



EXIN Agile Scrum

FOUNDATION

Certified by


Sample Exam

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Introduction

This is the sample exam EXIN Agile Scrum Foundation (ASF.EN). The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is the correct answer.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth one point. If you obtain 26 points or more you will pass.

The time allowed for this exam is 60 minutes.

Good luck!

Sample Exam

1 / 40

Which type of team can come up with the **best** requirements, architectures and design?

- A) A collocated team
- B) A self-organized team
- C) A well-trained team
- D) An experienced team

2 / 40

According to Agile principles, what should be the pace of development?

- A) Fast
- B) Increasing
- C) Sustainable

3 / 40

What is an assertion of the Agile Manifesto?

- A) We value contract negotiation over customer collaboration.
- B) We value following a plan over responding to change.
- C) We value processes and tools over individuals and interaction.
- D) We value working software over comprehensive documentation.

4 / 40

One person is working on the code and another person is observing and commenting. Occasionally, they switch roles.

What practice is this?

- A) Code review
- B) Continuous integration
- C) Pair Programming
- D) Test-driven development

5 / 40

Who can override the Product Owner's decisions?

- A) The CEO
- B) The customer
- C) The Development Team
- D) No one

6 / 40

Who knows **most** about the progress towards a business objective or a release?

- A) The Development Team
- B) The Product Owner
- C) The Scrum Master

7 / 40

A customer requests a report that summarizes functionality added and defects found and fixed, right at the end of a Sprint.

Who can **best** prepare this report?

- A) The Development Team
- B) The Product Owner
- C) The Scrum Master
- D) This type of report should not be prepared

8 / 40

What is the **primary** responsibility of a Scrum Master in order to keep a Scrum Team working at its peak level of productivity?

- A) Keeping high priority features at the top of the Product Backlog
- B) Not allowing changes to the Product Backlog once the Sprint begins
- C) Supporting the Development Team's decisions and resolving their issues

9 / 40

Senior management wants to regularly audit if the Scrum Team is following Scrum practices and principles.

Who is in the **best** position to conduct such an audit?

- A) The Development Team
- B) The Product Owner
- C) The Scrum Master
- D) The testers

10 / 40

Near the end of a Sprint, the Development Team realizes that they will not be able to complete the User Stories they had committed to.

What is the **best** course of action for the Development Team?

- A) Add resources and team members to meet the goals of the current Sprint
- B) Ask the Product Owner to decide which User Stories can be delayed until the next Sprint
- C) Decide on a new Definition of Done for the Sprint Backlog items

11 / 40

What is the **most** efficient and effective method of transferring information to and within the Development Team?

- A) Email
- B) Face-to-face
- C) Social media
- D) Telephone

12 / 40

During a Sprint, a task is assigned to a single member of the Development Team.

Who is accountable for this task?

- A) The Development Team
- B) The Development Team member
- C) The Product Owner
- D) The Scrum Master

13 / 40

A team is transitioning to Scrum. They already had a role called project coordinator, who facilitates interactions, removes roadblocks and acts as the process coach of the team.

What should this role be called after the transition?

- A) Development Team member
- B) Product Owner
- C) Project manager
- D) Scrum Master

14 / 40

How long should it take a Scrum Team of five members to finalize the Sprint Planning for a three-week Sprint?

- A) As long as it takes
- B) Three to six hours
- C) Three to six days

15 / 40

What is a Sprint?

- A) A brainstorm session in Extreme Programming (XP) to generate design ideas
- B) A race between two developers to see who can complete a feature fastest
- C) One iteration in the Scrum methodology
- D) The last iteration in the Scrum project, when the Development Team works late to finish it

16 / 40

What is a potentially releasable part of a product that occurs during a Sprint?

- A) A feature
- B) A functionality
- C) A Product Backlog
- D) An increment

17 / 40

Why does the Daily Scrum need to be held at the same location and time?

- A) Because booking a room should be done in advance for the duration of the Sprint
- B) Because the project manager should get status updates at a given time every day
- C) Because the use of a consistent time and place minimizes complexity

18 / 40

A Development Team member from a Scrum Team feels that a senior technical architect from another Scrum Team may have some valuable insights and feedback about the product.

What is the **best** event to ask for this feedback?

- A) Daily Scrum
- B) Sprint Planning
- C) Sprint Retrospective
- D) Sprint Review

19 / 40

Halfway through a Sprint, a team has finished all Sprint Backlog items.

What is the **best** action to take?

- A) Cancel the rest of the Sprint and start a new Sprint with new items
- B) Extend the length of the Sprint and see if extra functionalities can be added to the done items
- C) Pick the next item from the top of the Product Backlog and add it to the Sprint Backlog
- D) Shorten the length of the current Sprint and shorten the next Sprints as well

20 / 40

The Product Backlog is ordered from most valuable to least valuable. There are a few criteria that determine how valuable a Product Backlog item is.

What are these criteria?

- A) Time on the Backlog, cost, risks
- B) Time on the Backlog, cost, size
- C) Value, cost, risks
- D) Value, cost, size

21 / 40

The S of INVEST stands for small.

Which items on the Product Backlog should be small?

