Frage 14:
Other people than the Scrum Team can attend the Sprint Planning in order to provide advice.

1. False

2. True

Frage 14:

Other people than the Scrum Team can attend the Sprint Planning in order to provide advice.

1. False

2. True (Richtig)

Erklärung
Dies ist korrekt, das Entwicklungsteam kann entsprechende Personen in das Sprint Planning einladen

Frage 15:
How should Product Backlog items be ordered?
Select the best answer

1. Least valuable items at the top to most valuable at the bottom.

2. Whatever is deemed most appropriate by the Product Owner.

3. Items are randomly arranged.

4. Size, where small items are at the top and large items are at the bottom.

Frage 15:

How should Product Backlog items be ordered?

Select the best answer

1. Least valuable items at the top to most valuable at the bottom.

2. Whatever is deemed most appropriate by the Product Owner. (Richtig)

3. Items are randomly arranged.

4. Size, where small items are at the top and large items are at the bottom.

Erklärung

Der Product Owner ist für die Reihenfolge im Backlog verantwortlich und kann hier weitestgehend frei entscheiden.

Meist stehen jene Anforderungen mit einem hohen Nutzen möglichst weit oben. Mit abnehmender Bedeutung und abnehmendem Nutzen wird die Beschreibung gröber und die Items finden sich weiter unten im Backlog und werden zu einem späteren Zeitpunkt bearbeitet.

Frage 17:
The Scrum Guide 2020 added "Commitments".
What is this?

1. A commitment provides information that enhances transparency and focus against which progress can be measured. These commitments exist to reinforce empiricism and the Scrum values for the Scrum Team and their stakeholders.

2. A commitment ensures that each and every developer full heartedly works on the tasks assigned to him, to generate the best possible outcome for a Sprint. This helps to ensure high quality standards and a rapid progress towards a Product Goal

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What is this?

1. <mark>A commitment provides information that enhances transparency and focus against which progress can be measured. These commitments exist to reinforce empiricism and the Scrum values for the Scrum Team and their stakeholders. (Richtig)</mark>

2. A commitment ensures that each and every developer full heartedly works on the tasks assigned to him, to generate the best possible outcome for a Sprint. This helps to ensure high quality standards and a rapid progress towards a Product Goal

Erklärung
"Commitments" sind "Absprachen, Vereinbarungen, oder Meilensteine" die eine zielgerichtete Arbeit im Team unterstützen und für mehr Transparenz und Fokus sorgen sollen.

Frage 18:

Who is responsible for creation of the "Definition of Done"?

1. Scrum Team

2. Product Owner

3. Scrum Master

4. Development Team

Frage 18:
Who is responsible for creation of the "Definition of Done"?

1. Scrum Team (Richtig)

2. Product Owner

3. Scrum Master

4. Development Team

Erklärung
(Änderung 2020) Die Definition of Done wird vom gesamten Scrum Team erstellt und sollte in der Praxis Transparenz herstellen. Die Erfahrungen des Scrum Master bspw. aus anderen Teams sollten ebenso berücksichtigt werden, wie die Einschätzung des Product Owners, der ggfs. wichtige Aspekte aus der Business Perspektive einfließen lassen sollte

Frage 19:

The Daily Scrum always should take exactly 15 minutes.

If your team managed doing it in less than 15 minutes, you should spend the rest of the time on activitives like Product Backlog refinements

1. True

2. False

Frage 19:

The Daily Scrum always should take exactly 15 minutes.

If your team managed doing it in less than 15 minutes, you should spend the rest of the time on activitives like Product Backlog refinements

1. True

2. <mark>False (Richtig)</mark>

Erklärung

Die time-boxen legen eine maximale Dauer fest, besagen aber nicht, dass diese Zeit zwangsweise genutzt werden muss. Es ist höchst fraglich, ob in der restlichen Zeit ein sinnvolles Refinement hätte stattfinden können. Scrum kennt insgesamt keine Mindestdauer für bestimmte Events, wenn Scrum Teams besser und effizienter werden können die jeweiligen Events kürzer ausfallen.

Frage 20:
What is the role of Management in Scrum?

1. Identify and remove people that aren't working hard enough

2. Support the Scrum Master to create organizational change that fosters empiricism, self-organization, bottom-up intelligence, and intelligent release of software.

3. Support the Product Owner with insights and information into high value product and system capabilities.

4. Monitor staffing of the Development Team

5. Monitor the Development Team's productivity.

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3. Support the Product Owner with insights and information into high value product and system capabilities. (Richtig)

4. Monitor staffing of the Development Team

5. Monitor the Development Team's productivity.

Erklärung
Das Management agiert unterstützend und keineswegs überwachend. Product Owner und Scrum Master müssen befähigt und bei der Umsetzung des Vorhabens unterstützt werden

Frage 22:
What is the time-box for the Sprint Retrospective in a 4-week Sprint?

1. not more than 2 hours

2. not more than 3 hours

3. not more than 4 hours

Frage 22:
What is the time-box for the Sprint Retrospective in a 4-week Sprint?

1. not more than 2 hours

2. not more than 3 hours (Richtig)

3. not more than 4 hours

Erklärung
In der Praxis wird oft mit einer time-box von ungefähr 1 Stunde pro Sprint Woche geplant, der Scrum Guide setzt aber eine Obergrenze von maximal 3 Stunden bei einem 4-wöchigen Sprint!

Frage 23:
What is the meaning and purpose of a time-box?

1. The event can take no more than a maximum amount of time

2. The event must happen at a set time.

3. The event must happen by a given time

4. The event must take at least a minimum amount of time

Frage 23:
What is the meaning and purpose of a time-box?

1. The event can take no more than a maximum amount of time (Richtig)

2. The event must happen at a set time.

3. The event must happen by a given time

4. The event must take at least a minimum amount of time

Erklärung
Time-boxes geben eine Maximaldauer für die Events an. Die Events können kürzer ausfallen, aber nicht länger.

Frage 24:

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?

1. Yes

2. No

Frage 24:

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?

1. <mark>Yes (Richtig)</mark>

2. No

Erklärung

Ja, im Sprint Planning soll ein Plan für die Umsetzung des Sprintziels erarbeitet werden, dies umfasst natürlich auch einzelne Aktivitäten und Arbeitsschritte. Der Fokus liegt hier aber insbesondere auf den ersten Tagen des Sprints. Im weiteren Verlauf des Sprints können (und werden) immer wieder neue Tätigkeiten identifiziert werden (bspw. Abstimmungen etc.) die zuvor so noch nicht absehbar waren. Die Erwartung an das Sprint Planning kann / darf nicht sein, dass absolut jede einzelne Tätigkeit im Vorfeld bekannt ist.

Frage 25:

It is a good practice to have from time to time a special technical Sprint that consists only of tasks removing the technical debt without implementing any new functionality.

1. False

2. True

Frage 25:

It is a good practice to have from time to time a special technical Sprint that consists only of tasks removing the technical debt without implementing any new functionality.

1. <mark>False (Richtig)</mark>

2. True

Erklärung

Scrum kennt keine Ausnahmen bei der Sprint Durchführung. Jeder Sprint muss eine "potentially shippable" Funktionalität liefern. In der Praxis sieht man jedoch immer wieder mal Sprints die sich mit technischen Schulden befassen.

Frage 27:
Check all the formal events opportunities to inspect and adapt.

1. The Sprint Review

2. The Daily Scrum

3. The Sprint

4. Backlog Refinement

5. The Sprint Planning

6. Sprint Retrospective

Frage 27:
Check all the formal events opportunities to inspect and adapt.

