



**EXIN
Agile Scrum**

FOUNDATION

Certified by


Sample Exam

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Introduction

This is the EXIN Agile Scrum Foundation (ASF.EN) sample exam. The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is correct, unless otherwise stated.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth 1 point. You need 26 points or more to pass the exam.

The time allowed for this exam is 60 minutes.

Good luck!

Sample exam

1 / 40

What is the **primary** responsibility of a Scrum Master in order to keep a Scrum team working at its peak level of productivity?

- A) Helping stakeholders understand the Scrum framework and its practices
- B) Keeping high-priority features at the top of the product backlog
- C) Preventing changes to the sprint backlog items once the sprint begins

2 / 40

During a sprint, a Developer is working on a task.

Who is accountable for this task?

- A) The Developers
- B) The Product Owner
- C) The Scrum Master
- D) This Developer

3 / 40

All Scrum events are timeboxed events.

What is the advantage of timeboxing?

- A) It ensures commitment of the Scrum team.
- B) It facilitates osmotic communication.
- C) It minimizes the waste of time.

4 / 40

A team is transitioning to Scrum. They already had a role called project coordinator, who helps creating a smooth working environment for all project members.

Who is accountable for this after the transition?

- A) The Developers
- B) The Product Owner
- C) The project manager
- D) The Scrum Master

5 / 40

A Product Owner wants a product backlog item to be completed in two days. The Developers working on the item think it will take five days to complete it. The Scrum Master thinks it takes three days. A subject matter expert, who has worked on similar items in the past, thinks it should be at most a one-day effort.

Whose estimate should be used for planning?

- A) The Developers'
- B) The Product Owner's
- C) The Scrum Master's
- D) The subject matter expert's

6 / 40

Halfway through a sprint, a team has finished all sprint backlog items.

What is the **best** action to take?

- A) Cancel the rest of the sprint and start a new sprint with new items
- B) Extend the length of the sprint and see if done items can be perfected
- C) Pick the next item from the top of the product backlog and add it to the sprint backlog
- D) Shorten the length of the current sprint and shorten the next sprints as well

7 / 40

A virtual team with people from two different time zones is working on a project. The team members do not have overlapping office hours, which causes them to be less effective than they hoped for.

How can the effectiveness of this virtual team **best** be improved?

- A) Ensure that all Scrum team members receive all information
- B) Hold the daily scrum together even if office hours do not overlap
- C) Use the osmotic communication technique for disputes

8 / 40

When does product backlog refinement take place?

- A) Only at the start of a sprint
- B) Only during the sprint retrospective
- C) Only during the sprint review
- D) Throughout the sprint

9 / 40

A Scrum team uses a Kanban board. The work-in-progress limit (WIP-limit) of a column on the Kanban board is reached.

What should be done when this happens?

- A) Assign work to Developers in the next column to free up capacity
- B) Enlarge the WIP-limit and keep working
- C) Help the Developers in the column with the bottleneck
- D) Wait until work is pulled to the next column to free capacity

10 / 40

What is the **most** efficient and effective method of transferring information to and between the Developers?

- A) E-mail
- B) Face-to-face
- C) Social media
- D) Telephone

11 / 40

A Scrum team selects a product backlog item for the sprint backlog.

When are the Developers finished with this item?

- A) When the developers have done everything they can before the end of the sprint
- B) When the item is analyzed, designed, programmed, tested, and documented
- C) When the requirements for the definition of done (DoD) have been met

12 / 40

What **best** describes the role the daily scrum plays in the monitoring of a Scrum project?

- A) The daily scrum gives the Developers insight into their progress and their issues.
- B) The daily scrum helps the Scrum Master to update the burn-down chart.
- C) The daily scrum lets the Product Owner review the progress of the Developers.

13 / 40

When working in an Agile way, what should the pace of development be?

- A) Constant
- B) Fast
- C) Increasing

14 / 40

In the past 8 sprints, the Developers have completed 72 story points in total. The Scrum team is asked to start working on a new project which is estimated at 56 story points.

How many sprints are needed to complete this project?

- A) 5
- B) 7
- C) 8
- D) 10

15 / 40

A Scrum team works on a project in two-week sprints. During the sprint retrospective meeting of the fifteenth sprint, the Scrum Master says:

"We have seen from the last twelve sprints that we cannot deliver potentially shippable increments in two weeks. We should increase the duration for sprint sixteen."

Should the duration be increased?

- A) Yes, because past sprint performance is a good reason to change.
- B) Yes, because the Scrum Master is allowed to change the sprint's duration.
- C) No, because only Developers have the authority to change the sprint's duration.
- D) No, because the Sprint's duration cannot be changed, for any reason.

16 / 40

For a sprint, progress is monitored in a burn-down bar chart.

What does the bar of a burn-down bar chart represent?

- A) The amount of completed work
- B) The amount of remaining work
- C) The velocity of the Developers

17 / 40

An often-used best practice is to define product backlog items according to the acronym INVEST. The I of INVEST means independent. Suppose that a product backlog item is not independent.

What is the consequence of having dependent product backlog items?

- A) The items call for more knowledge to be built.
- B) The items cannot be ordered based on business value.
- C) The items require more Developers to be built.
- D) The items require work from another Scrum team.

