EXIN
Agile Scrum

MASTER

Certified by
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Sample Exam

Edition 202408

Content

Introduction

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

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

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

The time allowed for this exam is 90 minutes.

Good luck!

Sample exam

1 / 40

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

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

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

2 / 40

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

How does Scrum help to achieve more predictability and flexibility?

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

3 / 40

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

Is there overlap between removing roadblocks and establishing continuous improvement?

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

4 / 40

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

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

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

5 / 40

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 this happens because the team does not review all of the code before it gets checked in.

What should Aisha do?

A) Ask the Product Owner for permission to cancel the current sprint
B) Ask the team to analyze what can be done better the next sprint
C) Demand that the team reviews all code before it gets checked in
D) Extend the sprint length in order to deliver the shippable product

6 / 40

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 the team is trained?

A) The Developers
B) The Product Owner
C) The project manager
D) The Scrum Master

7 / 40

Which tasks and responsibilities belong to the Scrum Master?

A) 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) 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) 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) 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.

8 / 40

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 accountability.

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) Limit the discussion to 'What I am working on today'; What I achieved yesterday'; and 'Are there impediments'
B) Recognize that this is a large Scrum team with complicated issues and allocate 30 minutes for this meeting
C) Split the meeting into two to work on the items which have complicated dependencies on other products
D) Stop the meeting and take time to coach the whole team on the purpose and the format of the daily scrum

9 / 40

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) The dedicated channel
B) The Gantt chart
C) The Kanban board
D) The Scrum board

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) Ask the Developer to ignore the story and put it on the product backlog until the team understands it
B) Ask the Developer to spend more time analyzing and researching the user story to help understand it
C) Ask the Product Owner to explain the user story and find a resource to help the Developer understand it
D) Ask the Product Owner to put the user story back on the product backlog and improve and rewrite it

11 / 40
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) Because a comparison with peer anecdotes from other teams on how they work with Scrum will be helpful
B) Because identifying the type of resistance will help the Scrum Master identify how to best coach the team
C) Because it helps the Scrum Master plan a training session on the Scrum events to reinforce the value of the events
D) Because the team may have lost sight of the sprint goal and may need training to get realigned to the sprint

12 / 40
Susan is a Scrum Master in a big company. Susan was previously a Developer but volunteered to be the Scrum Master. 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) Arrange a short training session for the team to improve their knowledge of the testing environment
B) Go to the Developer after the daily scrum and use her experience to show him how to solve the problem
C) Quickly show the Developers how to solve this problem, thereby coaching them and sharing knowledge

13 / 40

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

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

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

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

14 / 40

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) Yes, because the Product Owner is best placed to determine what must be done and by whom.
B) Yes, because the team has had great results with this person dividing tasks before the transition.
C) No, because the Developers are the only persons in the team that may divide the tasks in Scrum.
D) No, because the team has not discussed what the best way of dividing the tasks is for this team.

15 / 40

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

Which accountability is this?

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

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

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

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

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

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

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

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

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) Yes, because the high-priority items will be pulled into one of the next sprint backlogs.
B) Yes, because user stories of any priority may be very detailed or described generally.
C) No, because high-priority items should not be detailed to allow unexpected changes.
D) No, because stories should always belong to an epic to form a coherent sprint goal.

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

How are these concepts related?

A) 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) 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) 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.

20 / 40
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) The Developers, because they allow the Product Owner to drag them into conflicts about the details

B) The organization, because they should facilitate ways to help the team work together properly

C) The Product Owner, because the Product Owner keeps interfering with the Developers' estimation

D) The Scrum Master, because the Scrum Master is accountable for ensuring an efficient meeting

21 / 40
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) Yes, because ideal day estimates allow for interruptions of a regular working day.

B) Yes, because ideal days are based on the non-changing actual hours of work.

C) No, because estimating with story points is usually faster than with ideal days.

D) No, because story point estimates are based on a relative indication of size.

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) Making a forecast
B) Using historical values
C) Using industry standards

23 / 40
A Scrum team has a history of performing very well. However, recently they have not been able to meet their sprint goals, despite budgeting time in each sprint for unforeseen issues. The Scrum Master investigates this issue with the team in a sprint retrospective meeting.

