

itedas.org Certified Scrum Practitioner

Scrum Master & Product Owner

Test Exam v01.00 for Syllabus v04

Questions	60
Kind of exam	Multiple Choice; only one of four choices is right
Duration	
Regular Duration	90 Minutes
Compensation for disadvantages: Additional time in case of problems due to lack of language skills or in case of proven impairments	23 Minutes
Achievable exam results	
Number of correct answers	Certificate level
0 – 30 (0% – 50%)	none
31 – 44 (> 50% – < 75 %)	Scrum Foundation
45 – 60 (75% – 100 %)	Scrum Master & Product Owner

*this page intentionally
left blank*

Questions

Question 1 (1001-1.0)

What is Scrum?

- a) A process for the agile development of software.
- b) A framework for developing and maintaining complex products.
- c) A guide that describes roles, events, artifacts, and rules for developing and maintaining complex products.
- d) A technique for creating products.

Question 2 (1010-1.0)

What is the best basis to ensure the necessary transparency in an agile project?

- a) Open communication.
- b) The workflow and the resulting work must be visible both to those who do the work and to those who receive the work.
- c) Document all work processes in detail.
- d) Document all results in detail.

Question 3 (1012-1.0)

What is the overarching goal of the "Inspection" pillar of the empirical process control?

- a) Regular checking of the quality of the completed increments
- b) Regular checking of how the product backlog is processed.
- c) Regular checking of the Scrum artifacts in relation to the achievement of the Sprint goal.
- d) Regular checking of how the Sprint backlog is being processed.

Question 4 (1020-1.1)

What is the best statement about building a product backlog?

- a) All user stories in the product backlog should be very small and arranged in such a way that those with the greatest benefit can be processed with priority.
- b) Since complex requirements promise the greatest benefit, such as themes and epics, these should be prioritized higher than smaller user stories.
- c) Backlog entries, such as themes and epics, should be sorted in the product backlog according to their value and broken down into smaller units if they are to be implemented in one of the next Sprints.
- d) Agile project management according to Scrum does not require a special structure of the product backlog.

Question 5 (1022-1.0)

What is planned in Sprint planning?

- a) The increment that has the highest priority.
- b) The increments to be included in the next release.
- c) The work for the next Sprint.
- d) The availability of the Scrum Team in the next planning cycles.

Question 6 (1023-1.0)

What is NOT planned in Sprint planning?

- a) The increment that has the highest priority.
- b) What can be achieved in the next Sprint.
- c) The work for the next Sprint.
- d) The user stories that can be implemented in the next Sprint.

Question 7 (1026-1.0)

Among other things, which question should be addressed at the Sprint planning meeting?

- a) What does the Product Owner have to do before the next meeting?
- b) What have the Developers done since the last meeting?
- c) How is the selected work done?
- d) How can the Scrum Master support us?

Question 8 (1028-1.0)

A Scrum Team still has time in the current Sprint and can complete further product backlog entries. Who decides which additional entries in the current Sprint can be completed?

- a) The Product Owner.
- b) The Scrum Master.
- c) In consultation with the Product Owner, the development team can negotiate the product backlog entries and also drag them to the Sprint Backlog.
- d) The customer.

Question 9 (1031-1.0)

In the current Sprint, a Scrum Team finds that it cannot complete all selected user stories. Who decides which entries should be completed in the current Sprint?

- a) The Product Owner, because he is responsible for the success of the product.
- b) Consultation is carried out between the Product Owner and the development team, since the Product Owner knows what is important for the product's success. The Developers, on the other hand, can best estimate what they still have to do.
- c) The Scrum Master because he alone knows what the Scrum Team can achieve.
- d) The customer because he pays for the product.

Question 10 (1033-1.2)

The thesis is: "Product backlog entries should contain technical details as much as possible." Which of the following statements is correct and provides the best reason?

- a) The thesis is correct, since user stories should correspond to the acronym INVEST.
- b) Yes, because user stories should correspond with the acronym DEEP.
- c) The thesis is incorrect, since the technical details in the development with the Scrum Master should only be clarified when they have to be finally decided.
- d) The thesis is incorrect, as the type of technical implementation can be decided as far as possible by the Developers.

Question 11 (1034-1.0)

What happens in the Sprint planning meeting?

- a) The Product Owner creates a forecast of the functionality that is to be developed in the Sprint.
- b) The Developers describe the goal that should be achieved with the Sprint.
- c) In conversation with the Product Owner, the Developers select the entries from the product backlog that are to be included in the current Sprint.
- d) The Scrum Master points out the obstacles to the Sprint goal.

Question 12 (1035-1.0)

Who is responsible for a task assigned to a single Developer team member?

- a) The Product Owner.
- b) The respective team member.
- c) The scrum master.
- d) All Developers.

Question 13 (1041-1.0)

In a Daily Scrum, one of the team members complains about frequent interruptions from people outside the team. Who should correct this disorder?

- a) The manager.
- b) The scrum master.
- c) The team member.
- d) The Product Owner.

Question 14 (1043-1.0)

When is the product backlog NOT maintained?

- a) During the Sprint retrospective.
- b) During the Sprint review.
- c) During the Sprint planning.
- d) During the problem-solving discussions between the Product Owner and the Developers.

Question 15 (1044-1.0)

The Sprint lasts a maximum of one month. Why is that?

- a) Because the product backlog was divided up so that a user story can be processed in a maximum of one month.
- b) Because it is difficult to concentrate on one task for more than a month.
- c) Because customers don't want to wait any longer.
- d) Because if the time horizon of a Sprint is too long, there is a risk that the desired results can change, the complexity can increase and the risk can increase.

Question 16 (1046-1.0)

In the last Sprint, the following user stories were processed: Story 1 (3 story points) 100%, Story 2 (8 story points) 100%, Story 3 (5 story points) 100%, Story 4 (8 story points) closed 50%. What can be said about Developer velocity?

- a) The velocity in this Sprint is 16 story points.
- b) The velocity in this Sprint is 20 story points.
- c) A velocity of 16 should be planned for the next Sprint.
- d) A velocity of 20 should be planned for the next Sprint.

Question 17 (1049-1.0)

Who CANNOT take part in a retrospective?