- A) All items in the Product Backlog
- B) The items on the bottom of the Product Backlog
- C) The items on the top of the Product Backlog
- D) Only items on the Sprint Backlog must be small

22 / 40

A Scrum Team wants to clearly define a checklist of items that must be completed before a User Story can be called completed.

What artifact are they likely to use for this?

- A) Burn-Down chart
- B) Definition of Done
- C) Product Backlog
- D) Sprint Backlog

23 / 40

A Product Owner wants a User Story to be completed in two days. The Development Team working on the Story thinks it will take five days to complete this Story. The Scrum Master feels it should take three days. A subject matter expert, who has worked on similar Stories in the past, thinks it should be at most a one-day effort.

Whose estimate should be used for planning?

- A) The Development Team's
- B) The Product Owner's
- C) The Scrum Master's
- D) The subject matter expert's

24 / 40

A Scrum Team selects a Product Backlog item for the Sprint Backlog.

What must the Development Team do to finish the Product Backlog item?

- A) Analyze, design, program, test and document the Product Backlog item
- B) As much as can be done in the Sprint before the deadline
- C) As much as is required to satisfy the Definition of Done

25 / 40

What **best** describes the role the Daily Scrum plays in the monitoring of a Scrum project?

- A) The Daily Scrum gives the Development Team insight into their progress and their issues.
- B) The Daily Scrum helps the Scrum Master to update the Burn-Down chart.
- C) The Daily Scrum lets the Product Owner review the progress of the Development Team

26 / 40

During the Daily Scrum three questions are answered.

Which is one of these questions?

- A) What obstacles are in the way?
- B) Which requests of the customer did we receive?
- C) Who should take on the next task?

27 / 40

A Scrum Team works on a project in two-week Sprints. During the Sprint Planning meeting of the fifteenth Sprint, the Scrum Master says:

"We have seen from the last twelve Sprints that we cannot deliver potentially shippable increments in two weeks. We should increase the duration for Sprint sixteen."

Should the duration be increased?

- A) Yes, because past Sprint performance is a good reason to change.
- B) Yes, because the Scrum Master is allowed to change the Sprint duration.
- C) No, because only Development Team members may change Sprint duration.
- D) No, because the Sprint duration cannot be changed, for any reason.

28 / 40

A Scrum Team is estimating User Stories. The Scrum Master suggests the Planning Poker technique.

What is the process of Planning Poker?

- A) Compare the Story to reference Stories and then estimate it
- B) Estimate on your own, then discuss everyone else's estimates
- C) Sort all Stories based on their relative effort required

29 / 40

When using Affinity Estimation, how are Story Points assigned to User Stories?

- A) Each Development Team member individually estimates the User Stories before the Team agrees on the Story Points
- B) The Development Team uses multiple reference User Stories and compares them to the User Stories
- C) User Stories are sorted based on their relative effort and then grouped into buckets of estimated Story Points

30 / 40

In the past 8 Sprints, the Scrum Team has completed 72 Story Points in total. The Scrum Team is asked to start working on a new project which is estimated at 56 Story Points.

How many Sprints are needed to complete this project?

- A) 5
- B) 7
- C) 8
- D) 10

31 / 40

An often-used best practice is to define User Stories according to the acronym INVEST. The 'S' of INVEST means small.

Regarding the User Story in a Sprint, what must be small?

- A) The length of the written-out User Story
- B) The number of Sprints needed to realize the User Story
- C) The number of team members involved
- D) The Story Points or Ideal Hours involved

32 / 40

For a Sprint, progress is monitored in a Burn-Down chart.

What does a Burn-Down chart show?

- A) The amount of completed work
- B) The amount of remaining work
- C) The Velocity of the Development Team

33 / 40

While reviewing Burn-Down bar chart, a Scrum Master observed that the bottom of the bar had moved above the horizontal axis between the third and fourth Sprint.

What happened in the third Sprint?

- A) Some work got added to the Product Backlog.
- B) Some work got removed from the Product Backlog.
- C) The Development Team finished less than the allocated User Stories.
- D) The Development Team finished more than the allocated User Stories.

34 / 40

What is the definition of the Velocity of a Team?

- A) A shared understanding of how fast a Sprint must be done
- B) The number of Story Points a Team can finish in one Sprint
- C) The optimum Work-in-Progress limit for each Sprint
- D) The sum of all completed Sprint Backlog items

35 / 40

A Scrum Team uses a Kanban board. The Work-in-Progress limit of a column on the Kanban board is reached.

What should be done when this happens?

- A) Assign work to Development Team members in the next column to free up capacity
- B) Enlarge the Work-in-Progress limit and keep working
- C) Help the Development Team members in the column with the bottleneck
- D) Wait until work is pulled to the next column to free capacity

36 / 40

What is a **key** benefit of information radiators?

- A) They allow the Product Owner to visualize the work steps and the work items.
- B) They enable the Product Owner to identify Product Backlog items that need to be groomed.
- C) They ensure everyone can understand the status of the project or any other message they provide.
- D) They provide details about the total cost of the product and the customer satisfaction levels.

37 / 40

A Scrum Team realizes that it may be late in delivering a component that another Scrum Team is waiting for.

