EXIN
Agile Scrum

MASTER

Certified by

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考试样卷

202111 版本

目录

考试说明

本试卷是 EXIN Agile Scrum Master (ASM.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。

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 90 分钟。

祝您好运!

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Yellow Industries公司的客户不断流失。客户主要抱怨Yellow Industries的产品与他们的需求不符。董事会希望启动更敏捷的工作方式，让公司恢复健康的财务状况。

更敏捷的工作方式如何让Yellow Industries受益**最大**？

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) 它有助于为员工创造一个更友好的环境，从而增加有价值的产出。
It would help create a more friendly environment for the personnel which increases valuable output.

B) 它有助于让客户在开发前更负责任地表达自己的需求。
It would help make the customers more responsible for expressing what they want before development.

C) 它有助于降低公司的人事成本，因为敏捷是一种高效的工作方式。
It would help reduce the personnel costs of the company because Agile is an efficient way of working.

D) 它有助于公司通过与客户更紧密的合作创造更多的客户价值。
It would help the company to create more customer value by working closer together with the customers.

与传统工作方式相比，敏捷工作方式带来更多的可预测性和灵活性。

Scrum如何帮助实现更多的可预测性和灵活性？

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) -每天同一时间召开会议，帮助带来可预测性
-引入Scrum板跟踪工作，帮助带来灵活性
- 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) -为每个迭代制定新的冲刺计划,帮助带来可预测性
-通过不固定工作时间帮助带来灵活性
- 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) -估算团队的交付速率，帮助带来可预测性
-根据需要重新排序产品待办事项列表条目，帮助带来灵活性
- 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) -通过冲刺回顾改变流程，帮助带来可预测性
-设定严格的服务水平期望（SLE），帮助带来灵活性
- By using sprint retrospectives to change processes to help bring predictability
- By having strict service level expectations (SLEs) to help bring flexibility

某Scrum Master知道自己应该帮助清除障碍，但她不禁怀疑，建立持续改进是否同样有用。

清除障碍与建立持续改进之间是否有交集？

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) 是。Scrum Master清除障碍是团队建立流程所需的持续改进的一部分。
Yes. A Scrum Master that removes a roadblock is doing a part of the continuous improvement the team needs to establish flow.

B) 是。持续改进的重点是改进产品，所以Scrum Master应该借此助推团队的流程。
Yes. Continuous improvement is focused on improving the product so the Scrum Master should use it to help the team flow.

C) 不是。持续改进条目应置于持续改进待办事项列表，障碍不在此范围内。
No. Continuous improvement items should go on a continuous improvement backlog and roadblocks do not belong there.

D) 不是。清除障碍物是由Scrum Master完成的任务，而持续改进则由Developers完成。
No. Removing roadblocks is a task that is done by the Scrum Master and continuous improvement is done by the Developers.

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业务需求可以随时更改，因此，只执行所需步骤的工作即可视作完成，项目团队可以节省精力和时间。

以上说法**最能**代表哪一种敏捷方法?

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) 动态系统开发方法（DSDM）
DSDM

B) 看板
Kanban

C) 大规模Scrum（LeSS）
LeSS

D) 大规模敏捷框架（SAFe）
SAFe

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Aisha现担任一名Scrum Master。在冲刺期间，她意识到团队无法在冲刺结束时交付潜在可交付产品。Aisha怀疑这是因为团队未在提交代码前对所有代码进行评审。

Aisha应该怎么做?

Aisha is a Scrum Master. During a sprint, she realizes the team will not deliver a potentially shippable product at the end of this sprint. Aisha suspects that this is because the team does not review all of the code before it gets checked in.

What should Aisha do?

A) 向产品负责人寻求取消当前冲刺的许可
Ask the Product Owner for permission to cancel the current sprint

B) 要求团队分析下一个冲刺可以改善之处
Ask the team to analyze what can be done better the next sprint

C) 要求团队在提交所有代码之前完成评审
Demand that the team reviews all code before it gets checked in

D) 延长冲刺周期以交付可交付的产品
Extend the sprint length in order to deliver the shippable product

某新团队刚开始向Scrum转型。这是一个试点团队。产品负责人有在Scrum团队工作的经历。Developers对Scrum完全陌生。Scrum Master接受了一些正式培训，但经验有限。现在，团队有一名项目经理负责监督项目。

团队必须接受Scrum框架的培训。

谁对确保这件事发生负责？

A new team is just starting to transition to Scrum. This is a pilot team. The Product Owner has worked in a Scrum team before. The Developers are completely new to Scrum. The Scrum Master has had some formal training, but limited experience. For now, they have a project manager to oversee the project.

The team must be trained in the Scrum framework.

Who is accountable for making sure this happens?

A) Developers
The Developers
B) 产品负责人
The Product Owner
C) 项目经理
The project manager
D) Scrum Master
The Scrum Master

哪些任务和职责属于Scrum Master？

Which tasks and responsibilities belong to the Scrum Master?

A) Scrum Master负责评估团队的成熟度，并在需要培训或辅导的情况下通知产品负责人，以便产品负责人可以采取适当行动。
The Scrum Master assesses the maturity of the team and informs the Product Owner in case training or coaching are necessary, so the Product Owner can act appropriately.
B) Scrum Master负责帮助安排会议和协调工作，借助可视化工具帮助跟踪任务的进度，帮助团队成员克服困难。
The Scrum Master helps to arrange meetings and coordinate work, helps with tracking progress of tasks with the aid of visual tools and helps team members overcome difficulties.
C) Scrum Master负责跟踪产品待办事项列表，确保产品负责人和开发工程师清楚地了解相关条目及其顺序、优先级和价值。
The Scrum Master keeps track of the product backlog and makes sure the Product Owner and the Developers clearly understand the items and their order, priority, and value.
D) Scrum Master负责管理Developers，并在每日站会上评审和分配任务，以便所有团队成员能够专注于所承诺的任务。
The Scrum Master manages the Developers and reviews and allocates tasks at the daily scrum meeting so that all team members can maintain focus on the tasks committed to.

Naz在一个成立四个月的Scrum团队担任Scrum Master。他们致力于为步行者和徒步旅行者开发一款应用程序。这款应用程序是一个套件的一部分，与其他产品有关联和依赖关系，其中几款产品已经上市，另几款仍在开发中。

除Naz外，这个跨职能的Scrum团队还有7名开发工程师和1名产品负责人。产品负责人是个新手。

Scrum团队一直合作得挺不错。但Naz注意到，每日站会经常性超时，有时甚至持续30分钟。会上与产品负责人讨论Scrum板上的条目，有时涉及到依赖关系的问题和讨论；团队成员喜欢在转到板上下一个条目之前搞清楚自己的问题并得到解答。

Scrum Master应该怎么做来改善这种情况？

Naz is the Scrum Master for a Scrum team that has been established for four months. They work on the development of an application for walkers and hikers. The application is part of a suite and has links and dependencies to other products, some of which are already on the market and some of which are still in development.

Besides Naz, the cross-functional Scrum team is made up of seven Developers and the Product Owner. The Product Owner is quite new to the role.

The Scrum team has been working quite well together. However, Naz notices that the daily scrum is overrunning on a regular basis, sometimes taking up to 30 minutes. There is discussion with the Product Owner about items on the board, sometimes involving questions and discussions around the dependencies; and team members like to get a good understanding and a resolution to their questions before moving to the next item on the board.

What should the Scrum Master do to improve this situation?

A) 将讨论话题限制为"我今天做什么"；"我昨天取得了什么成果"；以及"是否有障碍"
Limit the discussion to 'What I am working on today'；What I achieved yesterday'；and 'Are there impediments'
B) 认识到这是一个有着复杂问题的大型Scrum团队，为这个会议分配30分钟时间
Recognize that this is a large Scrum team with complicated issues and allocate 30 minutes for this meeting
C) 将会议分成两部分，处理与其他产品有复杂依赖关系的条目
Split the meeting into two to work on the items which have complicated dependencies on other products
D) 停止会议，花点时间辅导整个团队了解每日站会的目的和形式
Stop the meeting and take time to coach the whole team on the purpose and the format of the daily scrum

某Scrum团队正在寻求方法来优化日常工作。该团队的工作作风混乱无序。成员们经常独自承担过多工作。他们是训练有素的专业人员，但有时会忘记自己的任务。如有发现问题，他们并不总是知道如何邀请他人相助。管理团队希望团队能对控制这种情况。

Developers提出了以下解决方案：
-在他们的社交网络平台上建立一个**专用通道**，以记录阻碍和任务分配情况

产品负责人提出了一个完全不同的解决方案：
-制作**甘特图**，可以在线监控，又能被管理团队充分理解

Scrum Master有两个可能的解决方案：
-引入**看板板**，包括在制品限制（WiP-limit）和Blocker Ticket
-引入**Scrum板**，不包括WiP-limit或Blocker Ticket，但易于理解

哪一种工具**最**可能帮助团队？

A Scrum team is looking for a way to optimize their daily work. The team has a chaotic style of working. They often take on too much work individually. They are highly trained professionals, but sometimes tasks get forgotten. If an issue is identified, they do not always know how to ask others to come and help them. The management team wants the team to get some grip on the situation.

The Developers propose the following solution:
- A **dedicated channel** in their social networking platform to keep track of blocks and task division

The Product Owner proposes an entirely different solution:
- A **Gantt chart** that can be monitored online and is understood well by the management team

Their Scrum Master has two other possible solutions:
- A **Kanban board**, that includes work-in-progress limits (WiP-limits) and blocker tickets
- A **Scrum board**, that does not include WiP-limits or blocker tickets but is easy to understand

Which tool is **most** likely to help this team?

A) 专用通道
The dedicated channel
B) 甘特图
The Gantt chart
C) 看板板
The Kanban board
D) Scrum板
The Scrum board

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在冲刺期间，某Developer不理解他正在开发的用户故事，这是项目成功的潜在障碍。

Scrum Master应该怎样做才能让Developer能够全力投入工作？

During a sprint, a Developer does not understand the user story he is working on. This is a potential roadblock for the success of the project.

What should the Scrum Master do to enable the Developer to work at capacity?

A) 让Developer忽略这个故事，在团队理解之前将其置于产品待办事项列表
Ask the Developer to ignore the story and put it on the product backlog until the team understands it

B) 让Developer花更多时间分析和研究这个用户故事，以帮助理解
Ask the Developer to spend more time analyzing and researching the user story to help understand it

C) 让产品负责人阐释这个用户故事，并找到资源来帮助Developer理解
Ask the Product Owner to explain the user story and find a resource to help the Developer understand it

D) 让产品负责人将用户故事重新列入产品待办事项列表，并进行完善和改写
Ask the Product Owner to put the user story back on the product backlog and improve and rewrite it

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某团队正在阻抗实施敏捷Scrum实践。Scrum Master决定确定阻抗的类型：是被动还是主动。

Scrum Master为什么要确定这点？

A team is resisting implementing Agile Scrum practices. The Scrum Master has decided to identify the type of resistance: passive or active.

Why should the Scrum Master identify this?

A) 因为必须与其他团队的同行轶事进行比较，了解他们如何使用Scrum工作
Because a comparison with peer anecdotes from other teams on how Scrum they work with Scrum must be done

B) 因为确定阻抗的类型将帮助Scrum Master确定如何最好地辅导团队
Because identifying the type of resistance will help the Scrum Master identify how to best coach the team

C) 因为可以帮助Scrum Master计划一次Scrum事件培训课，提升事件的价值
Because it helps the Scrum Master plan a training session on the Scrum events to reinforce the value of the events

D) 因为团队可能已经忽略了冲刺目标，需要通过培训来重新调整冲刺。
Because the team may have lost sight of the sprint goal and may need training to get realigned to the sprint

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Susan在某大公司担任Scrum Master。她原来是Developer，但自愿担任Scrum Master角色。她的团队合作良好，熟悉敏捷原则和敏捷工作方式。

但是，由于一些问题，团队在当前冲刺期面临相当大的压力。Developers缺少对测试环境的详细了解。在每日站会上，团队运用Blocker Ticket反映这一问题和其他问题。团队成员根据各自的技能和偏好，选择下一个待办事项列表条目。

在每日站会上，Susan看到一个Developer汇报了正在处理的一个障碍任务。这又是一个因缺少对测试环境的了解造成的障碍。团队中没有其他人提供帮助，但Susan根据以前的经验知道如何解决这个问题。

Susan应该怎么做？

Susan is a Scrum Master in a big company. Susan was previously a Developer but volunteered for the Scrum Master role. Her team works well together and has a good grasp of Agile principles and the Agile ways of working.

However, the team is under quite some pressure in their current sprint due to some problems. The Developers lack detailed knowledge of the testing environment. The team uses blocker tickets to reflect this problem and other issues during the daily scrum. Team members select their next backlog item to work on according to their skills and preferences.

During the daily scrum Susan sees that a Developer reports an impediment on the ticket he is working on. This is again an impediment due to the lack of understanding of the testing environment. No one else in the team offers help, but Susan knows how to solve this problem from her previous experience.

What should Susan do?

A) 为团队安排一次简短的培训，提升他们对测试环境的了解
Arrange a short training session for the team to improve their knowledge of the testing environment

B) 每日站会后去找这个Developer，用她的经验告诉他如何解决问题
Go to the Developer after the daily scrum and use her experience to show him how to solve the problem

C) 立即向Developers展示如何解决这个问题，从而做到辅导和知识分享
Quickly show the Developers how to solve this problem, thereby coaching them and sharing knowledge

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某公司现有多个Scrum团队，确保他们能够遵守客户要求的最终期限。团队之间必须保证工作不重复，依赖关系清晰明显。

公司选择了单个待办事项列表、单个产品负责人以及多个Scrum团队。每个Scrum团队分配几个Developers和各自的Scrum Master。

哪个Scrum角色**最**适合协调工作？

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 role is **best** placed to coordinate the efforts?

A) Developers，因为团队是自我管理型，应该能够协调
The Developers because the teams are self-managing and should be able to coordinate
B) 产品负责人，因为产品负责人也负责协调产品待办事项列表
The Product Owner because the Product Owner coordinates the product backlog as well
C) Scrum Master，因为他们有时间与其他Scrum Master协调
The Scrum Masters because they have time to coordinate with the other Scrum Masters

某团队最近开始采用Scrum工作方式。原先的经理现在担任团队的产品负责人。

在转型之前，产品负责人习惯于为团队成员分配任务。在转型到敏捷之后，产品负责人继续如此，因为转型之前这种做法非常有效。Developers自然而然地接受了这件事，甚至都未经讨论。

产品负责人是否应该继续分配任务？

A team has recently started working with Scrum. Their former manager is now acting as the Product Owner of the team.

Before the transition, the Product Owner was used to dividing the tasks over the team members. The Product Owner keeps doing this after the transition to Agile, because it worked so well before the transition. The Developers are just accepting this, without even discussing the matter.

Should the Product Owner keep dividing the tasks?

A) 是，因为产品负责人最有资格决定哪些应该被完成，且由谁完成。
Yes, because the Product Owner is best placed to determine what must be done and by whom.

B) 是，因为在转型之前，团队在产品负责人分配任务下取得了很好的效果。
Yes, because the team has had great results with this person dividing tasks before the transition.

C) 不是，因为在Scrum中，团队内只有Developers才能分配任务。
No, because the Developers are the only persons in the team that may divide the tasks in Scrum.

D) 不是，因为团队还未讨论哪种任务分配方式最适合团队。
No, because the team has not discussed what the best way of dividing the tasks is for this team.

