les dépendances et le risque. Ne pas confondre value et business value.

« We should use the term value instead of priority, as ordering the backlog depends on more than just priority but also factors in risk, business value, return, and dependencies »

on a tendance à mettre les choses les plus risquées d’abord

on évalue les charges de PBI en story point ou en jours idéaux avec la dev team

story point

on les évalue selon une échelle exponentielle

exemple : 1,2,3,5,8 ,13

on s’arrête à 13

affinage du product backlog par le PO et l’equipe de développement

le backlog est affiné dans le haut (tâches prioritaires)

seuls 2 ou 3 sprints doivent être prêts

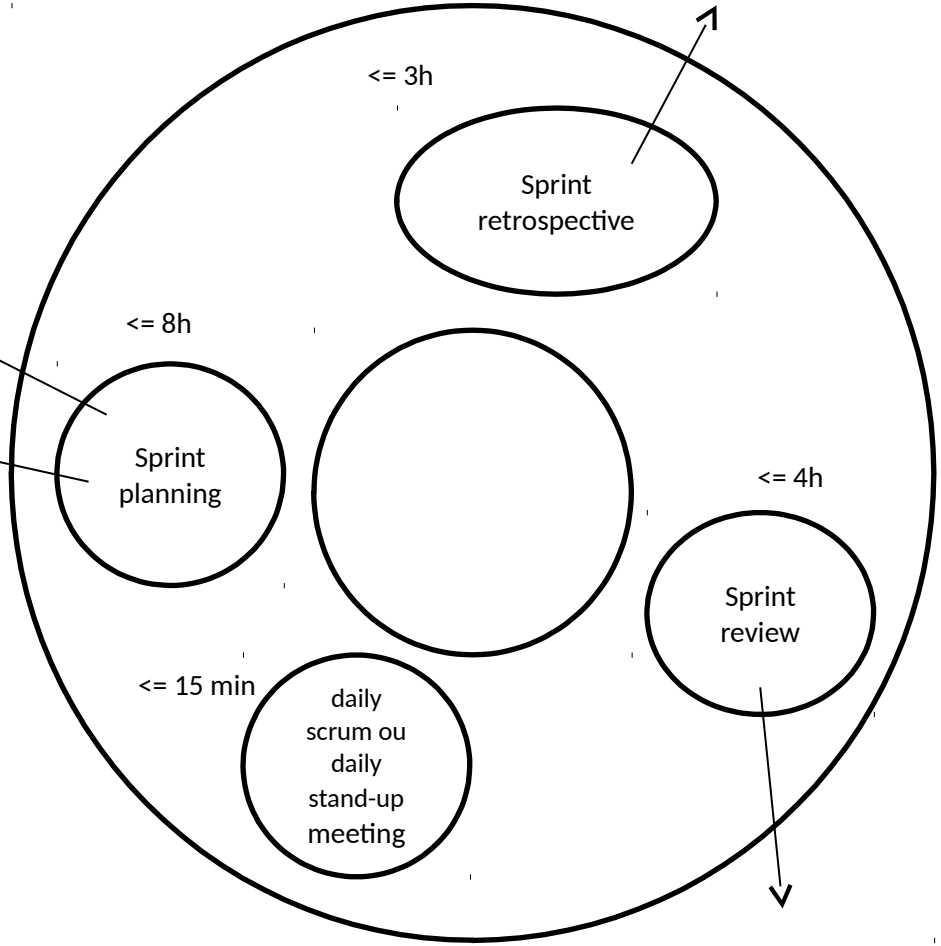
scrum s’applique à des contrats à prix fixe (fix price contract)

en scrum, on permet les retards

□ durée max d'un sprint = un mois

SPRINT <= 1 mois

scrum team = PO, devs, SM



c la scrum team dans son ensemble qui décide les items à traiter

1) sprint backlog + goal

2) tasks -> plan
ici, on peut définir les tâches techniques

scrum team + PO + invités
les devs présentent ce qui a été fait
l'incrément « done » signifie « déployable »

3 <= équipe de dev <= 9

idéalement, on enchaîne la rétrospective et le sprint planning

□ Roadmap

happens prior to the Sprints (Pre-Sprint):

The Product Roadmap is an initial visual timeline of major product features to be delivered and is normally created by the Product Owner; one of the Scrum roles which will be explained later.

La roadmap n'est pas engageante.

□ product backlog ≠ sprint backlog

un product backlog est sous la responsabilité unique du PO

manière de prioriser

moscow = Must
Ø
Should
Could
Ø
Will not

scrum.org bien pour les examens

scrum.alliance bien pour les articles

Si le client désire plusieurs deadlines précises, il ne faut pas utiliser agile

un sprint peut être : - un développement sprint ;

- un release sprint

une release concerne plusieurs sprints

□ dette technique

à chaque sprint, en cas de dette tetchnique, on prévoit une tâche de refactoring

Cette tâche peut être dans le product backlog. Il y a un type de story pour cela, appelée « remboursement de la dette technique »

il y a 4 types de story (voir http://girlzinweb.com/2014/07/02/synthese-masterclass-hello-scrum/) :

User Story ;
Correction de Bug ;
Story Technique ;
Remboursement de la dette technique.

□ Le Done peut être changé d'un sprint à l'autre (surtout si la dette technique augmente)

□ Implementing only parts of Scrum is not Scrum. Scrum is immutable.

□ The inputs to the first Sprint are the Product Backlog and projected Sprint capacity of the Development Team.

□ The Scrum Team as a whole owns the quality of the Increment.

□ L'affinage du Product Backlog se produit surtout lors du Sprint Planning.

Backlog Refinement starts before the first Sprint.

□ If multiple Scrum Teams are working on the same Product, it is not necessary for the definition of "Done" to be same but a mutually defined definition of "Done" should enable the combined Increments to be potentially releasable. (ambiguité)

□ The Scrum Team should inspect and modify the duration of the Sprint only in the last Sprint event, the

Retrospective.

Work standards, like definition of "Done," are reviewed in the Sprint Retrospective.

Should the Product Owner approve the definition of "Done" ?

However, there is no need for approval from the Product Owner.

□ During Sprint Planning, no one other than the Development Team makes decisions about how many Backlog Items they will include in a Sprint.

The Development Team completely owns the Sprint Backlog.

The Product Backlog Items selected for this Sprint plus the plan for delivering them is called the Sprint Backlog.

The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint.

The Sprint Planning should answer two questions:

- What can be delivered in the upcoming Sprint?
- How will the work needed to deliver the Increment be achieved

□ Parameters like timelines and budget are reviewed in the Sprint Review.

During the Sprint Review, the group review the timeline, budget, and potential capabilities and marketplace for the next Increment.

The result of the Sprint Review is a revised/adjusted Product Backlog.

□ Le coût général et le nombre de sprints est décidé avant le premier Sprint.

Si des changements doivent être effectués, ce sera au cours du Sprint Review.

□ If there is a need to change team members, then this change should not happen during a Sprint and there will be a short-term decrease in productivity when the composition of the team changes.

□ Le scrum master doit participer au Sprint Review et au Sprint Planning.

□ outils : jira, leanKit

□ le doctorat de Carine Khalil est intéressant sur le changement vers agile

autre bon livre : Essential Scrum: A Practical Guide to the Most Popular Agile Process de Kenneth S. Rubin

scrum.org

sur le forums de scrum.org, il faut voir les topics qui parlent des questions

pour s'entraîner aux questions, il faut aller au menu assessments puis scrum open

il faut 100% aux questions

puis même chose dans la section product owner puis open

□ examen

1 heure d'examen, on peut revenir sur les questions

150 euros le passage

□ Scrum en grand : plusieurs équipes scrums à gérer

plusieurs exemples : Nexus, Safe, Less

Nexus : on a trois à neuf Équipes Scrum travaillant sur un product backlog unique

un Nexus ne concerne qu'un seul et unique produit, un seul et unique product backlog et un seul et unique Product owner

□ Changements entre les guides Scrum de 2011 et 2013

1. Les Artéfacts doivent être transparents afin que les mécanismes d'inspection et d'adaptation de Scrum soient efficaces.

2. La mêlée quotidienne est une activité de planification juste-à-temps de Scrum. L'entrée de cette activité devrait être la progression de l'Équipe de Développement vers l'objectif du Sprint ; la sortie devrait être une révision ou un tout nouveau plan qui optimise les efforts de l'Équipe de Développement pour atteindre l'objectif du Sprint. Toutes les conversations ont lieu dans un ton de « nous, l'Équipe…» au lieu de « je, le développeur …».

3. La planification du Sprint est maintenant un événement au lieu d'être divisé en deux sous événements : « Quoi/Comment ». Elle débute par la formulation d'un objectif de Sprint, s'ensuit la comparaison de ce qui est nécessaire pour atteindre l'objectif du Sprint avec ce qui est prévu prochainement et la capacité disponible, et finalement l'élaboration d'un plan pour rencontrer l'objectif du Sprint durant le Sprint.

4. Le Product Backlog est affiné (NdT : l'expression « Backlog Grooming » est abandonnée). Les items affinés du Product Backlog sont transparents, suffisamment compris et granulaires pour être considérés à la planification de Sprint et être choisis pour le Sprint. Les items du Product Backlog ainsi transparents sont dits « Prêts ».

5. Tous les événements sont soumis à une boîte de temps. Le temps indiqué est le maximum de temps alloué. Les Sprints de moins d'un mois ne nécessitent pas la durée maximale.

6. L'issue de la revue de Sprint est un Product Backlog potentiellement réorganisé de manière à ce que les items ayant le plus de valeur soient probablement sélectionnés lors de la prochaine planification de Sprint.

7. Le Sprint Planning définit les fonctionnalités présentes dans l'incrément planifié et décrit comment l'Équipe de Développement va créer cet incrément. Un Sprint Goal est conçu pour résumer l'aboutissement de ce travail.

▫ Burdown

Le burdown chart = le graphe bur-down

DE QUOI S'AGIT-IL?

L'équipe affiche en grand format, sur un des murs de son local, un graphe représentant la quantité de travail restant à effectuer (sur l'axe vertical) rapportée au temps (sur l'axe horizontal). C'est un "radiateur d'information".

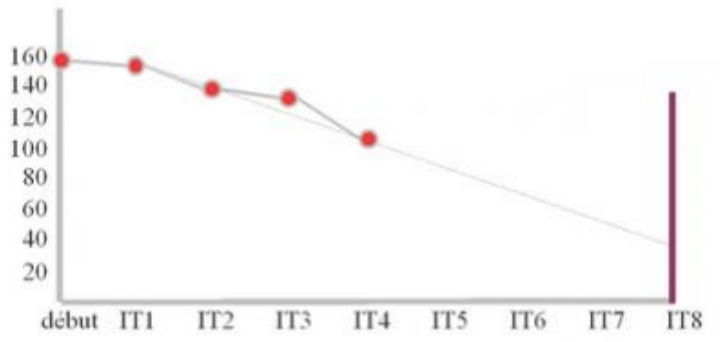
Ce graphe peut concerner l'itération en cours ("iteration burndown") ou plus couramment l'ensemble du projet ("product burndown").

Le burdown de release

C'est l'outil de Scrum qui permet de montrer l'avancement d'une release.

Un burdown de release est basé sur la mesure de ce qui reste à faire jusqu'à la fin de la release. A la fin de chaque itération, le total de ce qui reste à faire est recalculé.

Une hausse de la courbe correspond à un ajout de travail dans le sprint backlog.



Pour l'obtenir, il faut donc une liste de ce qui reste à faire obtenu à partir du backlog et une mesure du poids de chaque élément, une estimation en points par exemple.

A quoi ça sert :

- à montrer l'avancement réel, en tout cas le meilleur qu'on ait, puisqu'il est basé sur la distinction entre ce qui est complètement fini et ce qui reste.

- à montrer la tendance et par là, à se poser des questions sur la façon de continuer. Si la release est à périmètre fixé, le burdown permet d'estimer la date de fin. Si la release est à date fixée, le burdown permet

d'estimer le contenu qui sera fini à cette date. En fonction de ce que présente le burdown, des décisions peuvent être prises plus facilement pour ajuster l'objectif de la release. Le schéma ci-dessus illustre, pour une release à date fixée, le nombre de points résiduel obtenu en prolongeant la tendance des 4 premières itérations.

Limites :

- Le burdown simple ne fait pas apparaître les variations dues aux modifications de périmètre. Exemple : lors de l'itération 3 dans le schéma le graphe montre qu'on est passé de 140 points au début à 134 à la fin. On ne sait pas si la vélocité est de 6 ou si elle est en fait plus élevée et combinée à des ajouts de nouvelles fonctionnalités à faire pour la release. On peut, si on est dans ce dernier cas, utiliser une version plus sophistiquée du burdown mais c'est un peu plus difficile à faire et à expliquer.

- Il nécessite d'avoir identifié et estimé ce qui est à faire jusqu'à la fin de la release, ce qui prend du temps et n'est pas toujours utile.