What is the **best** forum to discuss this issue and find a resolution?

- A) Daily Scrum of either Team
- B) Scrum-of-Scrums
- C) Sprint Retrospective
- D) Sprint Review

38 / 40

How should the Definition of Done be defined when multiple Scrum Teams are working on a single product?

- A) All Scrum Teams work towards an integrated Definition of Done.
- B) Each Scrum Team must define and use their own Definition of Done.
- C) The Scrum Masters of the Scrum Teams define when an item is Done.

39 / 40

Which contract type is adaptive and fits well with the Scrum way of working?

- A) The contract type "fixed price"
- B) The contract type "time & means or fixed unit"
- C) Neither contract type

40 / 40

When setting up an Agile workspace environment, what will provide the **most** value for team collaboration?

- A) Email updates to the peer working on the feature
- B) Establish distributed teams
- C) Have Daily Scrum calls with the entire Scrum Team
- D) Maximize osmotic communication

Answer Key

1 / 40

Which type of team can come up with the **best** requirements, architectures and design?

- A) A collocated team
- B) A self-organized team
- C) A well-trained team
- D) An experienced team

- A) Incorrect. A collocated team is nice to ensure communication, but does not necessarily lead to better requirements, architectures and design.
- B) Correct. The best architectures, requirements and designs emerge from self-organized teams. (Literature A: Agile Principles)
- C) Incorrect. A well-trained team may work well, but an Agile team will outperform well-trained people.
- D) Incorrect. An experienced Agile team would be better than an inexperienced Agile team, but an Agile team likely outperforms a regular experienced team.

2 / 40

According to Agile principles, what should be the pace of development?

- A) Fast
- B) Increasing
- C) Sustainable

- A) Incorrect. A fast pace may lead to constant overwork and a quick burn-out of the team.
- B) Incorrect. Although initially the pace may be increasing, this is not the goal of Agile development.
- C) Correct. The key benefits of a sustainable pace are that developers are more focused on producing than working. This leads to a happier work environment and higher productivity. (Literature A: Agile Principles)

3 / 40

What is an assertion of the Agile Manifesto?

- A) We value contract negotiation over customer collaboration.
- B) We value following a plan over responding to change.
- C) We value processes and tools over individuals and interaction.
- D) We value working software over comprehensive documentation.

- A) Incorrect. We value customer collaboration over contract negotiation.
- B) Incorrect. We value responding to change over following a plan.
- C) Incorrect. We value individuals and interaction over processes and tools.
- D) Correct. Value working software over comprehensive documentation is an assertion of the Agile Manifesto. (Literature A: The Agile Manifesto)

4 / 40

One person is working on the code and another person is observing and commenting. Occasionally, they switch roles.

What practice is this?

- A) Code review
- B) Continuous integration
- C) Pair Programming
- D) Test-driven development

- A) Incorrect. Code review means that someone looks at the created code. This could be the one who created the code or someone else.
- B) Incorrect. Continuous integration means that all programmers are required to upload their latest versions of code into the repository every hour or so. This ensures that previous work is Done and does not need much further adjustment.
- C) Correct. Pair Programming is the practice of two developers working together. One is coding, the other is observing and giving comments. (Literature A: Extreme Programming)
- D) Incorrect. Test-driven development is having test scenarios prepared before the program is written, so that the programmer writes something that passes that test.

5 / 40

Who can override the Product Owner's decisions?

- A) The CEO
- B) The customer
- C) The Development Team
- D) No one

- A) Incorrect. The entire organization must respect the Product Owner's decisions for the project to be successful. No one, not even the CEO, should allow themselves to try to override those decisions.
- B) Incorrect. Product Owners should communicate effectively with the customer and use the information to keep the Product Backlog updated with all changes, but the Product Owner makes the decisions and customers are not allowed to override these.
- C) Incorrect. The Development Team can ask a Product Owner to clarify a Product Backlog item, but the Development Team is not allowed to override a Product Owner's decisions. The entire organization must respect the Product Owner's decisions.
- D) Correct. The entire organization must respect the Product Owner's decisions for the project to be successful. No one, not even the CEO, should allow themselves to try to override those decisions. (Literature A: Role 1: The Product Owner)

6 / 40

Who knows **most** about the progress towards a business objective or a release?

- A) The Development Team
 - B) The Product Owner
 - C) The Scrum Master
- A) Incorrect. The Development Team must work on finishing the items and not be bothered by also ordering them and tracking progress towards business objectives.
- B) Correct. It is the task of the Product Owner to be the Voice of the Customer. The Product Owner plans the releases and is focused on the business aspects. (Literature A: Role 1: The Product Owner)
- C) Incorrect. The Scrum Master knows most about coaching the Scrum Team and removing impediments.

7 / 40

A customer requests a report that summarizes functionality added and defects found and fixed, right at the end of a Sprint.

Who can **best** prepare this report?