- a) Stakeholders (outside of the Scrum Team) who were not invited.
- b) In general, stakeholders (outside of the Scrum Team) are prohibited from participating.
- c) Scrum master or Product Owner, if the Developers decide to do so.
- d) Certain members of the Scrum Team, if the Developers so decide.

Question 18 (1050-1.0)

Which Scrum event is used to look back and agree on initiatives to implement improvements?

- a) Sprint retrospective.
- b) Daily Scrum.
- c) Sprint review.
- d) Improvements can be recognized at any time.

Question 19 (1055-1.0)

A Scrum of Scrums is necessary ...

- a) ... when many Scrum Teams are working on a product.
- b) ... when many Developers are working on a product.
- c) ... when many Product Owners are working on a product.
- d) ... when many Scrum Masters are working on a product.

Question 20 (1061-1.0)

What does the agile manifesto mean?

- a) Individuals and interactions must be supported by clear processes and tools for cooperation.
- b) Functioning software is just as important as extensive documentation.
- c) Cooperation agreements form the basis for cooperation with those affected by the project.
- d) Responding to change is more important than following a set plan.

Question 21 (1064-1.2)

When estimating a story, the following results were obtained: 1 story point (Developer X), 13 story points (Developer Y),? Story Points (Developer Z). What is the best course of action in this situation?

- a) The Scrum Master recommends taking the mean of all estimated values. The question mark is not considered.
- b) A Developer recommends taking the average of all estimates from the development team. The question mark is rated with 5 story points so that the obvious risk is sufficiently considered in the assessment.
- c) Due to the large difference in the evaluation of the Developers, the Scrum Master asks the Developer with the highest and the lowest value, as well as those who could not evaluate the story, for a brief explanation of their estimates, and tries to establish a clarifying discussion between the Developers and the Product Owner.
- d) A Developer recommends, based on his experience, to rate the story of Developer Z with 5 story points.

Question 22 (1067-1.0)

Which of the following would you find in a definition of done?

- a) Business value / benefit updated.
- b) Unit test carried out successfully.
- c) Story is small enough.
- d) Acceptance criteria are clear.

Question 23 (1069-1.0)

Which of the following would you find in a definition of done?

- a) No blocking dependencies detected.
- b) Unit test carried out successfully.
- c) Successful acceptance test.
- d) Design verified successfully.

Question 24 (1084-1.0)

Which statement about "escaped defects" (errors not recognized) is NOT true?

- a) Escaped defects are often the result of technical debt.
- b) Escaped defects could potentially have been found through proper testing.
- c) Escaped defects can be the cause of a lack of competence on the part of the Product Owner and / or the Developer.
- d) Escaped defects can always be prevented.

Question 25 (1085-1.0)

When should I test in a Sprint?

- a) Just before the Sprint review to be sure the increment works.
- b) When all work has been completed and the Scrum Master orders it.
- c) Only if this is expressly mentioned in the Definition of Ready (DoR).
- d) As often as possible.

Question 26 (1113-1.0)

User stories in the product backlog should correspond to the acronym INVEST. Among other things, they should be independent of one another. What is the best explanation with which you would try to convince a new Product Owner of the meaningfulness of this requirement?

- a) The more closely the individual user stories are intertwined, the more difficult it becomes for the Developer to implement them.
- b) Tightly interwoven user stories indicate a poorly structured product backlog.
- c) Tightly interwoven user stories are usually difficult to make comprehensible to Developers.
- d) Tightly interwoven user stories complicate the estimation of the individual user stories and make prioritization impossible in extreme cases. The latter is particularly a disadvantage if the user stories in the product backlog are to be prioritized according to their benefit to achieve the best possible return on investment (ROI).

Question 27 (1115-1.0)

A Scrum Team has recently started working on a project. The Sprint duration is set at 4 weeks. In your role as Product Owner, you want to make sure that your unplanned vacation request does not hinder your work. So that you can take part in the next planning meeting before your vacation and be back at the end of the Sprint, suggest shortening the Sprint that has just started to 2 weeks. Would the Scrum Master comply with your wish?

- a) No, because this one-time shortening would impair the advantage of the steady rhythm (cadence) and the Scrum Team would be in danger of getting out of step.
- b) No, because the Developers have to make this decision.
- c) Yes, as it is always possible to change the Sprint duration.
- d) Yes, as the Product Owner is responsible for the success of the product.

Question 28 (1118-1.0)

The Product Owner needs support in explaining to the stakeholders why the Developers only achieved a velocity of 10 instead of the planned 30 story points in the last Sprint. Who should he speak to for assistance?

- a) The head of the Developer, as he must be able to explain this.
- b) The Developers, as every member has to be able to explain this.
- c) The Scrum Master, because he has the necessary knowledge and is there for his support.
- d) Nobody. As a good Product Owner, you have to be able to do this on your own.

Question 29 (1119-1.0)

There are three Product Owners in your Scrum Team. What is the best explanation for this?

- a) It is a modular product. Due to under-staffing and the resulting overload on individual team members, three people are sharing the role. Depending on availability, one person will take part in the planning meetings.
- b) It is a modular product in which each Product Owner is responsible for one module. In addition, a Product Owner is also responsible for the entire product.
- c) According to Scrum, this cannot exist.
- d) Two Product Owners are also Developers in the same Scrum Team at the same time.

Question 30 (1121-1.1)

With what justification can a Product Owner determine that the affinity estimation technique is used instead of planning poker to estimate the effort required to implement the user stories?

- a) The choice of the estimation method for determining the implementation effort cannot be determined by the Product Owner.
- b) Because a large number of user stories should be estimated.
- c) Because the release backlog should correspond to the acronym DEEP.
- d) Because only a few user stories can be appreciated.

Question 31 (1123-1.0)

As the Product Owner, you have decided to cancel the Sprint. Which is the best reason for your decision?

- a) The Scrum Master sees the team's velocity in the Sprint at risk due to many new obligations.
- b) This decision is not made by you, but by the Scrum Master, as he has the best overview.
- c) You are of the opinion that the Developers invest too much time in testing.
- d) Due to the current situation, you can see that it no longer makes sense for the Sprint goal to be achieved for this Sprint.

