

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?**

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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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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 activities like Product Backlog refinements

1. True
2. False

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

1. True
2. **False (Richtig)**

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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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. **Yes (Richtig)**
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. **False (Richtig)**
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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3. Individual Development Team members may have specialized skills and areas of focus, but accountability belongs to the Development Team as a whole. (Richtig)
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; (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 Misserfolge 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

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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 (Richtig)**

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. True (Richtig)

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

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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

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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. **Product Goal**
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

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**Scrum is founded on**

1. Agility
2. Lessons Learned and best practices
3. Empirical criticism
4. Empiricism and lean thinking
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

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1. True
2. **False**

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:

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1. **False**
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. **Developers**
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

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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

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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.

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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 detailed 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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1. Transparency, Agility, Retrospective
2. Planning, Inspection, Adaptation
3. **Transparency, Inspection, Adaptation**
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

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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 development 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.

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## Frage 49:

### 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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### 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

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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.**

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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

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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

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**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 (Richtig)
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. 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)
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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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. Stattdessen 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?

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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 product use

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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

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1. **it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration.**
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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 vereinbarte 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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5. The Developers have all the skills they need to create a valuable, useful Increment.

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