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Scrum中的角色通过不同的事项由谁来对其负责和由谁来负责执行区分。为确保取得冲刺目标的进展，其中一个角色对在必要时对工作方式和计划调整负责。

哪一个角色对其负责？

The separate roles in Scrum are accountable and responsible for different things. One of the roles is accountable for adapting the plan, and way of work, as and when needed, to ensure that progress is made toward the sprint goal.

Which role is accountable?

A) Developers
The Developers

B) 产品负责人
The Product Owner

C) Scrum Master
The Scrum Master

某Scrum团队在冲刺计划会议上首次采用了完成的定义（DoD）。在冲刺计划会议上，团队估算了待办事项列表条目的规模，并制作了冲刺待办事项列表。

在冲刺计划会议上，团队为什么需要DoD？

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) 因为每个特性在冲刺内完成后，都会检查是否准备就绪
Because each feature is checked for readiness as soon it is finished in the sprint

B) 因为产品负责人必须确认待办事项列表条目是否符合需求
Because the Product Owner must confirm that backlog items fit the requirements

C) 因为团队必须将冲刺目标视作潜在可交付产品
Because the team must accept the sprint goal as a potentially shippable product

D) 因为工作量取决于特性和DoD的要求
Because the workload depends on requirements of both the features and the DoD

某产品负责人为产品待办事项列表编写了以下用户故事：

作为数据录入员，我想要好的用户界面来管理客户的发票，这样我就可以快速办公了。

这个用户故事是否提供了拉入冲刺待办事项列表所必要的具体信息？

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) 是，因为在冲刺期间可以添加更多信息。
Yes, because additional information can be added during a sprint.

B) 是，因为它遵循了推荐的用户故事模板。
Yes, because it follows the recommended template of a user story.

C) 不是，因为用户类型的身份不够具体。
No, because the identity of the type of user is not specific enough.

D) 不是，因为"好的"和"快速"这两个词不够具体。
No, because the terms 'good' and 'fast' are not specific enough.

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Scrum Master和产品负责人正在分析一个新的产品待办事项列表。Scrum Master注意到，产品待办事项列表中有一些描述详细的故事，其优先级较低。一些优先级较低的条目未归入史诗，另一些则归入史诗。而优先级高的条目则完全未归入史诗，其描述非常详细。

产品待办事项列表是否应该如此梳理？

The Scrum Master and Product Owner are analyzing a new product backlog. The Scrum Master notices that the product backlog has some very detailed stories that have lower priority. Some lower-priority items are not grouped into epics, others are. The high-priority items, on the other hand, are not grouped into epics at all and are all very detailed.

Is that the way the product backlog should be refined?

A) 是，因为优先级高的条目将拉入后续的一个冲刺待办事项列表。
Yes, because the high-priority items will be pulled into one of the next sprint backlogs.
B) 是，因为任何优先级的用户故事都可能详细描述或者大致描述。
Yes, because user stories of any priority may be very detailed or described generally.
C) 不是，因为优先级高的条目不应详细描述，以允许意外变化。
No, because high-priority items should not be detailed to allow unexpected changes.
D) 不是，因为故事始终属于史诗，形成一致的冲刺目标。
No, because stories should always belong to an epic to form a coherent sprint goal.

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组织目标与产品及产品待办事项列表中的需求关联。

这几个概念是如何关联的？

Organizational goals are related to products and the requirements in the product backlog.

How are these concepts related?

A) 组织目标是包含产品待办事项列表条目的产品目标。组织目标定期调整，为公司增加最大价值。产品目标是组织与客户沟通中的稳定要素。
The organizational goals are product goals that contain the product backlog items. The organizational goals are regularly refined, to add most value to the company. The product goals are the stable elements in the organization's communication with the customer.
B) 组织目标是指组织为自己设定的目标。为了实现这些目标，产品目标必须支持一个或多个组织目标。产品待办事项列表条目定义了实现产品目标所需的工作。
The organizational goals are the objectives the organization has set for themselves. In order to achieve them, the product goals must support one or more organizational goals. The product backlog items define what is necessary to achieve the product goals.
C) 产品待办事项列表条目可以合并到一个组合概览图中。组织目标支持高阶的产品目标，作为组合视图的输入项。高管利用组合视图帮助了解所有产品之间的关系。
The product backlog items can be consolidated into a single portfolio overview. The organizational goals support the high-level product goals, as input for the portfolio view. Senior management uses the portfolio view to help understand how all products are related.

某团队正在艰难地努力在时间限制内完成冲刺计划会议。他们为每一个小细节争论不休，会议开到很晚。产品负责人常与Developers争论估算结果。

谁对确保会议上的争论得到解决负责？

A team struggles to keep the sprint planning meeting within the timebox. They argue about every small detail and this makes the meeting go late. The Product Owner often argues with the Developers about the estimation.

Who is accountable for ensuring the conflicts are resolved during this meeting?

A) Developers，因为是他们允许产品负责人把自己卷入细节的争论中
The Developers, because they allow the Product Owner to drag them into conflicts about the details

B) 组织，因为他们应该尽可能帮助团队正常工作
The organization, because they should facilitate ways to help the team work together properly

C) 产品负责人，因为产品负责人一直在干涉Developers的估算
The Product Owner, because the Product Owner keeps interfering with the Developers' estimation

D) Scrum Master，因为Scrum Master对确保高效的会议负责
The Scrum Master, because the Scrum Master is accountable for ensuring an efficient meeting

某Scrum Master正在向一个新的团队教授如何使用故事点数进行估算。团队中一个更有经验的成员认为，用故事点数估算只对计划中的冲刺有用，而对即将到来的冲刺无用。他表示，团队应该用理想人日估算，因为这种估算对即将到来的冲刺也有用，即使该待办事项列表条目不会立即列入冲刺待办事项列表。

对于即将到来的冲刺，用理想人日估算是否比用故事点数估算更有用？

A Scrum Master is teaching a new team how to estimate using story points. A more experienced member of the team argues that an estimate in story points would be useful only for the sprint they are planning and not in upcoming sprints. He argues that they should estimate in ideal days instead, because those estimates are also useful for upcoming sprints, even if the backlog item does not end up in the sprint backlog immediately.

Are estimates in ideal days more useful than estimates in story points for upcoming sprints?

A) 是，因为理想人日估算允许正常工作日中断的情况。
Yes, because ideal day estimates allow for interruptions of a regular working day.

B) 是，因为理想人日是基于不改变的实际工作时间。
Yes, because ideal days are based on the non-changing actual hours of work.

C) 不是，因为用故事点数估算通常要比理想人日更快。
No, because estimating with story points is usually faster than with ideal days.

D) 不是，因为故事点数估算是基于相对的大小表达的指标。
No, because story point estimates are based on a relative indication of size.

某团队正在估算交付速率。他们做了以下工作帮助估算：

-Developers针对从未做过的一类产品待办事项列表条目**预测了**未来冲刺的速率。
-Scrum Master回顾了前几次冲刺的速率，并记下了几个**历史数值**帮助估算下一个冲刺的速率。
-产品负责人查阅了速率的几项**行业标准。**

以上做法中，哪一个**不是**估算速率的好方法？

A team is estimating their velocity. They have done the following to help estimate the velocity:

- The Developers have **made a forecast** of the velocity in future sprints for a type of product backlog items that they have never done before.
- The Scrum Master has looked back on the velocity of the previous sprints and has written down several **historical values** that help estimate the velocity in the next sprint.
- The Product Owner has looked up a few **industry standards** of velocity.

Which of these practices is **not** a good way to estimate the velocity?

A) 预测
   Making a forecast
B) 历史数值
   Using historical values
C) 行业标准
   Using industry standards

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某Scrum团队历来表现出色。但是，最近他们未能实现冲刺目标，尽管在每个冲刺期都针对不可预见的问题预留了时间。Scrum Master在冲刺回顾会议上与团队一起调查了这个问题。

Developers发现最后一个冲刺存在以下问题：
-在每个冲刺后，团队都会发现工作流程有几个**障碍**
-管理层会定期提出需花费几个小时的意外**要求**
-**专家**团队成员突然被抽调去帮其他团队几天忙
-产品负责人上个月按计划休了两周的**假期**
哪一个问题是未实现冲刺目标的**最**可能原因？

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 got suddenly 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) 障碍
The impediments

B) 要求
The requests

C) 专家
The specialists

D) 假期
The vacation

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某团队采用的看板板有四列：

1-用户故事
2-待办
3-进行中（3）
4-已完成

第三列中的 "（3）" 最可能表示什么？

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) 该列的在制品限制（WiP-limit）为3。
This column has a work-in-progress limit (WiP-limit) of three.
B) 该列有三个必须解决的隐藏Blocker Ticket。
This column has three invisible blocked tickets that must be solved.
C) 只有该列分为三个独立泳道。
This column is the only one divided into three separate swimlanes.
D) 团队有三个团队成员和三列"进行中"。
This team has three team members and three Doing columns.
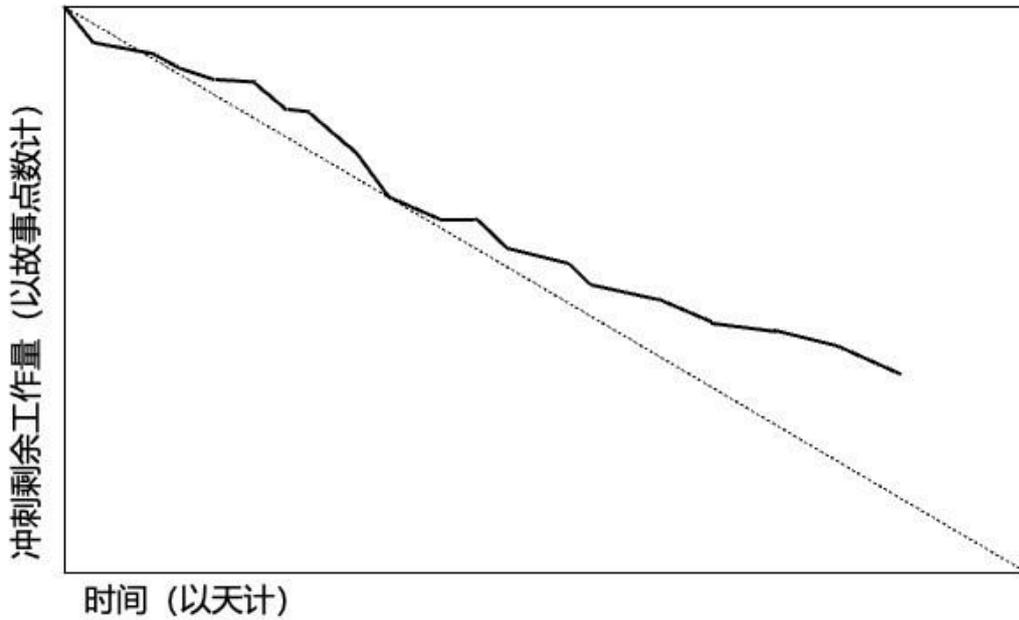
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Scrum板的**主要**用途是什么？

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

A) 帮助Developers组织工作，查看剩余工作量。
It helps the Developers to organize their work and see how much work is left.
B) 帮助产品负责人跟踪团队的工作，并向经理汇报。
It helps the Product Owner track the team's work and report back to managers.
C) 帮助Scrum Master跟踪哪个Developer做哪项任务。
It helps the Scrum Master to keep track of which Developer does which task.
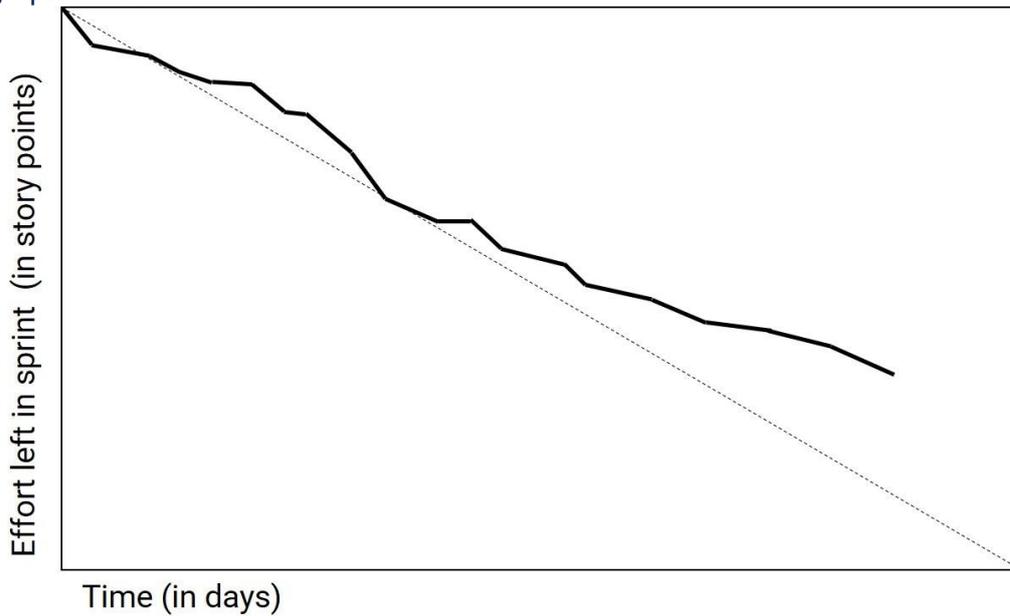
某Scrum团队正在用燃尽图跟踪工作进度。在冲刺期间，燃尽图如下所示：

关于本次冲刺可以确定哪一项?

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?

题目未完，接下一页

A) Developers做的工作少于预期。
   The Developers are doing less than they anticipated.
B) Developers正在按计划完成冲刺目标。
   The Developers are on track to finish the sprint goal.
C) Developers遇到了一个障碍，陷入停滞状态。
   The Developers have run into a roadblock and are stuck.

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某团队决定在Scrum板上使用看板方法。他们引入了在制品限制（WiP-limit）的概念，并开始用 Blocker Ticket识别阻碍任务完成的障碍。

Scrum Master不知道板上的障碍清除后该如何处理Blocker Ticket。直接抛弃的做法似乎不对。

为了给团队带来**最大**价值，Scrum Master应该如何处理Blocker Ticket？

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) 将其分组，检查是否出现表明许多问题原因所在的共同主题
   Group them to see if a common theme emerges that indicates a cause of many issues
B) 在问题解决后对其进行调查，找出根本原因，以防止更多障碍
   Investigate them for a root cause after the issue is resolved, to prevent further impediments
C) 将其展示，或在冲刺回顾会议上评审，以提醒Developers
   Keep them on display or review them during a sprint retrospective to remind the Developers
D) 只需将其标记为"已完成"，如果障碍已经解决且不再存在，则将其移除
   Simply mark them as 'done' and remove them if the impediment is resolved and no longer exists

某Scrum团队发现了一个关键故障，他们认为必须马上解决。团队在冲刺期总是预留20%时间来修复故障。他们已经将一些遗留故障拉入本次冲刺待办事项列表，以充分利用这20%的时间。团队约定了修复故障不超过这20%的时间。

产品负责人发现了新的关键故障，而其优先级高于目前已经拉入本次冲刺的故障。

哪一项是应该采取的**最佳**行动?

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) 将解决新的关键故障加入到冲刺待办事项列表中，即使团队修复故障的时间要超过20%
Add solving the new critical bug to the sprint backlog even if they spend more than 20% of the time on bugs

B) 取消本次冲刺，让团队专注于修复故障，故障解决后立即开启新的冲刺
Cancel the sprint, have the team focus on fixing the bugs, and start a new sprint once the bugs are solved

C) 将新的故障列入产品待办事项列表，因为冲刺目标和待办事项列表已经定好
Put the new bug into the product backlog because the sprint goal and backlog have already been finalized

D) 将同等的故障修复工作量替换成修复新的关键故障，时间控制在20%
Swap out an equivalent amount of bug-fixing work in favor of fixing the new critical bug to keep to the 20%

即使是大型开发项目，最好也是一个产品配套一个产品待办事项列表。为了妥善管理单个产品待办事项列表，待办事项列表的规模不能过大。

如何将产品待办事项列表控制在合理的规模?