Question 32 (1126-1.0)

What is the velocity for?

- a) The performance of the Developer can be measured based on the velocity achieved in the Sprint.
- b) The velocity on which Sprint planning is based only serves to be able to make the best possible prediction of which user stories are highly likely to correspond to the Definition of Done (DoD) at the end of the Sprint.
- c) The velocity on which Sprint planning is based only serves to be able to make the best possible prediction of which user stories are highly likely to be completed at the end of the Sprint, i.e. correspond to the Definition of Ready (DoR).
- d) Based on the velocity achieved in the Sprint, the performance of the Developer teams in a project can be easily compared with one another.

Question 33 (1130-1.2)

Task board and Sprint burn-down chart are two important means of disseminating information within a Scrum Team. What purpose do they serve?

- a) Both serve the self-organization of the Scrum Team.
- b) Both are updated by the Scrum Master as part of the Daily Scrum and show the progress of the work in the Sprint.
- c) The burn-down chart provides information about the story points that have already been processed and those that have yet to be processed in the Sprint. The task board provides information on the user stories / technical tasks that have already been processed and those that have yet to be processed in the Sprint. Both are the essential tools of the Scrum Master in monitoring work progress.
- d) Both are used to report progress to other stakeholders.

Question 34 (1134-1.0)

At which planning level ("Planning Onion") does the development of the product vision take place?

- a) At the product vision planning level.
- b) At the strategic planning level.
- c) At the product planning level.
- d) At the portfolio planning level.

Question 35 (1135-1.1)

A Product Owner has developed the first idea of a product vision for an entirely new product. On this basis, he wants to start development immediately. What's the best advice you can give him? You advise him ...

- a) ... he should first coordinate the product vision with the key stakeholders.
- b) ... to start development immediately, as he can only know exactly during the course of the agile project which functions the product needs to be successful.
- c) ... first draw up a detailed project plan with all the required user stories.
- d) ... to coordinate with the Scrum Master on how to proceed.

Question 36 (1144-1.0)

How do you assess the statement that "all advance planning should only go so far that it is sufficiently helpful for the future"?

- a) The statement is incorrect. It is correct to keep the planning options open until the last day of the Sprint, because this way the necessary balance between forecast and adjustment can be achieved.
- b) The statement is correct because it is simply not possible to plan reliably for long periods of time. That is why the planning horizon for Scrum is a maximum of one month.
- c) The statement is not correct, because complex topics require a lot of preliminary planning to achieve the goal.
- d) The statement is correct. A basic idea behind Scrum is that planning errors increase the further the planning goes into the future. In order to avoid planning errors due to planning too far in advance and the resulting necessary expenses for re-planning, planning should only point as far into the future as is absolutely necessary.

Question 37 (1148-1.0)

When planning on several levels ("Planning Onion"), a planning team is defined for each level. Which of the following statements is NOT correct?

- a) On a daily basis, the Developers coordinate their work with the Product Owner.
- b) Authorized stakeholders plan accordingly at the portfolio level. In practice, one of them can be the person who will later be assigned the role of Product Owner.
- c) At the release level, the Product Owner is interested in which releases should / must be made available with which scope of functions and when.
- d) At the product level, the Product Owner is responsible for planning (= responsibility for results). He will work with the various stakeholder groups to create the product backlog.

Question 38 (1149-1.0)

Who should take on the role of Product Owner?

- a) The person with the greatest technical experience when it comes to in-house software development.
- b) A person who has the skills to make necessary decisions about the product under development, when they need to be made.
- c) The person with the greatest business expertise when it comes to commercial software development.
- d) If the development is outsourced (for example by a software company), the role of Product Owner should be filled by a person from the software company, as this person usually has better contact with the Developers, which makes communication easier.

Question 39 (1153-1.0)

How can you best ensure that the Sprint planning meeting can run efficiently and that only those user stories are included in the Sprint backlog that are most likely to be processed?

- a) The Scrum Team ensures that there is a Definition of Ready (DoR) that can be used to check whether a product backlog element is ready for processing.
- b) The Product Owner ensures that all user stories that are eligible for this Sprint consist of the 3 Cs (card, conversation, confirmation).
- c) The Developers ensure that all user stories that are eligible for this Sprint consist of the 3 Cs (Card, Conversation, Confirmation).
- d) The Product Owner ensures that all user stories that are eligible for this Sprint consist of the 3 Cs (card, conversation, confirmation). In addition, he prepares intensively for the conversation with the Developers to be able to answer all questions. The conversation should then be conducted based on the Definition of Ready (DoR), among other things, to ensure that all essential requirements are met to be able to complete a story in the Sprint.

Question 40 (1159-1.0)

Which statement is most likely to be correct?

- a) A good Product Owner can always ensure that all elements in their product backlog are negotiable with stakeholders. To do this, he needs social skills, among other things.
- b) A good Product Owner ensures that the Developers are working on the right tasks. To do this, he has to know exactly the skills of the Developer and, if necessary, adapt the priorities to the skills of the team.
- c) A good Product Owner ensures that all backlog entries are as independent as possible of one another. This ensures that the Developers are always working on the right tasks.
- d) A good Product Owner ensures that all backlog entries are prioritized. This ensures that the Developers are always working on the right tasks.

Question 41 (1162-1.0)

A good Product Owner always ensures that every user story corresponds to the acronym DEEP. How is this statement to be assessed?

- a) The statement is incorrect. Each user story should correspond to the acronym INVEST.
- b) The statement is correct. An "E" from DEEP stands for "Emergent" and means that the user story develops over time and thus becomes more and more concrete as everyone involved learns. As soon as the Product Owner is certain that the product backlog will only change a little, it can be prioritized according to the "P" from DEEP. It is then estimated according to the second "E" ("Estimated") from DEEP.
- c) The answer is correct. Among other things, a DEEP approach is intended to counteract the waste of planning resources. In an agile project environment, it is clear to everyone that many things that will be desirable in the future cannot be planned today, or can only be planned with a high probability of errors. Therefore, the acronym DEEP means nothing other than that the product backlog should be structured so that it allows the Developer to be entrusted with tasks that bring the greatest benefit for a "safe" planning horizon.
- d) The statement is correct. DEEP stands for the fact that every user story according to Scrum must have the following properties: "Detailed appropriately", "Emergent", "Estimated" and "Prioritized".

