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QUESTION NO: 1

A town has begun a project that involves keeping track of the buses traveling on the roads of the town. Which of the following is NOT a characteristic of this project if it is managed according to Scrum Framework?

- A. Detailed upfront planning will be done to ensure that risks are identified early on.
- B. The team working on this project will meet every day for 15 minutes to list impediments to completing their tasks.
- C. The Product Owner will prioritize the tasks that deliver maximum business value.
- D. The customer does not have to be able to define very concrete requirements early on.

ANSWER: B

QUESTION NO: 2

Scrum Master is the 'servant leader' of Scrum Team. In this context, which of the following is a key responsibility of the Scrum Master?

- A. Help create Project Vision Statement
- B. Identify key stakeholders of the project
- C. Ensure back-up resources are available
- D. Define Acceptance Criteria for User Stories

ANSWER: C

QUESTION NO: 3

Which of the following statement(s) is/are true with respect to Change in Scrum projects?

- A) The Scrum Master suggests changes in consultation with the Scrum Team.
 - B) The Scrum Master can recommend changes based on Retrospect Sprint Meetings.
 - C) Changes that are beyond the tolerance level of the Product Owner may need the assistance of the Scrum Master working with the Product Owner.
 - D) The Scrum Master finalizes the formal change requests along with the Scrum Team.
- A. Only D
- B. C and D

- C. A and B
- D. Only A

ANSWER: A

QUESTION NO: 4

As a Scrum Master, it is important that you assess skill gaps and training requirements for the team members, and map the skills, capabilities, and interest level of team members in using those skills and capabilities on a project. Which one of the following tools can help you do this?

- A. Skills Requirement Matrix.
- B. Organizational Deployment Method.
- C. Daily Standup.
- D. Organizational Resource Matrix.

ANSWER: A

Explanation:

The Skills Requirement Matrix, also known as a competency framework, is used to assess skill gaps and training requirements for team members. A skills matrix maps the skills, capabilities, and interest level of team members in using those skills and capabilities on a project. Using this matrix, the organization can assess any skill gaps in team members and identify the employees who will need further training in a particular area or competency. Team members may not always possess the required knowledge or skills to work in the Scrum environment. The Product Owner should evaluate the training needs of potential team members and facilitate training to bridge any knowledge gaps in the team.

Reference: <http://blog.scrumstudy.com/preparing-an-organization-for-implementing-scrum-to-deliver-projects/>

QUESTION NO: 5

While assisting the Product Owner in developing a Prioritized Product Backlog, the Scrum Master must consider the primary factors on which the Prioritized Product Backlog is based-on. Which of the following are those primary factors?

- A) Value
 - B) Dependencies
 - C) Risk
 - D) Deliverables
- A. A, B, and C
- B. A

C. A, C, and D

D. C

ANSWER: A

Explanation:

The Prioritized Product Backlog contains a prioritized list of business and project requirements written in the form of Epic(s), which are high level User Stories. The Prioritized Product Backlog is based on three primary factors: value, risk or uncertainty, and dependencies. It is also referred to as the Risk Adjusted Product Backlog since it includes identified and assessed risks related to the project.

Reference: <http://blog.scrumstudy.com/prioritized-product-backlog-the-backbone-of-a-scrum-project/>

QUESTION NO: 6

While creating the Sprint Backlog, the Scrum Team along with the Scrum Master and Product Owner must consider which of the following as inputs?

- A. Length of Sprint, Agreed Actionable Improvements, Done Criteria, Team Calendar.
- B. Assigned Action Items, Business Improvements, Dependencies, Team Calendar.
- C. Length of Sprint, Previous Sprint Velocity, Dependencies, Team Calendar.
- D. Proof of Concept, Previous Sprint Velocity, Done Criteria, Team Calendar.

ANSWER: C

QUESTION NO: 7

To ensure that there is no gap between the customer's expectation from the project, and the deliverables produced, the Scrum Master has to eliminate environmental obstructions that the team may face, that may affect the quality of the deliverables. To do so, apart from Quality Planning, the team has to ensure Quality Control, and Quality Assurance. Which of the following statements is true regarding Quality Assurance and Quality Control?

