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**QUESTION 1**

Which of the following are appropriate topics for discussion during a Sprint Retrospective?

(choose the best two answers)

- A. Identifying high priority process improvements for the next Sprint.
- B. The order of items in the Product Backlog.
- C. How the team collaborates.
- D. Documenting acceptance criteria for items in the next Sprint.

Correct Answer: AC

The Sprint Retrospective is an event for the Scrum Team to inspect how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done¹. The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness for the next Sprint². Therefore, appropriate topics for discussion during a Sprint Retrospective are: Identifying high priority process improvements for the next Sprint. The Scrum Team should identify the most important things that went well and the potential improvements, and create a plan for implementing some of them in the next Sprint³ [3]. This way, the Scrum Team can continuously improve their performance and deliver more value. How the team collaborates. The Scrum Team should reflect on how they work together as a self-managing unit, and how they can enhance their skills, tools, and relationships⁴. This way, the Scrum Team can foster a culture of trust, respect, and collaboration. The other options are not appropriate topics for discussion during a Sprint Retrospective, as they are either related to the Product Backlog or the Sprint Backlog, which are not the focus of the Sprint Retrospective. The order of items in the Product Backlog is the responsibility of the Product Owner, who manages the Product Backlog based on the value, risk, and dependencies of the items⁵. The Product Owner may seek input from the Scrum Team or the stakeholders, but the final decision is up to the Product Owner. Documenting acceptance criteria for items in the next Sprint is part of the Product Backlog refinement, which is an ongoing activity throughout the Sprint, not a specific event. The Scrum Team should collaborate on refining the Product Backlog items and adding more details, such as acceptance criteria, as they become more clear and ready for selection in a Sprint Planning. References:

1: The Scrum Guide, November 2020, p. 14

2: The Scrum Guide, November 2020, p. 15 [3][3]: The Scrum Guide, November 2020, p. 15

4: Developing People and Teams, Scrum.org, accessed on December 16, 2023

5: The Scrum Guide, November 2020, p. 7 The Scrum Guide, November 2020, p. 10 The Scrum Guide, November 2020, p. 10 Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

QUESTION 2

A Scrum Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what done means.

(choose the best two answers)

- A. No work is left to meet the Definition of Done.
- B. Whatever the Product Owner defines as quality.



- C. Ready for integration.
- D. Ready to be released to end users.
- E. All work the Developers are willing to do.

Correct Answer: AD

A Scrum Team is required to deliver a done Increment by the end of a Sprint. Done means:

No work is left to meet the Definition of Done. The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and

the stakeholders of what it means for work to be complete. It may include criteria such as coding standards, testing, documentation, security, performance, etc. If a Product Backlog item or an Increment does not meet the Definition of Done, it

cannot be released or presented at the Sprint Review. Ready to be released to end users. The Increment is a concrete output of the Sprint that adds value to the product. It is a potentially releasable functionality that adheres to the Scrum

Team's current Definition of Done. It is not necessarily released at the end of each Sprint, but it must be in a state that allows for immediate release if the Product Owner decides so. The Increment should also align with the Sprint Goal and

the Product Goal, and satisfy the needs and expectations of the customers and stakeholders.

References:

Scrum Guide 2020, page 10: "The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product."

Scrum Guide 2020, page 10: "The moment a Product Backlog item meets the Definition of Done, an Increment is born."

Scrum Guide 2020, page 14: "The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done."

QUESTION 3

True or False: The Product Owner makes sure the correct stakeholders are invited to the Sprint Retrospective. They might have important instructions for team improvements.

- A. True
- B. False

Correct Answer: B

It is not true that the Product Owner makes sure the correct stakeholders are invited to the Sprint Retrospective. They might have important instructions for team improvements. This is because:

The Sprint Retrospective is an event where the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. The purpose of the Sprint Retrospective is to plan ways to

improve quality and effectiveness.



The Sprint Retrospective is an internal event for the Scrum Team only. It is a safe and confidential space where the Scrum Team can openly and honestly reflect on their strengths and weaknesses, and identify actions to improve their performance and collaboration.

The stakeholders are not invited to the Sprint Retrospective. They do not have a say in how the Scrum Team works or what they should improve. The stakeholders can provide feedback and suggestions to the Scrum Team in other events,

such as the Sprint Review or the Product Backlog refinement sessions. The Product Owner is a member of the Scrum Team who is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are

responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team. The Product Owner does not make sure the correct stakeholders are invited to the

Sprint Retrospective. They might have important instructions for team improvements. This would violate the self-management and autonomy of the Scrum Team and undermine their trust and empowerment.

References:

[Scrum Guide], page 18, section "Sprint Retrospective" [Scrum Guide], page 7, section "The Scrum Team"

[Scrum Guide], page 17, section "Sprint Review"

[Scrum Guide], page 6, section "Product Owner"

[Scrum Guide], page 10, section "Product Goal"

QUESTION 4

When is the Sprint Backlog created?

(choose the best answer)

A. Prior to Sprint Planning.

B. During refinement.

C. During the Sprint Retrospective.

D. During Sprint Planning.

Correct Answer: D

The Sprint Backlog is created during Sprint Planning, where the Developers select the Product Backlog items that they can deliver in the Sprint and create a plan for how to do the work. The Scrum Guide states that "The Sprint Backlog is

composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how)."¹ The Sprint Backlog is owned and managed by the Developers, who can

update it throughout the Sprint as more is learned.

References:

1: The Scrum Guide², page 15



2: The Scrum Guide

QUESTION 5

The Product Owner is the person who will be held accountable if a product does not achieve its goals or deliver value. Does this mean that the Product Owner has the final say over the Definition of Done?

(choose the best answer)

A. Yes, the Product Owner decides the Definition of Done. The Developers may be consulted.

B. No, the Scrum Team decides the Definition of Done, if it is not a standard of the organization. The Product Owner is just one member of the Scrum Team.

Correct Answer: B

The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done is used to assess when work is complete on the product Increment. The Definition of Done is defined by the Scrum Team, not by the Product Owner alone. The Scrum Team consists of one Product Owner, one Scrum Master, and Developers. They are all accountable for creating a valuable, useful, and potentially releasable product Increment each Sprint. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time. The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. The Scrum Master does this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Definition of Done may vary from one Scrum Team to another, depending on the context and domain of work. However, it must be consistent within one team. If there are multiple Scrum Teams working on one product, they must share a common Definition of Done. If there is an organizational standard for a Definition of Done, all Scrum Teams must follow it as a minimum. References: Scrum Guide: <https://www.scrumguides.org/scrum-guide.html> Definition of Done: <https://www.scrum.org/resources/what-is-a-definition-of-done> Product Owner: <https://www.scrum.org/resources/what-is-a-product-owner> Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum> Scrum Master: <https://www.scrum.org/resources/what-is-a-scrum-master>

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