Question 42 (1163-1.0)

A good Product Owner always ensures that every user story corresponds to the INVEST acronym. Which statement provides the best reason for this?

- a) Every user story must be testable, among other things, to be able to objectively determine its correct implementation. As soon as the implemented user story has passed all tests without errors, it is used in live operation.
- b) Every user story has to be "valuable", i.e. have a value that justifies the effort to implement the story.
- c) Every user story must be able to be implemented as independently as possible of technical framework conditions.
- d) Every user story must be negotiable, among other things, so that changes can be made to the requirement at any time.

Question 43 (1165-1.0)

Which statement gives the best information about the Sprint backlog?

- a) The Sprint backlog is created in the planning meeting (Sprint planning).
- b) The Sprint backlog only contains estimated user stories.
- c) The Developers have dragged those user stories into the Sprint backlog that correspond to the product goal.
- d) The Developers have dragged those user stories into the Sprint backlog that they believe can be implemented in the Sprint.

Question 44 (1166-1.0)

Which statement gives the best information about the product increment and the releases?

- a) Every implemented user story that corresponds to the Definition of Done automatically becomes part of the next release.
- b) Each implemented user story becomes part of the product increment of the Sprint.
- c) The product increment created in the Sprint will be delivered in the next release.
- d) Each product increment can generally be delivered in one of the next releases.

Question 45 (1231-1.0)

Complete the sentence: The Sprint goal is set as part of Sprint planning by ...

- a) ... the Scrum Master.
- b) ... the Product Owner.
- c) ... the Developers.
- d) ... the Scrum Team.

Question 46 (1232-1.0)

Which 5 events does Scrum know?

- a) Sprint planning, Sprint review, daily Scrum, Sprint retrospective, refinement
- b) Sprint planning, Sprint review, daily Scrum, Sprint retrospective, Sprint
- c) Sprint Planning, Sprint Review, Daily Scrum, Sprint Retrospective, Planning II
- d) Sprint Planning, Sprint Review, Daily Scrum, Sprint Retrospective, Stakeholder Meeting

Question 47 (1234-1.0)

Complete the sentence: The concept of the Minimal Marketable Product (MMP) pursues the goal of ...

- a) ... to collect initial rough ideas about the product.
- b) ... to provide a basic set of desired functionalities and to deliver an initial business value.
- c) ... to validate statements for the level of the MVP following the MMP.
- d) ... to determine a price that the user is willing to pay.

Question 48 (1236-1.0)

The scope of a new application is clearly defined and precisely described by legal requirements. Which statement is correct?

- a) An agile implementation is always preferable, as you should always pay attention to the learning curve in such cases.
- b) Agile approach is always helpful, so you should try to negotiate the scope again.
- c) Since classic projects fix the scope, a classic project approach should be preferred.
- d) An agile approach can also be modified quite easily so that the scope can be fixed.

Question 49 (1243-1.0)

Why should the product scope (the product limits) be identified as far as possible and known before the start of an agile project/agile product development?

- a) So that a detailed product backlog can be drawn up for the entire project right from the start.
- b) So that the Developers have as much freedom as possible for implementation to find the best technical solution.
- c) So that the framework conditions to be complied with and the architectural effects for product development are clear from the start.
- d) So that the Product Owner can better control the technical implementation of the development.

Question 50 (1244-1.0)

Which statement about "commitment: product goal" is correct?

- a) It describes a future scope of the product and thus the Sprint backlog.
- b) It's in the Sprint Backlog.
- c) It describes "HOW" the goal is to be achieved.
- d) It describes a future scope of the product and thus the long-term goal for the Scrum Team.

Question 51 (1245-1.0)

Which statement about "commitment: product goal" is correct?

- a) The product backlog contains the tasks required to achieve the product goal.
- b) It describes a future product scope and thus the Sprint backlog.
- c) It's in the Sprint Backlog.
- d) It describes "HOW" the goal is to be achieved.

Question 52 (1247-1.0)

Which statement about the Scrum artifacts and their "commitments" is correct?

- a) The Sprint goal is the commitment to the Sprint backlog.
- b) An increment is the commitment to the "Definition of Done" (DoD).
- c) The product backlog is the commitment to the Sprint goal.
- d) An increment is the commitment for the Sprint backlog.

Question 53 (1253-1.0)

Which statement about the 3 Cs, which should be used as a guide when creating user stories, is correct?

- a) A C stands for conversation and should indicate that a user story must always be formulated briefly.
- b) A C stands for Card and should indicate that a user story should always be formulated briefly and concisely.
- c) A C stands for Confirmation and should indicate that a user story must always be tested with a short test.
- d) The 3 Cs stand for card, conversation and confirmation. Of these 3 Cs, 2 Cs must always be considered when formulating a user story.

Question 54 (1257-1.0)

Iterative procedure also means:

- a) Findings that are gained from the result of an iteration can lead to changes in the event of requirements.
- b) Requirements for the product are verbally communicated to the Developer.
- c) Requirements for the product are recorded before the specification sheet is drawn up.
- d) Knowledge gained from a result of an iteration can lead to a new order.

Question 55 (1258-1.0)

There are many agile methods and processes. What does not belong to that?

- a) test-driven development
- b) Project Life Cycle
- c) Extreme Programming (XP)
- d) Continuous delivery

Question 56 (1261-1.0)

Which of the following terms is not a valid scaling framework defined?

- a) Nexus
- b) ScrumBan
- c) SAFe
- d) LeSS

Question 57 (1263-1.0)

Which technical debt statement is correct?

- a) Technical debt can lead to errors in the solution and thus negatively affect the intended use of the solution.
- b) Errors in the formulation of user stories are normal and can never be completely ruled out. To reduce errors, the review meeting should always be well prepared.
- c) Errors in development are normal and can never be completely ruled out. To reduce errors, the review meeting should always be well prepared.
- d) Technical debts always lead to errors in the solution and therefore negatively influence the intended use of the solution.

