



EXIN Agile Scrum

PRODUCT OWNER

Certified by


Sample Exam

Edition 202408

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Introduction

This is the EXIN Agile Scrum Product Owner (ASPO.EN) sample exam. 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 correct.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth 1 point. You need 26 points or more to pass the exam.

The time allowed for this exam is 90 minutes.

Good luck!

Sample exam

1 / 40

Yellow Industries is losing customers. The main complaint of their customers is that Yellow Industries just does not make the product that they want. The board wants to start working in a more Agile manner to make the company financially healthy again.

How would working in a more Agile manner benefit Yellow Industries **most**?

- A) It would help create a more friendly environment for the personnel which increases valuable output.
- B) It would help make the customers more responsible for expressing what they want before development.
- C) It would help reduce the personnel costs of the company because Agile is an efficient way of working.
- D) It would help the company to create more customer value by working closer together with the customers.

2 / 40

An Agile way of working offers more predictability and more flexibility than traditional ways of working.

How does Scrum help to achieve more predictability and flexibility?

- A) - By having a daily meeting at the same time to help bring predictability
- By introducing a Scrum board to track the work to help bring flexibility
- B) - By making a new sprint planning every sprint to help bring predictability
- By not having fixed working hours for the team to help bring flexibility
- C) - By using an estimate of the team's velocity to help bring predictability
- By reordering the product backlog items as needed to help bring flexibility
- D) - By using sprint retrospectives to change processes to help bring predictability
- By having strict service level expectations (SLEs) to help bring flexibility

3 / 40

A Scrum Master knows she should help remove roadblocks but is doubting if it is also useful to establish a form of continuous improvement.

Is there overlap between removing roadblocks and establishing continuous improvement?

- A) Yes. A Scrum Master that removes a roadblock is doing a part of the continuous improvement the team needs to establish flow.
- B) Yes. Continuous improvement is focused on improving the product so the Scrum Master should use it to help the team flow.
- C) No. Continuous improvement items should go on a continuous improvement backlog and roadblocks do not belong there.
- D) No. Removing roadblocks is a task that is done by the Scrum Master and continuous improvement is done by the Developers.

4 / 40

Business requirements can change at any time, so by doing only the necessary work for the required step to be considered complete, the project team saves efforts and time.

Which Agile methodology is **best** represented by this statement?

- A) DSDM
- B) Kanban
- C) LeSS
- D) SAFe

5 / 40

In a Scrum team, which accountability does **not** belong to the Product Owner?

- A) Coordinating the product launch
- B) Maintaining the product backlog
- C) Managing the product budget
- D) Tracking the progress of the team

6 / 40

Natalie has been working as a technically competent and experienced Developer in a Scrum team for a software development company during the past five years. She recently transferred to the Wooden Tulip Hotel Group and is now working with a new team as the Product Owner. They are working on a marketing product.

Natalie struggles with her new accountability as Product Owner. She is not a marketing person and the business of the Wooden Tulip Hotel Group is very different from the software development company that she worked with previously.

What should Natalie do **first**?

- A) Ask the Scrum Master to take over Product Owner duties for now and learn by watching the Scrum team work
- B) Get to know the business stakeholders to understand the marketing product and the business priorities better
- C) Start with backlog refinement to understand the product and ask the Developers to communicate with the customer
- D) Talk with managers of the Wooden Tulip Group to understand the priorities better and order the product backlog

7 / 40

The Product Owner of a production company is receiving negative feedback from the customer during every meeting they have. The customer keeps complaining that the Product Owner is not delivering what was asked for.

What should the Product Owner do to help improve the product's success?

- A) Ask the Scrum Master to find a solution with the customer
- B) Discuss the matter and find a solution with the Scrum Master
- C) Escalate the matter to the direct manager of the Developers
- D) Organize a joint meeting with the customer and the Scrum team

8 / 40

The internal Scrum team of a large bank is preparing their first sprint review. They will show the business team the first functionality of a service they are building.

The Developers suggest that the Product Owner provides an account of the work they have done and demonstrates the functionality. They argue that the Product Owner is the voice of the customer (VoC) and speaks the language of the business. The Developers find themselves too technical.

The Scrum Master, on the other hand, suggests that the Developers show their work themselves. This way, they can explain the functionality and answer questions immediately. The Scrum Master and the Product Owner will be present in the during the meeting.

How should the sprint review be structured?

- A) The entire Scrum team participates in presenting the results to the key stakeholders and progress toward the product goal is discussed.
- B) The Product Owner prepares a presentation and, together with the Developers, presents the deliverables of the sprint to the stakeholders.
- C) The Product Owner shows, together with the Scrum Master, to the stakeholders which items of the sprint backlog have been done.

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Fatima is a Product Owner in a data warehouse software company. Halfway through a sprint, she receives new information about two things. First, the company must change the product goal because the customer has changed their mind. Second, there is not enough budget to finish the project that was originally envisioned.

Is Fatima authorized to cancel the sprint?

- A) Yes, because the sprint goal has become obsolete.
- B) Yes, because there is not enough budget to finish it.
- C) No, because once started the sprint is never cancelled.
- D) No, because only the customer may cancel a sprint.

10 / 40

A company is working with several Scrum teams to make sure they can keep the deadlines their customers require. These teams must make sure that their efforts are not duplicated, that dependencies are visible and clear.

The company has opted for a single backlog, a single Product Owner, and multiple Scrum Teams. Each Scrum team has several Developers and their own Scrum Master.

Which Scrum accountability is **best** placed to coordinate the efforts?

- A) The Developers because the teams are self-managing and should be able to coordinate
- B) The Product Owner because the Product Owner coordinates the product backlog as well
- C) The Scrum Masters because they have time to coordinate with the other Scrum Masters

11 / 40

The Developers, Scrum Master and Product Owner have different accountabilities. One of them should adapt the plan, and way of work, as and when needed, to ensure that progress is made toward the sprint goal.

Which accountability is this?

- A) The Developers
- B) The Product Owner
- C) The Scrum Master

12 / 40

An effective product goal is a key aspect to create customer value in Scrum.

Which critical question must be answered to create an effective product goal?

- A) How will the product be profitable for the customer?
- B) What is the expected future state of the product?
- C) What is the intended date for the product to be available?
- D) Which product features must be built first?

13 / 40

Amitola Company wants to create a new vendor portal that will allow the vendors to interact with the company better. They need to create a product goal for the vendor portal.

The Product Owner leads a meeting to develop the product goal. She must make sure all stakeholders agree on the product goal. The product goal is essential for driving the product development in the right direction.

During the meeting, they should first get a clear view of the vision for the vendor portal.

Why is this so important?

- A) Because this ensures that the team keeps working towards a valuable goal
- B) Because this helps understand the current condition of the project
- C) Because this is the next target condition that is updated every sprint
- D) Because this makes the team experiment methodically to get to the goal

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In Scrum, there is no commitment to features unless they are actively in progress. However, customers can find it challenging to commit to product development and provide a budget without having an idea of the product. It can therefore be helpful to show a product roadmap to customers.

What is the **best** way to create a product roadmap?

- A) - Define detailed product backlog items and group them
 - Determine the order of delivery and the time to complete
 - Update the roadmap during each sprint planning event
- B) - Define features from feedback by the Developers and managers
 - Determine which customers should be appeased with the roadmap
 - Update a Gantt chart with progress and dependencies each day
- C) - Define high-level requirements and a product portfolio
 - Determine which Scrum teams will be involved
 - Update the product backlog for a full Nexus project
- D) - Define high-level requirements and order them
 - Determine dependencies and map an order of delivery
 - Update the roadmap during the development process

15 / 40

A Scrum team uses the definition of done (DoD) for the first time during the sprint planning meeting. In the sprint planning meeting, the team estimates the size of the backlog items and creates the sprint backlog.

Why does the team need the DoD during the sprint planning meeting?

- A) Because each feature is checked for readiness as soon it is finished in the sprint
- B) Because the Product Owner must confirm that backlog items fit the requirements
- C) Because the team must accept the sprint goal as a potentially shippable product
- D) Because the workload depends on requirements of both the features and the DoD

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A Product Owner writes the following user story for the product backlog:

As a data entry clerk, I want a good user interface for the administration of customer invoices, so that I can work fast.

Does this user story provide the necessary specific information to be pulled into a sprint backlog?

- A) Yes, because additional information can be added during a sprint.
- B) Yes, because it follows the recommended template of a user story.
- C) No, because the identity of the type of user is not specific enough.
- D) No, because the terms 'good' and 'fast' are not specific enough.

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An agency for digital communication is developing a travel platform for one of its clients. The user of the travel platform should be able to book flights, hotel rooms and rental cars on the same platform. User stories are discovered, decomposed, and refined throughout the entire project.

