EXIN
Agile Scrum

FOUNDATION

Certified by
EXIN

考试样卷

202107 版本

目录

考试说明

本试卷是 EXIN Agile Scrum Foundation (ASF.CH)模拟考试。 EXIN 考试准则适用于该考试。

本试卷由 40 道单项选择题组成。每道选择题有多个选项，但这些选项中只有一个是正确答案，除非题目中有额外说明。

本试卷的总分是 40 分。每道题的分数是 1 分。您需要获得 26 分或以上通过考试。

考试时间为 60 分钟。

祝您好运!

考试样卷

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为了让Scrum团队的工作保持最高生产率，Scrum Master的**主要**职责是什么？

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

A) 帮助干系人了解Scrum框架及其实践
Helping stakeholders understand the Scrum framework and its practices

B) 将高优先级功能置于产品待办事项列表顶部
Keeping high priority features at the top of the product backlog

C) 防止冲刺开始后修改冲刺待办事项列表
Preventing changes to the sprint backlog once the sprint begins

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某Developer正在完成冲刺期内的一项任务。

谁对这个任务负责?

During a sprint, a Developer is working on a task.

Who is accountable for this task?

A) 该Developer
This Developer

B) 全体Developers
The Developers

C) 产品负责人
The Product Owner

D) Scrum Master
The Scrum Master

所有Scrum事件都是时间盒限制事件。

什么是时间盒限制的优势?

All Scrum events are time-boxed events.

What is the advantage of time-boxing?

A) 确保了Scrum团队的承诺。
It ensures commitment of the Scrum team.
B) 促进了渗透式沟通。
It facilitates osmotic communication.
C) 最大限度减少了时间浪费。
It minimizes the waste of time.

某团队正在过渡到Scrum。他们设了一个叫做项目协调员的角色,帮助所有项目成员创造一个平稳的工作环境。

这一角色在过渡期结束后应叫做什么?

A team is transitioning to Scrum. They already had a role called project coordinator, who helps creating a smooth working environment for all project members.

What should this role be called after the transition?

A) Developer
Developer
B) 产品负责人
Product Owner
C) 项目经理
Project manager
D) Scrum Master
Scrum Master

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某产品负责人想要一个产品待办事项列表条目能在两天内完成。处理这个条目的Developers认为需要5天时间才能完成，而Scrum Master认为需要3天。一位完成过类似条目的主题专家认为，这个条目最多只要一天。

计划应采用谁的估算？

A Product Owner wants a product backlog item to be completed in two days. The Developers working on the item think it will take five days to complete it. The Scrum Master thinks it takes three days. A subject matter expert, who has worked on similar items in the past, thinks it should be at most a one-day effort.

Whose estimate should be used for planning?

A) Developers
   The Developers'
B) 产品负责人
   The Product Owner's
C) Scrum Master
   The Scrum Master's
D) 主题专家
   The subject matter expert's

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在冲刺期中段，团队完成了所有的冲刺待办事项列表条目。

最好采取哪一项行动？

Halfway through a sprint, a team has finished all sprint backlog items.

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

A) 取消本次冲刺的剩余时间，再启动新的冲刺期完成新的条目
   Cancel the rest of the sprint and start a new sprint with new items
B) 延长本次冲刺期，检查完成的条目是否可以完善
   Extend the length of the sprint and see if done items can be perfectioned
C) 取产品待办事项列表顶部一个条目，添加到冲刺待办事项列表
   Pick the next item from the top of the product backlog and add it to the sprint backlog
D) 缩短本次冲刺期，同时缩短接下来的冲刺期
   Shorten the length of the current sprint and shorten the next sprints as well

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某虚拟团队正在完成一个项目，他们的团队成员来自两个不同时区。团队成员的办公时间不重叠，导致工作效率不尽如人意。

什么是提高这个虚拟团队效率的**最好**方法?

A virtual team with people from two diferent time zones is working on a project. The team members do not have overlapping office hours, which causes them to be less effective than they hoped for.

How can the effectiveness of this virtual team **best** be improved?

A) 确保所有Scrum团队成员收到所有信息
Ensure that all Scrum team members receive all information

B) 即使办公时间不重叠，也要一起召开每日站会
Hold the daily scrum together even if office hours do not overlap

C) 利用渗透式沟通法进行讨论
Use the osmotic communication technique for disputes

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什么时候进行产品待办事项列表梳理?

When does product backlog refinement take place?

A) 只在冲刺开始时
Only at the start of a sprint

B) 只在冲刺回顾会议上
Only during the sprint retrospective

C) 只在冲刺评审会议上
Only during the sprint review

D) 整个冲刺期间
Throughout the sprint

某Scrum团队用到了看板板。板上某列的在制品（WiP）已经达到限制。

此时应该做什么？

A Scrum team uses a Kanban board. The work-in-progress limit (WiP-limit) of a column on the Kanban board is reached.

What should be done when this happens?

A) 将工作分配给下一列的Developers，以释放产能
Assign work to Developers in the next column to free up capacity

B) 扩大WiP限制并继续工作
Enlarge the WiP-limit and keep working

C) 帮助该列Developers消除瓶颈
Help the Developers in the column with the bottleneck

D) 等到工作拉到下一列以释放产能
Wait until work is pulled to the next column to free capacity

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什么是向Developers以及Developers之间传达信息**最**快速有效的方法？

What is the **most** efficient and effective method of transferring information to and between the Developers?

A) 电子邮件
E-mail

B) 面对面
Face-to-face

C) 社交媒体
Social media

D) 电话
Telephone

某Scrum团队针对冲刺待办事项列表选择了一个产品待办事项列表条目。

Developers什么时候算完成了产品待办事项列表条目？

A Scrum team selects a product backlog item for the sprint backlog.

When are the Developers finished with a product backlog item?

A) Developers在冲刺结束前做了能做的一切
When the developers have done everything they can before the end of the sprint
B) 该条目经过分析、设计、编程、测试和记录
When the item is analyzed, designed, programmed, tested, and documented
C) 满足完成的定义（DoD）的要求
When the requirements for the definition of done (DoD) have been met

哪一项说法**最**符合每日站会在监控Scrum项目上的作用？

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

A) 每日站会让Developers了解他们的项目进度和问题。
The daily scrum gives the Developers insight into their progress and their issues.
B) 每日站会帮助Scrum Master更新燃尽图。
The daily scrum helps the Scrum Master to update the burn-down chart.
C) 每日站会可以让产品负责人评审Developers的项目进度。
The daily scrum lets the Product Owner review the progress of the Developers.

敏捷工作方式下，开发节奏应该怎么样？

When working in an Agile way, what should the pace of development be?

A) 稳定
Constant
B) 快速
Fast
C) 递增
Increasing

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在过去的8个冲刺中，Developers总共完成了72个故事点。Scrum团队被要求开始一个新的项目，这个项目估计有56个故事点。

完成这个项目需要多少个冲刺？

In the past 8 sprints, the Developers have completed 72 story points in total. The Scrum team is asked to start working on a new project which is estimated at 56 story points.

How many Sprints are needed to complete this project?

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

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某Scrum团队按两周冲刺期做一个项目。在第十五个冲刺的冲刺回顾会议上，Scrum Master表示：

"从过去十二个冲刺可以看出，我们无法在两周内交付潜在可交付增量。我们应该增加第十六个冲刺的时长。"

是否应该增加冲刺期？

A Scrum team works on a project in two-week sprints. During the sprint retrospective meeting of the fifteenth sprint, the Scrum Master says:

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

Should the duration be increased?

A) 是的，因为基于过去的冲刺表现，有充分理由改冲刺期。
Yes, because past sprint performance is a good reason to change.
B) 是的，因为Scrum Master被允许改冲刺期。
Yes, because the Scrum Master is allowed to change the sprint's duration.
C) 不是，因为只有Developers才有权改冲刺期。
No, because only Developers have the authority to change the sprint's duration.
D) 不是，因为无论如何不能改冲刺期。
No, because the Sprint's duration cannot be changed, for any reason.

在冲刺中用燃尽柱状图来监控的进度。

燃尽图中的柱状呈现了什么?

For a sprint, progress is monitored in a burn-down bar chart.

What does the bar of a burn-down bar chart represent?

A) 完成工作量
 The amount of completed work
B) 剩余工作量
 The amount of remaining work
C) Developers的交付速率
 The velocity of the Developers

一个常用的最佳实践是按缩写"INVEST"确定产品待办事项列表条目。INVEST的"I"表示独立性。假设某产品待办事项列表条目不是独立的。

哪一项是具有依赖性产品待办事项列表条目的后果?

An often-used best practice is to define product backlog items according to the acronym 'INVEST'. The 'I' of INVEST means independent. Suppose that a product backlog item is not independent.

What is the consequence of having dependent product backlog items?

A) 依赖性条目需要更多知识才能构建。
 The items call for more knowledge to be built.
B) 依赖性条目不能按业务价值排序。
 The items cannot be ordered based on business value.
C) 依赖性条目需要更多Developers才能构建。
 The items require more Developers to be built.
D) 依赖性条目需要另一个Scrum团队的工作。
 The items require work from another Scrum team.

是否允许推翻产品负责人关于产品待办事项列表内容的决定?

Is it allowed to override the Product Owner's decisions regarding Product Backlog content?

