Bài 1:

1) What is a unit test?

>>A test that isolates and verifies individual units of source code.

7)When do the Developers participate in Product Backlog refinement?

>> Anytime during the Sprint.

12) True or False: Only technical writers can create documentation during a Sprint.

>> False

13) What happens during Sprint 0?

>> There is no such thing as Sprint 0

15) Why are automated builds important?

>> They provide rapid assurance that defects and configuration management issues have not been introduced.

16) True or False: Programmers and testers should not be included in refining Product Backlog items.

>> False

18) What is code coverage?

>> The degree to which the system under test has been exercised by tests.

23) What is pair programming?

>> Two developers writing code together, providing constant peer review.

27) What is Technical Debt?

>> A term representing the eventual consequences of poor technical choices.

29) What does a test written with Test-Driven Development represent?

>> A technical requirement that must be satisfied.

Bài 2:

1) What does Code Coverage show?

>> Code being exercised by tests

3) Who should be present during Product Backlog refinement?

>> Anyone that the Scrum Team decides will be valuable during refinement.

13) Product Backlog items are refined by:

>> The Scrum Team.

16) What are ways Developers can ensure a good application architecture?

>> The Developers plan some time each Sprint to discuss the architecture needed for the features planned in that Sprint.

>> The Scrum Team should have a set of guiding architecture principles that every Developer understands and follows when writing code.

21) Which is a benefit of establishing naming standards for code?

>> To make the code more readable.

28) What are reasons to automate the software build process?

>> Automation improves the quality of software by making builds less error prone.

>> To get feedback on changes to the code early and often.

30) True or False: Test-Driven Development is a predictable way to develop working, wellorganized code?

>> False

Bài 3:

3) Which of the following describe an architecture spike?

>> A small development activity to learn about technical elements of a proposed solution.

4) Which of the following are advantages of Continuous Integration?

>> Know immediately how a change affected the product.

>> Reduce effort and risk when integrating changes.

5) Which of the following are attributes of a bad bug report?

>> Assigning blame.

>> Generic titles.

>> Vague statements or untested assumptions.

6) Who is responsible for the system architecture of a product being developed using Scrum?

>> The Developers.

7) Which statement describes how often the build should be executed?

>> Whenever new or modified code is pushed to the version control system.

8) While changing software, you find a bug in a previously delivered piece of functionality. What should you do?

>> Fix the bug if it is critical or easily fixed. Otherwise, put the new bug into the Product Backlog to be prioritized and fixed in an upcoming Sprint.

11) You are on a Scrum Team that is enhancing an existing product. Which is the LEAST useful piece of documentation you want to have at your disposal?

>> The full history of retrospective plans and lessons learned.

12) Which of the following are benefits of Continuous Integration?

>> It leads to higher transparency and rapid feedback to the team.

>> Causes team members to consider each other's work and context.

13) True or False: Test-Driven Development is a predictable way to develop working, well-organized code?

>> False

17) Which are attributes of a good bug report?

>> Screenshots or other pictures of bugs in action when user interfaces are involved.

>> Simple and repeatable reproduction steps.

>> Clear title and proper grammar in report.

>> One bug per report.

>> Build/version where bug was found.

>> Expected results and observed results.

19) True or False: The Scrum Team must choose at least one high priority process improvement item, identified during the Sprint Retrospective, and place it in the Sprint Backlog.

>> False

23)The Definition of Done describes the work that must be completed for every Product Backlog item. What should the Developers do during the Sprint, if they find a problem outside of their control that is blocking them from delivering work?

>> Immediately raise the issue to the Scrum Master as an impediment.

24) What is the value of refactoring code?

>> To improve readability and maintainability.

25) This question displayed answers in random order during the test.

>> The Developers

26) What relationship does Scrum have to technical practices?

>> Scrum Teams with excellent technical practices will likely be more successful.

27) What is the principal value of releasing an Increment?

>> a) To validate assumptions made when developing the product.

b) To learn about the forecast of functionality that was developed.

c) To learn about the Scrum Team’s productivity.

28) What phrases best describe the relationship of the Product Owner and the Developers?

>> a) They collaborate often so the Developers build Increments keeping end-user and

stakeholder concerns in mind.

b) They should work apart as much as possible in order to keep the concerns of business

and technology separated.

c) The Product Owner should be with the Developers full-time to grow a deep understanding

of the technology being used.

d) They should share no more than the Sprint Planning and the Sprint Review meeting.

>> e) They collaborate often so the Product Owner can make informed decisions in balancing

effort and value of Product Backlog items.

29) To create focus which of the following are most important to have ready when Sprint Planning

begins?

>> a) A Product Goal communicated by the Product Owner.

b) A clear and non-negotiable Sprint Goal.

c) A fully refined Product Backlog.

d) A clear cadence of when the Daily Scrum will take place.

>> e) A Product Backlog with the most important items ready for discussion.

f) Formal budget approval to conduct another Sprint.

30) Is the Product Owner required to be present at the Sprint Retrospective?

a) They are not allowed. The Sprint Retrospective is an opportunity for the Developers to

improve.

>> b) Their attendance is mandatory. The Sprint Retrospective is an opportunity for the Scrum

Team to assess and improve itself.

c) They are optional. Attendance is only required when the Product Owner gets invited by the

Scrum Master.

31) It is mandatory for the Product Owner to monitor and share progress of the Product Backlog by

using which method?

a) A Product or Release burn-down chart.

b) A Value burn-up chart.

c) A Gantt chart.

>> d) Any practice based on trends of work completed and upcoming work.

e) A Sprint Review acceptance report.

32) What variables should a Product Owner consider when ordering the Product Backlog?

a) Lowest development cost in order to maximize Return on Investment (ROI).

b) Effort first, then value.

c) Development cohesion as indicated by the Developers.

>> d) Anything that informs them to achieve the product's goals and to optimize the value

delivered.

e) The availability of resources and skills for implementation.

33) What is the Product Owner accountable for in Scrum?

>> a) Maximizing the value of the product resulting from the work of the Scrum Team.

b) Describing an Increment at Sprint Planning and making sure that the Developers deliver it

by the end of the Sprint.

c) Refining the top level Product Backlog items until they are ready to be handed over to the

Scrum Team.

d) Writing the User Stories so they are comprehensive enough for the stakeholders.

34) The Product Owner's authority to change and update the Product Backlog is unlimited, except

for:

a) Technical and architectural work that needs to be done first, as indicated by the chief

enterprise architect.

b) High impact changes that have not been approved by the change request board.

>> c) There are no exceptions; the entire organization must respect a Product Owner's

decisions.

d) Decisions by the chief program manager.

e) Items the Scrum Master has identified as impediments.

f) Decisions by the CFO, the CEO or the board of directors.

35) **True or False:** The Sprint Review is the only time at which stakeholder feedback is taken into

a) true

>> b) False

36) What are typical activities for a Product Owner in a Sprint?

a) Update the work plan for the Developers on a daily basis.

b) Create financial reporting upon the spent hours reported by the Scrum Team.

>> c) Work with the Developers on Product Backlog refinement.

d) Attend every Daily Scrum to answer functional questions on the discussed Sprint Backlog

items.

>> e) Collaborate with stakeholders, user communities, and subject matter experts.

37) **True or False:** The value delivered by a product can only be determined by revenue.

a) true

>> b) False

38) **True or False:** A first Sprint can start before the Product Owner has a complete and exhaustive

Product Backlog in place.

>> a) true

b) False

39) The Product Owner manages the Product Backlog. Who is accountable for estimating the effort

to complete the Product Backlog items?

a) The Product Owner.

b) The Developers.

c) The PMO.

40) Adaptation requires regular inspection. In what ways does the Product Owner contribute to the

results achieved by inspection ?

>> a) The Product Owner invites stakeholders to the Sprint Review to learn how the current

state of the marketplace influences what is the most valuable thing to do next.

b) The Product Owner verifies the Sprint Backlog for completeness at the end of Sprint

Planning in order to allow the Sprint to start.

c) The Product Owner inspects the Sprint burn-down at the Daily Scrum for progress towards

a complete Increment and re-planning the team's work.

d) The Product Owner shares the current state of Product Backlog at the Sprint Review,

which, combined with the inspection of the Increment, leads to an updated Product

Backlog.

41) How do timeboxes help the Product Owner and the other members of the Scrum Team validate

assumptions, adapt, and maximize the value of their product?

a) Timeboxes help by making sure a Sprint does not stop until all testing is done, and the

work is verified by the Product Owner.

b) At the end of each Sprint when the timebox expires a detailed report with all test cases

and test results is available.

c) Timeboxes assure the Product Owner that the Developers will finish all work on the Sprint

Backlog by the end of the Sprint.

>> d) Timeboxes help minimize risk by creating the opportunity to validate assumptions using

feedback from users and the market; allowing Scrum Teams to inspect progress toward

the Product Goal and decide whether to pivot or persevere.

Bài 4:

1) Which of the following are NOT metrics of code quality?

>> Code Coverage.

>> Cycle time per feature.

2) Which of the following best describes Continuous Integration?

>> A software development practice where developers integrate and verify their work frequently, often multiple times each day, to detect integration errors as quickly as possible.

4) True or False: Test-Driven Development is a predictable way to develop working, wellorganized code?

>> False

5) When a Continuous Integration build fails, who ideally ensures the build is repaired?

>> Whoever the Developers agree should fix it.

6) When is a system's architecture decided?

>> Throughout the project, as understanding emerges and the Developers learn more about the product.

7) Which describes the practice of expressing requirements as acceptance tests?

>> Acceptance Test-Driven Development

9) Which statements describe why automated builds are important?

>> The build process is clearly defined and scripted, making it easy, consistent and repeatable

>> They allow frequent validation of the unit of software being worked on, ensuring it remains in a potentially shippable state.

>> They support continuous integration.

10) Select the desirable characteristics of a unit test.

>> Each test makes assertions about only one logical concept.

>> Each test is independent of other unit tests.

>> Code in each test is as small as possible while maintaining readability of the code.

>> The test executes fast.

14) Who must be present at the Daily Scrum?

>> The Developers.

19) Which statement describes test-first development?

>> Designing tests before satisfying them.

22) When are individuals with testing and quality expertise included in the software development effort?

>> From the beginning and throughout all Sprints.

23) When does a Developer become accountable for the value of a Product Backlog item selected for the Sprint?

>> Never. The entire Scrum Team is accountable for creating value every Sprint.

24) Which types of tests can be automated?

>> Functional

>> Integration

>> Smoke

>> Performance

>> Unit

25) Should User Stories be part of the documentation generated by a Scrum Team?

>> If they are part of the Definition of Done.

26) Which are potential benefits of Test-Driven Development?

>> It improves quality and reduces bugs.

>> It speeds the overall development process.

>> It causes you to construct a test harness that can be automated.

>> It promotes good design and separation of concerns.

27) What are some shortcomings of code coverage as a measurement for how well a system or product is tested?

>> Code coverage does not ensure that the most important or highest risk areas of the code are being exercised by tests.

>> Code coverage does not necessarily provide functional coverage.

>> Could create incentives to write tests that simply increase code coverage, rather than tests that find bugs without increasing coverage.

28) Who writes tests in a Scrum Team?

>> The Developers

29) **True or False:** Managers make good Scrum Masters since they are already used to organizing and running teams.

A. True

>> B. False

30) **True or False:** The primary benefit of an agile approach is delivering a fixed set of requirements

more quickly.

A. True

>> B. False

31) **True or False:** The Product Owner is responsible for getting all stakeholders to agree on what

provides the most value.

A. True

>> B. False

32) **True or False:** Product Owners are interchangeable, without penalty, across Scrum Teams.

A. True

>> B. False

33) **True or False:** Leadership/management attendance at every Sprint Retrospective is a good

practice.

A. True

>> B. False

34) **True or False:** An Agile product delivery approach helps a team manage risk more effectively

than a traditional plan-based approach.

>> A. True

B. False

35) **True or False:** A critical responsibility of an Agile leader is to create an environment where

agility is supported and to help remove impediments to delivering done product Increments.

>> A. True

B. False

36) **True or False:** One benefit of an Agile approach is that planning and executing in shorter

increments makes projects less complex.

A. True

>> B. False

37) **True or False:** Directing all Scrum Teams to adhere to the same release schedule improves the

frequency of delivering value to the customer/user.

A. True

>> B. False

38) **True or False:** When Scrum is implemented correctly, managers are no longer needed.

A. True

>> B. False

**39) True or False:** In an organization using Scrum, the manager is still responsible for the quality of

the product.

A. True

>> B. False

40) **True or False:** Velocity is a useful measure of the value a Scrum Team produces.

A. True

>> B. False

41) **True or False:** Forming teams and keeping them together is a good strategy for increasing

utilization rates.

A. True

>> B. False

42) **True or False:** In an Agile organization the manager is still responsible for the personal

development of the members of a Scrum Team.

>> A. True

B. False

43) **True or False:** It is a good practice to spread team members across several Scrum Teams so

that you can maintain high utilization of resources and be able to respond quickly and remain

productive when impediments occur.

>> A. True

B. False

44) **True or False:** It is mandatory that the product Increment be released to production at the end

of each Sprint.

A. True

>> B. False

45) The timebox for a Daily Scrum is?

a) Two minutes per person.

>> b) 15 minutes.

c) 4 hours.

d) The same time of day every day.

e) 15 minutes for a 4-week sprint. For shorter Sprints it is usually shorter.

47) When does a Sprint conclude?

>> a) When the Sprint Retrospective is complete.

b) When all Product Backlog items meet their Definition of Done.

c) When all the tasks are completed by the Developers.

d) When the Product Owner decides enough has been delivered to meet the Sprint Goal.

48) The Developers should not be interrupted during the Sprint and the Sprint Goal should remain

intact. These are conditions that foster creativity, quality and productivity.

a) As a decomposition of the selected Product Backlog items, the Sprint Backlog changes

and may grow as the work emerges.

b) The Product Owner can help clarify or optimize the Sprint when asked by the Developers.

c) The Developers may work with the Product Owner to add or remove work if they find

themselves with more or less capacity than expected.

>> d) The Sprint Backlog is fully formulated in the Sprint Planning event and does not change

during the Sprint.

49) How much work must the Developers complete for each Product Backlog item they select for a

Sprint?

a) Analysis, design, programming, testing and documentation.

b) All development work and at least some testing.

c) As much as it can fit into the Sprint.

>> d) Enough so that each Product Backlog item they select meets the Definition of Done.

50) During a Sprint, a Developer determines that the Scrum Team will not be able to complete the

items in their forecast. Who should be present to review and adjust the Product Backlog items

selected?

a) The Product Owner and all stakeholders.

b) The Developers.

c) The Scrum Master, the project manager, and the Developers

>> d) The Product Owner and the Developers.

51) What does it mean to say that an event has a timebox?

a) The event must take at least a minimum amount of time.

b) The event must happen at a set time.

c) The event must happen by a given time.

>> d) The event can take no more than a maximum amount of time.

52) When should the Developers on a Scrum Team be replaced?

a) Never, it reduces productivity.

b) Every Sprint to promote shared learning.

>> c) As needed, while taking into account a short-term reduction in productivity.

d) As needed, with no special allowance for changes in productivity.

53) Who should know the most about the progress toward a business objective or a release, and be

able to explain the alternatives most clearly?

a) The Project Manager

b) The Developers

c) The Scrum Master

>> d) The Product Owner

54) What are two ways a Scrum Master serves to enable effective Scrum Teams?

a) By keeping high value features high in the Product Backlog.

B. By starting and ending the meetings at the proper time.

>> C. By removing impediments that hinder the Scrum Team.

>> D. By facilitating Developer decision-making.

55) The timebox for a Daily Scrum is?

A. 4 hours.

B. The same time of day every day.

1. Two minutes per person.
2. 15 minutes for a 4-week sprint. For shorter Sprints it is usually shorter.

>> E. 15 minutes.

56) Who is required to attend the Daily Scrum?

A. The Scrum Team.

B. The Scrum Master and Product Owner.

>> C. The Developers.

D. The Developers and Scrum Master.

E. The Developers and Product Owner.

57) The Developers should have all the skills needed to:

A) Do all of the development work, except for specialized testing that requires additional tools and environments.

>> B. Turn the Product Backlog items they select into an Increment of useful and valuable product functionality.

C. Complete the project as estimated when the date and cost are committed to the Product Owner.

58) The Product Backlog is ordered by:

A. Size, where small items are at the top and large items are at the bottom.

1. Items are randomly arranged.
2. Risk, where safer items are at the top, and riskier items are at the bottom.
3. Least valuable items at the top to most valuable at the bottom.

>> E. Whatever is deemed most appropriate by the Product Owner.

59) What is the main reason for the Scrum Master to be at the Daily Scrum?

>> a) They do not have to be there; they only need to ensure the Developers have a Daily Scrum.

b) To gather status and progress information to report to management.

c) To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burn-down.

d) To make sure every team member answers the three questions.

60) True or False: Scrum has a role called "project manager."

A. True

>> B. False

61) Who has the final say on the order of the Product Backlog?

>>a) The Product Owner.

b) The Stakeholders.

1. The Scrum Master.
2. The CEO.

e) The Developers.

62) When does a Developer become accountable for the value of a Product Backlog item selected for the Sprint?

A. Whenever a team member can accommodate more work.

b) At the Sprint Planning Event.

c) During the Daily Scrum.