18 / 40

Is it allowed to override the Product Owner's decisions regarding Product Backlog content?

- A) Yes, the CEO can override the Product Owner's decisions, because the CEO is ultimately responsible for the entire organization.
- B) Yes, the customer can override the Product Owner's decisions, because Scrum is customer-focused, and the customer should receive value.
- C) No, Product Owner's decisions may not be overruled because the product backlog is fully owned by the Product Owner.
- D) No, Product Owner's decisions may not be overruled because this would cause the Scrum team to adjust their planning too often.

19 / 40

All three Scrum artifacts have a commitment that the Scrum team works toward.

What is the commitment of the sprint backlog?

- A) The definition of done (DoD) that clarifies the vision for the product
- B) The DoD that clarifies which items should be developed in the sprint
- C) The sprint goal that clarifies what the requirements are for items to be called complete
- D) The sprint goal that clarifies what the team wants to achieve in the sprint

20 / 40

In a Scrum team, who is accountable for ensuring the customer gets the most value from the product?

- A) The Developers
- B) The Product Owner
- C) The Scrum Master

21 / 40

What is a product goal?

- A) A list of what is needed for the product
- B) A quality measure to check if an increment is complete
- C) A target to accomplish in the next sprint
- D) A vision for the product or service

22 / 40

How long should it take a Scrum team of 5 members to finalize the sprint planning for a 3-week sprint?

- A) 6 hours
- B) 8 hours
- C) As long as it takes

23 / 40

Which **two** statements are statements of value as described in the Agile Manifesto?

Please remember to choose 2 answers.

- A) Comprehensive documentation over working software
- B) Contract negotiation over customer collaboration
- C) Individuals and interactions over processes and tools
- D) Responding to change over following a plan

24 / 40

A Scrum team uses an information radiator to visualize the progress.

Why is visualizing the progress helpful?

- A) It helps the Scrum Master assign product backlog items.
- B) It helps the Scrum team to work together better.
- C) It shows co-workers how busy the Scrum team is.

25 / 40

A customer requests a report about the techniques a Scrum team uses for their development.

Who can **best** prepare this report?

- A) The Developers
- B) The Product Owner
- C) The Scrum Master

26 / 40

What is the definition of the velocity of a Scrum team?

- A) A shared understanding of how fast a sprint must be done
- B) The number of story points Developers can finish in one sprint
- C) The optimum work-in-progress limit (WIP-limit) for each sprint
- D) The sum of all completed sprint backlog items

27 / 40

When using affinity estimation, how are story points assigned to user stories?

- A) All user stories are sorted based on their relative effort and then grouped into buckets of estimated story points.
- B) Each Developer individually estimates the user story before all Developers agree on the story points.
- C) The Developers use multiple reference user stories and compare them to the user story.

28 / 40

One person is working on the code and another person is observing and commenting. Occasionally, they switch tasks.

Which practice is this?

- A) Code review
- B) Continuous integration
- C) Pair programming
- D) Test-driven development

29 / 40

A Developer from a Scrum team thinks that a stakeholder may have some valuable insights and feedback about the developed increment.

What is the **best** event to ask for this feedback?

- A) Daily scrum
- B) Sprint planning
- C) Sprint retrospective
- D) Sprint review

30 / 40

The S in INVEST stands for small.

Which items on the product backlog should be small?

- A) All items in the product backlog
- B) The items on the bottom of the product backlog
- C) The items on the top of the product backlog
- D) No items on the product backlog, only items on the sprint backlog

31 / 40

From which type of team do the **best** architectures, requirements and designs emerge?

- A) A collocated team
- B) A self-managing team
- C) A well-trained team
- D) An experienced team

32 / 40

The Product Owner is considering criteria for ordering the items in the product backlog.

Which is **not** one of the criteria that needs to be considered?

- A) Dependency
- B) Developers' availability
- C) Risk
- D) Value

33 / 40

Why does the daily scrum need to be held at the same time and place each day of the sprint?

- A) Because booking a room should be done in advance for the duration of the sprint
- B) Because management should get status updates at a given time every day
- C) Because the use of a consistent time and place minimizes complexity

34 / 40

While reviewing a burn-down bar chart, a Developer observed that the bottom of the bar had moved above the horizontal axis between the third and fourth sprint.

What happened in the third sprint?

- A) Some work was added to the product backlog.
- B) Some work was removed from the product backlog.
- C) The Developers finished less than the allocated user stories.
- D) The Developers finished more than the allocated user stories.

35 / 40

Which contract type is adaptive and fits well with the Scrum way of working?

- A) The contract type 'fixed price'
- B) The contract type 'time and material'
- C) Neither contract type

36 / 40

A Scrum team wants to clearly define a checklist of items that must be completed before an increment can be called completed.

What are they likely to use for this?

- A) Burn-down chart
- B) Definition of done (DoD)
- C) Product backlog
- D) Sprint backlog

37 / 40

What is a potentially releasable part of a product that is created during a sprint?

- A) A feature
- B) A functionality
- C) A sprint backlog
- D) An increment

38 / 40

A Scrum team is estimating user stories. The Scrum Master suggests the planning poker technique.

How does planning poker work?