A) 是的，CEO可以推翻产品负责人的决定，因为CEO承担整个组织的最终责任。
Yes, the CEO can override the Product Owner's decisions, because the CEO is ultimately responsible for the entire organization.

B) 是的，客户可以推翻产品负责人的决定，因为Scrum以客户为中心，客户应该获得价值。
Yes, the customer can override the Product Owner's decisions, because Scrum is customer-focused, and the customer should receive value.

C) 不是，产品负责人的决定不能被推翻，因为这会导致Scrum团队过于频繁地调整计划。
No, Product Owner's decisions may not be overruled because this would cause the Scrum team to adjust their planning too often.

D) 不是，产品负责人的决定不能被推翻，因为产品待办事项列表完全由产品负责人负责。
No, Product Owner's decisions may not be overruled because the product backlog is fully owned by the Product Owner.

Scrum的三个工件都包含一个Scrum团队为之努力的承诺。

冲刺待办事项列表的承诺是什么?

All three Scrum artifacts have a commitment that the Scrum team works toward.

What is the commitment of the sprint backlog?

A) 完成的定义（DoD），其明确了产品的愿景
The definition of done (DoD) that clarifies the vision for the product

B) DoD，其明确了当前冲刺应开发的条目
The DoD that clarifies which items should be developed in the sprint

C) 冲刺目标，其明确了条目达到完成状态需满足的要求
The sprint goal that clarifies what the requirements are for items to be called complete

D) 冲刺目标，其明确了团队在冲刺中要达到的目标
The sprint goal that clarifies what the team wants to achieve in the sprint

在Scrum团队中，谁对确保客户从产品中获得最大价值负责?

In a Scrum team, who is accountable for ensuring the customer gets the most value from the product?

A) Developers
The Developers
B) 产品负责人
The Product Owner
C) Scrum Master
The Scrum Master

什么是产品目标?

What is a product goal?

A) 产品所需完成事项列表
A list of what is needed for the product
B) 检查增量是否完成的质量度量指标
A quality measure to check if an increment is complete
C) 下一个冲刺要完成的目标
A target to accomplish in the next sprint
D) 产品或服务的愿景
A vision for the product or service

一个5人的Scrum团队，3周冲刺期的冲刺计划会议要多长时间结束?

How long should it take a Scrum team of 5 members to finalize the sprint planning for a 3-week sprint?

A) 要多长就多长
As long as it takes
B) 6小时
6 hours
C) 8小时
8 hours

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什么**两**句是敏捷宣言中关于价值观的描述?

请记住选择2个答案。

Which **two** statements are statements of value as described in the Agile Manifesto?

Please remember to choose 2 answers.

A) 详尽的文档高于可工作的软件
Comprehensive documentation over working software
B) 合同谈判高于客户合作
Contract negotiation over customer collaboration
C) 个体和互动高于流程和工具
Individuals and interactions over processes and tools
D) 响应变化高于遵循计划
Responding to change over following a plan

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某Scrum团队用信息雷达来可视化进度。

为什么可视化进度是有帮助的?

A Scrum team uses an information radiator to visualize the progress.

Why is visualizing the progress helpful?

A) 有助于Scrum Master分配产品待办事项列表条目。
It helps the Scrum Master assign product backlog items.
B) 有助于Scrum团队更好地合作。
It helps the Scrum team to work together better.
C) 向同事们展示Scrum团队的忙碌程度。
It shows co-workers how busy the Scrum team is.

某客户要求提供一份关于Scrum团队在开发中应用的技术的报告。

最好由谁来准备这份报告?

A customer requests a report about the techniques a Scrum team uses for their development.

Who can **best** prepare this report?

A) Developers
The Developers

B) 产品负责人
The Product Owner

C) Scrum Master
The Scrum Master

什么是Scrum团队交付速率的定义?

What is the definition of the velocity of a Scrum team?

A) 对冲刺的完成速度达成的共识
A shared understanding of how fast a sprint must be done

B) Developers在一次冲刺中可以完成的故事点数
The number of story points Developers can finish in one sprint

C) 每个冲刺的最佳在制品(WiP)限制
The optimum work-in-progress limit (WiP-limit) for each sprint

D) 已完成的冲刺待办事项列表条目的总和
The sum of all completed sprint backlog items

使用亲和力估算时,用户故事如何分配故事点?

When using affinity estimation, how are story points assigned to user stories?

A) 根据所需的相对工作量对所有用户故事进行排序,然后归入故事点数对应的水桶。
All user stories are sorted based on their relative effort and then grouped into buckets of estimated story points.

B) 每个Developer各自估算用户故事,再由全体Developers达成故事点数一致意见。
Each Developer individually estimates the user story before all Developers agree on the story points.

C) Developers用到多个参考故事,与用户故事进行比较。
The Developers use multiple reference user stories and compare them to the user story.

一个人编写代码，另一个人观察和评论。二人偶尔互换角色。

以上属于哪种实践?

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

Which practice is this?

A) 代码评审
Code review
B) 持续集成
Continuous integration
C) 结对编程
Pair programming
D) 测试驱动开发
Test-driven development

某Scrum团队的一名Developer认为，干系人可能会对已开发的增量有一些有价值的见解和反馈。

什么是征求反馈的**最佳**场合?

A Developer from a Scrum team thinks that a stakeholder may have some valuable insights and feedback about the developed increment.

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

A) 每日站会
Daily scrum
B) 冲刺计划
Sprint planning
C) 冲刺回顾
Sprint retrospective
D) 冲刺评审
Sprint review

"INVEST"中的"S"表示粒度小。

产品待办事项列表中哪些条目应该小?

The S in INVEST stands for small.

Which items on the product backlog should be small?

A) 产品待办事项列表中的所有条目
All items in the product backlog

B) 产品待办事项列表底部的条目
The items on the bottom of the product backlog

C) 产品待办事项列表顶部的条目
The items on the top of the product backlog

D) 没有产品待办事项列表的条目,只有冲刺待办事项列表的条目
No items on the product backlog, only items on the sprint backlog

最好的架构、需求和设计源自于哪种类型的团队?

From which type of team do the **best** architectures, requirements and designs emerge?

A) 同地办公团队
A collocated team

B) 自管理团队
A self-managing team

C) 训练有素团队
A well-trained team

D) 经验丰富团队
An experienced team

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产品负责人正在考虑产品待办事项列表条目的排序标准。

哪一项**不是**需要考虑的标准?

The Product Owner is considering criteria for ordering the items in the product backlog.

Which is **not** one of the criteria that needs to be considered?

A) 依赖性
Dependency

B) Developers的可用性
Developers' availability

C) 风险
Risk

D) 价值
Value

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为什么每日站会需要在冲刺每天的同一时间和地点召开?

Why does the daily scrum need to be held at the same time and place each day of the sprint?

A) 因为冲刺期间应提前预定会议室
Because booking a room should be done in advance for the duration of the sprint

B) 因为管理层要在每天的特定时间获得状态更新信息
Because management should get status updates at a given time every day

C) 因为时间和地点保持不变可以最大限度降低复杂性
Because the use of a consistent time and place minimizes complexity

在查看燃尽图时，Developer注意到柱子底部在第三四个冲刺期间移到了横轴上方。

第三个冲刺期发生了什么？

While reviewing a burn-down bar chart, a Developer observed that the bottom of the bar had moved above the horizontal axis between the third and fourth sprint.

What happened in the third sprint?

A) 产品待办事项列表中新增了一些工作。
   Some work was added to the product backlog.
B) 产品待办事项列表中删除了一些工作。
   Some work was removed from the product backlog.
C) Developers完成的用户故事少于分配量。
   The Developers finished less than the allocated user stories.
D) Developers完成的用户故事多于分配量。
   The Developers finished more than the allocated user stories.

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哪种合同类型是自适应，适配Scrum工作方式？

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

A) 合同类型"固定价格"
   The contract type 'fixed price'
B) 合同类型"工-料"（time and material）
   The contract type 'time and material'
C) 二者都不是
   Neither contract type

某Scrum团队想要明确定义一份检查表，用来列举出在增量可算作完成之前必须完成的条目。

该团队可能会用什么?

A Scrum team wants to clearly define a checklist of items that must be completed before an increment can be called completed.

What are they likely to use for this?

A) 燃尽图
Burn-down chart

B) 完成的定义（DoD)
Definition of done (DoD)

C) 产品待办事项列表
Product backlog

D) 冲刺待办事项列表
Sprint backlog

哪一项是冲刺期间产生的产品潜在可发布部分?

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

A) 特性
A feature

B) 功能
A functionality

C) 冲刺待办事项列表
A sprint backlog

D) 增量
An increment

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某Scrum团队正在估算用户故事。Scrum Master建议采用计划扑克法。

计划扑克是如何工作的?

A Scrum team is estimating user stories. The Scrum Master suggests the planning poker technique.

How does planning poker work?

A) 将用户故事与参考故事进行比较,然后进行估算
Compare the story to reference stories and then estimate it

B) 各自估算,然后讨论其他人的估算
Estimate on your own, then discuss everyone else's estimates

C) 根据所需的相对工作量对所有用户故事进行排序
Sort all stories based on their relative effort required

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高管希望定期核查Scrum团队是否遵循Scrum实践和原则。

谁是执行核查的**最佳**人选?

Senior management wants to regularly verify whether the Scrum team is following Scrum practices and principles.