Question 58 (1264-1.0)

The roles of "Product Owner", "Developer" and "Scrum Master" form the central component of Scrum: the Scrum Team. Which statement about one of the roles is correct?

- a) The "Product Owner" role is, among other things, accountable for ensuring that a plan is drawn up for each Sprint.
- b) The role of "Developer" is, among other things, accountable for ensuring that product backlog entries are created and understood.
- c) The roles of "Product Owner" and "Developer" are, among other things, accountable for ensuring that product backlog items are created.
- d) The role of "Scrum Master" is, among other things, accountable for the introduction of Scrum.

Question 59 (1265-1.0)

Complete the sentence: The Sprint Backlog ...

- a) ... is a plan by and for the Developers.
- b) ... consists of the product goal and describes a future condition of the product.
- c) ... is a subset from the product backlog and describes a future state of the product.
- d) ... is an emergent (changing) and ordered list of things that are needed for product improvement.

Question 60 (1266-1.0)

Which statement is correct?

- a) Only the velocity is used to control the Scrum Team.
- b) Scrum Teams control themselves.
- c) The role of "Scrum Master" is responsible for steering the Scrum Team.
- d) The Developers control the Scrum Team through their work.

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
21			X	
22		X		
23	X			
24				X
25				X
26				X
27	X			
28			X	
29			X	
30	X			

Question	A	B	C	D
31				X
32		X		
33	X			
34			X	
35	X			
36				X
37	X			
38		X		
39				X
40				X
41	X			
42		X		
43				X
44				X
45				X
46		X		
47		X		
48			X	
49			X	
50				X
51	X			
52	X			
53		X		
54	X			
55		X		
56		X		
57	X			
58				X
59	X			
60		X		

Question 1 (1001-1.0)

- a) Incorrect. [The Scrum Guide™, Nov 2020]: Scrum is neither a process nor a technique, but a framework.
- b) Correct.** [The Scrum Guide™, Nov 2020]: Scrum is a framework for developing and maintaining complex products or a framework within which people can tackle complex, adaptive tasks.
- c) Incorrect. [The Scrum Guide™, Nov 2020]: Scrum is not a guide, but a framework.
- d) Incorrect. [The Scrum Guide™, Nov 2020]: Scrum is neither a process nor a technique, but a framework.

Question 2 (1010-1.0)

- a) Incorrect. Open communication is of little use without a common understanding of what is being communicated.
- b) Correct.**
- c) Incorrect. The workflow and the resulting work must be visible both to those who do the work and to those who receive the work.
- d) Incorrect. The workflow and the resulting work must be visible both to those who do the work and to those who receive the work.

Question 3 (1012-1.0)

- a) Incorrect. All Scrum artifacts (product backlog, Sprint backlog and increment) as well as the progress in relation to the achievement of the Sprint goal must be checked regularly.
- b) Incorrect. All Scrum artifacts (product backlog, Sprint Backlog and Increment) as well as the progress in relation to the achievement of the Sprint goal must be checked regularly.
- c) Correct.**
- d) Incorrect. All Scrum artifacts (product backlog, Sprint backlog and increment) as well as the progress in relation to the achievement of the Sprint goal must be checked regularly.

Question 4 (1020-1.1)

- a) Incorrect. Only the requirements that are to be implemented in one of the next Sprints should be small enough.
- b) Incorrect. The user stories belonging to a theme (or to an epic) can fulfil very different usage levels. Only the entirety of all backlog entries is the basis for the benefit of the theme (or the epic).
- c) Correct.**
- d) Incorrect. This goes against the spirit of an adaptive approach.

Question 5 (1022-1.0)

- a) Incorrect. It is not individual increments that are planned, but the work that can be done in the next Sprint. The focus is on what can be achieved and not whether a specific / desired increment can be created.
- b) Incorrect. See explanation for answer A.
- c) Correct.** The work is planned for the next Sprint.
- d) Incorrect. The work is planned for the next Sprint.

Question 6 (1023-1.0)

- a) Correct.** It is not individual increments that are planned, but the work that can be done in the next Sprint. The focus is on what work can be done, and not whether a specific/desired increment can be created in the next Sprint.
- b) Incorrect. The work, i.e. the user stories to be implemented in the next Sprint, is planned.
- c) Incorrect. The work, i.e. the user stories to be implemented in the next Sprint, is planned.
- d) Incorrect. The work, i.e. the user stories to be implemented in the next Sprint, is planned.

Question 7 (1026-1.0)

- a) Incorrect. Among other things, the question of how the selected work should be done should be addressed.
- b) Incorrect. Among other things, the question of how the selected work should be done should be addressed.
- c) **Correct.**
- d) Incorrect. Among other things, the question of how the selected work should be done should be addressed.

Question 8 (1028-1.0)

- a) Incorrect. This is done in consultation between the Product Owner and the Developers.
- b) Incorrect. This is done in consultation between the Product Owner and the Developers.
- c) **Correct.** According to the Scrum Guide™, the product backlog entries are negotiated between the Product Owner and the development team. The customer and the relevant stakeholders do not take part in the planning meeting and are represented by the Product Owner, who is also responsible for the product's success.
- d) Incorrect. This is done in consultation between the Product Owner and the Developers.

Question 9 (1031-1.0)

- a) Incorrect. The agreement takes place between the Product Owner and the Developer.
- b) **Correct.**
- c) Incorrect. The agreement takes place between the Product Owner and the Developer.
- d) Incorrect. The agreement takes place between the Product Owner and the Developer.

Question 10 (1033-1.2)

- a) Incorrect. The thesis is incorrect, as the type of technical implementation should be decided as far as possible by the Developers.
- b) Incorrect. The thesis is incorrect, as the type of technical implementation should be decided as far as possible by the Developers.
- c) Incorrect. The thesis is incorrect, as the type of technical implementation should be decided as far as possible by the Developers.
- d) **Correct.**

Question 11 (1034-1.0)

- a) Incorrect. The Developers create a forecast (= selection of user stories) about the functionality that can be developed in the Sprint.
- b) Incorrect. The Product Owner describes the goal to be achieved with the Sprint.
- c) **Correct.**
- d) Incorrect. The scrum master supports the selection of the Sprint backlog. Obstacles regarding the achievement of the Sprint goal are visible in the context of the selection of the Sprint backlog and discussed in the Scrum Team.

