Question: 1

Which two behaviors would reflect Servant Leadership in a Scrum Master? (Choose two.)

A. Facilitating Scrum Events as requested or needed.
B. Coaching the Development Team, the Product Owner and the organization on how to work empirically.
C. Staying away from internal Development Team interactions, maximizing their autonomy and freedom.
D. Resolving every impediment for the Development Team.

Answer: A,B

Explanation:
The Scrum Master is responsible for serving the team by facilitating and removing impediments to ensure there are minimal roadblocks in the way of the team. The Scrum Master also coaches the Scrum Team and organization to ensure the benefits of Scrum is realized.
“Removing every impediment for the Development Team” may seem like the right thing to do but by doing it this way, the Dev Team’s ability to self-organize would be limited. There are some impediments that will depend solely on the Scrum Master and there will be some that require collaboration with the Dev Team. The former might be working with the finance department to renew services that the team is using. The latter might be lack of skills to make a particular item done. The Scrum Master can coach the team on finding different solutions to resolve the issue.
“Removing impediments” is good. “Removing every impediment for the Development Team” is not so good and sometimes not even possible.

Question: 2

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.

A. True
B. False

Answer: B

Explanation:
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.

Question: 3

Which two statements are the most accurate in regards to scaling Scrum for large projects requiring multiple Scrum Teams? (Choose two.)

A. A person focusing on the Sprint Backlog of a single Scrum Team is often more productive than that same person working on multiple Scrum Teams at the same time.
B. A well-structured Product Backlog can minimize and often eliminate Development Team members working on multiple Scrum Teams during a Sprint.
C. Team members must work full time on a single Scrum Team.
D. Customizing the core Scrum framework is necessary to be successful with Scrum at large scale.

Answer: A,B

Explanation:
A person or team working on a single problem at a time is typically more effective than one that is working on multiple problems congruently as they can fully focus and dedicate their energy to resolving the problem before moving to the next. Having a well-structured Product Backlog can help minimize dependencies and increase focus for each team.

Question: 4

You have a Scrum Team that has been working together for over a year. The Development Team consists of eleven members who rarely collaborate and work within their functional boundaries. There are no Sprint Goals and most of the items in the Sprint Backlog are unrelated. The Scrum Team has concluded that it is not possible to create Sprint Goals based on the items in the Product Backlog.
What might explain why the Scrum Team is finding it difficult to craft Sprint Goals? (Choose all that apply.)

A. The Sprints are too long.
B. The Product Owner is not empowered to make decisions about items in the Product Backlog nor how they are ordered.
C. The Product Owner doesn’t set objectives that he/she wants to achieve with upcoming Sprints.
D. Scrum might not be the best framework for this team.
E. The Development Team is too big.

Answer: B,C,D

Explanation:

Many people misinterpret the Scrum Guide as stating the Development Team size is limited to 3-9 members. In reality, it only states that there is inherent risk attached to having less than 3 members and more than 9 members. As the number of members increases, the lines of communication also increase. This can be calculated using the Group intercommunication formula: $n(n-1) / 2$ where n is the number

of members. Some teams are able to handle the risk and “synergize” whereas others might struggle. Saying that, the relationship between defining a Sprint Goal and Development Team size is unclear.
But the relationship between the ordering of the Product Backlog, the PO having clear objectives, and the Sprint Goal are direct. The Product Owner typically comes to the Sprint Planning with a business objective in mind and Product Backlog items related to the business objective. After deciding what can be done for the upcoming Sprint, the Scrum Team will craft a Sprint Goal that would be met through the implementation of the items. This is not dependent on the size of the team nor length of the Sprint.
Scrum is also a framework that’s fit for purpose. Some projects/products are not fit for Scrum... or, better stated, Scrum is not suitable for all projects/products.

Question: 5

According to the Scrum Guide, where should the Daily Scrum be held?

A. Wherever the Development Team decides is most suitable.
B. In a room where management can attend.
C. In the same location where the Development Team is seated.
D. In front of the Scrum board.
E. Wherever the Scrum Master decides is best.

Answer: A

Explanation:
Because the Daily Scrum is owned and managed by the Development Team, it is up to them to decide on the most effective place and time to hold the Daily Scrum.

Question: 6

During the Sprint Retrospective, the team is discussing the quality issues that prevented the team from delivering a releasable Increment at the end of the Sprint. The Development Team does, however, mention that they were able to achieve a high velocity.
What are the best two responses for Steven, their Scrum Master, to take? (Choose two.)

A. Stress the value of working software over measured velocity.
B. Agree and acknowledge the Development Team’s hard work, so they will be motivated to do even more in the next Sprint.
C. Acknowledge the hard work but remind the Development Team that they need to improve in order to do even more in the next Sprint.
D. Facilitate a discussion on how to improve the quality to a level high enough for the Increment to be releasable, even if the measured velocity drops in the next Sprint.

Answer: A,D

Explanation:

Scrum employs an iterative, incremental approach to optimize predictability and control risk. The primary objective of a Sprint (iteration) is to produce a potentially shippable product Increment. Having an Increment
will allow the Scrum Team to know the right thing to do in the upcoming Sprint. Having a velocity is important but working software is the primary measure of progress.

Question: 7

Adding more resources in Scrum will proportionally increase the value delivered.

A. True
B. False

Answer: B

Explanation:
When working on complex problems in complex environments, adding more resources (people, money, tools, etc.) cannot guarantee increased value or success.