1. The Sprint Review (Richtig)

2. The Daily Scrum (Richtig)

3. The Sprint

4. Backlog Refinement

5. The Sprint Planning (Richtig)

6. Sprint Retrospective (Richtig)

Erklärung
In allen offiziellen Events bietet sich die Möglichkeit für "inspect & adapt". Der Sprint selbst wird hierbei jedoch nicht beachtet, da er nur den Rahmen für die anderen Events bildet.
Das Backlog Refinement zählt nicht als offizielles Event!

Frage 30:

What are the three most appropriate characteristics of a Development Team?

1. Scrum recognizes no titles for Development Team members, regardless of the work being performed by the person;

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

3. Individual Development Team members may have specialized skills and areas of focus, but accountability belongs to the Development Team as a whole.

4. Having at least one Business Analyst in the Development Team

5. They are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality;

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5. They are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality; (Richtig)

Erklärung
Scrum kennt keine Hierarchien, Titel, oder Rollenbeschreibungen innerhalb des Entwicklungsteams und auch keine Sub-Teams. Scrum setzt auf Selbstorganisation und einer ganzheitlichen Verantwortung des Scrum Teams. Das Team ist gemeinschaftlich für Erfolge und Miserfolge verantwortlich.

Frage 31:
The CEO asks the Developers to add a "very important" item to a Sprint that is in progress.
What should the Development Team do?

1. Add the item to the next Sprint

2. Add the item to the current Sprint without any adjustments.

3. Inform the Product Owner so he/she can work with the CEO

Frage 31:
The CEO asks the Developers to add a "very important" item to a Sprint that is in progress.
What should the Development Team do?

1. Add the item to the next Sprint

2. Add the item to the current Sprint without any adjustments.

3. <mark>Inform the Product Owner so he/she can work with the CEO (Richtig)</mark>

Erklärung
Alle Anforderungen müssen über den Product Owner eingesteuert werden, egal von welchem "Stakeholder" sie kommen. Zudem sollte nie auf diese Weise in laufende Sprints eingegriffen werden. Der Product Owner sollte Rücksprache mit dem CEO halten und das Item mit entsprechender Priorität in das Product Backlog aufnehmen. Eine Umsetzung könnte dann im kommenden Sprint erfolgen.

Frage 32:
Identify all activities that are part of the Product Owner´s "Product Backlog Management"

1. Ordering Product Backlog items

2. Ensuring that the Product Backlog is transparent, visible and understood

3. Developing and explicitly communicating the Product Goal

4. Creating and clearly communicating Product Backlog items

Frage 32:
Identify all activities that are part of the Product Owner´s "Product Backlog Management"

1. Ordering Product Backlog items (Richtig)

2. Ensuring that the Product Backlog is transparent, visible and understood (Richtig)

3. Developing and explicitly communicating the Product Goal (Richtig)

4. Creating and clearly communicating Product Backlog items (Richtig)

Erklärung
Alle Antworten treffen zu!

Achtung – eine der wenigen Fragen, bei der die Anzahl der erwarteten Antworten unklar ist.

Frage 33:

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

1. True

2. False

Frage 33:
All Development Teams working on the same Product should use the same Product Backlog.

1. <mark>True (Richtig)</mark>

2. False

Erklärung
Absolut wahr, alles andere würde zu mehr Abstimmungsbedarf und Intransparenz führen

Frage 34:
What or Who helps the Development Team to understand why it is building the Increment?

1. The Scrum Master

2. The Sprint Goal

3. The Sprint Backlog

4. The Product Owner

Frage 34:
What or Who helps the Development Team to understand why it is building the Increment?

1. The Scrum Master

2. The Sprint Goal (Richtig)

3. The Sprint Backlog

4. The Product Owner

Erklärung
Das Sprintziel ist ein Ziel, welches sich das Scrum Team als "Meilenstein" setzt und die Product Backlog items in einen größeren Kontext setzen kann.

Frage 35:

The Sprint Backlog contains all work that is planned for the next Sprint and is created in the Sprint Planning. It is not allowed to add new work into the Sprint Backlog later by the Development Team.

1. True

2. False

Frage 35:

The Sprint Backlog contains all work that is planned for the next Sprint and is created in the Sprint Planning. It is not allowed to add new work into the Sprint Backlog later by the Development Team.

1. True

2. False

Erklärung

"Falsch" ist die korrekte Antwort. Das Entwicklungsteam kann jederzeit Änderungen am Sprint Backlog vornehmen, wenn dieses dazu beiträgt das abgestimmte Sprintziel zu erreichen. Dies bedeutet aber nicht, dass der Product Owner neue Anforderungen in den Sprint geben kann. Zudem ist es üblich, dass im laufenden Sprint weitere Tasks identifiziert werden, die im Sprint Planning noch nicht absehbar waren

Frage 36:
Identify all three Artifacts

1. Product Backlog

2. Sprint Backlog

3. Definition of Done

4. Increment

5. The Sprint Goal

Frage 36:
Identify all three Artifacts

1.   Product Backlog

2.   Sprint Backlog

3.   Definition of Done

4.   Increment

5.   The Sprint Goal

Erklärung
Product Backlog, Sprint Backlog and Increment sind korrekt. Die Definition of Done und das Sprintziel gehören zu den Commitments

Frage 37:
What is the "Commitment" for the Product Backlog?

1. Product Goal

2. Definition of Done

3. Sprint Goal

Frage 37:
What is the "Commitment" for the Product Backlog?

1. <mark>Product Goal</mark>

2. Definition of Done

3. Sprint Goal

Erklärung
Das Product Goal ist ein künftiger Zustand des Produkts und kann auch als "Meilenstein", oder "Zwischenziel" verstanden werden, auf das aktuell hingearbeitet wird. Das Product Goal sollte im Product Backlog festgehalten werden.

Frage 38:
Scrum is founded on

1. Agility

2. Lessons Learned and best practices

3. Empirical criticism

4. Empiricism and lean thinking

5. Common sense

Frage 38:
Scrum is founded on

1. Agility

2. Lessons Learned and best practices

3. Empirical criticism

4. <mark>Empiricism and lean thinking</mark>

5. Common sense

Erklärung
Scrum basiert auf Empirismus, d.h. auf Erkenntnissen die aus der Beobachtung von Experimenten gewonnen werden. Dies meint den Gedanken von "inspect & adapt", also kurzen Zyklen, vielen Abstimmungen, dem MVP-Ansatz und kurzfristiger Reaktion

Frage 39:
If an item in the Sprint Backlog cannot be finished by the end of the Sprint, the Sprint is cancelled.

1. True

2. False

Frage 39:

If an item in the Sprint Backlog cannot be finished by the end of the Sprint, the Sprint is cancelled.

1. True

2. <mark>False</mark>

Erklärung

Der Sprint endet immer dann, wenn die zuvor bestimmte time-box abgelaufen ist, oder der Sprint abgebrochen werden muss, weil das Sprintziel obsolet geworden ist. Dies geht aus der Frage nicht hervor. Die Tatsache, dass einzelne items nicht fertiggestellt wurden, hat keinen Einfluss auf das Sprintende

Frage 40:

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

1. False

2. True

Frage 40:

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

1. <mark>False</mark>

2. True

Erklärung

Der Scrum Master ist zunächst "Servant-Leader" für das Scrum Team, aber dies bedeutet auch, dass er dafür verantwortlich ist bspw. externe Einflüsse auf das Scrum Team zu reduzieren um deren Arbeit effizienter zu gestalten. Er muss daher den Blick über das eigentliche Scrum Team hinaus werfen und auch Interaktionen mit Dritten beachten.

Frage 41:
Who creates the (product) increment?

1. Scrum Team

2. Scrum Master

3. Developers

4. Product Owner

Frage 41:
Who creates the (product) increment?