The following user stories are ready:

- As a business traveler, I only want to see available **business hotels**, to be able to choose a hotel in a fast and efficient way.
- As a leisure traveler, I want to choose a **fixed date** for my flight, to be able to start travelling as soon as I am on vacation.
- As a leisure traveler, I want to organize my entire trip on a **single platform**, to be able to save time.

Which user story should be identified as an epic?

- A) The story about business hotels
- B) The story about a fixed date
- C) The story about a single platform

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Günter is new to working as a Product Owner. He is unsure how to handle non-functional requirements in the product backlog.

He decomposes the non-functional requirements in a way similar to functional requirements: when they become important. When a task that is tied to the non-functional requirement is done, he removes the non-functional requirement from the product backlog.

Günter soon realizes that when he removes stories with non-functional requirements from the product backlog, he often has to add them again later.

What is the **best** way to handle non-functional requirements?

- A) Decompose the non-functional requirements as soon as they become known and keep them at the top of the product backlog
- B) Put the non-functional requirements on the product backlog, order them and decompose them when they become important
- C) Remove the stories when they are done and re-add the stories when necessary, exactly the way it is currently being done

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A team is new to Scrum. They are discussing how to prioritize non-functional requirements and functional requirements. Functional requirements are the business-related requirements.

How should the non-functional requirements be prioritized?

- A) They should always be given a higher priority than business-related requirements.
- B) They should always be given a lower priority than business-related requirements.
- C) They should be prioritized based on the dependencies they impose on other requirements.
- D) They should be prioritized based on the vision of the Product Owner in a specific context.

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Which Scrum artefact must be updated **most** often?

- A) The definition of done (DoD)
- B) The increment
- C) The product backlog
- D) The sprint backlog

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A Scrum team has a history of performing very well. However, recently they have not been able to meet their sprint goals, despite budgeting time in each sprint for unforeseen issues. The Scrum Master investigates this issue with the team in a sprint retrospective meeting.

The Developers identify the following problems with the last sprint:

- The team discovers a few **impediments** to the workflow after each sprint.
- Sudden **requests** that cost a few hours are regularly pushed by management.
- **Specialist** team members suddenly got pulled from the team to help other teams for days.
- The Product Owner had taken a planned two-week **vacation** in the last month.

Which problem is the **most** likely reason for not meeting the sprint goals?

- A) The impediments
- B) The requests
- C) The specialists
- D) The vacation

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A team uses a Kanban board with four columns:

- 1 – User story
- 2 – To do
- 3 – Doing (3)
- 4 – Done

What is the **most** likely meaning of the '(3)' in the third column?

- A) This column has a work-in-progress limit (WIP-limit) of three.
- B) This column has three invisible blocked tickets that must be solved.
- C) This column is the only one divided into three separate swimlanes.
- D) This team has three team members and three Doing columns.

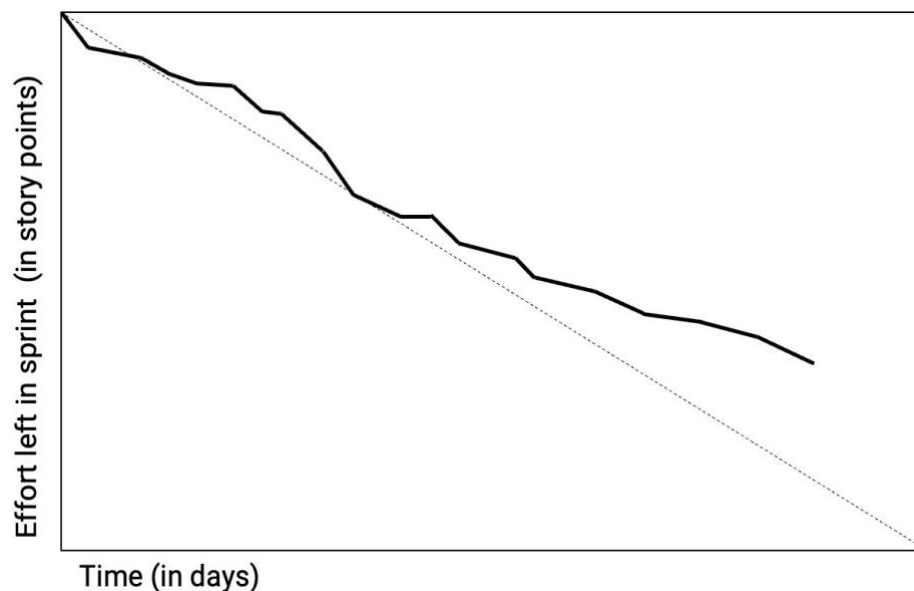
23 / 40

What is the **main** purpose of a Scrum board?

- A) It helps the Developers to organize their work and see how much work is left.
- B) It helps the Product Owner track the team's work and report back to the managers.
- C) It helps the Scrum Master to keep track of which Developer does which task.

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A Scrum team is using a burn-down chart to track their progress. During the sprint, the graph looks like this:



What is certain about this sprint?

- A) The Developers are doing less than they anticipated.
- B) The Developers are on track to finish the sprint goal.
- C) The Developers have run into a roadblock and are stuck.

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A team decides to use Kanban techniques on their Scrum board. They have introduced the concept of work-in-progress limits (WIP-limits) and started using blocker tickets to identify impediments that prevent a task from being completed.

The Scrum Master is unsure what to do with blocker tickets once an impediment is removed from the board. It seems wrong to just throw them away.

What should the Scrum Master do with blocker tickets to bring **most** value to the team?

- A) Group them to see if a common theme emerges that indicates a cause of many issues
- B) Investigate them for a root cause after the issue is resolved to prevent further impediments
- C) Keep them on display or review them during a sprint retrospective to remind the Developers
- D) Simply mark them as 'done' and remove them if the impediment is resolved and no longer exists

26 / 40

A Scrum team has found a critical bug that they feel must be solved right away. The team always has 20% of the time in the sprint set aside for fixing bugs. They have already pulled some legacy bugs into this sprint backlog to fill up the 20%. The team has agreed not to spend more time than 20% on fixing bugs.

The Product Owner has identified the new critical bug as having a higher priority than the bugs they have currently pulled into the sprint.

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

- A) Add solving the new critical bug to the sprint backlog even if they spend more than 20% of the time on bugs
- B) Cancel the sprint, have the team focus on fixing the bugs, and start a new sprint once the bugs are solved
- C) Put the new bug into the product backlog because the sprint goal and backlog have already been finalized
- D) Swap out an equivalent amount of bug-fixing work in favor of fixing the new critical bug to keep to the 20%

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Software4You is a software as a service (SaaS) provider. The company has used Scrum for a while.

Currently, tested features are handed over from development to operations. This sometimes causes substantial delays between completing a sprint and releasing the features. Operations often retests software with their own requirements and finds bugs. All new approved features are released in the quarterly release.

Software4You wants to change this, because their customers demand improvements, bug fixes, and new features more frequently.

What is the **best** way to increase the value delivery frequency?

- A) Add someone from operations to the Scrum team and use integrated test cases as part of the definition of done (DoD). This will help to build a continuous delivery pipeline.
- B) Create dedicated development sprints and deployment sprints. This will help the operations team address testing requirements in the sprint after the development sprint.
- C) Train the operations team in Scrum and form a dedicated operations Scrum team to work out bugs. This will help them speed up their quarterly release to much shorter sprints.

28 / 40

Even in large development projects it is best to have only one product backlog for one product. To manage that single product backlog properly, the backlog cannot be too large.

How should the product backlog be kept to a reasonable size?

- A) By forecasting what the next several releases must look like
- B) By proactively eliminating dependencies between user stories
- C) By sharing accountability for the product backlog with others
- D) By using epics and grouping small stories into themes

29 / 40

A company uses a Nexus approach to scale a large project.

The Nexus integration team coordinates a single sprint for all teams. Each team has their own Scrum Master to help remove roadblocks.

There is a single Product Owner and a single product backlog for all Scrum teams.

Is this the correct way of using a Nexus approach?

- A) Yes, because a Nexus approach can be filled in flexibly by the company to fit the needs of each specific company or project.
- B) Yes, because a Nexus always has a single product backlog, a single Product Owner, and a coordinated sprint for all teams.
- C) No, because each team should have their own Product Owner as well as a separate product backlog to support their work.
- D) No, because the teams should not only share the Product Owner, product backlog, and sprint, but also share a Scrum Master.

30 / 40

A company is working on a large product. They are using a Nexus team setup to get the work done. The product backlog must be scaled across multiple Scrum teams.

How is this done within a Nexus?

