

itedas.org Certified Scrum Practitioner

Agile Coach

Test Exam v01.00 for Syllabus v04

Questions	20
Kind of exam	Multiple Choice; only one of four choices is right
Duration	
Regular Duration	20 Minutes
Compensation for disadvantages: Additional time in case of problems due to lack of language skills or in case of proven impairments	8 Minutes
Achievable exam results	
Number of correct answers	Certificate level
0 – 20 (0% – 50%)	none
30 – 40 (75% – 100 %)	Agile Coach

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Questions

Question 1 (1640-1.0)

What does NOT constitute a pillar of empirical process control?

- a) Transparency.
- b) Events (Events).
- c) Inspection (Inspection).
- d) Adaptation (Adaptation).

Question 2 (1610-1.1)

The situation: Six weeks before the planned release date, the product owner insists that a function not previously included in the product backlog and not comparable with other work must still be implemented. The user story is assessed by the developer with 5 story points. On average, the developer achieves 100 story points in a sprint with stories ranging in size from 0.5 to a maximum of 8 story points. The Scrum Master and two thirds of the Developer are of the opinion that the Story can be implemented without any problems. How should a good coach behave when seeing the team for the first time?

- a) After the majority believes that the implementation is possible, the coach should not be interested.
- b) Since there is not a unanimous opinion, the coach should address the team on this so that the team can consider how best to deal with this fact.
- c) Since the coach has just met the team, he should trust that they are already doing their thing right.
- d) Functions that are only pushed into the backlog at the "last second" always form a major risk, which the coach should point out to the team.

Question 3 (1618-1.1)

Complete the following sentence: Many smaller and more frequent releases ...

- a) ... always lead to a higher return on investment.
- b) ... are very likely to reduce the overall investment in the final product.
- c) ... reduce risk through rapid learning.
- d) ... always require a DevOps environment.

Question 4 (1666-1.0)

Which of the following statements is NOT correct in terms of Scrum?

- a) Planning options should be kept open until the last possible moment.
- b) For all plans should all be aware that plans made in advance may not necessarily be **Right**.
- c) Planning inventory should be properly organized to avoid waste.
- d) Pre-planning should be helpful and excessive to prevent waste.

Question 5 (1601-1.1)

Even with the agile approach, a certain amount of preliminary planning work must be done. Since everything can never be planned when entering new territory, it can happen in the agile approach that, due to the new knowledge acquired in the project, the previously developed work results (increments) are completely or partially no longer useful for the targeted solution. How should a good coach best justify this?

- a) Since agile projects always lead to solutions more quickly, this balances out again. In addition, the planning cycles are shorter in the agile approach than in the plan-driven approach, and thus the losses due to incorrect planning are also lower in agile projects.
- b) That doesn't matter at all. In the agile approach, concrete planning is done only over a short period of time (a few sprints at most). In the plan-driven approach, the advance planning is usually done over the entire project or over a longer project phase, which involves a much higher effort for changes and replanning than in the agile approach.
- c) That doesn't matter at all. In the agile approach, concrete planning only takes place over a short period of time (a few sprints at most). In the plan-driven approach, the pre-planning of all details always takes place over the entire project, which involves a much higher effort for changes and replanning than in the agile approach.
- d) That doesn't matter at all. With the plan-driven approach, there is the same problem that when entering new territory, not everything can be planned exactly in advance. In the agile approach, concrete planning takes place only over a short period of time (a few sprints at most). In the plan-driven approach, the advance planning is usually done over the entire project or over a longer project phase, which involves a much higher effort for changes and replanning than in the agile approach.

Question 6 (1632-1.0)

What is the best rationale for proceeding according to Scrum?

- a) Scrum helps better to develop solutions.
- b) With Scrum, the development of products goes faster.
- c) The incremental approach in Scrum supports fast learning and responding to change requests and ultimately leads to better results.
- d) In Scrum, there are few rules and roles, which makes it easier to work.

Question 7 (1672-1.0)

How should Scrum ideally be implemented in an organization?

- a) Through a clear procedure according to the acronym ADAPT to introduce Scrum.
- b) Through a clear approach to the acronym ADAPT to introduce Scrum with clear management support.
- c) Through an Enterprise Transition Community (ETC) that conducts Scrum training and then distributes the roles.
- d) Organization-specific and in compliance with an agile, i.e. adaptive approach.