>> D. Never. The entire Scrum Team is accountable for creating value every Sprint.

63) The three pillars of empiricism are:

a) Planning, Inspection, Adaptation.

b) Transparency, Eliminating Waste, Kaizen.

>> c) Inspection, Transparency, Adaptation.

d) Planning, Demonstration, Retrospective.

e) Respect For People, Kaizen, Eliminating Waste.

64) What is the typical size for a Scrum Team?

a) 7 plus or minus 2.

c. Minimum of 7.

>> D. 10 or fewer.

65) Which statement best describes the Sprint Review?

A. It is a demo at the end of the Sprint for everyone in the organization to check on the work done.

1. It is a mechanism to control Developer activity during a Sprint.

>> C) It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

66) The timebox for the Sprint Planning event is?

>> A. 8 hours for a monthly Sprint. For shorter Sprints it is usually shorter.

B. 4 hours.

C. Whenever it is done.

D. Monthly.

67) When might a Sprint be abnormally cancelled?

>> A. When the Sprint Goal becomes obsolete.

B. When the Developers feel that the work is too hard.

C. When the sales department has an important new opportunity.

D. When it becomes clear that not everything will be finished by the end of the Sprint.

68) True or False: It is mandatory that the product Increment be released to production at the end of each Sprint.

A. True

>> B. False

69) A Scrum Team consists of the following:

A. Users

>> B. Product Owner

C. Customers

>> D. Developers

>> E. Scrum Master

70) Who is on the Scrum Team?

>> A The Scrum Master

B. Project Manager.

>> C. The Product Owner.

>> D. Developers

72) Who is responsible for managing the progress of work during a Sprint?

A. The Product Owner.

>> B. The Developers.

C. The most junior member of the team.

D. The Scrum Master.

73) What is the function or purpose of Management in Scrum?

A. Identify and remove people that are not working hard enough.

>> B. Support the Product Owner with insights and information into high value product and system capabilities. Support the Scrum Master to encourage organizational change that fosters empiricism, self-management, bottom-up intelligence, and intelligent product delivery.

C. Monitor the progress of the Developers on the Scrum Team.

D. Continually monitor staffing levels of the Scrum Team.

74) When does a Sprint conclude?

A. When all the tasks are completed by the Developers.

>> B. When the Sprint Retrospective is complete.

C. When all Product Backlog items meet their Definition of Done.

D. When the Product Owner decides enough has been delivered to meet the Sprint Goal.

75) Which of the following services is appropriate for a Scrum Master in regard to the Daily Scrum?

A. Facilitate in a way that ensures each team member has a chance to speak.

B. Lead the discussions of the Developers

1. Ensure that all 3 questions have been answered.
2. All answers apply.

>> E. Teach the Developers to keep the Daily Scrum within the 15 minute timebox

76) The Developers should not be interrupted during the Sprint and the Sprint Goal should remain intact. These are conditions that foster creativity, quality and productivity

>> A. The Sprint Backlog is fully formulated in the Sprint Planning event and does not change during the Sprint.

B. The Product Owner can help clarify or optimize the Sprint when asked by the Developers.

C. As a decomposition of the selected Product Backlog items, the Sprint Backlog changes and may grow as the work emerges.

D. The Developers may work with the Product Owner to add or remove work if they find themselves with more or less capacity than expected.

78) Which of the following are examples of a Scrum Team practicing Scrum poorly or not exhibiting traits of a self-managing Scrum Team?

A. The Developers create their own Sprint Backlog, reflecting all work that is required to meet the Definition of Done.

>> B. Stakeholders attend the Daily Scrum to check on the Scrum Team's progress.

>> C. 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.

D. The Developers are collaboratively selecting their own work during the Sprint.

E. The Developers have all the skills they need to create a valuable, useful Increment.

>> F. 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.

79) True or False: When multiple Scrum Teams work together on the same product, each team should maintain a separate Product Backlog.

 A. True

>> B. False

80) Which statement best describes Scrum?

A. A complete methodology that defines how to develop software.

B. A defined and predictive process that conforms to the principles of Scientific Management.

C. A cookbook that defines best practices for software development.

>> D. A framework for creating complex products in complex environments.

81) 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?

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 with Scrum and the benefits of Scrum may be lost.

C. Management may feel less anxious.

>> D. All of the above.

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

A. Add the item to the next Sprint.

B. Add the item to the current Sprint without any adjustments.

>> C. Inform the other members of the Scrum Team so the team can decide what to do.

D. Add the item to the current Sprint and drop an item of equal size.

83) Which Scrum events are timeboxed?

A. Sprint Testing.

>> B. Sprint Review.

C. Refinement.

>> D. Sprint Retrospective.

E. Release Testing.

>> F. Sprint Planning.

G. Release Retrospective.

84) How much work must the Developers complete for each Product Backlog item they select for a Sprint?

A. As much as it can fit into the Sprint.

B. Analysis, design, programming, testing and documentation.

C. All development work and at least some testing.

>> D. Enough so that each Product Backlog item they select meets the Definition of Done.

85) Upon what type of process control is Scrum based?

A. Defined

>> B. Empirical

C. Complex

D. Hybrid

85) When does a Developer become the sole owner of an item on the Sprint Backlog?

A. Whenever a team member can accommodate more work.

B. At the Sprint Planning event.

>> C. Never. All Sprint Backlog items are "owned" by the Developers on the Scrum Team.

D. During the Daily Scrum

86) The timebox for the Sprint Review is:

A. 1 day.

B. 4 hours and longer as needed.

>> C. 4 hours for a monthly Sprint. For shorter Sprints it is usually shorter.

D. As long as needed.

E. 2 hours.

87) Who should know the most about the progress toward a business objective or a release, and be able to explain the alternatives most clearly?

A. The Scrum Master

>> B. The Product Owner

C. The Project Manager

D. The Developers

88) Why is the Daily Scrum held at the same time and same place?

>> A. The consistency reduces complexity.

B. The place can be named.

C. The Product Owner demands it.

D. Rooms are hard to book and this lets it be booked in advance.

89) Who creates the Definition of Done?

A. The Scrum Master since they are responsible for the productivity of the Developers.

>> B. If it is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product.

C. The Product Owner since they are responsible for the product's success.

D. The Scrum Team, in a collaborative effort where the result is the common denominator of all members' definitions.

90) True or False: The purpose of a Sprint is to produce a valuable and useful Increment of working product.

>> A. True

B. False

91) Which two things should the Scrum Team do during the first Sprint?

A. Determine the complete architecture and infrastructure for the product.

B. Create the complete Product Backlog to be developed in subsequent Sprints.

>> C. Deliver an Increment of useful and valuable product.

>> D. Develop and deliver at least one piece of functionality.

E. Develop a plan for the rest of the release.

92. Select three incorrect, untrue, or misleading statements about Scrum?

A. Scrum is a framework for developing and sustaining complex products.

B. Scrum is based on empirical process control theory.

>> C. Scrum is like traditional processes but with self-organization to replace Project Managers.

>> D. Scrum is a framework that eliminates complexity.

>> E. Each component of Scrum serves a specific purpose and is essential to your ability to use Scrum to develop complex products.

F. Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.

93. When does the next Sprint begin?

A. When the Product Owner is ready.

B. Next Monday.

>> C. Immediately after the conclusion of the previous Sprint.

D. Immediately following the next Sprint Planning.

Bài 5:

1) Why is it important to trust the team?

a) High trust teams do not have to be accountable to each other

b) High trust teams do not require a user representative

c) The Project Manager does not then have to keep a project schedule

>> d) The presence of trust is positively correlated with the team performance

Explanation

When trust is placed on the scrum team and a conducive environment is created around it,the team takes accountability for its commitments and delivers them as expected by the Product Owner and the business.

2) Who should define the business value of a Feature within the Scrum Project?

a) The individual end-users

>> b) The Product Owner

c) The Business Analyst

d) The Business Sponsor

Explanation

The Product Owner is accountable for ordering the items the Product Backlog and the Return on Investment (RoI). Hence the business value is defined by him/her.

3) A good approach to documentation in Scrum is:

a) Do no documentation because it is a waste of time

>> b) Do the necessary documentation to support the development and use of the product

c) Do sufficient documentation to prove you have done a good job

d) Do more documentation than usual, because Agile is risky

Explanation

Agile Values working software Over comprehensive documentation.

4) What is meant by Kanban?

a) A list of activities banned by the team, in relation to Team Norms

b) The set of Can Have stories for a project

>> c) A visible chart of work to do, work in progress and work done

d) A graph of tasks partially-completed by the team

Explanation

Kanban means 'cards you can see'. A Kanban board consists of various columns representing the FLOW of work and activities captured usings cards or post-it notes. It helps in visual management.

5) What does NOT belong to the Agile Manifesto's main pillars?

a) Individuals and interactions over processes and tools

b) Working software over comprehensive documentation

>> c) Processes over people

d) Customer collaboration over contract negotiation

Explanation

As outlined in the Agile Manifesto people and their interactions are considered more valuable when compared to processes.

6) Will my standby RDS instance be in the same AZ as my primary?

a) Yes

>> b) No

Explanation

Only for Oracle RDS types

7) What is the two main artifacts of a sprint planning meeting, and what is the related commitment?

>> a) A sprint backlog and sprint goal

b) A requirements documents and a Gantt chart

c) A requirements documents and a test plan

d) A test plan and a Gantt chart

Explanation

At the end of sprint planning meeting a scrum team will have the sprint backlog (set of user stories committed) and an agreed sprint goal for that sprint.

8) Who ultimately decides when the team has enough work for the sprint in planning?

a) The ScrumMaster

b) The product owner

>> c) The team Developers

d) The product owner, ScrumMaster and team vote to determine when the sprint backlog is full

Explanation

The Developer decides how much of work they can commit to in a sprint. They consider multiple factors like historical velocity, available capacity, etc.

9) What kind of software development projects can be executed by implementing the Scrum Framework?

a) Complete software packages

b) Customer projects

>> c) All kinds of software development projects

d) Sub-systems, components or parts of bigger systems

Explanation

All kinds of software development projects can be executing using Scrum framework.

10) Which of the following best describes the approach for determining the Sprint length?

a) Sprint should always be 30 days

b) The team determines Sprint length by dividing the total number of story points by the average velocity of the team

c) Sprint should always be two weeks

>> d) The team should agree on fixed length of the Sprint, of one month or less

Explanation

Ideally the iteration (timebox) duration should be determined by the whole team-Product Owner, Scrum Master and Developmer. Factors that can be considered are change frequency, feedback frequency, technology used, etc.

11) Which of the following are roles in the Scrum framework?

>> a) Product Owner

b) Project Manager

c) Lead Developer

d) Business Analyst

Explanation

There are three roles in Scrum - Product Owner, Scrum Master and the Developers

12) The primary purpose of the daily scrum (daily stand-up) is:

a) To give a status report to the ScrumMaster

b) To give a status report to the product owner

>> c) Developers inspect how progress is made towards the Sprint Goal and adapt how the remaining work is done accordingly.

d) To give team members a chance to take a break from their tasks

Explanation

During the daily scrum meeting every Developer shares with others what they are working on and any impediments which are hindering the sprint progress.

13) In a Scrum Team, we “learn as we go” because

a) Planning gets more reliable over time

b) Requirements evolve over time

c) The collaboration within the team gets better over time

>> d) All of the above

Explanation

14) Which of the following is the most characteristic of a ScrumMaster?

a) Task focused

b) Process oriented

>> c) Supportive

d) Disengaged

Explanation

A Scrum Master is a Coach, facilitator and helps the scrum team in removing the impediments so that the team can achive the sprint goals.

15) Which statement of the following is the best description for sprint?

a) A sprint is a condensed amount of time where a developers works as many hours as they need to in order to finish the work assigned to them.

>> b) A sprint is a pre-specified amount of time in which the developers team works at a sustained pace to complete a chosen set of items from the Product Backlog.

c) A sprint is a fixed amount of time set aside for team to run tests and fix any outstanding bugs right before the product ships

d) A sprint is a pre-specified period of time during which team members choose individual items from the product backlog to work on. As each item is completed a new item is brought into the sprint.

Explanation

A sprint is a time-boxed duration during which the team commits to a sprint goal based on their velocity. The team must achieve their sprint goal by maintaining a sustainable pace.

16) A good approach to documentation in Scrum is:

a) Do no documentation because it is a waste of time

>> b) Do the necessary documentation to support the development and use of the product

c) Do sufficient documentation to prove you have done a good job

d) Do more documentation than usual, because Agile is risky

Explanation

Agile Values working software Over comprehensive documentation.

17) What is the Scrum approach to doing design early in a project?

a) Having the design up front is always a good idea

>> b) Much design can done in parallel with implementation because ideally both design and implementation is done by the same Scrum Team.

c) Design should be done by a team that is separate from the Scrum team.

d) Design has no place in an Agile project

Explanation

Upfront design is not feasible in scrum projects since requirements evolve continuoulsy through out the project duration. Hence starting with just enough design which is flexible to future changes acts as a solid foundation.

18) One of the development stages you would expect to see a team go through is:

>> a) Storming

b) Warming

c) Cloning

d) Yawning

Explanation

A team goes through four stages before reaching high performance - Form, Storm, Norm and Perform

19) Which of the following choices is a key reason to adopt an agile process like Scrum?

a) To be up to date on the latest process

b) To shake things up in the organization

c) To hold programmers and testers accountable for their work

>> d) To be better able to respond to change

Explanation

In a fast-changing business environment (technologies, consumer expectations, etc.) responding quickly and faster time to market are key to success.

20) During a sprint the developers should be:

a) In contact with the product owner twice daily

b) Allowed to work without interruptions from the product owner

>> c) Able to contact the product owner to clarify aspects of the work

d) Able to work without needing to disturb the product owner

Explanation

Developers who are part of a scrum team should be able to reach out to the Product Owner anytime during the day/sprint if certain things (user stories, acceptance criteria, etc.) needs to be clarified. Thus sprint goals can be achieved by scrum teams with out any delay.

21) What is most important in all Scrum Teams? A) Self-management B) Clear hierarchies C) Communication D) Continuous improvement

a) A, B, C, D

>> b) A, C, D

c) A, D

d) A, B

Explanation

When trust is placed on the scrum team and a conducive environment is created around the team takes accountability for its commitments and delivers them as expected by the Product Owner and the business.

22) What should the developers do if the product owner is repeatedly too busy to be available?

a) Continue the work, record the assumptions and ask the customer later for input

b) Send the customer a written warning that the end product will be completed on time, but may not meet their needs

c) Allow the Business Analyst to take on the role of Proxy Product Owner

>> d) Draw the problem to the attention of the Scrum Master

Explanation

Product Owner repeatedly not available to the scrum team’ is an impediment which needs to be brought to the attention of the Scrum Master. The Scrum Master should in turn work with the Product Owner to address the issue.

23) A Scrum Team .....

a) Is self-managing, with each member having the same technical skills

>> b) Collaborates and supports its team members

c) Ensures that weak members of the team are allocated the simpler tasks

d) Ensures blame is allocated fairly

Explanation

Scrum team members are expected to manage themselves in order to achive the sprint goal. To do that they need all the skill sets with in the team (eg: coding, testing, build, documentation, etc.).

24) Which one of the following is NOT traditionally an activity of the Scrum framework?

a) Sprint planning

b) Sprint review

c) Sprint retrospective

>> d) Weekly inspection

Explanation

Weekly inspection is not a recommended activity in Scrum. Daily feedback loop is enabled in the form of a Daily Scrum meeting, and the. Sprint review meeting provides the feedback for the just completed sprint.

25) Which of these statements best describes the Agile approach to team work?

a) The team should plan to work overtime regularly throughout the project

b) The team should expect to work longer hours towards the end of the project, in order to deliver all that was committed to

>> c) The team should strive for a sustainable pace that they can maintain potentially for a long time

d) The team will regularly need to work many hours overtime but can compensate for this during periods of less intensity.

Explanation

Agile principles insist on sustainable pace. Because the team will be burnt out if they work overtime regularly.

26) Which of the following responsibilities is NOT attributed to the Scrum Master?

a) Removing impediments

b) Facilitating meetings

c) Reminding the team of the process

>> d) Assigning tasks to team members

Explanation

The Scrum Master should encourage team members to self manage while picking up the tasks. He/She should not assign them.

27) When handling team dynamics, what should the Scrum Master do?

>> a) Empower the team members, within appropriate limits

b) Encourage an environment of competition and personal advantage

c) Give clear directives to the team about what they should do and how

d) Expect team members to be proactive and work on their own priorities and objectives

Explanation

Scrum is based on teamwork. There are no individual contributions. Also, the Scrum Master cannot dictate tasks to the team.

Bài 6:

1) Which artifacts of the following are associated with Scrum?

>> a) Product backlog

b) Product specification

c) Effort chart

d) Team backlog

Explanation

Product Backlog is one of the Scrum artifacts. It is an evolving ordered list of requirements maintained by the Product Owner.

2) A major theme in Scrum is "inspect and adapt." What does it mean?

a) Scrum insists on auditors who frequently inspect the work of the team and suggest ways to adapt the process in order to improve quality

b) Scrum recommends that upper management inspect the Burn down charts and notes from the daily scrums to find ways in which the team should adapt their practices to be more productive.