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

A) 高管
Senior management

B) Developers
The Developers

C) 产品负责人
The Product Owner

D) Scrum Master
The Scrum Master

多个团队在做同一个产品。关于完成的定义（DoD）存在分歧。

-Scrum Master认为，只能有一个DoD，所有团队都致力于这一DoD。
-产品负责人认为，每个团队都应该定义自己的DoD，并根据各自的DoD设法达成冲刺目标。

谁是对的？

Multiple teams are working on the same product. There is a disagreement about the definition of done (DoD).

- The Scrum Master states that there should only be a single DoD that all teams work towards.
- The Product Owner states that each team should define their own DoD and work towards their sprint goals based on that DoD.

Who is right?

A) 产品负责人，因为团队DoD有助于更高效地达成冲刺目标。
   The Product Owner, because a team DoD helps reach sprint goals more efficiently.
B) 产品负责人，因为DoD属于产品负责人的职责范围。
   The Product Owner, because the DoD falls under the Product Owner's responsibilities.
C) Scrum Master，因为Scrum流程属于Scrum Master的职责范围。
   The Scrum Master, because Scrum processes fall under the Scrum Master's responsibilities.
D) Scrum Master，因为整合DoD有助于项目的所有部分适配。
   The Scrum Master, because using an integrated DoD helps all parts fit together.

答案解析

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为了让Scrum团队的工作保持最高生产率，Scrum Master的**主要**职责是什么?

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

A) 帮助干系人了解Scrum框架及其实践
Helping stakeholders understand the Scrum framework and its practices
B) 将高优先级功能置于产品待办事项列表顶部
Keeping high priority features at the top of the product backlog
C) 防止冲刺开始后修改冲刺待办事项列表
Preventing changes to the sprint backlog once the sprint begins

A) 正确。这是Scrum Master的职责。（文献：A，第2.3.1章)
Correct. This is the responsibility of the Scrum Master. (Literature: A, Chapter 2.3.1)
B) 错误。这是产品负责人的职责。
Incorrect. This is the responsibility of the Product Owner.
C) 错误。冲刺待办事项列表不应该修改，但这是整个Scrum团队的职责，而不是Scrum Master的个人职责。
Incorrect. No changes should be made to the sprint backlog, but this is the responsibility of the entire Scrum team, not of the Scrum Master alone.

某Developer正在完成冲刺期内的一项任务。

谁对这个任务负责？

During a sprint, a Developer is working on a task.

Who is accountable for this task?

A) 该Developer
This Developer
B) 全体Developers
The Developers
C) 产品负责人
The Product Owner
D) Scrum Master
The Scrum Master

A) 错误。这项任务可能由单一的Developer独立执行，但全体Developers都对此任务负责。
Incorrect. This single Developer might be working on the task, but all Developers stay accountable.
B) 正确。Developer可能会单独完成一项任务，但全体Developers都对产品开发共担责任。（文献：A，第2.3.1章）
Correct. A Developer might work on a task alone, but all Developers share accountability for the development of the product. (Literature: A, Chapter 2.3.1)
C) 错误。产品负责人不对单个任务负责，而对产品待办事项列表负责。
Incorrect. The Product Owner is not accountable for individual tasks. The Product Owner is accountable for the product backlog.
D) 错误。Scrum Master对Scrum团队遵循Scrum流程负责，而不对这单个任务负责。
Incorrect. The Scrum Master is accountable for the Scrum team following the Scrum processes, not for this single task.

所有Scrum事件都是时间盒限制事件。

什么是时间盒限制的优势?

All Scrum events are time-boxed events.

What is the advantage of time-boxing?

A) 确保了Scrum团队的承诺。
It ensures commitment of the Scrum team.

B) 促进了渗透式沟通。
It facilitates osmotic communication.

C) 最大限度减少了时间浪费。
It minimizes the waste of time.

A) 错误。Scrum团队的承诺不是基于时间盒限制。
Incorrect. Commitment of the Scrum team is not based on time-boxing.

B) 错误。渗透式沟通是指人无意中听到别人交谈而知晓有用信息,并参与交谈以及必要时彼此互助。
Incorrect. Osmotic communication means that people gain useful information by overhearing and get involved and help each other as needed.

C) 正确。在Scrum中,设固定目标和最长时限(时间盒)的会议更胜于临时会议。时间盒限制了会议的时长。 (文献:A,第1.1.2章)
Correct. In Scrum, meetings with fixed objectives and maximum durations (time-boxes) are preferred over ad-hoc meetings. Time-boxing limits the time spent on meetings. (Literature: A, Chapter 1.1.2)

某团队正在过渡到Scrum。他们设了一个叫做项目协调员的角色，帮助所有项目成员创造一个平稳的工作环境。

这一角色在过渡期结束后应叫做什么？

A team is transitioning to Scrum. They already had a role called project coordinator, who helps creating a smooth working environment for all project members.

What should this role be called after the transition?

A) Developer
Developer
B) 产品负责人
Product Owner
C) 项目经理
Project manager
D) Scrum Master
Scrum Master

A) 错误。Developers专注于开发待办事项列表条目。
Incorrect. The Developers focus on developing backlog items.
B) 错误。产品负责人对产品待办事项列表负责。
Incorrect. The Product Owner is accountable for the product backlog.
C) 错误。Scrum中不存在项目经理角色。
Incorrect. There is no project manager role in Scrum.
D) 正确。这个项目协调员的工作与Scrum Master相似。 （文献：A，第2.3.1章）
Correct. The work of this project coordinator is like that of the Scrum Master. (Literature: A, Chapter 2.3.1)

某产品负责人想要一个产品待办事项列表条目能在两天内完成。处理这个条目的Developers认为需要5天时间才能完成，而Scrum Master认为需要3天。一位完成过类似条目的主题专家认为，这个条目最多只要一天。

计划应采用谁的估算？

A Product Owner wants a product backlog item to be completed in two days. The Developers working on the item think it will take five days to complete it. The Scrum Master thinks it takes three days. A subject matter expert, who has worked on similar items in the past, thinks it should be at most a one-day effort.

Whose estimate should be used for planning?

A) Developers
The Developers'
B) 产品负责人
The Product Owner's
C) Scrum Master
The Scrum Master's
D) 主题专家
The subject matter expert's

A) 正确。Developers负责所有的估算。他们是工作执行者，最清楚要花多少功夫。别人不能推翻他们的估算结果。（文献：A，第2.3.3章）
Correct. The Developers are responsible for all estimates. They are the people who will be doing the work and they know best how much effort it takes. No one else can override their estimates. (Literature: A, Chapter 2.3.3)
B) 错误。产品负责人决定应估算什么，但无法控制估算本身。
Incorrect. The Product Owner determines what should be estimated but has no control over the estimate itself.
C) 错误。Scrum Master在选择估算的过程上有发言权，但无法控制最终估算。
Incorrect. The Scrum Master has a say in choosing the process of estimating but has no control over the final estimate.
D) 错误。估算由Developers执行。Scrum团队以外的人，例如主题专家，无法控制产品待办事项列表条目的估算。
Incorrect. The estimation is made by Developers. People outside the Scrum team, for example subject matter experts, have no control over estimation of product backlog items.

在冲刺期中段，团队完成了所有的冲刺待办事项列表条目。

最好采取哪一项行动？

Halfway through a sprint, a team has finished all sprint backlog items.

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

A) 取消本次冲刺的剩余时间，再启动新的冲刺期完成新的条目
Cancel the rest of the sprint and start a new sprint with new items

B) 延长本次冲刺期，检查完成的条目是否可以完善
Extend the length of the sprint and see if done items can be perfectioned

C) 取产品待办事项列表顶部一个条目，添加到冲刺待办事项列表
Pick the next item from the top of the product backlog and add it to the sprint backlog

D) 缩短本次冲刺期，同时缩短接下来的冲刺期
Shorten the length of the current sprint and shorten the next sprints as well

A) 错误。如果冲刺目标过时，可以取消冲刺。在本例中，冲刺目标仍有价值，不应取消冲刺。
Incorrect. A sprint can be cancelled in case the sprint goal becomes obsolete. In this case, the sprint goal still makes sense, and the sprint should not be cancelled.

B) 错误。一旦冲刺开始，其持续时间是固定的，不能缩短或延长。
Incorrect. Once a sprint begins, its duration is fixed and cannot be shortened or extended.

C) 正确。如果在冲刺期中段完成所有条目，可将产品待办事项列表顶部一个条目添加到冲刺待办事项列表。（文献：A，第2.3.3章）
Correct. If all the items are done in the middle of a sprint, the next item from the top of the product backlog can be added to the sprint backlog. (Literature: A, Chapter 2.3.3)

D) 错误。一旦冲刺开始，其持续时间是固定的，不能缩短或延长。与其缩短接下来的冲刺期，不如加大接下来的冲刺期的工作量。
Incorrect. Once a sprint begins, its duration is fixed and cannot be shortened or extended. Instead of shortening next sprints, it is better to select more work for the next sprints.

某虚拟团队正在完成一个项目，他们的团队成员来自两个不同时区。团队成员的办公时间不重叠，导致工作效率不尽如人意。

什么是提高这个虚拟团队效率的**最好**方法？

A virtual team with people from two diferent time zones is working on a project. The team members do not have overlapping office hours, which causes them to be less effective than they hoped for.

How can the effectiveness of this virtual team **best** be improved?