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

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

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

24 / 40
A team uses a Kanban board with four columns:

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

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

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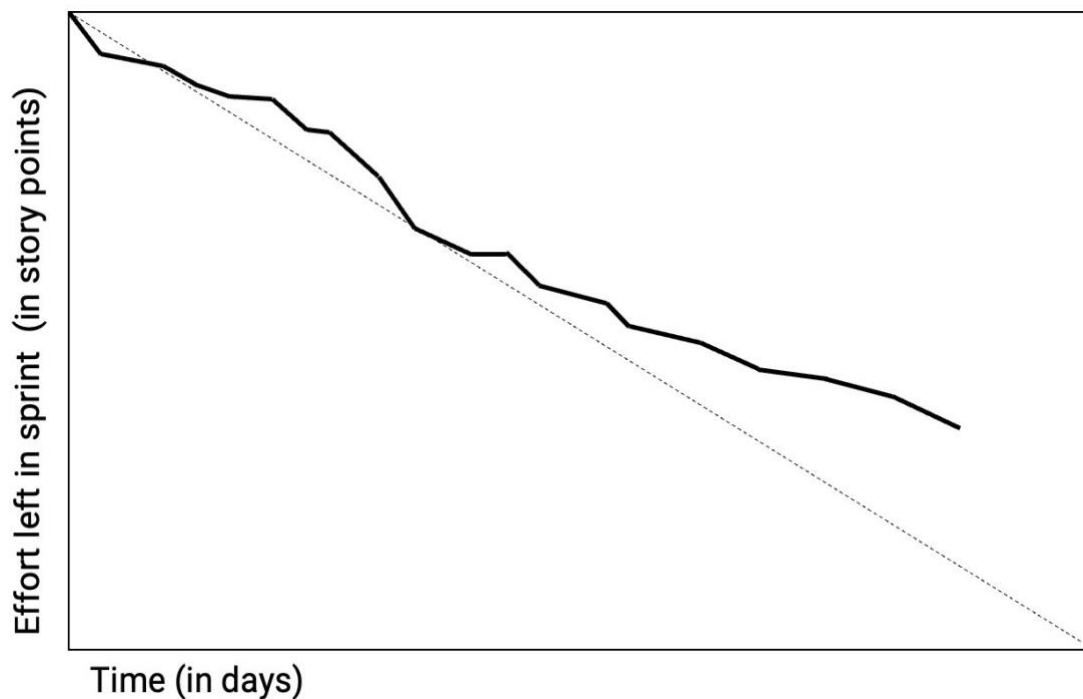**D)** This team has three team members and three Doing columns.

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

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

26 / 40
A Scrum team is using a burn-down chart to track their progress. During the sprint, the graph looks like this:

What is certain about this sprint?

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

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

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

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

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

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

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

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

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

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

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

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

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

The Nexus integration team coordinates a single sprint for all teams. Each team has their own Scrum Master to help remove roadblocks.
There is a single Product Owner and a single product backlog for all Scrum teams.

Is this the correct way of using a Nexus approach?

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

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

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

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

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

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

When is this a good idea?

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

33 / 40

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) A social interaction platform that allows the team members to communicate continuously
B) A special message board for the Scrum Master where the team members post questions
C) An application that gives the team daily tips on how to use Scrum to facilitate learning
D) An online digital Scrum board that is visible to and used by all team members consistently

34 / 40

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 accountabilities.

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

35 / 40

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) The company should have opted for an all-in transition to go with the sense of urgency.
B) The employees did not receive enough training in Scrum to make the transition work.
C) The project manager did not know enough about the product to act as Product Owner.

36 / 40

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) Acknowledge Alexander's fears and confront them, and make him dissatisfied with the original way of working
B) Do not let Alexander talk in meetings, move him to another team, or if that all fails, consider firing him
C) Make sure Alexander understands Scrum, give him some time to adjust, and appoint a champion skeptic
D) Model the desired behaviors, involve Alexander in team activities, and praise him for doing the right thing

37 / 40

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) Ensuring that the organizational goals are clear and the mindset of the company is Agile to support Scrum
B) Ensuring that the Product Owners and Scrum Masters have a detailed planning and keep to deadlines
C) Ensuring that the teams compete with each other over incentives and keep increasing their efficiency

38 / 40

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

Why do they make better estimates?

