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**QUESTION 1**

By the end of the Sprint, a Product Backlog item in the Sprint Backlog does not meet the team's Definition of Done.

What two things should happen with the item? (Choose two.)

- A. It will be inspected at the Sprint Review and if it is acceptable by the stakeholders then include it in the Increment.
- B. Do not include the item in the Increment for the Sprint.
- C. Split the item and add the estimation of the completed work to the current Sprint so not to impact the velocity and add the 'undone' work to the next Sprint.
- D. Estimate the remaining work needed to make it 'done' and add it to the Product Backlog for the Product Owner to decide what to do with it.

Correct Answer: BD

At the end of a Sprint, the new Increment must be 'Done', which means it must be in useable condition and meet the Scrum Team's definition of 'Done'. Scrum Team members must have a shared understanding of what it means for work to be complete, to ensure transparency. This is the Definition of Done for the Scrum Team and it is used to assess when work is complete on the product Increment.

QUESTION 2

What would be two boundaries, defined in Scrum, that give guidance for teams to effectively self-organize? (Choose two.)

- A. Timeboxing the events in Scrum to allow for regular inspection and adaptation creating opportunities to adjust course in any given path.
- B. Clearly defined functional teams within the Development Team to define handoff phases during development.
- C. Creating an integrated and potentially shippable Increment by the end of each Sprint.
- D. Having a mixture of different levels of skills and experience to promote domain knowledge sharing.

Correct Answer: AC

Time-boxing promotes regularity and focus for self-organized teams. Having shippable Increments allows teams to collaboratively make decisions on what needs to be done next.

QUESTION 3

During the Sprint Review, the Product Owner decides to release the current Increment to production. The stakeholders suggest temporarily delaying the next Sprint in order to respond more quickly to user feedback after the release. The Product Owner prefers to continue to the next Sprint and make progress towards the next release. Steven, the Scrum Master, begins facilitating the discussion.

What would be two acceptable outcomes of the discussion? (Choose two.)



- A. Continue with the Sprints and include the customer feedback in the Product Backlog.
- B. Delay the next Sprint to allow the Development Team to work on new customer feedback.
- C. Continue with the Sprints but shorten the Sprint time-boxes to allow for shorter feedback loops.
- D. Continue with the Sprints but allow the Sprint Goal within the Sprint to change according to the customer feedback.

Correct Answer: AC

A new Sprint starts immediately after the conclusion of the previous Sprint. Delaying the start of the next Sprint interrupts progress and can reduce the Time-to-Market. Shortening the Sprint length allows the team to respond quicker to changes outside of the Sprint plan and while still allowing delivery of business value. Adding user feedback to the Product Backlog helps the Product Owner with ordering the backlog to maximize the flow of value.

During the Sprint no changes are made that would endanger the Sprint Goal.

QUESTION 4

Steven is a Scrum Master for three Scrum Teams building the same product and working from the same Product Backlog. Management wants to standardize how velocity is calculated across all three teams in order to identify which teams are high performing and which teams need more support.

What would be the best two responses Steven could provide to management? (Choose two.)

- A. There is no direct relationship between velocity and value.
- B. Standardizing velocity across teams is a good way to understand which teams are producing the most value.
- C. Providing incentives based on velocity can increase the Scrum Team's motivation to produce more value.
- D. Velocity is the amount of business functionality that a Scrum Team creates in a Sprint. It is unique to that team and used as an input to Sprint Planning.

Correct Answer: AD

Working software is the primary measure of progress. Scrum is based on empirical process control theory where delivering working software frequently and measuring the impact helps the Product Owner maximize opportunity for the business to deliver value.

QUESTION 5

Select the correct Scrum Team roles defined in Scrum.

- A. Development Team, Scrum Master, Product Owner
- B. Engineers, Business Analyst, Product Owner
- C. Stakeholders, Scrum Master, Project Manager, Product Owner
- D. Product Manager, Business Analyst, Development Team, Stakeholders

Correct Answer: A



The Scrum Framework only recognizes these three roles although others may be needed to help the team build the most valuable product possible.

QUESTION 6

Peter is a new Product Owner on a newly formed Scrum Team. Peter has projected a product completion date based on an estimated velocity of 21 completed points per Sprint. After the first 3 Sprints, the team has determined that their maximum velocity is 15 points and they are unable to create shippable increments at the end of each Sprint.

What is the best way to proceed?

- A. The Sprints have failed to produce shippable Increments there for opportunities to inspect and adapt is lost. The Scrum Master would encourage the organization to add more team members in order to increase the team's capacity.
- B. The Scrum Master would coach the team on improving their estimations and commitment to completing the Sprint Backlog.
- C. Extend the Sprint in order to complete the Sprint Backlog items.
- D. Inform Peter that the projected completion date is not correct. The Development team would estimate the remaining work to produce a shippable Increment and suggest making it "Done" before working on new features. Based on empirical data, Peter can adjust the completion date and decide how to continue.

Correct Answer: D

QUESTION 7

A key concern when multiple Development Teams are working for the same Product Backlog is minimizing dependencies between teams.

- A. True
- B. False

Correct Answer: A

Minimizing dependencies reduces complexity and enhances agility.

QUESTION 8

Steven is a Scrum Master of a Scrum Team that is new to Scrum. At the halfway point of the Sprint, the Product Owner comes to Steven telling him that he is concerned the Development Team will not be able to complete the entire Sprint Backlog by the end of the Sprint.

What should Steven do in this situation?