- A) There is a team of Product Owners and a single product backlog for all Nexus Scrum teams.
- B) There is no rule within Nexus that prescribes exactly how the product backlog is scaled.
- C) There is one Product Owner and a separate product backlog for each Nexus Scrum team.
- D) There is one Product Owner and a single product backlog for all Nexus Scrum teams.

31 / 40

Not every project is suitable for an Agile approach. A company has the following projects.

- A project in the **HR department** has a tight budget, but no determined deadline. The requirements of the project are not clear.
- A project in the **IT department** has a pressing deadline and a tight budget. There is no room to change the scope of the project.

Which department has a project that is **not** suitable for an Agile approach?

- A) The HR department, because only IT projects are suitable for an Agile approach.
- B) The HR department, because they have no clear requirements for the project.
- C) The IT department, because there is no room for changing the scope of the project.
- D) The IT department, because they have a tight budget and pressing deadline.

32 / 40

A company wants to use an additional Scrum team in addition to the Scrum team that is currently working on a project.

When is this a good idea?

- A) When a project is very complex, and the current Scrum team does not have all the needed competences
- B) When the current Scrum team has a great diversity in gender, race or culture and relevant backgrounds
- C) When the team has just transitioned, and the team members do not work well together in the beginning
- D) When there is little time for training and the current Scrum team is made up of many inexperienced people

33 / 40

In large projects, multiple Scrum teams can collaborate on the same product.

How should the product backlog be scaled?

- A) Create a separate backlog for each Scrum team, based on components
- B) Create a separate backlog for each Scrum team, based on features
- C) Create a single backlog that is not team-specific or component-specific
- D) There is no best way to do this, as long as the solution works for the teams

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Vine Industries is a hip software development company that writes customized apps for companies of all types and sizes. Vine Industries often has a complex development environment and time to market is critical for their customers.

Developers of several Scrum teams work together on delivering value. Several Scrum teams may work on a product for a single customer together. There are often dependencies between features developed by different teams. The customers discover new requirements after every sprint.

What is a good approach for working in a complex Scrum environment?

- A)** - Create a Nexus integration team to do the high-level coordination
 - Align work to take care of dependencies between Scrum teams
 - Incorporate newly identified features into the next Nexus sprint
- B)** - Refine the process for discovering new customer requirements
 - Use already known dependencies to override assigned priorities
 - Use a traditional release management approach with dependencies
- C)** - Run a design sprint to sort out design and dependency issues
 - Do a release planning session to plan all dependencies
 - Move around backlog items to predefined sprints in the release
- D)** - Stop using Scrum and switch to another Agile method completely
 - Use a part of development with each customer to investigate requirements
 - Only start sprints for a customer once all requirements are clear

35 / 40

Company SHIELD is working on a new in-house enterprise resource planning (ERP) system that will replace the outdated one currently in use. This system will provide functionality throughout the company and will be used in all 30 countries where SHIELD is doing business.

The company uses the traditional way of scaling Scrum. Since the ERP system is composed of five subsystems, the company decides to use a component team approach and appoints five Product Owners. Each of them supports one of the Scrum teams that will be working in parallel on each subsystem. A chief Product Owner is appointed to coordinate the project.

When planning the project, the teams propose to create one product backlog for each component as it will be easier to maintain and use. The chief Product Owner objects the proposition, stating that there should be only one product backlog.

Given this scenario, what should be decided about the product backlog?

- A)** There should be five product backlogs, so each Product Owner must be accountable for their own backlog.
- B)** There should be only one master product backlog, but there could be five component product backlogs.
- C)** There should be only one product backlog, because more than one will create significant overhead and waste.
- D)** There should be only one product backlog, because the chief Product Owner is accountable for the backlog.

36 / 40

A Scrum team works hard but does not know if the work done results in valuable features.

In order to help the team, the following is done:

1. Help the Scrum team understand the need for clear and concise product backlog items
2. Ensure the Product Owner knows how to arrange the product backlog to maximize value
3. Ensure the Product Owner clearly explains the delivered value at the sprint review
4. Lead and coach the organization in its Scrum adoption

Which combination of actions results in optimizing business value?

- A) 1 and 2
- B) 1 and 3
- C) 2 and 4
- D) 3 and 4

37 / 40

Vine Solutions is a USA-based company that creates custom software for other businesses. They have the business goal to grow the business internationally. To support this goal, they need to expand their online presence.

The Product Owner has drafted several product goals.

Which product goal **best** supports Vine Solutions' business goal?

- A) Build an e-commerce system that operates reliably to support the business
- B) Expand production and delivery capability to allow for sales outside the USA
- C) Rewrite the e-commerce system in Java to make sure the system is stable

38 / 40

12Bike is a bike courier company. They want to improve their digital platform to help speed up the onboarding of new bike couriers.

12Bike outsources this work to a software company. The software company uses Scrum.

The financial manager of 12Bike wants to calculate the return on investment (RoI) to get an indication of how much value the project brings.

Does calculating the RoI give the information the manager needs?

- A) Yes, because the customer has asked the Product Owner to calculate the RoI.
- B) Yes, because the Product Owner can base the RoI on benchmarks from competitors.
- C) No, because lead time for onboarding is a much better indication of performance.
- D) No, because the RoI only gives an indication of the value for the software company.

39 / 40

What is the **best** way to develop an intimate understanding of customer and user needs?

- A) Collecting feedback from customers and users when the product is released
- B) Inviting customers and users to participate in the daily scrum meetings
- C) Involving customers and users early and often during the development process

40 / 40

When communicating with stakeholders, it can be helpful to define a minimal marketable product (MMP). This gives stakeholders something real to discuss.

What is an MMP?

- A) The minimum set of features that can be built quickly to test a hypothesis
- B) The smallest possible set of features that addresses the needs of users
- C) The smallest product that users who get the product for free will accept

Answer key

1 / 40

Yellow Industries is losing customers. The main complaint of their customers is that Yellow Industries just does not make the product that they want. The board wants to start working in a more Agile manner to make the company financially healthy again.

How would working in a more Agile manner benefit Yellow Industries **most**?

- A) It would help create a more friendly environment for the personnel which increases valuable output.
 - B) It would help make the customers more responsible for expressing what they want before development.
 - C) It would help reduce the personnel costs of the company because Agile is an efficient way of working.
 - D) It would help the company to create more customer value by working closer together with the customers.
-
- A) Incorrect. Although this may happen when starting to work in an Agile way, this is not what helps the company most. The problem the company faces is not that the workers do not create output. The problem is that the customers are unsatisfied with the products. What helps the company most, is the feedback they will receive from the customers.
 - B) Incorrect. Customers do not always know what to ask for before seeing an increment of value. Regular feedback loops will help the company most. Asking the customer to express more ideas before development will not help the company at all.
 - C) Incorrect. Agile is not a way to reduce personnel costs because it tends to be an efficient way of working. Agile is focused on creating more value for the customer, even if that means increasing personnel costs. The idea is that customers are willing to pay for value, which will help the company to become healthy again.
 - D) Correct. The main problem the company is facing is that the customers are not happy with the products. Agile will help the company improve that by making sure the customer gives regular feedback, which in turn will help create more customer value. (Literature: A, Chapter 1.1)

2 / 40

An Agile way of working offers more predictability and more flexibility than traditional ways of working.

How does Scrum help to achieve more predictability and flexibility?

- A) - By having a daily meeting at the same time to help bring predictability
- By introducing a Scrum board to track the work to help bring flexibility
 - B) - By making a new sprint planning every sprint to help bring predictability
- By not having fixed working hours for the team to help bring flexibility
 - C) - By using an estimate of the team's velocity to help bring predictability
- By reordering the product backlog items as needed to help bring flexibility
 - D) - By using sprint retrospectives to change processes to help bring predictability
- By having strict service level expectations (SLEs) to help bring flexibility
- A) Incorrect. A daily meeting at the same time is predictable, but not the type of predictability that is meant here. Introducing a Scrum board does not increase flexibility.
- B) Incorrect. A new sprint planning is more likely to contribute to flexibility than predictability since it spans such a short time. Flexibility in the sense of flexible hours could be a part of working Agile, but this can be offered as a part of more traditional ways of working as well.
- C) Correct. Estimating the team's velocity helps predict the amount of work that can be done in the next (few) sprints. Reordering the product backlog items makes sure there is flexibility in what is done during the next sprint. (Literature: A, Chapter 6.16 and 10.11)
- D) Incorrect. It should be the other way around. Changing processes is building in a type of flexibility. SLEs can bring some predictability if it stands in for velocity.

3 / 40

A Scrum Master knows she should help remove roadblocks but is doubting if it is also useful to establish a form of continuous improvement.

