

**(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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- a) True
- b) False

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a) True

b) False

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

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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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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.

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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.'

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

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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.

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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.'

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

a) True.

b) False.

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In Sprint Retrospective, the Scrum Team identifies the most helpful changes (in its 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.

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- 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.'

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

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

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- b) Reduce the speed of development work.
- c) Reduce the transparency of overall progress.

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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.

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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.'

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The increment is a step towards

- a) A vision or goal.
- b) Sprint completion or project closure.
- c) Sign-off or phase completion.

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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.'

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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
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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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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.'

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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

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a) True

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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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.'

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The estimation method recommended by Scrum is

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- b) T-Shirt Sizing.
- c) Expert Judgement.
- d) None of the above.

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- d) None of the above.

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

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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.

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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

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- b) The team may have a skills shortage.
- c) The team may have low productivity gains.
- d) All of the above.

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- a) The team may have decreased interaction.
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- 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.