>> c) Scrum emphasizes taking a short step of development, inspecting both the resulting product and the efficacy of current practices, and then adapting the product goals and process practices

d) Inspect and adapt refers to the Scrum Master’s role in inspecting the work and writing stories designed to help the team produce higher quality software

Explanation

Inspect and Adapt is part of the Continuous Improvement journey. A scrum team executes a sprint and then inspects the outcome and processes applied during the sprint. Then the team adapts themselves for a better future.

3) What is mainly defined by the Scrum Framework? A) Accountabilities B) Document guidelines C) Artifacts and events

a) A

b) B

c) B, C

>> d) A, C

Explanation

The Scrum framework comprises of accountabilities, artifacts and, events

4) A Scrum Framework .....

>> a) Encourages the team to meet regularly

b) Has no meetings

c) Has lengthy reporting requirements

d) Has no reporting requirements

Explanation

In Scrum the team members meet regularly (eg: daily scrum meeting, etc.) to review the sprint progress and raise impediments, if any.

5) Which of the following is NOT a product owner's responsibility?

a) Ordering the product backlog

b) Keeping the product backlog up to date

c) Communicating the Product Goal

>>d) Assigning tasks to team members during the sprint

Explanation

Product Owner never allocates tasks to scrum team members. Rather the team self manages to allocate work between them.

6) The recommended approach to design in a Scrum project is:

a) No design is done by the Scrum Team

b) All design is done before implementation starts

>> c) Design is done by the Scrum Team

d) Design is done by another team than the team that implements the design

Explanation

According to the Agile Manifesto the best designs emerge from self managing teams.

7) What are the disadvantages of the classical waterfall model? (Select the best alternative) A) End-Product has to be fully anticipated beforehand. B) Some requirements are implemented as defined in the beginning of the project, and yet they are not really needed by the customer C) Each phase is strictly separated

a) A

b) B

c) B,C

>> d) A,B,C

Explanation

All the three aspects mentioned here are disadvantages of classical waterfall model.

8) When estimating is done for development work, the Developers should:

>> a) Be fully involved in the estimating process

b) nsure that the estimate is always given by the most senior Developer

c) Not make estimates unless velocity is already known

d) Be consulted after the Scrum Master has made the estimates for the team's work

Explanation

During estimation all Developers of the team must participate and provide their inputs, because they are the ones who decide HOW to convert a set of product backlog items into a product release.

9) What is the primary purpose of the sprint review?

>> a) To review the results of the completed work and look for opportunities to improve the product

b) To demo the system for upper management

c) To prove that the team worked hard during the sprint

d) To find out who failed to complete his or her tasks

Explanation

Sprint Review meeting happens so that feedback can be gathered from appropriate stakeholders to improve the product.

10) Where are the customer requirements stored?

>> a) In the Product Backlog

b) In the Sprint Backlog

c) In a database

d) In a Scrum Product Requirement Specification

Explanation

Product Backlog is the ordered list of requirements based on the business value of each requirement.

11) Which of the following is a best description for the Scrum meaning of time box?

a) There is a recommended amount of time for the event

>> b) There is a predefined time limit for the event

c) The event must take place by certain date

d) There is not enough time to complete the event

Explanation

The duration of time-box is agreed and not changed frequently during the course of an Agile project.

12) How does a Scrum Team knows when a backlog item is done?

a) The ScrumMaster says it is done.

b) The sprint is over

c) The testers says it is done

>> d) It meets the Scrum Team's definition of Done

Explanation

Definition of Done (DoD) is a list of items/activities which is agreed by the Scrum Team. A Product Backlog item can be marked as done only after meeting all the requirements mentioned in DoD.

13) A Scrum approach advocates which of the following approaches?

a) Get something simple released as quickly as possible

>> b) Get something business-valuable delivered as quickly as possible, consistent with the right level of quality

c) Get something delivered once it has been fully documented and the documentation has been signed off as complete

d) Get something "quick and dirty" delivered, to save time

Explanation

Scrum insists on delivering a valuable product increment at the end of every sprint.

14) An effective workshop facilitator will always ...

a) Involve the whole project team in all project workshops

>> b) Agree upon the process and participants of the workshop with the workshop owner before the workshop

c) Involve only those team members who will commit to doing further work after the workshop

d) Act as a proxy for any invited participant who is unable to attend the workshop on that day

Explanation

Not everyone is required for every project workshop. Hence a good facilitator discusses with the workshop owner about the approach and list of participants prior to the workshop.

15) How should work be allocated to the team in an Agile project?

a) The Team Leader (Scrum Master) should allocate specific tasks to individuals

b) Tasks should be randomly allocated to team members, using Planning Poker

>> c) Team members should self-select tasks appropriate to their skills

d) The most complex tasks should be allocated by the Team Leader (Scrum Master)

Explanation

Tasks in a sprint are self-picked by scrum team members. This helps the teams to self-manage.

16) Which one of the following is a key feature that you would expect to find in an Agile project?

a) System documentation created at the end of each increment, at the start of the deployment

b) User Stories held in a spreadsheet or specialist database, where full details of user conversations are recorded for future purposes, like handover to maintenance or support

>> c) User Story cards containing only enough detail for planning and development, which will need to be supplemented by further face-to-face conversations

d) No written documentation, as all good communication is face-to-face

Explanation

The purpose of user story cards is to capture just enough details about the requirement and it's acceptance criteria. Rest of the details are clarified through face-to-face conversations.

17) A Scrum Master ....

a) Should allocate tasks to the team members each day at the stand-up meeting

>> b) Should involve the team in their own work-allocation

c) Should give detailed work-plans to the team each day

d) Should direct the work of the team, if they are inexperienced

Explanation

A Scrum Master ensures that the scrum team members self-manage to allocate work between them.

18) The end result of a Sprint is:

a) A product of almost as good a quality as a Waterfall development

>> b) A product of a professional quality which fits the business need

c) A product which is barely sufficient for its purpose and deliberately not maintainable

d) A increment that is at least 80% Done according to the Definition of Done.

Explanation

Business needs drive the requirements and their acceptance criteria. Hence the product features must adhere to the acceptance criteria set by the business (Product Owner).

19) Who is responsible for ordering the product backlog?

>> a) Product Owner

b) Project Manager

c) Lead Developer

d) Business Analyst

Explanation

Product Owner is responsible for ordering the requirements items in Product Backlog. He/She is accountable for the Return on Investment (RoI).

20) Which one of the following statements about meetings is true for Agile projects?

a) All project stakeholders should attend requirements meetings

b) Retrospectives are only run at the end of a project

>> c) An independent facilitator will manage the structure of a facilitated meetings but not input to the content

d) It is best if the Project Manager facilitates the project's meetings

Explanation

An independent facilitator best facilitates a meeting or a workshop by not providing any inputs to the discussion. He/She manages the flow of the meeting or workshop.

21) What are the advantages of maintaining consistent Sprint length throughout a project?

a) It helps to establish a consistent pattern of delivery

b) It helps the team to objectively measure progress

c) It provide a consistent means of measuring team velocity

>> d) All of the above

Explanation

All the above mentioned reasons justify the practice of maintaining the same sprint length through out a project.

22) Which one of the following statements is correct regarding acceptance of any deliverables on a Scrum product development effort?

a) The team should allow only senior managers to sign off deliverables

>> b) It works best if the team gets acceptance of deliverables from the appropriate stakeholders a during or at the end of every Sprint

c) The team should get acceptance of project deliverables from the users during a UAT phase at the end of the project

d) Acceptance of any particular deliverable on the project is gained from all stakeholders at the same time

Explanation

he acceptance of sprint deliverables can best be performed by appropriate stakeholders as and when a particular product backlog item gets completed OR at least at the end of each sprint.

23) What is meant by Team Velocity in Scrum projects?

a) Teams works less when it rains

>> b) Keeping metrics of earlier amounts of work completed to help with future predictions on how much work can be completed in a certain timeframe

c) Retrospectives should include less important topics, such as the weather, as ice-breakers

d) Estimating team efforts for completing the project

Explanation

Team velocity is a metric which measures the amount of work completed by a scrum team during a sprint (normally in terms of story points). The historical data of a team's velocity helps in planning the number of future sprints required to deliver a release of the product.

24) Which of the following should is a Scrum Master expected to do?

a) Help the Product Owner to manage the Product Backlog

b) Help to Developers to meet the Definition of Done

c) Remove barriers between stakeholders and the Scrum Team

>> d) All of the above

Explanation

The Product Owner serves the Scrum Team, its Product Owner and the organization.

25) Which one of the following statements is correct regarding quality of deliverables from a Scrum Team?

a) The products produced by a scrum project should be cheaper than those produced by any other approach, but quality will suffer

d) The products will be more expensive than by any other approach but will be top quality

c) The products will be fit for the purpose, but may not do what the customer wanted

>> d) The products will be of appropriate quality, as the Developers ensure that the quality as defined in the Definition of Done of the team is strictly adhered to.

Explanation

The quality of Agile project deliverables is defined by the Scrum Team in the Definition of Done and Developers are accountable to strictly adhere to it

Bài 6.1 - **Agile & Scrum Series 3**

1) The product owner must be present during sprint planning meeting.

>> a) TRUE

b) FALSE

Explanation

Product Owner's presence is required during the sprint planning Bethe entire Scrum Team collaborates in planning the Sprint. cause

2) The Agile Manifesto states which of the following values:

a) People are more important than contracts

>> b) Working software is valued over comprehensive documentation

c) Plans should have priority over ability to respond

d) Contracts should be negotiated which allow control over the people

Explanation

According to the Agile Manifesto working software is more important when as compared to comprehensive documentation.

3) The Scrum way of doing things is:

>> a) To produce working product of the right quality, early and incrementally

b) To produce working product after documentation has been signed off

c) To produce simple prototypes early, but no finished product until the end of the project

d) To produce products without technical integrity, but re-engineer them later

Explanation

Scrum framework encourages delivering product increments very frequently with the appropriate quality as agreed in the Definition of Done.

4) Which of the following is the best description for the product backlog items that are lower in priority?

a) Every product backlog item, even those very low in priority, should be defined well enough to be completed during a sprint.

b) All product backlog items are fully defined in the requirements and design phase.

>> c) Lower priority backlog items are coarse grained and should be progressively refined as their priority increases.

d) Lower priority backlog items are kept in a separate product backlog

Explanation

Lower priority backlog items are coarsely refined because backlog refinement is done only for the upcoming 2 or 3 sprints. This eliminates upfront planning which was followed in waterfall approach. Thus Agile teams are able to respond to changes much faster.

5) The reason for regular Retrospectives is:

a) It allows the team to take a necessary break from work

>> b) It allows learning which can be used to improve team performance

c) It prevents deviation from the process which the team has been following

d) It gives management information to use in team member's performance reviews

Explanation

Retrospectives helps in continuous improvement. During a retrospective meeting improvement areas are identified and prioritized.

6) A line in the Agile Manifesto reads, "\_\_\_\_\_ over following a plan".

a) Communicating frequently

b) Completing requirements

c) Asking the customer

>> d) Responding to change

Explanation

According to Agile Manifesto responding to change' is more important than 'following a plan'.

7) Agile methodologies think all documentation is a waste of time.

a) TRUE

b) FALSE

Explanation

Agile Manifesto values working software over documentation but does not say that all documentation is wasteful

8) The prioritization technique called "MoSCoW" is a popular prioritization technique, where the "M" stands for ...

a) May have

b) Major

>> c) Must Have

d) Mandatory

Explanation

MoSCoW stands for Must Have, Should Have, Could Have and Won't Have. It is a prioritization technique.

9) What is one difference in the responsibilities of a Project Manager and a Scrum Master in a Scrum project?

>> a) A Project Manager coordinates work for the people that do the work. In contrast, a Scrum Team is self-managing, the people that do the work coordinate the work amongst themselves.

b) The Project Manager helps to overcome obstacles while a Scrum Master solves impediments

c) Project Manager works also with people that are not allocated to the project to solve problems, while a Scrum Master only works with people within the Scrum Team

d) The Project Manager cares about the business success of a project while a Scrum Master only cares about the well-being of Scrum Team members.

Explanation

Project Manager is a role that exists in traditionally managed projects. Scrum Teams organize their work in a different way, which comes with different roles and responsibilities.I

10) Once an Agile project is underway, what should the approach to planning be?

>> a) Should be able to demonstrate control of its progress

b) Should have no control over its progress

c) Is always out of control

d) Is controlled by the velocity of the most junior team member

Explanation

The project's progress can be measured using techniques like team velocity, story point estimation, release planning, burn down and burn up charts.

11) Which of the following are attributes of a Scrum team?

a) Courage to change and adapt

b) Trust in fellow team members to do the work

c) Responsiveness to change

>> d) All of these

Explanation

All the attributes mentioned here are qualities of a scrum team.

12) What does Scrum advise a team to do with the product backlog items it chooses to bring into the sprint?

>> a) The team should break each product backlog item into work items that preferably take no more than a day.

b) The product owner assigns each product backlog item to the specialist best suited to carry the work.

c) The team asks the ScrumMaster to research the product backlog items and decide who should work on each one.

d) The team doesn't do anything with the product backlog items. Scrum doesn,t use tasks or task lists.

Explanation

Once Product Backlog iteams are selected by the team for a particular sprint, they should are usually split in to work items that take a day or less. This is helpful since multiple team members may work on the same Product Backlog item.

13) What is the primary purpose of the sprint Burndown chart?

a) To show, at a glance, how many hours have been spent during the sprint.

b) To show, at a glance, who is behind in completing their tasks?

>> c) To show, at a glance, the amount of work remaining during a sprint.

d) To show, at a glance, whether team members are working at fully capacity

Explanation

Sprint burn down chart shows the amount of work (effort) remaining to be done in the sprint. This helps the scrum team to manage their sprint progress.

14) Which activities of the following are found in the Scrum framework?

a) Daily Scrum

b) Sprint Planning and Sprint/Review

c) Sprint Retrospective

>> d) All of the above

Explanation

All the above mentioned events are part of the Scrum framework.

15) The product owner role in a Scrum Teams....

a) Has no control over the prioritization of delivered features

>> b) Is accountable for the ordering of items on the Product Backlog

c) Collaborates with the developers over prioritization of features, but the developers have the final decision

d) Collaborates with the developers over prioritization of features, but the business has the final decision

Explanation

Product Owner is responsible for the prioritization of features in Product Backlog. He/She discusses with team and business stakeholders to understand their point of view. But the Product Owner is the sole person accountable for Return on Investment (RoI) of the product.

16) Which of the following accountabilities is NOT defined in the Scrum framework?

a) Developer

b) Scrum Master

c) Product Owner

>> d) Project manager

Explanation

There are only three accountabilities in a Scrum Team-Product Owner and Developer..

17) A Product Owner ......

a) Must have a thorough understanding of Agile techniques, for Agile to work

b) Will always receive lower-quality products than their non-Agile counterparts

>> c) Will typically get business value delivered early and often

d) Will need to understand the technical aspects of development, to contribute effectively

Explanation

A Product Owner ensures that features are delivered sprint after sprint based on the order of business value.

18) How could maintainability of the developing product be improved in a team?

a) Apply standard design patterns

b) Make refactoring a common practice

c) Ensure unit testing is included in the sprint

>> d) All of these

Explanation

All the engineering practices mentioned here helps in improving the maintainability of the product being developed.

19) As per Scrum, who should attend the stand-up meetings?

a) Sponsor and Executive Management only

b) Project Manager and Technical Leads only

c) Project Leader and Customer Representatives only

>> d) Developers

Explanation

Daily Scrum is meant for the Developers to review their sprint progress and raise any impediments found

20) Why according to the Scrum framework is it difficult for product owners to make changes to a sprint that is underway?

a) Because the team needs to be able to limit the authority of the product owner

>> b) Because asking the team to make a real commitment comes with an associated cost of not shifting the basis of that commitments in mid-sprint

c) Because the team and product owner want to keep upper management in the dark about planned changes

d) Because it provides an incentive for the product owner to attend the meetings

Explanation

The scrum team commits to sprint goals at the beginning of a sprint. Changing the sprint goal during the mid-sprint will disturb the team's focus and ability to deliver the earlier agreed sprint goals.

21) An Agile project should have ...

a) Occasional early deliveries, if the business is prepared to accept lower quality

b) A regular pattern of delivery of developer-focused products

>> c) A regular pattern of delivery of business-valued increments

d) An irregular and unpredictable delivery of products

Explanation

In Agile projects Potentially Shippable Product Increment is delivered at the end of every iteration.

22) When handling team dynamics, the ScrumMaster should ......

>> a) Empower the team members, within appropriate limits

b) Encourage an environment of competition and personal advantage

c) Give clear directives to the team about what they should do and how

d) Expect team members to be proactive and each work to their own priorities and objectives

Explanation

Scrum is based on team work. The Scrum Master can't dictate tasks to the team.

23) Agile is all about response to change. That’s, why during a sprint, if the product owner thinks of a new feature, he can add it to the sprint backlog.

a) TRUE

>> b) FALSE

Explanation

The Sprint backlog cannot be modified by the Product Owner in the middle of an ongoing sprint. This helps the scrum team to focus on the sprint goals during the timebox.