Even in large development projects it can be 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) 预测未来几个发布的结果
By forecasting what the next several releases must look like

B) 积极清除用户故事之间的依赖关系
By proactively eliminating dependencies between user stories

C) 通过与他人共同对产品待办事项列表负责
By sharing accountability for the product backlog with others

D) 编写史诗用户故事，将小故事按主题分组
By using epics and grouping small stories into themes

某公司通过Nexus方法进行大项目规模化。

Nexus集成团队负责在一次冲刺中协调所有团队。每个团队各有Scrum Master帮助清除障碍。
全部Scrum团队只有一个产品负责人和一个产品待办事项列表。

这是否是Nexus方法的正确运用方式？

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) 是，因为公司可以灵活填写Nexus，以适应每个具体公司或项目的需要。
Yes, because a Nexus approach can be filled in flexibly by the company to fit the needs of
each specific company or project.

B) 是，因为Nexus从来都是一份产品待办事项列表、一个产品负责人，以及全部团队协调冲刺。
Yes, because a Nexus always has a single product backlog, a single Product Owner, and a
coordinated sprint for all teams.

C) 不是，因为每个团队应有各自的产品负责人，以及独立的产品待办事项列表，以支持团队的工作。
No, because each team should have their own Product Owner as well as a separate product
backlog to support their work.

D) 不是，因为各团队不仅应共享产品负责人、产品待办事项列表和冲刺，还应共享Scrum Master。
No, because the teams should not only share the Product Owner, product backlog, and sprint,
but also share a Scrum Master.

不是每个项目都适合采用敏捷方法。某公司现有以下项目。

-**人力资源部门**的一个项目预算紧张，但最终期限未确定。项目的需求也不明确。
-**IT部门**的一个项目最终期限紧迫，预算紧张。不存在改变项目范围的空间。

哪个部门的项目**不**适合采用敏捷方法？

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) 人力资源部门，因为只有IT项目才适合采用敏捷方法。
The HR department, because only IT projects are suitable for an Agile approach.
B) 人力资源部门，因为他们对项目没有明确的要求。
The HR department, because they have no clear requirements for the project.
C) IT部门，因为不存在改变项目范围的空间。
The IT department, because there is no room for changing the scope of the project.
D) IT部门，因为他们预算紧张，最终期限紧迫。
The IT department, because they have a tight budget and pressing deadline.

某公司想在目前负责项目的一个Scrum团队的基础上新增一个Scrum团队。

什么时候新增比较好？

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) 当项目非常复杂、且现有的Scrum团队不具备所有需要的能力时
When a project is very complex, and the current Scrum team does not have all the needed competences
B) 当现有Scrum团队具有多元化的性别、种族或文化和相关背景时
When the current Scrum team has a great diversity in gender, race or culture and relevant backgrounds
C) 当团队刚开始转型，且起步阶段团队成员配合不好时
When the team has just transitioned, and the team members do not work well together in the beginning
D) 当没有时间培训、且现有Scrum团队的许多成员没有经验时
When there is little time for training and the current Scrum team is made up of many inexperienced people

某公司在采用Scrum上面临困难。所有团队成员至少有一部分时间在家办公，这让Scrum Maste实施Scrum有难度。

团队尚未完成Scrum培训，他们频繁向Scrum Master提问。团队成员感到彼此之间没有连接，开会时经常分心。学习Scrum的意愿似乎不高。团队成员之间不经常交流，这也意味着他们不能很好地协调任务。

哪种工具对团队的帮助**最大**?

A company has difficulties adopting Scrum. All team members work from home at least a part of the time. This makes implementing Scrum difficult for the Scrum Master.

The team has not finished training in Scrum yet and they often have questions for the Scrum Master. The team members feel disconnected from each other and often do not pay attention during meetings. Their will to learn Scrum seems low. The team members do not often communicate with each other. This also means they do not coordinate their tasks very well.

Which tool will help the team **most**?

A) 一个能让团队成员持续交流的社交互动平台
A social interaction platform that allows the team members to communicate continuously

B) 为Scrum Master而设的留言板，团队成员可以在上面发布问题
A special message board for the Scrum Master where the team members post questions

C) 一款应用程序，每天提示团队如何利用Scrum促进学习
An application that gives the team daily tips on how to use Scrum to facilitate learning

D) 一个在线数字Scrum板，所有团队成员都能查看并持续使用
An online digital Scrum board that is visible to and used by all team members consistently

传统项目经理角色在Scrum中并不存在。但是，一些传统上由项目经理完成的活动仍然必须完成。这些任务大部分分配给了各Scrum角色。

仍旧必要的活动例子包括：
-确保Developers跟踪进度
-确保产品做好文档记录

谁应该承担这些活动?

The traditional project management role does not exist in Scrum. However, some activities that are traditionally done by the project manager must still be done. Most of these tasks are divided over the Scrum roles.

An example of activities that are still necessary includes:
- making sure that the Developers track progress
- making sure that the product has proper documentation

Who should take on these activities?

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

某公司发现，当前流程无法交付可接受的成果。转型为Scrum似乎是最佳解决方案。

首席执行官制造了一种紧迫感，也在向干系人讲述他的计划。大多数员工都很想更多地了解敏捷，并开始了Scrum自学。

公司召开了一次大型会议，集体决定如何进行过渡。他们决定缓慢过渡到Scrum，先从一些小项目和单个Scrum团队着手。首席执行官决定培训采取自选，因为员工们都在积极自学。最重要的项目将由一个有经验的项目经理担任产品负责人。

半年后，公司的业绩并未达到采用Scrum的预期。此次转型宣告失败。

哪一项是转型失败的**最**可能原因？

A company has discovered that the current process is not delivering acceptable results. Transitioning to Scrum seems like the best solution.

The CEO has created a sense of urgency and is also speaking to stakeholders about his plans. Most employees are excited to learn more about Agile and have started researching Scrum by themselves.

The company has a large meeting and collectively decides how to do the transition. They decide on a slow transition to Scrum, starting out with some small projects and a single Scrum team. The CEO decides to make training optional because the employees are so actively researching. For the most important project, an experienced project manager will act as the Product Owner.

After half a year, the results of the company have not been what was expected with Scrum. The transition is called a failure.

What is the **most** likely reason that the transition did not work?

A) 公司应该选择全面转型，以配合紧迫感。
   The company should have opted for an all-in transition to go with the sense of urgency.
B) 员工们未接受充分的Scrum培训，让转型工作顺利进行。
   The employees did not receive enough training in Scrum to make the transition work.
C) 项目经理对产品的了解不足以担任产品负责人。
   The project manager did not know enough about the product to act as Product Owner.

某团队正在转型到Scrum。Alexander是团队成员之一，他似乎真的不喜欢Scrum。他积极地公开反对Scrum实践，屡屡让会议气氛变得很糟糕。Alexander是一个破坏者。

Addy是团队的Scrum Master，他希望Alexander停手，这样团队才能成功。

哪一项是应对Alexander行为的**最佳**方式?

A team is transitioning to Scrum. One of the team members, Alexander, really seems to dislike Scrum. He is actively speaking out against Scrum practices and is turning the mood of any meeting sour. Alexander is a saboteur.

Addy is the Scrum Master of the team and wants Alexander to stop, so that the team can succeed.

What is the **best** way to respond to Alexander's behavior?

A) 承认Alexander的担忧，正视这种心理，让他对原来的工作方式不满
Acknowledge Alexander's fears and confront them, and make him dissatisfied with the original way of working

B) 不让Alexander在会议上发言，把他调到另一个团队，如果不顺利，考虑解雇他
Do not let Alexander talk in meetings, move him to another team, or if that all fails, consider firing him

C) 确保Alexander了解Scrum，给他一段适应时间，并任命怀疑论者代表
Make sure Alexander understands Scrum, give him some time to adjust, and appoint a champion skeptic

D) 塑造所期望行为典范，让Alexander参与团队活动，他做对事情给予表扬
Model the desired behaviors, involve Alexander in team activities, and praise him for doing the right thing

Scrum团队是自管理型。这意味着他们可以自由选择工作方式以及承诺。另外，团队自行解决问题，而且应涵盖所有的专业知识。

Scrum团队外的管理人员似乎毫无作用，但事实并非如此。

哪一项是管理人员在Scrum中的作用？

Scrum teams are self-managing. This means that they have freedom to choose a way of working, and what they commit to. Teams also solve their own problems and should have all expertises covered.

It would almost seem like there is no role left for management outside the Scrum team, but this is not true.

What is the role of management in Scrum?

A) 确保产品负责人和Scrum Master制定了详细的计划并遵守最终期限
To make sure that the Product Owners and Scrum Masters have a detailed planning and keep to deadlines

B) 确保各团队相互竞争奖励，不断提高效率
To make sure that the teams compete with each other over incentives and keep increasing their efficiency

C) 确保组织目标明确，公司保持敏捷思维以支持Scrum
To make sure the organizational goals are clear and the mindset of the company is Agile to support Scrum

跨职能团队比其他团队更善于估算新任务的规模。

为什么他们更善于估算？

Cross-functional teams are better at estimating the size of new tasks than other teams.

Why do they make better estimates?

A) 工作计划可以少于其他团队
Because the team can do with less planning than other teams

B) 不需要把工作移交给其他团队
Because the team does not have to hand off work to other teams

C) 团队里有任务估算专员
Because the team has a person that specializes in task estimations

D) 团队具备完成工作所需的所有能力
Because the team has all competencies needed to accomplish the work

某公司正在从传统文化向敏捷文化转型。其中一个团队有许多保守派。保守派对变革有阻抗，害怕由此而来的未知事物和不确定性。

哪一项是转型时期利用保守派的**最佳**方式?

A company is transitioning from a traditional culture to an Agile culture. On one of the teams, there are many conservers. The conservers resist change because of fear of the unknown and the uncertainty it brings.

What is the **best** way to make use of conservers during the transition?

A) 保守派关注的是大局。利用他们的技能产生新的业务方式，并提高效率和效益。
Conservers are focused on the bigger picture. Use their skills to generate new ways of doing business, and streamline efficiencies and effectiveness.

B) 保守派会注意到优势和劣势。利用他们的技能，作为调解人确定团队之间可接受的共同点。
Conservers can see both advantages and disadvantages. Use their skills to operate as the mediator to identify acceptable common ground between teams.

C) 保守派会适应渐进变革。利用他们的技能来规划渐进步骤，在不中断业务的情况下实现公司转型。
Conservers will do well with an evolutionary change. Use their skills in planning incremental steps to transition the company without disrupting business.

某公司董事会委托顾问来确定组织为何失去竞争优势。公司创造高复杂度产品，客户在产品演示后屡次提出新的需求。给出的建议是让公司变得更加敏捷。

公司决定立即向Scrum转型，并通知每个项目参与人员参加Scrum培训。新项目应一律采用Scrum。

管理层对目前的领导风格或组织架构不想做任何调整，因为这样会耽误时间。

以上是否是好的转型方式？

The board of a company has appointed consultants to identify the organization's loss of competitive advantage. The company creates highly complex products and the customers often have new requirements after product demonstrations. The recommendation is to become more Agile.

The company decides to switch to Scrum immediately and instructs everyone involved with projects to attend a Scrum training. New projects should all be using Scrum.

Management does not want to adjust any of the current leadership styles or structures, because that would make them lose time.

Is this a good way to transition?

A) 是，因为新的方法会鼓舞大家，激进式实施效果最好，可以彻底地打破旧的工作方式。
Yes, because a new method will inspire everyone, and big-bang implementations work best to break with the old ways of working cleanly.

B) 是，因为Scrum是一种简单易学的敏捷方法，全员再培训可以确保这种方法快速奏效。
Yes, because Scrum is a simple and easy to learn Agile methodology and retraining everyone ensures this approach will work soon.

C) 不是，因为敏捷更多的是一种思维，而不是一种实践，如果管理层在转型到Scrum前进行文化变革，敏捷将获得最大成功。
No, because Agile is more a mindset than a practice and will succeed best if management changes the culture before transitioning to Scrum.

D) 不是，因为管理层应该评估Scrum是否是最适合公司的敏捷方法，并关注行业领导者的做法。
No, because management should evaluate if Scrum is the best Agile methodology for the company and look at the practices of industry leaders.

答案解析

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Yellow Industries公司的客户不断流失。客户主要抱怨Yellow Industries的产品与他们的需求不符。董事会希望启动更敏捷的工作方式，让公司恢复健康的财务状况。

更敏捷的工作方式如何让Yellow Industries受益**最大**？

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) 它有助于为员工创造一个更友好的环境，从而增加有价值的产出。
It would help create a more friendly environment for the personnel which increases valuable output.

B) 它有助于让客户在开发前更负责任地表达自己的需求。
It would help make the customers more responsible for expressing what they want before development.

C) 它有助于降低公司的人事成本，因为敏捷是一种高效的工作方式。
It would help reduce the personnel costs of the company because Agile is an efficient way of working.

D) 它有助于公司通过与客户更紧密的合作创造更多的客户价值。
It would help the company to create more customer value by working closer together with the customers.

A) 错误。虽然在启动敏捷工作方式时可能会出现这种情况，但并非对公司帮助最大之处。公司面临的问题不是员工不创造产出，而是客户对产品不满意。对公司帮助最大之处是他们将收到客户的反馈。
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) 错误。在看到价值增量之前，客户并不总是清楚自己的需求。定期反馈对公司的帮助最大。让客户在开发前表达更多需求对公司毫无帮助。
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) 错误。敏捷方法无法降低人事成本，而是一种高效的工作方式。敏捷的重点是为客户创造更多价值，即使要增加人事成本，因为客户愿意为价值买单，这帮助公司恢复健康的财务状况。
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) 正确。公司面临的主要问题是客户对产品不满意。敏捷将帮助公司改善这一点，确保客户定期提供反馈，继而帮助创造更多的客户价值。（文献：A，第1.1章）
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)

与传统工作方式相比，敏捷工作方式带来更多的可预测性和灵活性。

Scrum如何帮助实现更多的可预测性和灵活性？

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) -每天同一时间召开会议，帮助带来可预测性
-引入Scrum板跟踪工作，帮助带来灵活性
- 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) -为每个迭代制定新的冲刺计划,帮助带来可预测性
-通过不固定工作时间帮助带来灵活性
- 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) -估算团队的交付速率，帮助带来可预测性
-根据需要重新排序产品待办事项列表条目，帮助带来灵活性
- 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) -通过冲刺回顾改变流程，帮助带来可预测性
-设定严格的服务水平期望（SLE），帮助带来灵活性
- By using sprint retrospectives to change processes to help bring predictability
- By having strict service level expectations (SLEs) to help bring flexibility

A) 错误。每天同一时间开会是可预测的，但不是本例所指的可预测性。引入Scrum板并不能增加灵活性。
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) 错误。新的冲刺计划更有可能促进灵活性，而不是可预测性，因为其期限较短。弹性时间意义上的灵活性属于敏捷工作方式的一部分，但传统工作方式同样可以做到这点。
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) 正确。估算团队的交付速率有助于预测在下一个（几个）冲刺期可完成的工作量。对产品待办事项列表条目进行重新排序，可以确保下一个冲刺期工作项目的灵活性。（文献：A，第6.16章和第10.11章）
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) 错误。完全说反了。改变流程是在建立一种灵活性。SLE如代替速率，则可以带来一些可预测性。
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.

