

H10

**Which two activities will a Product Owner engage in during a Sprint?**

(choose two)

- A. Update management on what is being worked on
- B. Answer questions from the Developers about items in the current Sprint
- C. Prioritize the Developers' work on the Sprint Backlog
- D. Run the Daily Scrum
- E. Work with the Stakeholders
- F. Update the Sprint burndown chart

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H26

**Which outcome is expected as a Scrum Team matures?**

(choose the best answer)

- A. The Sprint Retrospectives will grow to be longer than 4 hours.
- B. They will improve their Definition of Done to include more stringent criteria.
- C. A Scrum Master is no longer needed since they are a mature team now.
- D. There will be no need for a timeboxed Sprint.
- E. Sprint Reviews will no longer be needed

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H27

**The Scrum Master observes the Product Owner struggling with ordering the Product Backlog.**

**What is an appropriate action for the Scrum Master to take?**

(choose the best answer)

- A. Present the Product Owner with an ordered Product Backlog to use.
- B. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value
- C. Encourage the Product Owner to work with the Developers to see which items technically are fastest to implement.
- D. Suggest the Product Owner extend the Sprint, so he can have more time to order the Product Backlog
- E. Suggest that the Developers order the Product Backlog to be sure that it is a feasible ordering of work.

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H29

**A Product Owner wants advice from the Scrum Master about estimating work in Scrum.**

**What guidance should a Scrum Master give?**

(choose the best answer)

- A. Estimates are made by the Product Owner, but are best checked with the Developers.
- B. Scrum forbids estimating.
- C. Estimates must be in relative units.
- D. Estimates are made by the people doing the work.
- E. Product Backlog items must be estimated in story points.

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H35

**The Definition of Done serves which three purposes?**

(choose the best three answers)

- A. Describe the purpose, objective, and timebox of each Scrum event
- B. Guide the Developers on how many Product Backlog items to select for the Sprint
- C. Describe the work that must be done before the Sprint is allowed to end
- D. Create a shared understanding of when work is complete.
- E. Increase transparency.

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H49

**The IT manager asks a Scrum Team for a status report describing the progress throughout the Sprint. The Scrum Team asks the Scrum Master for advice. The Scrum Master should**  
(choose the best answer)

- A. Talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review.
- B. Tell the Scrum Team to figure it out themselves.
- C. Create and deliver the report to the manager herself
- D. D. Tell the Developers to fit the report into the Sprint Backlog
- E. E. Ask the Product Owner to send the manager the report

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H52

**If burndown charts are used to visualize progress, what do they track?**

(choose the best answer)

- A. Accumulated cost.
- B. Individual worker productivity.
- C. Work remaining across time.
- D. Accumulated business value delivered to the customer.

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H53

**When multiple Scrum Teams are working on the same product, should all of their Increments be integrated every Sprint?**

(choose the best answer)

- A. Yes, in order to accurately inspect what is done
- B. No, that is far too hard and must be done in a hardening Sprint
- C. Yes, but only for Scrum Teams whose work has dependencies
- D. No, each Scrum Team stands alone.

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H57

**When multiple Scrum Teams are working on a single product, what best describes the Definition of Done?** (choose the best answer)

- A. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done.
- B. Each Scrum Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.
- C. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.
- D. The Scrum Masters from each Scrum Team define a common Definition of Done

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H61

**What techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply?**

(choose the best two answers)

- A. Use coaching techniques, such as open questions and active listening
- B. Ask an external agile coach what they recommend.
- C. Involve the complete Scrum Team in making a decision
- D. Ask team members to take the issue up with the company's Human Resources Department

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H62

**During a Sprint Retrospective, the Developers propose moving the Daily Scrum to only occur on Tuesdays and Thursdays. Which two are the most appropriate responses for the Scrum Master to recommend?**

(choose the best two answers)

- A. Coach the team on why the Daily Scrum is important as an opportunity to update the plan.
- B. Consider the request and decide on which days the Daily Scrum should occur.
- C. Learn why the Developers want this and work with them to improve the outcome of the Daily Scrum
- D. Have the Developers vote.
- E. Acknowledge and support the self-managing team's decision,

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H69

**What are two effective ways for a Scrum Team to ensure security concerns are satisfied?**

(choose the best two answers)

- A. Delegate the work to the security department.
- B. Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.
- C. Add a Sprint to specifically resolve all security concerns.
- D. Add security concerns to the Definition of Done.
- E. Have the Scrum Team create Product Backlog items for each concern.