- A) The Development Team
 - B) The Product Owner
 - C) The Scrum Master
 - D) This type of report should not be prepared
- A) Incorrect. Even though the Development Team may need to be consulted, they should not be tasked with writing the report. They should focus on getting the next iteration working.
- B) Incorrect. Even though the Product Owner is the Voice of the Customer, they may not be close enough to the daily goings-on to write this report.
- C) Correct. The Scrum Master should indeed get the impediments of the Development Team out of the way and is thus in the best position to write this report. (Literature A: Role 2: The Scrum Master)
- D) Incorrect. If this adds value for the customer, the report should be prepared.

8 / 40

What is the **primary** responsibility of a Scrum Master in order to keep a Scrum Team working at its peak level of productivity?

- A) Keeping high priority features at the top of the Product Backlog
 - B) Not allowing changes to the Product Backlog once the Sprint begins
 - C) Supporting the Development Team's decisions and resolving their issues
- A) Incorrect. This is the responsibility of the Product Owner.
- B) Incorrect. No changes are allowed, but this is the responsibility of the entire Team, not of the Scrum Master alone.
- C) Correct. This is the responsibility of the Scrum Master. (Literature A: Role 2: The Scrum Master)

9 / 40

Senior management wants to regularly audit if the Scrum Team is following Scrum practices and principles.

Who is in the **best** position to conduct such an audit?

- A) The Development Team
 - B) The Product Owner
 - C) The Scrum Master
 - D) The testers
-
- A) Incorrect. This is not a task of the Development Team.
 - B) Incorrect. This is not a task of the Product Owner.
 - C) Correct. One of the Scrum Master's responsibilities is to be the coach of the Scrum Team and to ensure that they are following the Scrum processes. This allows the Scrum Master to conduct this audit. (Literature A: Role 2: The Scrum Master)
 - D) Incorrect. A tester is not a role in Scrum.

10 / 40

Near the end of a Sprint, the Development Team realizes that they will not be able to complete the User Stories they had committed to.

What is the **best** course of action for the Development Team?

- A) Add resources and team members to meet the goals of the current Sprint
 - B) Ask the Product Owner to decide which User Stories can be delayed until the next Sprint
 - C) Decide on a new Definition of Done for the Sprint Backlog items
-
- A) Incorrect. This is not a practice within Scrum. Doing this might lead to adding new co-workers to a functioning team, causing extra delays.
 - B) Correct. The Product Owner should decide which items have the most value and should be done first in this Sprint. (Literature A: Role 1: The Product Owner)
 - C) Incorrect. The Definition of Done is a given, so that the customer gets the value they need. The Definition of Done should not be changed during a Sprint.

11 / 40

What is the **most** efficient and effective method of transferring information to and within the Development Team?

- A) Email
 - B) Face-to-face
 - C) Social media
 - D) Telephone
- A) Incorrect. Even though applying rules to email might help to maximize osmotic communication, it is not the most efficient and effective method to transfer information.
- B) Correct. The most efficient and effective method of transferring information to and within the Development Team is via face-to-face conversations. (Literature A: Agile Principles)
- C) Incorrect. Social media is not a good way of transferring information to and with the Development Team.
- D) Incorrect. Calling is not the best way of transferring information. It also does not maximize osmotic communication.

12 / 40

During a Sprint, a task is assigned to a single member of the Development Team.

Who is accountable for this task?

- A) The Development Team
 - B) The Development Team member
 - C) The Product Owner
 - D) The Scrum Master
- A) Correct. A task might be assigned to a single member during the Sprint, but the whole Development Team will stay accountable for that task. No individual owns any task. (Literature A: Role 3: The Development Team)
- B) Incorrect. The task might be assigned to a single member of the Development Team, but the entire Development Team stays accountable.
- C) Incorrect. The Product Owner is not accountable for the assigned task. The Product Owner is accountable for the Product Backlog.
- D) Incorrect. The Scrum Master is accountable for the Scrum Team following the Scrum processes, not for this single task.

13 / 40

A team is transitioning to Scrum. They already had a role called project coordinator, who facilitates interactions, removes roadblocks and acts as the process coach of the team.

What should this role be called after the transition?

- A) Development Team member
- B) Product Owner
- C) Project manager
- D) Scrum Master

- A) Incorrect. The Development Team focusses on developing Sprint Backlog items.
- B) Incorrect. The Product Owner is responsible for the Product Backlog.
- C) Incorrect. There is no project manager role in Scrum.
- D) Correct. The work of this project coordinator is similar to that of the Scrum Master. (Literature A: Role 2: The Scrum Master)

14 / 40

How long should it take a Scrum Team of five members to finalize the Sprint Planning for a three-week Sprint?

- A) As long as it takes
- B) Three to six hours
- C) Three to six days

- A) Incorrect. A Sprint Planning meeting is timeboxed to a maximum of eight hours for a one-month Sprint. Three to six days is definitely too long to use for planning alone.
- B) Correct. The Sprint Planning meeting is a timeboxed meeting. Usually it is fixed to eight hours for a four-week Sprint, or proportionally shorter for shorter Sprints. (Literature A: Event 1: The Sprint, B: Sprint Planning)
- C) Incorrect. Planning is important, but it should not take too long. Three to six days is too long.

15 / 40

What is a Sprint?