某Scrum Master知道自己应该帮助清除障碍，但她不禁怀疑，建立持续改进是否同样有用。

清除障碍与建立持续改进之间是否有交集？

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) 是。Scrum Master清除障碍是团队建立流程所需的持续改进的一部分。
Yes. A Scrum Master that removes a roadblock is doing a part of the continuous improvement the team needs to establish flow.

B) 是。持续改进的重点是改进产品，所以Scrum Master应该借此助推团队的流程。
Yes. Continuous improvement is focused on improving the product so the Scrum Master should use it to help the team flow.

C) 不是。持续改进条目应置于持续改进待办事项列表，障碍不在此范围内。
No. Continuous improvement items should go on a continuous improvement backlog and roadblocks do not belong there.

D) 不是。清除障碍物是由Scrum Master完成的任务，而持续改进则由Developers完成。
No. Removing roadblocks is a task that is done by the Scrum Master and continuous improvement is done by the Developers.

A) 正确。清除障碍后会促进流程。持续改进主要是优化流程和工作方式，继而可能改进产品。促进流程是持续改进的结果和目标。（文献：A，第7.5章）
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) 错误。虽然二者有交集，但持续改进的重点并不是改进产品。
Incorrect. Although there is overlap, continuous improvement is not focused on the improvement of the product.

C) 错误。持续改进与清除障碍之间存在交集。改进条目不应置于产品待办事项列表。持续改进待办事项列表可以更好收集持续改进条目。
Incorrect. There is overlap between continuous improvement and removing roadblocks. The improvement items should not go on a product backlog. A continuous improvement backlog is a better place to collect continuous improvement items.

D) 错误。持续改进与清除障碍之间存在交集。Scrum Master可以识别改进流程的机会，并与Developers一起执行持续改进。
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.

业务需求可以随时更改，因此，只执行所需步骤的工作即可视作完成，项目团队可以节省精力和时间。

以上说法**最能**代表哪一种敏捷方法？

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) 动态系统开发方法（DSDM）
DSDM
B) 看板
Kanban
C) 大规模Scrum（LeSS）
LeSS
D) 大规模敏捷框架（SAFe）
SAFe

A) 正确。DSDM（现敏捷业务联盟）方法规定每个步骤只执行最少的工作量，即转到下一个事项，并遵循持续变化是项目自然属性这一思维。（文献：A，附录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) 错误。看板涉及工作的可视化和限制在制品（WiP）。
Incorrect. Kanban is about visualization of work and limiting work-in-progress (WiP).
C) 错误。LeSS是大规模Scrum（Large-Scaled Scrum）的缩写，这种方法适用于多个团队共同开发一个产品或服务的场景。
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) 错误。SAFe涉及团队外的敏捷规模化、可视化和限制在制品（WiP），以及分权决策。
Incorrect. SAFe is about scaling agile beyond a team, visualizing and limiting work-in-progress (WiP) and decentralizing decision-making.

Aisha现担任一名Scrum Master。在冲刺期间，她意识到团队无法在冲刺结束时交付潜在可交付产品。Aisha怀疑这是因为团队未在提交代码前对所有代码进行评审。

Aisha应该怎么做？

Aisha is a Scrum Master. During a sprint, she realizes the team will not deliver a potentially shippable product at the end of this sprint. Aisha suspects that this is because the team does not review all of the code before it gets checked in.

What should Aisha do?

A) 向产品负责人寻求取消当前冲刺的许可
Ask the Product Owner for permission to cancel the current sprint

B) 要求团队分析下一个冲刺可以改善之处
Ask the team to analyze what can be done better the next sprint

C) 要求团队在提交所有代码之前完成评审
Demand that the team reviews all code before it gets checked in

D) 延长冲刺周期以交付可交付的产品
Extend the sprint length in order to deliver the shippable product

A) 错误。取消冲刺十分少见。仅当冲刺目标过时时，产品负责人才会取消冲刺。
Incorrect. It is very uncommon to cancel a sprint. The Product Owner will only cancel a sprint when the sprint goal becomes obsolete.

B) 正确。回顾是防止未来出现同样问题的好方法。（文献：A，第5.8章）
Correct. Looking back is a good way of preventing the same issue in the future. (Literature: A, Chapter 5.8)

C) 错误。Scrum Master不应要求这样做。团队成员具有自主性。Scrum Master可指出她认为这将是一个好主意。
Incorrect. The Scrum Master should not demand this. The team members are autonomous. The Scrum Master could point out that she feels this would be a good idea.

D) 错误。延长冲刺周期非常罕见。冲刺开始后，其周期固定不变。当前冲刺期未完成的工作应移回到产品待办事项列表上或移交至未来冲刺。
Incorrect. Extending the sprint length is very uncommon. Once a sprint begins, its duration is fixed. Instead, unfinished work from the current sprint should be moved back on the product backlog or forward to a future sprint.

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某新团队刚开始向Scrum转型。这是一个试点团队。产品负责人有在Scrum团队工作的经历。Developers对Scrum完全陌生。Scrum Master接受了一些正式培训，但经验有限。现在，团队有一名项目经理负责监督项目。

团队必须接受Scrum框架的培训。

谁对确保这件事发生负责？

A new team is just starting to transition to Scrum. This is a pilot team. The Product Owner has worked in a Scrum team before. The Developers are completely new to Scrum. The Scrum Master has had some formal training, but limited experience. For now, they have a project manager to oversee the project.

The team must be trained in the Scrum framework.

Who is accountable for making sure this happens?

A) Developers
   The Developers
B) 产品负责人
   The Product Owner
C) 项目经理
   The project manager
D) Scrum Master
   The Scrum Master

A) 错误。尽管Developers需要学习的知识最多，但Scrum Master对确保这件事发生负责。
   Incorrect. Although the Developers have most to learn, the Scrum Master is accountable for making sure this happens.
B) 错误。尽管产品负责人可能有智慧可以传授，但Scrum Master对确保这件事发生负责。
   Incorrect. Although the Product Owner may have some wisdom to impart, the Scrum Master is accountable for making sure this happens.
C) 错误。项目经理不属于Scrum中定义的角色。即使这是一个混合团队，项目经理也应留给团队空间，让他们自己想清楚。
   Incorrect. The project manager is not a defined role within Scrum. Even if this is a hybrid team, the project manager should give the team space to figure this out on their own.
D) 正确。尽管Developers需要学习的知识最多，且产品负责人可能有智慧可以传授，但Scrum Master对确保这件事发生负责。（文献：A，第5.6章）
   Correct. Even though the Developers have most to learn, and the Product Owner may have wisdom to impart, the Scrum Master is accountable for making sure this happens. (Literature: A, Chapter 5.6)

哪些任务和职责属于Scrum Master?

Which tasks and responsibilities belong to the Scrum Master?

A) Scrum Master负责评估团队的成熟度，并在需要培训或辅导的情况下通知产品负责人，以便产品负责人可以采取适当行动。
The Scrum Master assesses the maturity of the team and informs the Product Owner in case training or coaching are necessary, so the Product Owner can act appropriately.

B) Scrum Master负责帮助安排会议和协调工作，借助可视化工具帮助跟踪任务的进度，帮助团队成员克服困难。
The Scrum Master helps to arrange meetings and coordinate work, helps with tracking progress of tasks with the aid of visual tools and helps team members overcome difficulties.

C) Scrum Master负责跟踪产品待办事项列表，确保产品负责人和开发工程师清楚地了解相关条目及其顺序、优先级和价值。
The Scrum Master keeps track of the product backlog and makes sure the Product Owner and the Developers clearly understand the items and their order, priority, and value.

D) Scrum Master负责管理Developers，并在每日站会上评审和分配任务，以便所有团队成员能够专注于所承诺的任务。
The Scrum Master manages the Developers and reviews and allocates tasks at the daily scrum meeting so that all team members can maintain focus on the tasks committed to.

A) 错误。Scrum Master应该不断评估团队的成熟度，并在必要时教导团队达到更高的成熟度。这项任务可能包括产品负责人或其他干系人。通知产品负责人意味着一种指挥控制型结构，这不是敏捷的做法。
Incorrect. The Scrum Master should constantly assess the maturity of the team and should coach the team where necessary to higher levels of maturity. This could include the Product Owner or other stakeholders. Informing the Product Owner implies a command-and-control structure which is not Agile.

B) 正确。Scrum Master是一个赋能者、变革者、教练和引导师。（文献：A，第5.6.4章）
Correct. The Scrum Master is an enabler, a change agent, a coach, and a facilitator. (Literature: A, Chapter 5.6.4)

C) 错误。产品待办事项列表上的条目主要是产品负责人的职责。Scrum Master可以帮助Developers理解相关条目，但Scrum Master并不管理产品待办事项列表。
Incorrect. The items on the Product Backlog are primarily the responsibility of the Product Owner. The Scrum Master may help the Developers understand the items, but the Scrum Master does not manage the Product Backlog.

D) 错误。Scrum团队是自管理式团队，Scrum Master并不替Developers做决定。Scrum Master不是经理：这意味着一种指挥控制型结构，不是敏捷的做法。
Incorrect. A Scrum team is a self-managing team, and the Scrum Master does not make decisions on behalf of the Developers. A Scrum Master is not a manager: this would imply a command-and-control structure which is not Agile.

Naz在一个成立四个月的Scrum团队担任Scrum Master。他们致力于为步行者和徒步旅行者开发一款应用程序。这款应用程序是一个套件的一部分，与其他产品有关联和依赖关系，其中几款产品已经上市，另几款仍在开发中。

除Naz外，这个跨职能的Scrum团队还有7名开发工程师和1名产品负责人。产品负责人是个新手。

Scrum团队一直合作得挺不错。但Naz注意到，每日站会经常性超时，有时甚至持续30分钟。会上与产品负责人讨论Scrum板上的条目，有时涉及到依赖关系的问题和讨论；团队成员喜欢在转到板上下一个条目之前搞清楚自己的问题并得到解答。

Scrum Master应该怎么做来改善这种情况？

Naz is the Scrum Master for a Scrum team that has been established for four months. They work on the development of an application for walkers and hikers. The application is part of a suite and has links and dependencies to other products, some of which are already on the market and some of which are still in development.

Besides Naz, the cross-functional Scrum team is made up of seven Developers and the Product Owner. The Product Owner is quite new to the role.

The Scrum team has been working quite well together. However, Naz notices that the daily scrum is overrunning on a regular basis, sometimes taking up to 30 minutes. There is discussion with the Product Owner about items on the board, sometimes involving questions and discussions around the dependencies; and team members like to get a good understanding and a resolution to their questions before moving to the next item on the board.

What should the Scrum Master do to improve this situation?

A) 将讨论话题限制为"我今天做什么"；"我昨天取得了什么成果"；以及"是否有障碍"
Limit the discussion to 'What I am working on today'；What I achieved yesterday'；and 'Are there impediments'

B) 认识到这是一个有着复杂问题的大型Scrum团队，为这个会议分配30分钟时间
Recognize that this is a large Scrum team with complicated issues and allocate 30 minutes for this meeting

C) 将会议分成两部分，处理与其他产品有复杂依赖关系的条目
Split the meeting into two to work on the items which have complicated dependencies on other products

D) 停止会议，花点时间辅导整个团队了解每日站会的目的和形式
Stop the meeting and take time to coach the whole team on the purpose and the format of the daily scrum

A) 错误。尽管这些是可以回答的好问题，能带来有用的见解，但许多人误以为这就是每日站会的全部工作。不一定要问这三个问题，也可以问其他与团队更相关的问题。
Incorrect. Although these questions are good to answer and can provide useful insights, it was misconstrued by many that this is all that is done at the daily scrum. It is not required to ask these three questions, and it is also fine to ask other questions which are more relevant for the team.

B) 错误。Scrum团队不宜超过10人，所以这个9人团队在限度之内。为会议多分配时间并不能解决问题。
Incorrect. A Scrum team of ten or fewer is advisable, so this team of nine is within limits. Allocating more time for this meeting is not addressing the problem.

C) 错误。其目的是通过检查冲刺开始后完成的工作来优化团队协作和绩效，计划工作，并预测剩余的工作。拆分会议将分割重点，意味着在会议之间的联系上需要投入更多协作工作。
Incorrect. The intent is to optimize team collaboration and performance by inspecting the work done since the start of the sprint, to plan work, and to do some forecasting on the work that remains. Splitting the meeting would split the focus and would mean more work to collaborate on the links between meetings.

D) 正确。每日站会有着15分钟的时间盒限制，目的是检查冲刺目标的进展情况。每日站会不是讲究细节的计划会议，它的重点是确定问题、依赖关系、挑战和难题。通常情况下，有可能立即确定适当的应对措施，但如果不可能，制定应对措施就成了一个或多个团队成员日常工作的一部分。（文献：A，第8.1章）
Correct. The daily scrum is timeboxed to 15 minutes and is intended to inspect progress towards the sprint goal. The daily scrum is not a detailed planning meeting and it focuses on identifying issues, dependencies, challenges, and problems. Often it is possible to immediately define an appropriate response, but if that is not possible, formulating the response becomes part of the daily work of one or more of the team members. (Literature: A, Chapter 8.1)

某Scrum团队正在寻求方法来优化日常工作。该团队的工作作风混乱无序。成员们经常独自承担过多工作。他们是训练有素的专业人员，但有时会忘记自己的任务。如有发现问题，他们并不总是知道如何邀请他人相助。管理团队希望团队能对控制这种情况。

Developers提出了以下解决方案：
-在他们的社交网络平台上建立一个**专用通道**，以记录阻碍和任务分配情况

产品负责人提出了一个完全不同的解决方案：
-制作**甘特图**，可以在线监控，又能被管理团队充分理解

Scrum Master有两个可能的解决方案：
-引入**看板板**，包括在制品限制（WiP-limit）和Blocker Ticket
-引入**Scrum板**，不包括WiP-limit或Blocker Ticket，但易于理解

哪一种工具**最**可能帮助团队？

A Scrum team is looking for a way to optimize their daily work. The team has a chaotic style of working. They often take on too much work individually. They are highly trained professionals, but sometimes tasks get forgotten. If an issue is identified, they do not always know how to ask others to come and help them. The management team wants the team to get some grip on the situation.

The Developers propose the following solution:
- A **dedicated channel** in their social networking platform to keep track of blocks and task division

The Product Owner proposes an entirely different solution:
- A **Gantt chart** that can be monitored online and is understood well by the management team

Their Scrum Master has two other possible solutions:
- A **Kanban board**, that includes work-in-progress limits (WiP-limits) and blocker tickets
- A **Scrum board**, that does not include WiP-limits or blocker tickets but is easy to understand

Which tool is **most** likely to help this team?

A) 专用通道
The dedicated channel
B) 甘特图
The Gantt chart
C) 看板板
The Kanban board
D) Scrum板
The Scrum board

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A) 错误。虽然专用通道可能是Developers的提议，但这个建议无法解决团队的任何需求。Scrum Master 应该能够认识到这一点，并说服团队成员，他们的解决方案不是最佳之选。
Incorrect. Although a dedicated channel might be the proposal of the Developers, it will not address any of the needs of the team. A Scrum Master should be able to recognize this and convince the team members that their solution is not the best solution.

B) 错误。虽然甘特图可以让管理团队感到满意，但无法解决团队的问题。此外，管理团队最有可能学会也 从看板板上获取信息。
Incorrect. Although this chart could make the management team happy, it would not solve the problem of the team. In addition, the management team could most likely learn to get information from the Kanban board as well.