Question: 8

Steven, a Scrum Master, has been hired by an organization that is new to Scrum. He has been invited to meet the IT and product management team to kick-off the project. During the meeting the Product Owner asks how many Sprints will be needed to address the entire architecture and infrastructure before working on the features for the new product.
What are the two best responses for Steven to explain how such work is handled in Scrum? (Choose two.)

A. You explain that product management should not worry about technical solutions. You inform them that the developers will work with the IT department when needed and keep the Product Owner updated on additional time required for each Sprint. The additional effort will be added to the top of the Sprint Backlog before Sprint Planning.
B. You explain that it is more effective when architecture and infrastructure emerge alongside the development of business functionality. The additional advantage is that business value is created more quickly and earlier.
C. You confirm that architecture and infrastructure is needed before starting on business functionality but the estimated budget will be difficult to estimate. You suggest that the first Sprint will be dedicated towards building the technical foundation in order to get an accurate estimation for any additional budget and time required.
D. You coach the Product Owner and Development Team to add this work to Product Backlog to ensure transparency, have the Development Team estimate the work and do this in early Sprints while also creating some business functionality in the early Sprints.

Answer: B,D

Explanation:
When working on complex problems in complex environments, it is difficult to fully predict all future needs and the best solutions will emerge as the work is being performed.

Question: 9

Steven, who is a Scrum Master, on one of the Scrum Teams has approached you asking for advice. Their Daily Scrum requires more than 15 minutes and the team has suggested dividing themselves into two separate teams in order to stay within the time box.
As another Scrum Master, what would be the best response?

A. Agree – this is an appropriate solution to the problem.
B. Disagree – as the root cause may not be that the team is too big.
C. Unsure – dividing a team into two cannot be decided based on this information. You offer to observe.
D. Agree – You agree that dividing the team into two is a good strategy to allow the teams to learn how to run Daily Scrums quickly and effectively. Once they've learned to limit the Daily Scrum to 15 minutes, you can merge the teams again.

Answer: C

Explanation:
The relationship between cause and effect can become more clear when more information emerges.

Question: 10

An organization is using Scrum to build five new products.
What would be the best two options for the number of Product Owners the organization should have? (Choose two.)

A. There is one Product Owner for each product (so five in total). Each Product Owner may delegate, share and align work within their individual Product Backlog.
B. Enough Product Owners to delegate as much work needed to maximize utilization of all Development Team members.
C. There is one Product Owner responsible for all five products. This person is not allowed to delegate any of the Product Owner responsibilities as he/she is accountable for the success of each product.
D. There is one Product Owner responsible for all five products. In order to scale his/her role, he/she can delegate some of the individual Product Owner responsibilities to others within each product but would still remain accountable for the value of the work produced.

Answer: A,D

Explanation:

The Product Owner is the sole person responsible for maximizing the value of the product through the ordering and management of the Product Backlog. This reduces complexity in communication and understanding who to go to when there are QUESTION NO:s about the product. The Product Owner may delegate his/her responsibilities but still remains accountable for the outcome of those responsibilities.

Question: 11

Your company has notified the stakeholders that they will be delivering the first release of a new product within ten Sprints. On the seventh Sprint, the Scrum Team discovers that they will not be able to include all of the expected features within the first release. The Product Owner believes if they remove some items from the Definition of Done they will be able to accelerate the development process. The Development Team objects to this idea as it will lead to technical debt.
As a Scrum Master, what would be the best two ways to explain to the Product Owner the impact of technical debt? (Choose two.)

A. As long as there is still technical debt in the current release, feature development for the next release cannot be started. The Product Owner must first agree to this impact before allowing changes to the Definition of Done.
B. Reducing the Definition of Done will introduce unknown errors as development progresses and

functionality is added. The system can become more difficult to stabilize as work progresses. Development for the actual release as well as future releases will be slowed down in unpredictable ways.
C. Releasing the version upon a reduced Definition of Done creates false assumptions about the actual state of the system. This will create many interruptions during the development of the next release as fixes will need to be done to the previous release caused from a reduction of quality.
D. The amount of technical debt will need to be analyzed in order to understand the impact on subsequent releases in order to allocate additional Sprints at the end of the project.

Answer: B,C

Explanation:
The Definition of Done helps the Scrum Team have a shared understanding of what it means for work to be complete, to ensure transparency. The Definition of Done is used to assess when work is complete on the product Increment. It also ensures that the work that is done is in usable condition and meets the Development Teams quality standards for future sustainability.

Question: 12

Steven is a Scrum Master for three Scrum Teams building the same product and working from the same Product Backlog. Management wants to standardize how velocity is calculated across all three teams in order to identify which teams are high performing and which teams need more support.
What would be the best two responses Steven could provide to management? (Choose two.)

A. There is no direct relationship between velocity and value.
B. Standardizing velocity across teams is a good way to understand which teams are producing the most value.
C. Providing incentives based on velocity can increase the Scrum Team’s motivation to produce more value.
D. Velocity is the amount of business functionality that a Scrum Team creates in a Sprint. It is unique to that team and used as an input to Sprint Planning.

Answer: A,D

Explanation:
Working software is the primary measure of progress. Scrum is based on empirical process control theory where delivering working software frequently and measuring the impact helps the Product Owner maximize opportunity for the business to deliver value.