A) 确保所有Scrum团队成员收到所有信息
Ensure that all Scrum team members receive all information

B) 即使办公时间不重叠，也要一起召开每日站会
Hold the daily scrum together even if office hours do not overlap

C) 利用渗透式沟通法进行讨论
Use the osmotic communication technique for disputes

A) 正确。不论是电子邮件、共享文档还是通讯工具，对虚拟团队协作起到最大帮助的是确保每个人都能获取所有信息，并了解最新动态。（文献：A，第3.3章）
Correct. Whether by means of e-mail, shared documents, or a communication tool, collaboration in a virtual team is most helped by making sure everyone has access to all information and is kept up to date. (Literature: A, Chapter 3.3)

B) 错误。这会导致一些成员要在非办公时间参加每日站会。这并不是提高这个虚拟团队效率的最好方法。
Incorrect. This would cause some members to join the daily scrum outside office hours. This is not the best way to improve the effectiveniss of this virtual team.

C) 错误。渗透式沟通主要适用于同地办公团队。
Incorrect. Osmotic communication is primarily used for collocated teams.

什么时候进行产品待办事项列表梳理?

When does product backlog refinement take place?

A) 只在冲刺开始时
Only at the start of a sprint
B) 只在冲刺回顾会议上
Only during the sprint retrospective
C) 只在冲刺评审会议上
Only during the sprint review
D) 整个冲刺期间
Throughout the sprint

A) 错误。产品待办事项列表梳理不仅在冲刺开始时进行，而且贯穿整个冲刺期。
Incorrect. Product backlog refinement does not only happen at the start of the sprint, but it happens throughout the entire sprint.
B) 错误。产品待办事项列表梳理不仅在冲刺回顾会议上进行，而且贯穿整个冲刺期。
Incorrect. Product backlog refinement does not only happen during the sprint retrospective, but it happens throughout the entire sprint.
C) 错误。产品待办事项列表梳理不仅在冲刺评审会议上进行，而且贯穿整个冲刺期。
Incorrect. Product backlog refinement does not only happen during the sprint review, but it happens throughout the entire sprint.
D) 正确。产品待办事项列表梳理是一个持续的活动，贯穿整个冲刺期。（文献：A，第2.3.3章）
Correct. Product backlog refinement is an ongoing activity that happens throughout the sprint. (Literature: A, Chapter 2.3.3)

某Scrum团队用到了看板板。板上某列的在制品（WiP）已经达到限制。

此时应该做什么？

A Scrum team uses a Kanban board. The work-in-progress limit (WiP-limit) of a column on the Kanban board is reached.

What should be done when this happens?

A) 将工作分配给下一列的Developers，以释放产能
Assign work to Developers in the next column to free up capacity

B) 扩大WiP限制并继续工作
Enlarge the WiP-limit and keep working

C) 帮助该列Developers消除瓶颈
Help the Developers in the column with the bottleneck

D) 等到工作拉到下一列以释放产能
Wait until work is pulled to the next column to free capacity

A) 错误。这种做法是不允许的。看板只允许拉取工作，不允许推送工作。Developers应开始帮助其他Developers消除瓶颈。
Incorrect. This is not allowed. Kanban only allows to pull work, not to push. The Developers should start helping the other Developers to remove the bottleneck.

B) 错误。这种做法是不允许的。WiP限制不应随意或在达到后更改，这显然不是WiP设限的目的。设限是为了确保瓶颈得到解决而不是被忽视。
Incorrect. This is not allowed. The WiP-limit should not change incidentally or any time it is reached. That is explicitly not what the WiP-limit is for. Instead, the limit is there to ensure that bottlenecks are solved instead of ignored.

C) 正确。达到WiP限制时，并不表示可以松懈，它提醒目前存在瓶颈。这一瓶颈问题应得到解决。针对达到WiP限制的Developers，其他Developers必须提供帮助。（文献：A，第6.3章）
Correct. When the WiP-limit is reached, this is not a sign to relax, but rather a sign that there is a bottleneck. This bottleneck should be addressed. The Developers must help the other Developers that are the reason why the WiP-limit is reached. (Literature: A, Chapter 6.3)

D) 错误。可以等到工作拉到下一列，因为已完成的工作是无法推送的。但是，不应该这样，而应该解决瓶颈问题。
Incorrect. It would be possible to wait until work is pulled to the next column, since people cannot push the completed work. However, this is not what should happen. The bottleneck should be addressed.

什么是向Developers以及Developers之间传达信息**最**快速有效的方法?

What is the **most** efficient and effective method of transferring information to and between the Developers?

A) 电子邮件
E-mail
B) 面对面
Face-to-face
C) 社交媒体
Social media
D) 电话
Telephone

A) 错误。虽然对电子邮件应用规则可能有助于最大化渗透式沟通，但这并不是最快速高效的信息传达方法。
Incorrect. Even though applying rules to email might help to maximize osmotic communication, it is not the most efficient and effective method to transfer information.

B) 正确。向Developers以及Developers之间传达信息最快速有效的方法是面对面沟通。（文献：A，第7.4.4章）
Correct. The most efficient and effective method of transferring information to and between the Developers is via face-to-face conversations. (Literature: A, Chapter 7.4.4)

C) 错误。社交媒体并不是向Developers以及Developers之间传达信息的好方法。
Incorrect. Social media is not a good way of transferring information to and between the Developers.

D) 错误。打电话不是传达信息的最佳方法，也无法最大化渗透式沟通。
Incorrect. Calling is not the best way of transferring information. It also does not maximize osmotic communication.

某Scrum团队针对冲刺待办事项列表选择了一个产品待办事项列表条目。

Developers什么时候算完成了产品待办事项列表条目？

A Scrum team selects a product backlog item for the sprint backlog.

When are the Developers finished with a product backlog item?

A) Developers在冲刺结束前做了能做的一切
When the developers have done everything they can before the end of the sprint

B) 该条目经过分析、设计、编程、测试和记录
When the item is analyzed, designed, programmed, tested, and documented

C) 满足完成的定义（DoD）的要求
When the requirements for the definition of done (DoD) have been met

A) 错误。Developers在DoD中事先定义必须完成的工作，并以可持续的速度开展工作。他们做的工作只需让一个条目满足DoD即可，不需要做更多。
Incorrect. The Developers define beforehand what must be done in the DoD and work at a sustainable pace. They do as much as needed for having an item satisfying the DoD and not more.

B) 错误。Developers必须采取的步骤与此无关。DoD决定一个冲刺待办事项列表条目何时完成。
Incorrect. The steps that the Developers must take are not relevant. The DoD determines when a sprint backlog item is finished.

C) 正确。Developers在冲刺期间所做的每个条目必须绝对完成，才能被视为增量的一部分。一个冲刺创造包含100%完成条目的可发布增量。（文献：A，第2.3.2章）
Correct. Each item Developers work on during the sprint must be absolutely done before it can be considered part of the increment. A sprint creates releasable increments containing 100% done items. (Literature: A, Chapter 2.3.2)

哪一项说法**最符合**每日站会在监控Scrum项目上的作用?

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

A) 每日站会让Developers了解他们的项目进度和问题。
The daily scrum gives the Developers insight into their progress and their issues.

B) 每日站会帮助Scrum Master更新燃尽图。
The daily scrum helps the Scrum Master to update the burn-down chart.

C) 每日站会可以让产品负责人评审Developers的项目进度。
The daily scrum lets the Product Owner review the progress of the Developers.

A) 正确。每日站会的目的是检查冲刺目标的进展情况,确定和解决障碍。(文献:A,第2.3.2章)
Correct. The purpose of the daily scrum is inspecting the progress toward the sprint goal and identifying and solving obstacles. (Literature: A, Chapter 2.3.2)

B) 错误。这不是由Scrum Master完成,也不是每日站会的目标。
Incorrect. This is not done by the Scrum Master and not the goal of the daily scrum.

C) 错误。产品负责人可以听取汇报,但每日站会不是为了让产品负责人了解Developers的最新项目进度。
Incorrect. The Product Owner may listen, but the daily scrum is not for updating the Product Owner on the progress of the Developers.

敏捷工作方式下,开发节奏应该怎么样?

When working in an Agile way, what should the pace of development be?

A) 稳定
Constant

B) 快速
Fast

C) 递增
Increasing

A) 正确。敏捷过程提倡可持续的开发。项目方、Developers和用户应该能够保持恒久稳定的进展速度。(文献:A,第7.4.4章)
Correct. Agile processes promote sustainable development. The sponsors, Developers, and users should be able to maintain a constant pace indefinitely. (Literature: A, Chapter 7.4.4)

B) 错误。快速节奏可能会导致团队不断的超负荷工作,从而快速倦怠。
Incorrect. A fast pace may lead to constant overwork and a quick burn-out of the team.

C) 错误。虽然速度刚开始可能会递增,但不一定能一直增速。开发速度应保持稳定、可持续。
Incorrect. Although initially the pace may be increasing, it is not always possible to keep increasing. The pace should be constant and sustainable.

在过去的8个冲刺中,Developers总共完成了72个故事点。Scrum团队被要求开始一个新的项目,这个项目估计有56个故事点。

完成这个项目需要多少个冲刺?

In the past 8 sprints, the Developers have completed 72 story points in total. The Scrum team is asked to start working on a new project which is estimated at 56 story points.

How many Sprints are needed to complete this project?