A) Because the team can do with less planning than other teams
B) Because the team does not have to hand off work to other teams
C) Because the team has a person that specializes in task estimations
D) Because the team has all competencies needed to accomplish the work

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) Conservers are focused on the bigger picture. Use their skills to generate new ways of doing business, and streamline efficiencies and effectiveness.
B) Conservers can see both advantages and disadvantages. Use their skills to operate as the mediator to identify acceptable common ground between teams.
C) Conservers will do well with an evolutionary change. Use their skills in planning incremental steps to transition the company without disrupting business.

The board of a company has appointed consultants to identify the cause of 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) Yes, because a new method will inspire everyone, and big-bang implementations work best to break cleanly with the old ways of working.
B) Yes, because Scrum is a simple and easy to learn Agile methodology and retraining everyone ensures this approach will work soon.
C) No, because Agile is more a mindset than a practice and will succeed best if management changes the culture before transitioning to Scrum.
D) No, because management should evaluate if Scrum is the best Agile methodology for the company and look at the practices of industry leaders.

Answer key

1 / 40

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

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

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

A) Incorrect. Although this may happen when starting to work in an Agile way, this is not what helps the company most. The problem the company faces is not that the workers do not create output. The problem is that the customers are unsatisfied with the products. What helps the company most, is the feedback they will receive from the customers.

B) Incorrect. Customers do not always know what to ask for before seeing an increment of value. Regular feedback loops will help the company most. Asking the customer to express more ideas before development will not help the company at all.

C) Incorrect. Agile is not a way to reduce personnel costs because it tends to be an efficient way of working. Agile is focused on creating more value for the customer, even if that means increasing personnel costs. The idea is that customers are willing to pay for value, which will help the company to become healthy again.

D) Correct. The main problem the company is facing is that the customers are not happy with the products. Agile will help the company improve that by making sure the customer gives regular feedback, which in turn will help create more customer value. (Literature: A, Chapter 1.1)

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

How does Scrum help to achieve more predictability and flexibility?

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

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

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

Is there overlap between removing roadblocks and establishing continuous improvement?

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

A) Correct. Roadblocks that are removed increase flow. Continuous improvement is mostly optimizing the processes and way of working, which in turn may improve the product. Increasing flow is the result and goal of continuous improvement. (Literature: A, Chapter 7.5)
B) Incorrect. Although there is overlap, continuous improvement is not focused on the improvement of the product.
C) Incorrect. There is overlap between continuous improvement and removing roadblocks. A continuous improvement backlog is the best place to collect continuous improvement items.
D) Incorrect. There is overlap between continuous improvement and removing roadblocks. The Scrum Master can identify opportunities to improve flow and do continuous improvements alongside the Developers.

4 / 40
Business requirements can change at any time, so by doing only the necessary work for the required step to be considered complete, the project team saves efforts and time.

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

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

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

5 / 40
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 this happens because the team does not review all of the code before it gets checked in.

What should Aisha do?

A) Ask the Product Owner for permission to cancel the current sprint
B) Ask the team to analyze what can be done better the next sprint
C) Demand that the team reviews all code before it gets checked in
D) Extend the sprint length in order to deliver the shippable product

A) Incorrect. It is very uncommon to cancel a sprint. The Product Owner will only cancel a sprint when the sprint goal becomes obsolete.
B) Correct. Looking back is a good way of preventing the same issue in the future. (Literature: A, Chapter 5.8)
C) 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) 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.

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 the team is trained?

A) The Developers
B) The Product Owner
C) The project manager
D) The Scrum Master

A) Incorrect. Although the Developers have most to learn, the Scrum Master is accountable for making sure the team is trained.
B) Incorrect. Although the Product Owner may have some wisdom to impart, the Scrum Master is accountable for making sure training is given.
C) Incorrect. The project manager is not a defined accountability 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) 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 the team is trained. (Literature: A, Chapter 5.6)

Which tasks and responsibilities belong to the Scrum Master?

A) 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) 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) 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) 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) 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) Correct. The Scrum Master is an enabler, a change agent, a coach, and a facilitator. (Literature: A, Chapter 5.6.4)
C) 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) 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 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 accountability.

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) Limit the discussion to 'What I am working on today'; What I achieved yesterday'; and 'Are there impediments'
B) Recognize that this is a large Scrum team with complicated issues and allocate 30 minutes for this meeting
C) Split the meeting into two to work on the items which have complicated dependencies on other products
D) Stop the meeting and take time to coach the whole team on the purpose and the format of the daily scrum

A) 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) 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) 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) 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)

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) The dedicated channel
B) The Gantt chart
C) The Kanban board
D) The Scrum board

A) 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) 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) 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) 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.