- A) A brainstorm session in Extreme Programming (XP) to generate design ideas
- B) A race between two developers to see who can complete a feature fastest
- C) One iteration in the Scrum methodology
- D) The last iteration in the Scrum project, when the Development Team works late to finish it

- A) Incorrect. There is no such thing, and this is not a Sprint.
- B) Incorrect. There is no race between developers in Scrum. This would work counter-productive and is not in line with working together and a sustainable pace.
- C) Correct. An iteration is called a Sprint. (Literature A: Event 1: The Sprint)
- D) Incorrect. The last iteration is the Release Sprint. It is not a Sprint in which the Development Team works longer hours at all.

16 / 40

What is a potentially releasable part of a product that occurs during a Sprint?

- A) A feature
 - B) A functionality
 - C) A Product Backlog
 - D) An increment
- A) Incorrect. A feature is one potential element that is part of the releasable part of a product, which is the increment.
- B) Incorrect. A functionality is one potential element that could be part of the releasable part of a product, which is the increment.
- C) Incorrect. The Product Backlog is a representation of the scope of the final product, so there should be only one Product Backlog no matter how many Scrum Teams are working on the project.
- D) Correct. An increment is a releasable part of a product that occurs during a Sprint. (Literature A: Artifact 3: Increment)

17 / 40

Why does the Daily Scrum need to be held at the same location and time?

- A) Because booking a room should be done in advance for the duration of the Sprint
 - B) Because the project manager should get status updates at a given time every day
 - C) Because the use of a consistent time and place minimizes complexity
- A) Incorrect. Rooms do not need to be booked per se.
- B) Incorrect. There is no project manager in Scrum.
- C) Correct. The Daily Scrum is held daily and should be held at the same time and place each day to reduce complexity. (Literature B: Daily Scrum)

18 / 40

A Development Team member from a Scrum Team feels that a senior technical architect from another Scrum Team may have some valuable insights and feedback about the product.

What is the **best** event to ask for this feedback?

- A) Daily Scrum
 - B) Sprint Planning
 - C) Sprint Retrospective
 - D) Sprint Review
- A) Incorrect. It is not wise to ask for feedback during a Sprint. During a Sprint, Sprint Backlog items should not change, so that it does not influence the pace.
- B) Incorrect. The Sprint Planning meeting should be just that: a planning meeting. This is not a good event to ask for feedback.
- C) Incorrect. In the Sprint Retrospective, the Scrum processes used to create the product should be reviewed by the Scrum Team itself.
- D) Correct. This is a meeting at the end of the Sprint where the Scrum Team and other stakeholders gather to present and inspect the Done items from the current Sprint. This meeting is intended to collect feedback and raise change requests as soon as possible. (Literature A: Event 4: Sprint Review)

19 / 40

Halfway through a Sprint, a team has finished all Sprint Backlog items.

What is the **best** action to take?

- A) Cancel the rest of the Sprint and start a new Sprint with new items
 - B) Extend the length of the Sprint and see if extra functionalities can be added to the done items
 - C) Pick the next item from the top of the Product Backlog and add it to the Sprint Backlog
 - D) Shorten the length of the current Sprint and shorten the next Sprints as well
- A) Incorrect. A Sprint would be cancelled when the Sprint goal becomes obsolete. In this case, the Sprint goal still makes sense and the Sprint should not be cancelled.
- B) Incorrect. A Sprint should not be extended. In Scrum, timeboxes are never extended.
- C) Correct. If all the items are done in the middle of a Sprint, the next item from the top of the Product Backlog can be added to the Sprint Backlog. (Literature A: Done with all Items in the Middle of the Sprint)
- D) Incorrect. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. Instead of shortening next Sprints, it is better to select more work for the next Sprints.

20 / 40

The Product Backlog is ordered from most valuable to least valuable. There are a few criteria that determine how valuable a Product Backlog item is.

What are these criteria?

- A) Time on the Backlog, cost, risks
 - B) Time on the Backlog, cost, size
 - C) Value, cost, risks
 - D) Value, cost, size
-
- A) Incorrect. The time on the Backlog is not a criterion since it is not a first in first out (FIFO) or last in first out (LIFO) system.
 - B) Incorrect. The time on the Backlog is not a criterion since it is not a first in first out (FIFO) or last in first out (LIFO) system. Also, size is not relevant for the order of the Product Backlog items.
 - C) Correct. These three are relevant for ordering the Product Backlog items. (Literature A: Ordering the Product Backlog Items)
 - D) Incorrect. The size is not relevant for the order of the Product Backlog items.

21 / 40

The S of INVEST stands for small.

Which items on the Product Backlog should be small?

- A) All items in the Product Backlog
 - B) The items on the bottom of the Product Backlog
 - C) The items on the top of the Product Backlog
 - D) Only items on the Sprint Backlog must be small
-
- A) Incorrect. Only the highest priority Product Backlog items must be detailed since they must be realized first.
 - B) Incorrect. The lower the Product Backlog items are on the Product Backlog, the less they need to be detailed. They may change over time or may even be skipped or deleted from the Product Backlog.
 - C) Correct. Only the items at the top of the Product Backlog need to be small, because these are the items that are defined enough to be incorporated in a Sprint. (Literature A: Artifact 1: Product Backlog)
 - D) Incorrect. The Sprint Backlog items must be small, but the items at the top of the Product Backlog as well.