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

A) 错误。根据当前速率,5次冲刺的时间是不够的。
Incorrect. 5 sprints are not enough time, based on the current velocity.
B) 正确。团队的交付速率为72/8=9。完成项目所需的冲刺数为56/速率(56/9=6.2),略高于6。因此,7是最合理的答案。(文献:A,第4.4.2章)
Correct. The velocity of the team is 72/8=9. The number of sprints required to complete the project is 56/velocity (56/9=6.2), which is slightly above 6. Hence 7 is the most reasonable answer. (Literature: A, Chapter 4.4.2)
C) 错误。8是过去冲刺的次数,没理由认为下一个项目的冲刺数应该相同,除非故事点数相近。
Incorrect. 8 is the number of past sprints. There is no reason to assume that the next project should have the same number of sprints, unless the amount of story points is similar.
D) 错误。10是当前大致速率,而不是下一个项目所需的冲刺数。
Incorrect. 10 is approximately the current velocity. It is not the number of sprints needed for the upcoming project.

某Scrum团队按两周冲刺期做一个项目。在第十五个冲刺的冲刺回顾会议上，Scrum Master表示：

"从过去十二个冲刺可以看出，我们无法在两周内交付潜在可交付增量。我们应该增加第十六个冲刺的时长。"

是否应该增加冲刺期?

A Scrum team works on a project in two-week sprints. During the sprint retrospective meeting of the fifteenth sprint, the Scrum Master says:

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

Should the duration be increased?

A) 是的，因为基于过去的冲刺表现，有充分理由改冲刺期。
Yes, because past sprint performance is a good reason to change.

B) 是的，因为Scrum Master被允许改冲刺期。
Yes, because the Scrum Master is allowed to change the sprint's duration.

C) 不是，因为只有Developers才有权改冲刺期。
No, because only Developers have the authority to change the sprint's duration.

D) 不是，因为无论如何不能改冲刺期。
No, because the Sprint's duration cannot be changed, for any reason.

A) 正确。Scrum Master基于之前的大量工作，给出了一个应该改冲刺期的合理理由。（文献：A，第2.3.2章)
Correct. The Scrum Master gives a valid argument, based on a good amount of earlier work, that the sprint's duration should be changed. (Literature: A, Chapter 2.3.2)

B) 错误。冲刺期应该增加，但不是因为Scrum Master认为这是个好主意。
Incorrect. The duration should be increased, but not because the Scrum Master thinks it is a good idea.

C) 错误。任何团队成员都可以提出改变的建议，再由整个Scrum团队讨论理由的合理性。
Incorrect. Any team member may suggest the change. The entire Scrum team will debate whether the reason is valid enough.

D) 错误。冲刺期最好不改，但重复一个无效的策略是不理智的。如果有改冲刺期的合理理由，就可以改。
Incorrect. The sprint duration is ideally not changed but repeating a strategy that is not working is not sensible. If there are valid reasons to change the sprint duration: go ahead and change it.

在冲刺中用燃尽柱状图来监控的进度。

燃尽图中的柱状呈现了什么?

For a sprint, progress is monitored in a burn-down bar chart.

What does the bar of a burn-down bar chart represent?

A) 完成工作量
The amount of completed work

B) 剩余工作量
The amount of remaining work

C) Developers的交付速率
The velocity of the Developers

A) 错误。这是燃起图显示的内容。
Incorrect. This is what a burn-up chart shows.

B) 正确。燃尽图显示剩余工作量,是一条向下倾斜的曲线。 (文献:A,第3.5.2章)
Correct. The burn-down chart shows the amount of work remaining. It is a downward-sloping chart. (Literature: A, Chapter 3.5.2)

C) 错误。速率可根据往期的燃尽图求得,但其不会直接显示速率。
Incorrect. The velocity can be derived from previous burn-down charts, but it does not directly show velocity.

一个常用的最佳实践是按缩写"INVEST"确定产品待办事项列表条目。INVEST的"I"表示独立性。假设某产品待办事项列表条目不是独立的。

哪一项是具有依赖性产品待办事项列表条目的后果？

An often-used best practice is to define product backlog items according to the acronym 'INVEST'. The 'I' of INVEST means independent. Suppose that a product backlog item is not independent.

What is the consequence of having dependent product backlog items?

A) 依赖性条目需要更多知识才能构建。
The items call for more knowledge to be built.

B) 依赖性条目不能按业务价值排序。
The items cannot be ordered based on business value.

C) 依赖性条目需要更多Developers才能构建。
The items require more Developers to be built.

D) 依赖性条目需要另一个Scrum团队的工作。
The items require work from another Scrum team.

A) 错误。产品待办事项列表条目始终要先被理解，才有可能开展工作。
Incorrect. A product backlog item must always be understood before it is possible to work on it.

B) 正确。如果有任何依赖性，就不能自由地进行条目排序，产品负责人要不断检查依赖性。（文献：A，第4.3.1和4.3.2章）
Correct. If there is any dependency, it is not possible to order the items freely and the Product Owner will have to check the dependencies constantly. (Literature: A, Chapter 4.3.1 and 4.3.2)

C) 错误。依赖性不一定导致工作量增大，从而需要更多Developers。另外，这种情况与INVEST中代表粒度小的"S"关系更大。
Incorrect. Dependencies do not necessarily lead to larger work volumes and therefore the need for more Developers. Also, this is more related to the 'S' in INVEST, which stands for small.

D) 错误。一个产品待办事项列表条目是指一个Scrum团队的工作，但这并不是该条目需要独立的理由。
Incorrect. A product backlog item should refer to work for one Scrum team, but this is not a reason why the item needs to be independent.

是否允许推翻产品负责人关于产品待办事项列表内容的决定?

Is it allowed to override the Product Owner's decisions regarding Product Backlog content?

A) 是的，CEO可以推翻产品负责人的决定，因为CEO承担整个组织的最终责任。
Yes, the CEO can override the Product Owner's decisions, because the CEO is ultimately responsible for the entire organization.

B) 是的，客户可以推翻产品负责人的决定，因为Scrum以客户为中心，客户应该获得价值。
Yes, the customer can override the Product Owner's decisions, because Scrum is customer-focused, and the customer should receive value.

C) 不是，产品负责人的决定不能被推翻，因为这会导致Scrum团队过于频繁地调整计划。
No, Product Owner's decisions may not be overruled because this would cause the Scrum team to adjust their planning too often.

D) 不是，产品负责人的决定不能被推翻，因为产品待办事项列表完全由产品负责人负责。
No, Product Owner's decisions may not be overruled because the product backlog is fully owned by the Product Owner.

A) 错误。整个组织必须尊重产品负责人的决定，项目才能成功。任何人都不应该试图推翻产品负责人的决定，CEO也不例外。
Incorrect. The entire organization must respect the Product Owner's decisions for the project to be successful. No one, not even the CEO, should allow themselves to try to override those decisions.

B) 错误。产品负责人应该与客户进行有效沟通，并利用沟通信息将变动更新到产品待办事项列表，但产品负责人做的决定，客户不允许推翻。
Incorrect. Product Owners should communicate effectively with the customer and use the information to keep the product backlog updated with all changes, but the Product Owner makes the decisions and customers are not allowed to override these.

C) 错误。任何人都不允许推翻产品负责人的决定，但原因并非如此。在Scrum中，响应变化高于遵循计划。
Incorrect. No one is allowed to override the decisions of the Product Owner, but not for this reason. In Scrum, responding to change is valued over following a plan.

D) 正确。任何人都不允许推翻产品负责人的决定，但这并不意味着任何人都不能影响产品负责人。归根结底，产品负责人管理产品待办事项列表，并对其负责。（文献：A，第2.3.1章）
Correct. No one is allowed to override the decisions of the Product Owner, but this does not mean that no one can influence the Product Owner. Ultimately, the Product Owner owns the product backlog and is accountable for it. (Literature: A, Chapter 2.3.1)

Scrum的三个工件都包含一个Scrum团队为之努力的承诺。

冲刺待办事项列表的承诺是什么?

All three Scrum artifacts have a commitment that the Scrum team works toward.

What is the commitment of the sprint backlog?

A) 完成的定义（DoD），其明确了产品的愿景
The definition of done (DoD) that clarifies the vision for the product
B) DoD，其明确了当前冲刺应开发的条目
The DoD that clarifies which items should be developed in the sprint
C) 冲刺目标，其明确了条目达到完成状态需满足的要求
The sprint goal that clarifies what the requirements are for items to be called complete
D) 冲刺目标，其明确了团队在冲刺中要达到的目标
The sprint goal that clarifies what the team wants to achieve in the sprint

A) 错误。冲刺目标才是与冲刺待办事项列表相关的承诺。产品的愿景是在产品目标中明确的。
Incorrect. The sprint goal is the commitment related to the sprint backlog. The vision for the product is clarified in the product goal.
B) 错误。冲刺目标才是与冲刺待办事项列表相关的承诺。需要开发的条目不是在DoD，而是在冲刺待办事项列表中明确的。
Incorrect. The sprint goal is the commitment related to the sprint backlog. Items that need to be developed are not clarified in the DoD, but in the sprint backlog.
C) 错误。冲刺目标是与冲刺待办事项列表相关的承诺。DoD明确了一个条目何时才算完成。
Incorrect. The sprint goal is the commitment related to the sprint backlog. The DoD clarifies when an item is complete.
D) 正确。冲刺目标是与冲刺待办事项列表相关的承诺。它明确了Scrum团队在冲刺期内开发冲刺待办事项列表中的产品待办事项列表条目所要达成的目标。（文献：A，第2.3.3章）
Correct. The sprint goal is the commitment related to the sprint backlog. It clarifies what the Scrum team wants to achieve in the sprint by developing the product backlog items in the sprint backlog. (Literature: A, Chapter 2.3.3)

在Scrum团队中，谁对确保客户从产品中获得最大价值负责?