□ tests blancs

What kind of software development projects can be executed by Scrum Project Management Framework?
Choice-1: Complete software packages
Choice-2: Customer projects
Choice-3: Sub-systems, components or parts of bigger systems
Choice-4: All kinds of software development projects
Choice-5: None of the given answers

Answer : 4

What does NOT belong to cornerstones (of the agile manifesto?
Choice-1: Individuals and interactions over processes and tools
Choice-2: Working software over comprehensive documentation
Choice-3: Processes over people (processus au-dessus des gens)
Choice-4: Customer collaboration over contract negotiation
Choice-5: Responding to change over following a plan

Correct Answer: Choice-3 / Processes over people

What is defined by the Scrum Framework?
A) Rules & Roles
B) Document guidelines

C) Artifacts and events
Choice-1: A
Choice-2: B
Choice-3: C
Choice-4: A, B ,C
Choice-5: A, C

Correct Answer: Choice-5 / A, C

Where are the customer requirements stored?
Choice-1: In the Product Backlog
Choice-2: In the Sprint Backlog
Choice-3: In a database
Choice-4: In a Scrum Product Requirement Specification
Choice-5: Nowhere. The Scrum Product Owner knows them

Correct Answer: Choice-1 / In the Product Backlog

Which ones of the following main roles are defined by Scrum Framework?
A) Scrum Tester
B) The Scrum Team
C) Scrum Manager
D) Scrum Master
E) Scrum Product Owner
Choice-1: A, B, C, D, E
Choice-2: B, C, D, E
Choice-3: B, D, E
Choice-4: A, B, D, E
Choice-5: A, B, C, D

Correct Answer: Choice-3 / B, D, E

Which ones of the following main events are defined by Scrum Framework?
A) Sprint Planning Meeting
B) Sprint Retrospective Meeting
C) Sprint Review Meeting
D) Mid-Sprint Status Review Meeting

E) Daily Scrum Meeting
Choice-1: A, B, C, D, E
Choice-2: A, B, C, D
Choice-3: A, C, D, E
Choice-4: A, B, C, E
Choice-5: A, C, E
Correct Answer: Choice-4 / A, B, C, E

Which concept is NOT defined in the Scrum Framework?
Choice-1: Scrum Master
Choice-2: Project Manager
Choice-3: Scrum Product Owner
Choice-4: Daily Scrum
Choice-5: Scrum Product Burndown

Correct Answer: Choice-2 / Project Manager

=> What is important in all Scrum projects?
A) Self-organization
B) Clear hierarchies in the company
C) Communication
D) Continuous improvement
Choice-1: A, B, C, D
Choice-2: A, C, D
Choice-3: A, D
Choice-4: A
Choice-5: A, B

Correct Answer: Choice-2 / A, C, D

=> In software engineering what are the disadvantages of the classical waterfall model ?
A) End-Product has to be fully anticipated (prévu) beforehand (à l'avance).
B) Some requirements (besoins) are implemented as defined in the beginning of the project, and yet they are not really needed by the customer.
C) Each phase is strictly separated.
Choice-1: A
Choice-2: B
Choice-3: C
Choice-4: A, B
Choice-5: A, B, C

Correct Answer: Choice-5 / A, B, C

=> What are the advantages of the Scrum Framework?

Choice-1: Fine-grained ( ) requirements are only defined when they are really needed.

Choice-2: All activities to design, build and test a certain functionality are kept together in one phase.

Choice-3: Changes are expected and welcomed by Scrum team.

Choice-4: All of the given answers

Choice-5: None of the given answers

Correct Answer: Choice-4 / All of the given answers

=> In certain circumstances the Development Team can order the items in the Product Backlog.

No

Yes

Correct Answer: Yes

The Scrum Guide:

Product Backlog management includes: Ordering the items in the Product Backlog to best achieve goals and missions. The Product Owner may do the above work, or have the Development Team do it. However, the Product Owner remains accountable ( )

code coverage

La couverture de code est une mesure utilisée en génie logiciel pour décrire le taux de code source testé d'un programme. Ceci permet de mesurer la qualité des tests effectués. La mesure de ce taux implique souvent l'utilisation de tests unitaires.

=> Code coverage informs us of:

(Multiple-answer question)

The amount of completed program features

The amount of test code available

The amount of code available in the repository

The amount of code covered by tests

Correct Answer: The amount of code covered by tests

=> What is the optimal size of the Development Team as suggested in the Scrum Guide?

3-9 people

5-11 people

3-11 people
3-15 people

Correct Answer: 3-9 people

=> What is Product Backlog refinement?
The act of adding detail to items in the Product Backlog
The act of selecting Product Backlog items for a Sprint
The act of re-negotiating scope between the Product Owner and Development Team
The act of including Product Backlog items in the Increment

Correct Answer: The act of adding detail to items in the Product Backlog

=> What is technical debt?
The measure of the progress delay visualized on the product burndown chart
The obligation incurred ( ) due to ( ) previously made technical decisions
The average monetary cost of a single Sprint

Correct Answer: The obligation incurred (contrainte engagée) due to (dû à) previously made technical decisions

=> Who determines whether the Development Team has sufficient skills to create release-quality increments?
The Scrum Master
The Development Team
The Product Owner
The Scrum Team

Correct Answer: The Development Team

=> If after extensive discussion ( ) the Scrum Team cannot agree on the length of the Sprint, who has the authority to make the final decision?
The Product Owner

The Development Team
The Scrum Master

Correct Answer: The Scrum Master

When is the work planned for the first days of a Sprint decomposed?

At the beginning of Sprint Retrospective
At the end of Sprint Planning
At the end of Sprint Review
At the first Daily Scrum

Correct Answer: At the end of Sprint Planning

What is the Scrum Master responsible for?
(Multiple-answer question)
Ensuring the Product Backlog is visible, transparent, and clear to all
Ensuring Scrum is understood and enacted ( )
Ensuring the Scrum Team adheres to Scrum theory, practices, and rules
Ensuring the Development Team understands items in the Product Backlog to the level needed

Correct Answer:
Ensuring Scrum is understood and enacted
Ensuring the Scrum Team adheres to Scrum theory, practices, and rules

We talk about pair programming when two developers:
Work on two related Sprint items
Work on the same Sprint item
Share the same computer
Exchange their work for review at least once a day

Correct Answer: Share the same computer

How often should the total work remaining in the Sprint Backlog be tracked?
At least once per Sprint

At least once a week
At least for every Daily Scrum

Correct Answer: At least for every Daily Scrum

Who is responsible for conducting ( ) the Daily Scrum?
The Product Owner
The Scrum Master
The Scrum Team
The Development Team

Correct Answer: The Development Team

A Development Team completed 13 items in Sprint 1, 9 items in Sprint 2, 8 items in Sprint 3. What is the Team's average velocity?
8
13
11
10

Correct Answer: 10
The average velocity is the sum of the completed items divided by the number of Sprints:
(13 + 9 + 8) / 3 = 10

Which events provide a formal opportunity ( ) for inspection and adaptation ?
(Multiple-answer question)
The Daily Scrum
Sprint Review
Sprint Planning
The Sprint
Sprint Retrospective

Correct Answer:
The Daily Scrum
Sprint Review
Sprint Planning
Sprint Retrospective

What is the designated purpose of the Daily Scrum?
(Multiple-answer question)
To inspect how the last Sprint went with regards to people, relationships, process, and tools
To create a plan for the next 24 hours
To synchronize activities of the Development Team
To forecast the functionality that will be developed during the Sprint

Correct Answer:
To create a plan for the next 24 hours
To synchronize activities of the Development Team

Who is responsible for all estimates of the Product Backlog items?
The Scrum Team
The Product Owner
The Scrum Master
The Development Team

Correct Answer: The Development Team

=> What does a Sprint burndown chart show?
(Multiple-answer question)
The amount of items remaining in the Product Backlog
The order of the Product Backlog
The amount of work remaining on the Sprint Backlog

Correct Answer: The amount of work remaining on the Sprint Backlog
A sprint burndown chart shows only one thing: How much work remains.

=> What is created first?
The Sprint Goal
The Sprint Backlog

Correct Answer: The Sprint Goal
Ilia Pavlichenko:

Sprint Backlog is the output ( ) of the 'How?' topic of the planning, Sprint Goal is crafted during 'What?' part which comes first.

https://www.scrum.org/Forums/aft/905

The benefits of code refactoring include:

(Multiple-answer question)

Faster code execution

Reduced code complexity

Easier code maintenance

Increased code readability ( )

Correct Answer:

Reduced code complexity

Easier code maintenance

Increased code readability

Explanation :

Code refactoring is the process of restructuring existing computer code without changing its external behavior. Refactoring improves nonfunctional attributes of the software. Advantages include improved code readability and reduced complexity; these can improve source-code maintainability and create a more expressive internal architecture or object model to improve extensibility.

=> Does Sprint Review result in a revised Product Backlog?

Yes

No

Correct Answer: Yes

Explanation :

The Scrum Guide:

The result of the Sprint Review is a revised Product Backlog that defines the probable Product Backlog items for the next Sprint.

=> How does the Scrum Master serve the Development Team? Select the three most appropriate answers.

- Removing impediments to the Development Team's progress
- Helping the Development Team to create high-value products
- Adding or removing developers from the Development Team in accordance with team velocity changes
- Helping the Development Team as the team leader
- Coaching the Development Team in self-organization and cross-functionality

Correct Answer:

- Removing impediments to the Development Team's progress
- Helping the Development Team to create high-value products
- Coaching the Development Team in self-organization and cross-functionality

=> Who is allowed to participate in the Daily Scrum?

- The Development Team
- The Product Owner
- The Key Stakeholders
- The Scrum Master

Correct Answer: - The Development Team

The Scrum Master enforces the rule that only Development Team members participate in the Daily Scrum. Other people could attend the meeting, but cannot participate.

=> The Scrum Team consists of

The Scrum Master
The Development Team
The Product Owner
The Key Stakeholders

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

=> How does the Scrum Master help the Product Owner? Select the three most appropriate answers.

- Understanding product planning in an empirical environment
- Facilitating Scrum events as requested or needed
- Leading and coaching the organization in its Scrum adoption
- Finding techniques for effective ( ) Product Backlog management
- Introducing cutting edge development practices

Correct Answer:

- Understanding product planning in an empirical environment

- Facilitating Scrum events as requested or needed
- Finding techniques for effective Product Backlog management

The Scrum Master serves the Product Owner in several ways, including:

- Finding techniques for effective Product Backlog management;
- Helping the Scrum Team understand the need for clear and concise Product Backlog items;
- Understanding product planning in an empirical environment;
- Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value;
- Understanding and practicing agility;
- Facilitating Scrum events as requested or needed.

=> Scrum is founded on

Empiricism
Empirical criticism
Common sense
Kanban system

Correct Answer: Empiricism

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.

=> The Scrum Master is focused primarily on the Scrum Team and usually does not care about those outside the Scrum Team.

True
False

Correct Answer: False

The Scrum Master is a servant-leader (leader serviteur) for the Scrum Team. 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.

=> Could the Product Owner and the Scrum Master be a part of the Development Team?

Yes
No

Correct Answer: Yes

Yes. Scrum does not prohibit the Product Owner or the Scrum Master do development work. However, it is not the best practice because it could create a conflict of interest.

=> LE CÔNE D'INCERTITUDE

Le cône d'incertitude est un terme de gestion de projets visant à décrire les différents niveaux d'incertitude rencontrés lors des différentes phases d'un projet.

En résumé, nos estimations deviennent plus sûres et fiables à mesure que la connaissance du sujet à estimer augmente.

Comment connaître à l'avance quelque chose que l'on n'a jamais fait ? (Ca a l'air tellement évident une fois présenté comme ça...)

C'est toute la philosophie de l'agilité qui se cache derrière ce simple constat.

Afin de réduire l'incertitude sur les phases d'intégration, on pratique l'intégration continue pour s'y confronter le plus tôt et le plus souvent possible.

Même logique pour les pratiques de TDD qui visent à pratiquer les tests, et intégrer la qualité, tout au long du processus de développement.

=> What does Cone of Uncertainty show?

- Hierarchy of tasks that comprise a project
- How much work remains till the end of the Sprint
- Dependencies, start times and stop times for project tasks
- How much is known about the Product over time ( )

Correct Answer: How much is known about the Product over time

The Cone of Uncertainty describes the evolution of the amount of uncertainty ( ) during a project.

=> What comprises Scrum?

Burn-down charts
Scrum Teams
Roles
Reports
Events
Artifacts
Rules

Correct Answer:

Scrum Teams

Roles

Events

Artifacts

Rules

=> Could the Sprint Planning be finished if only work planned for the first days of the Sprint is decomposed to units of one day or less?

Yes, if the remaining work is also estimated, maybe in bigger units

No, all items in the Sprint Backlog should be decomposed to units of one day or less by the end of the Sprint Planning

Correct Answer:

Yes, if the remaining work is also estimated, maybe in bigger units

Explanation :

The Scrum Guide requires only the work planned for the first days of the Sprint is decomposed by the end of the Sprint Planning, often to units of one day or less. However, the Development Team should be able to explain to the Product Owner and Scrum Master how it intends to work as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment.