- A) Compare the story to reference stories and then estimate it
- B) Estimate on your own, then discuss everyone else's estimates
- C) Sort all stories based on their relative effort required

39 / 40

Senior management wants to regularly verify whether the Scrum team is following Scrum practices and principles.

Who is in the **best** position to conduct such an audit?

- A) Senior management
- B) The Developers
- C) The Product Owner
- D) The Scrum Master

40 / 40

Multiple teams are working on the same product. There is a disagreement about the definition of done (DoD).

- The Product Owner states that each team should define their own DoD and work toward their sprint goals based on that DoD.
- The Scrum Master states that there should only be a single DoD that all teams work toward.

Who is right?

- A) The Product Owner, because a team DoD helps reach sprint goals more efficiently.
- B) The Product Owner, because the DoD falls under the Product Owner's responsibilities.
- C) The Scrum Master, because Scrum processes fall under the Scrum Master's responsibilities.
- D) The Scrum Master, because using an integrated DoD helps all parts fit together.

Answer key

1 / 40

What is the **primary** responsibility of a Scrum Master in order to keep a Scrum team working at its peak level of productivity?

- A) Helping stakeholders understand the Scrum framework and its practices
 - B) Keeping high-priority features at the top of the product backlog
 - C) Preventing changes to the sprint backlog items once the sprint begins
- A) Correct. This is the responsibility of the Scrum Master. (Literature: A, Chapter 2.3.1)
B) Incorrect. This is the responsibility of the Product Owner.
C) Incorrect. No changes should be made to the sprint backlog items, but this is the responsibility of the entire Scrum team, not of the Scrum Master alone.

2 / 40

During a sprint, a Developer is working on a task.

Who is accountable for this task?

- A) The Developers
 - B) The Product Owner
 - C) The Scrum Master
 - D) This Developer
- A) Correct. A Developer might work on a task alone, but all Developers share accountability for the development of the product. (Literature: A, Chapter 2.3.1)
B) Incorrect. The Product Owner is not accountable for individual tasks. The Product Owner is accountable for the product backlog.
C) Incorrect. The Scrum Master is accountable for the Scrum team following the Scrum processes, not for this single task.
D) Incorrect. This single Developer might be working on the task, but all Developers stay accountable.

3 / 40

All Scrum events are timeboxed events.

What is the advantage of timeboxing?

- A) It ensures commitment of the Scrum team.
 - B) It facilitates osmotic communication.
 - C) It minimizes the waste of time.
- A) Incorrect. Commitment of the Scrum team is not based on timeboxing.
B) Incorrect. Osmotic communication means that people gain useful information by overhearing and get involved and help each other as needed.
C) Correct. In Scrum, meetings with fixed objectives and maximum durations (timeboxes) are preferred over ad-hoc meetings. Timeboxing limits the time spent on meetings. (Literature: A, Chapter 1.1.2)

4 / 40

A team is transitioning to Scrum. They already had a role called project coordinator, who helps creating a smooth working environment for all project members.

Who is accountable for this after the transition?

- A) The Developers
- B) The Product Owner
- C) The project manager
- D) The Scrum Master

- A) Incorrect. The Developers focus on developing backlog items.
- B) Incorrect. The Product Owner is accountable for the product backlog.
- C) Incorrect. There is no project manager role in Scrum.
- D) Correct. The work of this project coordinator is like that of the Scrum Master. (Literature: A, Chapter 2.3.1)

5 / 40

A Product Owner wants a product backlog item to be completed in two days. The Developers working on the item think it will take five days to complete it. The Scrum Master thinks it takes three days. A subject matter expert, who has worked on similar items in the past, thinks it should be at most a one-day effort.

Whose estimate should be used for planning?

- A) The Developers'
- B) The Product Owner's
- C) The Scrum Master's
- D) The subject matter expert's

- A) Correct. The Developers are responsible for all estimates. They are the people who will be doing the work and they know best how much effort it takes. No one else can override their estimates. (Literature: A, Chapter 2.3.3)
- B) Incorrect. The Product Owner determines what should be estimated but has no control over the estimate itself.
- C) Incorrect. The Scrum Master has a say in choosing the process of estimating but has no control over the final estimate.
- D) Incorrect. The estimation is made by Developers. People outside the Scrum team, for example subject matter experts, have no control over estimation of product backlog items.

6 / 40

Halfway through a sprint, a team has finished all sprint backlog items.

What is the **best** action to take?

- A) Cancel the rest of the sprint and start a new sprint with new items
 - B) Extend the length of the sprint and see if done items can be perfected
 - C) Pick the next item from the top of the product backlog and add it to the sprint backlog
 - D) Shorten the length of the current sprint and shorten the next sprints as well
-
- A) Incorrect. A sprint can be cancelled in case the sprint goal becomes obsolete. In this case, the sprint goal still makes sense, and the sprint should not be cancelled.
 - B) Incorrect. Once a sprint begins, its duration is fixed and cannot be shortened or extended.
 - C) Correct. If all the items are done in the middle of a sprint, the next item from the top of the product backlog can be added to the sprint backlog. (Literature: A, Chapter 2.3.3)
 - D) Incorrect. Once a sprint begins, its duration is fixed and cannot be shortened or extended. Instead of shortening next sprints, it is better to select more work for the next sprints.

7 / 40

A virtual team with people from two different time zones is working on a project. The team members do not have overlapping office hours, which causes them to be less effective than they hoped for.

