

Scrum SMC

Scrum Master Certified (SMC)

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Question: 1

One of the responsibilities of the Scrum Master is to help the Product Owner in defining the Done Criteria. Which of the following could the Done Criteria include?

- I . List of issues to be fixed.
- II . Unit testing of User Stories.
- III . Stakeholder demonstrations.
- IV . Documentation relating to User Stories.

- A. IV only
- B. I and II
- C. II, III, and IV
- D. I only

Answer: C

Explanation:

Done Criteria establish the common quality conditions that apply across User Stories and provide a consistent basis for determining whether work is complete. The SBOK framework identifies activities such as completed unit testing, completed documentation, quality-assurance activities, peer review, resolution of issues, and successful demonstrations as legitimate examples of Done Criteria.

The critical distinction in this question is statement I . A list of issues to be fixed means unresolved work remains. That is different from the SBOK concept that all relevant issues are fixed before the item satisfies the Done Criteria. Therefore, simply maintaining a list of outstanding problems cannot itself establish completion.

Unit testing is directly associated with confirming technical quality. Documentation may be required to satisfy organizational, regulatory, operational, or support requirements.

Demonstration to stakeholders or business representatives can also form part of the general completion conditions established for the project. Consequently, statements II, III, and IV are appropriate, while statement I is not properly worded as a completion condition.

Study Guide Quality -> Done Criteria; Create Prioritized Product Backlog -> establishment of Done Criteria; distinction between Done Criteria and User Story Acceptance Criteria.

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Question: 2

Which of the following is a process in the Initiate phase of Scrum?

- A. Identify Scrum Master and Stakeholder(s)
- B. Estimate User Stories
- C. Conduct Daily Standup
- D. Commit User Stories

Answer: A

Explanation:

The Initiate phase establishes the foundation of the Scrum project. SCRUMstudy identifies its processes as Create Project Vision, Identify Scrum Master and Business Stakeholder(s), Form Scrum Team, Develop Epic(s), Create Prioritized Product Backlog, and Conduct Release Planning. Therefore, identifying the Scrum Master and relevant stakeholders is explicitly an Initiate-phase activity.

The remaining options belong to later phases. Estimating and committing User Stories form part of Plan and Estimate, where requirements selected from the Prioritized Product Backlog are analyzed, estimated, and committed for upcoming Sprint work. Conduct Daily Standup belongs to Implement, because it occurs while the Scrum Team is executing Sprint work and synchronizing daily activities.

This phase separation is important in SMC questions. Initiate establishes the vision, roles, high-level requirements, prioritized backlog, and initial release structure. Plan and Estimate converts prioritized requirements into executable Sprint-level work. Implement concerns actual creation of deliverables and daily coordination.

Accordingly, Identify Scrum Master and Stakeholder(s) is the only option that is explicitly part of the Initiate phase.

Study Guide Initiate -> Identify Scrum Master and Business Stakeholder(s); Plan and Estimate -> Estimate/Commit User Stories; Implement -> Conduct Daily Standup.

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Question: 3

Which of the following statements are NOT true about a Scrumboard?

- I . A Scrumboard can be maintained manually on paper or a whiteboard.
- II . A Scrumboard is used by the stakeholders to plan and track progress during each Sprint.
- III . A Scrumboard can contain three or four columns to indicate the progress of estimated tasks for the Sprint.
- IV . A Scrumboard is created during the Create Deliverables process.

- A. I and II
- B. II
- C. III and IV
- D. II and III

Answer: B

Explanation:

The incorrect statement targeted by this question is statement II . A Scrumboard is fundamentally a Scrum Team information radiator used to visualize and track Sprint work. SCRUMstudy explains that the team uses the Scrumboard to plan and track progress and that it can be maintained manually on paper or a whiteboard, or electronically.

Stakeholders may be able to observe the board because Scrum promotes transparency, but the board is not described as a stakeholder-owned planning and progress-control mechanism. Sprint execution remains with the self-organizing Scrum Team.

The exact number of columns has varied across SBOK editions and examples. Typical layouts include To Do, In Progress, Testing, and Done; other representations may include an additional Stories column. Therefore, the essential exam concept is not a rigid visual format but the board's role in transparently showing Sprint task status. During implementation it is continually updated as work progresses, and a fresh board is used for the subsequent Sprint.

Thus statement II incorrectly assigns ownership/use to stakeholders rather than the Scrum Team.

Study Guide Implement -> Create Deliverables -> Scrumboard; Empirical Process Control -> Transparency.

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Question: 4

Which of the following is the Scrum Master's responsibility with respect to the quality aspect of a Scrum project?

- A. Reviewing and accepting/rejecting the developed deliverable
- B. Defining the range of tools that the Scrum Team can use
- C. Ensuring that Scrum processes are followed by everyone
- D. Working on the deliverables and making appropriate changes to them

Answer: C

Explanation:

Within the SBOK quality framework, the Scrum Master is responsible for facilitating a quality-oriented environment, eliminating environmental impediments, maintaining a sustainable pace, and ensuring that Scrum processes are correctly followed by all members, including the Product Owner. Therefore, option C directly corresponds to the Scrum Master's defined quality responsibilities.

Option A belongs primarily to the Product Owner. During Demonstrate and Validate Sprint, the Product Owner evaluates completed work against the User Story Acceptance Criteria and accepts or rejects the relevant User Stories or deliverables. Option B is associated with the Scrum Guidance Body, which may establish organizational standards, quality guidance, and the acceptable range of tools or practices. Option D belongs to the Scrum Team, which performs the development work and makes the technical changes necessary to create compliant deliverables. This division of accountability is central to SMC role questions. The Scrum Master facilitates and protects the process but does not act as a conventional project manager or technical supervisor.

The Product Owner protects value and acceptance, while the Scrum Team determines how the work is executed.

Study Guide Quality -> Summary of Responsibilities Relevant to Quality; Organization -> Scrum Master role.

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Question: 5

Which of the following statements about Scrum's history is INCORRECT?

- A. The idea of Scrum was derived from a “rugby” approach in which a team tries to go the distance as a unit, passing the ball back and forth.
- B. Takeuchi and Nonaka proposed that product development should be like a sequential relay race.
- C. Scrum was based on a flexible and all-inclusive product development strategy where the development team works as a unit to reach a common goal.
- D. Takeuchi and Nonaka based their approach on manufacturing case studies from various industries.

Answer: B

Explanation:

Takeuchi and Nonaka's work is historically important because it explicitly contrasted the new product-development model with the traditional sequential relay-race approach. They did not recommend sequential development. Instead, they described a holistic or rugby-style model in which a multidisciplinary team progresses together toward a common objective.

The rugby metaphor emphasized overlapping activities, collaboration, adaptability, and shared responsibility rather than handing work sequentially from one specialist group to another. Their observations were derived from case studies involving organizations across several manufacturing industries. This conceptual foundation later contributed to what became known as Scrum.

Therefore, option B reverses the historical argument. The sequential relay-race model was the approach Takeuchi and Nonaka were challenging, whereas the rugby model represented the flexible, integrated alternative they advocated.

Options A, C, and D accurately describe the historical background presented by SCRUMstudy: the rugby analogy, team-based development toward a shared objective, and the use of cross-industry manufacturing case studies.

Study Guide Introduction to Scrum -> History of Scrum; traditional sequential product development versus the holistic/rugby approach.

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