- A. Quality Control involves execution of planned quality activities; Quality Assurance involves carrying out integration-type activities.
- B. Quality Control lessons are learned during the Sprint Retrospect meeting; Quality Assurance is demonstrated during the Sprint Review Meeting.
- C. Quality Control activities are carried out during the process of Creating Deliverables that are potentially shippable; Quality Assurance activities are usually standalone activities, not carried out as part of the work.
- D. Specific skills are not required to perform Quality Control activities; Quality Assurance is a significant factor of the definition of Done.

ANSWER: B

Explanation:

Quality control refers to the execution of the planned quality activities by the Scrum Team in the process of creating deliverables that are potentially shippable. It also includes learning from each set of completed activities in order to achieve continuous improvement. Within the cross-functional team, it is important to have the skills necessary to perform quality control activities. During the Sprint Retrospect Meeting, team members discuss lessons learned. These lessons act as inputs into continuous improvement and contribute to the improvement of ongoing quality control.

Quality is required not only in products, but also in processes. Quality assurance refers to the evaluation of processes and standards that govern quality management in a project to ensure that they continue to be relevant. Quality assurance activities are carried out as part of the work. In fact, quality assurance is a significant factor of the definition of Done. The deliverable isn't complete if appropriate quality assurance has not been conducted. Often, quality assurance is demonstrated during the Sprint Review Meeting.

Reference: <http://blog.scrumstudy.com/quality-control-and-quality-assurance-in-scrum/>

QUESTION NO: 8

Scrum can easily be scaled for effective use in large projects with multiple small teams working on the project. Which of the following facilitates coordination among scrum teams?

- A. Scrum of Scrums Meeting
- B. Daily Standup Meeting
- C. Sprint Review Meeting
- D. Sprint Planning Meeting

ANSWER: A

Explanation:

There are a lot of people who say "Scrum can be used to improve the team productivity but is not scalable". In fact, it can easily be scaled for effective use in large projects. Multiple Scrum Teams can be formed to work on the project where the Scrum Team size exceeds ten people. The Convene Scrum of Scrums process facilitates coordination among the Scrum Teams, enabling effective implementation in larger projects. Multiple Scrum Teams work in parallel in large projects, making it necessary to synchronize and facilitate the flow of information and enhance communication. The Convene Scrum of Scrums is the process ensuring this synchronization. The various Scrum Teams are represented in this meeting and the objectives are to provide updates about progress, discuss challenges faced during the project, and coordinate activities.

Reference: <http://blog.scrumstudy.com/scalability-of-scrum-scrum-of-scrums/>

QUESTION NO: 9

Which of the following about User Story Acceptance Criteria is true?

- A. User Stories are objective, and the Acceptance Criteria provides the subjectivity required for the User Story to be considered as Done.

- B.** In the Sprint Review Meetings, the Acceptance Criteria provides the context for the Scrum Master to decide if a User Story has been completed satisfactorily.
- C.** It is the Scrum Master who has to ensure that the Acceptance Criteria for a User Story are not changed by the Product Owner in the middle of a Sprint.
- D.** It is the Scrum Team's responsibility to keep track of what changes are being made to the Acceptance Criteria even during the Sprint.

ANSWER: C

Explanation:

User Story is Done according to the agreed upon Acceptance Criteria. Thus, the role of Acceptance Criteria in maintaining quality is critical and needs to be clearly understood by the team. It is the responsibility of the Scrum Master to ensure that the Acceptance Criteria for a User Story are not changed by the Product Owner in the middle of a Sprint. Partially completed User Stories are rejected as not Done and moved back into the Prioritized Product Backlog.

Reference: <http://blog.scrumstudy.com/scrumboss-scrum-video-on-acceptance-criteria-and-prioritized-product-backlog/>

QUESTION NO: 10

Which of the following comparisons is true about Scrum and Traditional Project Management?

- A.** In Scrum, upfront planning is high, while in Traditional Project Management it is low.
- B.** In Scrum, performance measurement is based on plan conformity, while in Traditional Project Management it is based on business value.
- C.** In Scrum, customer involvement is high throughout the project, while in Traditional Project it varies according to the project's lifecycle.
- D.** In Scrum, Quality Assurance is process centric, while in Traditional Project Management it is customer centric.

ANSWER: C

Explanation:

Reference: <http://blog.scrumstudy.com/why-use-scrum-2/>