10 / 40
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) Ask the Developer to ignore the story and put it on the product backlog until the team understands it
B) Ask the Developer to spend more time analyzing and researching the user story to help understand it
C) Ask the Product Owner to explain the user story and find a resource to help the Developer understand it
D) Ask the Product Owner to put the user story back on the product backlog and improve and rewrite it

A) Incorrect. This story is a part of the sprint and should be delivered for this sprint.
B) Incorrect. This is not helpful for the Developer and probably makes the roadblock worse.
C) 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) 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.

11 / 40
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) Because a comparison with peer anecdotes from other teams on how they work with Scrum will be helpful
B) Because identifying the type of resistance will help the Scrum Master identify how to best coach the team
C) Because it helps the Scrum Master plan a training session on the Scrum events to reinforce the value of the events
D) Because the team may have lost sight of the sprint goal and may need training to get realigned to the sprint

A) Incorrect. This may work for some types of resistance, such as the skeptics that are described in Cohn's model. In this case, however, the type of resistance is not clear yet.
B) 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) 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) 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 is a Scrum Master in a big company. Susan was previously a Developer but volunteered to be the Scrum Master. 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) Arrange a short training session for the team to improve their knowledge of the testing environment
B) Go to the Developer after the daily scrum and use her experience to show him how to solve the problem
C) Quickly show the Developers how to solve this problem, thereby coaching them and sharing knowledge

A) Correct. Susan should preferably not be a Developer. The Scrum Master should coach, guide, facilitate and lead by serving. As a 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) 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) Incorrect. Susan should preferably not act as a Developer: the Scrum Master should 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 accountability of the Scrum Master is compromised.

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

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

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

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

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

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) Yes, because the Product Owner is best placed to determine what must be done and by whom.
B) Yes, because the team has had great results with this person dividing tasks before the transition.
C) No, because the Developers are the only persons in the team that may divide the tasks in Scrum.
D) No, because the team has not discussed what the best way of dividing the tasks is for this team.

A) 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) 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) 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) 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)

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

Which accountability is this?

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

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

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

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

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

A) Incorrect. This is something the DoD is used for, but this is not done during the sprint planning meeting.
B) Incorrect. Although the Product Owner should confirm that the backlog items fit the requirements of the customer, and the DoD could help do this, this is not usually done during the sprint planning meeting.
C) Incorrect. The DoD is not used to evaluate the sprint goal, although the sprint goal usually is a potentially shippable increment.
D) Correct. The workload depends on all the requirements for a feature, and this includes the DoD. (Literature: A, Chapter 5.7)

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

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

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

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

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

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) Yes, because the high-priority items will be pulled into one of the next sprint backlogs.
B) Yes, because user stories of any priority may be very detailed or described generally.
C) No, because high-priority items should not be detailed to allow unexpected changes.
D) No, because stories should always belong to an epic to form a coherent sprint goal.

A) 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) 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) 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) 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.

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

How are these concepts related?

A) 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) 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) 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) 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) 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) 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.

20 / 40

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) The Developers, because they allow the Product Owner to drag them into conflicts about the details

B) The organization, because they should facilitate ways to help the team work together properly

C) The Product Owner, because the Product Owner keeps interfering with the Developers' estimation

D) The Scrum Master, because the Scrum Master is accountable for ensuring an efficient meeting

A) 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) Incorrect. The organization is not accountable for making sure the team works well together. That goes against the self-managing principle.

C) 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) 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)

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) Yes, because ideal day estimates allow for interruptions of a regular working day.
B) Yes, because ideal days are based on the non-changing actual hours of work.
C) No, because estimating with story points is usually faster than with ideal days.
D) No, because story point estimates are based on a relative indication of size.