24) You are a senior technical person in a Scrum team. The Product Owner and the Scrum Master are happy because the team delivers business value on time. However, you worry that the technical debt is increasing. What would be your primary goal to ensure the right quality?

a) Ensure testers define their entry criteria for quality, which they impose on the development team

b) Nothing for now you’ll need to wait until the majority of team members see this problem.

c) On time delivery and happy end users are the only quality measures in Agile development

>> d) Make sure that the maintainability quality attribute is addressed

Explanation

Technical Debt needs to be addressed by scrum teams to ensure that also in the long run value can continue to be delivered in a timely and flexible manner.

25) As per Scrum, Which one of the following is an important feature of the daily stand-up (daily Scrum) meeting?

a) The meeting should ensure that it is clear to all which team members are not performing

>> b) All Developers participate every day and are willing to help each other in completing the work of the Sprint

c) Everyone is requried to report how much time was spent on each work item

d) No-one is allowed to leave the stand-up meeting until all problems raised have been solved

Explanation

The Daily Scrum is an important event for the Developers to determine how they can best collaborate in completing the work of the Sprint.

Bài 6.2 Agile & Scrum Series 4

1) Which of the following is NOT part of the Sprint?

a) A product increment may be released to customers during a Sprint if it adheres to the Definition of Done

b) The principal goal for a Sprint is to produce release-quality product increments

c) Releases usually incorporate the result of multiple Sprints

>> d) Occur at times dictated by customer and business needs

Explanation

In Scrum incremental changes are delivered frequently.

2) The most ideal time of day to hold a Scrum Daily Meeting is:

>> a) The beginning of the day

b) Immediately after lunch

c) 4:30 PM

d) 7:00 PM

Explanation

Beginning of the day is best suited to conduct the Daily Scrum meeting. This helps the team to discuss what they did yesterday and what they will be doing today.

3) If a new requirement emerges once a Scrum project is running, it should be:

a) Automatically included in the work of the project

b) Automatically excluded and left until a later project or increment

>> c) Assessed for importance and, if sufficiently important to the business, included in the project, possibly displacing less important requirements

d) Put on the backlog for consideration by the wider group of stakeholders after the project has been completed

Explanation

If a new requirement emerges in the middle of an Agile project, its business value is ascertained and depending on the importance/urgency it is added to the Product Backlog pushing back less important features.

4) In order to communicate well, the Agile project should ...

a) Keep team-size large, to avoid stakeholders feeling left out

>> b) Break the project into small, cross-functional, self-managing teams

c) Operate with one team of less than 10 people

d) Operate with separate customer, developer and test teams

Explanation

Large Agile projects should comprise of multiple scrum teams each comprising up to 10 members. This ensures good amount of collaboration within the scrum team.

5) When an Agile team succeeds ......

a) It should be encouraged to celebrate success only when the project is over

>> b) It should be encouraged to celebrate even small successes regularly

c) It should not celebrate success, as this wastes project budget

d) It should not celebrate success, as this makes less successful teams feel bad

Explanation

Celebrating small successes makes the team feel better and encourages them to perform even better.

6) Agile values the ability to respond to change. That's why a product owner can add or subtract from the product backlog or even change their priority at any time.

>> a) TRUE

b) FALSE

Explanation

Product Owner can add or remove features from Product Backlog in order to quickly respond to changes in the market conditions. Also he/she can modify the priorities of the features in Product Backlog except the ones which are committed in the ongoing sprint.

7) Who can be invited to the sprint review meeting?

a) Only the Developers.

b) The Developers, Scrum Master, and the product owner only.

c) The product owner and up to two invited guests.

>> d) The team, Scrum Master, product owner, and anyone else who&#039;s interested

Explanation

Apart from team, Scrum Master and Product Owner anyone else who is interested in the product can participate in sprint review meeting.

8) \_\_\_\_\_ can change the priority of items in the \_\_\_\_\_ backlog at any time.

a) The Team; Product

b) The Product Owner(s); Sprint

>> c) The Product Owner(s); Product

d) The Scrum Master; Sprint

Explanation

Product Owner can change the priority of items in the Product Backlog any time except the items in the ongoing sprint.

9) The Scrum Master is the manager of the Scrum team. All team members report to the Scrum Master.

a) TRUE

>> b) FALSE

Explanation

Scrum Master is not a manager with reporting structure. Rather he/she is a facilitator and serves the best interests of the team.

10) What is the major difference between Product Backlog and Sprint Backlog?

a) The Product Backlog is equal to the Sprint Backlog

b) The Product Backlog is based on the Sprint Backlog

>> c) Thce Sprint Backlog is a based on the Product Backlog

d) The Sprint Backlog is owned by the Product Owner

Explanation

A Product Backlog is an ordered list of features for the entire product where as a Sprint Backlog is the set of Product Backlog items selected for the Sprint

11) Once a project is underway, what shall be the approach to planning?

a) Plans should never be changed

>> b) It is normal to need to plan and re-plan as the project progresses

c) Plans should only be changed with full approval of all stakeholders

d) Plans are not required as Agile is incremental

Explanation

It is normal to review the plan in an Agile project based on the latest learnings, feedback, change in priority, etc.

12) \_\_\_\_\_ are often part of the Sprint Backlog and usually take one day or less.?

a) User Stories

b) Use Cases

c) Features

>> d) Work items

Explanation

In Sprint Planning, Product Backlog items are often decomposed into smaller work items of one day or less

13) What happens when a product backlog item fails to meet the definition of "done" at the end of the sprint?

a) The team completes the product backlog item during the next sprint.

>> b) The incomplete backlog item is placed back in the product backlog.

c) The Scrum Master points out the person to blame for the item not being finished.

d) The team is given 36 hours to finish the incomplete product backlog item.

Explanation

If a sprint backlog item fails to meet the Definition of Done (DoD) then it is placed back in the Product Backlog and prioritized by the Product Owner.

14) A Sprint Burndown chart shows ......

a) The energy level and velocity of the team

>> b) The remaining work (effort, points) over time to complete before the Sprint ends

c) The number of hours worked by each team member during the Sprint

d) The rate of spending of the budget for a project

Explanation

A Sprint burndown chart shows the amount of work (effort) over time that is still pending to be completed in a sprint.

15) What is a Release Burndown?

a) A graph indicating what has been completed by the Scrum Team during the Sprint

>> b) A graph indication he remaining amount of work over time for a particular release

c) What has been completed by the Scrum Team since it started as a team

d) The work remaining to be completed by the Product Owner

Explanation

A release burndown chart helps in understanding the pending Product Backlog items in the course of a release plan, thus helping the Product Owner to decide when to release and the features to be delivered.

16) What is Scrum?

>> a) A framework within which people can address complex problems, while productively and creatively delivering products of the highest possible value

b) It's not an Agile Framework

c) Scrum is a complete process to develop software

d) None of the above

Explanation

Scrum is the most widely used Agile framework for complex, adaptive projects. It is both iterative and incremental approach towards product development.

17) What does the Sprint Backlog consist of?

a) User Stories, only.

b) Use Cases

>> c) Selected Product Backlog Items and work items of one day or less

d) Test cases

Explanation

Sprint Backlog consists of selected Product Backlog items which are committed by the team. They can be broken further in to work items of one day or less.

18) Which of the following is not a Scrum Master responsibility?

>> a) Establishing priorities together with product owner for Product Backlog items

b) Preventing Senior Management from shifting team priorities

c) Empowering the team

d) Socializing scrum throughout the organization

Explanation

Prioritizing the features in a Product Backlog is the responsibility of Product Owner.

19) The responsibilities of a Product Owner will include ......

a) Communicating the Product Goal

b) Prioritizing requirements

c) Ensuring that stakeholders and Developers understand the contents of the Product Backlog

d) All of these

Explanation

The Product Owner represents the business priorities by ordering the features in the Product Backlog. Also he/she is accountable for the Return on Investment (RoI) of the product.

20) On a new Scrum Team, the Development team members tell the Scrum Master that they don't feel the need for retrospectives. Which answer is correct?

a) Discuss with product owner

b) Discuss with the managers of the team members

>> c) None of the above

Explanation

The Scrum Master should explain the benefits of doing retrospective to the team. Once consensus is reached between the team and scrum master retrospective meetings can be conducted.

21) What do all Agile approaches have in common?

a) A prescribed, fixed iteration (timeboxed) length

>> b) Iterative development and incremental delivery

c) A strict focus on on-time delivery

d) A large set of clearly defined roles

Explanation

Iterative development and incremental delivery are key aspects of any Agile approach. Thus business value is delivered frequently and incrementally to the end users.

22) How could you benefit from having Product Owner in your team

>> a) End users of a product are often not part of the team but their needs are represented by the Product Owner

b) The (Product Owner) will be solely responsible for acceptance tests within the team Developer in the team. He/She is responsible for prioritizing the requirements in the Product Backlog. Developers do the actual work

c) The (Product Owner) assures that user stories are documented properly

d) The Product Owner can decide who in the team is best equipped to implement certain requirements.

Explanation

Ideally the Product Owner is not also a

23) Who has the authority to cancel a Sprint?

a) The Scrum Master

b) The Developers

c) The Product Owner

>> d) The key stakeholders of a team.

Explanation

Only the Product Owner has the authority to cancel the Sprint.

24) Which of the following is NOT a Scrum Master responsibility?

a) Establishing priorities for Product Backlog items

b) The best architectures and designs are such that they don’t need to be changed during development.

c) Simplicity--the art of maximizing the amount of work not done--is essential.

>> d) Business people and developers must work together daily throughout the project.

Explanation

An Agile principle is that “The best architectures, requirements, and designs emerge from self-organizing teams.

25) From the events in Scrum, which is the last event in the sequence of the Scrum framework?

a) Daily scrum

>> b) Sprint retrospective

c) Sprint review

d) Sprint planning

Explanation

Sprint Retrospective happens as the latest events in a sprint after Sprint Planning, Daily Scrum and Sprint Review.

Bài 8 câu hỏi tự luận

https://premieragile.com/scrum-capacity-vs-velocity

4 primary characteristics
- Timeboxed
- Protected
- Iterative
- Incrementa

1) How is transparency impacted by technical debt? \*

>> Normally this transparency is implemented via the Task Board which the team uses to give visibility to the workflow and items of value being developed.

>> Make more mature teams are more transparent. The relationship of trust between them and the other stakeholders has a strong influence on transparency.

>> Exclude: If there is a relationship of mistrust or immaturity, there will be plenty of “hidden” work with little visibility.

>> It leads to false assumptions about the current state of the system, specifically of an Increment being releasable at the end of a Sprint.

>> As development progresses and code is added, the system becomes more difficult to stabilize, which results in future work being slowed down in unpredictable ways.

2) Explain the meaning of commitment in Scrum? What if PO wants Development Team to make all PBIs done in every Sprint? \*

2.1 Explain the meaning of commitment in Scrum

The Scrum Guide mentions five values:

1. Focus

2. Openness

3. Respect

4. Courage

5. Commitment

In this article, the last one as part of the series of 5 Scrum values, we'll discuss the Scrum Value Commitment and what it means to different Scrum roles, events and artifacts.

As per the Merriam-Webster Dictionary, commitment is defined as an agreement or pledge to do something in the future, or an act of committing to a charge or trust.

With respect to Scrum, commitment means the Scrum Team is devoted to achieving a specific goal. The Scrum Team members commit to collaborate with each other and learn to do the best in every activity.

They commit to the Product Goal and the Sprint Goal; and look for continuous improvements. They stay committed to Agile values and principles, and Scrum practices. And they commit to complete the work within time, ensure transparency, and challenge each other the status quo and move towards continuous improvement.

Commitment - what it means to a Product Owner?

The Product Owner shows commitment by making the best possible decisions. They focus not only on satisfying the stakeholder's needs but also on optimizing the value of the product. In addition, the Product Owner shows a commitment by doing whatever is necessary to develop the best product possible, something that adds value to the end-user, to the community and to the organization at large.

The Product Owner also needs to be committed to motivating the team with a clear, concise Product goal. They also help team in achieving the Sprint Goal by not disrupting them during the Sprint with frequent changes unless exceptional situations such as a market change or regulatory emergencies.

Commitment - what it means to the Developers ?

The Developers shows a commitment by creating successful "Done" Increments. The Developers members know best what they're capable of, so they'll select the work from the Product Backlog and commit to delivering it by end of the Sprint. The Sprint Backlog is owned by the Developers, and the Sprint Goal will be crafted by all the Scrum Team members. The Developers also shows a commitment by focusing on the Sprint Goal once the Sprint starts.

Commitment - what it means to the Scrum Master?

The Scrum Master demonstrates a commitment by supporting the Scrum Framework as defined in the Scrum Guide. The Scrum Master makes sure the Sprint and other time boxes are not extended under pressure to get "Done" Increments.

The Scrum Master also commits to removing any hurdles and impediments that the Scrum Team is facing. Lastly, great Scrum Masters also show commitment by facilitating Sprint planning, protecting teams from changes during the Sprint, and mitigating excessive pressure from Product Owners.

The Scrum Master also commits to the overall change of the organization. They coach the management teams and other stakeholders and help them to move towards the change they want to see in the overall organization's transformation.

Commitment - What it means to Scrum Events and Artifacts?

Here are a few elements that can help promote commitment in Scrum.

Delivering a "Done" Increment by the end of Sprint can promote commitment in an organization, eventually helps for frequent feedback and time to market of the product.

The Product Backlog allows stakeholders to see the current status and planning of the product, which promotes commitment to whatever the stakeholders need as part of the product.

The Sprint Backlog allows the Developers to reflect its current progress, which enables commitment to transparency, and allows to plan accordingly.

The Daily Scrum enables the Developers to inspect their progress made so far in the Sprint and adapt their plan for the rest of the Sprint. They figure out the best way to achieve the Sprint Goal, which enables commitment to each other.

The Sprint Review - is used as an inspect and adapt opportunity that promotes commitment towards a product which was envisaged by the Product Owner and the stakeholders.

The Sprint Retrospective allows the entire Scrum Team to inspect their processes, tools, and interactions. This promotes commitment to continuous improvement as a Scrum Team.

Benefits of Commitment

The Scrum value commitment is critical for developing an Agile culture. Commitment allows Scrum teams to work together as a unit and trust each other. It also enables team members to identify each other's abilities and to be careful not to overcommit.

Here are a few benefits of commitment in Scrum.

Commitment creates trust

Commitment ensures everyone in the team commits to the success of the team and not individual achievements. It creates an environment of trust, which leads to higher team standards, team synergy and productive problem-solving.

It creates transparency

Ensures the Scrum Team commits to the Scrum as a whole instead of just choosing the easy practices. It creates a culture of transparency and allows the organization to experience the benefits of inspection and adaptation.

Promotes adaptability

Changes are a part of the development process, and Agility is all about responding to changes in a flexible, productive, and efficient manner. Commitment allows the team to focus on continuous improvement, which makes it easier to adapt and make changes based on empirical data or information.

Brings out the best of the team

Commitment promotes dedication to do the best. It is not possible to predict, control, and manage all complexities in product development. But the Scrum Team can commit to adjusting their behavior and taking actions based on the feedback.

Great products and services

Commitment promotes to deliver great products and services that are planned and promised to the end-users. Commitment by each team members ensures they are moving collectively towards the end-goals.

Conclusion

All members of the Scrum Team should be committed to achieving their specific goals. The teams should be committed to delivering "Done" Increments in time, and the leaders should commit to ensuring the teams don't face any impediments while working towards achieving their goals.