=> What are the characteristics of a Development Team? Select three most appropriate choices.

Scrum recognizes no sub-teams in the Development Team

Accountability belongs to the Development Team as a whole

Having at least one test engineer in the Development Team

Scrum recognizes no titles for Development Team members other than Developer

Having the Scrum Master as a part-time Developer in the Development Team

Correct Answer:

Scrum recognizes no sub-teams in the Development Team

Accountability belongs to the Development Team as a whole

Scrum recognizes no titles for Development Team members other than Developer

=> The Sprint Backlog is created at the Sprint Planning. It is prohibited to add new work into the Sprint Backlog later by the Development Team.

False

True

Correct Answer: False

=> All the Scrum Teams working on the same product should have the same Sprint length.

False

True

Correct Answer: False.

Explanation :

Scrum does not require having aligned Sprints for multiple teams.

=> Who is responsible for tracking the total work remaining in the Sprint Backlog to project the likelihood ( ) of achieving the Sprint Goal?

The Development Team

The Product Owner

The Scrum Master

The Product Owner and the Development Team

The Scrum Team

Correct Answer: The Development Team

=> Who is responsible for crafting the Sprint Goal at the Sprint Planning?

The Development Team

The Key Stakeholders

The Product Owner

The Scrum Team

The Scrum Master

Correct Answer: The Scrum Team

=> What provides guidance to the Development Team on why it is building the Increment?

The Product Owner

The Scrum Master
The Sprint Goal
The Sprint Backlog

Correct Answer: The Sprint Goal

=> It is a good practice to have at least two Product Owners on big projects.

True
False

Correct Answer: False
The Product Owner is one person, not a committee ( ), but the Product Owner may represent the desires of a committee in the Product Backlog.

=> What are the three main questions each member of the Development Team should answer at the Daily Scrum?

What will I do today to help the Development Team meet the Sprint Goal?
What did I do yesterday that helped the Development Team meet the Sprint Goal?
Do I have complete understanding of the Sprint Backlog item I am working on?
Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?
Did I explain all the discovered issues I found yesterday to the Product Owner?

Correct Answer:
What will I do today to help the Development Team meet the Sprint Goal?
What did I do yesterday that helped the Development Team meet the Sprint Goal?
Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

=> Scrum does not describe agile processes and techniques.

False
True

Correct Answer: False

=> What is the Increment?

- The sum of all the Product Backlog items completed during the Sprint and the value of the increments of all previous Sprints
- All "Done" items in the Sprint Backlog
- The sum of all the Product Backlog items completed during the Sprint
- All items in the Sprint Backlog that could be released regardless of whether the Product Owner decides to actually do it

Correct Answer: The sum of all the Product Backlog items completed during the Sprint and the value of the increments of all previous Sprints

=> Who is responsible for the Product Backlog?

The Scrum Master and The Development Team
The Scrum Master
The Product Owner and The Scrum Master
The Product Owner
The Development Team
The Product Owner and The Development Team

Correct Answer: The Product Owner

=> What is Scrum?

- A sequential design process, used in software development processes, in which progress is seen as flowing steadily downwards.
- A framework within which people can address complex adaptive problems, while delivering valuable products.
- A software development methodology which is intended to improve software quality.

Correct Answer: A framework within which people can address complex adaptive problems, while delivering valuable products.

=> How does the Scum Master serve the Organization? Select the three most appropriate answers.

- Leading and coaching the organization in its Scrum adoption
- Working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization
- Making sure the key stakeholders are invited on all Scrum Reviews within organization
- Mixing experienced developers and junior specialists across different Development Teams in the organization to speed up Scrum adoption
- Planning Scrum implementations within the organization

Correct Answer:

- Leading and coaching the organization in its Scrum adoption
- Working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization
- Planning Scrum implementations within the organization

=> All Development Teams working on the same Product should use the same Product Backlog.

False

True

Correct Answer: True

Multiple Scrum Teams often work together on the same product. One Product Backlog is used to describe the upcoming work on the product.

=> If an item in the Sprint Backlog cannot be finished by the end of the Sprint (it turned out there is a lot more work to do than was estimated), the Sprint is cancelled.

True

False

Correct Answer: False

The Sprint is cancelled only in the case if the Sprint Goal became obsolete. If some work could not be done, the Sprint Backlog should be re-negotiated between the Product Owner and Development Team.

=> The Daily Scrum time-box depends on the size of the Development team.

Correct Answer: False

The Daily Scrum is a 15-minute time-boxed event for the Development Team of any size.

=> How does Definition of “Done” help to the Scrum Team? Select the three most applicable items.

- DoD is used to assess when work is complete on the product Increment
- Guides the Development Team in knowing how many Product Backlog items it can select during a Sprint Planning
- DoD ensures artifact transparency
- DoD helps in inspection and adaptation
- DoD helps to calculate velocity of the Scrum Team

Correct Answer:

- DoD is used to assess when work is complete on the product Increment
- Guides the Development Team in knowing how many Product Backlog items it can select during a Sprint Planning
- DoD ensures artifact transparency

=> **Vélocité**

DE QUOI S'AGIT-IL?

A la fin d'une itération, l'équipe additionne les estimations associées aux user stories qui ont été terminées au cours de cette itération. Ce total est appelé vélocité.

Une fois connue, la vélocité peut être utilisée pour valider ou réviser la planification de l'ensemble du projet, en partant du principe que la vélocité lors de futures itérations sera approximativement égale à la dernière vélocité constatée.

Exemple: une équipe entame une itération, prévoyant de terminer les stories suivantes: A, estimée à 2 points; B, estimée à 2 points; C, estimée à 3 points. A la fin de l'itération, les stories A et B sont terminées à 100% mais C n'est terminée qu'à 80%.

Une équipe Agile ne reconnait que deux niveaux de complétion: 0% ou 100%. Par conséquent C n'est pas comptabilisée, et la vélocité de l'itération est de 4 points. Supposons que la totalité des stories du projet

représente 40 points; on prévoit donc une durée totale du projet équivalente à 10 itérations.

L'itération suivante, l'équipe devrait ne prévoir qu'un lot de stories équivalent à 4 points, afin d'éviter de retomber dans le travers que constitue une story terminée à 80%. La vélocité fonctionne ainsi comme une soupape permettant de faire retomber la pression lorsque l'équipe rencontre des difficultés à tenir ses engagements. (Si la story C est Référentiel des pratiques Agiles complétée au début de l'itération suivante, les 3 points correspondants pourront être comptabilisés dans la vélocité de cette dernière. La vélocité de l'équipe va donc "naturellement" remonter.)

ERREURS COURANTES

Cette définition a plusieurs conséquences importantes:

• la vélocité est une constatation, une mesure à postériori, et non un budget ou une prévision; parler de "fixer une vélocité" est un contresens

• on parle de la vélocité d'une équipe uniquement, en aucun cas de vélocité individuelle; cela n'aurait pas de sens, une équipe étant conçue précisément comme un ensemble plus performant que la somme de ses individus

• on ne peut pas directement comparer la vélocité de deux équipes différentes, puisque ces équipes peuvent avoir émis leurs estimations sur des bases différentes

• pour que la vélocité permette la prévision d'une date de fin du projet, il est impératif que l'ensemble des user stories que comprend le projet soient estimées de façon cohérente; il existe deux manières d'y parvenir:

    ◦ estimer la totalité des user stories très tôt dans le projet (avant ou pendant les premières itérations)

    ◦ utiliser une technique d'estimations relatives pour s'assurer que les estimations tardives sont émises sur la même base que celles émises en début de projet

=> What are the three most applicable characteristics of the Product Owner?

- Facilitator of Scrum events
- Product Value Maximizer
- Lead Facilitator of Key Stakeholder Involvement
- Product Marketplace Expert
- Lead Scrum evangelist in the Organization

Correct Answer:

Product Value Maximizer
Lead Facilitator of Key Stakeholder Involvement
Product Marketplace Expert

=> The Scrum Master does the following regarding the Daily Scrum (select all applicable variants):

- Is responsible for conducting the Daily Scrum
- Teaches the Development Team to keep the Daily Scrum within the 15-minute time-box
- Ensures that the Development Team has the meeting
- Enforces the rule that only Development Team members participate in the Daily Scrum

Correct Answer:

- Teaches the Development Team to keep the Daily Scrum within the 15-minute time-box
- Ensures that the Development Team has the meeting
- Enforces the rule that only Development Team members participate in the Daily Scrum

=> How frequently should scrum users inspect Scrum artifacts and progress toward a Sprint Goal?

- After the Daily Scrum
- At the Sprint Review
- Frequently, but it should not get in the way of the work
- As frequently as possible

Correct Answer: - Frequently, but it should not get in the way of the work
Scrum users must frequently inspect Scrum artifacts and progress toward a Sprint Goal to detect undesirable variances. Their inspection should not be so frequent that inspection gets in the way of the work. Inspections are most beneficial when diligently performed by skilled inspectors at the point of work.

=> What is the Sprint Backlog?

- The Product Backlog items selected for this Sprint plus a set of Development Team internal tasks
- The Product Backlog items selected for this Sprint plus the plan for delivering them
- The Product Backlog items selected for this Sprint

Correct Answer: - The Product Backlog items selected for this Sprint plus the plan for delivering them
Explanation :

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.

=> What does Burn-down Chart show?

Dependencies, start times and stop times for project tasks

How much work remains till the end of the Sprint

The evolution of the amount of uncertainty during a project

Hierarchy of tasks that comprise a project

Correct Answer: How much work remains till the end of the Sprint

Explanation : Burn-down chart shows the evolution of remaining effort against time.

=> Imagine you are a Scrum Master. There are 10 professionals (developers and Qas [Quality Assurance]) and the Product Owner. How to distribute people between development teams? Choose all applicable variants:

- 3 teams of 4, 3 and 3 people (each team is cross-functional)
- 1 team of 10 people (because there is no reason to divide)
- 2 teams of 6 and 4 people (because it is good to have all the QAs in a separate team)
- 2 teams of 6 and 4 people (the professionals after a short meeting decided this is the best variant)

Correct Answer:

- 3 teams of 4, 3 and 3 people (each team is cross-functional)
- 2 teams of 6 and 4 people (the professionals after a short meeting decided this is the best variant)

=> What are the questions the Sprint Planning answers ? Select two.

- What can be delivered in the Increment resulting from the upcoming Sprint?
- What is the size of the Technical Debt and how it could be removed?
- Who will be responsible for each item in the Sprint Backlog?
- How will the work needed to deliver the Increment be achieved?
- What new technologies could be used to speed up the Development Team velocity?

Correct Answer:

- What can be delivered in the Increment resulting from the upcoming Sprint?
- How will the work needed to deliver the Increment be achieved?

=> During each Sprint Retrospective the Scrum Team reviews the Definition of Done and changes it if necessary.

True

False

Correct Answer: True

=> Who is responsible for creation of the Definition of “Done”?

- The Product Owner
- The Scrum Master
- The Development Team
- The Scrum Team

Correct Answer: - The Development Team

Remarque :

If there are multiple Scrum Teams working on the system or product release, the development teams on all of the Scrum Teams must mutually define the definition of “Done.”

=> Who is responsible for all estimates in the Product Backlog ?

- The Development Team
- The Product Owner
- The Product owner and the Scrum Master
- The Scrum Master and the Development Team
- The Scrum Master
- The Product owner and the Development Team
- The Scrum Team

Correct Answer: - The Development Team

=> What does Product Backlog management include? Select three most applicable items.

- Optimizing the value of the work the Development Team performs
- Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next
- Presenting Product Backlog items to the Key Stakeholders
- Ordering the items in the Product Backlog to best achieve goals and missions
- Moving Product Backlog items into the Sprint Backlog

Correct Answer:

- Optimizing the value of the work the Development Team performs

- Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next
- Ordering the items in the Product Backlog to best achieve goals and missions

=> Who creates the increment?

- The Development Team
- The Scrum Team
- The Development Team and The Product Owner
- The Scrum Master
- The Product Owner

Correct Answer: - The Development Team

=> What is the order of items in the Product Backlog?

- Less valuable and most unclear items at the bottom
- Alphabetical
- The recently added items at the top
- The less clear items at the top

Correct Answer: - Less valuable and most unclear items at the bottom

Explanation : The Product Owner is responsible for placing the most valuable and clear items at the top of the Product Backlog.

=> If an inspector determines that one or more aspects of a process deviate outside acceptable limits when an adjustment must be made?

- After clarifying all the details with the Product Owner
- After Scrum Master approval
- The deviations should be discussed at the Daily Scrum and then an adjustment must be made
- As soon as possible to minimize further deviation

Correct Answer: - As soon as possible to minimize further deviation

=> Who has the authority to cancel the Sprint?

- The Development Team
- The Scrum Master
- The Key Stakeholders
- The Product Owner
- The Product Owner and the Scrum Master

Correct Answer: The Product Owner

=> What is the result of the Sprint Review?