C) 正确。从看板板上可以浏览谁在做什么任务。WiP-limit将帮助团队成员避免独自承担过多工作。Blocker Ticket将提醒其他团队成员存在的问题，而不需要有人刻意寻求帮助。这个解决方案是这个团队的最佳工具。（文献：A，第10章）
Correct. The Kanban board will provide overview of who is doing what task. The WiP-limits will help the team not take on too much work individually. The blocker tickets will signal the other team members to a problem, without anyone having to ask for help. This solution is the best tool for this team. (Literature: A, Chapter 10)

D) 错误。Scrum板无法解决这个团队的所有需求，这容易理解，但团队也可以用到看板板，其操作难度不 大。看板板将解决这个团队的所有挑战。
Incorrect. The Scrum board cannot address all the needs of this team. It is simple to understand, but this team can also work with a Kanban board, which is not much more difficult to work with. The Kanban board will address all of this team's challenges.

在冲刺期间，某Developer不理解他正在开发的用户故事，这是项目成功的潜在障碍。

Scrum Master应该怎样做才能让Developer能够全力投入工作？

During a sprint, a Developer does not understand the user story he is working on. This is a potential roadblock for the success of the project.

What should the Scrum Master do to enable the Developer to work at capacity?

A) 让Developer忽略这个故事，在团队理解之前将其置于产品待办事项列表
Ask the Developer to ignore the story and put it on the product backlog until the team understands it

B) 让Developer花更多时间分析和研究这个用户故事，以帮助理解
Ask the Developer to spend more time analyzing and researching the user story to help understand it

C) 让产品负责人阐释这个用户故事，并找到资源来帮助Developer理解
Ask the Product Owner to explain the user story and find a resource to help the Developer understand it

D) 让产品负责人将用户故事重新列入产品待办事项列表，并进行完善和改写
Ask the Product Owner to put the user story back on the product backlog and improve and rewrite it

A) 错误。这个故事是冲刺的一部分，应在这个冲刺内交付。
Incorrect. This story is a part of the sprint and should be delivered for this sprint.

B) 错误。这对Developer没有帮助，反而可能会加剧障碍。
Incorrect. This is not helpful for the Developer and probably makes the roadblock worse.

C) 正确。Scrum Master对促成障碍清除负责。在本例中，让产品负责人进行阐释，并找到资源来辅助阐释是个好方法。（文献：A，第7.5章）
Correct. The Scrum Master is accountable for causing the removal of roadblocks. In this case asking explanation from the Product Owner and finding a resource to help with this explanation is a good way to do that. (Literature: A, Chapter 7.5)

D) 错误。产品负责人不应该将用户故事重新列入产品待办事项列表。另外，没有时间去完善和改写，因为已经在冲刺期间了。产品负责人应该再阐释一遍用户故事，可以向Scrum Master阐释或者直接向Developer阐释。
Incorrect. The Product Owner should not put the user story back on the product backlog. There is no time to improve and rewrite it, as it is now part of the sprint. Instead, the Product Owner should explain the user story again, either to the Scrum Master or directly to the Developer.

某团队正在阻抗实施敏捷Scrum实践。Scrum Master决定确定阻抗的类型：是被动还是主动。

Scrum Master为什么要确定这点?

A team is resisting implementing Agile Scrum practices. The Scrum Master has decided to identify the type of resistance: passive or active.

Why should the Scrum Master identify this?

A) 因为必须与其他团队的同行轶事进行比较，了解他们如何使用Scrum工作
Because a comparison with peer anecdotes from other teams on how Scrum they work with Scrum must be done
B) 因为确定阻抗的类型将帮助Scrum Master确定如何最好地辅导团队
Because identifying the type of resistance will help the Scrum Master identify how to best coach the team
C) 因为可以帮助Scrum Master计划一次Scrum事件培训课，提升事件的价值
Because it helps the Scrum Master plan a training session on the Scrum events to reinforce the value of the events
D) 因为团队可能已经忽略了冲刺目标，需要通过培训来重新调整冲刺。
Because the team may have lost sight of the sprint goal and may need training to get realigned to the sprint

A) 错误。这可能对某些类型的阻抗有效，例如Cohn模型中所述的"怀疑论者"。但在本例中，阻抗的类型尚不清楚。
Incorrect. This may work for some types of resistance, such as the 'sceptics' that are described in Cohn's model. In this case, however, the type of resistance is not clear yet.
B) 正确。确定阻抗的类型将让Scrum Master能够确定如何处理这种行为以及如何最好地辅导团队。（文献：A，第13.5章）
Correct. Identifying the type of resistance will enable the Scrum Master to determine how to deal with the behavior, and how best to coach the team. (Literature: A, Chapter 13.5)
C) 错误。尚不清楚团队是否不了解Scrum事件的价值。Scrum Master应该先认准问题，然后再计划培训课。
Incorrect. It is not clear if the team does not understand the value of the events. The Scrum Master should first correctly identify the issue, before planning a training session.
D) 错误。如果团队忽略了冲刺目标，这样可能会有帮助，但如果这并非问题所在，这样可能会加剧阻抗。
Incorrect. This may be helpful if the team has lost sight of the sprint goal, but if this is not the real issue then this is likely to cause further resistance.

Susan在某大公司担任Scrum Master。她原来是Developer，但自愿担任Scrum Master角色。她的团队合作良好，熟悉敏捷原则和敏捷工作方式。

但是，由于一些问题，团队在当前冲刺期面临相当大的压力。Developers缺少对测试环境的详细了解。在每日站会上，团队运用Blocker Ticket反映这一问题和其他问题。团队成员根据各自的技能和偏好，选择下一个待办事项列表条目。

在每日站会上，Susan看到一个Developer汇报了正在处理的一个障碍任务。这又是一个因缺少对测试环境的了解造成的障碍。团队中没有其他人提供帮助，但Susan根据以前的经验知道如何解决这个问题。

Susan应该怎么做？

Susan is a Scrum Master in a big company. Susan was previously a Developer but volunteered for the Scrum Master role. Her team works well together and has a good grasp of Agile principles and the Agile ways of working.

However, the team is under quite some pressure in their current sprint due to some problems. The Developers lack detailed knowledge of the testing environment. The team uses blocker tickets to reflect this problem and other issues during the daily scrum. Team members select their next backlog item to work on according to their skills and preferences.

During the daily scrum Susan sees that a Developer reports an impediment on the ticket he is working on. This is again an impediment due to the lack of understanding of the testing environment. No one else in the team offers help, but Susan knows how to solve this problem from her previous experience.

What should Susan do?

A) 为团队安排一次简短的培训，提升他们对测试环境的了解
Arrange a short training session for the team to improve their knowledge of the testing environment
B) 每日站会后去找这个Developer，用她的经验告诉他如何解决问题
Go to the Developer after the daily scrum and use her experience to show him how to solve the problem
C) 立即向Developers展示如何解决这个问题，从而做到辅导和知识分享
Quickly show the Developers how to solve this problem, thereby coaching them and sharing knowledge

A) 正确。Susan最好不要扮演Developer角色：她的角色应该是教练、指导员、引导师和仆人式领导。Scrum Master承担教练的角色，凭借自己的Scrum经验，帮助团队找出最佳方式，将敏捷原则和Scrum方法和技术应用于特定的情境和情况。（文献：A，第5.6.4章）

Correct. Susan should preferably not be a Developer: her role instead is to coach, guide, facilitate and lead by serving. In her role as coach, the Scrum Master, by virtue of their experience with Scrum, helps the team to figure out the best way to apply agile principles and Scrum methods and techniques to their specific context and situation. (Literature: A, Chapter 5.6.4)

B) 错误。这种教导做法只能帮助一个Developer，无法向整个团队推广知识。敏捷团队由多学科成员组成。

Incorrect. This will help one Developer through coaching but will not spread the knowledge through the team. Agile teams are made up of multi-disciplined individuals.

C) 错误。Susan最好不要扮演Developer角色：她的角色应该是教练、指导员、引导师和仆人式领导。仅提出解决方案，团队并不能理解如何解决问题，而且Scrum Master的作用受到了影响。

Incorrect. Susan should preferably not act as a Developer: her role instead is to coach, guide, facilitate and lead by serving. By presenting a solution, the team does not get to understand how to solve the problem; and the role of the Scrum Master is compromised.

某公司现有多个Scrum团队，确保他们能够遵守客户要求的最终期限。团队之间必须保证工作不重复，依赖关系清晰明显。

公司选择了单个待办事项列表、单个产品负责人以及多个Scrum团队。每个Scrum团队分配几个Developers和各自的Scrum Master。

哪个Scrum角色**最**适合协调工作?

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 role is **best** placed to coordinate the efforts?

A) Developers，因为团队是自我管理型，应该能够协调
The Developers because the teams are self-managing and should be able to coordinate
B) 产品负责人，因为产品负责人也负责协调产品待办事项列表
The Product Owner because the Product Owner coordinates the product backlog as well
C) Scrum Master，因为他们有时间与其他Scrum Master协调
The Scrum Masters because they have time to coordinate with the other Scrum Masters

A) 错误。虽然团队是自管理型，但协调工作是这个产品负责人应承担的任务。产品负责人总体了解所有产品待办事项列表条目以及依赖关系。
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) 正确。在Scrum中，产品负责人应协调多个团队的工作。（文献：A，第5.6章）
Correct. Within Scrum, the Product Owner should coordinate the efforts of multiple teams. (Literature: A, Chapter 5.6)
C) 错误。尽管Scrum Master有时间进行协调，但产品负责人总体更了解产品待办事项列表条目以及依赖关系。
Incorrect. Although the Scrum Masters have time to coordinate, the Product Owner has better overview over the product backlog items and therefore the dependencies.

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某团队最近开始采用Scrum工作方式。原先的经理现在担任团队的产品负责人。

在转型之前，产品负责人习惯于为团队成员分配任务。在转型到敏捷之后，产品负责人继续如此，因为转型之前这种做法非常有效。Developers自然而然地接受了这件事，甚至都未经讨论。

产品负责人是否应该继续分配任务？

A team has recently started working with Scrum. Their former manager is now acting as the Product Owner of the team.

Before the transition, the Product Owner was used to dividing the tasks over the team members. The Product Owner keeps doing this after the transition to Agile, because it worked so well before the transition. The Developers are just accepting this, without even discussing the matter.

Should the Product Owner keep dividing the tasks?

A) 是，因为产品负责人最有资格决定哪些应该被完成，且由谁完成。
Yes, because the Product Owner is best placed to determine what must be done and by whom.

B) 是，因为在转型之前，团队在产品负责人分配任务下取得了很好的效果。
Yes, because the team has had great results with this person dividing tasks before the transition.

C) 不是，因为在Scrum中，团队内只有Developers才能分配任务。
No, because the Developers are the only persons in the team that may divide the tasks in Scrum.

D) 不是，因为团队还未讨论哪种任务分配方式最适合团队。
No, because the team has not discussed what the best way of dividing the tasks is for this team.

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A) 错误。未经讨论并不意味着不应该讨论，团队遵照转型到 Scrum 前的惯例是可以的。产品负责人可能是也可能不是分配任务的最佳人选。

Incorrect. Just because there has been no discussion, does not mean there should not have been a discussion and it is ok to just keep doing what the team was doing before the transition to Scrum. The Product Owner may or may not be the best person to divide the tasks.

B) 错误。按照场景描述，Developers 如何分配任务这件事甚至未经讨论。团队只是遵照转型之前的惯例。至少，团队必须讨论什么对自己最有效。

Incorrect. The way the scenario is presented, there was not even a discussion about how the tasks should be divided over the Developers. The team just kept doing whatever they were doing before the transition. At the very least, the team must have a discussion what works best for them.

C) 错误。通常情况下，Developers 是 Scrum 中分配任务的最佳人选，因为这样可以让他们工作投入。但是，如果另一种工作方式更适合团队，原则上团队可以自由决定。产品负责人不应该继续分配任务，但理由是这件事未经讨论，而不是 Developers 才能分配任务。

Incorrect. Usually the Developers are the best persons to divide the tasks in Scrum, because that makes them commit. However, the team is in principle free to decide on another way of working if that suits the team better. The Product Owner should not keep dividing tasks, but the reason is that there was no discussion, not that the Developers are the only persons that may divide tasks.

D) 正确。在转型到 Scrum 时，团队应该讨论分配任务的最佳方式。通常情况下，当 Developers 自己拉取任务时，团队的工作效果最佳，因为这样可以促进承诺。（文献：A，第 5.6 章）

Correct. When transitioning to Scrum, the team should discuss the best way for them to divide the tasks. Usually, the team works best when the Developers pull the tasks themselves, because this fosters commitment. (Literature: A, Chapter 5.6)

Scrum中的角色通过不同的事项由谁来对其负责和由谁来负责执行区分。为确保取得冲刺目标的进展，其中一个角色对在必要时对工作方式和计划调整负责。

哪一个角色对其负责?

The separate roles in Scrum are accountable and responsible for different things. One of the roles is accountable for adapting the plan, and way of work, as and when needed, to ensure that progress is made toward the sprint goal.

Which role is accountable?

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

A) 正确。这是Developers的责任，因为他们是工作执行人。（文献：A，第5.6.2章）
   Correct. This is an accountability of the Developers, because they are the ones doing the work. (Literature: A, Chapter 5.6.2)
B) 错误。产品负责人对设定产品目标负责。Developers负责确保工作的完成，以取得冲刺目标的进展。
   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) 错误。Scrum Master对确保团队重新评估团队的工作方式负责，而不是确保取得冲刺目标的进展。
   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.

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某Scrum团队在冲刺计划会议上首次采用了完成的定义（DoD）。在冲刺计划会议上，团队估算了待办事项列表条目的规模，并制作了冲刺待办事项列表。

在冲刺计划会议上，团队为什么需要DoD?

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) 因为每个特性在冲刺内完成后，都会检查是否准备就绪
Because each feature is checked for readiness as soon it is finished in the sprint

B) 因为产品负责人必须确认待办事项列表条目是否符合需求
Because the Product Owner must confirm that backlog items fit the requirements

C) 因为团队必须将冲刺目标视作潜在可交付产品
Because the team must accept the sprint goal as a potentially shippable product

D) 因为工作量取决于特性和DoD的要求
Because the workload depends on requirements of both the features and the DoD

A) 错误。这是DoD的适用目标，但这不是在冲刺计划会议上完成。
Incorrect. This is something the DoD is used for, but this is not done during the sprint planning meeting.

B) 错误。尽管产品负责人应该确认待办事项列表条目符合客户的需求，而且DoD可以帮助做到这一点，但这通常不会在冲刺计划会议上完成。
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) 错误。虽然冲刺目标通常是潜在可交付增量，但DoD并不是用来评估冲刺目标。
Incorrect. The DoD is not used to evaluate the sprint goal, although the sprint goal usually is a potentially shippable increment.

D) 正确。工作量取决于对一项特性的所有要求，包括DoD。（文献：A，第5.7章）
Correct. The workload depends on all the requirements for a feature and this includes the DoD. (Literature: A, Chapter 5.7)

某产品负责人为产品待办事项列表编写了以下用户故事：

作为数据录入员，我想要好的用户界面来管理客户的发票，这样我就可以快速办公了。

这个用户故事是否提供了拉入冲刺待办事项列表所必要的具体信息？

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) 是，因为在冲刺期间可以添加更多信息。
Yes, because additional information can be added during a sprint.

B) 是，因为它遵循了推荐的用户故事模板。
Yes, because it follows the recommended template of a user story.

C) 不是，因为用户类型的身份不够具体。
No, because the identity of the type of user is not specific enough.

D) 不是，因为"好的"和"快速"这两个词不够具体。
No, because the terms 'good' and 'fast' are not specific enough.