How can the effectiveness of this virtual team **best** be improved?

- A) Ensure that all Scrum team members receive all information
 - B) Hold the daily scrum together even if office hours do not overlap
 - C) Use the osmotic communication technique for disputes
-
- A) Correct. Whether by means of e-mail, shared documents, or a communication tool, collaboration in a virtual team is most helped by making sure everyone has access to all information and is kept up to date. (Literature: A, Chapter 3.3)
 - B) Incorrect. This would cause some members to join the daily scrum outside office hours. This is not the best way to improve the effectiveness of this virtual team.
 - C) Incorrect. Osmotic communication is primarily used for collocated teams.

8 / 40

When does product backlog refinement take place?

- A) Only at the start of a sprint
- B) Only during the sprint retrospective
- C) Only during the sprint review
- D) Throughout the sprint

- A) Incorrect. Product backlog refinement does not only happen at the start of the sprint, but it happens throughout the entire sprint.
- B) Incorrect. Product backlog refinement does not only happen during the sprint retrospective, but it happens throughout the entire sprint.
- C) Incorrect. Product backlog refinement does not only happen during the sprint review, but it happens throughout the entire sprint.
- D) Correct. Product backlog refinement is an ongoing activity that happens throughout the sprint. (Literature: A, Chapter 2.3.3)

9 / 40

A Scrum team uses a Kanban board. The work-in-progress limit (WIP-limit) of a column on the Kanban board is reached.

What should be done when this happens?

- A) Assign work to Developers in the next column to free up capacity
- B) Enlarge the WIP-limit and keep working
- C) Help the Developers in the column with the bottleneck
- D) Wait until work is pulled to the next column to free capacity

- A) Incorrect. This is not allowed. Kanban only allows to pull work, not to push. The Developers should start helping the other Developers to remove the bottleneck.
- B) Incorrect. This is not allowed. The WIP-limit should not change incidentally or any time it is reached. That is explicitly not what the WIP-limit is for. Instead, the limit is there to ensure that bottlenecks are solved instead of ignored.
- C) Correct. When the WIP-limit is reached, this is not a sign to relax, but rather a sign that there is a bottleneck. This bottleneck should be addressed. The Developers must help the other Developers that are the reason why the WIP-limit is reached. (Literature: A, Chapter 6.3)
- D) Incorrect. It would be possible to wait until work is pulled to the next column, since people cannot push the completed work. However, this is not what should happen. The bottleneck should be addressed.

10 / 40

What is the **most** efficient and effective method of transferring information to and between the Developers?

- A) E-mail
- B) Face-to-face
- C) Social media
- D) Telephone

- A) Incorrect. Even though applying rules to e-mail might help to maximize osmotic communication, it is not the most efficient and effective method to transfer information.
- B) Correct. The most efficient and effective method of transferring information to and between the Developers is via face-to-face conversations. (Literature: A, Chapter 7.4.4)
- C) Incorrect. Social media is not a good way of transferring information to and between the Developers.
- D) Incorrect. Calling is not the best way of transferring information. It also does not maximize osmotic communication.

11 / 40

A Scrum team selects a product backlog item for the sprint backlog.

When are the Developers finished with this item?

- A) When the developers have done everything they can before the end of the sprint
- B) When the item is analyzed, designed, programmed, tested, and documented
- C) When the requirements for the definition of done (DoD) have been met

- A) Incorrect. The Developers define beforehand what must be done in the DoD and work at a sustainable pace. They do as much as needed for having an item satisfying the DoD and not more.
- B) Incorrect. The steps that the Developers must take are not relevant. The DoD determines when a sprint backlog item is finished.
- C) Correct. Each item Developers work on during the sprint must be absolutely done before it can be considered part of the increment. A sprint creates releasable increments containing 100% done items. (Literature: A, Chapter 2.3.2)

12 / 40

What **best** describes the role the daily scrum plays in the monitoring of a Scrum project?

- A) The daily scrum gives the Developers insight into their progress and their issues.
- B) The daily scrum helps the Scrum Master to update the burn-down chart.
- C) The daily scrum lets the Product Owner review the progress of the Developers.

- A) Correct. The purpose of the daily scrum is inspecting the progress toward the sprint goal and identifying and solving impediments. (Literature: A, Chapter 2.3.2)
- B) Incorrect. This is not done by the Scrum Master and not the goal of the daily scrum.
- C) Incorrect. The Product Owner may listen, but the daily scrum is not for updating the Product Owner on the progress of the Developers.

13 / 40

When working in an Agile way, what should the pace of development be?

- A) Constant
- B) Fast
- C) Increasing

- A) Correct. Agile processes promote sustainable development. The sponsors, Developers, and users should be able to maintain a constant pace indefinitely. (Literature: A, Chapter 7.4.4)
- B) Incorrect. A fast pace may lead to constant overwork and a quick burn-out of the team.
- C) Incorrect. Although initially the pace may be increasing, it is not always possible to keep increasing. The pace should be constant and sustainable.

14 / 40

In the past 8 sprints, the Developers have completed 72 story points in total. The Scrum team is asked to start working on a new project which is estimated at 56 story points.

How many sprints are needed to complete this project?