- A. Motivate the Development Team to meet their commitment to the Product Owner.
- B. Coach the Product Owner that with complex software development, you cannot promise the entire scope that was forecast during Sprint Planning. As more is learned during the Sprint, work may emerge that affects the Sprint Backlog.



C. Advise the Product Owner that the Development Team owns the Sprint Backlog and it is up to them to meet their commitments. No one tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.

D. Add more people to the Development Team to meet the Product Owner's expectations.

Correct Answer: B

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 Sprint Backlog is a forecast by the Development Team

about what functionality will be in the next Increment and the work needed to deliver that functionality into a 'Done' Increment. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during

the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.

Why C is incorrect:

a) The Dev Team does not commit to finishing all items in the Sprint Backlog. Committing to completing all items would be fixed scope and fixed time leaving no room to adapt. They commit to the Sprint Goal and doing the right thing. b) It's

also incorrect for the PO to focus on completing the entire Sprint Backlog. Finishing everything should not be his main focus. Having a shippable increment that meets the Sprint Goal is more important than trying to finish everything. The

advice in option C is equivalent to "Don't worry, they'll get everything done." but because of the complex domain, you cannot guarantee everything will get done.

QUESTION 9

Your organization requires all Increments to pass user acceptance testing (UAT) before it is allowed to be released to production.

Is it a good idea to postpone UAT until the end of the project to prevent the Development Team from being disrupted during the Sprints?

A. No, because the state of the Product Increment won't be transparent and the feedback loop would be too long.

B. It depends on the team's Definition of Done.

C. Yes, because the Development Team is a self-organizing team and should not be disrupted during development.

D. Yes, because UAT is done in a hardening Sprint before the release Sprint.

Correct Answer: A

The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done". At the end of a Sprint, the new Increment must be "Done", which means it must be in useable condition and meet the Scrum Team's definition of "Done". An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. If UAT is a part of the team or organizational standard, then any delay in this activity will reduce transparency and increase risk.

**QUESTION 10**

Which statement best describes Scrum?

- A. A clearly defined methodology that defines the software development process.
- B. A manual for defining best practices for software development.
- C. A clearly defined and predictable process that follows the principles of Computer Science.
- D. A framework to address complex products in complex environments.

Correct Answer: D

Frameworks allow those closest to the problem the flexibility to creatively and productively deliver products of the highest possible value. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex projects.

QUESTION 11

The Development Team discovers that it doesn't have the tools and infrastructure to make each selected Product Backlog item done. What is the most appropriate action for the Scrum Master to take?

- A. Stop the Sprint and have the Development team work on the infrastructure before continuing.
- B. Encourage the Product Owner to accept partially done Increments and complete the work in the Hardening Sprint.
- C. Coach the Development Team to improve its skills, tools and infrastructure over time and establish a Definition of "Done" that is actually possible to achieve given the current circumstances.

Correct Answer: C

The Scrum Master serves the Development Team by coaching it in self-organization and cross-functionality.

QUESTION 12

When technical debt occurs, the system will become more unstable as development progresses and code is added resulting in future work being slowed down.

- A. True
- B. False

Correct Answer: A

Technical debt is any shortcomings in the code. It is a natural by-product of software development (unavoidable) and can at best be managed. If neglected, it will compound and have a negative effect on the team's ability to deliver value. A team can have an artificially high velocity by taking shortcuts or introducing technical debt into the system. This can give a false assumption about the current state of the product. It can look good on the surface but underneath can be a mess.

**QUESTION 13**

Currently, your engineering department is organized in siloed teams that specialize by function (for example, design, front-end, back-end, database, and testing). What would you consider when moving away from component teams towards feature teams?

- A. You cannot begin Scrum without have feature teams. It is easier to measure and compare performance between feature teams. Feature teams should have an equal number of team members.
- B. Members within feature teams require compatible personalities. Feature teams should have a mix of junior and senior members. Tasks are completed more quickly than component teams.
- C. Moving from component teams to feature teams could reduce, productivity in the initial stages. Feature teams have less communication complexity. Getting the support from the business side makes the transition easier.

Correct Answer: C

The initial phase of forming a new team could cause short-term disruption as they need time to discover how to best work together. Because all the skills and competencies are inside the team the communication overhead is reduced. Having an environment that supports the Scrum values reduces complexity.

QUESTION 14

Steven, the Scrum Master, observes that one of the Development Team members is not attending the Daily Scrum. The Development Team feels this is ok as they all sit in the same area and already have constant communication throughout the day.

Which is the best action for Steven to take?

- A. Start running the Daily Scrum and require all members to be in attendance.
- B. Talk to the Development Team member privately and tell him that he needs to be a team player.
- C. Ask the Development Team, what value will result from having all team members present at the Daily Scrum and what are the risks if members don't attend.
- D. The Daily Scrum is owned by the Development Team and it is their responsibility to decide which team members must participate.

Correct Answer: C

The Scrum Master is responsible for ensuring that the Scrum Team understands the purpose and value of the Scrum events. Because the Daily Scrum is owned by the Development Team, it will decide how best to run the event. And if needed the Scrum Master will coach the team to ensure the decisions stay within the boundaries of the Scrum framework.

QUESTION 15

A Scrum Team has been working on the same product for twelve Sprints. What would likely be the immediate impact on the original Scrum Team if two new Scrum Teams are to be added the same product?

- A. Its productivity is likely to decrease.



B. Its productivity is likely to increase.

C. Its productivity is likely to stay the same.

Correct Answer: A

The productivity of the original Scrum Team would likely decrease as they would need to take time to assist and support the new Scrum Teams in order for them to perform optimally.

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