Is there overlap between removing roadblocks and establishing continuous improvement?

- A) Yes. A Scrum Master that removes a roadblock is doing a part of the continuous improvement the team needs to establish flow.
 - B) Yes. Continuous improvement is focused on improving the product so the Scrum Master should use it to help the team flow.
 - C) No. Continuous improvement items should go on a continuous improvement backlog and roadblocks do not belong there.
 - D) No. Removing roadblocks is a task that is done by the Scrum Master and continuous improvement is done by the Developers.
- A) Correct. Roadblocks that are removed increase flow. Continuous improvement is mostly optimizing the processes and way of working, which in turn may improve the product. Increasing flow is the result and goal of continuous improvement. (Literature: A, Chapter 7.5)
- B) Incorrect. Although there is overlap, continuous improvement is not focused on the improvement of the product.
- C) Incorrect. There is overlap between continuous improvement and removing roadblocks. A continuous improvement backlog is the best place to collect continuous improvement items.
- D) Incorrect. There is overlap between continuous improvement and removing roadblocks. The Scrum Master can identify opportunities to improve flow and do continuous improvements alongside the Developers.

4 / 40

Business requirements can change at any time, so by doing only the necessary work for the required step to be considered complete, the project team saves efforts and time.

Which Agile methodology is **best** represented by this statement?

- A) DSDM
 - B) Kanban
 - C) LeSS
 - D) SAFe
-
- A) Correct. DSDM (now Agile Business Consortium) dictates that only the minimum work will be done in every step, to move forward to the next item, with a mindset that continuous change is a natural part of projects. (Literature: A, Appendix A)
 - B) Incorrect. Kanban is about visualization of work and limiting work-in-progress (WIP).
 - C) Incorrect. LeSS stands for Large-Scaled Scrum and is a methodology that can be applied when multiple teams are working together on one product or service that is being developed.
 - D) Incorrect. SAFe is about scaling agile beyond a team, visualizing and limiting work-in-progress (WIP) and decentralizing decision-making.

5 / 40

In a Scrum team, which accountability does **not** belong to the Product Owner?

- A) Coordinating the product launch
 - B) Maintaining the product backlog
 - C) Managing the product budget
 - D) Tracking the progress of the team
-
- A) Incorrect. The Product Owner is accountable for this task.
 - B) Incorrect. The Product Owner is accountable for this task.
 - C) Incorrect. The Product Owner is accountable for this task.
 - D) Correct. The Scrum Master is accountable for this task. (Literature: A, Chapter 5.6.4)

6 / 40

Natalie has been working as a technically competent and experienced Developer in a Scrum team for a software development company during the past five years. She recently transferred to the Wooden Tulip Hotel Group and is now working with a new team as the Product Owner. They are working on a marketing product.

Natalie struggles with her new accountability as Product Owner. She is not a marketing person and the business of the Wooden Tulip Hotel Group is very different from the software development company that she worked with previously.

What should Natalie do **first**?

- A) Ask the Scrum Master to take over Product Owner duties for now and learn by watching the Scrum team work
 - B) Get to know the business stakeholders to understand the marketing product and the business priorities better
 - C) Start with backlog refinement to understand the product and ask the Developers to communicate with the customer
 - D) Talk with managers of the Wooden Tulip Group to understand the priorities better and order the product backlog
-
- A) Incorrect. It is not the Scrum Master's accountability to fill in for a Product Owner. Although the Product Owner can learn from the rest of the team, transferring the accountability is not a good idea. Getting to know the business priorities and understanding the marketing product should be the first priority.
 - B) Correct. Although appointing someone without intimate knowledge of the business as a Product Owner is far from ideal, it happens. When this happens, the first priority is to have an intimate understanding of the business, its needs, and requirements. (Literature: A, Chapter 5.6.3)
 - C) Incorrect. In order for the Product Owner to understand the product, she should first speak with the business stakeholders. Refining the product backlog is an activity that results from that. The Product Owner should not delegate communication with the customer to the Developers but should be involved herself too.
 - D) Incorrect. Although all stakeholder input is valuable, the managers and product backlog ordering should not be the priority. Getting to know the business priorities and understanding the marketing product should be the first priority.

7 / 40

The Product Owner of a production company is receiving negative feedback from the customer during every meeting they have. The customer keeps complaining that the Product Owner is not delivering what was asked for.

What should the Product Owner do to help improve the product's success?

- A)** Ask the Scrum Master to find a solution with the customer
 - B)** Discuss the matter and find a solution with the Scrum Master
 - C)** Escalate the matter to the direct manager of the Developers
 - D)** Organize a joint meeting with the customer and the Scrum team
-
- A)** Incorrect. This is not a matter between the customer and only the Scrum Master. The Product Owner and the rest of the Scrum team should also be involved.
 - B)** Incorrect. This is not a matter for just the Product Owner and the Scrum Master. The customer and the whole Scrum team should be involved.
 - C)** Incorrect. Scrum teams are self-managing so a manager has no task in this.
 - D)** Correct. The Product Owner represents the voice of the customer (VoC) but the whole team needs to engage with the customer, especially when there is a difference of understanding. (Literature: A, Chapter 5.6.3)

8 / 40

The internal Scrum team of a large bank is preparing their first sprint review. They will show the business team the first functionality of a service they are building.

The Developers suggest that the Product Owner provides an account of the work they have done and demonstrates the functionality. They argue that the Product Owner is the voice of the customer (VoC) and speaks the language of the business. The Developers find themselves too technical.

The Scrum Master, on the other hand, suggests that the Developers show their work themselves. This way, they can explain the functionality and answer questions immediately. The Scrum Master and the Product Owner will be present in the during the meeting.

How should the sprint review be structured?

- A)** The entire Scrum team participates in presenting the results to the key stakeholders and progress toward the product goal is discussed.
 - B)** The Product Owner prepares a presentation and, together with the Developers, presents the deliverables of the sprint to the stakeholders.
 - C)** The Product Owner shows, together with the Scrum Master, to the stakeholders which items of the sprint backlog have been done.
-
- A)** Correct. The entire Scrum team works together during the sprint review. The review is a collaborative event, and everyone should participate if possible. (Literature: A, Chapter 5.8.4)
 - B)** Incorrect. The sprint review is a working session, and it should not be limited to a presentation by the Product Owner.
 - C)** Incorrect. The sprint backlog is not discussed in the sprint review.

9 / 40

Fatima is a Product Owner in a data warehouse software company. Halfway through a sprint, she receives new information about two things. First, the company must change the product goal because the customer has changed their mind. Second, there is not enough budget to finish the project that was originally envisioned.

Is Fatima authorized to cancel the sprint?

- A) Yes, because the sprint goal has become obsolete.
 - B) Yes, because there is not enough budget to finish it.
 - C) No, because once started the sprint is never cancelled.
 - D) No, because only the customer may cancel a sprint.
-
- A) Correct. A sprint could be cancelled if the sprint goal becomes obsolete and only the Product Owner has the authority to cancel a sprint. (Literature: A, Chapter 5.8)
 - B) Incorrect. Budget problems are not a valid reason for cancelling a sprint.
 - C) Incorrect. A sprint could be cancelled if the sprint goal becomes obsolete.
 - D) Incorrect. Only the Product Owner is authorized to cancel a sprint.

10 / 40

A company is working with several Scrum teams to make sure they can keep the deadlines their customers require. These teams must make sure that their efforts are not duplicated, that dependencies are visible and clear.

The company has opted for a single backlog, a single Product Owner, and multiple Scrum Teams. Each Scrum team has several Developers and their own Scrum Master.

Which Scrum accountability is **best** placed to coordinate the efforts?

- A) The Developers because the teams are self-managing and should be able to coordinate
 - B) The Product Owner because the Product Owner coordinates the product backlog as well
 - C) The Scrum Masters because they have time to coordinate with the other Scrum Masters
-
- A) Incorrect. Although teams are self-managing, coordination is a task that the single Product Owner should pick up. The Product Owner has overview over all product backlog items and therefore over the dependencies.
 - B) Correct. Within Scrum, the Product Owner should coordinate the efforts of multiple teams. (Literature: A, Chapter 5.6.3)
 - C) Incorrect. Although the Scrum Masters have time to coordinate, the Product Owner has better overview over the product backlog items and therefore the dependencies.

11 / 40

The Developers, Scrum Master and Product Owner have different accountabilities. One of them should adapt the plan, and way of work, as and when needed, to ensure that progress is made toward the sprint goal.

Which accountability is this?