- Common understanding of progress toward the Sprint Goal and how progress is trending toward completing the work in the Sprint Backlog
- Common understanding of what can be delivered in the Increment and how will the work needed to deliver the Increment be achieved
- A list of improvements that the Scrum Team will implement in the next Sprint
- A revised Product Backlog that defines the probable Product Backlog items for the next Sprint

Correct Answer: A revised Product Backlog that defines the probable Product Backlog items for the next Sprint

=> What are Product Backlog features? Select three.

- It is never complete
- It is dynamic
- When the final version of a product is rolled out, its Product Backlog is dismissed
- A Product Backlog could be closed when it contains no items to include into the next Sprint
- As long as a product exists, its Product Backlog also exists

Correct Answer:
- It is never complete
- It is dynamic
- As long as a product exists, its Product Backlog also exists

=> What could be a source of requirements for any changes to be made to the product?

- The CEO of the Organization
- The Product Backlog
- The Key Stakeholders

Correct Answer: - The Product Backlog

=> What are the three main qualities the team model in Scrum is designed to optimize?

- Creativity
- Productivity
- Agility
- Responsibility
- Competence
- Flexibility

Correct Answer:
- Creativity
- Productivity
- Flexibility

=> Who participates in the Sprint Planning? Select three.

- The Scrum Master
- The Development Team
- The Key Stakeholders
- The Team Manager
- The Product Owner

Correct Answer:
- The Scrum Master
- The Development Team
- The Product Owner

Explanation :

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.

=> The purpose of the Sprint Retrospective is to (select three):

- Inspect how the last Sprint went with regards to people, relationships, process, and tools
- Identify and order the major items that went well and potential improvements
- Create a plan for implementing improvements to the way the Scrum Team does its work
- Get feedback from the Key Stakeholders invited by the Product Owner
- Get technical or domain advice from specialists invited by The Development Team or The Scrum Master

Correct Answer:
- Inspect how the last Sprint went with regards to people, relationships, process, and tools
- Identify and order the major items that went well and potential improvements
- Create a plan for implementing improvements to the way the Scrum Team does its work

=> What part of the capacity of the Development Team does Product Backlog refinement usually consume?

Not more than 20%
Not more than 5%
Not more than 10%
The Development Team is not authorized for Product Backlog refinement

Correct Answer: Not more than 10%

=> What are the three pillars that uphold Scrum?

Inspection
Self-organization
Transparency
Adaptation
Agility
Cross-functionality

Correct Answer:
Inspection
Transparency
Adaptation

=> In which meetings the Key Stakeholders are allowed to participate?

The Sprint Retrospective
The Daily Scrum
The Sprint Review
The Sprint Planning

Correct Answer: The Sprint Review

Explanation :

The Key Stakeholders are allowed to participate only in the Sprint Review meeting. However, any member of the Scrum Team can interact with them any time.

=> Who participates in the Sprint Review? Select all applicable variants.

The Product Owner
The Scrum Master
The Development Team
The Key Stakeholders
The Organization CEO

Correct Answer:

The Product Owner
The Scrum Master
The Development Team
The Key Stakeholders

=> Select the two meetings in which people outside the Scrum Team are allowed to participate.

The Daily Scrum
The Sprint Review
The Sprint Planning
The Sprint Retrospective

Correct Answer:

The Sprint Review
The Sprint Planning

Explanation :

The Development Team may invite other people to attend the Sprint Planning in order to provide technical or domain advice.

The Product Owner is responsible for inviting the Key Stakeholders to the Sprint Review meeting

=> What happens when a Sprint is cancelled? Select three.

- All incomplete Product Backlog Items are re-estimated and put back on the Product Backlog
- If part of the work is potentially releasable, the Product Owner typically accepts it
- Several top Product Backlog Items are taken into the Sprint Backlog to replace the obsolete items

- At the Sprint Retrospective the Scrum Master determines who from the Development Team is responsible for cancelling the Sprint
- Any completed and “Done” Product Backlog items are reviewed

Correct Answer:
- All incomplete Product Backlog Items are re-estimated and put back on the Product Backlog
- If part of the work is potentially releasable, the Product Owner typically accepts it
- Any completed and “Done” Product Backlog items are reviewed

=> What are the formal Scrum events for inspection and adaptation?

The Sprint Planning
The Daily Scrum
The Sprint Retrospective
The Sprint Review

Correct Answer:
The Sprint Planning
The Daily Scrum
The Sprint Retrospective
The Sprint Review

=> It is normal to have a “hardening” Sprint to remove all technical debt and prepare the Product for upcoming release.

True
False

Correct Answer: False
Explanation :
It is not normal. Development Teams deliver an Increment of product functionality every Sprint. This Increment is usable, so a Product Owner may choose to immediately release it. So, there is nothing to prepare. Each increment contains only “Done” functionality that could be released immediately.

=> Only the Product Owner and the Development Team participate in the Sprint Planning. There is nothing to do for the Scrum Master.

True
False

Correct Answer: False

=> Who is allowed to change the Sprint Backlog during the Sprint?

The Product Owner
The Development Team
The Scrum Team
The Scrum Master
The Development Team and the Product Owner

Correct Answer: The Development Team

=> What are the two essential features a Scrum Team should possess?

- It should have all competencies needed to accomplish the work without depending on others not part of the team
- It should choose how best to accomplish their work, rather than being directed by others outside the team
- It should be flexible enough to complete all the work planned for the Sprint even if some team members are on vacation
- It should use tools, processes and techniques approved by the Organization

Correct Answer:
- It should have all competencies needed to accomplish the work without depending on others not part of the team
- It should choose how best to accomplish their work, rather than being directed by others outside the team

=> What is the input to the Sprint Planning? ( ) Select four.

- Projected capacity of the Development Team during the Sprint
- Feedback from the Organization CEO
- The latest product Increment
- The Product Backlog
- Past performance of the Development Team
- Feedback from the Key Stakeholders

Correct Answer:

- Projected capacity of the Development Team during the Sprint
- The latest product Increment
- The Product Backlog
- Past performance of the Development Team

Explanation :

The input to the 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.

=> Please, check all opportunities to inspect and adapt.

The Sprint Retrospective
The Sprint
The Daily Scrum
The Sprint Planning
The Sprint Review

Correct Answer:

- The Sprint Retrospective
- The Daily Scrum
- The Sprint Planning
- The Sprint Review

=> What should be taken into account for the Definition of “Done”? Select the two most appropriate items.

Conventions, standards and guidelines of the Organization
Experience of the Product Owner
Definition of "Done" of other Scrum Teams working on other products
Advice of the Scrum Master
Definition of "Done" of other Scrum Teams working on the same Product

Correct Answer:

Conventions, standards and guidelines of the Organization
Definition of "Done" of other Scrum Teams working on the same Product

=> Who is allowed to make changes in the Product Backlog?

The Product Owner
The Key Stakeholders
The Development Team, but with permission of the Product Owner

Anyone

Correct Answer:

The Product Owner

The Development Team, but with permission of the Product Owner

Explanation :

The Product Owner is the sole person responsible for the Product Backlog. However, he or she can delegate some work related to product backlog management to the Development Team.

=> What happens during the Sprint? Select three answers.

- Scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned
- No changes are made that would endanger the Sprint Goal
- The Sprint Goal is changed frequently to reflect the status of the remaining work
- Quality goals do not decrease
- Sprint scope is defined at the Sprint Planning and cannot be changed

Correct Answer:

- Scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned
- No changes are made that would endanger the Sprint Goal
- Quality goals do not decrease

=> Please, select a time-box for each Scrum event.

Sprint Retrospective	= 3 hours or less
Sprint Planning	= 4 hours or less
Daily Scrum	= 15 minutes
Sprint Review	= 8 hours or less

=> Scrum does not allow additional meetings that are not defined in Scrum.

False

True

Correct Answer: False

Explanation :

Scrum allows additional meetings if they facilitate achieving the Sprint Goal.

=> How much time does the Sprint Planning take?

Not more than 4 hours
As much as it is necessary to make task break-down and estimations for all items in the Sprint Backlog
Not more than 8 hours
From 4 to 8 hours

Correct Answer: Not more than 8 hours

=> Scrum recommends using only those Scrum components and rules which suit most for a particular project.

True
False

Correct Answer: False

Explanation :

Each component within the Scrum framework serves a specific purpose and is essential to Scrum's success and usage.

=> Other people than the Scrum Team can attend the Sprint Planning in order to provide technical or domain advice.

True
False

Correct Answer: True

=> What belongs solely to the Development Team

The Increment
The Sprint Backlog
The Definition of Done
The Product Backlog

Correct Answer:
The Sprint Backlog

=> Who is responsible for the monitoring of the remaining work towards the Project Goal?

The Product Owner and The Development Team
The Product Owner
The Scrum Master and The Development Team
The Development Team
The Scrum Master
The Scrum Team

Correct Answer:
The Product Owner
Explanation :
The Product Owner tracks total work remaining at least every Sprint Review. The Product Owner compares this amount 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.

=> Who is responsible for coping ( ) with incomplete artifact transparency?

The Product Owner
The Development Team
The Scrum Master
The Scrum Team

Correct Answer: The Scrum Master

=> Average items in the Product Backlog are usually...

The same size as the items in the Sprint Backlog
Larger than items in the Sprint Backlog
Smaller than items in the Sprint Backlog

Correct Answer: Larger than items in the Sprint Backlog
Explanation :
This is how it works:

Items with different sizes are added to the Product Backlog

Items are sorted based on their business value

Large items on the top of the Product Backlog are broken down into smaller ones to become clearer

That's why the items on the top are smaller than those on the bottom. Also, because items selected for the Sprint Backlog come from the top of the Product Backlog, they are expected to be smaller than the average item in the Product Backlog.

Remember that size is not a basis for ordering the Product Backlog items; it just happens automatically because of our process.

=> Who decides on the technical approach?

Architects

The Development Team

The Product Owner

The Scrum Master

The whole Scrum Team

Correct Answer: The Development Team

Explanation :

This is completely up to the self-organized Development Team to decide on the way they work and on the technical aspects of the project.

=> Who should create the Sprint Goal?

The Product Owner

The Scrum Team

The Development Team

The Scrum Master

The Product Owner and the Development Team together

Correct Answer: The Scrum Team

Explanation :

The Sprint Goal is created at the Sprint Planning meeting by the whole Scrum Team.

=> The purpose of ALL Sprints is to produce a Done Increment of working product.

False

True

Correct Answer: True

Explanation :

The purpose of all Sprints is to create an Increment, which is “Done”, a piece of working software usable for the users, “potentially releasable”, and “potentially shippable”. However, we do not necessarily “release” or “ship” all Increments.

Remember that Scrum.org doesn’t accept any special type of Sprint, such as Sprint 0, Hardening Sprint, Release Sprint, Integration Sprint, etc. All Sprints are the same.

=> The Development Team has realized that they have selected too many items for the Sprint Backlog, while they are in the middle of the Sprint Planning. Which two of the following are proper actions in this case?

Remove some of the lower priority items

Inform the Product Owner and start development

Work overtime and finish everything

Add more developers to the team

Correct Answer:

Remove some of the lower priority items

Inform the Product Owner and start development

Explanation :

We can freely change the number of items, because it’s still “during” the Sprint Planning.

If we want to, we can just start the Sprint with the high number of items, because nothing happens if we do not deliver everything.

We work on a constant pace (no overtime work). We do not like to change the composition of the team often, because we know that adding more developers does not always increase productivity, and even if it does, it will not happen in the short term.

=> When multiple teams are working on the same project, there should be one Definition of Done for all of them.

False

True

Correct Answer: False

Explanation :

Each team might be working on a different part of the product (e.g. desktop application, mobile application, web application), or simply have different styles of work, and therefore require different Definitions of Done. This is all right, as long as their definitions are compatible and have the capacity to create one Integrated Increment each Sprint. The definitions should also contain all the minimum requirements coming from the organization.

Note: When multiple teams are working on the same project, all their outputs will be combined into one Integrated Increment. They also have only one Product Backlog, and one Product owner.

=> Which statement best describes the Sprint Backlog?

It is never updated during the Sprint

It contains all the remaining items from the previous Sprint

Each of its items have a designated owner

It is created in the beginning of the Sprint

Correct Answer: It is created in the beginning of the Sprint

Explanation :

The Sprint Backlog is created during the Sprint Planning, which is the first event in the Sprint.

There are items selected from the Product Backlog (by the Development Team), and the tasks created by decomposing the items (by the Development Team) in a Sprint Backlog. They keep adding tasks during the Sprint, so, the Sprint Backlog evolves during the Sprint. It's the Development Team's plan for the current Sprint. This plan is not detailed upfront.

If the Development Team cannot deliver some of the items at the end of the Sprint, they will go back to the Product Backlog , and will be ordered again; they do not go to the next Sprint automatically.

Each task is assigned to one developer or a pair of developers, but the ownership is still shared. Items are not assigned or owned by specific developers; all of them share accountability.