- A) 5
- B) 7
- C) 8
- D) 10

- A) Incorrect. 5 sprints are not enough time, based on the current velocity.
- B) Correct. The velocity of the team is $72/8=9$. The number of sprints required to complete the project is $56/\text{velocity}$ ($56/9=6.2$), which is slightly above 6. Hence 7 is the most reasonable answer. (Literature: A, Chapter 4.4.2)
- C) Incorrect. 8 is the number of past sprints. There is no reason to assume that the next project should have the same number of sprints, unless the number of story points is similar.
- D) Incorrect. 10 is approximately the current velocity. It is not the number of sprints needed for the upcoming project.

15 / 40

A Scrum team works on a project in two-week sprints. During the sprint retrospective meeting of the fifteenth sprint, the Scrum Master says:

"We have seen from the last twelve sprints that we cannot deliver potentially shippable increments in two weeks. We should increase the duration for sprint sixteen."

Should the duration be increased?

- A) Yes, because past sprint performance is a good reason to change.
 - B) Yes, because the Scrum Master is allowed to change the sprint's duration.
 - C) No, because only Developers have the authority to change the sprint's duration.
 - D) No, because the Sprint's duration cannot be changed, for any reason.
-
- A) Correct. The Scrum Master gives a valid argument, based on a good amount of earlier work, that the sprint's duration should be changed. (Literature: A, Chapter 2.3.2)
 - B) Incorrect. The duration should be increased, but not because the Scrum Master thinks it is a good idea.
 - C) Incorrect. Any team member may suggest the change. The entire Scrum team will debate whether the reason is valid enough.
 - D) Incorrect. The sprint duration is ideally not changed but repeating a strategy that is not working is not sensible. If there are valid reasons to change the sprint duration: go ahead and change it.

16 / 40

For a sprint, progress is monitored in a burn-down bar chart.

What does the bar of a burn-down bar chart represent?

- A) The amount of completed work
 - B) The amount of remaining work
 - C) The velocity of the Developers
-
- A) Incorrect. This is what the bar of a burn-up chart shows.
 - B) Correct. The bar of a burn-down chart shows the amount of work remaining. The burn-down chart is a downward-sloping chart. (Literature: A, Chapter 3.5.2)
 - C) Incorrect. The velocity can be derived from previous burn-down charts, but it does not directly show velocity.

17 / 40

An often-used best practice is to define product backlog items according to the acronym INVEST. The I of INVEST means independent. Suppose that a product backlog item is not independent.

What is the consequence of having dependent product backlog items?

- A) The items call for more knowledge to be built.
 - B) The items cannot be ordered based on business value.
 - C) The items require more Developers to be built.
 - D) The items require work from another Scrum team.
-
- A) Incorrect. A product backlog item must always be understood before it is possible to work on it.
 - B) Correct. If there is any dependency, it is not possible to order the items freely and the Product Owner will have to check the dependencies constantly. (Literature: A, Chapter 4.3.1 and 4.3.2)
 - C) Incorrect. Dependencies do not necessarily lead to larger work volumes and therefore the need for more Developers. Also, this is more related to the S in INVEST, which stands for small.
 - D) Incorrect. A product backlog item should refer to work for one Scrum team, but this is not a reason why the item needs to be independent.

18 / 40

Is it allowed to override the Product Owner's decisions regarding Product Backlog content?

- A) Yes, the CEO can override the Product Owner's decisions, because the CEO is ultimately responsible for the entire organization.
 - B) Yes, the customer can override the Product Owner's decisions, because Scrum is customer-focused, and the customer should receive value.
 - C) No, Product Owner's decisions may not be overruled because the product backlog is fully owned by the Product Owner.
 - D) No, Product Owner's decisions may not be overruled because this would cause the Scrum team to adjust their planning too often.
-
- A) Incorrect. The entire organization must respect the Product Owner's decisions for the project to be successful. No one, not even the CEO, should allow themselves to try to override those decisions.
 - B) Incorrect. Product Owners should communicate effectively with the customer and use the information to keep the product backlog updated with all changes, but the Product Owner makes the decisions and customers are not allowed to override these.
 - C) Correct. No one is allowed to override the decisions of the Product Owner, but this does not mean that no one can influence the Product Owner. Ultimately, the Product Owner owns the product backlog and is accountable for it. (Literature: A, Chapter 2.3.1)
 - D) Incorrect. No one is allowed to override the decisions of the Product Owner, but not for this reason. In Scrum, responding to change is valued over following a plan.

19 / 40

All three Scrum artifacts have a commitment that the Scrum team works toward.

What is the commitment of the sprint backlog?

- A) The definition of done (DoD) that clarifies the vision for the product
 - B) The DoD that clarifies which items should be developed in the sprint
 - C) The sprint goal that clarifies what the requirements are for items to be called complete
 - D) The sprint goal that clarifies what the team wants to achieve in the sprint
- A) Incorrect. The sprint goal is the commitment related to the sprint backlog. The vision for the product is clarified in the product goal.
- B) Incorrect. The sprint goal is the commitment related to the sprint backlog. Items that need to be developed are not clarified in the DoD, but in the sprint backlog.
- C) Incorrect. The sprint goal is the commitment related to the sprint backlog. The DoD clarifies when an item is complete.
- D) Correct. The sprint goal is the commitment related to the sprint backlog. It clarifies what the Scrum team wants to achieve in the sprint by developing the product backlog items in the sprint backlog. (Literature: A, Chapter 2.3.3)

20 / 40

In a Scrum team, who is accountable for ensuring the customer gets the most value from the product?