A) 错误。有时，在冲刺期间可以添加更多信息。当Developers有问题时，可以在冲刺期间添加答案。但是，"好的"或"快速"等质量要求必须在用户故事拉入冲刺待办事项列表前详细说明。
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) 错误。用户故事通常遵循以下模板：作为<干系人角色>，我想要<需求的内容>，以便<需求的原因>，尽管其他模板也是可以且允许的。本例中的用户故事遵循了上述模板，但有一些不具体的用语，在将条目拉入冲刺待办事项列表之前应加以阐明。
Incorrect. User stories usually follow the template: As a , I want to , so that , 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) 错误。没有必要进一步说明用户的类型。用户名不需要具体化。"好的"和"快速"这两个词必须详细说明。
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) 正确。产品待办事项列表上可以拉入冲刺待办事项列表的用户故事必须具体描述。非功能性需求必须具体描述，这样才能估算故事点数，确保特性符合客户期望。（文献：A，第6.11章）
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)

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Scrum Master和产品负责人正在分析一个新的产品待办事项列表。Scrum Master注意到，产品待办事项列表中有一些描述详细的故事，其优先级较低。一些优先级较低的条目未归入史诗，另一些则归入史诗。而优先级高的条目则完全未归入史诗，其描述非常详细。

产品待办事项列表是否应该如此梳理？

The Scrum Master and Product Owner are analyzing a new product backlog. The Scrum Master notices that the product backlog has some very detailed stories that have lower priority. Some lower-priority items are not grouped into epics, others are. The high-priority items, on the other hand, are not grouped into epics at all and are all very detailed.

Is that the way the product backlog should be refined?

A) 是，因为优先级高的条目将拉入后续的一个冲刺待办事项列表。
   Yes, because the high-priority items will be pulled into one of the next sprint backlogs.
B) 是，因为任何优先级的用户故事都可能详细描述或者大致描述。
   Yes, because user stories of any priority may be very detailed or described generally.
C) 不是，因为优先级高的条目不应详细描述，以允许意外变化。
   No, because high-priority items should not be detailed to allow unexpected changes.
D) 不是，因为故事始终属于史诗，形成一致的冲刺目标。
   No, because stories should always belong to an epic to form a coherent sprint goal.

A) 正确。最重要的是，产品待办事项列表顶部的用户故事优先级高、描述详细且不归入史诗。如果没有做得全部条目都详细描述，则完全没问题，因为产品待办事项列表具有浮现式变化：项目期间新的需求将被列入产品待办事项列表。如果一些优先级低的故事与史诗不符，那也无所谓。（文献：A，第6.7章）
   Correct. It is most important that the user stories at the top of the product backlog are high-priority, detailed, and not grouped into epics. If not all items are as detailed, that is perfectly fine, because the product backlog is emergent: new requirements will find their way into the product backlog during the project. If some low-priority stories do not fit with an epic, that is fine as well. (Literature: A, Chapter 6.7)
B) 错误。尽管优先级较低的条目可以是也可以不是详细描述的，但优先级高的条目必须详细描述，且不再归入史诗。
   Incorrect. Although the lower priority items may or may not be detailed, the high-priority items must be detailed and no longer grouped into epics.
C) 错误。意外变化应该成为产品待办事项列表中的新需求，然后再重新排序。优先级最高的条目应准备好拉入冲刺待办事项列表，不应更改。
   Incorrect. The unexpected changes should become new requirements in the product backlog which is then reordered. The highest-priority items should be ready to be pulled into a sprint backlog and should not change.
D) 错误。优先级高的条目不应归入史诗。原因是，优先级高的条目应该很快就被拉入冲刺，必须足够详细才能开展工作。史诗不会详细描述，也不会拉入冲刺。
   Incorrect. High-priority items should not be grouped into epics. The reason is that the high-priority items should be pulled into a sprint soon and must be detailed enough to work on. Epics are not detailed and are not pulled into a sprint.

组织目标与产品及产品待办事项列表中的需求关联。

这几个概念是如何关联的？

Organizational goals are related to products and the requirements in the product backlog.

How are these concepts related?

A) 组织目标是包含产品待办事项列表条目的产品目标。组织目标定期调整，为公司增加最大价值。产品目标是组织与客户沟通中的稳定要素。
The organizational goals are product goals that contain the product backlog items. The organizational goals are regularly refined, to add most value to the company. The product goals are the stable elements in the organization's communication with the customer.

B) 组织目标是指组织为自己设定的目标。为了实现这些目标，产品目标必须支持一个或多个组织目标。产品待办事项列表条目定义了实现产品目标所需的工作。
The organizational goals are the objectives the organization has set for themselves. In order to achieve them, the product goals must support one or more organizational goals. The product backlog items define what is necessary to achieve the product goals.

C) 产品待办事项列表条目可以合并到一个组合概览图中。组织目标支持高阶的产品目标，作为组合视图的输入项。高管利用组合视图帮助了解所有产品之间的关系。
The product backlog items can be consolidated into a single portfolio overview. The organizational goals support the high-level product goals, as input for the portfolio view. Senior management uses the portfolio view to help understand how all products are related.

A) 错误。组织目标揭示产品目标，但二者并不一样。组织目标不应被调整，产品待办事项列表条目才应调整。产品目标确立后应保持不变，但其并非与客户沟通中的稳定要素。
Incorrect. Organizational goals inform product goals but are not the same. The organizational goals should not be refined. That should be done with the product backlog items. Product goals should remain static once established, but they are not the stable element in the communication with the customer.

B) 正确。此答案描述了从业务策略到产品的一系列活动，是实现组织目标和目的的一种手段。方向是自上而下的，而行动是自下而上的。（文献：A，第6.1章）
Correct. This answer describes the cascade of activities from business strategy to products as a means of achieving organizational goals and objectives. Direction is given top-down, and action follows bottom-up. (Literature: A, Chapter 6.1)

C) 错误。组合视图可以帮助组织了解产品状况，但组合管理的目的是评估产品状况如何有效地实现组织的战略，而不是反过来。
Incorrect. A portfolio view can help the organization understand the product landscape, but the intent of portfolio management is to evaluate how effectively the product landscape enables the organization's strategy, not the other way around.

某团队正在艰难地努力在时间限制内完成冲刺计划会议。他们为每一个小细节争论不休，会议开到很晚。产品负责人常与Developers争论估算结果。

谁对确保会议上的争论得到解决负责？

A team struggles to keep the sprint planning meeting within the timebox. They argue about every small detail and this makes the meeting go late. The Product Owner often argues with the Developers about the estimation.

Who is accountable for ensuring the conflicts are resolved during this meeting?

A) Developers，因为是他们允许产品负责人把自己卷入细节的争论中
The Developers, because they allow the Product Owner to drag them into conflicts about the details

B) 组织，因为他们应该尽可能帮助团队正常工作
The organization, because they should facilitate ways to help the team work together properly

C) 产品负责人，因为产品负责人一直在干涉Developers的估算
The Product Owner, because the Product Owner keeps interfering with the Developers' estimation

D) Scrum Master，因为Scrum Master对确保高效的会议负责
The Scrum Master, because the Scrum Master is accountable for ensuring an efficient meeting

A) 错误。Developers是问题的一部分，但不对确保争论得到解决负责。即使团队是自管理型，成员都是专业人员和成年人，Scrum Master对在会议期间保持团队计划讨论负责。
Incorrect. The Developers are a part of the problem, but not accountable for ensuring that the conflicts are resolved. Even if the team is self-managing, and they are all professionals and grown-ups, the Scrum Master is accountable for keeping the team on track during meetings.

B) 错误。组织不对确保团队合作融洽负责，这样违背了自管理原则。
Incorrect. The organization is not accountable for making sure the team works well together. That goes against the self-managing principle.

C) 错误。产品负责人是问题的一部分，但不对确保争论得到解决负责。Scrum Master对在会议期间团队按计划讨论负责。
Incorrect. The Product Owner is a part of the problem, but not accountable for ensuring that the conflicts are resolved. The Scrum Master is accountable for keeping the team on track during meetings.

D) 正确。Scrum Master确保所有Scrum事件的发生，结果是积极、富有成效的，并控制在时间范围内。这其中包括为确保争论得到解决且不再出现负责。（文献：A，第5.6.4章）
Correct. The Scrum Master ensures that all Scrum events take place and are positive, productive, and kept within the timebox. This includes an accountability for ensuring this conflict gets resolved and does not surface again. (Literature: A, Chapter 5.6.4)

某Scrum Master正在向一个新的团队教授如何使用故事点数进行估算。团队中一个更有经验的成员认为，用故事点数估算只对计划中的冲刺有用，而对即将到来的冲刺无用。他表示，团队应该用理想人日估算，因为这种估算对即将到来的冲刺也有用，即使该待办事项列表条目不会立即列入冲刺待办事项列表。

对于即将到来的冲刺，用理想人日估算是否比用故事点数估算更有用？

A Scrum Master is teaching a new team how to estimate using story points. A more experienced member of the team argues that an estimate in story points would be useful only for the sprint they are planning and not in upcoming sprints. He argues that they should estimate in ideal days instead, because those estimates are also useful for upcoming sprints, even if the backlog item does not end up in the sprint backlog immediately.

Are estimates in ideal days more useful than estimates in story points for upcoming sprints?

A) 是，因为理想人日估算允许正常工作日中断的情况。
Yes, because ideal day estimates allow for interruptions of a regular working day.

B) 是，因为理想人日是基于不改变的实际工作时间。
Yes, because ideal days are based on the non-changing actual hours of work.

C) 不是，因为用故事点数估算通常要比理想人日更快。
No, because estimating with story points is usually faster than with ideal days.

D) 不是，因为故事点数估算是基于相对的大小表达的指标。
No, because story point estimates are based on a relative indication of size.

A) 错误。理想人日并不表示估算中有缓冲区。这是理想人日与常规人日的不同之处。
Incorrect. Ideal days are not meant to have a buffer in the estimate. This is where they differ from regular days.

B) 错误。虽然理想人日是基于不改变的实际工作时间，但这并不表示理想人日对即将到来的冲刺更有用。
Incorrect. Although ideal days are based on non-changing actual hours of work, this does not make them more useful for upcoming sprints.

C) 错误。对于即将到来的冲刺，用理想人日估算不如用故事点数估算有用。但是，原因并不是故事点数估算更快，而是相对规模不易受估算故事所需工作时间变化的影响。
Incorrect. Ideal days estimates are less useful than estimates in story points for upcoming sprints. However, that is not because story points are estimated faster. The reason they are more useful is because the relative size is robust against changes in the working hours necessary to estimate the story.

D) 正确。故事点数的有效期长于理想人日。如果团队对技术、领域和自身的经验发生了变化，下一个冲刺的理想人日估算会随之变化。故事点数估算的大小是相对的，所以在下一个冲刺，所有任务彼此之间仍保持同样的关联。（文献：A，第7.4章）
Correct. Story points have a longer shelf life than an estimate in ideal days. An estimate in ideal days can change for the next sprint if the team's experience with the technology, the domain, and themselves changes. An estimate in story points is relative in size, so all tasks will still relate in the same way to one another in the next sprint. (Literature: A, Chapter 7.4)

某团队正在估算交付速率。他们做了以下工作帮助估算：

-Developers针对从未做过的一类产品待办事项列表条目**预测了**未来冲刺的速率。
-Scrum Master回顾了前几次冲刺的速率，并记下了几个**历史数值**帮助估算下一个冲刺的速率。
-产品负责人查阅了速率的几项**行业标准。**

以上做法中，哪一个**不是**估算速率的好方法?

A team is estimating their velocity. They have done the following to help estimate the velocity:

- The Developers have **made a forecast** of the velocity in future sprints for a type of product backlog items that they have never done before.
- The Scrum Master has looked back on the velocity of the previous sprints and has written down several **historical values** that help estimate the velocity in the next sprint.
- The Product Owner has looked up a few **industry standards** of velocity.

Which of these practices is **not** a good way to estimate the velocity?

A) 预测
Making a forecast
B) 历史数值
Using historical values
C) 行业标准
Using industry standards

A) 错误。这是估算速率的好做法。团队有时没有历史数据，通过运行几个冲刺来测得速率是不可行的。在这样的情况下，团队可以预测速率。
Incorrect. This is a good practice to estimate velocity. There are times when the team does not have historical data and it is just not feasible to run a few sprints to observe velocity. In cases like these, the team can forecast velocity.
B) 错误。这是估算速率的好做法。当旧项目及其团队与新项目及其团队之间变化微乎其微时，这是个好做法。
Incorrect. This is a good practice to estimate velocity. It is a good practice when very little has changed between an old project and its team and the new project and its team.
C) 正确。不存在估算速率的行业标准。（文献：A，第10.11章）
Correct. There is no industry standard to estimate velocity. (Literature: A, Chapter 10.11)

某Scrum团队历来表现出色。但是，最近他们未能实现冲刺目标，尽管在每个冲刺期都针对不可预见的问题预留了时间。Scrum Master在冲刺回顾会议上与团队一起调查了这个问题。

Developers发现最后一个冲刺存在以下问题：
- 在每个冲刺后，团队都会发现工作流程有几个**障碍**
- 管理层会定期提出需花费几个小时的意外**要求**
- **专家**团队成员突然被抽调去帮其他团队几天忙
- 产品负责人上个月按计划休了两周的**假期**
哪一个问题是未实现冲刺目标的**最**可能原因？

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 got suddenly 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) 障碍
The impediments

B) 要求
The requests

C) 专家
The specialists

D) 假期
The vacation

A) 错误。团队应该始终设法改进流程。由于团队曾实现过冲刺目标，这不太可能是未实现冲刺目标的原因。
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) 错误。冲刺目标不可能因意外要求而未能实现，因为团队为意外要求预留了时间。
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) 正确。将专家团队成员从一个团队调到另一个团队实现技能补充，这种做法将制造大混乱。大大制约了原先的团队，尤其是离队多天的情况。这可能是团队未实现冲刺目标的原因。（文献：A，第7.5章）
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) 错误。团队成员是允许休假的，这不该导致无法实现冲刺目标。由于团队曾实现过冲刺目标，这不太可能是未实现冲刺目标的原因。
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.

某团队采用的看板板有四列：

1-用户故事
2-待办
3-进行中（3）
4-已完成

第三列中的＂（3）＂最可能表示什么?

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) 该列的在制品限制（WiP-limit）为3。
    This column has a work-in-progress limit (WiP-limit) of three.
B) 该列有三个必须解决的隐藏Blocker Ticket。
    This column has three invisible blocked tickets that must be solved.
C) 只有该列分为三个独立泳道。
    This column is the only one divided into three separate swimlanes.
D) 团队有三个团队成员和三列＂进行中＂。
    This team has three team members and three Doing columns.

A) 正确。此例恰好展示了一种看板板：每种状态各一列，＂进行中＂列标示在制品限制。（文献：A，第10.6章）
    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) 错误。Blocker Ticket无论如何不能隐藏。团队应围绕问题，尽快解决Block。
    Incorrect. Blocked tickets should never be made invisible. The team should rally around the problem and solve the block as soon as possible.
C) 错误。如果制作了不同的泳道，应延伸至所有列，而不是仅一列可见。
    Incorrect. If different swimlanes are made, they should extend over all columns and not just be visible in a single column.
D) 错误。看板板上的＂进行中＂列不应该按团队成员各分一列。
   Incorrect. The Doing column should not be split per team member on a Kanban board.

Scrum板的**主要**用途是什么？

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

A) 帮助Developers组织工作，查看剩余工作量。
It helps the Developers to organize their work and see how much work is left.
B) 帮助产品负责人跟踪团队的工作，并向经理汇报。
It helps the Product Owner track the team's work and report back to managers.
C) 帮助Scrum Master跟踪哪个Developer做哪项任务。
It helps the Scrum Master to keep track of which Developer does which task.