Question 8 (1641-1.2)

What does NOT support the self-organization of a Scrum team?

1. Osmotic communication.
 2. Retrospective.
 3. Review
 4. Daily Scrum
 5. Information Radiators
 6. Sprint Goal
- a) Only 1, 3 and 6.
b) Nothing from the list.
c) Only 1 and 6.
d) Nothing from the list except 3.

Question 9 (1617-1.0)

Teams of developers can focus either on the development of specific cross-solution sub-functions or on the development of individual larger subsystems. For example, a team of developers might focus on the „user account" sub-function. As part of this cross-solution function, the team of developers ensures that all the basic aspects (such as "create," "delete," and "change password," etc.) that account management must have are available to all subsystems, such as an online store.

Which of the following statements is correct?

1. Scrum calls for the development of homogeneous subsystems.
 2. Scrum calls for the development of cross-solution sub-functions that are integrated into subsystems.
 3. Scrum can be used to develop cross-solution sub-functions as well as homogeneous subsystems.
- a) Statements 1 and 2 are **Right**.
b) Statement 3 is **Right**.
c) All statements are **Right**.
d) Statement 1 is **Right**.

Question 10 (1608-1.0)

The first "A" in the ADAPT acronym stands for "Awareness". What is it all about in the context of implementing change?

- a) At the beginning of any change is the realization that the status quo, the current situation, is no longer desirable.
- b) When introducing Scrum, it is important to explain to all stakeholders what benefits it will bring to the organization.
- c) As an Agile coach leading the top-down implementation of Scrum, it is important that I am aware of what the company's goals are.
- d) As an Agile Coach leading the Enterprise Transition Community (ETC), it is important that all members in the ETC are aware of what the organization's goals are.

Question 11 (1665-1.0)

Which statement should a good Agile coach agree with?

- a) Nexus should always be used to implement Scrum.
- b) To introduce Scrum should always be based on the Scaled Agile Framework.
- c) To introduce agile approach / agile ways of working should always be used Nexus.
- d) Nexus is a process framework for multiple Scrum teams working together to produce an integrated increment.

Question 12 (1634-1.1)

What is Nexus?

- a) A framework for introducing Scrum to individual teams.
- b) A framework for introducing Scrum into an organization.
- c) Nexus defines an external framework for collaboration between multiple teams of developers working on a product.
- d) A new Scrum framework.

Question 13 (1678-1.0)

What is the objective of using information radiators?

- a) The best possible support for the self-direction of a team at any time.
- b) The representation of burn-up charts.
- c) The representation of burn-down charts.
- d) The representation of the product backlog.

Question 14 (1680-1.0)

What to make of the statement that "Retrospectives can only be used as part of an agile approach"?

- a) This statement is CORRECT, because Retrospectives are an integral part of Scrum.
- b) This statement is FALSE, because Retrospectives are not defined in other agile frameworks and are therefore used exclusively in the context of Scrum.
- c) This statement is FALSE, because learning from the past should always achieve a positive benefit.
- d) This statement is CORRECT because Retrospectives aim at learning from the past.

Question 15 (1682-1.0)

Retrospectives are based on a six-phase model. What should you pay particular attention to in the "Gathering Data" phase?

- a) That the team takes as much time as possible to get the most comprehensive list of facts.
- b) That the team takes as much time as possible to get the most concrete list of facts.
- c) That the team makes sure that subjective representations are objectified as much as possible.
- d) That the team concludes quickly. Key word: Timebox.

Question 16 (1684-1.0)

The stage model of escalation consists of nine stages that can be divided into three phases (sections or thresholds). Which of the following answer choices reflects the three phases (sections)?

- a) win-win, limited annihilation, hardening.
- b) Actions instead of words, hardening, together into the abyss.
- c) win-win, win-lose, lose-lose
- d) difficulty, problem, conflict

Question 17 (1686-1.0)

What attitude is helpful in preventing conflict as much as possible?

- a) Problem orientation and respect for the other.
- b) Solution orientation and respect for the other.
- c) Recognize and hide potential conflicts.
- d) Making your own point of view clear to others at an early stage and convince you of it.

Question 18 (1688-1.0)

The agile principles behind the Manifesto for Agile Software Development are the foundation of all agile frameworks. Which statement do they agree with the most?