- A)** The Developers
 - B)** The Product Owner
 - C)** The Scrum Master
-
- A)** Correct. This is an accountability of the Developers, because they are the ones doing the work. (Literature: A, Chapter 5.6.2)
 - B)** Incorrect. The Product Owner is accountable for creating a product goal. The Developers are responsible for making sure work gets done to make progress toward the sprint goal.
 - C)** Incorrect. The Scrum Master is accountable for making sure the team re-evaluates the way the team is working, not for making sure there is progress toward the sprint goal.

12 / 40

An effective product goal is a key aspect to create customer value in Scrum.

Which critical question must be answered to create an effective product goal?

- A)** How will the product be profitable for the customer?
 - B)** What is the expected future state of the product?
 - C)** What is the intended date for the product to be available?
 - D)** Which product features must be built first?
-
- A)** Incorrect. Profitability is defined in value, which is a product goal for the organization, based on usage of organizational resources, not in terms of customer profitability.
 - B)** Correct. The product goal describes a future state of the product and indicates what the organizational goals and objectives are that it supports. (Literature: A, Chapter 6.4)
 - C)** Incorrect. The intended date is not the same as the product goal.
 - D)** Incorrect. The Scrum team will define together in an iterative process which features must be built.

13 / 40

Amitola Company wants to create a new vendor portal that will allow the vendors to interact with the company better. They need to create a product goal for the vendor portal.

The Product Owner leads a meeting to develop the product goal. She must make sure all stakeholders agree on the product goal. The product goal is essential for driving the product development in the right direction.

During the meeting, they should first get a clear view of the vision for the vendor portal.

Why is this so important?

- A) Because this ensures that the team keeps working towards a valuable goal
 - B) Because this helps understand the current condition of the project
 - C) Because this is the next target condition that is updated every sprint
 - D) Because this makes the team experiment methodically to get to the goal
-
- A) Correct. The first step in the Toyota improvement kata is to 'get the direction or challenge'. Once it is clear where the company wants to go, they can start working on how to get there. (Literature: A, Chapter 6.16)
 - B) Incorrect. This is the second step in the Toyota improvement kata. The final goal does not really help understand the current condition. Both are used to determine the way ahead and the steps necessary to get there.
 - C) Incorrect. This is the third step in the Toyota improvement kata. The first step is not establishing a temporary goal. The company first creates the final goal, and based on that, creates attainable temporary goals.
 - D) Incorrect. This is the fourth step in the Toyota improvement kata. Having a goal does not automatically make sure the team will experiment.

14 / 40

In Scrum, there is no commitment to features unless they are actively in progress. However, customers can find it challenging to commit to product development and provide a budget without having an idea of the product. It can therefore be helpful to show a product roadmap to customers.

What is the **best** way to create a product roadmap?

- A) - Define detailed product backlog items and group them
 - Determine the order of delivery and the time to complete
 - Update the roadmap during each sprint planning event
 - B) - Define features from feedback by the Developers and managers
 - Determine which customers should be appeased with the roadmap
 - Update a Gantt chart with progress and dependencies each day
 - C) - Define high-level requirements and a product portfolio
 - Determine which Scrum teams will be involved
 - Update the product backlog for a full Nexus project
 - D) - Define high-level requirements and order them
 - Determine dependencies and map an order of delivery
 - Update the roadmap during the development process
- A) Incorrect. A product roadmap does not include detailed product backlog items. The order of delivery and the time to deliver is also not part of the roadmap. The roadmap can be updated at any moment, not just during sprint planning meetings.
- B) Incorrect. The customers should form the base of the features, not the Developers and managers (even though managers may potentially be customers). Appeasing customers should never be the goal of a product roadmap. Gantt charts may or may not be required, but it is unlikely they are updated every day.
- C) Incorrect. A product portfolio is not part of the product roadmap. The updates should not necessarily be for a Nexus team. It is unclear how large the project is going to be and if a Nexus will be necessary.
- D) Correct. To create a product backlog, at a minimum coarse-grained requirements are necessary. It is best to understand these from a business perspective first: how they will create value and how the business will order or prioritize them. Updating the roadmap during development will bring the necessary agility. (Literature: A, Chapter 6.2 and 6.3)

15 / 40

A Scrum team uses the definition of done (DoD) for the first time during the sprint planning meeting. In the sprint planning meeting, the team estimates the size of the backlog items and creates the sprint backlog.

Why does the team need the DoD during the sprint planning meeting?

- A) Because each feature is checked for readiness as soon it is finished in the sprint
 - B) Because the Product Owner must confirm that backlog items fit the requirements
 - C) Because the team must accept the sprint goal as a potentially shippable product
 - D) Because the workload depends on requirements of both the features and the DoD
-
- A) Incorrect. This is something the DoD is used for, but this is not done during the sprint planning meeting.
 - B) Incorrect. Although the Product Owner should confirm that the backlog items fit the requirements of the customer, and the DoD could help do this, this is not usually done during the sprint planning meeting.
 - C) Incorrect. The DoD is not used to evaluate the sprint goal, although the sprint goal usually is a potentially shippable increment.
 - D) Correct. The workload depends on all the requirements for a feature, and this includes the DoD. (Literature: A, Chapter 5.7)

16 / 40

A Product Owner writes the following user story for the product backlog:

As a data entry clerk, I want a good user interface for the administration of customer invoices, so that I can work fast.

Does this user story provide the necessary specific information to be pulled into a sprint backlog?

- A) Yes, because additional information can be added during a sprint.
 - B) Yes, because it follows the recommended template of a user story.
 - C) No, because the identity of the type of user is not specific enough.
 - D) No, because the terms 'good' and 'fast' are not specific enough.
-
- A) Incorrect. Sometimes, additional information can be added during a sprint. When the Developers have questions, the answers can be added during a sprint. However, quality requirements such as 'good' or 'fast' must be specified before the user story is pulled in a sprint backlog.
 - B) Incorrect. User stories usually follow the template: As a [stakeholder ROLE], I want to [the WHAT of the requirement], so that [the WHY of the requirement], although other templates are possible and allowed. This user story follows the template but has some non-specific terms which should be clarified before pulling the item in a sprint backlog.
 - C) Incorrect. There is no need to specify the type of user further. The username does not need to be specific. The terms 'good' and 'fast' must be specified further.
 - D) Correct. User stories on the product backlog that can be pulled into a sprint backlog must be specific. The non-functional requirements must be specific, so that the story points can be estimated and to ensure that the feature matches the customer expectations. (Literature: A, Chapter 6.11 and 6.17)

17 / 40

An agency for digital communication is developing a travel platform for one of its clients. The user of the travel platform should be able to book flights, hotel rooms and rental cars on the same platform. User stories are discovered, decomposed, and refined throughout the entire project.

The following user stories are ready:

- As a business traveler, I only want to see available **business hotels**, to be able to choose a hotel in a fast and efficient way.
- As a leisure traveler, I want to choose a **fixed date** for my flight, to be able to start travelling as soon as I am on vacation.
- As a leisure traveler, I want to organize my entire trip on a **single platform**, to be able to save time.

Which user story should be identified as an epic?

- A) The story about business hotels
 - B) The story about a fixed date
 - C) The story about a single platform
-
- A) Incorrect. This is a fine-grained user story.
 - B) Incorrect. This is a medium-grained user story.
 - C) Correct. This is a coarse-grained, high-level user story. Therefore, it is called an epic. (Literature: A, Chapter 6.11)

18 / 40

Günter is new to working as a Product Owner. He is unsure how to handle non-functional requirements in the product backlog.

He decomposes the non-functional requirements in a way similar to functional requirements: when they become important. When a task that is tied to the non-functional requirement is done, he removes the non-functional requirement from the product backlog.

Günter soon realizes that when he removes stories with non-functional requirements from the product backlog, he often has to add them again later.

What is the **best** way to handle non-functional requirements?

- A) Decompose the non-functional requirements as soon as they become known and keep them at the top of the product backlog
 - B) Put the non-functional requirements on the product backlog, order them and decompose them when they become important
 - C) Remove the stories when they are done and re-add the stories when necessary, exactly the way it is currently being done
-
- A) Correct. Although not all non-functional requirements are immediately known, they should be decomposed as soon as they are identified and remain at the top of the product backlog. Non-functional requirements may remain as part of the product backlog items indefinitely as many other functional requirements depend on them or because they are fundamental building blocks. (Literature: A, Chapter 6.9.1, 6.14 and 7.4.7)
 - B) Incorrect. It is true that non-functional requirements are often emerging as the project progresses, but they should always be decomposed as soon as they become known because of the foundational nature of these requirements.
 - C) Incorrect. Non-functional requirements may remain as part of the product backlog items indefinitely as many other functional requirements depend on them or because they are fundamental building blocks.