A) Incorrect. Ideal days are not meant to have a buffer in the estimate. This is where they differ from regular days.
B) Incorrect. Although ideal days are based on non-changing actual hours of work, this does not make them more useful for upcoming sprints.
C) 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 story points are more useful is because the relative size is robust against changes in the working hours necessary to estimate the story.
D) Correct. An estimate in story points has 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)

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) Making a forecast
B) Using historical values
C) Using industry standards

A) 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) 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) Correct. There is no industry standard to estimate velocity. (Literature: A, Chapter 10.12)

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

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

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

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

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

A team uses a Kanban board with four columns:

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

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

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

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

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

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

A) Correct. The Scrum board is a way of visualizing the team's work. Its main purpose is to help the Developers organize their work. (Literature: A, Chapter 10.2)
B) Incorrect. Although the Scrum board can be used to track the team's work and create reports for management, this is not its main purpose. Its main purpose is to support the self-management of the team.
C) Incorrect. Although the Scrum board can be used by the Scrum Master to track the work of the team, this is not its main purpose. Its main purpose is to support the self-management of the team.

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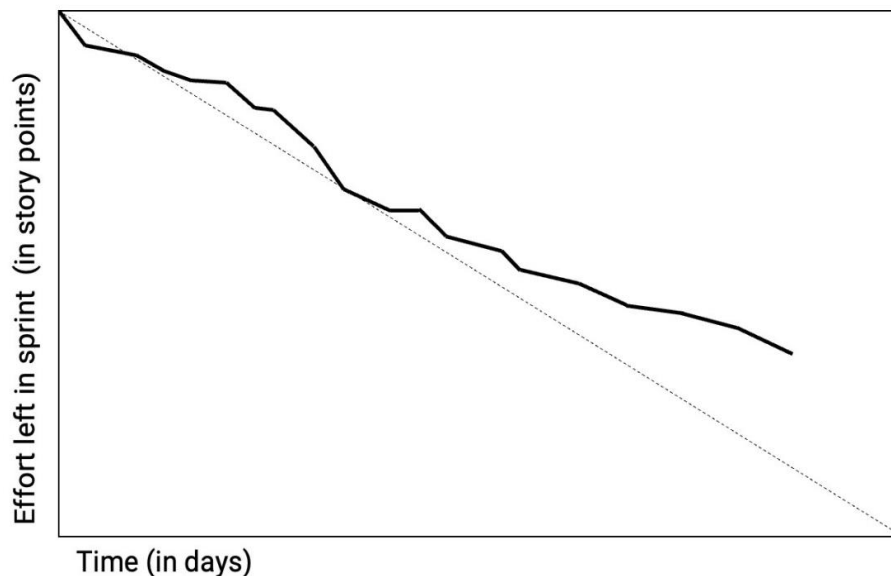
What is certain about this sprint?

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

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

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

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

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

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

A) Correct. Blocker tickets with common themes can help identify the underlying causes of issues. It is worthwhile to investigate common themes and the Scrum Master is ideally placed to do so. (Literature: A, Chapter 10.7)
B) Incorrect. Although a Scrum Master could investigate the cause of all issues, that would cost too much time. It may be better to identify common themes and then spend time investigating the causes of common themes rather than individual cases.
C) Incorrect. Keeping blocker tickets on display to remind the Developers of bottlenecks or mistakes can present a negative outlook and is not useful.
D) Incorrect. Issues may be resolved but understanding issues may be beneficial in the future; blocker tickets do have value when analyzed.

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

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

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

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

A) Incorrect. Adding extra work results in an unsustainable pace. This is not a Scrum practice.
B) Incorrect. A sprint can be cancelled only when the sprint goal does not make sense anymore. This is not the case here.
C) Incorrect. Ignoring a critical bug with high priority until the end of the sprint is unwise.
D) Correct. If the new bug is considered a higher priority than one or more bugs on the sprint backlog, the team can swap out an equivalent amount of bug-fixing work in favor of fixing the new bug. This approach allows the team to not ignore critical bugs as they emerge. (Literature: A, Chapter 6.7)

29 / 40

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

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

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

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

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

The Nexus integration team coordinates a single sprint for all teams. Each team has their own Scrum Master to help remove roadblocks.
There is a single Product Owner and a single product backlog for all Scrum teams.

Is this the correct way of using a Nexus approach?

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

A) Incorrect. Although the proposed way of working is correct, a Nexus approach prescribes exactly how the Scrum teams should coordinate their project.
B) Correct. A single person as Product Owner will make it easy to be consistent in ordering the product backlog items. The Nexus integration team coordinates a single sprint for all teams. Each team has their own Scrum Master, although they share a Product Owner. (Literature: A, Chapter 6.13 and 12)
C) Incorrect. The teams share a single person as Product Owner, although each team has their own Scrum Master. A shared product backlog and a single Product Owner create consistency in ordering the product backlog items.
D) Incorrect. Each team keeps their own Scrum Master, although they share a sprint, a product backlog, and a Product Owner.