In a Scrum team, who is accountable for ensuring the customer gets the most value from the product?

A) Developers
The Developers
B) 产品负责人
The Product Owner
C) Scrum Master
The Scrum Master

A) 错误。Developers致力于在每个冲刺期创造任何层面的可用增量，但他们并不对实现产品价值最大化负责。
Incorrect. The Developers are committed to creating any aspect of a usable increment in each sprint, but they are not accountable for maximizing the value of the product.

B) 正确。产品负责人将对Scrum团队的工作所产生的产品价值最大化负责。（文献：B，Product Owner）
Correct. The Product Owner is accountable for maximizing the value of the product resulting from work of the Scrum team. (Literature: B, Product Owner)

C) 错误。Scrum Master对建立Scrum指南中定义的Scrum负责。这只能间接影响客户获得的价值。
Incorrect. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. This influences the value for the customer only indirectly.

什么是产品目标?

What is a product goal?

A) 产品所需完成事项列表
A list of what is needed for the product

B) 检查增量是否完成的质量度量指标
A quality measure to check if an increment is complete

C) 下一个冲刺要完成的目标
A target to accomplish in the next sprint

D) 产品或服务的愿景
A vision for the product or service

A) 错误。产品待办事项列表才是产品所需完成事项列表。
Incorrect. The product backlog is a list of what is needed for the product.

B) 错误。完成的定义（DoD）提供了检查增量是否完成的质量度量指标。
Incorrect. The definition of done (DoD) provides quality measures to check whether an increment is complete.

C) 错误。冲刺目标才是下一个冲刺的目标。
Incorrect. The sprint goal is the objective for the upcoming sprint.

D) 正确。产品目标是对产品待办事项列表的承诺，明确开发条目应达成的目标。它是产品的愿景或由产品的愿景衍生而来。（文献：A，第2.3.3章和B，承诺：产品目标）
Correct. The product goal is the commitment for the product backlog and makes clear what should be achieved by developing the items. It is the vision for the product or derived from the vision for the product. (Literature: A, Chapter 2.3.3 and B, Commitment: Product Goal)

一个5人的Scrum团队，3周冲刺期的冲刺计划会议要多长时间结束?

How long should it take a Scrum team of 5 members to finalize the sprint planning for a 3-week sprint?

A) 要多长就多长
   As long as it takes
B) 6小时
   6 hours
C) 8小时
   8 hours

A) 错误。一个月冲刺期的冲刺计划会议有时间盒限制，最长不超过8小时。
   Incorrect. A sprint planning meeting is time-boxed to a maximum of 8 hours for a one-month sprint.
B) 正确。冲刺计划会议的最长时间为8小时。如果冲刺期短于一个月，冲刺计划会议的时间相应缩短。（文献：A，第2.3.2章）
   Correct. The sprint planning's maximum duration is 8 hours. If the sprint is shorter than one month, the sprint planning meeting also is shorter. (Literature: A, Chapter 2.3.2)
C) 错误。冲刺计划会议的最长时间为8小时。如果冲刺期短于一个月，冲刺计划会议的时间相应缩短。在本例中，冲刺期为3周，所以冲刺计划会议应短于8小时。
   Incorrect. The sprint planning's maximum duration is 8 hours. If the sprint is shorter than one month, the sprint planning meeting also is shorter. In this case, the sprints are 3 weeks, so the sprint planning meetings should be shorter than 8 hours.

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什么**两**句是敏捷宣言中关于价值观的描述?

请记住选择2个答案。

Which **two** statements are statements of value as described in the Agile Manifesto?

Please remember to choose 2 answers.

A) 详尽的文档高于可工作的软件
Comprehensive documentation over working software
B) 合同谈判高于客户合作
Contract negotiation over customer collaboration
C) 个体和互动高于流程和工具
Individuals and interactions over processes and tools
D) 响应变化高于遵循计划
Responding to change over following a plan

A) 错误。关于价值的正确陈述是"客户合作高于合同谈判"、"响应变化高于遵循计划"、"个体和互动高于流程和工具"、"工作的软件高于详尽的文档"。
Incorrect. The correct statements of value are "customer collaboration over contract negotiation", "responding to change over following a plan", "individuals and interactions over processes and tools" and "working software over comprehensive documentation".

B) 错误。关于价值的正确陈述是"客户合作高于合同谈判"、"响应变化高于遵循计划"、"个体和互动高于流程和工具"、"工作的软件高于详尽的文档"。
Incorrect. The correct statements of value are "customer collaboration over contract negotiation", "responding to change over following a plan", "individuals and interactions over processes and tools" and "working software over comprehensive documentation".

C) 正确。关于价值的正确陈述是"客户合作高于合同谈判"、"响应变化高于遵循计划"、"个体和互动高于流程和工具"、"工作的软件高于详尽的文档"。（文献：A，第7.4章）
Correct. The correct statements of value are "customer collaboration over contract negotiation", "responding to change over following a plan", "individuals and interactions over processes and tools" and "working software over comprehensive documentation". (Literature: A, Chapter 7.4)

D) 正确。关于价值的正确陈述是"客户合作高于合同谈判"、"响应变化高于遵循计划"、"个体和互动高于流程和工具"、"工作的软件高于详尽的文档"。（文献：A，第7.4章）
Correct. The correct statements of value are "customer collaboration over contract negotiation", "responding to change over following a plan", "individuals and interactions over processes and tools" and "working software over comprehensive documentation". (Literature: A, Chapter 7.4)

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某Scrum团队用信息雷达来可视化进度。

为什么可视化进度是有帮助的?

A Scrum team uses an information radiator to visualize the progress.

Why is visualizing the progress helpful?

A) 有助于Scrum Master分配产品待办事项列表条目。
It helps the Scrum Master assign product backlog items.
B) 有助于Scrum团队更好地合作。
It helps the Scrum team to work together better.
C) 向同事们展示Scrum团队的忙碌程度。
It shows co-workers how busy the Scrum team is.

A) 错误。任务并非由Scrum Master分配,而是由Developers自己拉取任务。Scrum Master通过支持Scrum团队成员,提供Developers工作上的帮助。
Incorrect. Tasks are not assigned by the Scrum Master, but Developers pull their own tasks. Scrum Masters just help the Developers do their work by supporting the members of the Scrum team.
B) 正确。信息雷达提高了可视化程度。可视化是有帮助的,带来了透明度,从而改善了反馈和协作。另外,可视化也带来了更多控制。 (文献:A,第6.1章)
Correct. An information radiator improves visualization. Visualization is helpful because it creates transparency and therefore, improved feedback and collaboration. It also creates more control. (Literature: A, Chapter 6.1)
C) 错误。尽管这句话可能属实,但展示Scrum团队的忙碌程度并不是可视化的重点。
Incorrect. Even though this may be true, showing how busy the Scrum team is, is not the point of visualizing.

某客户要求提供一份关于Scrum团队在开发中应用的技术的报告。

最好由谁来准备这份报告？

A customer requests a report about the techniques a Scrum team uses for their development.

Who can **best** prepare this report?

A) Developers
  The Developers
B) 产品负责人
  The Product Owner
C) Scrum Master
  The Scrum Master

A) 错误。虽然可能需要向Developers咨询，但不应委派他们编写报告。
  Incorrect. Even though the Developers may need to be consulted, they should not be tasked with writing the report.
B) 错误。产品负责人更多关注的是内容，而不是上下文。解释所用技术与上下文有关。
  Incorrect. The Product Owner focuses more on the content than on the context. An explanation about the used techniques is related to the context.
C) 正确。Scrum Master更多关注的是上下文，而不是内容。因此，最好请Scrum Master编写这份报告。（文献：A，第2.3.1章）
  Correct. The Scrum Master focuses more on the context than on the content. Therefore, it is best to ask the Scrum Master to write this report. (Literature: A, Chapter 2.3.1)

什么是Scrum团队交付速率的定义？

What is the definition of the velocity of a Scrum team?

A) 对冲刺的完成速度达成的共识
A shared understanding of how fast a sprint must be done
B) Developers在一次冲刺中可以完成的故事点数
The number of story points Developers can finish in one sprint
C) 每个冲刺的最佳在制品（WiP）限制
The optimum work-in-progress limit (WiP-limit) for each sprint
D) 已完成的冲刺待办事项列表条目的总和
The sum of all completed sprint backlog items

A) 错误。速率是指Developers在一个冲刺中可以完成的故事点数、理想小时数或理想人日。
Incorrect. The velocity is the number of story points, ideal hours or ideal days Developers can do in a sprint.
B) 正确。速率是指在一定时间间隔内完成的单位工作数。（文献：A，第4.4.4章）
Correct. The velocity is the number of units of work completed in a certain interval. (Literature: A, Chapter 4.4.4)
C) 错误。WiP限制适用于看板板，不适用于冲刺。
Incorrect. The WiP-limit is for the Kanban board, not for a sprint.
D) 错误。这可能用于速率估算，但不是速率的定义。
Incorrect. This might be used to estimate velocity, but this is not the way velocity is defined.