19 / 40

A team is new to Scrum. They are discussing how to prioritize non-functional requirements and functional requirements. Functional requirements are the business-related requirements.

How should the non-functional requirements be prioritized?

- A) They should always be given a higher priority than business-related requirements.
 - B) They should always be given a lower priority than business-related requirements.
 - C) They should be prioritized based on the dependencies they impose on other requirements.
 - D) They should be prioritized based on the vision of the Product Owner in a specific context.
-
- A) Incorrect. They should be given a higher priority if they impose dependencies, but they are not necessarily more important than other requirements.
 - B) Incorrect. They should not be given a lower priority, just because they are not business-related. If they impose dependencies, they should be prioritized accordingly.
 - C) Correct. Non-functional requirements often have higher dependencies and should always be prioritized based on those dependencies. (Literature: A, Chapter 6.14)
 - D) Incorrect. Prioritization should not be a matter of opinion for the Product Owner. Non-functional requirements should always be decomposed to understand dependencies and then prioritized accordingly.

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Which Scrum artefact must be updated **most** often?

- A) The definition of done (DoD)
- B) The increment
- C) The product backlog
- D) The sprint backlog

- A) Incorrect. The DoD should be updated only if the Scrum team finds something missing or important to be added.
- B) Incorrect. An increment should be delivered after every sprint.
- C) Incorrect. The product backlog is managed by the Product Owner. The Product Owner updates it on a regular basis, but it is not updated as often as the sprint backlog.
- D) Correct. The sprint backlog should be updated regularly; it is recommended to perform updates once per day to keep it as up to date as possible. (Literature: A, Chapter 7.4.1)

21 / 40

A Scrum team has a history of performing very well. However, recently they have not been able to meet their sprint goals, despite budgeting time in each sprint for unforeseen issues. The Scrum Master investigates this issue with the team in a sprint retrospective meeting.

The Developers identify the following problems with the last sprint:

- The team discovers a few **impediments** to the workflow after each sprint.
- Sudden **requests** that cost a few hours are regularly pushed by management.
- **Specialist** team members suddenly got pulled from the team to help other teams for days.
- The Product Owner had taken a planned two-week **vacation** in the last month.

Which problem is the **most** likely reason for not meeting the sprint goals?

- A) The impediments
- B) The requests
- C) The specialists
- D) The vacation

- A) Incorrect. The team should always find something to improve flow. Since the team met their sprint goals in the past, this is unlikely to be the reason for not meeting the sprint goals.
- B) Incorrect. It is unlikely that the sprint goals are not being met due to the sudden requests, because the team budgets time for sudden requests.
- C) Correct. When specialist team members are pulled from a team to complement the skills of other teams, this is highly disruptive. It is a large constraint. Especially if they must leave their team for days. This is likely the reason the team did not meet their sprint goals. (Literature: A, Chapter 7.5)
- D) Incorrect. Team members are allowed to take vacations, and this should not lead to not meeting sprint goals. Since the team met their sprint goals in the past, this is unlikely to be the reason for not meeting the sprint goals.

22 / 40

A team uses a Kanban board with four columns:

- 1 – User story
- 2 – To do
- 3 – Doing (3)
- 4 – Done

What is the **most** likely meaning of the '(3)' in the third column?

- A) This column has a work-in-progress limit (WIP-limit) of three.
 - B) This column has three invisible blocked tickets that must be solved.
 - C) This column is the only one divided into three separate swimlanes.
 - D) This team has three team members and three Doing columns.
-
- A) Correct. This is a perfect example of a Kanban board with the columns for each state and a WIP-limit stated in the Doing column. (Literature: A, Chapter 10.6)
 - B) Incorrect. Blocked tickets should never be made invisible. The team should rally around the problem and solve the block as soon as possible.
 - C) Incorrect. If different swimlanes are made, they should extend over all columns and not just be visible in a single column.
 - D) Incorrect. The Doing column should not be split per team member on a Kanban board.

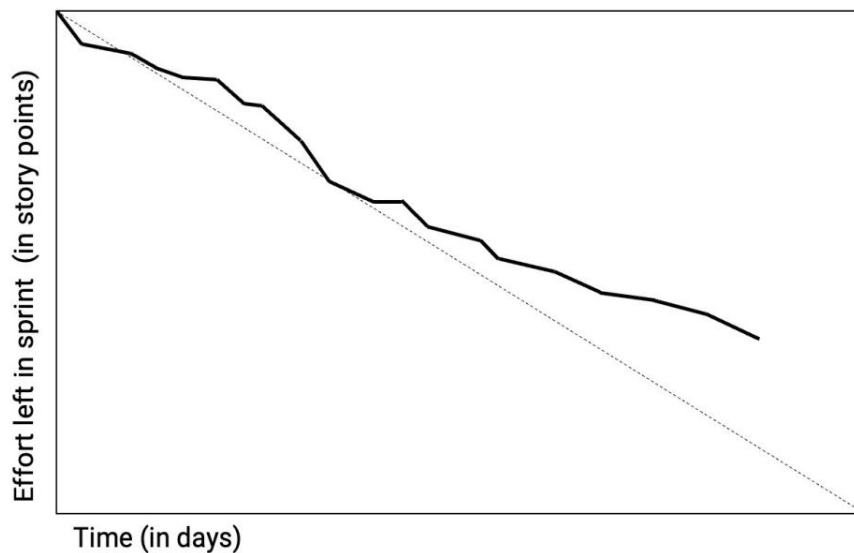
23 / 40

What is the **main** purpose of a Scrum board?

- A) It helps the Developers to organize their work and see how much work is left.
 - B) It helps the Product Owner track the team's work and report back to the managers.
 - C) It helps the Scrum Master to keep track of which Developer does which task.
-
- A) Correct. The Scrum board is a way of visualizing the team's work. Its main purpose is to help the Developers organize their work. (Literature: A, Chapter 10.2)
 - B) Incorrect. Although the Scrum board can be used to track the team's work and create reports for management, this is not its main purpose. Its main purpose is to support the self-management of the team.
 - C) Incorrect. Although the Scrum board can be used by the Scrum Master to track the work of the team, this is not its main purpose. Its main purpose is to support the self-management of the team.

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A Scrum team is using a burn-down chart to track their progress. During the sprint, the graph looks like this:



What is certain about this sprint?

- A) The Developers are doing less than they anticipated.
 - B) The Developers are on track to finish the sprint goal.
 - C) The Developers have run into a roadblock and are stuck.
- A)** Correct. Currently, there is more work left in the sprint than was estimated there should be around this time. This has been a problem almost the entire sprint. The Developers are doing less work than they anticipated. (Literature: A, Chapter 10.11)
- B)** Incorrect. The line veers off above the expected effort left in the sprint. This is an indication that the sprint goal is challenged.
- C)** Incorrect. When the Developers would be truly stuck on something, no work would be done. The last line segments are still downward sloping, so the team is not stuck, but they are doing less than anticipated.

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A team decides to use Kanban techniques on their Scrum board. They have introduced the concept of work-in-progress limits (WIP-limits) and started using blocker tickets to identify impediments that prevent a task from being completed.

The Scrum Master is unsure what to do with blocker tickets once an impediment is removed from the board. It seems wrong to just throw them away.

What should the Scrum Master do with blocker tickets to bring **most** value to the team?

- A) Group them to see if a common theme emerges that indicates a cause of many issues
 - B) Investigate them for a root cause after the issue is resolved to prevent further impediments
 - C) Keep them on display or review them during a sprint retrospective to remind the Developers
 - D) Simply mark them as 'done' and remove them if the impediment is resolved and no longer exists
-
- A) Correct. Blocker tickets with common themes can help identify the underlying causes of issues. It is worthwhile to investigate common themes and the Scrum Master is ideally placed to do so. (Literature: A, Chapter 10.7)
 - B) Incorrect. Although a Scrum Master could investigate the cause of all issues, that would cost too much time. It may be better to identify common themes and then spend time investigating the causes of common themes rather than individual cases.
 - C) Incorrect. Keeping blocker tickets on display to remind the Developers of bottlenecks or mistakes can present a negative outlook and is not useful.
 - D) Incorrect. Issues may be resolved but understanding issues may be beneficial in the future; blocker tickets do have value when analyzed.

26 / 40

A Scrum team has found a critical bug that they feel must be solved right away. The team always has 20% of the time in the sprint set aside for fixing bugs. They have already pulled some legacy bugs into this sprint backlog to fill up the 20%. The team has agreed not to spend more time than 20% on fixing bugs.

The Product Owner has identified the new critical bug as having a higher priority than the bugs they have currently pulled into the sprint.