=> Is it possible implementing only parts of Nexus?

No, implementing only parts of Nexus is impossible.

Yes, implementing only parts of Nexus is possible, but the result is not Nexus.

Yes, implementing only parts of Nexus is possible.

Correct Answer: Yes, implementing only parts of Nexus is possible, but the result is not Nexus.

Explanation :

As with the Scrum framework, Nexus' roles, artifacts, events, and rules are immutable. Although implementing only parts of Nexus is possible, the result is not Nexus.

=> The Sprint is not a time boxed event.

True

False

Correct Answer: False

=> In a Burn Down Chart
X tracks value, Y tracks cost
X tracks work, Y tracks time
X tracks cost, Y tracks value
X tracks time, Y tracks work

Correct Answer: X tracks time, Y tracks work

=> Can a Product Owner participate in the Daily Scrum?
Yes if he is performing work on the Sprint Backlog
Yes always
No never
Yes if he needs to collaborate with the Development Team

Correct Answer: Yes if he is performing work on the Sprint Backlog

=> [contradiction]

The Scrum Master realizes that Product Owner attends all Daily Scrums and asks Team Members about their tasks and gives them directions for the following day. What should the Scrum Master do?
A. It's wrong, the Product Owner should not attend Daily Scrum
B. It's wrong, the Product Owner should not speak in Daily Scrum
C. It's OK, the Product Owner can do this
D. It's OK, it's recommended for the Product Owner to give direction

Correct Answer: réponse B (vérifiée)

The Daily Scrum is intended for the Development Team members only, and has its own goals. If the Development Team needs guidance from the Product Owner, this will be done out of Daily Scrum

=> Which of the following are NOT defined in the Scrum Framework?
Sprint Backlog

Project Manager
Product Backlog
Scrum Master
Burn down chart

Correct Answer:
Project Manager
Burn down chart

=> Which one of the following is an important feature of the Daily Scrum meeting?
There is no recommended amount of time for the event.
The meeting should ensure that it is clear to all which team members are not performing
Everyone is expected to stand for the whole time, to keep the meeting short
The meeting must be kept short and well structured

Correct Answer: The meeting must be kept short and well structured

=> During the Sprint it is discovered that the Development Team do not have all the competencies needed to accomplish the work. What should happen? (Choose 2)
This matter will be brought up during the Sprint Retrospective.
The Development Team re-negotiates the Sprint scope with the Product Owner
The Sprint is put on hold until the right specialist can be found
Scrum Teams are cross functional, this never happens.

Correct Answer:
This matter will be brought up during the Sprint Retrospective.
The Development Team re-negotiates the Sprint scope with the Product Owner

=> When 3 Development Teams work on the same product simultaneously, how is 'Done' defined?
The Product Owner defines Done for all the Development Teams.
Each team has it's own definition of Done but there is also an additional definition for the Done » integrated increment used during the hardening sprint. »
The Scrum Master defines Done for all the Development Teams.
The Development Teams use the same definition of Done.
Each team has it's own definition of Done.

Correct Answer: The Development Teams use the same definition of Done.

=> What is Product Backlog refinement (Choose all that apply)

Decomposition of the Product Backlog

It's the second meeting held during the Sprint

Adding detail to the Product Backlog item

Adding estimates to the Product Backlog items

Ordering the Product Backlog items

Correct Answer:

Decomposition of the Product Backlog

Adding detail to the Product Backlog item

Adding estimates to the Product Backlog items

Ordering the Product Backlog items

=> In the waterfall methodology, the duration of the activities, like development, testing, etc. are

a) Planned to be fixed irrespective of any calculation (time boxed)

b) Predicted using some calculations based on "today's weather"

c) Never decided upfront

Correct Answer: b) Predicted using some calculations based on "today's weather"

Explanation :

The waterfall activities are estimated and calculated well in advance based on today's knowledge and assumptions. Their duration will vary depending on the calculations. They are not time boxed; they do not have fixed durations.

=> Building complex products like software is a complex adaptive problem. Complex adaptive problems are

a) Deterministic

b) Stochastic

c) Hard to predict even using the history of the past

Correct Answer: c

=> Select all that apply. Empiricism provides

a) Frequent opportunities to get information using which uncertainty (incertitude) can be completely eliminated

b) Frequent opportunities to discuss different possibilities

c) Frequent opportunities to make informed decisions (des décisions en connaissance de cause), thus reducing risk (ce qui, par conséquent, réduit le risque)

Correct Answer: 'b' and 'c'.

Explanation :

Empiricism is an alternative to waterfall to manage complexity and uncertainty. In waterfall, the risk of uncertainty accumulates over long cycles. The risk is reduced by the empiricism approach because it provides frequent feedback and course correction points. These points are where more information may be available to view different possibilities and make informed decisions. However, empiricism does not completely eliminate uncertainty.

=> Select the best answer. Scrum is a newer way of doing things to address complex problems. It is a newer way because

a) It offers new terminology for traditional practices

b) It is easier to master (implement) than the traditional way

c) It increases the opportunity to control risk and optimizes the predictability (prévisibilité) of progress

d) It is closely associated with emerging technologies

Correct Answer: c

Explanation :

Scrum brings in new terminology but it is not the primary difference. It is easy to learn, but difficult to master. There is incidental association of lot of emerging technologies executed in Scrum, but that is not the reason for its identity as a newer way.

Scrum does not guarantee success, but it increases the likelihood of success by controlling the risks and optimizing predictability.

=> To reduce the likelihood (probabilité) of not meeting big commitments (engagements), Scrum uses

a) Timeboxing, so the planned events can happen on time

b) Timeboxing, so the commitments will have additional buffer of time

c) Timeboxing, so the events cannot exceed a predetermined time box

Correct Answer: c

Explanation :

Scrum controls the risk associated with long term planning and big commitments by constraining the product development into shorter iterations called Sprints. Each Sprint is strictly time-boxed so they expire on the predetermined date no matter what. By timeboxing, the risk of pursuing a wrong direction is limited to the cost of one Sprint.

=> Select all that apply. The formal opportunities for Inspection and Adaptation are

a) Sprint

b) Definition of “Done”

c) Product Increment

d) None of the above

Correct Answer: d

Explanation :

Four Scrum events are formal events for inspection and adaptation. They are Sprint Planning, Daily Scrum, Review and Retrospective.

=> Scrum framework consists of

a) Scrum Standards

b) Scrum Teams

c) Product Development Processes

d) Roles, events, artifacts, and rules associated with Scrum Teams

Correct Answer: b et d

Scrum framework consists of Scrum Teams and their associated roles, events, artifacts, and rules. Though there are standards such as definition of “Done”, they are not formally called as Scrum Standards.

=> In their journey to deliver products of the highest business value, what factors will enable the Scrum Team to balance creativity, flexibility, and productivity?

a) Strong Team Management and Guidance by a team member identified as their leader

b) Having all the skills required to perform all their work without external help

c) Performance Management System that rewards the super achievers of the team

d) Structuring the team such that it can self-organize its work against a common goal

Correct Answer: b et d

Explanation :

If sufficient capabilities and empowerment are not present, the team cannot acquire flexibility. Nor it can command the creativity and productivity. Sufficient capabilities are ensured by having all the skills required for the job.

Empowerment is ensured by the structure of self-organization.

=>

In Scrum, Team Velocity is a good metric to track the progress of product development.

a) Yes

b) No

Correct Answer: b

Explanation : In Scrum, the real mark of progress is the delivery of a useable product Increment in every Sprint.

=> The Scrum Master is the manager of the Scrum Team.

a) True

b) False

Correct Answer: b

Explanation : In Scrum, there is no exclusive team manager role like a Project Manager. There are project management activities in Scrum, but they are distributed among the three Scrum roles. The Scrum Master manages Scrum deployment and coaches the team on Scrum.

=> Scrum is immutable

a) Yes

b) No

Correct Answer: a

Explanation : Changing Scrum or customizing it for the convenience of an existing culture may dilute its distinguishing identity as a “change agent.” Also, it may be perceived as just another additional practice, which fails to motivate those who anticipate change.

=> A Scrum Team is at the end of a Sprint.The next Sprint starts

a) Only after the product Increment is released to production

b) Only after the Retrospective event of the current Sprint

c) Only after the team for the next Sprint is on board

d) Only after the Sprint Planning

Correct Answer: b

The Product Owner may choose to release to production, but it is not mandatory. The same team will continue to the next Sprint. Sprint Planning is the first event of the Sprint.The last event of the Sprint is the retrospective.

=> Only the Product Owner can come up with items that can be considered for the Product Backlog. Others cannot provide input / recommendations / ideas about new items

a) True

b) False

Correct Answer: b

Explanation :

While the Product Owner has the final say on the content and order of the Product Backlog, they can get the input / recommendations / ideas about new items from any stakeholder or Scrum Team member for consideration.

=> When a Scrum Team adds new team members to replace outgoing members, the productivity of the team

a) Will be negatively impacted

b) Will be positively impacted

c) Will remain the same

Correct Answer: a

Explanation : When new team members join, the productivity of the team will be temporarily reduced.

=> Select all that apply. In Scrum, the technical design of the solution is

a) Built one module after another with the Architect's guidance

b) Initially created as a common architectural pattern by selected designers and architects and shared with others to build on top of it

c) Started with just enough design which emerges throughout the Sprints

d) Provided focused attention through core design hours in the Sprint

Correct Answer: c et d

Explanation : There is no Designer or Architect role in Scrum.

=>

A Scrum Team can have an exclusive first Sprint to prepare a Product Backlog, which is the sole outcome from that Sprint

a) True

b) False

Correct Answer: b

Explanation :

A Scrum Team can initially work outside the Scrum Sprints to create and refine just enough of a Product Backlog so that the first Sprint can start. However, this initial effort should not be called a Sprint. Also, it should only take a few days.

=> Which of the following statements is not correct?

a) Only the people who perform the work can finalize the estimate of Product Backlog Items.

b) The Product Owner always orders the Product Backlog Items based solely on the value of each individual item compared to another item.

c) Multiple Development Teams working for the same product should have only one common Product Backlog.

d) A Scrum Master can author a Product Backlog Item for the Product Owner's consideration.

e) The Development Team finalizes all estimates.

Correct Answer: b

Explanation :

The Product Owner is the ultimate authority of finalizing what needs to be added to the Product Backlog. However, they can have others provide them with suggestions. So, a Scrum Master can always author an item for the Product Owner's consideration. The Product Owner strives to maximize the collective value of the Product and the Development Team's work. To achieve that, they can choose to follow any appropriate logic for ordering. It need not always be the individual business value.

=> Product Backlog is ordered by

a) Individual Product Backlog Item's value

b) Whatever increases the overall value of team's work

c) whatever is deemed as appropriate by Product Owner

Correct Answer: c

=> What are some examples of Product Backlog management techniques where a Scrum Master can coach the Product Owner and the Development Team?

a) Creating a common standard that defines the preferred level of description and transparency each Product Backlog Item should meet before introducing them in Sprint Planning. The Team can then use this standard as a guideline to decompose the Items.

b) In addition to using value, a Product Owner can choose input from the Development Team on ordering the items based on their technical coherence.

c) Choosing a tool to manage the Product Backlog.

d) Techniques like writing the items in the form of user stories and their Acceptance Tests.

Correct Answer: a', 'b', and 'd

Explanation :

A Scrum Master coaches the Development Team and the Product Owner about managing the Product Backlog to facilitate empiricism-based product planning and arranging the items so that the order can maximize overall value.

=> During a Sprint Review, the stakeholders notice that the product development progress is not clearly visible and lacks transparency. Moreover, they are not able to understand the Team's next steps. Who bears the primary responsibility for this status?

a) Scrum Team

b) Scrum Master

c) Product Owner

d) Development Team

Correct Answer: c

Explanation :

Product Owner is responsible for maintaining the transparency of Product Backlog, the progress so far, and the next steps along with alternatives if any.

The entire Scrum Team is responsible for "how they plan and perform their work." So, if there is a question about who is responsible for the failure or success of the Scrum work, the answer is the Scrum Team for sure.

The Scrum Master of course needs to help the Product Owner in coaching techniques for better Product Backlog management, increasing the transparency of the Backlog, and more.

So, the Scrum Master's responsibility is to coach the team to adhere to Scrum and its principles. However, the Scrum Master does not bear the primary responsibility for those items that are clearly owned by a specific role.

There are clearly defined responsibilities for each role. In this case, the question is - who is responsible for a specific activity of Backlog management including its transparency. The following are guidance from Scrum Guide as to this subject:

- The Product Owner is the sole person responsible for managing the Product Backlog.
- Product Backlog management includes Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next
- The Product Owner is responsible for the Product Backlog, including its content, availability, and ordering
- The Product Owner discusses the Product Backlog as it stands. He or she projects likely completion dates based on progress to date

=> A Development Team is requested by an important stakeholder to help them with some external task because it is urgently required by the organization's board. The team referred them to Product Owner. In this case, the Scrum Master

a) Should do nothing, since the team's action was correct.

b) Should coach the team to support senior management requirements.

c) Should form a sub-team that can take up such external requests.