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H99

**During Sprint Planning the Product Owner and the Developers are unable to reach an understanding about the highest order Product Backlog items. Because of this, the Developers are unable to determine how many Product Backlog items they can forecast for the upcoming Sprint. However, the Product Owner and the Developers are able to agree on a Sprint Goal. Which of the following actions should the Scrum Master support? (choose the best two answers)**

- A. Cancel the Sprint. Send the entire team to an advanced Scrum training and then start a new Sprint.
- B. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting
- C. Continue the Sprint Planning event past its timebox until an adequate number of Product Backlog items are well enough understood for the Developers to make a complete forecast. Then start the Sprint.
- D. During the next Sprint Retrospective discuss why this happened and what changes will make it less likely to recur.
- E. Forecast the Product Backlog items that are most likely to meet the Sprint Goal and create the Sprint Backlog. Conclude Sprint Planning and start the development work. Continue to analyze, decompose, and create additional functionality during the Sprint.

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H105

**How much of the Sprint Backlog must be defined during the Sprint Planning event?**

(choose the best answer)

- A. Enough so the Developers can create their forecast of what work they can do.
- B. Just enough tasks for the Scrum Master to be confident in the Developers' understanding of the Sprint
- C. The entire Sprint Backlog must be identified and estimated by the end of Sprint Planning
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H56

**Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the quality of the product. What are two good options for the Scrum Master?**

(choose the best two answers)

- A. Bring the concern to the testers to improve how the Product is verified.
- B. Wait to bring this up until the Sprint Retrospective.
- C. Coach the Product Owner on how to talk with the Developers about this concern
- D. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards
- E. Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder's concern to the Developers.

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H18

**In accordance with Scrum theory, how should a group of 100 people be divided into multiple Scrum Teams?**  
(choose the best answer)

- A. Check with the allocation department to see who has worked together before and make these the first teams.
- B. It does not really matter since you can rotate the teams every Sprint to spread knowledge.
- C. Understanding the product, the product vision and the rules of the Scrum framework, the people divide themselves into teams.
- D. Create a matrix of skills, seniority, and level of experience to assign people to teams.

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H20

**Which of the following are appropriate topics for discussion during a Sprint Retrospective?**

(choose the best two answers)

- A. Identifying high priority process improvements for the next Sprint.
- B. How the team collaborates.
- C. Documenting acceptance criteria for items in the next Sprint.
- D. The order of items in the Product Backlog.

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H111

**What is the key concern when multiple Scrum Teams are working from the same Product Backlog?**

(choose the best answer)

- A. Minimizing dependencies between teams.
- B. Meeting original scope projections.
- C. Maximizing velocity.
- D. Making sure there is enough work for everyone on each team.
- E. Clear definition of requirements.

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H112

**Five new Scrum Teams have been created to build one product. A few of the Developers on one of the Scrum Teams ask the Scrum Master how to coordinate their work with the other teams. What should the Scrum Master do? (choose the best answer)**

- A. Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much overlap during a Sprint.
- B. Teach them that it is their responsibility to work with the other teams to create an integrated Increment that is inclusive of all five team's work.
- C. Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.
- D. Visit the five teams each day to inspect that their Sprint Backlogs are aligned.

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H113

**An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done?**

(choose the best answer)

- A. Without a new vocabulary as a reminder of the change, very little change may actually happen.
- B. The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.
- C. Management may feel less anxious.
- D. All answers apply.

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H114

**The Product Backlog is ordered by:**

(choose the best answer)

- A. Items are randomly arranged.
- B. Size, where small items are at the top and large items are at the bottom.
- C. Risk, where safer items are at the top, and riskier items are at the bottom.
- D. The Product Owner with the most valuable items placed at the top.
- E. Whatever is deemed most appropriate by the Product Owner.

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H115

**What are two ways that regulatory compliance issues are dealt with in Scrum?**

(choose the best two answers)

- A. They are discussed, determined, and documented before the actual feature development Sprints.
- B. They are addressed along with functional development of the product.
- C. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.
- D. They are addressed by a separate team who is responsible for compliance issues.

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H116

**True or False: Multiple Scrum Teams working on the same product must have the same Sprint start date.**

- A. True
- B. False

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- A. True
- B. **False**

H117

**What is the tactic a Scrum Master should use to divide a group of 100 people into multiple Development Teams?**

(choose the best answer)

- A. Ask the people to divide themselves into teams.
- B. Ask the Product Owner to assign the people to teams.
- C. Create teams based on their skills across multiple layers (such as database, UI, etc.).

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H118

**For which of the following is the Scrum Master responsible?**

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- B. The meetings and the objectives that a Scrum Team sets for itself.
- C. Properly adopting and using the Scrum framework.
- D. Keeping track of resource allocation.

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H119

**You are the Scrum Master of a new, to be developed Product. Development is going to require 45 people.**

**What is a good first question for you to suggest the group thinks about when forming into teams?**

(choose the best answer)

- A. What is the right mixture of senior and junior people on each team?
- B. Who are the subject matter experts on each team?
- C. Who are going to be the team leads?
- D. How will we make sure all teams have the right amount of expertise?