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

- A) Add solving the new critical bug to the sprint backlog even if they spend more than 20% of the time on bugs
 - B) Cancel the sprint, have the team focus on fixing the bugs, and start a new sprint once the bugs are solved
 - C) Put the new bug into the product backlog because the sprint goal and backlog have already been finalized
 - D) Swap out an equivalent amount of bug-fixing work in favor of fixing the new critical bug to keep to the 20%
-
- A) Incorrect. Adding extra work results in an unsustainable pace. This is not a Scrum practice.
 - B) Incorrect. A sprint can be cancelled only when the sprint goal does not make sense anymore. This is not the case here.
 - C) Incorrect. Ignoring a critical bug with high priority until the end of the sprint is unwise.
 - D) Correct. If the new bug is considered a higher priority than one or more bugs on the sprint backlog, the team can swap out an equivalent amount of bug-fixing work in favor of fixing the new bug. This approach allows the team to not ignore critical bugs as they emerge. (Literature: A, Chapter 6.7)

27 / 40

Software4You is a software as a service (SaaS) provider. The company has used Scrum for a while.

Currently, tested features are handed over from development to operations. This sometimes causes substantial delays between completing a sprint and releasing the features. Operations often retests software with their own requirements and finds bugs. All new approved features are released in the quarterly release.

Software4You wants to change this, because their customers demand improvements, bug fixes, and new features more frequently.

What is the **best** way to increase the value delivery frequency?

- A) Add someone from operations to the Scrum team and use integrated test cases as part of the definition of done (DoD). This will help to build a continuous delivery pipeline.
 - B) Create dedicated development sprints and deployment sprints. This will help the operations team address testing requirements in the sprint after the development sprint.
 - C) Train the operations team in Scrum and form a dedicated operations Scrum team to work out bugs. This will help them speed up their quarterly release to much shorter sprints.
-
- A) Correct. Using an integrated approach ensures that features are released as soon as they are ready. Adding operations to the Scrum team makes deployment into the live environment easier. (Literature: A, Chapter 13.1)
 - B) Incorrect. This would not speed up feature releases very much unless the teams work in very short sprints. From a Scrum perspective, if the team needs operations in the Scrum team to deliver value faster, that is the best way forward. Ideally, the team builds towards continuous delivery (and continuous integration).
 - C) Incorrect. Although this will help speed up the delivery of features, it is not the best way forward. An operations team that works only on bugs is not ideal. From a Scrum perspective, if the team needs operations in the Scrum team to deliver value faster, that is the best way forward. Ideally, the team builds towards continuous delivery (and continuous integration).

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Even in large development projects it is best to have only one product backlog for one product. To manage that single product backlog properly, the backlog cannot be too large.

How should the product backlog be kept to a reasonable size?

- A) By forecasting what the next several releases must look like
 - B) By proactively eliminating dependencies between user stories
 - C) By sharing accountability for the product backlog with others
 - D) By using epics and grouping small stories into themes
-
- A) Incorrect. Planning several releases ahead is not an Agile way of planning. The further away a release is planned, the less is known and the more variability and inconsistency there will be.
 - B) Incorrect. In any large project there is potential for dependencies. They can never be completely eliminated. This will also not specifically contribute to a manageable product backlog.
 - C) Incorrect. Even for large product backlogs, there is a single Product Owner. Sharing accountability with a group of people, whether these are other Product Owners or not, does not help keep the product backlog to a reasonable size. Instead, having others being accountable will encourage the product backlog to be larger, because there are multiple people managing it.
 - D) Correct. By writing some epics and grouping small user stories together into themes, the number of product backlog items can be kept small and manageable. (Literature: A, Chapter 2.1 and 12)

29 / 40

A company uses a Nexus approach to scale a large project.

The Nexus integration team coordinates a single sprint for all teams. Each team has their own Scrum Master to help remove roadblocks.

There is a single Product Owner and a single product backlog for all Scrum teams.

Is this the correct way of using a Nexus approach?

- A) Yes, because a Nexus approach can be filled in flexibly by the company to fit the needs of each specific company or project.
 - B) Yes, because a Nexus always has a single product backlog, a single Product Owner, and a coordinated sprint for all teams.
 - C) No, because each team should have their own Product Owner as well as a separate product backlog to support their work.
 - D) No, because the teams should not only share the Product Owner, product backlog, and sprint, but also share a Scrum Master.
-
- A) Incorrect. Although the proposed way of working is correct, a Nexus approach prescribes exactly how the Scrum teams should coordinate their project.
 - B) Correct. A single person as Product Owner will make it easy to be consistent in ordering the product backlog items. The Nexus integration team coordinates a single sprint for all teams. Each team has their own Scrum Master, although they share a Product Owner. (Literature: A, Chapter 6.13 and 12)
 - C) Incorrect. The teams share a single person as Product Owner, although each team has their own Scrum Master. A shared product backlog and a single Product Owner create consistency in ordering the product backlog items.
 - D) Incorrect. Each team keeps their own Scrum Master, although they share a sprint, a product backlog, and a Product Owner.

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A company is working on a large product. They are using a Nexus team setup to get the work done. The product backlog must be scaled across multiple Scrum teams.

How is this done within a Nexus?

- A) There is a team of Product Owners and a single product backlog for all Nexus Scrum teams.
 - B) There is no rule within Nexus that prescribes exactly how the product backlog is scaled.
 - C) There is one Product Owner and a separate product backlog for each Nexus Scrum team.
 - D) There is one Product Owner and a single product backlog for all Nexus Scrum teams.
-
- A) Incorrect. There should only be a single Product Owner and a single product backlog within a Nexus. A company may choose to do it this way, but it does not follow the Nexus rules.
 - B) Incorrect. Although there is not necessarily a right way and a wrong way of scaling Scrum. If the company has decided to follow Nexus, they have a single Product Owner and a single product backlog.
 - C) Incorrect. There should only be a single Product Owner and a single product backlog within a Nexus. A company may choose to do it this way, but it does not follow the Nexus rules.
 - D) Correct. The Nexus philosophy prescribes a single Product Owner and a single product backlog for the entire Nexus. (Literature: A, Chapter 12)

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Not every project is suitable for an Agile approach. A company has the following projects.

- A project in the **HR department** has a tight budget, but no determined deadline. The requirements of the project are not clear.
- A project in the **IT department** has a pressing deadline and a tight budget. There is no room to change the scope of the project.

Which department has a project that is **not** suitable for an Agile approach?

- A) The HR department, because only IT projects are suitable for an Agile approach.
 - B) The HR department, because they have no clear requirements for the project.
 - C) The IT department, because there is no room for changing the scope of the project.
 - D) The IT department, because they have a tight budget and pressing deadline.
-
- A) Incorrect. Any project can work with an Agile approach. Agile and Scrum are not limited to IT projects.
 - B) Incorrect. A project without clear requirements, but with a relaxed deadline will do well with an Agile approach. Any Agile approach embraces changes and emerging requirements.
 - C) Correct. There is no room for any changes in this project: no room in the budget, no room in the deadline, no room to change scope. A project like that will not do well with an Agile approach. (Literature: A, Chapter 2)
 - D) Incorrect. The tight budget and the pressing deadline are not ideal, but the real reason for the non-suitability of this project is that there is no room to change the scope.

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A company wants to use an additional Scrum team in addition to the Scrum team that is currently working on a project.

When is this a good idea?

- A)** When a project is very complex, and the current Scrum team does not have all the needed competences
 - B)** When the current Scrum team has a great diversity in gender, race or culture and relevant backgrounds
 - C)** When the team has just transitioned, and the team members do not work well together in the beginning
 - D)** When there is little time for training and the current Scrum team is made up of many inexperienced people
-
- A)** Correct. Adding knowledge from outside the Scrum team may be necessary if a project is large enough to scale it to multiple teams. (Literature: A, Chapter 5.6.1)
 - B)** Incorrect. Agile development is even better if there is enough diversity. This is not a reason to add another Scrum team.
 - C)** Incorrect. It takes time for team members to learn to work well together. This is not a reason to add another Scrum team.
 - D)** Incorrect. Adding an additional team will not help with training and the Scrum team should be given the opportunity to work through the initial phase of unfamiliarity.

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In large projects, multiple Scrum teams can collaborate on the same product.

How should the product backlog be scaled?

- A)** Create a separate backlog for each Scrum team, based on components
 - B)** Create a separate backlog for each Scrum team, based on features
 - C)** Create a single backlog that is not team-specific or component-specific
 - D)** There is no best way to do this, as long as the solution works for the teams
-
- A)** Incorrect. It is a fundamental rule to have only one product backlog for each product. It is not a good idea to focus on components, because a Scrum team should work on features.
 - B)** Incorrect. Although it is better to focus on features than on components of the project, it is a fundamental rule to have only one product backlog for each product.
 - C)** Correct. It is a fundamental rule to have only one product backlog for each product. This creates more overview and less overhead. (Literature: A, Chapter 12.5)
 - D)** Incorrect. The best way to do this is to have only one product backlog for each product, as it creates more overview and less overhead.

