Agile Scrum Master

1. Your team uses Story Points to estimate User stories.
Halfway through a Sprint, you are not seeing the progress you expected. The Team feels some Stories are not estimated correctly, when compared to other Stories.
How should you address this?

A. Complete incomplete Stories

B. Increase or re-estimate Velocity

C. Re-estimate all small Stories

D. Switch to using Ideal days

Answer(s): A

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2. Why is a Product Owner not allowed to define the workload of the Development Team for a new Sprint?

A. This conflicts with the principle of Self-Management of the Development Team.

B. The Product Owner does not know the velocity of the Development Team.

C. The Scrum Master is responsible for the velocity of the Development Team.

D. The Scrum Master and the Product Owner must agree on the workload of the Development Team.

Answer(s): A

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3. What is one of the most difficult challenges you face when transitioning your software development team to Scrum?

A. Introducing certain technical practices

B. Team members may already have their hands full

C. Too rapid improvements are possible

Answer(s): B

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4. Your organization found that the Product Owner is consistently under more pressure than the developments and other participants in the project.
What is common solution for that?

A. Compiling a list with Product Owner tasks

B. Rotating the Scrum Master role

C. Using a Product Owner team

Answer(s): A

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5. A Scrum Team suggests to have a project with 3 Sprints of 2 weeks, while the customer suggests 1 Sprint of 6 weeks.
What is the greatest advantage of having 3 Sprints of 2 weeks?

A. The customer has to invest fewer time.

B. The team can inspect and adapt 2 times.

C. The team delivers more Story Points.

Answer(s): C

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6. Kevin is a Product Owner for a retail organization. The Product Backlog for his immense marketing tool project has 200 Product Backlog Items.
Into what should he group the smaller Stories together?

A. Epics

B. Themes

C. User Stories

D. Views

Answer(s): B

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7. Company X-AppGo is very interested in getting the benefits of both the ITIL® Framework and the Agile principles. They want to establish a disciplined service based approach, while reducing lead team in releasing application enhancements and improvements to their customer base. Based on the above scenario, which would be the best processes to start integrating Agile into the ITIL®
Framework?

A. Service Design and Service Transition

B. Service Strategy and Service Design

C. Service Strategy and Service Operation

D. Service Transition and Service Operation

Answer(s): D

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8. A Scrum Team is supposed to deliver potentially snippable software at the end of each Sprint. During the last Sprint the Team did not deliver a potentially shippable increment. The correct question to ask is: "What can we do to make sure we do better in the next Sprint?" Who is responsible for making sure this question asked?

A. The Development Team

B. The Product Owner

C. The Project Manager

D. The Scrum Master

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9. You are a project manager for a midsize software company, which still uses the Waterfall model. Your customer wants a new software project.
When should you consider the use of Agile?

A. The product definition is stable and will not change.

B. The scope lacks specificity and is unlikely to remain stable.

C. The user technology to be developed is understood.

D. There are almost no ambiguous requirements.

Answer(s): B

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10. Which information Radiator can the team use best during the Sprint to track the work?

A. Gantt chart

B. Product Backlog

C. Release Burn Up

D. Task board

Answer(s): D

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11. A Scrum Team has agreed on the following definition of Potentially Shippable:
Potentially Shippable increments must be tested and must meet the Conditions of Satisfaction provided by the Product Owner.
Why is it important to include `tested' in the definition of what is Potentially Shippable?

A. Increments are not `Done' without testing for bugs.

B. Increments that have passed these tests will be sent out.

C. Testing shows how well the increments are integrated.

D. The increments must be tested to be cohesive.

Answer(s): A

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12. The Product Owner informs the team that the release will be date-driven.
What kind of buffer for uncertainty is most important to use in this type of release?

A. Budget buffer

B. Feature buffer

C. Padding buffer

D. Schedule buffer

Answer(s): D

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13. Your company wants to be highly responsive to bug reports or feature requests from your customers. For your customers it is more important to have confidence in the date by which you promise to have a fix than an occasional quick fix.
What part of Scrum allows you to have this predictability?

A. Agile planning

B. The Velocity of the Team

C. Working in strict timeboxes

Answer(s): C

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14. When two companies merge, there is often a lack of communication and transparency between locations.
What can best be done to reduce the risk of full-scale blow-ups between locations?

A. Establish the `connector role' within the team

B. Establish collaborating collocated teams

C. Establish deliberately collocated teams

D. Establish deliberately distributed teams

Answer(s): A

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15. As items are developed and removed from the top of the Product Backlog, the Product Backlog iceberg develops a flat spot at the top and loses its shape.
What would be a necessary measure to counter this effect?

A. Creating a chart of the number of Product Backlog Items

B. Grooming the Product Backlog

C. Prioritizing the Product Backlog

D. Using an improvement Backlog

Answer(s): B

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16. What is one of the risks if the Scrum Master is also a programmer on the team?

A. The Scrum Master does not have the required people skills.

B. The Scrum Master cannot stay away from critical path activities.

C. The Scrum Master tries to push through changes to the process.

Answer(s): C

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17. A team finds bugs in a feature.
What is the best action to take?

A. Create a task "Correct bugs" and estimate it.

B. Create a task "Correct bugs" and let the Product Owner prioritize it.

C. Create a User Story "As a client I want a zero defect product" and estimate it.

D. Create a User Story "As a client I want a zero defect product" and let the Product Owner prioritize it.

Answer(s): A

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18. A company changes to Scrum. This gets some people out of their comfort zone and creates resistance. One way of finding out how to deal with this resistance is looking at the individuals resisting. Suppose that you categorize all individuals into Conservers, Pragmatists and Originators.
What are the best activities to help Pragmatists transition to Scrum?

A. No special activities are necessary, because these people will embrace the change.

B. Provide more prestige or power for the people that resist in order to get them to comply.

C. Provide predictability of the transition process and keep certain best practices.

D. Provide training and run a pilot project that includes these people on the team.

Answer(s): D

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19. What is the recommended way of removing the resistance presented by skeptics?

A. Appoint a champion skeptic

B. Fire them

C. Move them

D. Reiterate and reinforce the commitment

Answer(s): A

20. What is the difference between NPV and IRR?

A. NPV is a measure of how much money a project can be expected to return in future value.IRR is a measure of how quickly the money invested in the project will decrease in value.

B. NPV is a measure of how much money a project can be expected to return in today's present value.IRR is a measure of how quickly the money invested in the project will increase in value.

C. IRR is a measure of how much money a project can be expected to return in future value.NPV is a measure of how quickly the money invested in the project will decrease in value.

D. IRR is a measure of how much money a project can be expected to return in today's present value.NPV is a measure of how quickly the money invested in the project will increase in value.

Answer(s): D