- A) The Developers
 - B) The Product Owner
 - C) The Scrum Master
- A) Incorrect. The Developers are committed to creating any aspect of a usable increment in each sprint, but they are not accountable for maximizing the value of the product.
- B) Correct. The Product Owner is accountable for maximizing the value of the product resulting from work of the Scrum team. (Literature: B, Product Owner)
- C) Incorrect. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. This influences the value for the customer only indirectly.

21 / 40

What is a product goal?

- A) A list of what is needed for the product
 - B) A quality measure to check if an increment is complete
 - C) A target to accomplish in the next sprint
 - D) A vision for the product or service
- A) Incorrect. The product backlog is a list of what is needed for the product.
- B) Incorrect. The definition of done (DoD) provides quality measures to check whether an increment is complete.
- C) Incorrect. The sprint goal is the objective for the upcoming sprint.
- D) Correct. The product goal is the commitment for the product backlog and makes clear what should be achieved by developing the items. It is the vision for the product or derived from the vision for the product. (Literature: A, Chapter 2.3.3 and B, Commitment: Product Goal)

22 / 40

How long should it take a Scrum team of 5 members to finalize the sprint planning for a 3-week sprint?

- A) 6 hours
- B) 8 hours
- C) As long as it takes

- A) Correct. The sprint planning's maximum duration is 8 hours. If the sprint is shorter than one month, the sprint planning meeting also is shorter. (Literature: A, Chapter 2.3.2)
- B) Incorrect. The sprint planning's maximum duration is 8 hours. If the sprint is shorter than one month, the sprint planning meeting also is shorter. In this case, the sprints are 3 weeks, so the sprint planning meetings should be shorter than 8 hours.
- C) Incorrect. A sprint planning meeting is timeboxed to a maximum of 8 hours for a one-month sprint.

23 / 40

Which **two** statements are statements of value as described in the Agile Manifesto?

Please remember to choose 2 answers.

- A) Comprehensive documentation over working software
- B) Contract negotiation over customer collaboration
- C) Individuals and interactions over processes and tools
- D) Responding to change over following a plan

- A) Incorrect. The correct statements of value are “customer collaboration over contract negotiation”, “responding to change over following a plan”, “individuals and interactions over processes and tools” and “working software over comprehensive documentation”.
- B) Incorrect. The correct statements of value are “customer collaboration over contract negotiation”, “responding to change over following a plan”, “individuals and interactions over processes and tools” and “working software over comprehensive documentation”.
- C) Correct. The correct statements of value are “customer collaboration over contract negotiation”, “responding to change over following a plan”, “individuals and interactions over processes and tools” and “working software over comprehensive documentation”. (Literature: A, Chapter 7.4)
- D) Correct. The correct statements of value are “customer collaboration over contract negotiation”, “responding to change over following a plan”, “individuals and interactions over processes and tools” and “working software over comprehensive documentation”. (Literature: A, Chapter 7.4)

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A Scrum team uses an information radiator to visualize the progress.

Why is visualizing the progress helpful?

- A) It helps the Scrum Master assign product backlog items.
 - B) It helps the Scrum team to work together better.
 - C) It shows co-workers how busy the Scrum team is.
-
- A) Incorrect. Tasks are not assigned by the Scrum Master, but Developers pull their own tasks. Scrum Masters just help the Developers do their work by supporting the members of the Scrum team.
 - B) Correct. An information radiator improves visualization. Visualization is helpful because it creates transparency and therefore, improved feedback and collaboration. It also creates more control. (Literature: A, Chapter 6.1)
 - C) Incorrect. Even though this may be true, showing how busy the Scrum team is, is not the point of visualizing.

25 / 40

A customer requests a report about the techniques a Scrum team uses for their development.

Who can **best** prepare this report?

- A) The Developers
 - B) The Product Owner
 - C) The Scrum Master
-
- A) Incorrect. Even though the Developers may need to be consulted, they should not be tasked with writing the report.
 - B) Incorrect. The Product Owner focuses more on the content than on the context. An explanation about the used techniques is related to the context.
 - C) Correct. The Scrum Master focuses more on the context than on the content. Therefore, it is best to ask the Scrum Master to write this report. (Literature: A, Chapter 2.3.1)

26 / 40

What is the definition of the velocity of a Scrum team?

- A) A shared understanding of how fast a sprint must be done
 - B) The number of story points Developers can finish in one sprint
 - C) The optimum work-in-progress limit (WIP-limit) for each sprint
 - D) The sum of all completed sprint backlog items
-
- A) Incorrect. The velocity is the number of story points, ideal hours or ideal days Developers can do in a sprint.
 - B) Correct. The velocity is the number of units of work completed in a certain interval. (Literature: A, Chapter 4.4.4)
 - C) Incorrect. The WIP-limit is for the Kanban board, not for a sprint.
 - D) Incorrect. This might be used to estimate velocity, but this is not the way velocity is defined.

27 / 40

When using affinity estimation, how are story points assigned to user stories?