1. Scrum Team

2. Scrum Master

3. <mark>Developers</mark>

4. Product Owner

Erklärung
Das Entwicklungsteam (bzw. die Entwickler...) ist für die Umsetzung der Anforderungen (items) und damit die Erstellung des Inkrements verantwortlich.

Frage 42:
How does a Definition of "Done" (DoD) help the Scrum Team?
Select three most applicable items.

1. DoD is used to assess when work is complete on the product Increment

2. DoD ensures artifact transparency

3. DoD guides the Development Team in knowing how many Product Backlog items it can select during

   a Sprint Planning

4. DoD helps to calculate velocity of the Scrum Team

Frage 42:

How does a Definition of "Done" (DoD) help the Scrum Team?
Select three most applicable items.

1. DoD is used to assess when work is complete on the product Increment(Richtig)

2. DoD ensures artifact transparency(Richtig)

3. DoD guides the Development Team in knowing how many Product Backlog items it can select during a Sprint Planning(Richtig)

4. DoD helps to calculate velocity of the Scrum Team

Erklärung
Die DoD schafft Transparenz und ein gemeinsames Verständnis über die erforderlichen Tätigkeiten, zudem lässt sich über die DoD feststellen, ob eine Anforderung tatsächlich "fertig" ist. Die Definition der erforderlichen Tätigkeiten kann zudem helfen den Gesamtaufwand der Anforderung besser abschätzen zu können.

Frage 43:

Scrum recommends adapting the Scrum rules for every Project and allows using only those rules and components, which suit a specific project

1. True

2. False

Frage 43:

Scrum recommends adapting the Scrum rules for every Project and allows using only those rules and components, which suit a specific project

1. True

2. False

Erklärung

Scrum "besteht" auf die Einhaltung der wenigen festgelegten Regeln und Prozesse, da diese einen bestimmten Zweck im Gesamtkontext erfüllen.

Frage 44:
Who is responsible for managing the progress of work during a Sprint?

1. The Product Owner.

2. The Scrum Team

3. The Scrum Master.

4. The Developers.

Frage 44:

Who is responsible for managing the progress of work during a Sprint?

1. The Product Owner.

2. The Scrum Team

3. The Scrum Master.

4. The Developers.

Erklärung

Achtung, hier wird explizit von "during a Sprint" gesprochen, d.h. die Frage bezieht sich auf das Sprint Backlog für welches die Entwickler verantwortlich sind!

Frage 45:
Select all that apply: Scrum...

1. engages groups of people who collectively have all the skills and expertise to do the work and share or acquire such skills as needed.

2. is founded on empiricism and lean thinking

3. combines four formal events for inspection and adaptation within a containing event, the Sprint.

4. is based on teams with 10 or more people

5. relies on detailled planning processes in the beginning of a project

6. employs an iterative, incremental approach to optimize predictability and to control risk

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6. employs an iterative, incremental approach to optimize predictability and to control risk

Erklärung

Scrum Teams sollten 10 Personen nicht überschreiten und basieren natürlich auch nicht auf langwierigen Planungsprozessen im Vorfeld des Projektvorhabens

Frage 46:
The three pillars of empirical process control are:

1. Transparency, Agility, Retrospective

2. Planning, Inspection, Adaptation

3. Transparency, Inspection, Adaptation

4. Flexibility, Self-Organization, Focus

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The three pillars of empirical process control are:

1. Transparency, Agility, Retrospective

2. Planning, Inspection, Adaptation

3. <mark>Transparency, Inspection, Adaptation</mark>

4. Flexibility, Self-Organization, Focus

Erklärung
Die Säulen sind im Scrum Guide als Transparency, Inspection, Adaptation definiert.

Frage 47:
What is the "Commitment" for the Sprint Backlog?

1. Definiton of Done

2. Sprint Goal

3. Product Goal

Frage 47:
What is the "Commitment" for the Sprint Backlog?

1. Definiton of Done

2. Sprint Goal

3. Product Goal

Erklärung
Das Sprintziel (Sprint Goal) wird nach wie vor im Sprint Planning vom gesamten Scrum Team festgelegt und ist somit ein Bestandteil des Sprint Backlogs

Frage 48:

In a nutshell, Scrum requires a Scrum Master to foster an environment where....

1. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.

2. The Management drives developed by providing clear priorities to the Scrum Team

3. The Scrum Team turns a selection of the work into an Increment of value during a Sprint

4. A Product Owner orders the work for a complex problem into a Product Backlog

Erklärung

Das Management spielt in unserer Betrachtung von Scrum keine Rolle. Alle anderen Aspekte treffen zu und werden regelmäßig wiederholt.

In a nutshell, Scrum requires a Scrum Master to foster an environment where....

1. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.

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Erklärung

Das Management spielt in unserer Betrachtung von Scrum keine Rolle. Alle anderen Aspekte treffen zu und werden regelmäßig wiederholt.

What applies to the Sprint Planning?

1. collaborative work of the Scrum Team

2. initiates the Sprint by laying out the work to be performed for the Sprint

3. gathers feedback from the organization

4. The Product Owner ensures that attendees are prepared to discuss the most important Product Backlog items

5. The Scrum Team may also invite other people to attend Sprint Planning to provide advice

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1. collaborative work of the Scrum Team

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5. The Scrum Team may also invite other people to attend Sprint Planning to provide advice

Erklärung

Das Sprint Planning leitet den Sprint ein und wird von gesamten Scrum Team durchgeführt.
Es wird insbesondere das Sprintziel in Zusammenhang mit dem Product Goal besprochen und die anstehende Arbeit konkretisiert. Der Product Owner sollte daher ein klares Bild, der wichtigsten Anforderungen haben und deren mögliche Umsetzung mit den Entwicklern besprechen. Hierbei kann das Scrum Team zusätzliche Unterstützung bspw. bei technischen Fragen einladen.

Frage 50:

What is the time-box for the Sprint Planning, when the Sprint time-box is 4 weeks?

1. Not more than 8 hours

2. Not more than 4 hours

3. Not more than 10% of the capacity of the Development Team

4. there is no time-box, the Sprint Planning ends when all the items in the Sprint Backlog are defined

Frage 50:
What is the time-box for the Sprint Planning, when the Sprint time-box is 4 weeks?

1. Not more than 8 hours

2. Not more than 4 hours

3. Not more than 10% of the capacity of the Development Team

4. there is no time-box, the Sprint Planning ends when all the items in the Sprint Backlog are defined

Erklärung
Die time-box beträgt max. 8 Stunden, oder 2 Stunden pro Sprint Woche

Frage 54:

At the Sprint Retrospective meeting the Scrum Team identified some improvements.
What should the Scrum Team do? Select the best option.

1. Make sure the Sprint Backlog for the next Sprint includes at least one high priority process improvement.

2. Assign a responsible team member for at least one improvement. Check the progress at the next Retrospective.

3. Assign responsible team members for every improvement. Check the progress at the next Retrospective.

Frage 54:

At the Sprint Retrospective meeting the Scrum Team identified some improvements.
What should the Scrum Team do? Select the best option.