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H120

**Commitment is essential to achieve the benefits of Scrum. What actions demonstrate the commitment of Scrum Team members?**

(choose the best two answers)

- A. Do your best work.
- B. Help your fellow Scrum Team members.
- C. Work late.
- D. Always deliver the items in the Sprint forecast.

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H140

**Who can cancel a Sprint?** (choose the best answer)

- A. The Scrum Master.
- B. The Scrum Team.
- C. The Stakeholders.
- D. The Product Owner.

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- C. The Stakeholders.
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H141

**A Scrum Team is experiencing a growing list of impediments. Which techniques would be most helpful in this situation? (choose the best two answers)**

- A. Arrange a triage meeting with management.
- B. As a Scrum Team, prioritize the list and work on them in order.
- C. The Scrum Master discusses the impediments with the Scrum Team.
- D. The Product Owner should add the open impediments to the Product Backlog.
- E. Alerting management to the impediments and their impact.

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H142

**You have just been hired by a company new to Scrum. Your management has assigned you to be the Scrum Master of six new Scrum Teams. These teams will build one product. Select two conditions you should strive for in this scenario. (choose the best two answers)**

- A. There should be only one Product Owner.
- B. There should be six Product Owners, reporting to a Chief Product Owner.
- C. Each Scrum Team should have a separate Product Backlog.
- D. There should be six Product Owners, one for each Scrum Team.
- E. The product has one Product Backlog.

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H143

**What does it mean for a Scrum Team to be cross-functional?**

(choose the best answer)

- A. The Scrum Team includes not only developers but also business analysts, architects, and testers.
- B. The Scrum Team includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an Increment.
- C. Developers on the Scrum Team work closely with business analysts, architects, developers, and testers who are not on the team.
- D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers.

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H144

**Which best describes the Product Backlog?**

(choose the best answer)

- A. It is baselined to follow change management processes.
- B. It contains all foreseeable tasks and requirements from which the Scrum Team can develop and maintain a complete project plan.
- C. Its allowed to grow and change as more is learned about the product and its customers.
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H145

**What may be included in the Sprint Backlog?**

(choose the best answer)

- A. User Stories.
- B. Tasks.
- C. Use Cases.
- D. Tests.
- E. Any of the above (or others) which are a decomposition of the selected Product Backlog items.

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H146

**During the Sprint Retrospective a Scrum Team has identified several high priority process improvements. Which of the following statements is most accurate?**

(choose the best answer)

- A. The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.
- B. The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.
- C. The Scrum Master selects the most important process improvement and places it in the Sprint Backlog
- D. The Scrum Team may add the items to the Sprint Backlog for the next Sprint.

H146

**During the Sprint Retrospective a Scrum Team has identified several high priority process improvements. Which of the following statements is most accurate?**

(choose the best answer)

- A. The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.
- B. The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.
- C. The Scrum Master selects the most important process improvement and places it in the Sprint Backlog
- D. **The Scrum Team may add the items to the Sprint Backlog for the next Sprint.**

H147

**As the Developers start work during the Sprint, they realize they have selected too much work to finish in the Sprint. What should they do?**

(choose the best answer)

- A. Inform the Product Owner at the Sprint Review, but prior to the demonstration.
- B. Find another Scrum Team to give the excess work to.
- C. As soon as possible in the Sprint, work with the Product Owner to remove some work or Product Backlog items.
- D. Reduce the Definition of Done and get all of the Product Backlog items done by the new definition.

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H148

**What are the two primary ways a Scrum Master helps a Scrum Team work at its highest level of productivity?**

(choose the best two answers)

- A. By facilitating Scrum Team decisions.
- B. By keeping high value features high in the Product Backlog.
- C. By removing impediments that hinder the Scrum Team.
- D. By ensuring the meetings start and end at the proper time.

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H149

**Who has the final decision about the order of items in the Product Backlog?**

(choose the best answer)

- A. The Developers.
- B. The Scrum Master.
- C. The Stakeholders.
- D. The Product Owner.
- E. The Scrum Team.

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H150

**Which are characteristics of the Daily Scrum?**

(choose the best two answers)

- A. It is facilitated by the team lead.
- B. Its location and time remain constant.
- C. Its purpose is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog.
- D. It is held first thing in the morning.
- E. It consists of the Scrum Master asking the team for status.
- F. It is free form and designed to promote conversation.
- G. It is fifteen minutes or less in duration.

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**What are two responsibilities of testers in a Scrum Team?**

(choose the best two answers)

- A. Tracking quality metrics.
- B. The Developers are responsible for quality.
- C. Finding bugs.
- D. Verifying the work of programmers.
- E. Scrum has no "tester" role.