- A) All user stories are sorted based on their relative effort and then grouped into buckets of estimated story points.
 - B) Each Developer individually estimates the user story before all Developers agree on the story points.
 - C) The Developers use multiple reference user stories and compare them to the user story.
- A) Correct. This is how story points are assigned using affinity estimation. (Literature: A, Chapter 4.4.7)
B) Incorrect. This is how story points are assigned to user stories using planning poker.
C) Incorrect. This is a description of the Developers using triangulation to estimate story points for all user stories.

28 / 40

One person is working on the code and another person is observing and commenting. Occasionally, they switch tasks.

Which practice is this?

- A) Code review
 - B) Continuous integration
 - C) Pair programming
 - D) Test-driven development
- A) Incorrect. Code review means that someone looks at the created code. This could be the one who created the code or someone else.
B) Incorrect. Continuous integration is continuously integrating the new code with the old one.
C) Correct. Pair programming is the practice of two developers working together. One is coding, the other is observing and giving comments. (Literature: A, Chapter 4.1.1)
D) Incorrect. Test-driven development is having test scenarios prepared before the program is written, so that the Developer writes something that passes that test.

29 / 40

A Developer from a Scrum team thinks that a stakeholder may have some valuable insights and feedback about the developed increment.

What is the **best** event to ask for this feedback?

- A) Daily scrum
- B) Sprint planning
- C) Sprint retrospective
- D) Sprint review

- A) Incorrect. It is not wise to ask for feedback during the daily scrum.
- B) Incorrect. The sprint planning meeting should be just that: a planning meeting.
- C) Incorrect. In the sprint retrospective, the Scrum processes used to create the product should be reviewed by the Scrum team.
- D) Correct. This is a meeting at the end of the sprint where the Scrum team, the customer and possibly end user representatives and advisors gather to go through everything the team has created and give and receive feedback. This meeting is intended to collect feedback and raise change requests as soon as possible. (Literature: A, Chapter 2.3.2)

30 / 40

The S in INVEST stands for small.

Which items on the product backlog should be small?

- A) All items in the product backlog
- B) The items on the bottom of the product backlog
- C) The items on the top of the product backlog
- D) No items on the product backlog, only items on the sprint backlog

- A) Incorrect. Only the items on top of the product backlog must be detailed since they must be realized first.
- B) Incorrect. The lower product backlog items are on the product backlog, the less detailed they need to be. They may change over time or may even be skipped or deleted from the product backlog.
- C) Correct. Only the items at the top of the product backlog need to be small, because these are the items that are defined enough to be incorporated in a sprint. (Literature: A, Chapter 2.3.3)
- D) Incorrect. The sprint backlog items must be small, but the items at the top of the product backlog as well.

31 / 40

From which type of team do the **best** architectures, requirements and designs emerge?

- A) A collocated team
- B) A self-managing team
- C) A well-trained team
- D) An experienced team

- A) Incorrect. A collocated team ensures communication, but does not necessarily lead to better requirements, architectures, and design.
- B) Correct. The Agile Manifesto states that the best architectures, requirements, and designs emerge from self-managing teams. (Literature: A, Chapter 7.4.5)
- C) Incorrect. A well-trained team may work well, but an Agile team will outperform well-trained people.
- D) Incorrect. An experienced Agile team would be better than an inexperienced Agile team, but an Agile team likely outperforms a regular experienced team.

32 / 40

The Product Owner is considering criteria for ordering the items in the product backlog.

Which is **not** one of the criteria that needs to be considered?

- A) Dependency
- B) Developers' availability
- C) Risk
- D) Value

- A) Incorrect. Dependencies are an important consideration when ordering product backlog items. An item might in itself have a low value, but if it is a prerequisite for a high-value item, it might be given a higher priority.
- B) Correct. Availability of Developers is not one of the criteria for ordering product backlog items but is a consideration during the sprint planning. Value, size, dependencies on other items and risks are the basis for ordering items. (Literature: A, Chapter 2.3.3)
- C) Incorrect. Risk is an important factor for ordering product backlog items. A high-risk item may be valuable, but if it is prone to risks (such as information security breaches) it may be given a lower priority than an item with lower risks.
- D) Incorrect. The value of items is one of the main criteria when ordering product backlog items.

33 / 40

Why does the daily scrum need to be held at the same time and place each day of the sprint?

- A) Because booking a room should be done in advance for the duration of the sprint
- B) Because management should get status updates at a given time every day
- C) Because the use of a consistent time and place minimizes complexity

- A) Incorrect. Rooms do not need to be booked per se.
- B) Incorrect. Even if management demands this, it is not the reason to hold the daily scrum at the same place and time each day of the sprint.
- C) Correct. The daily scrum should be held at the same time and place each day of the sprint to reduce complexity. (Literature: B, Daily Scrum)

34 / 40

While reviewing a burn-down bar chart, a Developer observed that the bottom of the bar had moved above the horizontal axis between the third and fourth sprint.

What happened in the third sprint?