A) 正确。Scrum板是一种团队工作可视化方式。其主要用途是帮助Developers组织工作。（文献：A，第10.2章）
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) 错误。尽管Scrum板可以用来跟踪团队的工作并为管理层创建报告，但这并非其主要用途。其主要用途是支持团队的自我管理。
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) 错误。尽管Scrum板可以被Scrum Master用来跟踪Developers的工作，但这并非其主要用途。其主要用途是支持团队的自我管理。
Incorrect. Although the Scrum board can be used by the Scrum Master to track the work of the Developers, this is not its main purpose. Its main purpose is to support the self-management of the team.
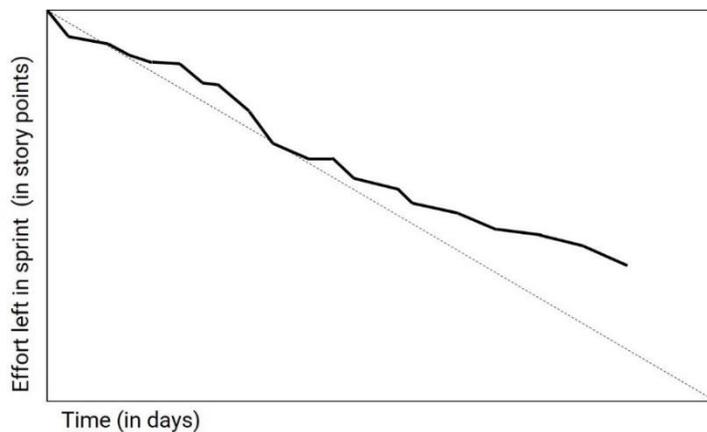
某Scrum团队正在用燃尽图跟踪工作进度。在冲刺期间，燃尽图如下所示：
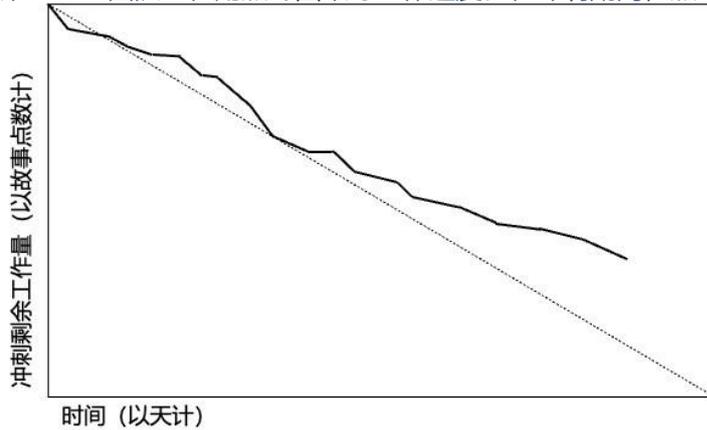
关于本次冲刺可以确定哪一项？

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) Developers做的工作少于预期。
The Developers are doing less than they anticipated.

B) Developers正在按计划完成冲刺目标。
The Developers are on track to finish the sprint goal.

C) Developers遇到了一个障碍，陷入停滞状态。
The Developers have run into a roadblock and are stuck.

A) 正确。目前，冲刺剩余工作量超过了这个时间段的估算量。这个问题几乎贯穿整个冲刺期。Developers所做的工作少于预期。（文献：A，第10.11章）
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) 错误。线条在冲刺预期剩余工作量上方发生偏离。这表明冲刺目标受到了挑战。
Incorrect. The line veers off above the expected effort left in the sprint. This is an indication that the sprint goal is challenged.

C) 错误。当Developers真正陷入某种停滞状态时，将不会有工作完成。最后的线段仍在下行，所以团队未停滞，但他们所做的工作少于预期。
Incorrect. When the Developers would be truly stuck on something, no work would be done. The last line segments are still downsloping, so the team is not stuck, but they are doing less than anticipated.

某团队决定在Scrum板上使用看板方法。他们引入了在制品限制（WiP-limit）的概念，并开始用Blocker Ticket识别阻碍任务完成的障碍。

Scrum Master不知道板上的障碍清除后该如何处理Blocker Ticket。直接抛弃的做法似乎不对。

为了给团队带来**最大**价值，Scrum Master应该如何处理Blocker Ticket？

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) 将其分组，检查是否出现表明许多问题原因所在的共同主题
Group them to see if a common theme emerges that indicates a cause of many issues
B) 在问题解决后对其进行调查，找出根本原因，以防止更多障碍
Investigate them for a root cause after the issue is resolved, to prevent further impediments
C) 将其展示，或在冲刺回顾会议上评审，以提醒Developers
Keep them on display or review them during a sprint retrospective to remind the Developers
D) 只需将其标记为"已完成"，如果障碍已经解决且不再存在，则将其移除
Simply mark them as 'done' and remove them if the impediment is resolved and no longer exists

A) 正确。按共同主题将Blocker Ticket分组可以帮助识别问题的根本原因。调查共同主题是值得的，Scrum Master是做这件事的理想人选。（文献：A，第10.7章）
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) 错误。尽管Scrum Master可以调查所有问题的原因，但会花费过多的时间。最好是确定共同主题，然后花时间调查共同主题的原因，而非逐一调查。
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) 错误。通过展示Blocker Ticket提醒Developers存在的瓶颈或错误，这种做法会展现一种消极的观点，不会有作用。
Incorrect. Keeping blocker tickets on display to remind the Developers of bottlenecks or mistakes can present a negative outlook and is not useful.
D) 错误。问题可能会得到解决，但了解问题可能有长远效益；Blocker Ticket在分析时体现价值。
Incorrect. Issues may be resolved but understanding issues may be beneficial in the future; blocker tickets do have value when analyzed.

某Scrum团队发现了一个关键故障，他们认为必须马上解决。团队在冲刺期总是预留20%时间来修复故障。他们已经将一些遗留故障拉入本次冲刺待办事项列表，以充分利用这20%的时间。团队约定了修复故障不超过这20%的时间。

产品负责人发现了新的关键故障，而其优先级高于目前已经拉入本次冲刺的故障。

哪一项是应该采取的**最佳**行动？

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) 将解决新的关键故障加入到冲刺待办事项列表中，即使团队修复故障的时间要超过20%
Add solving the new critical bug to the sprint backlog even if they spend more than 20% of the time on bugs

B) 取消本次冲刺，让团队专注于修复故障，故障解决后立即开启新的冲刺
Cancel the sprint, have the team focus on fixing the bugs, and start a new sprint once the bugs are solved

C) 将新的故障列入产品待办事项列表，因为冲刺目标和待办事项列表已经定好
Put the new bug into the product backlog because the sprint goal and backlog have already been finalized

D) 将同等的故障修复工作量替换成修复新的关键故障，时间控制在20%
Swap out an equivalent amount of bug-fixing work in favor of fixing the new critical bug to keep to the 20%

A) 错误。增加额外工作会破坏工作节奏。这不是Scrum做法。
Incorrect. Adding extra work results in an unsustainable pace. This is not a Scrum practice.

B) 错误。只有当冲刺目标不再有意义时，才可以取消冲刺。本例中的情况并非如此。
Incorrect. A sprint can be cancelled only when the sprint goal does not make sense anymore. This is not the case here.

C) 错误。忽略高优先级的关键故障，拖到冲刺结束，这是不明智的做法。
Incorrect. Ignoring a critical bug with high priority until the end of the sprint is unwise.

D) 正确。如果认为新故障的优先级高于冲刺待办事项列表上的一个或多个故障，团队可以将同等的故障修复工作量替换成修复新故障。这样团队可以不忽略出现的关键故障。（文献：A，第6.7章）
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)

即使是大型开发项目，最好也是一个产品配套一个产品待办事项列表。为了妥善管理单个产品待办事项列表，待办事项列表的规模不能过大。

如何将产品待办事项列表控制在合理的规模？

Even in large development projects it can be 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) 预测未来几个发布的结果
By forecasting what the next several releases must look like

B) 积极清除用户故事之间的依赖关系
By proactively eliminating dependencies between user stories

C) 通过与他人共同对产品待办事项列表负责
By sharing accountability for the product backlog with others

D) 编写史诗用户故事，将小故事按主题分组
By using epics and grouping small stories into themes

A) 错误。计划未来几个发布与敏捷的计划方式不符。计划离发布时间越远，知道的越少，可变性和不一致性也越大。
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) 错误。在任何大项目中，都有可能出现依赖关系，永远不可能被完全消除。另外，这对形成可管理的产品待办事项列表也没有特别帮助。
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) 错误。即使是大规模产品待办事项列表，也可以只有一个产品负责人。与一群人共同对其负责，无论他们是不是其他产品负责人，都无助于将产品待办事项列表控制在合理的规模。相反，让其他人负责会促使产品待办事项列表规模扩大，因为出现了多人管理。
Incorrect. Even for large product backlogs, there can be 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) 正确。编写一些史诗用户故事，再将小故事按主题分组，这样可以保持产品待办事项列表条目既量小又可管理。（文献：A，第2.1章）
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)

某公司通过Nexus方法进行大项目规模化。

Nexus集成团队负责在一次冲刺中协调所有团队。每个团队各有Scrum Master帮助清除障碍。
全部Scrum团队只有一个产品负责人和一个产品待办事项列表。

这是否是Nexus方法的正确运用方式？

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) 是，因为公司可以灵活填写Nexus，以适应每个具体公司或项目的需要。
Yes, because a Nexus approach can be filled in flexibly by the company to fit the needs of each specific company or project.

B) 是，因为Nexus从来都是一份产品待办事项列表、一个产品负责人，以及全部团队协调冲刺。
Yes, because a Nexus always has a single product backlog, a single Product Owner, and a coordinated sprint for all teams.

C) 不是，因为每个团队应有各自的产品负责人，以及独立的产品待办事项列表，以支持团队的工作。
No, because each team should have their own Product Owner as well as a separate product backlog to support their work.

D) 不是，因为各团队不仅应共享产品负责人、产品待办事项列表和冲刺，还应共享Scrum Master。
No, because the teams should not only share the Product Owner, product backlog, and sprint, but also share a Scrum Master.

A) 错误。尽管所提的工作方式是正确的，但Nexus方法明确规定了Scrum团队应该如何协调他们的项目。
Incorrect. Although the proposed way of working is correct, a Nexus approach prescribes exactly how the Scrum teams should coordinate their project.

B) 正确。由一个人担任产品负责人角色容易保持产品待办事项列表条目排序的一致。Nexus集成团队负责在一次冲刺中协调所有团队。每个团队有各自的Scrum Master，尽管他们共享一个产品负责人。（文献：A，第6.13章和第12章）
Correct. A single person in the role of the 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) 错误。尽管每个团队有各自的Scrum Master，但各团队共享一个人产品负责人。共享产品待办事项列表和单个产品负责人保证了产品待办事项列表条目在排序上的一致性。
Incorrect. The teams share a single person in the role of the 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) 错误。每个团队有各自的Scrum Master，尽管他们共享冲刺、产品待办事项列表和产品负责人。
Incorrect. Each team keeps their own Scrum Master, although they share a sprint, a product backlog, and a Product Owner.

不是每个项目都适合采用敏捷方法。某公司现有以下项目。

-**人力资源部门**的一个项目预算紧张，但最终期限未确定。项目的需求也不明确。
-**IT部门**的一个项目最终期限紧迫，预算紧张。不存在改变项目范围的空间。

哪个部门的项目**不**适合采用敏捷方法？

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) 人力资源部门，因为只有IT项目才适合采用敏捷方法。
   The HR department, because only IT projects are suitable for an Agile approach.
B) 人力资源部门，因为他们对项目没有明确的要求。
   The HR department, because they have no clear requirements for the project.
C) IT部门，因为不存在改变项目范围的空间。
   The IT department, because there is no room for changing the scope of the project.
D) IT部门，因为他们预算紧张，最终期限紧迫。
   The IT department, because they have a tight budget and pressing deadline.

A) 错误。任何项目都可以采用敏捷工作方法。敏捷和Scrum并不限于IT项目。
   Incorrect. Any project can work with an Agile approach. Agile and Scrum are not limited to IT projects.
B) 错误。如果项目没有明确的需求，而最终期限又宽松，则非常适合敏捷方法。敏捷方法包容变化和新出现的需求。
   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) 正确。这个项目没有任何改变的空间：没有预算的空间，没有最终期限的空间，没有改变范围的空间。这样的项目不适合敏捷方法。（文献：A，第2章）
   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) 错误。预算紧张和最终期限紧迫不是理想情况，但这个项目不适合的真正原因是没有改变范围的空间。
   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.

某公司想在目前负责项目的一个Scrum团队的基础上新增一个Scrum团队。

什么时候新增比较好?

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) 当项目非常复杂、且现有的Scrum团队不具备所有需要的能力时
When a project is very complex, and the current Scrum team does not have all the needed competences

B) 当现有Scrum团队具有多元化的性别、种族或文化和相关背景时
When the current Scrum team has a great diversity in gender, race or culture and relevant backgrounds

C) 当团队刚开始转型,且起步阶段团队成员配合不好时
When the team has just transitioned, and the team members do not work well together in the beginning

D) 当没有时间培训、且现有Scrum团队的许多成员没有经验时
When there is little time for training and the current Scrum team is made up of many inexperienced people

A) 正确。如果一个项目足够大到需要扩展到多个团队,补充Scrum团队外的知识可能是必要的。 (文献:A,第5.6.1章)
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) 错误。多元化越充分,敏捷开发效果越好。这并不是新增Scrum团队的理由。
Incorrect. Agile development is even better if there is enough diversity. This is not a reason to add another Scrum team.

C) 错误。团队成员需要时间学习如何配合融洽。这并不是新增Scrum团队的理由。
Incorrect. It takes time for team members to learn to work well together. This is not a reason to add another Scrum team.

D) 错误。新增团队对培训没有帮助,应该给Scrum团队机会,逐渐摆脱起步阶段的生疏。
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.

某公司在采用Scrum上面临困难。所有团队成员至少有一部分时间在家办公，这让Scrum Maste实施Scrum有难度。

团队尚未完成Scrum培训，他们频繁向Scrum Master提问。团队成员感到彼此之间没有连接，开会时经常分心。学习Scrum的意愿似乎不高。团队成员之间不经常交流，这也意味着他们不能很好地协调任务。

哪种工具对团队的帮助**最大**？

A company has difficulties adopting Scrum. All team members work from home at least a part of the time. This makes implementing Scrum difficult for the Scrum Master.

The team has not finished training in Scrum yet and they often have questions for the Scrum Master. The team members feel disconnected from each other and often do not pay attention during meetings. Their will to learn Scrum seems low. The team members do not often communicate with each other. This also means they do not coordinate their tasks very well.

Which tool will help the team **most**?

A) 一个能让团队成员持续交流的社交互动平台
A social interaction platform that allows the team members to communicate continuously

B) 为Scrum Master而设的留言板，团队成员可以在上面发布问题
A special message board for the Scrum Master where the team members post questions

C) 一款应用程序，每天提示团队如何利用Scrum促进学习
An application that gives the team daily tips on how to use Scrum to facilitate learning

D) 一个在线数字Scrum板，所有团队成员都能查看并持续使用
An online digital Scrum board that is visible to and used by all team members consistently

A) 正确。社交互动平台将解决大多数问题。团队在家办公时可借此彼此联系，全天候顺畅交流，Scrum Master可借此进行Scrum培训或接受提问。这个工具解决了团队的大部分需求，尽管不是协调任务的最佳之选。在当前情况下，这个工具对团队的帮助最大。（文献：A，第10.2章）
Correct. A social interaction platform will address most problems. It is a way for the team to connect when they are working from home, to communicate well throughout the day, for the Scrum Master to teach Scrum, or be asked questions. This tool addresses most needs of the team, although it might be suboptimal for coordinating tasks. This tool will help the team most right now. (Literature: A, Chapter 10.2)

B) 错误。虽然这个工具可以解决向Scrum Master提问这一难题，但换一种方式也可以解决。另外，这个工具解决不了任何其他问题。
Incorrect. Although this tool will solve the problem of the questions to the Scrum Master, that problem can be solved in another way. This tool will also not address any of the other problems.