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

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

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

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

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

32 / 40

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

When is this a good idea?

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

A) Correct. Adding knowledge from outside the Scrum team may be necessary if a project is large enough to scale it to multiple teams. (Literature: A, Chapter 5.6.1)
B) Incorrect. Agile development is even better if there is enough diversity. This is not a reason to add another Scrum team.
C) Incorrect. It takes time for team members to learn to work well together. This is not a reason to add another Scrum team.
D) Incorrect. Adding an additional team will not help with training and the Scrum team should be given the opportunity to work through the initial phase of unfamiliarity.

33 / 40

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) A social interaction platform that allows the team members to communicate continuously
B) A special message board for the Scrum Master where the team members post questions
C) An application that gives the team daily tips on how to use Scrum to facilitate learning
D) An online digital Scrum board that is visible to and used by all team members consistently

A) 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, and also 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) 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) 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) Incorrect. Although this tool will solve the problem of not coordinating tasks well, the tool cannot address any of the other problems.

34 / 40

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 accountabilities.

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

A) 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) 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) 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)

35 / 40

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) The company should have opted for an all-in transition to go with the sense of urgency.
B) The employees did not receive enough training in Scrum to make the transition work.
C) The project manager did not know enough about the product to act as Product Owner.

A) 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) 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) 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.

36 / 40

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) Acknowledge Alexander's fears and confront them, and make him dissatisfied with the original way of working
B) Do not let Alexander talk in meetings, move him to another team, or if that all fails, consider firing him
C) Make sure Alexander understands Scrum, give him some time to adjust, and appoint a champion skeptic
D) Model the desired behaviors, involve Alexander in team activities, and praise him for doing the right thing

A) Incorrect. This is the best way to overcome resistance by a diehard.
B) Correct. This is the best way to overcome resistance by a saboteur. (Literature: A, Chapter 13.5)
C) Incorrect. This is the best way to overcome resistance by a skeptic.
D) Incorrect. This is the best way to overcome resistance by a follower.

37 / 40

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) Ensuring that the organizational goals are clear and the mindset of the company is Agile to support Scrum
B) Ensuring that the Product Owners and Scrum Masters have a detailed planning and keep to deadlines
C) Ensuring that the teams compete with each other over incentives and keep increasing their efficiency

A) 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)
B) 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.
C) 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.

38 / 40
Cross-functional teams are better at estimating the size of new tasks than other teams.

Why do they make better estimates?

A) Because the team can do with less planning than other teams
B) Because the team does not have to hand off work to other teams
C) Because the team has a person that specializes in task estimations
D) Because the team has all competencies needed to accomplish the work

A) Incorrect. The level of planning will be the same, regardless of cross-functionality.
B) Incorrect. This is a benefit of having a cross-functional team, but it is not the reason that they make better estimates.
C) Incorrect. Group discussion contributes to good estimates, but there is no person specializing in discussion on the team.
D) 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)

39 / 40
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) Conservers are focused on the bigger picture. Use their skills to generate new ways of doing business, and streamline efficiencies and effectiveness.
B) Conservers can see both advantages and disadvantages. Use their skills to operate as the mediator to identify acceptable common ground between teams.
C) Conservers will do well with an evolutionary change. Use their skills in planning incremental steps to transition the company without disrupting business.

A) Incorrect. This is the way originators should be made use of. Originators welcome change, which makes them very useful in finding new ways of doing business and optimizing efficiency.
B) 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) 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)

The board of a company has appointed consultants to identify the cause of 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) Yes, because a new method will inspire everyone, and big-bang implementations work best to break cleanly with the old ways of working.
B) Yes, because Scrum is a simple and easy to learn Agile methodology and retraining everyone ensures this approach will work soon.
C) No, because Agile is more a mindset than a practice and will succeed best if management changes the culture before transitioning to Scrum.
D) No, because management should evaluate if Scrum is the best Agile methodology for the company and look at the practices of industry leaders.

A) 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) 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) 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) 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.

Evaluation

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

Question	Answer	Question	Answer
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	A
18	A	38	D
19	B	39	C
20	D	40	C

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