Question 12 (1035-1.0)

- a) Incorrect. The Developers as a whole team are responsible for the implementation of all selected work.
- b) Incorrect. The Developers as a whole team are responsible for the implementation of all selected work.
- c) Incorrect. The Developers as a whole team are responsible for the implementation of all selected work.
- d) **Correct.**

Question 13 (1041-1.0)

- a) Incorrect. This is the responsibility of the scrum master so that all other team members can concentrate on their work.
- b) Correct.**
- c) Incorrect. This is the responsibility of the scrum master so that all other team members can concentrate on their work.
- d) Incorrect. This is the responsibility of the Scrum Master so that all other team members can concentrate on their work.

Question 14 (1043-1.0)

- a) Correct.** The retrospective serves to find ways to improve processes.
- b) Incorrect. As part of Sprint reviews, everyone involved can come up with new ideas that make it necessary to adapt the product backlog.
- c) Incorrect. As part of the Sprint planning, all those involved can come up with new ideas that make it necessary to adapt the product backlog.
- d) Incorrect. Here too, all those involved can come up with new ideas that make it necessary to adapt the product backlog.

Question 15 (1044-1.0)

- a) Incorrect. If the selected Sprint time horizon is too long, the definition of the result can change, the complexity increases and the risk increases.
- b) Incorrect. If the selected Sprint time horizon is too great, the definition of the result can change, the complexity increases and the risk increases.
- c) Incorrect. If the selected Sprint time horizon is too long, the definition of the result can change, the complexity increases and the risk increases.
- d) Correct.** If the selected Sprint time horizon is too great, the definition of the result can change, the complexity increases and the risk increases.

Question 16 (1046-1.0)

- a) Correct.** Unfinished user stories are not counted.
- b) Incorrect. See explanation for answer A.
- c) Incorrect. The speed at which the next Sprint should be planned cannot be answered from the information in the question.
- d) Incorrect. The speed at which the next Sprint should be planned cannot be answered from the information in the question.

Question 17 (1049-1.0)

- a) Correct.** The retrospective serves to find ways to improve the processes in the Scrum Team. External stakeholders are only allowed if they are explicitly invited.
- b) Incorrect. In some cases, certain stakeholders can be helpful in the retrospective.
- c) Incorrect. The entire Scrum Team, including the Scrum master and Product Owner, always takes part in a retrospective.
- d) Incorrect. The entire Scrum Team always takes part in a retrospective.

Question 18 (1050-1.0)

- a) Correct.**
- b) Incorrect. The Sprint retrospective serves that purpose.
- c) Incorrect. The Sprint retrospective serves that purpose.
- d) Incorrect. The event that was asked about is the Sprint Retrospective. The statement itself is correct.

Question 19 (1055-1.0)

- a) Correct.** A Scrum of Scrums is used to synchronize individual Scrum Teams working on a product.
- b) Incorrect. A Scrum of Scrums is used to synchronize individual Scrum Teams working on a product.
- c) Incorrect. A Scrum of Scrums is used to synchronize individual Scrum Teams working on a product.
- d) Incorrect. A Scrum of Scrums is used to synchronize individual Scrum Teams working on a product.

Question 20 (1061-1.0)

- a) Incorrect.
- b) Incorrect.
- c) Incorrect.
- d) **Correct.**

Question 21 (1064-1.2)

- a) Incorrect. Only the Developers appreciate the user stories.
- b) Incorrect. As the range between the smallest and largest rating is very large, this indicates that there is a need for clarification in the development team.
- c) **Correct.**
- d) Incorrect. Only the Developers appreciate the user stories.

Question 22 (1067-1.0)

- a) Incorrect. The DoD is intended, among other things, to ensure that no tests are forgotten.
- b) **Correct.**
- c) Incorrect. The DoD is intended, among other things, to ensure that no tests are forgotten.
- d) Incorrect. The DoD is intended, among other things, to ensure that no tests are forgotten.

Question 23 (1069-1.0)

- a) **Correct.**
- b) Incorrect. In a DoR one would find, among other things, the aspect of whether no blocking dependencies were recognized.
- c) Incorrect. In a DoR one would find, among other things, the aspect of whether no blocking dependencies were recognized.
- d) Incorrect. In a DoR one would find, among other things, the aspect of whether no blocking dependencies were recognized.

Question 24 (1084-1.0)

- a) Incorrect. The statement is correct, but wrong in terms of the question. In terms of the question, the statement that escaped defects can always be prevented is correct.
- b) Incorrect. The statement is correct, but wrong in terms of the question. In terms of the question, the statement that escaped defects can always be prevented is correct.
- c) Incorrect. The statement is correct, but wrong in terms of the question. In terms of the question, the statement that escaped defects can always be prevented is correct.
- d) **Correct.**

Question 25 (1085-1.0)

- a) Incorrect. It should be tested as often as possible.
- b) Incorrect. It should be tested as often as possible.
- c) Incorrect. It should be tested as often as possible.
- d) **Correct.**

Question 26 (1113-1.0)

- a) Incorrect. Closely interwoven user stories complicate, among other things, estimating the individual user stories.
- b) Incorrect. Closely interwoven user stories complicate, among other things, estimating the individual user stories.
- c) Incorrect. Closely interwoven user stories complicate, among other things, estimating the individual user stories.
- d) **Correct.**

Question 27 (1115-1.0)

- a) Correct.** The change in the Sprint duration must not be based on individual incidents, as otherwise the cadence can get lost, the Scrum Team (especially the Developers) get out of step and perform poorly.
- b) Incorrect.** The change in the Sprint duration must not be based on individual incidents, as otherwise the cadence can get lost, the Scrum Team (especially the Developers) get out of step and perform worse.
- c) Incorrect.** The change in the Sprint duration must not be based on individual incidents, as otherwise the cadence can get lost, the Scrum Team (especially the Developers) get out of step and perform worse.
- d) Incorrect.** The change in the Sprint duration must not be based on individual incidents, as otherwise the cadence can get lost, the Scrum Team (especially the Developers) get out of step and perform worse.