22 / 40

A Scrum Team wants to clearly define a checklist of items that must be completed before a User Story can be called completed.

What artifact are they likely to use for this?

- A)** Burn-Down chart
 - B)** Definition of Done
 - C)** Product Backlog
 - D)** Sprint Backlog
- A)** Incorrect. A Burn-Down chart shows the amount of remaining work against time. It does not give a checklist of items that must be completed during a Sprint.
- B)** Correct. Definition of Done is a well understood and clearly documented definition of items that must be established to mark a User Story (or iteration or project) to be done. (Literature A: Definition of Done)
- C)** Incorrect. The Product Backlog is an ordered list of everything that might be needed in the final product.
- D)** Incorrect. The Sprint Backlog contains the selected items from the Product Backlog to be delivered in a Sprint.

23 / 40

A Product Owner wants a User Story to be completed in two days. The Development Team working on the Story thinks it will take five days to complete this Story. The Scrum Master feels it should take three days. A subject matter expert, who has worked on similar Stories in the past, thinks it should be at most a one-day effort.

Whose estimate should be used for planning?

- A)** The Development Team's
 - B)** The Product Owner's
 - C)** The Scrum Master's
 - D)** The subject matter expert's
- A)** Correct. The Development Team is responsible for all estimates. They might be influenced, but the people who will perform the work make the final estimate. (Literature B: Product Backlog)
- B)** Incorrect. The Product Owner determines what should be estimated but has no control over the estimate itself.
- C)** Incorrect. The Scrum Master determines the process of estimating but has no control over the final estimate.
- D)** Incorrect. There are no subject matter experts in Scrum.

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A Scrum Team selects a Product Backlog item for the Sprint Backlog.

What must the Development Team do to finish the Product Backlog item?

- A) Analyze, design, program, test and document the Product Backlog item
 - B) As much as can be done in the Sprint before the deadline
 - C) As much as is required to satisfy the Definition of Done
-
- A) Incorrect. The steps that the Development Team must take are not relevant. The Definition of Done determines when a Sprint Backlog item is finished.
 - B) Incorrect. The Development Team defines beforehand what must be done in the Definition of Done and works at a sustainable pace.
 - C) Correct. The Definition of Done determines what must be done before a Backlog item can be considered finished. (Literature A: Definition of Done)

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What **best** describes the role the Daily Scrum plays in the monitoring of a Scrum project?

- A) The Daily Scrum gives the Development Team insight into their progress and their issues.
 - B) The Daily Scrum helps the Scrum Master to update the Burn-Down chart.
 - C) The Daily Scrum lets the Product Owner review the progress of the Development Team
-
- A) Correct. This is exactly what the Daily Scrum is for. Three questions should be asked daily: 1) what has been done since last meeting?, 2) what will be done before the next meeting?, and 3) what obstacles are in the way?. Anything else should be discussed outside of the Daily Scrum. (Literature A: Event 3: Daily Scrum)
 - B) Incorrect. The Development Team should update the Burn-Down chart. This is not the main goal of the Daily Scrum.
 - C) Incorrect. The Product Owner may listen, but the Product Owner should use this meeting for getting updates on the progress of the Development Team.

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During the Daily Scrum three questions are answered.

Which is one of these questions?

- A) What obstacles are in the way?
 - B) Which requests of the customer did we receive?
 - C) Who should take on the next task?
-
- A) Correct. This is one of the questions answered in a Daily Scrum together with "What has been done since the last meeting?" and "What will be done before the next meeting?". (Literature A: Event 3: Daily Scrum)
 - B) Incorrect. New requests should be added to the Product Backlog by the Product Owner and are not discussed during the Daily Scrum.
 - C) Incorrect. The Daily Scrum is not meant for dividing tasks.

27 / 40

A Scrum Team works on a project in two-week Sprints. During the Sprint Planning meeting of the fifteenth Sprint, the Scrum Master says:

"We have seen from the last twelve Sprints that we cannot deliver potentially shippable increments in two weeks. We should increase the duration for Sprint sixteen."

Should the duration be increased?

- A) Yes, because past Sprint performance is a good reason to change.
 - B) Yes, because the Scrum Master is allowed to change the Sprint duration.
 - C) No, because only Development Team members may change Sprint duration.
 - D) No, because the Sprint duration cannot be changed, for any reason.
-
- A) Correct. The Scrum Master gives a valid argument, based on a good amount of earlier work, that the Sprint duration should be changed. (Literature A: Event 1: The Sprint)
 - B) Incorrect. The duration should be increased, but not because the Scrum Master thinks it is a good idea.
 - C) Incorrect. Any team member may suggest the change. The entire Scrum Team will debate whether the reason is valid enough.
 - D) Incorrect. The Sprint duration is ideally not changed but repeating a strategy that is not working is not sensible. If there are valid reasons to change the Sprint duration: go ahead and change it.

28 / 40

A Scrum Team is estimating User Stories. The Scrum Master suggests the Planning Poker technique.

What is the process of Planning Poker?