1. <mark>Make sure the Sprint Backlog for the next Sprint includes at least one high priority process improvement.</mark>

2. Assign a responsible team member for at least one improvement. Check the progress at the next Retrospective.

3. Assign responsible team members for every improvement. Check the progress at the next Retrospective.

Erklärung
Achtung, kleine Falle:
Grundsätzlich ist es natürlich richtig konkrete Verantwortliche für die Implementierung dieser Verbesserungen zu definieren. Entscheidend ist aber zunächst, dass diese items in das Sprint Backlog mit einfließen, da diese Umsetzung Kapazitäten bindet, die so ggfs. für anderweitige Items fehlt und dementsprechend priorisiert werden muss. Erst dann sollte im Sprint Planning festgelegt werden, wer sich um die Implementierung kümmert. Hier also nicht die "üblichen" Prozesse umgehen

Frage 1:
Identify three activities that happen when a Sprint is cancelled

1. Already "Done" Product Backlog items are reviewed

2. Incomplete work needs to be re-estimated and moved back into the Sprint Backlog

3. Potentially shippable items are usually accepted by the Product Owner

4. Several top Product Backlog Items are taken into the Product Backlog to replace the obsolete items

5. At the Sprint Retrospective the Scrum Master determines who from the Development Team is responsible for cancelling the Sprint

Frage 1:
Identify three activities that happen when a Sprint is cancelled

1. Already "Done" Product Backlog items are reviewed (Richtig)

2. Incomplete work needs to be re-estimated and moved back into the Sprint Backlog (Richtig)

3. Potentially shippable items are usually accepted by the Product Owner (Richtig)

4. Several top Product Backlog Items are taken into the Product Backlog to replace the obsolete items

5. At the Sprint Retrospective the Scrum Master determines who from the Development Team is responsible

   for cancelling the Sprint

Erklärung
Wird ein Sprint vorzeitig abgebrochen, dann werden die bisher fertiggestellten Anforderungen üblicherweise im Review überprüft und sofern "potentially shippable" vom Product Owner akzeptiert. Bei unfertigen Anforderungen ist der verbleibende Restaufwand zu schätzen und eine Rückführung ins Backlog erforderlich

Frage 2:
Is it allowed to skip the Daily Scrum if there is nothing to talk about?

1. False

2. True

Frage 2:
Is it allowed to skip the Daily Scrum if there is nothing to talk about?

1. False (Richtig)

2. True

Erklärung
Scrum besteht darauf, dass die wenigen bestehenden Regeln eingehalten werden. Das Daily darf daher nicht im Vorfeld abgesagt, oder gar nicht erst eingeplant werden. Sollte sich im Daily herausstellen, dass es tatsächlich keine relevanten Inhalte gibt, dann kann das Daily vorzeitig beendet werden.

Frage 3:
What is a "Product Goal"?

1. The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against

2. The Product Goal is the final version of the released product

Frage 3:
What is a "Product Goal"?

1. <mark>The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against (Richtig)</mark>

2. The Product Goal is the final version of the released product

Erklärung
Das Product Goal ist ein mittel- bis langfristiges Ziel (Meilenstein) auf das das Scrum Team hinarbeitet

Frage 5:
When does a Development Team member become the sole owner of a Sprint Backlog item?

1. Never. Individual Team members will obviously develop single Sprint Backlog items, but the ownership remains with the entire Development Teams which shares the accountability

2. During the Sprint Planning, when items are assigned

Frage 5:
When does a Development Team member become the sole owner of a Sprint Backlog item?

1. <mark>Never. Individual Team members will obviously develop single Sprint Backlog items, but the ownership remains with the entire Development Teams which shares the accountability (Richtig)</mark>

2. During the Sprint Planning, when items are assigned

Erklärung
Achtung, Trickfrage: Natürlich arbeiten Teammitglieder eigenständig an einzelnen Anforderungen, die
Gesamtverantwortung für die Umsetzung im Sprint wird aber nie auf einzelne Personen heruntergebrochen.

Frage 6:
How does the Scrum Master serve the Organization?
Select the four most appropriate answers.

1. Leading, training, and coaching the organization in its Scrum adoption;

2. Planning and advising Scrum implementations within the organization;

3. Removing barriers between stakeholders and Scrum Teams.

4. Mixing experienced developers and junior specialists across different Development Teams in the organization to speed up Scrum adoption

5. Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;

6. Helping employees and stakeholders understand and enact an empirical approach for complex work;

Frage 6:

How does the Scrum Master serve the Organization?

Select the four most appropriate answers.

1. Leading, training, and coaching the organization in its Scrum adoption; (Richtig)

2. Planning and advising Scrum implementations within the organization; (Richtig)

3. Removing barriers between stakeholders and Scrum Teams. (Richtig)

4. Mixing experienced developers and junior specialists across different Development Teams in the organization to speed up Scrum adoption

5. Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;

6. Helping employees and stakeholders understand and enact an empirical approach for complex work; (Richtig)

Erklärung

Alle anderen Antworten sind entweder falsch, oder nicht explizit auf die "Organisation" zugeschnitten

Frage 9:
What is the "Commitment" for the Increment?

1. Definition of Done

2. Product Goal

3. Sprint Goal

Frage 9:
What is the "Commitment" for the Increment?

1. Definition of Done (Richtig)

2. Product Goal

3. Sprint Goal

Erklärung
Im Scrum Guide 2020 erhält nun die Definition of Done endlich einen etwas höheren Stellenwert. Sie ist nun fest dem Inkrement zugeordnet und soll hier für mehr Transparenz und Fokus sorgen (bspw. dadurch, dass gewisse Standards für die Umsetzung von Product Backlog Items festgelegt werden)

Frage 10:
What is the Sprint Retrospective?
Select the best answer

1. It is the key inspect and adapt event

2. It is a meeting to inspect the Increment and adapt the Product Backlog if needed

3. It is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint

4. It is a meeting where the Development Team aligns activities with our Scrum Teams

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What is the Sprint Retrospective?
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1. It is the key inspect and adapt event

2. It is a meeting to inspect the Increment and adapt the Product Backlog if needed

3. It is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint (Richtig)

4. It is a meeting where the Development Team aligns activities with our Scrum Teams

Erklärung
Man könnte meinen, dass Scrum hier die Retrospektive als "key inspect and adapt Event" bezeichnet, dies wäre auch vertretbar, aber Scrum sieht "inspect & adapt" als Grundsatz der nicht auf ein Event beschränkt ist. Statt-dessen geht es darum konkrete Verbesserungen zu identifizieren und bestenfalls im nächsten Sprint umzusetzen

Frage 12:
What is the Sprint Backlog?

1. The Product Backlog items selected for this Sprint

2. The plan for delivering Product Backlog items

3. The Product Backlog items selected for this Sprint plus the plan for delivering them including Sprint Goal

4. The Product Backlog items selected for this Sprint plus the Team Backlog items

Frage 12:
What is the Sprint Backlog?

1. The Product Backlog items selected for this Sprint

2. The plan for delivering Product Backlog items

3. The Product Backlog items selected for this Sprint plus the plan for delivering them including Sprint Goal (Richtig)

4. The Product Backlog items selected for this Sprint plus the Team Backlog items

Erklärung
Das Sprint Backlog besteht aus den ausgewählten Anforderungen für den kommenden Sprint und dem Plan zur Umsetzung, welches im Sprint Planning festgelegt wird und einem konkreten Sprintziel

Frage 13:
Select the five Scrum Values.

1. Respect

2. Courage

3. Transparency

4. Commitment

5. Openness

6. Cross-functionality

7. Self-Organization

8. Focus

Frage 13:
Select the five Scrum Values.

1. Respect (Richtig)

2. Courage (Richtig)

3. Transparency

4. Commitment (Richtig)

5. Openness (Richtig)

6. Cross-functionality

7. Self-Organization

8. Focus (Richtig)

Erklärung
Die Scrum Werte sind: Focus, Openness, Comitment, Respect und Courage.
Self-organization und cross-functionality sind ebenfalls wichtig, zählen aber nicht zu den offiziellen Werten

Frage 64:
Where can Scrum be used? Check all the applicable items.

1. Develop products and enhancements

2. Release products and enhancements, as frequently as many times per day

3. Sustain and renew products

4. Research and identify viable markets, technologies, and product capabilities;

5. Develop and sustain Cloud (online, secure, on-demand) and other operational environments for

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Erklärung
Hinweis: Die Aufzählung ist in der aktuellen Version des Scrum Guides 2020 nicht mehr enthalten, die Frage kann aber weiterhin in der PSM 1 kommen.
Scrum beschreibt sich selbst als: "A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value" und kann daher im Grunde fast überall eingesetzt werden, ob Scrum dabei immer den besten Ansatz darstellt ist eine andere Frage.