- a) A team that wants to work according to Scrum must comply with all principles, otherwise working according to Scrum is not possible.
- b) For a team, the first principle: "Our highest priority is to satisfy the customer by delivering valuable software early and continuously." is the most important if they really want to use Scrum.
- c) The twelve principles are all of equal importance. A team should strive for all principles to get the most out of Scrum.
- d) Even though the twelve principles are all worth the same amount, it is up to the team to decide which of the principles they consider important.

Question 19 (1690-1.0)

As a Scrum agile coach, you most likely agree with the following statement regarding fixed time/fixed scope:

- a) Regardless of whether I work on agile or classic projects. The three sides of the magic triangle(scope-time-cost) must always have the same weighting in a project.
- b) Scrum can only be used for fixed time because the sprint has a fixed duration.
- c) It is better to work fixed scope, because so the client knows for sure what he gets.
- d) It is better to work fixed time than fixed scope, because so can be checked at regular intervals whether changes are necessary in the backlog.

Question 20 (1691-1.0)

In Scrum, MVP (Minimum Viable Product) and MMP (Minimum Marketable Product) are often used release strategies. Which statement is correct:

- a) An MVP is used to deliver a small unit of features to the customer. So it is the first release at the same time. While an MMP is a first extension of the product.
- b) An MVP is a first release for the customer with which he can already work productively. While a MMP refers to the result of the contractually specified features.
- c) An MVP is a small unit of features to learn. The sum at several MVP is then called MMP.
- d) An MVP is used to receive feedback on a certain topic and to learn. While an MMP defines the smallest set of features that provides value.

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Answers and rationales

Question	A	B	C	D
1		X		
2		X		
3			X	
4				X
5				X
6			X	
7				X
8		X		
9		X		
10	X			
11				X
12			X	
13	X			
14			X	
15			X	
16			X	
17		X		
18			X	
19				X
20				X

Question 1 (1640-1.0)

- a) **Wrong.** Through the three pillars "transparency, inspection (Inspection) and adaptation (Adaptation)" of the empirical process control Scrum helps in terms of work and result quality to become better and better.
- b) **Right.** "Events" represent one of the components of Scrum. The other components are Roles, Artifacts and Rules.
- c) **Wrong.** See rationale for answer A.
- d) **Wrong.** See rationale for answer A.

Question 2 (1610-1.1)

- a) **False.**
- b) **Right.** Since you don't know the team, you should at least address the issue briefly.
- c) **False.**
- d) **False.**

Question 3 (1618-1.1)

- a) **False.** This can only be the case under certain circumstances.
- b) **Wrong.** This can only be the case under certain circumstances.
- c) **Right.**
- d) **False.** This can only be the case under certain circumstances.

Question 4 (1666-1.0)

- a) **False.**
- b) **Wrong.**
- c) **False.**
- d) **Right.** Pre-planning should be helpful and NOT excessive.

Question 5 (1601-1.1)

- a) **False.**
- b) **Wrong.** Answer D is the better one.
- c) **Wrong.** Projects are not "always" planned completely from start to finish. Larger projects are planned in phases.
- d) **Right.**

Question 6 (1632-1.0)

- a) **Wrong.** There is no justification for the statement made here.
- b) **Wrong.** There is no justification for the statement made here.
- c) **Right.**
- d) **False.**

Question 7 (1672-1.0)

- a) **Wrong.** The whole acronym is just to help you think. What always needs to be considered are the terms "Awareness", "Desire" and "Ability".
- b) **Wrong.** Even if the active support of management is essential when making changes.
- c) **Wrong.** An ETC actually always arises automatically and consists first of all of all stakeholders who deal with the topic at the first steps. An ETC in the narrower sense becomes helpful, if not indispensable, in a company-wide introduction of Scrum.
- d) **Right.**

Question 8 (1641-1.2)

- a) **False.**
- b) **Right.** Everything from the list supports a team's self-organization.
- c) **False.**
- d) **False.**

Question 9 (1617-1.0)

- a) **False.**
- b) **Right.** Scrum does not require one or the other. However, Scrum prefers functional teams.
- c) **False.**
- d) **False.**

Question 10 (1608-1.0)

- a) **Right.** This realization is the driving force behind all changes.
- b) **Wrong.** This must be communicated to all stakeholders at the beginning of all change projects.
- c) **Wrong.** Scrum should not be introduced top-down.
- d) **Wrong.** An ETC, like a Scrum team, is self-organized.