- A) Some work was added to the product backlog.
 - B) Some work was removed from the product backlog.
 - C) The Developers finished less than the allocated user stories.
 - D) The Developers finished more than the allocated user stories.
-
- A) Incorrect. Work added to the chart would make the bar move below the horizontal axis, not above it. When the horizontal axis is reached by the work-done line, there is still more work to be done: the work that was added.
 - B) Correct. Work removed from the chart makes the bar move above the horizontal axis. When the bottom of the bar is reached by the work-done line, no more work needs to be done, even though the graph will not say 0 yet. (Literature: A, Chapter 3.5.2)
 - C) Incorrect. The bottom of the bar shows how much work still must be done in the release and not how much was done in this sprint.
 - D) Incorrect. The bottom of the bar shows how much work still must be done in the release and not how much was done in this sprint.

35 / 40

Which contract type is adaptive and fits well with the Scrum way of working?

- A) The contract type 'fixed price'
 - B) The contract type 'time and material'
 - C) Neither contract type
-
- A) Incorrect. This type can be done with Scrum, but it is more difficult to work Agile with this contract. Also, the fixed-price contract is usually not very adaptive.
 - B) Correct. This is the preferred type of contract, which is compatible with the adaptive nature of the project. It is hard to be adaptive when the project price is fixed. (Literature: A, Chapter 5.6)
 - C) Incorrect. The contract type 'time and material' fits a Scrum way of working well.

36 / 40

A Scrum team wants to clearly define a checklist of items that must be completed before an increment can be called completed.

What are they likely to use for this?

- A) Burn-down chart
- B) Definition of done (DoD)
- C) Product backlog
- D) Sprint backlog

- A) Incorrect. A burn-down chart shows the amount of remaining work against time. It does not give a checklist of items that must be completed during a sprint.
- B) Correct. The DoD is a well-understood and clearly documented definition of items that must be established to mark an increment done. (Literature: A, Chapter 2.3.3)
- C) Incorrect. The product backlog is an ordered list of everything that might be needed in the final product.
- D) Incorrect. The sprint backlog contains the selected items from the product backlog to be delivered in a sprint.

37 / 40

What is a potentially releasable part of a product that is created during a sprint?

- A) A feature
- B) A functionality
- C) A sprint backlog
- D) An increment

- A) Incorrect. A feature is an element that is part of the releasable part of a product, which is the increment.
- B) Incorrect. A functionality is an element that could be part of the releasable part of a product, which is the increment.
- C) Incorrect. The sprint backlog is a short-term plan for the project that will be implemented in a single sprint. However, the sprint backlog is not a potentially releasable part.
- D) Correct. An increment is a releasable part of a product that occurs during a sprint. (Literature: A, Chapter 2.3.3)

38 / 40

A Scrum team is estimating user stories. The Scrum Master suggests the planning poker technique.

How does planning poker work?

- A) Compare the story to reference stories and then estimate it
- B) Estimate on your own, then discuss everyone else's estimates
- C) Sort all stories based on their relative effort required

- A) Incorrect. This is triangulation.
- B) Correct. This is planning poker. (Literature: A, Chapter 4.4.5)
- C) Incorrect. This is affinity estimation.

39 / 40

Senior management wants to regularly verify whether the Scrum team is following Scrum practices and principles.

Who is in the **best** position to conduct such an audit?

- A) Senior management
- B) The Developers
- C) The Product Owner
- D) The Scrum Master

- A) Incorrect. Senior management is not in the best position to conduct such an audit. A Scrum Master is in a better position to do this.
- B) Incorrect. This is not a task of the Developers. They do not ensure the Scrum framework is used properly.
- C) Incorrect. A Product Owner is accountable for the product backlog, not for ensuring the Scrum framework is used properly.
- D) Correct. The Scrum Master is the coach of the Scrum team and ensures that Scrum processes are followed properly. This allows the Scrum Master to conduct this audit. (Literature: A, Chapter 2.3.1)

40 / 40

Multiple teams are working on the same product. There is a disagreement about the definition of done (DoD).

- The Product Owner states that each team should define their own DoD and work toward their sprint goals based on that DoD.
- The Scrum Master states that there should only be a single DoD that all teams work toward.

Who is right?

- A)** The Product Owner, because a team DoD helps reach sprint goals more efficiently.
 - B)** The Product Owner, because the DoD falls under the Product Owner's responsibilities.
 - C)** The Scrum Master, because Scrum processes fall under the Scrum Master's responsibilities.
 - D)** The Scrum Master, because using an integrated DoD helps all parts fit together.
-
- A)** Incorrect. All teams should work toward an integrated DoD.
 - B)** Incorrect. The DoD is not a responsibility of the Product Owner. Also, all teams should work toward an integrated DoD.
 - C)** Incorrect. The Scrum Master is correct, but this is not the reason why. The DoD is not part of the working process.
 - D)** Correct. Using an integrated DoD ensures that the pieces of the project will fit together and are in the same state of done. (Literature: A, Chapter 2.4.3)

Evaluation

The table below shows the correct answers to the questions in this sample exam.

Question	Answer	Question	Answer
1	A	21	D
2	A	22	A
3	C	23	C & D
4	D	24	B
5	A	25	C
6	C	26	B
7	A	27	A
8	D	28	C
9	C	29	D
10	B	30	C
11	C	31	B
12	A	32	B
13	A	33	C
14	B	34	B
15	A	35	B
16	B	36	B
17	B	37	D
18	C	38	B
19	D	39	D
20	B	40	D



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