Frage 66:

Complete the following statement:

"The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. If a Product Backlog item does not meet the Definition of Done..."

1. it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration.

2. it can be released and even presented at the Sprint Review, but some time in the next Sprint for some minor fixes should be reserved

Frage 66:

Complete the following statement:

"The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. If a Product Backlog item does not meet the Definition of Done..."

1. it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration.

2. it can be released and even presented at the Sprint Review, but some time in the next Sprint for some minor fixes should be reserved

Erklärung

Anforderungen, welche die DoD nicht erfüllen, dürfen nicht released werden. Dies soll den Aufbau von technischen Schulden verhindern und eine höhere Qualität in der Produktentwicklung sicherstellen.

Frage 71:
The Scrum Team is...

1. ...closely supervised by Management and responsible for all development-related activities. The Scrum Team works in Sprints at a sustainable pace to improve the Scrum Team´s focus and consistency.

2. ...responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required. They are structured and empowered by the organization to manage their own work. Working in Sprints at a sustainable pace improves the Scrum Team's focus and consistency.

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Erklärung
Im Scrum Guide 2020 wurde die Selbstverwaltung des gesamten Scrum Teams (alle Rollen) nochmal deutlicher hervorgehoben. Dies umfasst alle Produkt-bezogenen Aktivitäten.

Frage 76:

If an inspector determines that one or more aspects of a process deviate outside acceptable limits, adjustments must be made….

1. …as soon as possible to minimize further deviation

2. …after Scrum Master approval

3. …after the deviations have been discussed at the Daily Scrum

4. …after clarifying all the details with the Product Owner

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4. ...after clarifying all the details with the Product Owner

Erklärung
Änderungen sind so schnell wie möglich vorzunehmen. Hier ist wieder zu beachten, dass wir ein hohes Maß an Selbstorganisation im Scrum Team haben und insg. wenige formelle Abstimmungen nutzen um "Change" zu bewirken.

Frage 77:

Inspect & adapt is crucial for Scrum.

How frequently should scrum Teams inspect Scrum artifacts and progress towards a Sprint Goal?

1. At the Sprint Review

2. After the Daily Scrum

3. During the Backlog Refinement

4. As frequently as possible

5. Frequently, but it should not get in the way of the work

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4. As frequently as possible

5. Frequently, but it should not get in the way of the work

Erklärung

Inspect & adapt ist sehr wichtig, aber im Vordergrund steht die Lieferung von "working software".

Die Prüfungen sollten daher also nicht die operative Arbeit behindern

Frage 78:
What is the Increment?

1. All "Done" items in the Sprint Backlog

2. The sum of all the Product Backlog items completed during the Sprint

3. All items in the Sprint Backlog that could be released regardless of whether the Product Owner decides to actually do it

4. The sum of all the Product Backlog items completed during the Sprint and the value of the increments of all previous Sprints

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Erklärung
Das Increment umfasst die Anforderungen (items) die im aktuellen Sprint fertiggestellt wurden, sowie jene Anforderungen die in allen vorherigen Sprints fertiggestellt wurden.

Frage 80:
What are the questions the Sprint Planning answers? Select all appropriate answers

1. What can be delivered in the upcoming Sprint?

2. What increments can be demonstrated in the Sprint Review

3. How will the Development Team plan the work needed to achieve the Sprint Goal?

4. Why is this Sprint valuable?

5. Who will be responsible for each item in the Sprint Backlog?

Frage 80:
What are the questions the Sprint Planning answers? Select all appropriate answers

1. What can be delivered in the upcoming Sprint?(Richtig)

2. What increments can be demonstrated in the Sprint Review

3. How will the Development Team plan the work needed to achieve the Sprint Goal?(Richtig)

4. Why is this Sprint valuable?(Richtig)

5. Who will be responsible for each item in the Sprint Backlog?

Erklärung
Das Sprint befasst sich mit der Frage "Was" im kommenden Sprint geliefert werden kann (Prioritäten und Kapazitäten sind hier zu beachten) und "Wie" das vereinbare Sprintziel erreicht werden kann. (Plan zur Umsetzung) Mit dem Scrum Guide 2020 kam nun noch das "Warum" hinzu, um die Sinnhaftigkeit des Sprints, bzw. der ausgewählten Anforderungen zu unterstreichen.

Frage 87:

Which of the following are examples of a Scrum Team practicing Scrum poorly or not exhibiting traits of a self-managing Scrum Team? (identify the three best answers)

1. Stakeholders attend the Daily Scrum to check on the Scrum Team's progress.

2. The Developers are working within the boundaries of their organizations functional description and nicely handing off work from analyst to developer to tester to integration.

3. The Developers are collaboratively selecting their own work during the Sprint.

4. The Developers invite external stakeholders to the Sprint Planning to ask them how to turn a Product Backlog item into an Increment via a complete and detailed Sprint Backlog.

5. The Developers have all the skills they need to create a valuable, useful Increment.

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Erklärung: Die Antworten "The Developers are collaboratively selecting their own work during the Sprint" und "The Developers have all the skills they need to create a valuable, useful Increment" entsprechen dem gewünschten Verhalten und fallen damit heraus. Die anderen Antwortmöglichkeiten beschreiben entweder Rollen bzw. Sub-Teams die nicht existieren sollten, oder unzulässige Eingriffe durch Dritte

(121) A Scrum Team is working on developing a web site. After successfully delivering the MVP, the Product Owner and Business Sponsor decided to add a second team. What are the changes that will likely happen to the teams? Select the two best answers

a. Teams will require additional coordination during planning and integrating the work.

b. A new Scrum Master may be added to the new team.

c. A new Product Owner will be assigned to the new team.

d. A new Product Backlog will be created for the new team.

(121) Ans —a,b

A Product Owner is always a single person irrespective of the number of teams working on the Product. Product Backlog is also a single artifact for a product. A self-organizing, cross-functional team is more than a group of individuals, it is an entirely new entity made up of people. It takes time and conscious effort to bring a group of individuals together to form a team that is able to continuously evolve in terms of how it works. When the team structure changes, it will take time and effort for the members to work as a team again. New teams will need time to stabilize before reaching their optimal performance. During the initial days, the performance will get impacted and productivity can be less. Just like the membership changes within a Scrum Team, adding or removing additional Scrum Teams to the same Product Development will impact productivity in the initial stages.

(147) "Respect" is one of the five Scrum values. What three statements below show respect in the Scrum Team. Select the three best answers

a. Respect the Product Owner by accepting additional Product Backlog items during the Sprint.
b. Respect people, their experience, diversity, and difference in opinions.
c. Respect sponsors by not building features with low business value.
d. Respect the accountabilities of the Scrum roles.
e. Respect stakeholder expectations on the Product Backlog items

(147) Ans— b,d,e
Respect is one of the Scrum Values but mustn't go against the Scrum Framework. Accepting additional Product Backlog items during the Sprint from the Product Owner is against the Scrum Framework. The Product Owner is responsible for the priority and value created by the Scrum Team. It's not up to the Scrum Team to decide on not building low Business Value items, This is PO responsibility.

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Scrum Teams create six artifacts: Product Backlog, Sprint Backlog, Increment, Product Goal, Sprint Goal, Definition of Done.

a) True

b) False

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Scrum Teams create six artifacts: Product Backlog, Sprint Backlog, Increment, Product Goal, Sprint Goal, Definition of Done.

a) True

<mark>b) False</mark>

In Scrum, only the following three are called artifacts: Product Backlog, Sprint Backlog, and Increment. Other three (Product Goal, Sprint Goal, and Definition of Done) are reflections of the 'commitment' to these artifacts. Correct answer is 'b.'