Correct Answer: a

Explanation :

No one is allowed to tell the Development Team to work from a different set of requirements, and the Development Team is not allowed to act on what anyone else says.

=> A Development Team gets into a situation
where a conflicting team member's behavior causes issues to
progress. Who is responsible for removing this issue?

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

Correct Answer: d

Explanation :

Think about who is responsible for identifying and removing different types of issues. The Scrum Master is responsible for removing impediments outside the Development Team's influence. Also, they are responsible for causing change that increases the productivity of the Scrum Team.

In this case, the issue faced by the Development Team is well within the influence of the Development Team to resolve. So, the Scrum Master should coach the team to resolve such items themselves. If the Scrum Master actively takes steps such as removing this person from the Team, it will lead to a diminished inclination of the Development Team to resolve internal problems for themselves in the long run.

=> In the middle of the Sprint, a Development Team finds that they have more room for additional work. They decide to change the Sprint Backlog by adding a few more Backlog Items from the Product Backlog. Who should be present to decide the additional work and accordingly modify the Sprint Backlog?

a) Senior members of the Development Team
b) Scrum Master
c) Development Team
d) Product Owner
e) Scrum Team

Correct Answer: c et d

Explanation :

Nobody can change the Sprint Backlog other than the Development Team. So they should be present. The Product Owner is responsible for optimizing the value of the Development Team's work and is needed to explain the content of the Product Backlog and give mutual consent on the next work. So they also need to be present.

=> The support of the organization or senior management
a) Is not needed for Scrum implementations.
b) Is not needed because there is no scope for management in Scrum.
c) Is needed to support the Product Owner to maximize the product value and the Scrum Master to coach and implement Scrum.

Correct Answer: c

=> Select all that apply. Who must participate in Sprint Review?
a) Scrum Team
b) Customers
c) Users
d) Technical and domain Experts
e) Stakeholders

Correct Answer: a
Explanation :
Apart from the Scrum Team, stakeholders must participate only if they are invited by the Product Owner. Technical and domain experts are not stakeholders. If one of the options is 'invited stakeholders', it is a correct answer and needs to be selected along with 'Scrum Team'.

=> Select all that apply. Who performs inspections in Scrum events?
a) Product Owner
b) Corporate Audit Group
c) Development Team
d) Senior Management
e) Technical Domain Experts
f) Invited Stakeholders

Correct Answer: ‘a’, ‘c’, and ‘f’.
Explanation :

In Scrum, inspections are performed by those doing the work and those who have knowledge of the product. In addition to the Development Team, the Product Owner and invited stakeholders inspect the product Increment during the Sprint Review.

=> A customer wants to communicate something very relevant and important about the product to the Development Team. Who should they talk to?

a) Since everyone on the team is accountable for product development, the customer should meet all of them together.

b) Product Owner only

c) Scrum Master only

d) Development Team only

Correct Answer: b

Explanation :

The Product Owner may represent the desires of a committee or customer in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner.

=> In a Scrum Team, only the Product Owner communicates with the stakeholders. There is no exception to this rule.

a) True

b) False

Correct Answer: b

Explanation :

Stakeholders only communicate with the Product Owner with respect to Product Planning, its Progress, and the Product Backlog changes. In addition, the Scrum Master can also work with the stakeholders to make them understand Scrum. Also, the entire Scrum Team collaborates with stakeholders during the Sprint Review.

=>

Which estimation unit must be used by the Development Team for the work needed to convert the selected Product Backlog Items into a working product Increment?

a) Function Points

b) Ideal Hours

c) Story Points

d) Any useful sizing technique

Correct Answer: d

Explanation : The work can be of varying size or estimated effort.

=> A Development Team decides to divide the Sprint Backlog and assign ownership of every Sprint Backlog Item to separate individuals on the team. The Scrum Master

a) Should encourage this practice as it increases productivity.

b) Should coach the team to collectively take ownership of the Sprint Backlog Items even though an individual works on a specific item.

c) Should encourage this practice as it increases individual accountability.

Correct Answer: b

Explanation : The Sprint Backlog is collectively owned by the Development Team.

=> During the Daily Scrum, a team member says he does not know when his task will be complete.

a) It is acceptable as the Sprint Review date is far away.

b) Replace the team member with a new team member.

c) The Development Team should collaborate to plan alternative steps such as pairing the member with someone else to eliminate the risk of not meeting the Sprint Goal.

d) The Scrum Master should mentor the team member on how to estimate the task.

Correct Answer: c

Explanation :

As a self-organized team, it is the team's collective responsibility to immediately take steps to resolve issues and meet the Sprint Goal. They still have to discuss how to improve a team member's abilities, but it is a topic for discussion later in the Sprint Retrospective. This issue is well within the influence of the team to solve and hence the Scrum Master's help is not needed.

=>

In Scrum, the usage of a forecast tool like a Burn-down Chart is a fool-proof way of estimating the completion of product development.

a) Incorrect. The Burn-up Chart is the better alternative.

b) Incorrect. Such practices, though useful to some extent, do not replace the importance of empiricism.

c) Incorrect. If the Scrum Team is highly disciplined in updating the Burn-down Chart, then this could be true

Correct Answer: b

Explanation :

Burn-up and Burn-down Charts have proven useful. However, these do not replace the importance of empiricism.

In complex environments, what will happen is unknown. Only what has happened may be used for forward-looking decision-making.

=> In the Sprint Review, the presentation of the product Increment to stakeholders is
a) To get the Sprint completion sign-off.
b) To provide the status of the project.
c) To elicit feedback.

Correct Answer: c
Explanation :
The Sprint Review is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration.

=> The Sprint Review is an event that requires
a) The Product Owner’s sign-off.
b) Stakeholders active participation.
c) Transition sign-off.
d) Inspection and adaptation activities

Correct Answer: b et d

=> What is inspected in the Sprint Retrospective and potentially adapted in the next Sprint?
a) Sprint Improvement Plan
b) Scrum Team
c) Sprint Backlog

Correct Answer: b

=> Throughout the effort, who takes ownership of the Scrum events, sets-up the meeting for every event, and invites the required participants?
a) Product Owner
b) Scrum Master
c) Scrum Team
d) Development Team

Correct Answer: c

Explanation :

The Scrum Team is a self-organized team.

They manage and organize how they perform their work and are collectively the owner of their work. The Scrum Team together comes up with the shared understanding of when to have these events. By bringing in this self-management and regularity, the team avoids the complexities of meeting arrangement and attendance associated with traditional meetings. The Scrum Master may facilitate this only during the early period and coach the team to do it by themselves later.

=> What should be the frequency of Inspection in Scrum? Select all that apply.

a) As planned in the Sprint Planning

b) As needed by the Product Owner

c) In every event within the Sprint

d) Frequently, as decided by the team, but not getting in the way of work

Correct Answer: c et d

Explanation :

Every event is an opportunity for inspection. In addition, a team can optionally inspect more frequently, without having the inspections getting in the way of the work.

=>

A good guideline to differentiate Acceptance Criteria from the definition of “Done” is, “the definition of

“Done” provides a checklist to take the Increment to a potentially shippable state, while the Acceptance Criteria focus on testing the business requirements.”

a) True

b) False

Correct Answer: a

The definition of “Done” is a standard to define the quality for the production release. Acceptance criteria

are the specifications of the expected business behavior.

=> After a Sprint Review, the Product Owner deems that the Product has come to the end of its life and the Product Backlog can be closed. The next immediate step is

a) To communicate the Scrum Team's availability to stakeholders.

b) To conduct a Retrospective.

c) To write transition documentation.

Correct Answer: a

Explanation :

Usually the Retrospective is the last event of a Sprint. However, when the Product Owner decides that the development work is over, there is no need for a Retrospective. The transition documentation is defined as part of the definition of “Done” if that transition documentation is a requirement for the Increment’s release. A “Done” Increment would already have the transition document created.

=> The Scrum Team gathers for the Sprint Planning meeting. The Product Owner has some stories but the team finds that the stories do not provide enough information to make a forecast. The next immediate step is

a) The Scrum Master cancels the Sprint.

b) The Development Team proceeds with starting with whatever is known.

c) The Development Team makes it transparent that they cannot make a forecast with insufficient information and negotiates with the Product Owner on refining the stories to a ready state.

d) The Scrum Team discusses the root causein the Retrospective.

Correct Answer: c

Explanation :

The Product Owner needs to help clarify the selected Product Backlog Items. The Scrum Master can also coach the Product Owner on how to accomplish this. One example is by having regular “backlog refinement sessions.” Answer ‘d’ is also correct, but the question asks about the “next immediate step.”

=> A discussion of what to do next is an additional event in the Sprint Review.

a) False

b) True, and the scope of the next Sprint is also finalized here.

c) True, and it may capture probable Backlog Items for the next Sprint, but the scope of the next Sprint is deferred until Sprint Planning.

Correct Answer: c

Explanation :

Every Scrum event is an opportunity for inspection and adaptation. In the Sprint Review, inspecting the product Increment provides insights and clarity. This newly found knowledge is used to ‘adapt the next steps,’ i.e., find out what to do next.

=> A Development Team maintains a Sprint burn-down to track estimated remaining work. In the middle of the Sprint, the burn down graph shows an upward spike. This indicates

a) A planned work is removed.

b) The Product Owner added a new item to the Sprint.

c) The Development Team added new work.

Correct Answer: c

Explanation :

A spike indicates added work. The Product Owner cannot add new work without the Development Team's consent.

=> The value attached to the Product Backlog Item is guaranteed to be realized.

a) True

b) False

Correct Answer: b

Explanation :

The value is an estimate based on assumptions. It has to be validated by releasing the item. Scrum facilitates the early validation by making it available as a potentially releasable and useable Increment to the Product Owner who can then choose to release it to Production.

=> Who finalizes the number of Product Backlog Items that can be selected for the Sprint Backlog?

a) The Product Owner since they optimize the Development Team's work

b) The Scrum Master since they coach the team on Scrum

c) The Development Team since they are the owners of the work

d) The Scrum Team together negotiates and reaches an agreement. They may use the team velocity as a standard to calculate how much work they can take.

Correct Answer: c

Explanation :

The Product Owner optimizes the team's work by keeping the Product Backlog ordered, and hence deciding what they work on next. Only the Development Team can finalize how many Product Backlog Items it can complete in the Sprint.

=> The Scrum Team is in the middle of a Sprint.

The burn-down indicates that there is a big divergence between planned burn-down and actual burn-down. The inference is

a) The Scrum Master did not plan the Sprint properly.

b) There is more remaining work to do than originally anticipated.

c) There is less remaining work to do than originally anticipated.

d) The Development Team needs to re-plan as soon as possible.

Correct Answer: d

Explanation :

The actual progress is different from what was forecast by the team. So, the team has to re-plan to meet the Sprint Goal. Other answers are incorrect because though there is a divergence, there is no indication if the team is ahead or behind.

Also, the Scrum Master is not the owner of the planning.

The Scrum Guide touches upon burn-down on a fleeting note only with no description. Answering this question requires additional knowledge beyond that description.

=>

Select all that apply. For a Scrum Team, the Sprint Planning meetings are always going beyond the time-boxing. What could be the likely causes?

a) The Scrum Master does not moderate and control the participants.

b) The Team didn't invest enough into Backlog Refinement.

c) The Product Backlog size is huge.

d) The Development Team is trying to get a perfect and detailed Sprint plan.

Correct Answer: b et d

Explanation :

The Scrum Master's role is not to control people or discussions but let the Team self-organize. They only coach and educate the Team to become self-organized. The Product Backlog size does not impact the time because the team does not need to discuss all items in the Product Backlog only those that are ordered on the top and are sufficiently deemed "ready" to be pulled into the Sprint.

Most teams are usually stuck with Product Backlog items that are not decomposed and refined to a level that have sufficient clarity and transparency so they can be done within a Sprint. If the Team has not continuously engaged in Backlog Refinement sessions, they will end up doing "Just in Time refinement" during Sprint Planning.

The chosen Product Backlog Items and the details of work planned for first few days of the Sprint are enough to close the Sprint Planning and start the work. The Development Team does not need to create a detailed work plan for a complete Sprint in the Sprint Planning. They can update the work plan as more details emerge during the Sprint.

=> The estimation method recommended by Scrum is

a) Poker Game.

b) T-Shirt Sizing.

c) Yesterday's weather.

d) None of the above.

Correct Answer: d

Explanation :

Any technique that is useful can be chosen by the Development Team

=> A Development Team has created the Sprint Backlog in the form of a task board. What is your inference?

a) The Sprint Backlog contains the Product Backlog Items for the current Sprint and the plan to meet the Sprint Goal. The team can choose to represent it in any form that makes sense.

b) It is okay to have it in task board format, but it must be ensured that it follows Kanban guidelines.

c) The Scrum Master must advise the team to create a proper Sprint Backlog in the form of a matrix of the selected Product Backlog Items, related tasks, estimations, owners, and expected completion dates.