使用亲和力估算时，用户故事如何分配故事点?

When using affinity estimation, how are story points assigned to user stories?

A) 根据所需的相对工作量对所有用户故事进行排序，然后归入故事点数对应的水桶。
All user stories are sorted based on their relative effort and then grouped into buckets of estimated story points.

B) 每个Developer各自估算用户故事，再由全体Developers达成故事点数一致意见。
Each Developer individually estimates the user story before all Developers agree on the story points.

C) Developers用到多个参考故事，与用户故事进行比较。
The Developers use multiple reference user stories and compare them to the user story.

A) 正确。这正是用亲和力估算的故事点分配方式。（文献：A，第4.4.7章）
Correct. This is how story points are assigned using affinity estimation. (Literature: A, Chapter 4.4.7)

B) 错误。这是通过计划扑克法给用户故事分配故事点。
Incorrect. This is how story points are assigned to user stories using planning poker.

C) 错误。这说的是Developers用三角划分法估算所有用户故事的故事点数。
Incorrect. This is a description of the Developers using triangulation to estimate story points for all user stories.

一个人编写代码，另一个人观察和评论。二人偶尔互换角色。

以上属于哪种实践?

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

Which practice is this?

A) 代码评审
Code review
B) 持续集成
Continuous integration
C) 结对编程
Pair programming
D) 测试驱动开发
Test-driven development

A) 错误。代码评审是指有人审查编写的代码，可以是代码编写人，也可以是其他人。
Incorrect. Code review means that someone looks at the created code. This could be the one who created the code or someone else.
B) 错误。持续集成是将新代码与旧代码持续集成。
Incorrect. Continuous integration is continuously integrating the new code with the old one.
C) 正确。结对编程是指两个Developers共同工作的做法，一个人负责编码，另一个负责观察和评论。
（文献：A，第4.1.1章)
Correct. Pair programming is the practice of two developers working together. One is coding, the other is observing and giving comments. (Literature: A, Chapter 4.1.1)
D) 错误。测试驱动开发是在编写程序前准备好测试场景，让Developer编写出通过测试的代码。
Incorrect. Test-driven development is having test scenarios prepared before the program is written, so that the Developer writes something that passes that test.

某Scrum团队的一名Developer认为，干系人可能会对已开发的增量有一些有价值的见解和反馈。

什么是征求反馈的**最佳**场合?

A Developer from a Scrum team thinks that a stakeholder may have some valuable insights and feedback about the developed increment.

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

A) 每日站会
   Daily scrum
B) 冲刺计划
   Sprint planning
C) 冲刺回顾
   Sprint retrospective
D) 冲刺评审
   Sprint review

A) 错误。在每日站会期间征求反馈并非明智之举。
   Incorrect. It is not wise to ask for feedback during the daily scrum.
B) 错误。冲刺计划会议应该只是计划会议，不适合征求反馈。
   Incorrect. The sprint planning meeting should be just that: a planning meeting.
C) 错误。冲刺回顾会议上应由Scrum团队回顾用于创建产品的Scrum流程。
   Incorrect. In the sprint retrospective, the Scrum processes used to create the product should be reviewed by the Scrum team.
D) 正确。冲刺评审是在冲刺结束时召开的会议，Scrum团队、客户，可能还有最终用户代表和顾问聚在一起，回顾团队的成果，发表和听取反馈。该会议是为了收集反馈意见，尽快提出修改要求。（文献: A，第2.3.2章）
   Correct. This is a meeting at the end of the sprint where the Scrum team, the customer and possibly end user representatives and advisors gather to go through everything the team has created and give and receive feedback. This meeting is intended to collect feedback and raise change requests as soon as possible. (Literature: A, Chapter 2.3.2)

"INVEST" 中的 "S" 表示粒度小。

产品待办事项列表中哪些条目应该小?

The S in INVEST stands for small.

Which items on the product backlog should be small?

A) 产品待办事项列表中的所有条目
All items in the product backlog

B) 产品待办事项列表底部的条目
The items on the bottom of the product backlog

C) 产品待办事项列表顶部的条目
The items on the top of the product backlog

D) 没有产品待办事项列表的条目,只有冲刺待办事项列表的条目
No items on the product backlog, only items on the sprint backlog

A) 错误。只有最高优先级的产品待办事项列表条目必须详细说明,因为它们必须优先达成。
Incorrect. Only the highest priority product backlog items must be detailed since they must be realized first.

B) 错误。产品待办事项列表条目的位置越靠下,越不需要详细说明。它们可能会随着时间变动,甚至可能被跳过或从产品待办事项列表中删除。
Incorrect. The lower product backlog items are on the product backlog, the less they need to be detailed. They may change over time or may even be skipped or deleted from the product backlog.

C) 正确。只有产品待办事项列表顶部的条目才需要小,因为这些条目定义充分,可以将其纳入冲刺。（文献：A,第2.3.3章）
Correct. Only the items at the top of the product backlog need to be small, because these are the items that are defined enough to be incorporated in a sprint. (Literature: A, Chapter 2.3.3)

D) 错误。冲刺待办事项列表条目必须小,而产品待办事项列表顶部的条目也是如此。
Incorrect. The sprint backlog items must be small, but the items at the top of the product backlog as well.

最好的架构、需求和设计源自于哪种类型的团队？

From which type of team do the **best** architectures, requirements and designs emerge?

A) 同地办公团队
A collocated team
B) 自管理团队
A self-managing team
C) 训练有素团队
A well-trained team
D) 经验丰富团队
An experienced team

A) 错误。同地办公团队可以保证沟通，但不一定能带来更好的需求、架构和设计。
Incorrect. A collocated team ensures communication, but does not necessarily lead to better requirements, architectures, and design.
B) 正确。敏捷宣言指出，最好的架构、需求和设计都源自于自管理团队。（文献：A，第7.4.4章）
Correct. The Agile Manifesto states that the best architectures, requirements, and designs emerge from self-managing teams. (Literature: A, Chapter 7.4.4)
C) 错误。训练有素团队可能会产生良好效果，但敏捷团队会更甚一筹。
Incorrect. A well-trained team may work well, but an Agile team will outperform well-trained people.
D) 错误。经验丰富的敏捷团队会优于经验欠缺的敏捷团队，但敏捷团队可能会优于普通的有经验团队。
Incorrect. An experienced Agile team would be better than an inexperienced Agile team, but an Agile team likely outperforms a regular experienced team.

产品负责人正在考虑产品待办事项列表条目的排序标准。

哪一项**不是**需要考虑的标准？

The Product Owner is considering criteria for ordering the items in the product backlog.

Which is **not** one of the criteria that needs to be considered?

A) 依赖性
   Dependency
B) Developers的可用性
   Developers' availability
C) 风险
   Risk
D) 价值
   Value

A) 错误。在产品待办事项列表条目排序时，依赖性是一个重点考虑因素。一个条目可能自身价值较低，但如果它是一个高价值条目的先决条件，则可能会被赋予更高优先级。
   Incorrect. Dependencies are an important consideration when ordering product backlog items. An item might in itself have a low value, but if it is a prerequisite for a high-value item, it might be given a higher priority.

B) 正确。Developers的可用性不是产品待办事项列表条目排序的标准之一，但它是冲刺计划会议上的一个考虑因素。价值、规模、对其他条目的依赖性和风险是条目排序的依据。（文献：A，第2.3.3章）
   Correct. Availability of Developers is not one of the criteria for ordering product backlog items but is a consideration during the sprint planning. Value, size, dependencies on other items and risks are the basis for ordering items. (Literature: A, Chapter 2.3.3)

C) 错误。风险是产品待办事项列表条目排序的重要因素。一个高风险条目可能很有价值，但如果它容易遭受风险（如信息安全漏洞），则优先级可能会低于风险较低的条目。
   Incorrect. Risk is an important factor for ordering product backlog items. A high-risk item may be valuable, but if it is prone to risks (such as information security breaches) it may be given a lower priority than an item with lower risks.

D) 错误。在产品待办事项列表条目排序时，条目的价值是主要标准之一。
   Incorrect. The value of items is one of the main criteria when ordering product backlog items.

为什么每日站会需要在冲刺每天的同一时间和地点召开?

Why does the daily scrum need to be held at the same time and place each day of the sprint?

A) 因为冲刺期间应提前预定会议室
Because booking a room should be done in advance for the duration of the sprint

B) 因为管理层要在每天的特定时间获得状态更新信息
Because management should get status updates at a given time every day

C) 因为时间和地点保持不变可以最大限度降低复杂性
Because the use of a consistent time and place minimizes complexity

A) 错误。会议室本身不需要预定。
Incorrect. Rooms do not need to be booked per se.

B) 错误。即使管理层有要求，也不是冲刺每天要在同一地点和时间召开每日站会的理由。
Incorrect. Even if management demands this, it is not the reason to hold the daily scrum at the same place and time each day of the sprint.