Who performs inspections in Scrum events?
Select all that apply.

a) Product Owner
b) Corporate Audit Group
c) Developers
d) Senior Management
e) Technical Domain Experts
f) Invited Stakeholders

Who performs inspections in Scrum events?
Select all that apply.

a) Product Owner

b) Corporate Audit Group

c) Developers

d) Senior Management

e) Technical Domain Experts

f) Invited Stakeholders

In Scrum, inspections are performed by those doing the work and those who have knowledge of the product. In addition to the Developers, the Product Owner and invited stakeholders inspect the product Increment during the Sprint Review. Correct answers are 'a,' 'c,' and 'f.'

You are working as a Scrum Master on a team. Your organization plans to conduct a road show on Scrum across the board. You are asked to contribute to some related events.

a) You will gladly volunteer because being a Scrum Master in an organization also involves the responsibility of coaching the organization.

b) You will politely refuse because you are working as a Scrum Master on a team that is fully focused on delivering the Sprint Goal.

c) As a leader, you will delegate this to some other team members so that they can benefit from the learning and visibility.

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c) As a leader, you will delegate this to some other team members so that they can benefit from the learning and visibility.

One of the Scrum Master's responsibilities is coaching Scrum to the organization. Correct answer is 'a.'

A Scrum Team must be cross-functional. It means

a) Each team member must be cross-skilled.
b) The team must have a mix of team members from each of the different technology functions of the organization.
c) The team must have all competencies needed to create the Increment according to the Definition of Done.
d) The team must divide their work according to subfunctions but sync up their work no later than the Sprint Review.

371

A Scrum Team must be cross-functional. It means

a) Each team member must be cross-skilled.
b) The team must have a mix of team members from each of the different technology functions of the organization.
c) The team must have all competencies needed to create the Increment according to the Definition of Done.
d) The team must divide their work according to subfunctions but sync up their work no later than the Sprint Review.

Cross-skilling of team members is desirable but not mandatory. Required skills are decided by what is needed per the Definition of Done and not by an organization's technology functions. The team works together every day not waiting for a last-minute sync up. Correct answer is 'c.'

372

A customer wants to communicate something very relevant and important about the product to the Scrum 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

c) Scrum Master

d) Developers

A customer wants to communicate something very relevant and important about the product to the Scrum 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

c) Scrum Master

d) Developers

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. Correct answer is 'b.'

In the early days of a Product Development's initial Sprint, the Product Backlog

a) Only lays out the initially known and best-understood requirements.

b) Is as comprehensive as required to complete the Product.

c) Is not shared with the Developers until it is supplemented with other required specifications.

In the early days of a Product Development's initial Sprint, the Product Backlog

a) Only lays out the initially known and best-understood requirements.

b) Is as comprehensive as required to complete the Product.

c) Is not shared with the Developers until it is supplemented with other required specifications.

In the beginning, the Product Backlog only lays out the initially known and best-understood requirements. The Product Backlog is a living artifact that evolves and constantly changes to identify what the product needs to be appropriate, competitive, and useful. Correct answer is 'a.'

Sprint Backlog MUST contain at least one improvement item (identified from the Sprint Retrospective)

a) True.

b) False.

374

Sprint Backlog MUST contain at least one improvement item (identified from the Sprint Retrospective)

a) True.

b) False.

In Sprint Retrospective, the Scrum Team identifies the most helpful changes (in is way of working) to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint, but it is not mandatory. Correct answer is 'b.'

In the first few Sprints, the Developers are expected to focus on

a) Setting up the basic infrastructure needed for subsequent Sprint work.

b) Reviewing and baselining the project plan so the changes can be controlled.

c) Iteratively refining the requirements and obtaining sign-off from the Product Owner.

d) Delivering a valuable and useful product Increment.

e) All of the above.

375

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a) Setting up the basic infrastructure needed for subsequent Sprint work.

b) Reviewing and baselining the project plan so the changes can be controlled.

c) Iteratively refining the requirements and obtaining sign-off from the Product Owner.

d) Delivering a valuable and useful product Increment.

e) All of the above.

The Developers must try to deliver at least one piece of functionality NOT only in the first few Sprints but in every single Sprint. Correct answer is 'd.'

379

Which estimation unit must be used by the Developers 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

379

Which estimation unit must be used by the Developers 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

The work can be of varying size or estimated effort. Correct answer is 'd.'

The Sprint Backlog is modified throughout the Sprint. As soon as a new task is identified,

a) The Product Owner adds it to the Sprint Backlog and communicates it to the Scrum Team.

b) The Scrum Master adds it to the Sprint Backlog and communicates it to the Scrum Team.

c) The Developers add it to the Sprint Backlog and communicate it to the Scrum Team.

381

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b) The Scrum Master adds it to the Sprint Backlog and communicates it to the Scrum Team.

c) The Developers add it to the Sprint Backlog and communicate it to the Scrum Team.

The Sprint Backlog belongs solely to the Developers. Correct answer is 'c.'

A Scrum 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.

382

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

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

The Sprint Backlog is collectively owned by the Developers. Correct answer is 'b.'

Not having the Daily Scrum will

a) Reduce the opportunity to create a status report.

b) Reduce the speed of development work.

c) Reduce the transparency of overall progress.

386

Not having the Daily Scrum will

a) Reduce the opportunity to create a status report.

b) Reduce the speed of development work.

c) Reduce the transparency of overall progress.

Failure to include any of the Scrum events (including the Daily Scrum) results in reduced transparency and is a lost opportunity to inspect and adapt. Correct answer is 'c.'

In Scrum, the usage of a forecast tool like a Burn-down Chart is a foolproof 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) Correct. If the Scrum Team is highly disciplined in updating the Burn-down Chart, then this can be true.

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

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

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

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. Correct answer is 'b.'

The increment is a step towards

a) A vision or goal.

b) Sprint completion or project closure.

c) Sign-off or phase completion.

391

The increment is a step towards

<mark>a) A vision or goal.</mark>

b) Sprint completion or project closure.

c) Sign-off or phase completion.

The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. The increment is a step toward a vision or goal. Correct answer is 'a.'

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) Developers

Throughout the effort, who takes ownership of the Scrum events, sets-up the meeting for every event, and invites the required participants?

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b) Scrum Master

c) Scrum Team

d) Developers

The Scrum Team is a self-managing 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 but coach the Scrum Team to do it by themselves later. Correct answer is 'c.'

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.

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

b) To conduct a Retrospective.

c) To write transition documentation.

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. Correct answer is 'a.'

In a Retrospective, a Scrum Team decides to revise the Sprint length. The new Sprint length needs to be agreed upon by the Product Owner.

a) True

b) False

In a Retrospective, a Scrum Team decides to revise the Sprint length. The new Sprint length needs to be agreed upon by the Product Owner.

<mark>a) True</mark>

b) False

The Product Owner needs to ensure that the Sprint length is short enough to limit business risks and also short enough so the team can synchronize the development work with other business events. So, it requires the approval of the Product Owner. Please note that the finalized Sprint length cannot be longer than 1 calendar month. Correct answer is 'a.'

In the middle of the Sprint, the Developers find that some of the Product Backlog Items forecast for this Sprint cannot be finished because they need significant additional effort. However, the Developers can still meet the Sprint Goal with rest of the items. The next thing to do is

a) Consult with the Product Owner. If they agree to cancel the current Sprint, plan a new Sprint with new estimates.