2.2 What if PO wants Development Team to make all PBIs done in every Sprint

3) What Scrum artifacts will be inspected and adapted during Daily Scrum? What if 4) Daily Scrum is not hold everyday? \*

5) A PBI has not done by the end of the Sprint. What should the Scrum Team do with it? \*

6) Explain practices or ways to make Scrum artifacts transparency \*

Bài 9

1. What are three responsibilities of Scrum Developers? \*

>> a) Decompose Product Backlog items into tasks

>> b) Do the estimation on the Product Backlog items

>> c) Manage the Sprint Backlog

d) Create Product Backlog items

2. Which statement about the Definition of Done is incorrect? \*

a) It becomes more accurate over time

b) It varies depending on the project

>> c) It's defined by the Scrum Master

d) It is the basis for Developers to forecast how many items they can deliver during the Sprint

3. What are the two outcomes of Daily Scrum? \*

a) An updated backlog of impediments for the Scrum Master to solve

b) An updated Scrum board to visualize progress

c) A checklist of completed tasks and an update of the estimates for the remaining tasks

d) A status report on the performance of every team member

e) A shared understanding of the work to be undertaken

4. Which output of the Sprint Planning provides the overall direction for the Sprint? \*

a) Sprint goals

b) Tasks assigned to team members

c) Release plan

d) Sprint Backlog items

5. Who's responsible for Product Backlog refinement? \*

a) Developers

b) Scrum Master and Product Owner

c) Product Owner

d) Product Owner and Developers

6. The Product Owner is not collaborating with the developers during the Sprint. What would you do as the Scrum Master? \*

a)Coach the Product Owner to understand why collaboration is important in Scrum and how it can affect the value of the product

b) Cancel the Sprint and start training the Product Owner

c) Nominate someone else as the proxy Product Owner

d) Talk to the functional manager of the Product Owner

7. How much work should be done on each Product Backlog item? \*

a) As much as needed based on dependencies

b) Analysis, design, programing, and testing

c) As much as mentioned in the Definition of Done

d) As much as broken down in related tasks

8. Why should the Scrum Master participate in the Daily Scrums? \*

a) To gather progress and status information

b) The Scrum Master is not one of the Daily Scrum participants

c) To write down the impediments reported by the developers and start resolving them

d) To make sure every team member answers the three standard questions

9. The Scrum Master should ask each member to answer the three standard questions at the Daily Scrum and forbid other discussions. \*

a) False

b) True

10. Which of the following activities are included in the Product Backlog refinement? (Choose the 3 correct answers) \*

a) Ordering the Product Backlog items

b) Estimating the Product Backlog items

c) Adding detail to the Product Backlog

d) Breaking down the Product Backlog items into tasks

11. Which two of the following are time-boxed? \*

a) Sprint Zero

b) Product Backlog Refinement

c) Sprint

d) Release Planning

e) Sprint Review

12. Which of the following are Scrum pillars? (Choose multiple answers) \*

a) Inspection

b) Transparency

c) Creativity

d) Sustainable pace

e) Adaptation

f) Collaboration

13. Which role is the equivalent of project manager in Scrum? \*

a) Developers

b) Scrum Master

c) None

d) The Product Owner

14. What does a burn-down chart present? \*

a) Whatever the Product Owner decides

b) Budget remaining across time

c) Work remaining across time

d) Value remaining to be realized across time

15. Which two of the following actions may a Scrum Master take in starting up a project? \*

a) Ensure that there’s a clear understanding of the whole scope of the project

b) Ask Developers to introduce themselves to each other and tell about their skills and background

c) Ask the Product Owner to explain the project, it's business need, history, goals, and context

d) Ask the team to work together and prepare a complete Product Backlog

16. Which of the following are mandatory in Scrum? \*

a) Using test-driven development

b) Using Sprint Backlog

c) Using dedicated team members

d) Using burn-down charts

17. What's the Scrum Master's responsibility during the Sprint Retrospective? \*

a) Collaborate with the managers to attend the meeting and get results

b) Participate, and also facilitate as needed or requested

c) Manage the meeting

d) Ask team members to answer standard questions

18. Which of the following can be considered an Increment? \*

a) A user interface design that will be used for all features

b) New complete features added to the output of the previous Sprints

c) The solution architecture for the whole product

d) The requirements specification document

19. What is velocity? \*

a) Average lines of code written per Sprint

b) Average amount of work done per Sprint

c) Average number of items done per Sprint

d) Average man-hours spent per Sprint

20. Which two statements are right about technical debt? \*

a) When measured properly, the Product Owner can estimate when the product is ready for release

b) Developers should not start working on a new item unless they remove all existing technical debt

c) It creates false assumptions about the current state of the system; e.g. it might not really be releasable.

d) It creates uncertainty, because when more code is added, more problems will occur and the development slows down

21. Which three of the following may be done in the Sprint Retrospective meeting? \*

a) Discuss techniques used to facilitate the Sprint Retrospective meeting

b) Discuss the Definition of Done

c) Discuss the next Sprint goal

d) Discuss the composition of the team

e) Refining the Product Backlog

22. Who manages the Sprint Backlog? \*

a) The Scrum Master

b) The Product Owner

c) The Scrum Team

d) Developers

23. Which two of the following are formal opportunities for inspecting and adapting? \*

a) Release Planning

b) Product Backlog Refinement

c) Sprint Planning

d) Sprint Review

24. Which two of the following can be used to reduce technical debt? \*

a) Hiring external auditors

b) Refactoring

c) Improving the Definition of Done

d) Having hardening Sprints

25. Sprint Review is a formal meeting. \*

a) True

b) False

26. Which of the following is not time-boxed? \*

a) Product Backlog refinement

b) Daily Scrum

c) Sprint Review

d) Sprint Planning

27. Who can attend the Daily Scrum? \*

a) Scrum Team

b) Anyone

c) Only Developers

d) Developers and Scrum Master

28. What is the essence of Scrum? Select the most appropriate option. \*

a) Developers

b) The Scrum Guide

c) A small team of people that is highly flexible and adaptive

d) The Scrum Master and the Product Owner

29. How frequently should scrum users inspect Scrum artifacts and progress toward a Sprint Goal? \*

a) At the Sprint Review

b) After the Daily Scrum

c) Frequently, but it should not get in the way of the work

d) As frequently as possible

30. Who is responsible for engaging the stakeholders? \*

a) The project manager

b) Product Owner

c) Developers

d) Scrum Master

31. The Product Owner can delegate her/his responsibilities to Developers. \*

a) True

b) False

32. What is one of the key things your lean team will have to do to be productive and successful? \*

a) Make firm delivery commitments and stick to them

b) Make local decisions about how to build the product

c) Identify the best technological approach early in the project

d) Maintain strong personal relationships during the project

33. You've been asked to coach a team that is just switching to agile, and they ask you whether it's true that agile teams don't use plans. You explain that agile teams do prepare plans, but sticking to those plans is less important than: \*

a) Keeping the customer happy

b Responding to change

c) Delivering value

d) Continuously improving

35. As a servant leader to your agile team, what isn't something that you would be doing? \*

a) Maintaining a shared vision of what needs to be done

b) Removing impediment to team progress

c) Providing encouragement and support

d) Creating project plans

36. When you are working with a Scrum team, who is primarily responsible for ensuring that value is delivered by the project? \*

a) Developers

b) Testers

c) Product Owner

d) Scrum Master

37. What is the Sprint Retrospective? \*

a) To progressively refine the Product Backlog

b) To get the Product Owner's feedback

c) A Scrum event happened at the end of a Sprint to seek for improvements

d) To get the end users' feedback about the final product

38. Some items in Sprint Backlogs are not directly about the features and functions of the product. \*

a) True

b) False

39. Developers cannot forecast how much work they can do in the upcoming Sprint because of uncertainties in the Product Backlog that the Product Owner is not able to overcome. What two actions should the Scrum Master recommend? \*

a) Cancel the Sprint and start the next one when the items are clear.

b) Ask the developers to come up with their best guess and do not worry about the capacity

c) Extend the duration of Sprint Planning and ask them to discuss the items more and get into agreement.

d) Invite everyone to discuss this problem in the next Sprint Retrospective and try to find a solution

e) Cancel the Sprint Planning meeting have them some time to prepare+d then hold another Sprint Planning.

40. Which is the main reason why agile teams need to have frequent demonstrations of functionality? \*

a) Are we building the right product?

b) How can we improve our practices?

c) How much can we accomplish in the next iteration?

d) What are our top priorities now?

Bài 10

Exam4Training is providing actual Scrum PSM I Professional Scrum Master I Online Training for the Scrum PSM I exam and has made things very easier for candidates to get themselves prepare for the PSM I exam. You can easily prepare the PSM I exam through its Scrum PSM I Professional Scrum Master I Online Training, which can help you to pass your PSM I Professional Scrum Master I with ease. For passing the Scrum Certification PSM I exam you must have to take help from valuable PSM I exam dumps available at Exam4Training.

1. For the purpose of transparency, when does Scrum say a new increment of working software must be available?

a) After the acceptance testing phase.

b) Before the release Sprint.

c) Every 3 Sprints.

>>d) At the end of every Sprint.

e)When the Product Owner asks to create one.

2. What happens if the Development Team cannot complete its work by the end of the Sprint?

a) The Sprint is extended and future Sprints use this new duration.

>> b) The Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length.

c) The Sprint is extended temporarily. Lessons are taken to ensure it doesn’t happen again.

3. Which two activities will a Product Owner engage in during a Sprint? (Choose two.)

a) Run the Daily Scrum.

b) Prioritize the Development Team’s work on the Sprint Backlog.

>> c) Update management on what is being worked on.

>> d) Answer QUESTION NO:s from the Development Team about items in the current Sprint.

4. When is implementation of a Product Backlog item considered complete?

a) At the end of the Sprint.

>> b) When the item has no work remaining in order to be potentially released.

c) When QA reports that the item passes all acceptance criteria.

d) When all work in the Sprint Backlog related to the item is finished.

5. A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won’t be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help.

What would be good advice to give the Product Owner?

>> a) Remind the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.

b) Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.

c) Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.

6. How much work must a Development Team do to a Product Backlog item it selects for a Sprint?

a) A proportional amount of time on analysis, design, programming, testing, and documentation.

b) As much as it can fit into the Sprint. Any remaining work will be transferred to a subsequent Sprint.

c) All development work and at least some testing.

>> d) As much as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of “Done”.

7. For which is the Scrum Master responsible?

a) Managing the performance of the Scrum Team.

b) The meetings and the objectives that a Scrum Team sets for itself.

>> c) The Scrum framework being adopted and used properly.

d) Keeping track of resource allocation.

8. Which of the following best describes an increment of working software?

a) A decomposition of all Product Backlog items into tasks for future Sprint Backlog lists.

>> b) Additional features in a usable state that complement those delivered in previous iterations.

c) A new user interface design for functionality delivered in previous iterations.

d) An automated test suite to verify functionality delivered in previous iterations.

e) UML diagrams that describe how to deliver functionality in future iterations.

9. Which statement best describes a Product Owner’s responsibility?

>> a) Optimizing the value of the work the Development Team does.

b) Managing the project and ensuring that the work meets the commitments to the stakeholders.

c) Directing the Development Team.

d) Keep stakeholders from distracting the Development Team.

10. If two Scrum Teams are added to the development of a product that previously had only one Scrum Team, what will be the immediate impact on the productivity of the original Scrum Team?

>> a) Its productivity is likely to decrease.

b) Its productivity is likely to stay the same.

c) Its productivity is likely to increase.

11. When many Scrum Teams are working on a single product, what best describes the Definition of Done?

(Choose the best answer.)

a) Each Scrum Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.

b) The Scrum Masters from each Scrum Team define a common Definition of Done.

c) Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.

>> d) All Scrum Teams must have a Definition of Done that makes their combined work potentially releasable.

12. How do you know that a Development Team is cross-functional?

>> a) Development Team has all the skills to create a potentially releasable increment by the end of every Sprint.

b) A few of the Development Team members pair program and do Test Driven Development.

c) There are no conflicts within the Development Team.

d) Every member of the Development Team is able to perform every task.

13. The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

>> a) True

b) False

14. How often should Development Team membership change?

>> a) As needed, while taking into account a short term reduction in productivity.

b) Never, because it reduces productivity.

c) As needed, with no special allowance for changes in productivity.

d) Every Sprint to promote shared learning.

15. When many Scrum Teams are working on the same product, should all of their increments be integrated every Sprint?

a) Yes, but only for Scrum Teams whose work has dependencies.

>> b) Yes, otherwise the Product Owners (and stakeholders) may not be able to accurately inspect what is done.

c) No, each Scrum Team stands alone.

d) No, that is far too hard and must be done in a hardening Sprint.

16. User documentation is part of your definition of “Done”. However, there aren't enough technical writers for all teams. Your Development Team doesn't have a technical writer.

What should you do?

a) 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.

b) Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.

c) Wait until you have a technical writer on your Development Team to take care of this.

>> d) Your Development Team is still responsible for creating user documentation. In this case, the Development Team members will write it.

17. A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities.

Which two activities are part of the Product Owner role according to Scrum? (Choose two.)

>> a) Ensuring that the most valuable functionality is produced first, at all times.

>>b) Interacting with stakeholders.

c) Providing the Development Team with detailed specifications.

d) Describing features as Use Cases.

e) Creating detailed functional test cases.

18. Who is accountable for tracking the remaining work toward the Sprint Goal? (Choose the best answer.)

>> a) The Developers.

b) The Scrum Master.

c) The Product Owner.

d) The Project Manager.

19. A Scrum Master is working with a Development Team that has members in different physical locations. The Development Team meets in a variety of meeting rooms and has much to do logistically (for example, set up conference calls) before the Daily Scrum.

What action should the Scrum Master take?

>> a) Allow the Development Team to self-manage and determine for itself what to do.

b) Set up the meeting and tell the Development Team that is how it will be done.

c) Ask the Development Team members to alternate who is responsible for meeting setup.

d) Inform management and ask them to solve it.

20. What are two good ways for a Scrum Team to ensure security concerns are satisfied? (Choose two.)

a) Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.

>> b) Add security concerns to the definition of “Done”.

c) Add a Sprint to specifically resolve all security concerns.

d) Delegate the work to the concerned department.

>> e) Have the Scrum Team create Product Backlog items for each concern.

21. When must a Product Owner release each Increment? (Choose the best answer.)

>> a) When it makes sense.

b) When the Scrum Team finishes their work.

c) Whenever the product is free of defects.

d) After every Sprint, Without exception.

22. What is the accountability of the Product Owner during Sprint 0? (Choose the best answer.)

>> a) There is no such thing as Sprint 0.

b) Gathering, eliciting, and analyzing the requirements that will be inserted into the Product Backlog.

c) Make the complete project plan to commit date, budget, and scope to the stakeholders.

d) Determine the composition of the Development Teams so they have the capacity to deliver the completed forecast.

e) Make sure enough Product Backlog items are refined to fill the first 3 Sprints.

23. As the Development Team starts work during the Sprint, it realizes it has selected too much work to finish in the Sprint.

What should it do?

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.

24. What is a Development Team responsible for? (Choose two.)

>> a) Resolving internal team conflicts.

b) Reporting productivity.

c) Selecting the Product Owner.

>> d) Organizing the work required to meet the Sprint Goal.

25. At the seventh Sprint Review, the stakeholders are disappointed and angry. They have determined that the product or system being built will not meet their needs and will cost more than they are willing to spend.

What factors likely led to this? (Choose two.)

>> a) The Project Management Office (PMO) has not been engaged adequately.

>> b) The Product Owner has not been keeping the stakeholders aware of the progress of the project.

c) The stakeholders haven’t been using the Sprint Reviews to inspect and evaluate progress.

d) The stakeholders were not allowed to enter the development area.

26. Every Development Team should have:

a) At least one representative from each major software engineering discipline (like QA, Dev, UX).

>> b) The competencies and skills needed to deliver a Done Increment in a Sprint.

c) One Lead Developer and no more than 8 other members.

27. Which two ways of creating Development Teams are consistent with Scrum’s values? (Choose two.)

>> a) Existing teams propose how they would like to go about organizing into the new structure.

b) Managers personally re-assign current subordinates to new teams.

c) Managers collaborate to assign individuals to specific teams.

>> d) Bring all the developers together and let them self-organize into Development Teams.

e) The Chief Product Owner determines the new team structures and assignments.

28. How much time is required after a Sprint to prepare for the next Sprint?

a) The break between Sprints is time-boxed to 1 week for 30 day Sprints, and usually less for shorter sprints.

b) Enough time for the requirements for the next Sprint to be determined and documented.

c) Enough time for the Development team to finish the testing from the last Sprint.

>> d) None. A new Sprint starts immediately following the end of the previous Sprint.

e) All of the above are allowed depending on the situation.

29. Which three questions might be answered by Development Team members at the Daily Scrum? (Choose three.)

a)How is the Sprint proceeding?

>> b) What did I do yesterday that helped the Development Team meet the Sprint Goal?

c) Why were you late?

>> d) What will I do today to help the Development Team meet the Sprint Goal?

e) How many hours did I spend on the project yesterday?

f) What will I be working on tomorrow?

>> g) Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

30. What is the purpose of a Sprint Review?

a) To take time to judge the validity of the project.

>> b) To inspect the product increment with the stakeholders and collect feedback on next steps.

c) To review the Scrum Team’s activities and processes during the Sprint.

d) To build team sprint.

31. Who creates a Product Backlog Item’s estimate?

>> a) The Development Team after clarifying requirements with the Product Owner.

b) The Product Owner with input from the Development Team.

c) The most senior people in the organization, including architects and subject matter experts.

d) The Scrum Master.

e) The Development Team, alone.

32. Which of the following are true about the Product Owner role? (Choose two.)

>> a) The Product Owner is one person.

>> b) The Product Owner is accountable for ordering the Product Backlog.

c) Multiple people can share the Product Owner role on a Scrum Team.

d) The Product Owner role can be played by a committee or a team of people.

33. What are two good ways for the Development Team to make non-functional requirements visible? (Choose two.)

a) Put them on a separate list on the Scrum board, available for all to see.

>> b) Add them to the Product Backlog and keep the Product Owner posted on the expected effort.

c) Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.

>> d) Add them to the definition of “Done” so the work is taken care of every Sprint.

34. How is management external to the Scrum Team involved in the Daily Scrum?

a) The Scrum Master speaks on their behalf.

>> b) The Development Team self-manages and is the only management required at the Daily Scrum.

c) Management gives an update at the start of each Daily Scrum.

d) The Product Owner represents their opinions.

35. Which best describes the Product Backlog?

>> a) It is allowed to grow and change as more is learned about the product and its customers.

b) It provides just enough information to enable a Scrum team to start the design phase of a product.

c) It contains all foreseeable tasks and requirements from which the Scrum team can develop and maintain a complete project plan.

d) It is baselined to follow change management processes.

36. Which are properties of the Daily Scrum? (Choose two.)

a) It is facilitated by the team lead.

b) It is held first thing in the morning.

>> c) It is fifteen minutes or less in duration.

d) It is free from and designed to promote conversation.

e) It consists of the Scrum Master asking the Team members the three questions.

f) Its location and time remain constant.

37. A Scrum Master is introducing Scrum to a new Development Team. The Development Team gas decided that a Sprint Retrospective is unnecessary.

What action should the Scrum Master take?

a) Call a meeting between the Development Team and senior management.

b) Comply with the decision of the self-organizing team.

c) Consult with the Product Owner to see how he/she feels about the situation.

