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QUESTION 1

A company is already using Scrum very successfully within the development department. While highly effective Scrum Teams deliver new software increments quickly, these increments are not being delivered fast enough to customers. Releases happen once every 3 months and it takes too much effort to make sure that the releases go smoothly.

What type of framework should this company try to establish?

- A. DevOps
- B. DSDM
- C. Lean
- D. Waterfall

Correct Answer: A

QUESTION 2

A Development Team consists of various different roles: analysts, programmers, UX experts, DBA and systems architects. They are estimating Backlog Items in Ideal Days.

What is the best approach to provide estimates for the Backlog Items?

- A. Each role should provide a separate estimate; the Scrum Master integrates them.
- B. Ideal days\ estimation is not feasible in this case; Story Points should be used.
- C. The Development Team provides a single estimate for each Backlog Item.
- D. The Product Owner will integrate the input on the estimates from each role.

Correct Answer: C

QUESTION 3

What is one of the most difficult challenges you face when transitioning your software development team to Scrum?

- A. Introducing certain technical practices
- B. Team members may already have their hands full
- C. Too rapid improvements are possible

Correct Answer: B

QUESTION 4



The Product Owner informs the team that the release will be date-driven.

What kind of buffer for uncertainty is most important to use in this type of release?

- A. Budget buffer
- B. Feature buffer
- C. Padding buffer
- D. Schedule buffer

Correct Answer: D

In projects where time is of the essence, a schedule buffer can be implemented. Reference:
<https://www.productbookshelf.com/2012/09/agile-estimating-and-planning/>

QUESTION 5

Your company wants to be highly responsive to bug reports or feature requests from your customers. For your customers it is more important to have confidence in the date by which you promise to have a fix than an occasional quick fix.

What part of Scrum allows you to have this predictability?

- A. Agile planning
- B. The Velocity of the Team
- C. Working in strict timeboxes

Correct Answer: C

QUESTION 6

A Scrum Master is teaching Agile estimation techniques using Story Points to a new team.

A more experienced member of the team argues that:

An estimate expressed in Story Points is useful for a shorter period of time than an estimate in Ideal Days.

Is this true and what is the reason?

- A. No, because estimating with Story Points is usually faster than with Ideal Days.
- B. No, because Story Points are more robust against changes in the work-environment.
- C. Yes, because Ideal Days allow for a buffer and help to maintain the estimate.
- D. Yes, because Story Points are only a relative measure and Ideal Days are not.

Correct Answer: B



QUESTION 7

As items are developed and removed from the top of the Product Backlog, the Product Backlog iceberg develops a flat spot at the top and loses its shape.

What would be a necessary measure to counter this effect?

- A. Creating a chart of the number of Product Backlog Items
- B. Grooming the Product Backlog
- C. Prioritizing the Product Backlog
- D. Using an improvement Backlog

Correct Answer: B

QUESTION 8

Sprint planning should result in a commitment on what will be delivered at the end of the Sprint. Who makes this commitment?

- A. The Product Owner
- B. The Scrum Master
- C. The team

Correct Answer: C

QUESTION 9

Inexperienced Agile teams tend to overestimate how much they will achieve in the first Sprint.

Which project management activity will be most important in this case?

- A. Determine the Velocity of the Team and plan accordingly
- B. Use Planning Poker to get a reliable estimate
- C. Use Stakeholder Management to manage expectations

Correct Answer: C

QUESTION 10



A company changes to Scrum. This gets some people out of their comfort zone and creates resistance. One way of finding out how to deal with this resistance is looking at the individuals resisting. Suppose that you categorize all individuals into Conservers, Pragmatists and Originators.

What are the best activities to help Pragmatists transition to Scrum?

- A. No special activities are necessary, because these people will embrace the change.
- B. Provide more prestige or power for the people that resist in order to get them to comply.
- C. Provide predictability of the transition process and keep certain best practices.
- D. Provide training and run a pilot project that includes these people on the team.

Correct Answer: D

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