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

c) Collaborate with the Product Owner and negotiate the removal of the Product Backlog Items that cannot be finished. Add new items prioritized by the Product Owner up to team's capacity. Complete the Sprint.

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

c) Collaborate with the Product Owner and negotiate the removal of the Product Backlog Items that cannot be finished. Add new items prioritized by the Product Owner up to team's capacity. Complete the Sprint.

As a first step, the team needs to solve this on its own. If they cannot, they should capture this as an impediment and try to work with the Scrum Master. After that, if the impediment is not solved, they need to involve the Product Owner. Correct answer is 'c.'

425

The estimation method recommended by Scrum is

a) Poker Game.

b) T-Shirt Sizing.

c) Expert Judgement.

d) None of the above.

425

The estimation method recommended by Scrum is

a) Poker Game.

b) T-Shirt Sizing.

c) Expert Judgement.

d) None of the above.

Any technique that is useful can be chosen by the Developers. Correct answer is 'd.'

The role of Scrum Master in the Sprint Retrospective is

a) Auditor.

b) Silent Observer.

c) Peer Team Member.

d) None of the above.

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The role of Scrum Master in the Sprint Retrospective is

a) Auditor.

b) Silent Observer.

c) Peer Team Member.

d) None of the above.

Correct answer is 'c.' One of the items reviewed in the Sprint Retrospective is the "implementation of Scrum framework." Since the Scrum Master is the owner of that, they participate as a peer team member

An organization decides to have small Scrum Teams with less than three Developers. The likely result could be

a) The team may have decreased interaction.

b) The team may have a skills shortage.

c) The team may have low productivity gains.

d) All of the above.

440

An organization decides to have small Scrum Teams with less than three Developers. The likely result could be

a) The team may have decreased interaction.

b) The team may have a skills shortage.

c) The team may have low productivity gains.

d) All of the above.

Correct answer is 'd.' While the Scrum Team should be small enough to be nimble, fewer than three Developers decreases interaction and results in smaller productivity gains. Smaller Scrum Teams may encounter skill constraints during the Sprint causing the Developers to be unable to deliver a valuable and useful Increment.

Anmerkung September 2021

es folgen Prüfungsfragen aus den ersten Monaten von 2021 (Scrum Guide 2020)

hier wird noch die Bezeichnung "Development Team" für "developers" verwendet

die Fragen sind sonst aber aktuell

During a Sprint Review, the Product Owner determines that he is going to release the current Increment into production. Stakeholders ask to stop sprinting in order to react more quickly to the user feedback that is expected after production release. The Product Owner prefers to continue sprinting in order to make progress with the next release. You are the Scrum Master and facilitate a discussion on how to proceed. What are two acceptable results of this discussion? Select the two best answers

- [ ] Stop sprinting as per Stakeholder's request and let the Development Team work on new customer requests as they arise after production deployment.

- [ ] Continue sprinting but allow customer feedback to change the Sprint Goal within the Sprint to meet Stakeholder's expectation.

- [ ] Continue sprinting and include the customer's feedback in the Product Backlog.

- [ ] Continue sprinting but shorten the Sprint length to allow for a shorter feedback loop.

- **Ans – C,D**

- You cannot stop Sprinting, include the customer's feedback in the Product Backlog. Potentially shorten the Sprint length to ensure you have quicker feedback loops

Select the three Scrum Team roles defined in the Scrum Guide? Select the three best answers

- [ ] The Development Team

- [ ] The Business Analyst

- [ ] The Product Owner

- [ ] The Business Stakeholders

- [ ] The Scrum Master

- [ ] The Engineers

- **Ans – A,C,E**

- The Scrum Framework only recognizes these three roles although others may be needed to help the team build the most valuable products possible.
Development Team,
Scrum Master &
Product Owner

"Respect" is one of the five Scrum values. What three statements below show respect in the Scrum Team. Select the three best answers

- [ ] Respect the Product Owner by accepting additional Product Backlog items during the Sprint.

- [ ] Respect people, their experience, diversity, and difference in opinions.

- [ ] Respect sponsors by not building features with low business value.

- [ ] Respect the accountabilities of the Scrum roles.

- [ ] Respect stakeholder expectations on the Product Backlog items.

- **Ans – B,D,E**

- Respect is one of the Scrum Values but mustn't go against the Scrum Framework. Accepting additional Product Backlog items during the Sprint from the Product Owner is against the Scrum Framework. The Product Owner is responsible for the priority and value created by the Scrum Team. It's not up to the Scrum Team to decide on not building low Business Value items, This is PO responsibility.

Every Development Team in Scrum should have the competencies and skills needed to deliver a "Done" Increment in a Sprint?

TRUE

FALSE

- **Ans – True**

- The Development Team consists of professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint. A "Done" increment is required at the Sprint Review. Only members of the Development Team create the Increment. Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness.

Which Scrum role is responsible for determining when it is most appropriate to update the Sprint Backlog?

○ The Development Team

○ The Scrum Team

○ The Scrum Master

○ The Product Owner

- **Ans –A**

- 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. 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. Only the Development Team can change its Sprint Backlog during a Sprint

A Scrum Team is working on developing a website. After successfully delivering the MVP, the Product Owner and Business Sponsor decided to add a second team. What are the changes that will likely happen to the teams? Select the two best answers

- [ ] Teams will require additional coordination during planning and integrating the work.

- [ ] A new Scrum Master may be added to the new team.

- [ ] A new Product Owner will be assigned to the new team.

- [ ] A new Product Backlog will be created for the new team.

- **Ans – A,B**

- A Product Owner is always a single person irrespective of the number of teams working on the Product. Product Backlog is also a single artifact for a product. A self-organizing, cross-functional team is more than a group of individuals, it is an entirely new entity made up of people. It takes time and conscious effort to bring a group of individuals together to form a team that is able to continuously evolve in terms of how it works. When the team structure changes, it will take time and effort for the members to work as a team again. New teams will need time to stabilize before reaching their optimal performance. During the initial days, the performance will get impacted and productivity can be less. Just like the membership changes within a Scrum Team, adding or removing additional Scrum Teams to the same Product Development will impact productivity in the initial stages.

Which of the following can affect the outcome of a Sprint? Select all the correct answers

☐ The stability and complexity of the technology being used.

☐ Technical skills and working relationships of the people on the Team.

☐ The complexity of the requirements in the Sprint Backlog.

- **Ans – A,B,C**

- The knowledge, skills, working relationships of the team, and what's known and not known will impact not only how effective the team is but also the outcomes of what it can produce.

How should multiple Development Teams, working from the same Product Backlog, select the Product Backlog items their teams plan to work on?

○ The Product Owner creates separate Product Backlogs for each Development Team.

○ The Development Team with the highest velocity can select the items first.

○ Each Development Team would select an equal number of items.

○ The Product Owner will present the work and the Development Teams will select the items they will work on.

○ The Product Owner assigns the work to each team.

- **Ans – D**

- The ones doing the work are the best ones to decide what they can do and how they can do it.
  The number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint

What may be a valid reason for cancelling a Sprint?

○ When the Development Team discovers it cannot meet their Sprint Goal.

○ When the Development Team doesn't understand the requirements.

○ When the work becomes too difficult for the Development Team.

○ When the Sprint Goal becomes obsolete.

- **Ans – D**

- A Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master. A Sprint would be cancelled if the Sprint Goal becomes obsolete.

How often should Development Team members change?

○ Never, as it conflicts with the Scrum Framework.

○ As needed, while considering any changes will result in a short-term reduction in productivity.

○ As needed, as long as it doesn't impact productivity.

○ Frequently, in order to share knowledge.

- **Ans – B**

- It is not mandatory that the same team stay together, although it must be understood that any changes to the team will impact how they work together and impact productivity in the short term.