C) 错误。虽然这样可能会帮助团队更多地了解Scrum，但并不能解决其他任何问题。一个缺乏动力和脱节的团队也不太可能在一款应用程序上学习。
Incorrect. Although this might help the team to learn more about Scrum, it does not solve any of the other problems. It is also unlikely that an unmotivated and unconnected team will learn from an application.

D) 错误。虽然这个工具可以解决不能很好协调任务这一问题，但它解决不了其他任何问题。
Incorrect. Although this tool will solve the problem of not coordinating tasks well, the tool cannot address any of the other problems.

传统项目经理角色在Scrum中并不存在。但是，一些传统上由项目经理完成的活动仍然必须完成。这些任务大部分分配给了各Scrum角色。

仍旧必要的活动例子包括：
-确保Developers跟踪进度
-确保产品做好文档记录

谁应该承担这些活动?

The traditional project management role does not exist in Scrum. However, some activities that are traditionally done by the project manager must still be done. Most of these tasks are divided over the Scrum roles.

An example of activities that are still necessary includes:
- making sure that the Developers track progress
- making sure that the product has proper documentation

Who should take on these activities?

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

A) 错误。尽管Developers负责跟踪进度和记录产品，但Scrum Master将接管这些活动。Scrum Master负责确保这些活动得以完成，即使工作并非由其亲自完成。
   Incorrect. Even though the Developers will be the ones tracking the progress and documenting the product, the Scrum Master will take over these activities. The Scrum Master is the person making sure these activities are done, even if the work is not done by them.
B) 错误。产品负责人不对其或参与这些活动负责，尽管产品负责人角色接管了大部分传统的项目经理活动。
   Incorrect. The Product Owner is not accountable for or involved in these activities, even though the Product Owner takes over most of the traditional project manager activities.
C) 正确。Scrum Master负责确保这些活动得以完成，即使工作并非由其亲自完成。（文献：A，第5.6.1章）
   Correct. The Scrum Master should be the person making sure these activities are done, even if the work is not done by them. (Literature: A, Chapter 5.6.1)

某公司发现，当前流程无法交付可接受的成果。转型为Scrum似乎是最佳解决方案。

首席执行官制造了一种紧迫感，也在向干系人讲述他的计划。大多数员工都很想更多地了解敏捷，并开始了Scrum自学。

公司召开了一次大型会议，集体决定如何进行过渡。他们决定缓慢过渡到Scrum，先从一些小项目和单个Scrum团队着手。首席执行官决定培训采取自选，因为员工们都在积极自学。最重要的项目将由一个有经验的项目经理担任产品负责人。

半年后，公司的业绩并未达到采用Scrum的预期。此次转型宣告失败。

哪一项是转型失败的**最**可能原因？

A company has discovered that the current process is not delivering acceptable results. Transitioning to Scrum seems like the best solution.

The CEO has created a sense of urgency and is also speaking to stakeholders about his plans. Most employees are excited to learn more about Agile and have started researching Scrum by themselves.

The company has a large meeting and collectively decides how to do the transition. They decide on a slow transition to Scrum, starting out with some small projects and a single Scrum team. The CEO decides to make training optional because the employees are so actively researching. For the most important project, an experienced project manager will act as the Product Owner.

After half a year, the results of the company have not been what was expected with Scrum. The transition is called a failure.

What is the **most** likely reason that the transition did not work?

A) 公司应该选择全面转型，以配合紧迫感。
   The company should have opted for an all-in transition to go with the sense of urgency.
B) 员工们未接受充分的Scrum培训，让转型工作顺利进行。
   The employees did not receive enough training in Scrum to make the transition work.
C) 项目经理对产品的了解不足以担任产品负责人。
   The project manager did not know enough about the product to act as Product Owner.

A) 错误。缓慢转型通常风险较小，可以持续照常营业。这不太可能是导致转型失败的原因。
   Incorrect. A slow transition is usually less risky and will allow business as usual to continue. It is unlikely this is the cause of the failure of the transition.
B) 正确。员工们未接受完整、一致的Scrum培训。这可能是转型不顺利的原因。（文献：A，第2.1章）
   Correct. The employees did not receive full and cohesive training in Scrum. This is likely to be the reason for the transition not working. (Literature: A, Chapter 2.1)
C) 错误。本例未表明产品负责人对产品了解不足。更有可能是对Scrum了解不足。
   Incorrect. There is nothing to suggest the Product Owner did not know enough about the product. It is more likely there was not enough knowledge about Scrum.

某团队正在转型到Scrum。Alexander是团队成员之一，他似乎真的不喜欢Scrum。他积极地公开反对Scrum实践，屡屡让会议气氛变得很糟糕。Alexander是一个破坏者。

Addy是团队的Scrum Master，他希望Alexander停手，这样团队才能成功。

哪一项是应对Alexander行为的**最佳**方式?

A team is transitioning to Scrum. One of the team members, Alexander, really seems to dislike Scrum. He is actively speaking out against Scrum practices and is turning the mood of any meeting sour. Alexander is a saboteur.

Addy is the Scrum Master of the team and wants Alexander to stop, so that the team can succeed.

What is the **best** way to respond to Alexander's behavior?

A) 承认Alexander的担忧，正视这种心理，让他对原来的工作方式不满
Acknowledge Alexander's fears and confront them, and make him dissatisfied with the original way of working

B) 不让Alexander在会议上发言，把他调到另一个团队，如果不顺利，考虑解雇他
Do not let Alexander talk in meetings, move him to another team, or if that all fails, consider firing him

C) 确保Alexander了解Scrum，给他一段适应时间，并任命怀疑论者代表
Make sure Alexander understands Scrum, give him some time to adjust, and appoint a champion skeptic

D) 塑造所期望行为典范，让Alexander参与团队活动，他做对事情给予表扬
Model the desired behaviors, involve Alexander in team activities, and praise him for doing the right thing

A) 错误。这是克服顽固分子阻抗的最好方法。
Incorrect. This is the best way to overcome resistance by a diehard.

B) 正确。这是克服破坏者阻抗的最好方法。（文献：A，第13.5章）
Correct. This is the best way to overcome resistance by a saboteur. (Literature: A, Chapter 13.5)

C) 错误。这是克服怀疑论者阻抗的最好方法。
Incorrect. This is the best way to overcome resistance by a skeptic.

D) 错误。这是克服跟随者阻抗的最好方法。
Incorrect. This is the best way to overcome resistance by a follower.

Scrum团队是自管理型。这意味着他们可以自由选择工作方式以及承诺。另外，团队自行解决问题，而且应涵盖所有的专业知识。

Scrum团队外的管理人员似乎毫无作用，但事实并非如此。

哪一项是管理人员在Scrum中的作用？

Scrum teams are self-managing. This means that they have freedom to choose a way of working, and what they commit to. Teams also solve their own problems and should have all expertises covered.

It would almost seem like there is no role left for management outside the Scrum team, but this is not true.

What is the role of management in Scrum?

A) 确保产品负责人和Scrum Master制定了详细的计划并遵守最终期限
To make sure that the Product Owners and Scrum Masters have a detailed planning and keep to deadlines

B) 确保各团队相互竞争奖励，不断提高效率
To make sure that the teams compete with each other over incentives and keep increasing their efficiency

C) 确保组织目标明确，公司保持敏捷思维以支持Scrum
To make sure the organizational goals are clear and the mindset of the company is Agile to support Scrum

A) 错误。Scrum团队是自管理型。这意味着产品负责人与Scrum团队的其他成员一起负责制定详细的计划和最终期限。管理人员不应对此进行干涉。
Incorrect. Scrum teams are self-managing. This means that the Product Owner is responsible, together with the rest of the Scrum team, for the detailed planning and the deadlines. Management should not interfere with this.

B) 错误。让团队竞争并承担压力，不断提高工作效率，这不是敏捷工作方式。管理人员不应该这样做，因为这会让Scrum在组织内失败。
Incorrect. Making teams compete and putting them under pressure to keep getting more efficient is not an Agile way of working. Management should not do this, because it will make Scrum fail in the organization.

C) 正确。如果管理人员提供明确的组织目标，并保持公司的敏捷思维，Scrum团队能发挥最大工作效率，创造最大业务价值。（文献：A，第5.6章）
Correct. If management provides clear organizational goals and keeps the company mindset Agile, the Scrum teams can be most productive and deliver most business value. (Literature: A, Chapter 5.6)

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跨职能团队比其他团队更善于估算新任务的规模。

为什么他们更善于估算？

Cross-functional teams are better at estimating the size of new tasks than other teams.

Why do they make better estimates?

A) 工作计划可以少于其他团队
Because the team can do with less planning than other teams
B) 不需要把工作移交给其他团队
Because the team does not have to hand off work to other teams
C) 团队里有任务估算专员
Because the team has a person that specializes in task estimations
D) 团队具备完成工作所需的所有能力
Because the team has all competencies needed to accomplish the work

A) 错误。无论是不是跨职能，计划程度都一样。
Incorrect. The level of planning will be the same, regardless of cross-functionality.
B) 错误。这是跨职能团队的一个优点，但并不是他们更善于估算的原因。
Incorrect. This is a benefit of having a cross-functional team, but it is not the reason that they make better estimates.
C) 错误。集体讨论有助于估算结果，但跨职能团队内并没有估算专员
Incorrect. Group discussion contributes to good estimates, but there is no person specializing in discussion on the team.
D) 正确。跨职能团队具备完成工作所需的所有能力，无需依赖外部资源。由于至少会有一个团队成员具备完成任务的知识和技能，总会有人能够估算。（文献：A，第7章）
Correct. Cross-functional teams have all competencies needed to accomplish the work without depending on external resources. Since there is always at least one team member with the knowledge and skills to complete the task, there is always someone able to estimate it. (Literature: A, Chapter 7)

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某公司正在从传统文化向敏捷文化转型。其中一个团队有许多保守派。保守派对变革有阻抗，害怕由此而来的未知事物和不确定性。

哪一项是转型时期利用保守派的**最佳**方式？

A company is transitioning from a traditional culture to an Agile culture. On one of the teams, there are many conservers. The conservers resist change because of fear of the unknown and the uncertainty it brings.

What is the **best** way to make use of conservers during the transition?

A) 保守派关注的是大局。利用他们的技能产生新的业务方式，并提高效率和效益。
Conservers are focused on the bigger picture. Use their skills to generate new ways of doing business, and streamline efficiencies and effectiveness.

B) 保守派会注意到优势和劣势。利用他们的技能，作为调解人确定团队之间可接受的共同点。
Conservers can see both advantages and disadvantages. Use their skills to operate as the mediator to identify acceptable common ground between teams.

C) 保守派会适应渐进变革。利用他们的技能来规划渐进步骤，在不中断业务的情况下实现公司转型。
Conservers will do well with an evolutionary change. Use their skills in planning incremental steps to transition the company without disrupting business.

A) 错误。这是利用发起者的方式。发起者拥抱变革，所以善于寻找新的业务方式和优化效率。
Incorrect. This is the way originaters should be made use of. Originators welcome change, which makes them very useful in finding new ways of doing business and optimizing efficiency.

B) 错误。这是利用实用主义者的方式。他们会注意到优势和劣势。虽然他们不急于改变，但他们愿意尝试。他们可以融洽地与保守派和发起者协谈。
Incorrect. This is the way pragmatists should be made use of. They can see both the disadvantages and the advantages. Although they are not that eager to change, they are willing to try. They can negotiate well between the conservers and the originators.

C) 正确。保守派害怕未知事物。让保守派控制增量，对他们和公司都好。他们不会仓促实施公司没有把握的变革，而且将帮助确保转型期不会扰乱工作。（文献：A，第13.2章）
Correct. Conservers fear the unknown. Giving them control over the increments will work well both for the conservers and for the company. They will not rush into a change the company cannot handle and will help make sure the transition does not disrupt the work. (Literature: A, Chapter 13.2)

某公司董事会委托顾问来确定组织为何失去竞争优势。公司创造高复杂度产品，客户在产品演示后屡次提出新的需求。给出的建议是让公司变得更加敏捷。

公司决定立即向Scrum转型，并通知每个项目参与人员参加Scrum培训。新项目应一律采用Scrum。

管理层对目前的领导风格或组织架构不想做任何调整，因为这样会耽误时间。

以上是否是好的转型方式？

The board of a company has appointed consultants to identify the organization's loss of competitive advantage. The company creates highly complex products and the customers often have new requirements after product demonstrations. The recommendation is to become more Agile.

The company decides to switch to Scrum immediately and instructs everyone involved with projects to attend a Scrum training. New projects should all be using Scrum.

Management does not want to adjust any of the current leadership styles or structures, because that would make them lose time.

Is this a good way to transition?

A) 是，因为新的方法会鼓舞大家，激进式实施效果最好，可以彻底地打破旧的工作方式。
Yes, because a new method will inspire everyone, and big-bang implementations work best to break with the old ways of working cleanly.

B) 是，因为Scrum是一种简单易学的敏捷方法，全员再培训可以确保这种方法快速奏效。
Yes, because Scrum is a simple and easy to learn Agile methodology and retraining everyone ensures this approach will work soon.

C) 不是，因为敏捷更多的是一种思维，而不是一种实践，如果管理层在转型到Scrum前进行文化变革，敏捷将获得最大成功。
No, because Agile is more a mindset than a practice and will succeed best if management changes the culture before transitioning to Scrum.

D) 不是，因为管理层应该评估Scrum是否是最适合公司的敏捷方法，并关注行业领导者的做法。
No, because management should evaluate if Scrum is the best Agile methodology for the company and look at the practices of industry leaders.

A) 错误。变成敏捷是一种组织转型，将对整个组织产生重大影响。激进法在复杂的环境下通常效果不好，尤其是管理层不希望改变工作方式的情况。
Incorrect. Becoming Agile is an organizational transformation that would have a significant impact on the whole organization. Big-bang approaches do not usually work well in complex environments, especially not if management does not wish to change their ways.

B) 错误。实现组织敏捷远不仅限于选择敏捷方法。管理层低估了实现组织敏捷和成功实施Scrum所需的文化转变。
Incorrect. Achieving organizational agility goes far beyond the selection of an Agile method. Management underestimates the cultural shift required to achieve organizational agility and successfully implement Scrum.

C) 正确。虽然会面临许多其他挑战，但敏捷转型是自上而下的。管理层应首先了解自己在必要的文化转型中的作用，这将影响组织的整体运作。如果他们不愿意改变，转型不会成功。（文献：A，第1.3章）
Correct. Although there will be many other challenges, agility starts from the top. Management should first understand their role in the necessary cultural transformation that will impact the organization's entire operation. If they are unwilling to change, the transition will not be a success. (Literature: A, Chapter 1.3)

D) 错误。Scrum本身并不是本例中的问题所在。问题在于管理层不想改变工作方式，同时强推激进转型。
Incorrect. Scrum itself is not the problem here. The problem lies with management not wanting to change their ways and forcing a big-bang transition at the same time.

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

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联系 EXIN

www.exinchina.cn

info.china@exin.com

WeChat ID: EXINCH