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Vine Industries is a hip software development company that writes customized apps for companies of all types and sizes. Vine Industries often has a complex development environment and time to market is critical for their customers.

Developers of several Scrum teams work together on delivering value. Several Scrum teams may work on a product for a single customer together. There are often dependencies between features developed by different teams. The customers discover new requirements after every sprint.

What is a good approach for working in a complex Scrum environment?

- A)** - Create a Nexus integration team to do the high-level coordination
 - Align work to take care of dependencies between Scrum teams
 - Incorporate newly identified features into the next Nexus sprint
 - B)** - Refine the process for discovering new customer requirements
 - Use already known dependencies to override assigned priorities
 - Use a traditional release management approach with dependencies
 - C)** - Run a design sprint to sort out design and dependency issues
 - Do a release planning session to plan all dependencies
 - Move around backlog items to predefined sprints in the release
 - D)** - Stop using Scrum and switch to another Agile method completely
 - Use a part of development with each customer to investigate requirements
 - Only start sprints for a customer once all requirements are clear
- A)** Correct. A Nexus approach is the appropriate way to scale Scrum in this complex situation. (Literature: A, Chapter 12)
- B)** Incorrect. This is a typical response of organizations that are less committed to an Agile approach. In fact, they have now started WaterScrumFall, which lacks the flexibility of a true Agile approach.
- C)** Incorrect. Design sprints are not part of Scrum. They contradict the principle of self-management, and the Scrum Guide has explicitly excluded this approach since 2011. Release planning turns Scrum into a mini-Waterfall approach.
- D)** Incorrect. Not using Scrum will not bring the agility this organization needs. Most customer assignments are time-sensitive, and customers want to see value quickly and not wait for all requirements to be investigated.

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Company SHIELD is working on a new in-house enterprise resource planning (ERP) system that will replace the outdated one currently in use. This system will provide functionality throughout the company and will be used in all 30 countries where SHIELD is doing business.

The company uses the traditional way of scaling Scrum. Since the ERP system is composed of five subsystems, the company decides to use a component team approach and appoints five Product Owners. Each of them supports one of the Scrum teams that will be working in parallel on each subsystem. A chief Product Owner is appointed to coordinate the project.

When planning the project, the teams propose to create one product backlog for each component as it will be easier to maintain and use. The chief Product Owner objects the proposition, stating that there should be only one product backlog.

Given this scenario, what should be decided about the product backlog?

- A) There should be five product backlogs, so each Product Owner must be accountable for their own backlog.
 - B) There should be only one master product backlog, but there could be five component product backlogs.
 - C) There should be only one product backlog, because more than one will create significant overhead and waste.
 - D) There should be only one product backlog, because the chief Product Owner is accountable for the backlog.
-
- A) Incorrect. It is a fundamental rule to have a single product backlog for each product. The Product Owner's accountability is not a good reason to create more than one product backlog, even for large and complex projects like this one.
 - B) Incorrect. It is a fundamental rule to have a single product backlog for each product, as maintaining several product backlogs creates waste, rework, and more hand-offs which reduces speed.
 - C) Correct. It is a fundamental rule to have a single product backlog for each product. (Literature: A, Chapter 9.2)
 - D) Incorrect. Although the chief Product Owner is accountable, and there should be a single product backlog, the accountability of the chief Product Owner is not the reason for creating only one product backlog. Creating more than one product backlog will create significant overhead and waste.

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A Scrum team works hard but does not know if the work done results in valuable features.

In order to help the team, the following is done:

1. Help the Scrum team understand the need for clear and concise product backlog items
2. Ensure the Product Owner knows how to arrange the product backlog to maximize value
3. Ensure the Product Owner clearly explains the delivered value at the sprint review
4. Lead and coach the organization in its Scrum adoption

Which combination of actions results in optimizing business value?

- A) 1 and 2
- B) 1 and 3
- C) 2 and 4
- D) 3 and 4

- A) Correct. The Scrum Master helps everyone with these actions to maximize the value created by the Scrum team. (Literature: A, Chapter 5.6)
- B) Incorrect. 1 is correct, but 3 is incorrect. 3 is intended to elicit feedback and foster collaboration. It is not about optimizing value in the product backlog items.
- C) Incorrect. 2 is correct, but 4 is false. 4 is about process maturity, not about business value in product backlog items.
- D) Incorrect. 3 and 4 are both incorrect. 3 is intended to elicit feedback and foster collaboration. It is not about optimizing value in the product backlog items. 4 is about process maturity, not about business value in product backlog items.

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Vine Solutions is a USA-based company that creates custom software for other businesses. They have the business goal to grow the business internationally. To support this goal, they need to expand their online presence.

The Product Owner has drafted several product goals.

Which product goal **best** supports Vine Solutions' business goal?

- A) Build an e-commerce system that operates reliably to support the business
- B) Expand production and delivery capability to allow for sales outside the USA
- C) Rewrite the e-commerce system in Java to make sure the system is stable

- A) Incorrect. The link between this product goal and the business goal is not specific enough. A reliable e-commerce system is likely to support the business in general, but this product goal does not address the particular challenges that Vine Solutions faces.
- B) Correct. Although this product goal may seem a bit generic, it clearly supports the business goal. It shows the team every sprint what they are working towards in the larger organizational context. (Literature: A, Chapter 6.1)
- C) Incorrect. The link between the product and business goal is unclear. Why will rewriting the system in Java make a difference? This product goal does not put the Scrum team's work in the larger organizational context.

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12Bike is a bike courier company. They want to improve their digital platform to help speed up the onboarding of new bike couriers.

12Bike outsources this work to a software company. The software company uses Scrum.

The financial manager of 12Bike wants to calculate the return on investment (RoI) to get an indication of how much value the project brings.

Does calculating the RoI give the information the manager needs?

- A) Yes, because the customer has asked the Product Owner to calculate the RoI.
 - B) Yes, because the Product Owner can base the RoI on benchmarks from competitors.
 - C) No, because lead time for onboarding is a much better indication of performance.
 - D) No, because the RoI only gives an indication of the value for the software company.
-
- A) Incorrect. Not every customer wish will give the customer what they need. One task of the Product Owner is to make sure the customer receives what they need, even if they seem to directly ask for something else. There is a better indicator of performance than the RoI, and the Product Owner should explain that to the customer.
 - B) Incorrect. Using benchmarks from the competitor will not give a good RoI estimate. In addition, there is a better indicator of performance than the RoI, and the Product Owner should explain that to the customer.
 - C) Correct. The lead time for onboarding the new bike couriers will give a good indication of how the product adds value for 12Bike. This is what the manager is asking, even if they are suggesting another measure. The Product Owner should fulfill the need of the customer by explaining how to use the lead time to get an indication of performance. (Literature: A, Chapter 6.6)
 - D) Incorrect. The RoI does not give an indication only for the software company. However, there is a better indicator of performance than the RoI, and the Product Owner should explain that to the customer.

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What is the **best** way to develop an intimate understanding of customer and user needs?

- A) Collecting feedback from customers and users when the product is released
 - B) Inviting customers and users to participate in the daily scrum meetings
 - C) Involving customers and users early and often during the development process
-
- A) Incorrect. Early and continuous feedback is more valuable than one-time feedback at the end of the development cycle.
 - B) Incorrect. The daily scrum meetings are for the Developers to synchronize activities.
 - C) Correct. Agile engages users and customers in making them part of the project, which gives them the opportunity to provide frequent feedback early on. (Literature: A, Chapter 1.1)

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When communicating with stakeholders, it can be helpful to define a minimal marketable product (MMP). This gives stakeholders something real to discuss.

What is an MMP?

- A) The minimum set of features that can be built quickly to test a hypothesis
 - B) The smallest possible set of features that addresses the needs of users
 - C) The smallest product that users who get the product for free will accept
-
- A) Incorrect. The focus of the MMP does not lie on building a proof of concept, but on producing a minimal set of features that the initial users need.
 - B) Correct. This is the correct definition. The MMP expands the minimal viable product (MVP) concept with a product that can be used by the initial users. It helps the Product Owner to determine what will deliver value and yield some complete stories. (Literature: A, Chapter 6.15)
 - C) Incorrect. An MMP tries to deliver value as quickly as possible. The users must be willing to pay for it. This is an essential part of the MMP. In addition, the product itself does not have to be small. The set of features is minimal.

Evaluation

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

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



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