>> d) Begin facilitating productive and useful Sprint Retrospectives.

38. 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) Involve the complete Scrum Team in making a decision.

>> b) Use coaching techniques; such as open QUESTION NO:s and active listening.

c) Ask an external agile coach what they recommend.

d) Ask team members to take the issue up with to the company’s Human Resources department.

39. A properly functioning Scrum Team will have at least one Release Sprint and may well have several.

a) True

>> b) False

40. Which of the following services are appropriate for a Scrum Master in regard to the Daily Scrum?

a) Lead the discussions of the Development Team.

b) Make sure that all 3 questions have been answered by each member of the team.

c) Keep track of whether each team member has a chance to speak.

>> d) Teach the Development Team to keep the Daily Scrum within the 15 minute time-box.

e) All of the above.

41. Which of the following are roles on a Scrum Team? (Choose all that apply.)

a) Users

>> b) Scrum Master

>> c) Product Owner

>> d) Development Team

e) Customers

42. Which Scrum Values are exhibited by not building Product Backlog items that have low business value? (Choose three.)

a) Economic Value Added.

>> b) Respect.

>> c) Focus.

d) Earned Value.

>> e) Courage.

43. Who is responsible for clearly expressing Product Backlog items?

a) The Scrum Master, or the Scrum Master may have the Development Team do it.

b) The Scrum Master.

>> c) The Product Owner.

d) The business analyst who represents the Product Owner in the Development Team.

44. What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the start of the next Sprint?

>> a) There are no such activities. The next Sprint starts immediately after the current Sprint.

b) Refine the Product Backlog.

c) Work with the Quality Assurance departments on the Increment of the current Sprint.

d) Update the project plan with stakeholders.

45. The purpose of a Sprint is to produce a done Increment of product.

>> a) True

b) False

46. The length of a Sprint should be:

a) Short enough to keep the business risk acceptable to the Product Owner.

b) Short enough to be able to synchronize the development work with other business events.

c) No more than one calendar month.

>> d) All of these answers are correct.

47. When is the Sprint Backlog created?

a) At the beginning of the project.

>> b) During the Sprint Planning meeting.

c) Prior to the Sprint Planning meeting.

d) During the Sprint.

48. 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 may add items to the Sprint Backlog for the next Sprint.

b) The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.

c) The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.

d) The Scrum Master selects the most important process improvement and places it in the Sprint Backlog

49. What is the key concern when multiple Development Teams are working from the same Product Backlog?

>> a) Minimizing dependencies between teams.

b) Clear definition of requirements.

c) Meeting original scope projections.

d) Making sure there’s enough work for everyone on every team.

e) Maximizing velocity.

50. When should a Sprint Goal be created?

a) It should have been created in the previous Sprint during Product Backlog refinement.

b) It must be established before Sprint Planning in order to begin planning.

c) A Sprint Goal is not mandatory in Scrum.

d) At any time during the Sprint.

>> e) During Sprint Planning.

51. When a Development Team determines that it 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 Development Team.

b) The Product Owner and all stakeholders.

>> c) The Product Owner and the Development Team.

d) The Scrum Master, project manager and Development Team.

52. In accordance with Scrum theory, how should a group of 100 people be divided into multiple Development Teams?

>> a) Understanding the product, the product vision and the rules of the Scrum framework, the group divides itself into teams.

b) It doesn’t really matter because you can rotate the teams every Sprint to spread knowledge.

c) Check with the allocation department to see who has worked together before and make these the first teams.

d) Create a matrix of skills, seniority, and level of experience to assign people to teams.

53. During a Sprint Retrospective, the Development Team proposes moving the Daily Scrum to only occur on Tuesdays and Thursdays.

Which two are the most appropriate responses for the Scrum Master? (Choose two.)

a) Consider the request and decide on which days the Daily Scrum should occur.

>> b) Coach the team on why the Daily Scrum is important as an opportunity to update the plan.

c) Have the developers vote.

>> d) Learn why the Development Team wants this and work with them to improve the outcome of the Daily Scrum.

e) Acknowledge and support the self-organizing team’s decision.

54. Which statement best describes the Sprint Backlog as outcome of the Sprint Planning?

a) It is a complete list of all work to be done in a Sprint.

b) Every item has a designated owner.

c) Each task is estimated in hours.

>> d) It is the Development Team's plan for the Sprint.

e) It is ordered by the Product Owner.

55. Who determines when it is appropriate to update the Sprint Backlog during a Sprint?

a) The Project Manager.

>> b) The Development Team.

c) The Scrum Team.

d) The Product Owner.

56. Who has the final decision about the order of items in the Product Backlog? (Choose the best answer.)

a) The Stakeholders.

>> b) The Product Owner.

c) The Scrum Team.

d) The Scrum Master.

e) The Developers.

57. When many Development Teams are working on a single product, what best describes the definition of “Done”? (Choose the best answer.)

a) Each Development Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.

b) It depends.

c) Each Development Team uses its own but must make their definition clear to all other teams so the differences are known.

>> d) All Development Teams must have a definition of “Done” that makes their combined work potentially releasable.

58. What is the recommended size for a Scrum Team? (Choose the best answer.)

a) At least 7.

b) 9

>> c) 10 or fewer.

d) 7 plus or minus 3.

59. Every Scrum Team must have a Product Owner and Scrum Master. (Choose the best answer.)

>> a) True. Outcomes affected by their participation and availability.

b) False. A Product Owner can be replaced by a subject matter expert in the Scrum Team.

c) False. A Scrum Master is only required when asked for by the Scrum Team.

d) True. Each must be 100% dedicated to the Scrum Team.

60. Who is accountable for clearly expressing Product Backlog items? (Choose the best answer.)

a) The business analyst who represents the Product Owner.

>> b) The Product Owner.

c) The Scrum Master, or the Scrum Master may have the Developers do it.

d) The Scrum Master.

61. When many Scrum Teams are working on the same product, should all of their increments be integrated every Sprint?

a) Yes, but only for Scrum Teams whose work has dependencies.

>> b) Yes, otherwise the Product Owners (and stakeholders) may not be able to accurately inspect what is done.

c) No, each Scrum Team stands alone.

d) No, that is far too hard and must be done in a hardening Sprint.

62. When can a Development Team cancel a Sprint?

>> a) It can’t. Only Product Owners can cancel Sprints.

b) When functional expectations are not well understood.

c) When the Product Owner is absent too often.

d) When the selected Product Backlog items for the Sprint become unachievable.

e) When a technical dependency cannot be resolved.

63. Which output from Sprint Planning provides the Development Team with a target and overarching direction for the Sprint?

>> a) The Sprint Backlog.

b) The Sprint Goal

c) The release plan.

d) Sprint Review minutes.

64. How should a Development Team deal with non-functional requirements?

>> a) Ensure every Increment meets them.

b) Make sure the release department understands these requirements, but it is not the Development Team’s responsibility.

c) Handle them during the Integration Sprint preceding the Release Sprint.

d) Assign them to the lead developers on the team.

65. When is a Sprint over?

a) When the Product Owner says it is done.

b) When all Product Backlog items meet their definition of “Done”.

c) When all the tasks are completed.

>> d) When the time-box expires.

66. Scrum has a role called “Project Manager”.

a) True

>> b) False

67. What are two good ways for the Development Team to make non-functional requirements visible? (Choose two.)

>> a) Put them on a separate list on the Scrum board, available for all to see.

b) Add them to the Product Backlog and keep the Product Owner posted on the expected effort.

>> c) Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.

>> d) Add them to the definition of “Done” so the work is taken care of every Sprint.

68. How much time is required after a Sprint to prepare for the next Sprint?

a) The break between Sprints is time-boxed to 1 week for 30 day Sprints, and usually less for shorter sprints.

b) Enough time for the requirements for the next Sprint to be determined and documented.

c) Enough time for the Development team to finish the testing from the last Sprint.

>> d) None. A new Sprint starts immediately following the end of the previous Sprint.

e) All of the above are allowed depending on the situation.

69. In the Sprint Planning meeting, the Product Owner and the Development Team were unable to reach a clear understanding about the highest order Product Backlog items. Because of this, the Development Team couldn’t figure out how many Product Backlog items it could forecast for the upcoming Sprint. They were able to agree on a Sprint Goal, however.

Which of the following two actions should the Scrum Master support? (Choose two.)

>> a) Cancel the Sprint. Send the entire team to an advanced Scrum training and then start a new Sprint.

>> b) Forecast the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint.

c) Continue the Sprint Planning meeting past its time-box until an adequate number of Product Backlog items are well enough understood for the Development Team to make a complete forecast. Then start the Sprint.

>> d) Discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.

e) Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

70. Which answer best describes the topics covered in Sprint Planning?

a) What to do and who will do it.

b) How conditions have changed and how the Product Backlog should evolve.

>> c) What can be done and how to do it.

d) What went wrong in the last Sprint and what to do differently this Sprint.

e) Who is on the team and what team member roles will be.

71. Which of the following is required by Scrum? (Choose all that apply.)

>> a) Sprint Retrospective.

b) Members must be stand up at the Daily Scrum.

c) Sprint Burndown Chart.

d) Release planning.

e) All of the above.

72. What is the purpose of a Sprint Review?

a) To take time to judge the validity of the project.

>> b) To inspect the product increment with the stakeholders and collect feedback on next steps.

c) To review the Scrum Team’s activities and processes during the Sprint.

d) To build team sprint.

73. Who determines when it is appropriate to update the Sprint Backlog during a Sprint?

a) The Project Manager.

>> b) The Development Team.

c) The Scrum Team.

d) The Product Owner.

74. Who must attend the Daily Scrum?

a) The Scrum Master and Product Owner.

>> b) The Development Team.

c) The Development Team and Product Owner.

d) The Scrum Team.

e) The Development Team and Scrum Master.

75. When do Development Team members take ownership of a Sprint Backlog item?

a) At the Sprint planning meeting.

b) During the Daily Scrum.

>> c) Never. All Sprint Backlog Items are “owned” by the entire Development Team, even though each one may be done by an individual Development Team member.

d) Whenever a team member can accommodate more work.

76. The purpose of a Sprint is to produce a done Increment of product.

>> a) True

b) False

77. Who creates the definition of “Done”?

a) The Scrum Master as he/she is responsible for the Development Team’s productivity.

b) The Scrum Team, in a collaborative effort where the result is the common denominator of all members’ definition.

c) The Product Owner as he/she is responsible for the product’s success.

>> d) The development organization (or Development Team if none is available from the development organization).

78. Five new Scrum Teams have been created to build one product. A few of the developers on one of the Development Teams ask the Scrum Master how to coordinate their work with the order teams.

What should the Scrum Master do?

a) Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.

>> b) Teach them that it is their responsibility to work with the other teams to create an integrated Increment.

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.

79. Which two things should the Development Team do during the first Sprint? (Choose two.)

>> a) Make up a plan for the rest of the project.

b) Analyze, describe, and document the requirements for the subsequent Sprints.

>> c) Develop at least one piece of functionality.

d) Analyze, design, and describe the complete architecture and infrastructure.

>> e) Create an increment of potentially releasable software.

80. What are three ways Scrum promotes self-organization? (Choose three.)

>> a) By not allowing documentation.

>> b) By the Development Team deciding what work to do in a Sprint.

c) By preventing stakeholders from entering the development room.

>> d) By removing titles for Development Team members.

>> e) By being a lightweight framework.

81. What is the key concern when multiple Development Teams are working from the same Product Backlog?

>> a) Minimizing dependencies between teams.

b) Clear definition of requirements.

c) Meeting original scope projections.

d) Making sure there’s enough work for everyone on every team.

e) Maximizing velocity.

83. Which outcome is expected as Scrum Teams mature?

>> a) They will improve their definition of “Done” to include more stringent criteria.

b) The Sprint Retrospectives will grow to be longer than 4 hours.

c) There is no need for a time-boxed Sprint, since time-boxes are only for new Scrum Teams.

d) Sprint Reviews will no longer be needed.

e) A Scrum Master is no longer needed since they are a mature team now.

84. The Product Owner must release each Increment to production.

>> a) When it makes sense.

b) To make sure the Development Team is done every Sprint.

c) Whenever the product is free of defects.

d) Without exception.

85. A properly functioning Scrum Team will have at least one Release Sprint and may well have several.

a) True

>> b) False

86. Scrum is a methodology that tells in detail how to build software incrementally.

a) True

>> b) False

87. For which is the Scrum Master responsible?

a) Managing the performance of the Scrum Team.

b) The meetings and the objectives that a Scrum Team sets for itself.

>> c) The Scrum framework being adopted and used properly.

d) Keeping track of resource allocation.

88. A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won’t be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help.

What would be good advice to give the Product Owner?

>> a) Remind the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.

b) Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.

c) Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.

89. As the Sprint Planning meeting progresses, the Development Team sees that the workload is greater than they can handle.

Which two are valid actions? (Choose two.)

>> a) Recruit additional Development Team members before the work can begin.

>> b) The Development Team ensures that the Product Owner is aware, starts the Sprint, and monitors progress.

Cancel the Sprint.

>> c) Remove or change selected Product Backlog items.

d) The Development Team works overtime during this Sprint.

90. Currently, your Development Teams are organized to address a single layer only (for example, front end, middle tier, back end, and interfaces).

What are three things to consider when deciding to move away from such component teams toward feature teams? (Choose three.)

>> a) You cannot do Scrum without feature teams.

>> b) Productivity may suffer when making this kind of move.

>> c) Getting support from the business side first helps.

>> d) Feature teams have less communication overhead.

e) With feature teams, it is easier to calculate the productivity per team.

91. During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?

a) When the Product Owner identifies new work.

>> b) As soon as possible after they are identified.

c) When the Scrum Master has time to enter them.

d) During the Daily Scrum after the Development Team approves them.

92. What it the main reason for the Scrum Master to be at the Daily Scrum?

a) To gather status and progress information to report to management.

b) To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burn-down.

>> c) He or she does not have to be there; he or she only has to ensure the Development Team has a Daily Scrum.

d) To make sure every team member answers the three questions.

93. You have six teams using a traditional method to deliver a product. Your management has asked you to start using Scrum. In the initial project there were separate plans and teams for the layers of a software system, i.e. one for the front-end, one for the middle tier, one for the back-end, and one for the interfaces and services. This resembles what is known as component teams. But you have read that it’s a good idea to have teams organized by feature.

What are the advantages of keeping component teams while starting Scrum?

>> a) There’s less initial disruption than organizing into new teams. As they start, they will discover what works best, and how to potentially re-organize towards this.

b) Component teams generally have the skills needed to create a working Increment of software that provides business value.

c) Because they have worked together for some time, they are likely able to start producing shippable Increments faster that new feature teams would.

d) There are fewer cross-team dependencies than working in feature teams.

94. How should Product Backlog items be chosen when multiple Scrum Teams work from the same Product Backlog?

a) The Scrum Team with the highest velocity pulls Product Backlog items first.

>> b) The Development Teams pull in work in agreement with the Product Owner.

c) The Product Owner should provide each team with its own Product Backlog.

d) Each Scrum Team takes an equal numbers of items.

e) The Product Owner decides.

95. How often should Development Team membership change?

>> a) As needed, while taking into account a short term reduction in productivity.

b) Never, because it reduces productivity.

c) As needed, with no special allowance for changes in productivity.

d) Every Sprint to promote shared learning.

96. Who should make sure everyone on the Development Team does his or her tasks for the Sprint?

a) The Project Manager.

b) The Product Owner.

c) The Scrum Master.

>> d) The Development Team.

e) All of the above.

97. When is it most appropriate for a Development Team to change the definition of “Done”?

a) During Spring Planning.

b) Prior to starting a new Sprint.

>> c) During the Sprint Retrospective.

d) Prior to starting a new project.

98. The Daily Scrum is an event that happens every day.

What would be three key concerns if the frequency were to be lowered to every two or three days? (Choose three.)

A) The Scrum Master loses the ability to update the Gantt Chart properly.

>> B) The Sprint Plan may become inaccurate.

>> C) Too much work is spent updating the Scrum board before the meeting.

>> D) The Product Owner cannot accurately report progress to the stakeholders.

>> E) Impediments are raised and resolved more slowly.

>> F) Opportunities to inspect and adapt the Sprint Backlog are lost.

99. Which statement best describes Scrum?

a) A defined and predictive process that confirms to the principles of Scientific Management.

b) A complete methodology that defines how to develop software.

c) A cookbook that defines best practices for software development.

>> d) A framework within which complex products in complex environments are developed.

100. Which Scrum Values are exhibited by not building Product Backlog items that have low business value? (Choose three.)

>> a) Economic Value Added.

>> b) Respect.

>> c) Focus.

d) Earned Value.

>> e) Courage.

101. Who creates a Product Backlog Item’s estimate?

>> a) The Development Team after clarifying requirements with the Product Owner.

b) The Product Owner with input from the Development Team.

c) The most senior people in the organization, including architects and subject matter experts.

d) The Scrum Master.

e) The Development Team, alone.

102. Who starts the Daily Scrum?

a) The person coming in last. This encourages people to be on time and helps to stay within the time-box.

>> b) Whoever the Development Team decides should start.

c) The person who has the token.

d) The Scrum Master. This ensures that the Development Team has the meeting and stays within the time-box.

e) The person who last broke the build.