- A) Compare the Story to reference Stories and then estimate it
 - B) Estimate on your own, then discuss everyone else's estimates
 - C) Sort all Stories based on their relative effort required
-
- A) Incorrect. This is Triangulation.
 - B) Correct. This is Planning Poker. (Literature A: Planning Poker)
 - C) Incorrect. This is Affinity Estimation.

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When using Affinity Estimation, how are Story Points assigned to User Stories?

- A) Each Development Team member individually estimates the User Stories before the Team agrees on the Story Points
 - B) The Development Team uses multiple reference User Stories and compares them to the User Stories
 - C) User Stories are sorted based on their relative effort and then grouped into buckets of estimated Story Points
-
- A) Incorrect. This is how Story Points are assigned to User Stories using Planning Poker.
 - B) Incorrect. This is a description of the Development Team using Triangulation to estimate Story Points for all User Stories.
 - C) Correct. This is how Story Points are assigned using Affinity Estimation. (Literature A: Affinity Estimation)

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In the past 8 Sprints, the Scrum Team has completed 72 Story Points in total. The Scrum Team is asked to start working on a new project which is estimated at 56 Story Points.

How many Sprints are needed to complete this project?

- A) 5
 - B) 7
 - C) 8
 - D) 10
-
- A) Incorrect. Five Sprints are not enough time, based on the current Velocity.
 - B) Correct. The Velocity of the team is $72/8=9$. The number of Sprints required to complete the project is $56/\text{Velocity}$ ($56/9=6.2$), which is slightly above 6. Hence 7 is the most reasonable answer, since these estimates should never be rounded down. (Literature A: Unfinished Work vs. Velocity)
 - C) Incorrect. Eight is the number of past Sprints. There is no reason to assume that the next project should have the same number of Sprints, unless the amount of Story Points is similar.
 - D) Incorrect. Ten is approximately the current Velocity. It is not the number of Sprints needed for the upcoming project.

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An often-used best practice is to define User Stories according to the acronym INVEST. The 'S' of INVEST means small.

Regarding the User Story in a Sprint, what must be small?

- A)** The length of the written-out User Story
 - B)** The number of Sprints needed to realize the User Story
 - C)** The number of team members involved
 - D)** The Story Points or Ideal Hours involved
- A)** Incorrect. The text must be barely sufficient, but not necessarily small. If it is necessary to use 250 words to explain what must happen, that is fine.
- B)** Incorrect. A User Story should be realized in one Sprint.
- C)** Incorrect. All team members ideally work on the same feature, so the number of team members working on one User Story may be up to nine, which is not exactly small.
- D)** Correct. User Stories at the top of the Product Backlog, and thus Stories in the Sprint, must be small. They must be small to ensure that they fit into one Sprint and that they are defined precisely enough. (Literature A: Artifact 1: Product Backlog)

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For a Sprint, progress is monitored in a Burn-Down chart.

What does a Burn-Down chart show?

- A)** The amount of completed work
 - B)** The amount of remaining work
 - C)** The Velocity of the Development Team
- A)** Incorrect. This is a Burn-Up chart.
- B)** Correct. The Burn-Down chart shows the amount of work remaining. It is a downward-sloping chart. (Literature A: Burn-Down Chart)
- C)** Incorrect. The Velocity can be derived from previous Burn-Down charts, but it does not directly show Velocity.

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While reviewing Burn-Down bar chart, a Scrum Master observed that the bottom of the bar had moved above the horizontal axis between the third and fourth Sprint.

What happened in the third Sprint?

- A) Some work got added to the Product Backlog.
 - B) Some work got removed from the Product Backlog.
 - C) The Development Team finished less than the allocated User Stories.
 - D) The Development Team finished more than the allocated User Stories.
-
- A) Incorrect. Work added to the chart would make the bar move below the horizontal axis, not above it. When the horizontal axis is reached by the work-done line, there is still more work to be done: the work that was added.
 - B) Correct. Work removed from the chart makes the bar move above the horizontal axis. When the bottom of the bar is reached by the work-done line, no more work needs to be done, even though the graph will not say 0 yet. (Literature A: Burn Down Bars)
 - C) Incorrect. The bottom of the bar shows how much work still must be done in the release, not how much was done in this Sprint.
 - D) Incorrect. The bottom of the bar shows how much work still must be done in the release, not how much was done in this Sprint.

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What is the definition of the Velocity of a Team?

- A) A shared understanding of how fast a Sprint must be done
 - B) The number of Story Points a Team can finish in one Sprint
 - C) The optimum Work-in-Progress limit for each Sprint
 - D) The sum of all completed Sprint Backlog items
-
- A) Incorrect. The Velocity is the number of Story Points, Ideal Hours or Ideal Days a Team can do in a Sprint.
 - B) Correct. The Velocity is the number of units of work completed in a certain interval. (Literature A: Velocity)
 - C) Incorrect. The Work-in-Progress limit is for the Kanban board, not for a Sprint.
 - D) Incorrect. This might be used to estimate Velocity, but this is not the way Velocity is defined.

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A Scrum Team uses a Kanban board. The Work-in-Progress limit of a column on the Kanban board is reached.

What should be done when this happens?