Correct Answer: a

=> Effort required to fix or refactor a product after it has been built is known as

a) Maintenance.

b) Technical Debt

c) Plumbing code.

Correct Answer: b

Explanation :

Technical debt is accrued as a result of making poor technical choices. Technical debt is not part of Scrum. A Scrum Team may employ this if that helps them in meeting their definition of “Done” and increase the quality.

=> In the middle of the Sprint, a Development Team identifies a defect. Initially they were not sure about the cause of the defect, and hence they involved the Product Owner to discuss it. After the discussion, both the Product Owner and the Development Team agreed that the defect is indeed a clear gap in the feature being developed in their Sprint and not a new requirement. The defect should be

a) Deferred to the Product Backlog since it is a new requirement.

b) Deferred since this is not a critical defect.

c) Fixed in the current Sprint.

Correct Answer: c

Explanation :

This defect is from the work performed in the current Sprint.

=> Hundreds of developers are identified for a Scrum work. Which two of the following may be appropriate considerations to form these developers into teams?

a) Each team must have a required number of technical leads.

b) Each team must be sized to reduce external dependencies with less internal communication issues.

c) Each team must be a business feature team.

d) The team formation should seek input from the business side.

e) Each team must be a technical component team.

Correct Answer: b et d

Explanation :

There is no technical lead role in Scrum. Hence choice ‘a’ is incorrect.

Feature team, though a preferred practice, is not a mandatory requirement by Scrum. Hence, choice ‘c’ is incorrect.

A technical component team increases dependency and reduces the ability for the team to produce a fully integrated working increment. Hence choice ‘e’ is incorrect.

=> A large-scale product development requires more than 100 Developers. What is the most appropriate approach to develop an overall technical architecture?

a) Start the product development with the minimal number of teams possible. Let them evolve the foundation architecture that reflects the core product features of high value and commonly expected non-functional needs. Gradually add more teams.

b) Create a complete reference architecture before the development. Provide training to the Developers to teach them to comply with this architecture and hand over the architecture to them.

c) Identify a small set of best designers and let them guide the Development Teams during the Sprint with its implementation.

d) Divide the teams into technical component teams with specific responsibilities to design and manage their own components. Resolve any ongoing integration issues using Scrum of Scrums.

Correct Answer: a

Explanation :

Scrum recognizes no titles for the Development Team members other than 'Developer' regardless of the work being performed by the person. There are no exceptions to this rule. As for the technical architecture, the design emerges throughout the journey: Development Teams do not create a big upfront design before they start Sprints. Instead they evolve the design.

Given this, choices ‘b’ and ‘c’ are incorrect. There is no designer or design team.

Technically dividing the team increases the dependency between the teams in large scale Scrum. Hence choice ‘d’ is incorrect.

=> When multiple Scrum Teams are working on the same Product Backlog, each team selects the Product Backlog Items for the Sprint with the guidance of the Product Owner.

a) True.

b) False.

Correct Answer: a

Explanation :

The Product Backlog is continuously refined to a thinly sliced functionality so that each Product Backlog Item has very minimal dependency between the Scrum Teams. The refinement also strives to identify which team will deliver what item. Later, in the Sprint Planning, each Scrum Team selects the Product Backlog Items with the guidance of the Product Owner.

=>

When more Scrum Teams are added to a project that works on one single product, the productivity of the original Scrum Teams mostly likely will increase

a) True

b) False

Correct Answer: b

Explanation :

Each Scrum Team needs to mutually define their definition of “Done” so their combined work will be potentially releasable. This involves some overhead work in syncing up, and hence the impact to productivity

=> A Scrum Team needs to develop a web application in Increments. Some of the Sprints have Sprint Goals like this: ‘Develop Data layer for Functionality A’. What is your inference?

a) The Scrum Team follows horizontal decomposition of Product Backlog items. This is recommended

b) The Scrum Team follows vertical decomposition of Product Backlog items. This is recommended

c) The Scrum Team follows horizontal decomposition of Product Backlog items. This is NOT recommended

d) The Scrum Team follows vertical decomposition of Product Backlog items. This is NOT recommended

Correct Answer: c

Explanation :

It is preferable to decompose the Product Backlog items such that each team can produce useable business functionality instead of producing a technical component. Such decomposition based on useable business functionality is also called as vertical decomposition. A horizontal decomposition on the other hand makes the team as technical component team that will have external dependencies

=> A Product Owner is also knowledgeable on technology. In addition to product requirements, they also impose some technical conditions that the product should meet. These conditions must be added to

a) Product Backlog

b) Sprint Backlog

c) Definition of “Done"

Correct Answer: c

Explanation :

Every Product Backlog item should be about the product need that carries business value. The condition that Product Owner brings here is about the technical constraint. So, it should be added to the definition of “Done”.

=> What are the true statements?

a) Scrum Team is responsible for formulating a Sprint Goal

b) When existing Product Backlog Items in the Sprint Backlog are modified, the Sprint Goal is bound to become invalid

c) The coherence between Product Backlog items is made transparent by Sprint Goal. Lack of coherence will lead to Development Team members working individually

Correct Answer: a et c

Explanation :

The Sprint Goal provides opportunity for team members to work together and offers some flexibility of adjusting the Product Backlog items when required. Development Team can modify the Product Backlog Items in the Sprint Backlog with Product Owner’s consent, such that the Sprint Goal will still be met

=> Which is not a Product Backlog Management activity?

a) Clearly expressing and ordering Product Backlog items

b) Optimizing the value of the work the Development Team performs

c) Using formal change control to manage Product Backlog when market provides feedback from Product usage.

d) Ensuring the Development Team understands items in the Product Backlog to the level needed.

Correct Answer: c

Explanation :

Changes in business requirements, market conditions, or technology may cause changes in the Product Backlog. Product Owner keeps the Product Backlog updated as a living artifact to reflect these changes, without a formal change control process

=> Select all that apply. Scrum Team participates in

a) Sprint Planning

b) Daily Scrum

c) Sprint Review

d) Sprint Retrospective

Correct Answer: a', 'c', and 'd'.

Explanation :

Scrum Team participates in all events except Daily Scrum. Only the Development Team participates in that event, because, it organizes, plans, and controls its work without direction or management by Product Owner or Scrum Master. Scrum Master can participate if there is a need to coach or facilitate, until the Development Team can do on its own.

=> For the first Sprint, the inputs are the Product Backlog and the Projected Capacity of the Development Team.

What are the additional inputs to the subsequent Sprints?

a) Defect list from previous Sprint

b) Sprint Plan

c) Past performance of the Development Team

d) Latest Product Increment

Correct Answer: 'c' and 'd'

=> What are the true statements?

a) Only the Product Owner should update the Product Backlog without delegating to anyone

b) Only the Development Team should be responsible for estimates of Product Backlog Items

c) Only the Product Owner should cancel the Sprint. Others can influence the decision to cancel.

d) Only the Product Owner can change the Sprint Backlog

Correct Answer: 'b' and 'c'

=> Who defines the definition of "Done"?

a) Development Team

b) Technical / Domain Experts

c) Product Owner

d) Scrum Team

Correct Answer: ‘a’.

Explanation :

It is developed by the Development Team with conditions that are acceptable to Product Owner

=> 5. Select all that apply. Which Scrum events facilitate inspection and adaptation?

a) Sprint

b) Backlog Refinement

c) Sprint Retrospective

d) Development Work

Correct Answer: ‘c’.

Explanation :

Other than the "Sprint", all other four events facilitate inspection and adaptation. Backlog Refinement is called as an Act within Scrum.

=> The Sprint Review is an opportunity to review

a) Timeline and Budget

b) Defects and causes

c) Requirements and Capacity

d) All of the above

Correct Answer: ‘a’.

Explanation :

Sprint Review is a Scrum event that offers an opportunity to inspect and adapt.

Stakeholders collaborate to review the timeline, budget, potential capabilities, and marketplace for the next anticipated release of the product. The team also explains what happened during the Sprint. But they do not inspect about the defect and causes.

=> Sprint Planning helps in

a) Building entire technical architecture

b) Staffing plan

c) Testing strategy

d) Release plan

e) None of the above

Correct Answer: ‘e’.

Explanation :

Sprint Planning is focused on coming up with Sprint Backlog and Sprint Goal. Sprint Backlog consists of scope of work planned for that Sprint and the plan to achieve that scope. Technical architecture is evolved over the Sprints

=> The Development Team has not completed any of the Product Backlog Items selected for the Sprint by Sprint end. Next step is

a) Extend the Sprint since Scrum favors "getting done"

b) Advice the Product Owner to accept the completed portion of the incomplete Product Backlog Items, and plan to complete them by next Sprint, since Scrum favors "empowered teams"

c) End the Sprint with a Retrospective, since Scrum favors "time boxing"

Correct Answer: ‘c’.

Explanation :

. The Scrum events are strictly time boxed. They end as per the time box no matter what

=> The Scrum Team, based on the learning from previous Sprints, decides to revisit the length of the Sprint. What is the appropriate Scrum event to discuss and agree on the change?

a) Scrum Planning

b) Sprint Planning

c) Retrospective

d) Daily Scrum

Correct Answer: ‘c’.

Explanation :

Retrospective is an event where the team inspects their way of working (people, relationships, process, and tools), and adapts any improvements

=> Sprint Planning is the only occasion where the Development Team estimates the Product Backlog items

a) True, because without estimate, the team cannot plan what can go into the Sprint

b) False, estimation of Product Backlog Items is a continuous event throughout

Correct Answer: ‘b’.

Explanation :

Every item in Product Backlog needs to have a description, order, value, and estimate. The Product Owner works with Development Team throughout in Backlog Refinement sessions, to refine the backlog items and get the estimate

=> Which is true?

a) Sprint Retrospective focuses on Product and Sprint Review focuses on development process

b) Sprint Retrospective focuses on development process and Sprint Review focuses on Velocity

c) Sprint Retrospective focuses on development process and Sprint Review focuses on Product

Correct Answer: c'.

Explanation :

Sprint Review is a Scrum event to inspect and adapt the product development. Sprint Retrospective focuses on inspecting and adapting the way of working to develop the product

=> The estimation method recommended by Scrum is

a) Planning Poker

b) T-Shirt Sizing

c) Yesterday's weather

d) None of the above

Correct Answer: 'd'.

Explanation :

Scrum does not prescribe any specific estimation techniques

=> Under this topic of the Sprint Planning, the Development Team is more active in planning and Product Owner is mostly observing or clarifying

a) Topic One (What)

b) Topic Two (How)

c) Topic Three

Correct Answer: 'b'.

Explanation :

In topic two, the Development Team puts together a plan of how to achieve the scope of the Sprint. It primarily involves deriving work tasks. As an owner who is going to own and perform these tasks, this team is more active during topic two

=> Select all that apply. The Sprint Review is an event that requires

a) Product Owner's sign-off

b) Stakeholders active participation

c) Transition sign-off

d) Inspection and Adaptation activities

Correct Answer: 'b' et d

Explanation :

Sprint Review is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration. There are no sign-offs.

=> The selection of items from the Product Backlog a Development Team deems feasible for implementation in a Sprint is called

a) Estimation

b) Planning Poker

c) Forecast of functionality

Correct Answer: c

=> A Development Team has following condition under the definition of "Done": "All the code to be reviewed and approved by Industry Coding Standard Organization." This Industry Coding Standard Organization is a third party Subject Matter Expert outside Scrum Team.

a) The definition of "Done" is less effective, because it contains conditions that is not completely within influence of the Scrum Team

b) The definition of "Done" is more effective, because it ensures that required standards are met

c) The definition of "Done" can contain anything as decided by Product Owner

Correct Answer: a

Explanation :

The activities required to complete the Product Backlog items to a "done" state should be completely within the ownership and influence of the Scrum Team

=> When a Scrum Team adds new team members for replacing some members going out, the productivity of the team

a) Will be negatively impacted

b) Will be positively impacted

c) Will remain the same

Correct Answer: a

Explanation :

When new team members join, the productivity of the team will be temporarily reduced

=> Usually, when Scrum is applied newly in an organization,

a) Power of empiricism will be transparent

b) Everything that impedes producing value in short Sprints and accumulation of waste will be made transparent

c) The organization change management process defined by Scrum should be followed to avoid implementation issues

Correct Answer: b

Explanation :

Scrum will expose all weakness in the current eco-system that need to be resolved.

Scrum does not define any organization change management process.

=> What is the correct statement?

a) The technical design continuously evolves over the Sprints. Hence the team should have some basic guidelines to start with, but try to emerge the design through the Sprints.

b) The team can choose to have an exclusive Sprint only to finalize the technical design. At the end, the design should be approved by the project architect

c) The team does not need to pay attention on the architecture as it will evolve itself as a by-product of self-organization

Correct Answer: a

Explanation :

There is no exclusive Sprint only to finalize the design. Every Sprint must be used to produce at least one working functionality that is potentially releasable.