Question 11 (1665-1.0)

- a) **Wrong.** Nexus has nothing to do with implementing Scrum. Nexus is about organizing multiple Scrum teams to work together to produce an integrated increment.
- b) **Wrong.** The Scaled Agile Framework aims at an organization-wide introduction of an agile way of working. Scrum is only one topic.
- c) **Wrong.** Nexus has nothing to do with implementing Scrum. Nexus is about organizing multiple Scrum teams to work together to produce an integrated increment.
- d) **Right.**

Question 12 (1634-1.1)

- a) **False.**
- b) **Wrong.**
- c) **Right.**
- d) **False.**

Question 13 (1678-1.0)

- a) **Right.** Information radiators are intended to support the self-control of a team. This does not refer to the work progress, but also to the control of the team, for example, to improve communication in the team.
- b) **Wrong.** Information radiators are intended to support the self-control of a team. This does not refer to the work progress, but also to the control of the team, for example, to improve communication in the team.
- c) **Wrong.** Information radiators are intended to support the self-control of a team. This does not refer to the work progress, but also to the control of the team, for example, to improve communication in the team.
- d) **Wrong.** Information radiators are intended to support the self-control of a team. This does not refer to the work progress, but also to the control of the team, for example, to improve communication in the team.

Question 14 (1680-1.0)

- a) **Wrong.** Retrospectives aim at learning from the past, which should always achieve a positive benefit.
- b) **Wrong.** Retrospectives aim at learning from the past, which should always achieve a positive benefit.
- c) **Right.**
- d) **Wrong.** Retrospectives aim at learning from the past, which should always achieve a positive benefit.

Question 15 (1682-1.0)

- a) **Wrong.** It is important that the team makes sure that subjective representations are objectified as much as possible to be able to find a universally valid solution approach.
- b) **Wrong.** It is important that the team makes sure that subjective representations are objectified as much as possible to be able to find a universally valid solution approach.
- c) **Right.** It is important that the team makes sure that subjective representations are objectified as much as possible in order to be able to find a universally valid solution approach.
- d) **Wrong.** It is important that the team makes sure that subjective representations are objectified as much as possible to be able to find a universally valid solution approach.

Question 16 (1684-1.0)

- a) **Wrong.** There are the three thresholds: win-win, win-lose and lose-lose.
- b) **Wrong.** There are the three thresholds: win-win, win-lose and lose-lose.
- c) **Right.**
- d) **Wrong.** It is the three thresholds: win-win, win-lose and lose-lose.

Question 17 (1686-1.0)

- a) **Wrong.** It is solution orientation and respect for the other.
- b) **Right.**
- c) **Wrong.** It is solution orientation and respect for the other.
- d) **Wrong.** It is solution orientation and respect for the other.

Question 18 (1688-1.0)

- a) **Wrong.** What is important is to strive for all principles and compliance with them. A team can very well but agile work according to Scrum, even if not yet all principles are sufficiently adhered (can).
- b) **Wrong.** What is important is to strive for all principles and to adhere to them. None of the principles is preferable.
- c) **Right.**
- d) **Wrong.** Even if the team should talk about the twelve principles and may well prioritize which of the principles should be ensured first, all principles are important to be able to use Scrum optimally.

Question 19 (1690-1.0)

- a) **Wrong.** In agile, the priority is usually placed on one of these sides.
- b) **Wrong.** Even if sprints have a fixed duration, total tasks can very well be fixed scope. However, the backlog should be very small, because fixed scope has rather little to do with agile adaptations.
- c) **Wrong.** There could be changes. Even after the finished implementation.
- d) **Right.**

Question 20 (1691-1.0)

- a) **Wrong.** An MVP is used to get feedback on a certain topic and to learn. While an MMP defines the smallest set of features that provides value.
- b) **Wrong.** An MVP is used to get feedback on a certain topic and to learn. While an MMP defines the smallest set of features that provides value.
- c) **Wrong.** An MVP is used to get feedback on a certain topic and to learn. While an MMP defines the smallest set of features that provides value.
- d) **Right.**