Question 28 (1118-1.0)

- a) Incorrect.** Scrum Teams organize themselves.
- b) Incorrect.** The Developers should concentrate as much as possible on their work and not deal with such topics - especially since this "accountability" at least severely affects the sense and purpose of using story points.
- c) Correct.**
- d) Incorrect.** The Scrum Master is the right contact.

Question 29 (1119-1.0)

- a) Incorrect.** There is only one Product Owner in a Scrum Team.
- b) Incorrect.** There is only one Product Owner in a Scrum Team.
- c) Correct.** There is only one Product Owner in a Scrum Team.
- d) Incorrect.** There is only one Product Owner in a Scrum Team.

Question 30 (1121-1.1)

- a) Correct.**
- b) Incorrect.** The choice of the estimation method for determining the implementation effort cannot be determined by the Product Owner.
- c) Incorrect.** The choice of the estimation method for determining the implementation effort cannot be determined by the Product Owner.
- d) Incorrect.** The choice of the estimation method for determining the implementation effort cannot be determined by the Product Owner.

Question 31 (1123-1.0)

- a) Incorrect.** This can happen once, but it is no reason to cancel a Sprint.
- b) Incorrect.** See explanation for answer D.
- c) Incorrect.** The decision is made by the Developers and results, among other things, from the definition of done.
- d) Correct.** Only the Product Owner has the right to cancel a Sprint if he sees that achieving the Sprint goal no longer makes sense.

Question 32 (1126-1.0)

- a) Incorrect.**
- b) Correct.**
- c) Incorrect.**
- d) Incorrect.**

Question 33 (1130-1.2)

- a) **Correct.** This statement provides the real reason why these funds are used. Based on this statement, a Scrum Team can also find other suitable means of self-control.
- b) **Incorrect.** Although this statement is correct, it does not contain any justification for what purpose these funds are used.
- c) **Incorrect.** Although this statement is correct, it does not contain any justification for what purpose these funds are used.
- d) **Incorrect.** Both serve the self-organization of the Scrum Team.

Question 34 (1134-1.0)

- a) **Incorrect.** There is no such level.
- b) **Incorrect.**
- c) **Correct.** The development of the product vision is part of the product planning.
- d) **Incorrect.**

Question 35 (1135-1.1)

- a) **Correct.** A product vision must always be coordinated with the key stakeholders.
- b) **Incorrect.** If the key stakeholders are not involved, the project will always lack the necessary support in the form of money, resources and / or support.
- c) **Incorrect.** This approach contradicts an agile approach.
- d) **Incorrect.** It can also be useful to bring an experienced Scrum Master on board at an early stage. However, this cannot be a substitute for the necessary coordination with key stakeholders.

Question 36 (1144-1.0)

- a) **Incorrect.** The statement is correct and serves to achieve the necessary balance between predictions ("guessing") and adjusting ("chaos").
- b) **Incorrect.** Even if the Sprint length in Scrum is limited to one month, that does not mean that the Product Owner does not think ahead. Rather, the person in the role of Product Owner must pursue a longer-term release planning.
- c) **Incorrect.**
- d) **Correct.**

Question 37 (1148-1.0)

- a) **Correct.** The day-to-day coordination takes place within the Developer and with the support of the Scrum Master. The Product Owner can be present as a silent witness.
- b) **Incorrect.**
- c) **Incorrect.**
- d) **Incorrect.**

Question 38 (1149-1.0)

- a) **Incorrect.**
- b) **Correct.** The Product Owner must have the technical, personal and organizational competence (and have the courage) to make or bring about the necessary decisions.
- c) **Incorrect.**
- d) **Incorrect.** This answer describes the role of a proxy Product Owner, which can be necessary in such situations. The Product Owner must always be on the client side, otherwise there is no guarantee that he can make the necessary decisions directly.

Question 39 (1153-1.0)

- a) Incorrect. The DoR offers the best security that only those elements are included in the Sprint backlog that can be processed. However, this alone does not ensure that the Sprint planning runs efficiently.
- b) Incorrect. Without a DoR, points during the conversation could be overlooked that could make processing difficult or impossible. There is therefore a great risk that certain user stories cannot be completed in the Sprint as planned.
- c) Incorrect. Without a DoR, points during the conversation could be overlooked that could make processing difficult or impossible. This means that there is a high risk that certain user stories cannot be completed in the Sprint as planned.
- d) **Correct.**

Question 40 (1159-1.0)

- a) Incorrect. There may be items in a product backlog that are non-negotiable. This includes, among other things, legal regulations.
- b) Incorrect. The priorities of the backlog entries are based on their usefulness and not on the skills of the Developer.
- c) Incorrect. The independence of the entries ensures that the backlog entries can be estimated independently of one another and prioritized according to their usefulness. Independence is therefore a prerequisite for the necessary prioritization.
- d) **Correct.** The prioritization enables the Developers to be controlled so that they can always work on the user stories with the greatest benefit.

Question 41 (1162-1.0)

- a) **Correct.** The acronym INVEST applies to the individual user stories.
- b) Incorrect.
- c) Incorrect.
- d) Incorrect. The statement has no discernible relationship to the question.

Question 42 (1163-1.0)

- a) Incorrect. Not every user story has to go into live operation immediately after the test. In addition, there are also user stories (so-called spikes) that are only implemented with the aim of being able to acquire sufficient knowledge as a basis for certain decisions.
- b) **Correct.** A development effort is only justified for stories that generally show a value.
- c) Incorrect. Although this statement is desirable, it does not apply to the subject of the requirements for independence according to the acronym INVEST. Each user story should be as independent as possible from other user stories so that it can be implemented when it is needed.
- d) Incorrect. Changes to requirements CANNOT be made at any time. They need to be coordinated as a team and the Sprint goal must not be jeopardized.

Question 43 (1165-1.0)

- a) Incorrect. Answer D gives more detailed information about the Sprint backlog.
- b) Incorrect. Answer D gives more detailed information about the Sprint backlog.
- c) Incorrect. The term "product goal" does not exist in Scrum.
- d) **Correct.** The statement gives the best information about the purpose of the Sprint backlog.