=> A Development Team is often interrupted in the Sprint midway and assigned to work on “other” high priority items. Frequently, such interruptions lead to not meeting the Sprint Goal. The most likely cause could be

a) The Development Team is not technically competent

b) The Product Owner authority is ineffective or influenced by another authority

c) The Sprint Planning is poor

Correct Answer: b

Explanation :

The Product Owner is the ultimate authority of the Product Backlog on which the Development Team must work. Those wanting to change a Product Backlog item's priority must address the Product Owner. For the Product Owner to succeed, the entire organization must respect his or her decisions. If the Development Team is given different work, it indicates that Product Owner's authority is interrupted

=> A Development Team is responsible for

a) Selecting the Product Backlog Items for the Sprint after clarifying with the Product Owner

b) Reporting to the Scrum Master

c) Creating a potentially shippable Increment every Sprint

d) Increasing the productivity as per management goal

Correct Answer: a et c

=> Middle of the Sprint, the Development Team finds that some of the Product Backlog Items forecast for this Sprint cannot be finished because they need significant additional effort. However, the Development Team can still meet Sprint Goal with rest of the items. The next thing to do is

a) Consult with Product Owner and if they agree, have them cancel the current Sprint, and plan new Sprint with new estimations

b) Do not cancel or modify the Sprint. Extend the Sprint duration as required for the additional effort

c) Collaborate with the Product Owner to remove the Product Backlog Items that cannot progress, and new work up to team's capacity. Complete the Sprint.

Correct Answer: c

Explanation :

Cancelation of the Sprint is decided by Product Owner, and Product Owner will not cancel the Sprint unless the Sprint Goal becomes obsolete. Here the Sprint Goal is intact. Also, the Sprint duration cannot be extended since it is time boxed.

=> A good guideline to differentiate Acceptance Criteria from definition of "Done" is, "definition of "Done" provides checklist to take the Increment close to production deployable state (potentially shippable), while acceptance criteria specify the business requirements"

a) True

b) False

Correct Answer: a

Explanation :

Definition of "Done" is a standard to define the quality for production release.

Acceptance criteria is the specification of expected business behavior.

=>

Select all that apply. During the Daily Scrum, the Scrum Master's role is to:

a) Facilitate discussions of the Development Team

b) Moderate and control so that everyone gets a fair chance to speak

c) Ensure that all 3 questions have been answered

d) Teach the Development Team to keep the Daily Scrum within the 15 minute time box

e) All of the above

Correct Answer: a et d

Explanation :

Scrum Master facilitates the Scrum events as and when requested by others or required by their observations. Scrum Master does not take any active role in directing or controlling the Daily Scrum. It is up to the Development Team to fully leverage it for their synchronization and progress. Scrum Master is the guardian the Scrum process and time boxing is a cardinal rule of Scrum. So, Scrum Master coaches the team to keep the Scrum rules.

=> The Development Team meets every day to inspect the progress and adapt the next day plan. If the Daily Scrum exposes the need to re-plan rest of the Sprint, these re-planning activities happen

a) During the Daily Scrum

b) Immediately after the Daily Scrum

c) As soon as the team gets some extra time

d) The Sprint plan cannot be revised except during Sprint Planning

Correct Answer: b

Explanation :

The Development Team uses the Daily Scrum to inspect progress towards the Sprint Goal and to inspect how progress is trending towards completing the work in the Sprint Backlog. During the Daily Scrum they come up with the next 24 hour plan. But, if they see that the entire Sprint plan needs to revisited, they meet immediately after the Daily Scrum for detailed discussions, or to adapt, or re-plan, the rest of the Sprint's work

=> An Organization needs to structure hundreds of Developers into Scrum Teams. You as a Scrum Master will

a) work with the organization management and prepare the best structure for the each Scrum Team based on the seniority and skills of the Developers

b) identify required number of Scrum Masters and require them to choose their Scrum Teams

c) facilitate the awareness of the Developers about the goals and objectives of the product development, coach them about Scrum, and let them work among themselves to form the Scrum Teams

Correct Answer: c

Explanation :

Scrum Teams are self-organized teams. Given the knowledge of the product vision and sound understanding of how Scrum works, the team is knowledgeable enough to form themselves into Scrum Teams. A Scrum Master needs to facilitate this.

=>

Select all that apply. It is essential for the Product Owner to have these skills. Usually Scrum Master serves the Product Owner by coaching them

a) Software application development

b) Understanding and practicing agility

c) Coaching team

d) Product planning in empirical environments

Correct Answer: b et d

Explanation :

Product Owner must have the understanding to perform product planning in empirical environment, and practicing agility. Scrum Master serves the Product Owner by coaching them these skills.

=> An organization is on its path to adopt Scrum as its approach to software development. It decides to convert all Project Managers into Scrum Masters.

a) It is good strategy. The project managers already know how to run projects. They just need training on Scrum

b) It will create resentment to project managers, because they will have a small team to manage

c) The organization needs to rethink on this strategy. Identifying persons who are inclined or experienced in coaching and facilitation as their leadership style is a better strategy.

Correct Answer: c

Explanation :

Scrum Master does not manage any team. The Scrum manager is not required to know project management since it is shared between three roles of Scrum

=>

Select all that apply. A Product Owner requests Development Team to help them with some tasks related to Product Backlog maintenance.

a) The Scrum Master should step in and coach Product Owner to perform their job themselves

b) It is okay but Product Owner is still accountable for the Product Backlog maintenance.

c) Development Team should refer Product Owner to speak with Development Team manager

d) Development Team can volunteer if this additional task does not impact their Sprint work

Correct Answer: b et d

Explanation :

The Product Owner may have the Development Team help them with Product Backlog maintenance. However, the Product Owner remains accountable. There is no manager for the Development Team

□ Do we (X-Co) need to discuss the Scrum method with the customer and receive its

approval to use Scrum in this project?

A. Yes, because it changes our delivery method

B. Yes, because it increases our return on investment

C. No, because it is our internal way of managing the project

D. No, because it is acceptable nowadays to use Scrum

reponse : A

Scrum changes the way we are going to deliver the final product of the project, so we had better gain the approval of the customer to apply this Scrum method.

They should be ready to receive the final product in small Increments and give regular feedback, instead of waiting for the project to finish and receive the final product as a whole.

□ We are going to assign John (our marketing manager) to take on the role of Product Owner; but we are not sure about this as John has recently joined X-CO and he is not an expert in software development. Should we choose another person instead?

A. Yes, we need an expert who can participate fully with the specialist work and is capable of communicating with the customer

B. Yes, we need an expert who can participate fully with the specialist work and who can be part of the Development Team

C. No, he doesn’t need to be a development expert (specialist work), as he gets expert help when needed

D. No, he doesn’t need to be a development expert (specialist work), he just needs to be business oriented

reponse : D

The Product Owner is to be mainly business-oriented, and they do not need to be technical. The Development Team handles all the technical aspects of the project.

□ One week passes by, and less than half of the Product Backlog (requirements) is recorded. The Product Owner believes that it’s best to start the first Sprint with this information, rather than waiting for the whole Product Backlog to be completed. What should we do?

A. Yes, it’s a good time to start the first Sprint

B. No, we should wait for the whole Product Backlog to be completed before starting the Sprints

reponse : A

We can (and should) start delivering the project as soon as the Project Backlog is mature enough to provide us with the information for the near future (e.g the first Sprint).

□ We are going to decide on the length of Sprints. Some people believe it should be two weeks and some believe that it should be three weeks. What should we do?

A. Start with either of them and change it later if needed

B. Start the first Sprint anyway, and see how long it needs

C. Scrum Master has the final saying on this

D. Product Owner has the final saying on this

reponse A

The most important point is that Sprints should be time-boxed. We can start with an initial duration and change it later; but it should always be time-boxed.

□ Who should attend the meeting with the company representative as mentioned in the previous question?

A. Product Owner

B. Scrum Master

C. Team

D. Product Owner and Scrum Master

E. All three roles

reponse A

The Product Owner is the contact point and responsible for all communications

between the client and the Scrum Team.

□ The new representative of the customer asks X-CO to formally introduce their tester, and arrange a meeting with him/her to discuss some important topics. What should we do or who should attend this meeting?

A. Formally introduce the person in the Team whose expertise is in testing and send the tester to the meeting

B. Formally introduce the person in the Team who's expert in testing and send all the Team Members to the meeting as they work as a team

C. Do not introduce anyone as the tester and send all Team Members to the meeting

D. Do not introduce anyone as the tester, and send Product Owner to the meeting

reponse D

Everything is shared among Team Members and no one has any specific title or role among them. It is only the responsibility of Product Owner to communicate with the customer. We expect the customer to understand this, because they have accepted the Scrum methodology to be used in this project at the beginning.

□ Unfinished items of the previous Sprint (7 items out of 8) are returned to the Product Backlog. Development Team members believe that these items should be selected for the next Sprint, so that they can keep focused on them and finish them as soon as possible. However, the Product Owner believes that some other items are more important now. What should we do?

A. Select old items so the team can stay focused and maximize the output

B. Select old items because we shouldn't start anything new, unless the current tasks are finished

C. Select new items because Product Owner says so

D. Select new items because it's a good idea to start the new Sprint with new and fresh items

reponse C

It's only the Product Owner who sorts the items based on whatever factors he/she finds beneficial for the project. So the Product Owner decides which items can be put forward for the next Sprint Backlog.

□ Team Members decided to cancel Daily Scrums for the rest of this Sprint, to save time and get things done faster. What do you think of this decision?

A. Acceptable, because delivery of the products is our first priority

B. Not right, but acceptable since they've reached this decision and it's their own

responsibility to manage their own efforts

C. Not acceptable, because the Daily Scrum is required in Scrum

D. Not acceptable, because 15-minutes a day is not really that much

reponse C

The Daily Scrum is part of the Scrum framework and should not be cancelled for any reason. The Scrum Master ensures that Development Team members attend the Daily Scrums at the time and place defined in the Sprint Planning. If the Development Team members are not willing to attend the meeting, it is the Scrum Master's responsibility to explain the reasons to them and convince them to do it.

□ How a Product Backlog should be ordered?

A. Based on the size of the items

B. Based on the risk of the items

C. Based on the float of the items

D. Based on the value of the items

E. Based on the relationship among items

D

Items in the Product Backlog are ordered by the value they bring to the project. It is due to the Product Owner to realize the best way of calculating the “value”.

□ A Development Team realizes that it has over committed itself for a Sprint, and it’s needed to have a meeting to review and adjust the Sprint work. Who should attend this meeting?

A. Only the Development Team

B. Only the Product Owner

C. Only the Scrum Master

D. The Development Team and the Product Owner

E. The Development Team and the Scrum Master

F. The Product Owner and the Scrum Master

G. All three roles

D

The Product Owner helps with prioritizing and the Development Team helps with estimating the volume of work.

□ A representative of the customer has asked the Development Team to add a very important item to an ongoing Sprint. What should they do?

A. Refer the representative to the Product Owner to discuss it

B. Refer the representative to the Scrum Master to discuss it

C. Refuse it, because they are in the middle of the Sprint

D. Accept it only if they are willing to ask for it formally

A (ambigue)

It is only the responsibility and authority of the Product Owner to add or remove items to the Product Backlog. The Product Owner will decide when to deliver the item by ordering the Product Backlog.

□ What should we consider in setting the time-box for Sprints?

A. The amount of risk that increases by longer durations

B. The limitations in delivery of items that increases by shorter durations

C. Not more than one calendar month
D. All of the above

D
The time-box set for Sprints should not be longer than one month, and should be selected considering different factors such as the risk and delivery time.

□ Scrum Master is a "management" position.
A. True
B. False

A
Scrum Master does not manage the Scrum Team or even the Development Team, but manages the Scrum process.

□ Which statement best describes Scrum?
A. A management process
B. A framework for development of complex products in complex environments
C. A set of best practices for software development
D. A complete project management methodology on software development

B
Scrum is a framework best suited for projects that are subject to extreme uncertainties and changes.

□ How a Scrum Master increases the productivity of the Development Team?
A. By facilitating their decision and removing impediments
B. By preventing changes to the Sprint Backlog
C. By ensuring that Product Backlog items are ordered properly
D. By ensuring that Scrum meetings start and end at the right time

A

Scrum Master does not manage the Development Team; it's the responsibility of the Development Team to manage its own efforts. However, the Scrum Master helps them by facilitating their decisions and removing impediments.

□ What happens to the definition of "Done" when multiple Development Teams are working on a single project?

A. Each team defines its own "Done", and communicates it with others so that everyone knows what it means when a team claims that they are Done with something

B. Each team defines its own "Done", in a way that the integration of their work results in a definition of "Done" that is potentially releasable

C. They all use the same definition of "Done"

D. Any of the above answers, based on the nature of the project and the environment of the organization

B

We should always have Increments of potentially shippable product, even when multiple teams are working on a single project. In this case, a single definition of "Done" might not be suitable for all teams, but the integration of their definitions should result in an overall definition of "Done" that is potentially shippable.