C) 正确。每日站会应在冲刺每天的同一时间和地点召开，以降低复杂性。（文献：B，Daily Scrum）
Correct. The daily scrum should be held at the same time and place each day of the sprint to reduce complexity. (Literature: B, Daily Scrum)

在查看燃尽图时，Developer注意到柱子底部在第三四个冲刺期间移到了横轴上方。

第三个冲刺期发生了什么？

While reviewing a burn-down bar chart, a Developer observed that the bottom of the bar had moved above the horizontal axis between the third and fourth sprint.

What happened in the third sprint?

A) 产品待办事项列表中新增了一些工作。
　　Some work was added to the product backlog.

B) 产品待办事项列表中删除了一些工作。
　　Some work was removed from the product backlog.

C) Developers完成的用户故事少于分配量。
　　The Developers finished less than the allocated user stories.

D) Developers完成的用户故事多于分配量。
　　The Developers finished more than the allocated user stories.

A) 错误。燃尽图中添加工作会令柱子移到横轴下方，而不是横轴上方。当完成工作线触及横轴时，表明还有更多工作要做：新增工作。
　　Incorrect. Work added to the chart would make the bar move below the horizontal axis, not above it. When the horizontal axis is reached by the work-done line, there is still more work to be done: the work that was added.

B) 正确。燃尽图中删除工作会令柱子移到横轴上方。当完成工作线触及柱子底部时，表明没有其他工作要做，但图形上还不会显示0。（文献：A，第3.5.2章）
　　Correct. Work removed from the chart makes the bar move above the horizontal axis. When the bottom of the bar is reached by the work-done line, no more work needs to be done, even though the graph will not say 0 yet. (Literature: A, Chapter 3.5.2)

C) 错误。柱子底部显示的是发布还要完成的工作量，而不是本次冲刺中已完成的工作量。
　　Incorrect. The bottom of the bar shows how much work still must be done in the release and not how much was done in this sprint.

D) 错误。柱子底部显示的是发布还要完成的工作量，而不是本次冲刺中已完成的工作量。
　　Incorrect. The bottom of the bar shows how much work still must be done in the release and not how much was done in this sprint.

哪种合同类型是自适应，适配Scrum工作方式?

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

A) 合同类型"固定价格"
The contract type 'fixed price'

B) 合同类型"工-料" （time and material)
The contract type 'time and material'

C) 二者都不是
Neither contract type

A) 错误。这种类型可以搭配Scrum，但难以配合敏捷工作。另外，固定价格合同通常适应性不强。
Incorrect. This type can be done with Scrum, but it is more difficult to work Agile with this contract. Also, the fixed-price contract is usually not very adaptive.

B) 正确。这是首选的合同类型，与项目的适应性相配。在项目价格固定的情况下，难以做到适应。（文献：A，第5.6章)
Correct. This is the preferred type of contract, which is compatible with the adaptive nature of the project. It is hard to be adaptive when the project price is fixed. (Literature: A, Chapter 5.6)

C) 错误。合同类型"工-料"适配Scrum工作方式。
Incorrect. The contract type 'time and material' fits a Scrum way of working well.

某Scrum团队想要明确定义一份检查表，用来列举出在增量可算作完成之前必须完成的条目。

该团队可能会用什么?

A Scrum team wants to clearly define a checklist of items that must be completed before an increment can be called completed.

What are they likely to use for this?

A) 燃尽图
Burn-down chart
B) 完成的定义（DoD）
Definition of done (DoD)
C) 产品待办事项列表
Product backlog
D) 冲刺待办事项列表
Sprint backlog

A) 错误。燃尽图是剩余工作量与时间的关系图，并未给出冲刺期间必须完成的条目列表。
Incorrect. A burn-down chart shows the amount of remaining work against time. It does not give a checklist of items that must be completed during a sprint.
B) 正确。完成的定义（DoD）是很好理解、且并清晰记录的关于标志增量产生前必须要完成的条目的定义。（文献：A，第2.3.3章）
Correct. The DoD is a well-understood and clearly documented definition of items that must be established to mark an increment done. (Literature: A, Chapter 2.3.3)
C) 错误。产品待办事项列表是一份排序列表，列出了最终产品中可能需要的所有条目。
Incorrect. The product backlog is an ordered list of everything that might be needed in the final product.
D) 错误。冲刺待办事项列表包含了产品待办事项列表中选定的要在冲刺期内交付的条目。
Incorrect. The sprint backlog contains the selected items from the product backlog to be delivered in a sprint.

哪一项是冲刺期间产生的产品潜在可发布部分?

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

A) 特性
A feature
B) 功能
A functionality
C) 冲刺待办事项列表
A sprint backlog
D) 增量
An increment

A) 错误。特性是产品可发布部分，即增量的一部分的潜在元素。
Incorrect. A feature is a potential element that is part of the releasable part of a product, which is the increment.
B) 错误。功能是可成为产品可发布部分，即增量的一部分的潜在元素。
Incorrect. A functionality is a potential element that could be part of the releasable part of a product, which is the increment.
C) 错误。冲刺待办事项列表是项目的短期计划，将在一次冲刺中实施。但是，冲刺待办事项列表不属于潜在可发布部分。
Incorrect. The sprint backlog is a short-term plan for the project that will be implemented in a single sprint. However, the sprint backlog is not a potentially releasable part.
D) 正确。增量是冲刺期间产生的产品可发布部分。（文献：A，第2.3.3章）
Correct. An increment is a releasable part of a product that occurs during a sprint. (Literature: A, Chapter 2.3.3)

某Scrum团队正在估算用户故事。Scrum Master建议采用计划扑克法。

计划扑克是如何工作的?

A Scrum team is estimating user stories. The Scrum Master suggests the planning poker technique.

How does planning poker work?

A) 将用户故事与参考故事进行比较,然后进行估算
Compare the story to reference stories and then estimate it

B) 各自估算,然后讨论其他人的估算
Estimate on your own, then discuss everyone else's estimates

C) 根据所需的相对工作量对所有用户故事进行排序
Sort all stories based on their relative effort required

A) 错误。这是三角划分。
Incorrect. This is triangulation.

B) 正确。这是计划扑克。 (文献:A,第4.4.5章)
Correct. This is planning poker. (Literature: A, Chapter 4.4.5)

C) 错误。这是亲和力估算。
Incorrect. This is affinity estimation.

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高管希望定期核查Scrum团队是否遵循Scrum实践和原则。

谁是执行核查的**最佳**人选?

Senior management wants to regularly verify whether the Scrum team is following Scrum practices and principles.

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

A) 高管
Senior management

B) Developers
The Developers

C) 产品负责人
The Product Owner

D) Scrum Master
The Scrum Master

A) 错误。高管不是核查的最佳人选。Scrum Master更适合做这件事。
Incorrect. Senior management is not in the best position to conduct such an audit. A Scrum Master is in a better position to do this.

B) 错误。这不是Developers的任务,他们不能确保Scrum框架被正确使用。
Incorrect. This is not a task of the Developers. They do not ensure the Scrum framework is used properly.

C) 错误。产品负责人对产品待办事项列表负责,并不确保Scrum框架被正确使用。
Incorrect. A Product Owner is accountable for the product backlog, not for ensuring the Scrum framework is used properly.

D) 正确。Scrum Master是Scrum团队的教练,负责确保Scrum流程得到正确执行。因此,由Scrum Master执行核查。 (文献:A,第2.3.1章)
Correct. The Scrum Master is the coach of the Scrum team and ensures that Scrum processes are followed properly. This allows the Scrum Master to conduct this audit. (Literature: A, Chapter 2.3.1)

多个团队在做同一个产品。关于完成的定义（DoD）存在分歧。

-Scrum Master认为，只能有一个DoD，所有团队都致力于这一DoD。
-产品负责人认为，每个团队都应该定义自己的DoD，并根据各自的DoD设法达成冲刺目标。

谁是对的？

Multiple teams are working on the same product. There is a disagreement about the definition of done (DoD).

- The Scrum Master states that there should only be a single DoD that all teams work towards.
- The Product Owner states that each team should define their own DoD and work towards their sprint goals based on that DoD.

Who is right?

A) 产品负责人，因为团队DoD有助于更高效地达成冲刺目标。
   The Product Owner, because a team DoD helps reach sprint goals more efficiently.
B) 产品负责人，因为DoD属于产品负责人的职责范围。
   The Product Owner, because the DoD falls under the Product Owner's responsibilities.
C) Scrum Master，因为Scrum流程属于Scrum Master的职责范围。
   The Scrum Master, because Scrum processes fall under the Scrum Master's responsibilities.
D) Scrum Master，因为整合DoD有助于项目的所有部分适配。
   The Scrum Master, because using an integrated DoD helps all parts fit together.

A) 错误。所有团队都应致力于整合DoD。
   Incorrect. All teams should work towards an integrated DoD.
B) 错误。DoD不是产品负责人的职责。另外，所有团队都应致力于整合DoD。
   Incorrect. The DoD is not a responsibility of the Product Owner. Also, all teams should work towards an integrated DoD.
C) 错误。Scrum Master是对的，但理由并非如此。DoD不是工作流程的一部分。
   Incorrect. The Scrum Master is correct, but this is not the reason why. The DoD is not part of the working process.
D) 正确。整合DoD可以确保项目的各个部分能够适配，并处于相同的完成状态。（文献：A，第2.4.3章）
   Correct. Using an integrated DoD ensures that the pieces of the project will fit together and are in the same state of done. (Literature: A, Chapter 2.4.3)

试题评分

如下表格为本套样题的正确答案，供参考使用。

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

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