Question 44 (1166-1.0)

- a) Incorrect. User stories also exist purely to acquire knowledge for certain stakeholders.
- b) Incorrect. User stories also exist purely to acquire knowledge for certain stakeholders.
- c) Incorrect. There is no certainty whether it will be delivered in the next Sprint.
- d) **Correct.**

Question 45 (1231-1.0)

- a) Incorrect. The entire Scrum Team works out the Sprint goal together.
- b) Incorrect. The entire Scrum Team works out the Sprint goal together.
- c) Incorrect. The entire Scrum Team works out the Sprint goal together.
- d) **Correct.**

Question 46 (1232-1.0)

- a) Incorrect. The following events are defined in Scrum: Sprint Planning, Sprint Review, Daily Scrum, Sprint Retrospective, Sprint.
- b) Correct.**
- c) Incorrect. The following events are defined in Scrum: Sprint planning, Sprint review, daily scrum, Sprint retrospective, Sprint.
- d) Incorrect. The following events are defined in Scrum: Sprint planning, Sprint review, daily scrum, Sprint retrospective, Sprint.

Question 47 (1234-1.0)

- a) Incorrect. The aim of an MMP is to provide a basic range of desired functionalities to deliver initial business value.
- b) Correct.**
- c) Incorrect. The aim of an MMP is to provide a basic range of desired functionalities to deliver initial business value.
- d) Incorrect. The aim of an MMP is to provide a basic range of desired functionalities to deliver initial business value.

Question 48 (1236-1.0)

- a) Incorrect. Since the requirements (scope) are stipulated by law, they are non-negotiable. Therefore, one should preferably choose a classic project approach.
- b) Incorrect. Since the requirements (scope) are stipulated by law, they are non-negotiable. Therefore, one should preferably choose a classic project approach.
- c) Correct.**
- d) Incorrect. Since the requirements (scope) are stipulated by law, they are non-negotiable. Therefore, one should preferably choose a classic project approach.

Question 49 (1243-1.0)

- a) Incorrect. Identifying the scope of the product is important so that the framework conditions to be observed for product development are clear from the start.
- b) Incorrect. Identifying the scope of the product is important so that the framework conditions to be observed for product development are clear from the start.
- c) Correct.**
- d) Incorrect. Identifying the scope of the product is important so that the framework conditions to be observed for product development are clear from the start.

Question 50 (1244-1.0)

- a) Incorrect. The product goal describes a future scope of the product and thus the long-term goal for the Scrum Team.
- b) Incorrect. The product goal describes a future scope of the product and thus the long-term goal for the Scrum Team.
- c) Incorrect. The product goal describes a future scope of the product and thus the long-term goal for the Scrum Team.
- d) Correct.**

Question 51 (1245-1.0)

- a) Correct.**
- b) Incorrect. The Sprint Backlog represents only a subset of the requirements (from the product backlog) that are necessary to achieve the product goal.
- c) Incorrect. The product goal is not located in the Sprint backlog, but rather the product backlog contains the tasks that are required to achieve the product goal.
- d) Incorrect. The product goal is the basis for determining "WHAT" (-> product backlog) is required to achieve it.

Question 52 (1247-1.0)

- a) **Correct.**
- b) Incorrect. The Sprint goal is the commitment to the Sprint backlog.
- c) Incorrect. The Sprint goal is the commitment to the Sprint backlog.
- d) Incorrect. The Sprint goal is the commitment to the Sprint backlog.

Question 53 (1253-1.0)

- a) Incorrect. The C for conversation is intended to indicate that a user story should always be collected and passed on as part of a communication to be able to easily clear up misunderstandings.
- b) **Correct.**
- c) Incorrect. The C for confirmation should indicate that a user story always includes an acceptance test. The necessary scope of the test is based on the story.
- d) Incorrect. All 3 Cs must be observed.

Question 54 (1257-1.0)

- a) **Correct.** Findings gained in one (or after) iteration can lead to changed or new requirements for the product.
- b) Incorrect. The term iteration is not associated with any particular type of communication. Even if verbal communication is very important in an agile approach, requirements should not only be transmitted verbally (orally).
- c) Incorrect. Requirements specification is a term from the classic procedure, which is based on the assumption that the requirements change little after the initial survey. The iterative approach assumes that the requirements can change frequently.
- d) Incorrect. It is very nice when findings from iterations lead to new jobs, but that is not to be understood as an "iterative approach" and is also not dependent on an iterative approach.

Question 55 (1258-1.0)

- a) Incorrect.
- b) **Correct.** Even if a project life cycle should be considered after agile development, it is not itself an agile method or an agile process.
- c) Incorrect.
- d) Incorrect.

Question 56 (1261-1.0)

- a) Incorrect. Nexus is a valid agile framework.
- b) **Correct.** ScrumBan is an artificial word made up of an unspecified mixture of elements from Scrum and Kanban.
- c) Incorrect. SAFe is a valid agile framework.
- d) Incorrect. LeSS is a valid agile framework.

Question 57 (1263-1.0)

- a) **Correct.**
- b) Incorrect. The implemented user stories are presented to selected stakeholders in the review meeting. The preparation of the review meeting does not play a role in identifying technical debts.
- c) Incorrect. The implemented user stories are presented to selected stakeholders in the review meeting. The preparation of the review meeting does not play a role in identifying technical debts.
- d) Incorrect. Technical debt does not ALWAYS lead to errors in the solution.

Question 58 (1264-1.0)

- a) Incorrect. This applies to the role of "Developer".
- b) Incorrect. This applies to the role of "Product Owner".
- c) Incorrect. This applies to the role of "Product Owner".
- d) **Correct.**

Question 59 (1265-1.0)

- a) Correct.**
- b) Incorrect.** The product goal describes the future condition of the product.
- c) Incorrect.** The Sprint Backlog is a subset of the product backlog. However, it does not describe a future condition of the product. This makes the product goal.
- d) Incorrect.** This applies to the product backlog.

Question 60 (1266-1.0)

- a) Incorrect.** The velocity is one of many pieces of information that a Scrum Team can use for its self-control.
- b) Correct.**
- c) Incorrect.** Scrum Teams control themselves.
- d) Incorrect.** Scrum Teams control themselves.