After a few Sprints, a business stakeholder starts using the Product the Scrum Team developed. The stakeholder is surprised by the slow performance and complains to the Product Owner. The Product Owner comes to the Scrum Master asking for advice. What is the best action for a Scrum Master to take?

○ Explain to the Product Owner that it's up to the Development Team to decide on acceptable performance standards as they own the definition of "Done".

○ Bring the concern to the testers in the Development Team and ask them to include load/performance testing.

○ Wait until the next Sprint Retrospective as it is the most opportune time to modify the definition of "Done".

○ Coach the Product Owner to bring the performance concerns to the Development Team and work with them on how to improve performance, and ultimately have stronger definition of "Done" that includes performance/load testing.

- **Ans – D**

- The highest priority of an agile team is to satisfy the customer through early and continuous delivery of valuable software. The Development Team is the one doing the work and increments must meet performance standards, they can expand their definition of "Done" to include more stringent performance criteria.

During the Sprint Review of a scaled development effort, each Scrum Team should demonstrate its individual Increment in a separate branch of the code?

- ○ FALSE

- ○ TRUE

- **Ans – FALSE**

- If there are multiple Scrum Teams working on the system or product release, the Development Teams on all the Scrum Teams must mutually define the definition of "Done". Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together. In the Sprint Review, an Integrated Increment will be demonstrated by the Development Teams.

Which of the following will not help the Product Owner succeed?

○ Regular interaction with Stakeholders.

○ Sharing work with another Product Owner when overloaded.

○ Reiterating Project vision and goals to the team throughout the product development.

○ Having full autonomy on Product Backlog management.

- **Ans – B**

- The Product Owner is one person, not a committee. They do not share their work. They are accountable for the Product backlog, prioritization and value that the team produces. The other 3 answers listed will help a Product Owner succeed.

The Product Owner says, "I don't feel like the Development Team will be able to meet their commitment to deliver the Product Backlog items selected during Sprint Planning." What should you as the Scrum Master do in this situation?

○ Coach the Product Owner that with complex software development, you cannot promise the entire scope that was forecast during Sprint Planning

○ Talk to the Development Team. Challenge and inspire them to complete all of the work so that they meet their commitment to the Product Owner and have the forecasted velocity.

○ 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

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

- **Ans – C**

- The Product Owner needs to Trust the Development Teams. 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. The Product Owner is welcome to discuss his concerns with the Development team.

As a Scrum Master, you observe that the Product Owner is not collaborating with the Development Team effectively. What action would you take?

○ Nominate a proxy Product Owner.

○ Coach the Product Owner.

○ Act as the go-between.

○ Send the Product Owner for PO training.

- **Ans – B**

- A Scrum Master coaches those inside and outside the team on the values of Scrum, The Scrum Framework and incremental delivery.

In a Development Team, adding an additional resource will proportionally increase the value delivered?

○ TRUE

○ FALSE

- **Ans – False**

- Adding people does not necessarily increase productivity or value, especially when creative work like software development is being performed.

The outcome of a Sprint can be impacted by which of the following? Select all the correct answers

☐ The working relationships and skills of the members on the Scrum Team(s).

☐ The complexity and stability of the technology.

☐ The complexity of the requirements.

- **Ans – A,B,C**
- The knowledge, skills, behaviours of the team, and what's known and not known will impact not only how effective the team is but also the outcomes of what it can produce.

Collaboration issues and technical dependencies between multiple Scrum Teams working on the same product can be fully resolved by using the correct version control tools?

○ FALSE

○ TRUE

- **Ans – FALSE**

- When working on complex problems in complex environments, it cannot be guaranteed that applying a specific process or tool will fix the problem. Although, process and tools are important it's more important that people collaborate and try to find different solutions together and not rely solely on a tool to fix the problem

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? Select the two best answers

- [ ] Extend the Sprint, to give you enough time to complete the item.

- [ ] Include it in the Increment to be inspected at the Sprint Review. Partly completed items can be reviewed at the Sprint Review.

- [ ] Estimate the amount of work remaining to make it 'Done' and add it to the Product Backlog for the Product Owner to decide what to do with it.

- [ ] Do not include the unfinished item in the Increment for the Sprint Review.

- **Ans – C,D**

- At the end of a Sprint, the new Increment must be "Done", which means it must be in useable condition and meet he 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. Unfinished Items cannot be included in the Increment for Sprint Review.

Self-organization is more effective when it happens within boundaries. Select two relevant boundaries provided by the Scrum framework that provide direction to self-organization? Select the two best answers

☐ Scrum has strict Processes and procedures.

☐ Creating an integrated, releasable Increment by the end of each Sprint.

☐ The clear definition of sub-responsibilities and handovers within the Development Team.

☐ Time-boxing all effort to allow regularly checking the validity of any chosen path and thus limit risk of going off-track.

- **Ans – B,D**
- The heart of Scrum is a Sprint, a time-box of one month or less during which a "Done", useable, and potentially releasable product Increment is created. Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint. Time-boxing allows Scrum Meetings (Sprint Planning, Daily Scrum, Sprint Review and Sprint Retrospective) to be short and effective and limit the risk of going off-track.

Which are the two best ways to identify that a Development Team is self-organizing? Select the two best answers

The Development Team is able to resolve internal conflicts between members in order to continue working.

Management can know which members are working on which items.

Creativity thrives and new possibilities are explored.

The Development Team members are cross-functional and knows what it needs to do to deliver the all tasks committed to the Sprint Planning.

- **Ans – A,C**
- In self-organized team's creativity thrives, conflicts can be resolved, and new possibilities are explored.

Which two statements best describe a Sprint Goal? Select the two best answers

- [ ] Sprint Goals can change as new insights emerge during the Sprint.

- [ ] Sprint Goals are defined when the completed work is reviewed at the end of a Sprint.

- [ ] During the Sprint Planning, the entire Scrum Team collaboratively crafts a Sprint Goal based on a business objective that the Product Owner would like to achieve that Sprint.

- [ ] Sprint Goals give the Development Teams flexibility and creativity on how to implement functionality during the Sprint.

- **Ans – C,D**
- The number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint. The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment. It is created during the Sprint Planning meeting. The Sprint Goal gives the Development Team some flexibility regarding the functionality implemented within the Sprint. The selected Product Backlog items deliver one coherent function, which can be the Sprint Goal. The Sprint Goal can be any other coherence that causes the Development Team to work together rather than on separate initiatives.

During Sprint Planning, the definition of "Done" will help the Development Team forecast the amount of work, selected from the Product Backlog, deemed feasible to make 'Done' by the end of the Sprint. Which two items best describes what "Done" means?

☐ All the work needed to prepare the Increment for User Acceptance Testing.

☐ All the work needed to prepare the Increment for Integration Testing.

☐ Having an Increment of working software that is potentially releasable to the end users.

☐ All the work performed as defined in the definition of "Done".

- **Ans – C,D**

- When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. Although this may vary significantly per 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 is used to assess when work is complete on the product Increment. The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done".

Who should manage the Development Team tasks during the Sprint?

○ All the answers listed

○ The Project Manager

○ The Development Team

○ The Scrum Master

○ The Product Owner

- **Ans – C**

- The Development Team is responsible for managing and tracking the progress of their work during a Sprint.

Which of the following are the three pillars of empiricism?

○ Transparency, Investigation & Adaption

○ Courage, Openness & Collaboration

○ Transparency, Adaption, Collaboration

○ Transparency, Inspection & Adaption

- **Ans – D**

- Scrum is founded on empirical process control theory, or empiricism. Three pillars uphold every implementation of empirical process control are: Transparency, Inspection and Adaptation.

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

○ Its productivity is likely to increase.

○ Its productivity is likely to stay the same.

○ Its productivity is likely to decrease.

- **Ans – C**

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