103. You are the Scrum Master on a newly formed Scrum Team.

Which three of the following activities would probably help the team in starting up? (Choose three.)

>> a) Introduce a bonus system for the top performers in the team.

>> b) Have the Scrum Team members introduce themselves to each other and give a brief background of their skills and work history.

c) Have the development managers for each Development Team member introduce their direct reports and go over their responsibilities on the Scrum Team.

d) Ensure the Scrum Team members have compatible personalities.

>> e) Ensure the team understands they need a definition of “Done”.

>> f) Ask the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions.

104. A Development Team selects a set of Product Backlog items for a Sprint Backlog with the intent to get the selected items “Done” by the end of the Sprint.

Which three phrases best describe the purpose of a definition of “Done”? (Choose three.)

>> a) It controls whether the developers have performed their tasks.

b) It provides a template for elements that need to be included in the technical documentation.

>> c) It creates transparency over the work inspected at the Sprint Review.

d) It trucks the percent completeness of a Product Backlog item.

>> e) It guides the Development Team is creating a forecast at the Sprint Planning.

>> f) It defines what it takes for an Increment to be ready for release.

105. Select two ways in which technical debt impacts transparency. (Choose two.)

>> a) It leads to false assumptions about the current state of the system, specifically of an Increment being releasable at the end of a Sprint.

>> b) As development progresses and code is added, the system becomes more difficult to stabilize, which results in future work being slowed down in unpredictable ways.

c) It enhances transparency for the Product Owner as a Development Team is not allowed to do additional feature development in a Sprint as long as there is technical debt.

>> d) When calculated and estimated, the total amount of technical debt shows exactly how long until the Product Owner can release the Increment.

106. Which of these may a Development Team deliver at the end of a Sprint?

a) Failing unit tests, to identify acceptance tests for the next Sprint.

b) An increment of software with minor known bugs in it.

>> c) An increment of working software that is “done”.

d) A single document, if that is what the Scrum Master asked for.

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

a) Just enough tasks for the Scrum Master to be confident in the Development Team’s understanding of the Sprint.

>> b) The entire Sprint Backlog must be identified and estimated by the end of the Sprint Planning meeting.

c) Enough so the Development Team can create its best forecast of what is can do, and to start the first several days of the Sprint.

d) Just enough to understand design and architectural implications.

108. Who is responsible for managing the progress of work during a Sprint?

a) The Scrum Master.

>> b) The Development Team.

c) The Product Owner.

d) The most junior member of the Team.

109. A Development Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what “Done” means. (Choose two.)

>> a) All work the Development Team is willing to do.

b) Ready for integration.

>> c) No work left from the definition of “Done”.

d) Whatever the Product Owner defines as quality.

>> e) All work to create software that is ready to be released to end users.

110. What two factors are best considered when establishing the Sprint length? (Choose two.)

>> a) The organization has mandated similar length sprints.

>> b) The level of uncertainty over the technology to be used.

c) The frequency at which team formation can be changed.

>> d) The risk of being disconnected from the stakeholders.

Bài 11: SCRUM MASTER-SCRUM TEAM

1. The typical size of a Scrum Team is:

a) 3 - 9

b) 5 - 11

c) 9

>> d) 10 or lesser

2. The following is accountable for maximizing the value of the product resulting from the work of the Scrum Team:

a) Developers

>> b) Product Owner

c) Scrum Master

d) Scrum Team

3. Product Backlog Items (User Stories) can be written by:

a) Product Owner

b) Scrum Master

c) Developers

>> d) Any of the above

4. Developers plan their own work. However, the following also has the right to tell them how to convert Product Backlog Items into an Increment:

a) Scrum Master

b) Project Manager

c) Customer

>> d) None of the above

5. When the Sales department Vice President asks the Developers to add a new urgent item to the ongoing Sprint:

a) The Developers should immediately add to the current Sprint Backlog.

>> b) The Developers should suggest to contact the Product Owner.

c) The Scrum Master should suggest the Developers to take up in the next Sprint.

d) The Developers should cancel the ongoing Sprint, and take up the new item in the next Sprint immediately.

6. Product Owner can compromise one of the following characteristics under certain given circumstances:

a) Authority

b) Knowledge

c) Availability

>> d) None of the above

7. Whose responsibility is to track the progress of the Sprint?

>> a) Developers.

b) Scrum Master.

c) Product Owner.

d) Scrum Team.

8. A cross-functional set of Developers means:

>> a) The team, as a whole, has all the required skills to create the Increment.

b) The team has only specialized members with individuals having unique skills.

c) Every team member is proficient in every skill that is required to create the Increment.

d) The team has all the business and technical skills for testing the release Increment.

9. The following is true for Developers:

a) Create a plan for the Sprint.

b) Adapt their plan each day toward the Sprint Goal.

c) Hold each other accountable as professionals.

>> d) All of the above.

10. The following accountability doesn't exist in Scrum:

a) Developers

b) Product Owner

>> c) Project Owner

d) Scrum Master

11. The following makes release decisions and release tracking:

a) Developers

>> b) Product Owner

c) Release Engineer

d) Scrum Master

12. The following best describes a Product Owner's accountability:

a) Direct the Developers to make a Sprint Backlog.

b) Delegate Product Backlog prioritization to Scrum Master and Developers.

c) Keep stakeholders away from distracting the Developers.

>> d) Maximize the value of the product resulting from the work of the Scrum Team.

Bài 12: SCRUM MASTER-SCRUM ARTIFACTS

1. An Increment is:

a) The user interface of a product.

>> b) Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together.

c) An elapsed time that the Scrum Team spends on creating the product.

d) That satisfies the end User.

2. The following statements are true about a Product Backlog:

a) Only Product Owner can write and prioritize Product Backlog items.

b) Only Product Owner and Users can write Product Backlog items, and Product Owner will prioritize Product Backlog items.

c) Only Product Owner, Scrum Master and Users can write Product Backlog items, and Product Owner will prioritize Product Backlog items.

>> d) Anyone can write Product Backlog items, and the Product Owner has the authority to prioritize.

3. \_\_\_\_\_\_ are present in the Sprint Backlog and are normally estimated in hours.

a) Stories.

b) User cases.

c) Features.

>> d) Tasks.

4. The following is true regarding Definition of Done:

a) A formal description of the state of the Increment when it meets the quality measures.

b) Creates transparency by providing everyone a shared understanding.

c) Developers are required to conform to the Definition of Done.

>> d) All of the above.

5. The Product Backlog is usually ordered by:

a) Ordered by Risk. Low risk items to be on top and high risk items at the bottom.

b) Ordered by complexity. Less complex items are on top and high complex items at the bottom.

c) Effort estimation.

>> d) Business Value.

6. Product Backlog can be modified during:

a) During Product Backlog Refinement.

b) During Sprint Review.

c) During market adjustments.

>> d) All of the above.

7. A Sprint Backlog's plan can be adjusted:

a) As and when a Developers want to work on an interesting user story.

b) Only during the first half of the Sprint.

>> c) As long as the Sprint Goal is intact.

d) Only during the Sprint Planning meeting.

8. When should an Increment(s) be released?

a) When the Developers determine that the Increment is done.

b) When the Product Owner determines that the Increment is done.

>> c) When the Product Owner determines the Increment provides value to business users.

d) When the Scrum Master says there are no impediments for the product release.

9. Who can modify the Sprint Backlog - Plan?

>> a) Developers only.

b) Developers and Product Owner.

c) Developers and Scrum Master.

d) Scrum Team.

10. The following Scrum artifacts evolve during the course of time:

a) Product Backlog.

b) Sprint Backlog.

>> c) Both.

d) None of the above.

11. A Product Increment must be:

a) End to end system.

>> b) Usable.

c) Detailed enough to understand users.

d) Partial system that can store user data.

12. The following serves as a commitment to measure progress:

a) For the Product Backlog it is the Product Goal.

b) For the Sprint Backlog it is the Sprint Goal.

c) For the Increment it is the Definition of Done.

>> d) All of the above.

Bài 13: SCRUM MASTER-SCRUM EVENTS!

1. A primary presenter at the Sprint Review:

a) Developers.

b) Scrum Master.

>> c) Product Owner.

d) Users asking questions and giving feedback.

2. Who can attend Daily Scrum?

a) Only Developers.

b) Developers and Scrum Master.

c) Developers, Scrum Master, Product Owner.

>> d) Anyone can attend Daily Scrum.

3. When can a Sprint be cancelled?

a) When the Product Owner identifies new requirements.

>> b) When the Sprint Goal becomes obsolete.

c) When the Developers realise they cannot complete the forecasted work.

d) When new users pressurize to start a new Sprint.

4. A Sprint's maximum duration is:

a) 2 weeks.

b) 4 weeks.

>> c) Not more than 1 calendar month.

d) Whatever the Product Owner deems appropriate.

5. The 5th event in Scrum is:

a) Sprint Retrospective.

b) Product Backlog Refinement.

>> c) Sprint. It is a container event.

d) Sprint Planning.

6. The subject matter experts (SMEs) invited for a Sprint Planning session are determined by:

>> a) Scrum Team.

b) Product Owner.

c) Scrum Master.

d) Senior stakeholders.

7. At a Sprint Retrospective, a Scrum Master MUST:

a) Ensure the event takes place.

b) Facilitate and Timebox the Sprint Retrospective.

c) Ensure everyone understands that the purpose is to plan ways to increase quality and effectiveness.

>> d) All of the above.

8. It is best to do Product Backlog estimation during:

a) Sprint Planning

b) Sprint Retrospective.

>> c) Product Backlog Refinement.

d) Scrum doesn't mandate estimation, so it is best avoided.

9. A Sprint Review is the first opportunity for the Product Owner to see the working product Increment.

a) True.

>> b) False.

10. The best length of a Sprint in Scrum is:

a) One week.

>> b) There is no ideal Sprint length. It depends on various constraints and can vary.

c) Two weeks.

d) One month.

11. During a Sprint, the Developers realized that they cannot complete the work selected for the Sprint. Who should review and adjust the work selected?

a) Scrum Team.

>> b) Developers and Product Owner.

c) Developers and Scrum Master.

d) Product Owner and Scrum Master.

12. A new Sprint begins when:

>> a) Immediately after the prior Sprint has concluded.

b) After the Sprint Planning has been completed.

c) Next Monday.

d) Only after the prior Sprint work has been completed.

Bài 14: SCRUM MASTER-SCRUM MASTER

1. The following is the organisational change agent:

>> a) Scrum Master.

b) Product Owner.

c) Every Developer.

d) Vice President.

2. True Leadership means:

a) Service the Developers Team with whatever logistics and infrastructure are needed.

b) Make decisions on behalf of the Developers.

c) Serve the leaders of the organization, and providing them with the status of the work done by the Developers.

>> d) Display contextual leadership - help Developers to make decisions and/or help organization in its Scrum adoption.

3. Which of the following is NOT a Scrum Master responsibility?

a) Socializing Scrum throughout the organization.

b) Empowering the team.

>> c) Establish priorities together with the Product Owner for Product Backlog Items.

d) Preventing Senior Management from shifting the team priorities.

4. As per Scrum, a Scrum Master should work:

a) With only one Scrum Team.

b) With upto five Scrum Teams.

c) With upto ten Scrum Teams.

>> d) No specific guidance by Scrum. A Scrum Master may work with few Scrum teams, but convey to the management that the focus will be divided, hence loss of productivity.

5. As far as the responsibility for a Daily Scrum is concerned, a Scrum Master MUST:

>> a) Ensure that the Developers have the Daily Scrum.

b) Facilitate the Daily Scrum.

c) Timebox the Daily Scrum everyday.

d) All of the above.

6. A great Scrum Master:

a) Resolves all the impediments faced by the Developers.

b) Acts as a bridge between the Product Owner and the Developers.

>> c) Knows when to step-in a situation, when to step-back and lets the Developers organize themselves.

d) Conducts all Scrum events within the timebox.

7. The following are responsibilities of a Scrum Master:

a) Facilitate events.

b) Resolve conflicts.

c) Help Developers in decision making.

>> d) All of the above.

8. A traditional project manager can transform into a Scrum Master as long as:

>> a) True Leadership attitude can be cultivated.

b) Able to make decisions on behalf of the Developers.

c) Able to estimate the work items in discussion with a Scrum Product Owner.

d) Collaborate by continuing to command and control over team members.

9. The following are mandatory skills for a Scrum Master:

a) Project management.

>> b) Systems thinking.

c) Technical skills.

d) Estimation techniques.

10. A Scrum Master must perform the following at an organization level:

a) Plan and implement Scrum adoption.

b) Teach Scrum to Scrum Teams and other Scrum Masters.

c) Mentor and Coach everyone in the organization.

>> d) All of the above.

11. A Scrum Master at a Sprint Planning event must:

a) Select work to be done by the Developers during the Sprint.

b) Re-order the priority of the Product Backlog Items on behalf of the Product Owner.

c) Estimate the work so that it is easy for the Developers to forecast the Sprint's work.

>> d) None of the above.

12. The following is true for a Scrum Master:

a) Scrum Master must have the technical skills.

>> b) It is not necessary for the Scrum Master to have the technical skills.

c) Scrum mandates for Scrum Master to have the technical skills.

d) Scrum mandates that Scrum Master must not have technical skills.

Bài 15: SCRUM MASTER-SCRUM VALUES!

1. The following is NOT a Scrum Value:

a) Focus

b) Openness

c) Respect

>> d) Co-ordination

2. A Developer works on multiple tasks at the same time. The following value is missing:

>> a) Focus

b) Openness

c) Courage

d) Respect

3. A Scrum Master encourages Developers to try new and innovative experiments to improve productivity. (S)He displays the following value:

a) Focus

b) Openness

>> c) Courage

d) Respect

4. A customer mandates the team to do Scrum. However she makes it clear that she is available for the review meetings once every 3 months.The following value is missing:

a) Focus

b) Openness

c) Courage

>> d) Commitment

5. A Scrum Team lives all the Scrum values, and also understands that the values are strongly inter-laced with each other and that each cannot be displayed in isolation.While displaying the Scrum values, they build the following that can help them succeed in the longer run:

a) Honesty

>> b) Trust

c) Integrity

d) Unity

6. When there are multiple Product Owners in one Scrum Team, the following Scrum value may be compromised for the Developers:

>> a) Focus

b) Openness

c) Courage

d) Respect

Bài 16 SCRUM MASTER-SCRUM THEORY!

1. Empiricism is NOT:

>> a) Defined process with a sequence of steps.

b) Knowledge to make a decision comes from experience and observation of prior iterations.

c) Decision making is based on past experience.

d) Evidence based rather than theory or pure logic.

2. Scrum can be applied to:

a) Software products only.

b) Software and Hardware projects only.

c) Software and Hardware but development projects only.

>> d) Any complex domain where the problem and solution are not clearly defined upfront.

3. The three pillars of Empiricism are:

a) Planning, Measurement and Decision Making.

b) Transparency, Iteration and Sprints.

>> c) Transparency, Inspection and Adaptation.

d) Focus, Inspection and Adaptation.

4. Scrum is about:

a) Incremental only.

b) Iterative only.

>> c) Incremental and Iterative.

d) Neither Incremental Nor Iterative.

5. A common language referring to the process or product must be shared by all participants. This promotes:

a) Transparency.

b) Inspection.

c) Adaptation.

d) Team bonding.

Bài 17: SCRUM MASTER-AGILE MANIFESTO

1. The following is NOT amongst the Agile manifesto values:

a) We respond to change rather than only following a plan.

>> b) Working Product has lesser value than detailed documentation.

c) Individuals are more important than processes.

d) Customer collaboration is more valuable than contract negotiation.

2. Planning is EVERYTHING. Plans are NOTHING.

>> a) True

b) False

3. The following should work together daily throughout the project:

>> a) Business People and Developers.

b) Stakeholders and Users.

c) Developers and Testers.

d) Developers and Managers.

4. The following helps the teams to pause at regular intervals, reflect on their own behavior and move forward:

>> a) Team Retrospectives

b) Project Status Meetings

c) Onsite-Offshore Calls

d) Daily Scrum Meetings

5. Agile is a:

a) Process.

b) Framework.

c) Methodology.

>> d) Mindset.

Bài 18: PRODUCT OWNER-SCRUM FOUNDATIONS!

1. The following is amongst the Agile manifesto principles:

a) Teams to maintain a sustainable pace.

b) Business teams and developer teams work together regularly.

c) Deliver working products early and frequently

>> d) All of the above.

2. Scrum Framework is built on:

>> a) Empiricism

b) Optimism

c) Trust

d) Visual thinking

3. The following connects teams and users in Scrum:

a) Scrum Master

>> b) Product Owner

c) Project Manager

d) Any of the above

4. The following Scrum Event helps to inspect and adapt, and act upon feedback:

 Daily Scrum

 Sprint Review

 Sprint Retrospective

 All of the above.

5. There are 3 artifacts in Scrum. Product Backlog, Sprint Backlog and \_\_\_\_\_.

>> a) Increment.

b) Release Plan.

c) Product.

d) Definition of Done.