- A) Assign work to Development Team members in the next column to free up capacity
 - B) Enlarge the Work-in-Progress limit and keep working
 - C) Help the Development Team members in the column with the bottleneck
 - D) Wait until work is pulled to the next column to free capacity
- A) Incorrect. This is not allowed. Kanban only allows to pull work, not to push. The Development Team should start helping their team members.
- B) Incorrect. This is not allowed. The Work-in-Progress limit should not change incidentally or any time the Work-in-Progress limit is reached. That is explicitly not what the Work-in-Progress limit is for. Instead, the limit is there to ensure that bottlenecks are solved instead of ignored.
- C) Correct. When the Work-in-Progress limit is reached, this is not a sign to relax, but rather a sign that there is a bottleneck. This bottleneck should be addressed. The Development Team must help the team members that are the reason why the Work-in-Progress limit is reached. (Literature A: Pull vs. Push)
- D) Incorrect. It would be possible to wait until work is pulled to the next column, since people cannot push the completed work. However, this is not what should happen. The bottleneck should be addressed.

36 / 40

What is a **key** benefit of information radiators?

- A) They allow the Product Owner to visualize the work steps and the work items.
 - B) They enable the Product Owner to identify Product Backlog items that need to be groomed.
 - C) They ensure everyone can understand the status of the project or any other message they provide.
 - D) They provide details about the total cost of the product and the customer satisfaction levels.
- A) Incorrect. Even though a Kanban board is an information radiator, it is not aimed to allow the Product Owner to visualize work steps.
- B) Incorrect. Information radiators do not identify Product Backlog items that need refinement.
- C) Correct. The benefit of information radiators is that they allow everyone involved understand the status of the development project or any other message that the information radiators provide, which increases the transparency of the project. (Literature A: Information Radiators)
- D) Incorrect. This has to do with post-implementation of the product, where the cost to develop the product is measured and also customer satisfaction levels of the product can start to be measured.

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A Scrum Team realizes that it may be late in delivering a component that another Scrum Team is waiting for.

What is the **best** forum to discuss this issue and find a resolution?

- A) Daily Scrum of either Team
 - B) Scrum-of-Scrums
 - C) Sprint Retrospective
 - D) Sprint Review
- A) Incorrect. The Daily Scrum should only be a short discussion about the Development Team's problems and progress.
- B) Correct. The Scrum-of-Scrums is a coordination meeting where dependencies and resolution of cross-team issues can be discussed. (Literature A: Daily Scrums)
- C) Incorrect. The Sprint Retrospective should be used to improve upon the processes in the previous iteration.
- D) Incorrect. The Sprint Review is meant to showcase new functionality.

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How should the Definition of Done be defined when multiple Scrum Teams are working on a single product?

- A) All Scrum Teams work towards an integrated Definition of Done.
 - B) Each Scrum Team must define and use their own Definition of Done.
 - C) The Scrum Masters of the Scrum Teams define when an item is Done.
- A) Correct. Using an integrated Definition of Done ensures that the pieces of the project will fit together and are in the same state of Done. (Literature A: Artifacts)
- B) Incorrect. It is important to adhere to the same Definition of Done, so that the pieces of the project may be added together seamlessly.
- C) Incorrect. The Scrum Master never has a say in what is Done. This is the task of the Product Owner as Voice of the Customer.

39 / 40

Which contract type is adaptive and fits well with the Scrum way of working?

- A) The contract type "fixed price"
 - B) The contract type "time & means or fixed unit"
 - C) Neither contract type
- A) Incorrect. This type can be done with Scrum, but it is more difficult to work Agile with this contract. Also, the fixed price contract is usually not very adaptive.
- B) Correct. This is the preferred type of contract, which is compatible with the adaptive nature of the project. It is hard to be adaptive when the project price is fixed. (Literature A: Contract Types)
- C) Incorrect. The contract type "time & means or fixed unit" fits a Scrum way of working well.

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When setting up an Agile workspace environment, what will provide the **most** value for team collaboration?

- A) Email updates to the peer working on the feature
 - B) Establish distributed teams
 - C) Have Daily Scrum calls with the entire Scrum Team
 - D) Maximize osmotic communication
- A) Incorrect. Everyone in the Scrum Team should be copied in the email, when communicating to a peer. This maximizes communication across the Scrum Team, especially when working with distributed team members.
- B) Incorrect. The most effective type of Agile workspace is when the Scrum Team is collocated in a single room in order to maximize opportunity for osmotic communication.
- C) Incorrect. The most effective type of Agile workspace is when the Scrum Team is collocated in a single room in order to maximize opportunity for osmotic communication.
- D) Correct. It is good practice to maximize osmotic communications. This is mainly done by proper collocation. (Literature A: Osmotic Communication)

Evaluation

The table below shows the correct answers to the questions in this sample exam.

Question	Answer	Question	Answer
1	B	21	C
2	C	22	B
3	D	23	A
4	C	24	C
5	D	25	A
6	B	26	A
7	C	27	A
8	C	28	B
9	C	29	C
10	B	30	B
11	B	31	D
12	A	32	B
13	D	33	B
14	B	34	B
15	C	35	C
16	D	36	C
17	C	37	B
18	D	38	A
19	C	39	B
20	C	40	D

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