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H152

**The CEO asks the Developers to add a "very important" item to a Sprint that is in progress. What should the Developers do?**

(choose the best answer)

- A. Add the item to the current Sprint without any adjustments.
- B. Inform the Product Owner so they can work with the CEO.
- C. Add the item to the current a drop an item of equal size.
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H153

**When the Developers determine that they will not be able to finish the complete forecast, who has to be present when reviewing and adjusting the Sprint work selected?**

(choose the best answer)

- A. The Scrum Master and the Developers.
- B. The Scrum Master, project manager and the Developers.
- C. The Product Owner and all stakeholders.
- D. The Product Owner and the Developers.

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H154

**Which are appropriate topics for discussion in a Sprint Retrospective?**

(choose the best three answers)

- A. Arranging the Sprint Backlog for the next us
- B. The value of work currently represented in the Product Backlog.
- C. Definition of Done.
- D. Team relations.
- E. How the Scrum Team does its work.

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**Which of the following might the Scrum Team discuss during a Sprint Retrospective?**

(choose the best answer)

- A. Methods of communication.
- B. The way the Scrum Team does Sprint Planning.
- C. Skills needed to improve the Developers ability to deliver.
- D. The Definition of Done.
- E. All ofthe above.

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H156

**Which statement best describes a Product Owner's responsibility?**

(choose the best answer)

- A. Directing the Developers.
- B. Keep stakeholders from distracting the Developers.
- C. Ensuring that the work meets the commitments to the stakeholders.
- D. Optimizing the value of the work the Scrum Team does.

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H157

**Which statement best describes the Sprint Backlog as the output of the Sprint Planning?**

(choose the best answer)

- A. Each task is estimated in hours.
- B. It is ordered by the Product Owner.
- C. It is a complete list of all work to be done in a Sprint.
- D. It is the Scrum Team's plan for the Sprint.
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H158

**A new Developer is having continuing conflicts with existing members of the Scrum Team, which is impacting the delivery of the Increment. If necessary, who is responsible for removing the Developer from the Scrum Team?**

(choose the best answer)

- A. The hiring manager is responsible, they hired the Developer.
- B. The Product Owner is responsible, they control the return on investment (ROI).
- C. The Scrum Team is responsible.
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**During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?**

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- A. When the Scrum Master has time to enter it.
- B. During the Daily Scrum after the Developers approve it.
- C. When the Product Owner identifies new work.
- D. As soon as possible after it is identified.

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**One of the Scrum events is the Daily Scrum. What are two intended outcomes of the Daily Scrum?**

(choose the best two answers)

- A. Identification of impediments that may prevent the Developers from achieving the Sprint Goal.
- B. An update of completed tasks and of the remaining work so the Scrum Master can plan the next day.
- C. An updated Scrum board to make Sprint progress transparent for the stakeholders.
- D. A shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal
- E. A status report for the upper management indicating what each individual has done, will be doing, and what is impeding him/her.

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H181

**Why do the Developers need a Sprint Goal?**

(choose the best answer)

- A. Sprint Goals are not valuable. Everything is known from the Product Backlog.
- B. A Sprint Goal ensures that all of the Product Backlog items selected for the Sprint are implemented.
- C. The Developers are more focused with a common yet specific goal
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H182

**You are the Scrum Master for four Scrum Teams working from the same Product Backlog. Several of the developers come to you complaining that work identified for the upcoming two Sprints will require full-time commitment from a specialist who is external to the teams. What should the Scrum Master consider most in this situation?**

(choose the best two answers)

- A. The desire to maintain a stable velocity.
- B. The benefit of Developers figuring out a solution for themselves.
- C. The need to have enough work to keep all Developers busy.
- D. The ability of the Scrum Teams to produce integrated Increments.

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H183

**Which approach is best for Scrum Teams in order to produce valuable Increments?**

(choose the best answer)

- A. Each Scrum Team works on an independent set of components.
- B. Each Scrum Member works only as an independent layer of the system.
- C. Each Developer works on the component where they feel that they can contribute.
- D. Each Scrum Team is accountable for developing functionality from beginning to end.

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H184

**User documentation is part of your Definition of Done. However, there are not enough technical writers for all teams. Your Scrum Team does not have a technical writer. What should the Scrum Team do?**

(choose the best answer)

- A. The Developers on the Scrum Team should write the user documentation.
- B. Wait until you have a technical writer on your Scrum Team to take care of this.
- C. Form a separate team of technical writers that will work on an on-demand basis for the various Product Owners. Work order will be first in, first out.
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H185

**True or False: Developers do not meet with stakeholders; only the Product Owner meets with stakeholders.**

A. True

B. False

H185

**True or False: Developers do not meet with stakeholders; only the Product Owner meets with stakeholders.**

- A. True
- B. **False**