6. The following is an agreement amongst the Scrum Team. Serves as a checklist before showcasing in a Sprint Review.

a) Acceptance Criteria

b) User Stories

>> c) Definition of Done.

d) All of the above

Bài 19: PRODUCT OWNER-PO CORE COMPETENCIES

1. The following characteristic of a Product Owner helps to make timely decisions and promotes ownership of the product:

a) Knowledge

>> b) Authority

c) Availability

d) All of the above

2. When a Developer needs a clarification on a product requirement:

>> a) Developer can talk to the Product Owner directly.

b) Scrum Master must talk to Product Owner to seek clarifications, and then clarify to the Developer.

c) Developer must send an email to Product Owner copying the Scrum Master.

d) Developer must ask the question to the Product Owner in a Daily Scrum.

3. A great Product Owner will:

a) Make own decisions, then inform to Developers and stakeholders.

b) Engage stakeholders first, get approvals and then involve Developers for implementation.

c) Engage Developers first, get the work done and then involve stakeholders for feedback.

>> d) Engage Developers and stakeholders as early as possible.

4. How many teams a Product Owner must work with?

a) Maximum one Scrum Team.

b) Maximum three Scrum Teams.

>> c) Depends on how many a product needs, and how many a Product Owner can work with collaboratively and without compromising availability to each Scrum Team.

d) There is no limitation in Scrum. Hence as many Scrum Teams as possible to get the best value.

5. A Product Owner's business knowledge should be:

>> a) As much as to understand the product domain, users, market dynamics etc.

b) Not required because SMEs will fill the gap when needed.

c) Not required. Developers and Scrum Masters should be anyways having the business knowledge.

d) Not required because that accountability will be fulfilled by a Business Analyst.

Bài 20: PRODUCT OWNER-PURPOSE & STRATEGY

1. The following is the right order during a product development journey:

a) Product Vision, Product Roadmap, Product Strategy, Product Backlog.

b) Product Vision, Product Backlog., Product Roadmap, Product Strategy.

c) Product Vision, Product Strategy, Product Backlog, Product Roadmap.

>> d) Product Vision, Product Strategy, Product Roadmap, Product Backlog.

2. A product vision is:

a) A Product Owner's unanimous understanding of a Product.

>> b) A purpose why a product exists.

c) A detailed plan on how a product evolves.

d) A plan how the purpose is achieved.

3. Release planning is prescribed by Scrum:

a) True

>> b) False

4. Good practice(s) while creating a product vision:

a) Keep the product vision short, clear and inspiring.

b) Focus on value for customers and users, not on technology.

c) Don't believe your idea is the best idea ever.

>> d) Develop your vision iteratively and incrementally.

5. Release planning can be done during:

a) Sprint Planning.

b) Sprint Review.

>> c) Product Backlog Refinement.

d) Sprint Retrospective.

Bài 21: PRODUCT OWNER-CUSTOMERS & USERS

1. A good Product Owner uses the following opportunity(ies) to connect Developers and Customers:

a) Job shadowing.

b) Simulating customer experience.

c) Sprint Reviews.

>> d) All the above.

2. A technique used in user-centered interaction design to evaluate a product by testing it on users:

a) Customer observation.

>> b) Usability testing.

c) User acceptance testing.

d) Product Backlog Refinement.

3. A benefit of connecting Developers and Users:

a) Developers know how the users look like.

b) Users know who is creating the product.

>> c) Early understanding of what the users need, reduces gaps in understanding.

d) Product Owner's effort is reduced by connecting both the sides and allowing them to work themselves.

4. Following are few ways to understand user behavior, user preferences, market dynamics etc.

a) User Personas.

b) User segmentation.

c) User interviews.

>> d) All of the above.

5. Chasm in Product lifecycle means:

>> a) The gap between early adopters and early majority in product adoption.

b) The time taken to develop the initial product.

c) The effort required for an organization to launch the first version.

d) The number of early adopters of the product.

Bài 22: PRODUCT OWNER-PRODUCT ASSUMPTIONS

1. Scrum provides the following ways to validate product assumptions made by a Product Owner and stakeholders:

a) Sprint Reviews

b) Short and releaseable product Increments.

>> c) Both A and B

d) None of the above.

2. Validation is the process of testing and verifying the product idea prior to launching the product. Product Owner can use the following validation:

a) Proof of Concept or Prototyping.

b) Direct user observation.

c) A/B Testing.

>> d) All of the above.

3. The following technique is used by Product Owners to understand user behavior and culture, lives amongst the users for several weeks to a few years to get real-time information:

>> a) Ethnographic Research.

b) User observation.

c) User interviews.

d) Invite users to Sprint Reviews without fail.

4. After the product development commences, the following Scrum artifact helps to showcase to users and validate assumptions:

a) Product Backlog.

>> b) Increment.

c) Sprint Backlog.

d) User Stories.

5. User Personas are:

>> a) Fictitious characters used to envisage the end-user behaviour.

b) Real characters who demanded a certain product behaviour.

c) User personalities who must be invited for the Sprint Reviews.

d) Stakeholders who provide the budget for the product development.

6. A/B Testing means:

a) Alpha and Beta Testing.

b) Acceptance and Bucket Testing.

>> c) A randomized experiment with two variants. Compare the two variants to figure out the better performing variant.

d) No such testing exists.

Bài 23: PRODUCT OWNER-PRODUCT BACKLOG

1. The attributes of a Product Backlog Item are:

a) Description

b) Order

c) Size

>> d) All of the above.

2. Product Roadmap and Product Backlog are prioritized based on the following in the given order:

>> a) Customer needs, Business value, Competition, Partners

b) Business value, Customer needs, Competition, Partners

c) Competition, Customer needs, Business value, Partners

d) Partners, Customer needs, Business value, Competition

3. The following is an example of Value:

a) Return on Investment.

b) New registrations on a travel website.

c) Customer satisfaction score.

>> d) All of the above.

4. Product Backlog Refinement is an activity in Scrum where:

a) Product Backlog Items are created, removed or modified.

b) Estimations are made.

c) Business Value is re-evaluated, and Product Backlog Items are re-ordered.

>> d) All of the above.

5. Any new idea or a new Product Backlog Item is:

a) Added to the Product Backlog.

>> b) Added to the Product Backlog.

c) Rejected by the Product Owner because it disturbs the product goal.

d) Accepted into the ongoing Sprint because it adds business value.

6. The following Scrum artifact is modified during: Sprint Review, Product Backlog Refinement, Stakeholder discussions, User feedback:

>> a) Product Backlog.

b) Sprint Backlog.

c) Increment.

d) Any of the above can be modified at any time.

7. Product Backlog is prioritized by the following accountability in Scrum:

a) Developers

>> b) Product Owner

c) Scrum Owner

d) Scrum Master

8. Product Backlog is updated:

a) Every day

b) When the users ask the Scrum Team to update.

>> c) As and when a change occurs.

d) Never updated after created initially.

9. A Product Backlog Item is:

a) User requirement

b) Product Feature

c) System Enhancement

>> d) All of the above

10. Product Backlog Refinement focuses on:

a) Current Sprint's work

b) Next 6 months' work

>> c) Next few Sprints' work

d) All of the above.

Bài 24: AGILE COACHING-FRAMEWORKS

1. Following are examples of Agile frameworks, along with Scrum:

a) Kanban

b) Feature Driven Development (FDD)

c) Crystal

>> d) All of the above.

2. Scrum works best in the following domain:

a) Simple

>> b) Complex domain where both the problem and solution are not defined clearly upfront.

c) Chaos

d) Any domain

3. What should be discussed in a Sprint Review?

a) How Scrum helped in Product development, processes and best practices

>> b) Progress of Increment and overall progress of the product.

c) Both A and B

d) Neither A nor B

4. Following is an Agile principle:

>> a) Deliver work early and frequently.

b) Make upfront plan, design, develop and deliver as per the plan.

c) Collect requirements initially and then start working.

d) Finalize requirements and solution as soon as the contract is signed.

5. A Developer has a general concern about psychological safety within the team meetings. They must be encourage to:

>> a) Discuss openly in Sprint Retrospectives.

b) Discuss with Scrum Master in private, and request not to divulge details.

c) Discuss with customer and request to intervene.

d) Not express to anyone as it may cause safety issues.

6. The following Scrum accountability creates and communicates a Product Goal:

a) Developers

>> b) Product Owner

c) Stakeholders

d) Scrum Master

7. Scrum Guide says: Scrum Team must fulfill (or abandon) one Product Goal before taking on the next. This improves:

>> a) Focus

b) Openness

c) Courage

d) Respect

8. Kanban is based on below concepts:

a) Limit Work in Progress

b) A Visual representation of work

>> c) Both of the above

d) None of the above

9. Extreme Programming suggested the following for collaboration, transparency and quick learning:

>> a) Pair Programming

b) Sprints

c) Simplest Design

d) Avoid Waste

10. The following is NOT an artifact in Scrum:

a) Product Backlog

b) Sprint Backlog

c) Increment

>> d) Definition of Done

Bài 25: AGILE COACHING - FACILITATION

1. Facilitation means:

a) Make decisions in the meetings.

b) Arrange team logistics such as meeting rooms and conference equipment.

>> c) Help teams to make decisions.

d) Invite Developers and Product Owner to meetings.

2. Following is a facilitation technique:

a) Dot Voting

b) Thumb Voting

c) Fist of Five

>> d) All of the above.

3. A facilitator sets the ground rules and the context:

>> a) True

b) False

4. The following is a thought process or method used to generate creative ideas by exploring many possible solutions:

>> a) Divergent thinking.

b) Convergent thinking.

c) Upfront thinking.

d) Lateral thinking.

5. The following is not part of Facilitation:

a) Paraphrasing.

>> b) Suggesting.

c) Clarifying.

d) Repeating as-is.

Bài 26: AGILE COACHING - COACHING

1. Identifying problems, providing suggestions is a:

a) Coaching approach

b) Mentoring approach

c) Project Management

>> d) Consulting approach

2. Scrum Master is the coach for the Scrum team.

>> a) True

b) False

3. Following are behaviours a coach must develop:

a) Listen

b) Empathize

c) Motivate

>> d) All of the above

4. Following are different levels in listening:

a) Level I—Internal Listening: focus on me, my thoughts, my judgments, my feelings, my conclusions about myself and others.

b) Level II—Focused Listening: a sharp focus on the other person's posture, words etc.

c) Level III—Global Listening: includes everything one can observe with senses: what can be seen, heard, smelt and felt.

>> d) All of the above

5. Open-ended questions are Powerful questions, that can take coaching conversations deeper:

>> a) Yes

b) No

6. Imagining one's own self in others' situations is called:

a) Listening

>> b) Empathize

c) Motivating

d) Respecting

7. A coach's responsibility is:

a) Resolve team's conflicts in a timely manner.

b) Help teams to acknowledge that conflicts exist.

c) Help teams identify ways to live with the conflicts.

>> d) All of the above.

8. A coach's improvement journey can be:

a) Frequently and honestly assess your coaching abilities.

b) Constantly reach for the next level of mastery.

>> c) Both of the above.

d) None of the above.

9. Shu-Ha-Ri is:

a) A Japanese martial art concept that is used to describe the stages of learning to mastery.

>> b) A primitive world hunting technique.

c) A modern world experiementing technique.

d) An Agile framework.

10. Sprint delivery responsibility in Scrum is the accountability of:

a) Agile Coach

>> b) Developers

c) Product Owner

d) Scrum Master

Bài 27: LEADING SAFE - BUSINESS AGILITY

1. Scaled Agile is the provider of \_\_\_\_\_\_, which is the world’s leading framework for scaling Agile across the enterprise?

a) Disciplined Agile Delivery (DAD)

b) Large Scale Scrum (LeSS)

>> c) SAFe

d) Nexus

2. A dual operating system offers which of the following along with innovation to drive towards Business Agility?

>> a) Efficiency and Stability

b) Time Management

c) Business Value

d) Responsiveness

3. Which of the following is not a direct business benefit of SAFe?

a) Quality

b) Productivity

c) Time to Market

>> d) Process Optimization

4. T or F: Essential, Large Solution, Portfolio, and Full are the four SAFe configurations

>> a) True

b) False

c) Both True and False

d) None of the above

5. Who is the creator of SAFe?

a) Jeff Sutherland

>> b) Dean Leffingwell

c) John Kotter

d) Ward Cunningham

6. How many core competencies have been defined in SAFe?

>> a) 7

b) 6

c) 5

d) 8

7. Which of the following is one of the seven core competencies of Business Agility?

a) Continuous Learning Culture

b) Organizational Agility

c) Lean Portfolio Management

>> d) All of the above

8. Which of the following is not an element of leading by example for lean-agile leader?

a) Decentralized decision-making

b) Lifelong learning

>> c) Enforcing practices

d) Growing others

Bài 28: LEADING SAFE-LEAN - AGILE LEADERSHIP

1. Which of the following is not a core value in SAFe?

a) Alignment

b) Program Execution

>> c) PI Planning

d) Built in quality

2. What are the foundation and goal of the SAFe House of Lean?

>> a) Leadership, Value

b) Leadership, relentless improvement

c) Value, Innovation

d) Built In Quality, Value

3. Features are stuck in testing. Which tower in House of Lean must be attended to?

a) Respect for People and culture

>> b) Flow

c) Innovation

d) Relentless improvement

4. Which of the following is a direct benefit of reducing batch size?

a) Increased cycle time

b) Delayed feedback

c) Increased rework

>> d) Increased predictability

5. Which of the following is a value from the Agile Manifesto?

a) Working software over processes and tools

>> b) Working software over comprehensive documentation

c) Working software over contract negotiations

d) Working software over following a plan

6. Time lapsed from order to delivery is?

a) Process Time

b) Cycle Time

c) Order Time

>> d) Lead Time

7. What should the leaders focus on in order to optimize flow?

a) Sunk costs

>> b) Delays

c) Requests

d) None of the above

8. Which of the following statements is a principle from the Agile Manifesto?

a) Respect for people and culture

b) Limit work in process

>> c) Working software is the primary measure of progress

d) Build incrementally with fast, integrated learning cycles

Bài 29: LEADING SAFE -TEAM & TECHNICAL AGILITY

1. Optimizing flow means identifying what?

>> a) Delays

b) Key Performance Indicators

c) Predictability issues of the train

d) Activities that lack innovation

2. Which of the following is one responsibility of a Scrum Master?

a) Develop code

>> b) Facilitate the daily stand-up

c) Provide status updates

d) Write user stories

3. The Agile Release Train uses which type of teams to get work done?

a) Application teams

>> b) Cross-functional teams

c) Separate Dev and Test teams

d) Specialty teams

4. What role provides architectural guidance for an ART?

a) Business Owner

b) Product Manager

c) Release Train Engineer

>> d) System Architect

5. Which statement fits with the SAFe Core Value of Built-in Quality?

a) Quality is not part of the SAFe Core Values

>> b) You cannot scale crappy code

c) Quality depends on the project scale and should be top down

d) Quality should only be worked on during the IP Iteration

6. If small batches go through the system faster with lower variability, then which statement is true about batch size?

>> a) Severe project slippage is the most likely result of large batches

b) Batch sizes cannot influence behavior

c) Good infrastructure enables large batches

d) Low utilization increases variability

7. What is an example of applying cadence and synchronization in SAFe?

a) Using a Portfolio Kanban System

>> b) Conducting a PI Planning Meeting

c) Allocating budgets to Agile Release Trains

d) Creating cross-functional teams

Bài 30: LEADING SAFE - AGILE PRODUCT DELIVERY

1. Who provides Business Value points during PI planning?

>> a) Business Owners

b) RTE

c) Product Management

d) POs

2. How is spike referred in SAFe?

a) PoC

b) Infrastructure enabler

c) Investigation

>> d) Exploration enabler

3. What does 'Accept' mean in ROAM?

a) Someone takes responsibility to look into it

b) Alternate options have been worked out

>> c) Nothing can be done

d) Risk is no longer valid

4. MVPs are used to evaluate Epic hypothesis

>> a) True

b) False

c) Both True and False

d) None of the above

5. Which is the design thinking technique employed to identify with customers?

a) Personas

b) Gemba

c) Customer profiling

>> d) Empathy maps

6. If a program shows separate feature branches in a System Demo, which practice should be reviewed to address the issue?

a) Test driven development

>> b) Continuous Integration

c) Scrum of Scrums

d) Roadmap creation

7. T or F: It is important to decouple deployment from release to enable releasing upon demand

>> a) True

b) False

c) Both True and False

d) None of the above

Bài 31: LEADING SAFE-MANAGE LEAN PORTFOLIO

1. Funding in SAFe happens at what level?

a) Projects

>> b) Value streams

c) Large solutions

d) None of the above

2. Go / No Go decision is taken at which stage of portfolio Kanban

a) Funnel

b) Reviewing

>> c) Analyzing

d) Portfolio backlog

3. Which element of SAFe provides guard band&nbsp;for cadence-based delivery?

a) Uncommitted objectives

b) Relative sizing

c) Whole team estimation

>> d) IP iteration

4. Can a enterprise have more than one portfolio ?

>> a) True

b) False

c) Both True and False

d) None of the above

Bài 32: LEADING SAFE - LEADING THE CHANGE

1. What is one factor of Leading by example ?

a) Authenticity

b) Emotional intelligence

c) Growing others

>> d) All of the above

2. What is third step in Kotter's "leading Change" model

a) Create a powerful guiding coalition

b) Communicate the vision

c) Empower employees for broad-based action

>> d) Develop the vision and strategy

3. Which one of the following is a subdimension of Lean-Agile Leadership

>> a) Leading Change

b) Organize Around value

c) Agile Teams

d) Technical Agility