Latest Version: 6.0

Question: 1

The Product Owner of your team has noticed several developers from the Scrum team are working together on backlog items. He expresses concern that this "pair programming" will negatively impact the amount of work being done. What do you do?
(choose the best answer)

A. Teach the Product Owner that the amount of work being done should not be the primary measure of progress.
B. Make a note to possibly address this during the Sprint Retrospective.
C. All of the above.
D. Teach the Product Owner that the Scrum team decides how best to do their work.
E. Suggest the Product Owner find a suitable moment to show interest and ask the developers why they use this approach.

Answer: C

Explanation
All answers are good options. Teach in a friendly and in compassionate tone. Address during the retrospective when it seems that tensions still surround this subject in case no other Scrum Team member does.

Question: 2

It has been a year, a new product is under development and you joined the Scrum Team as their Scrum Master. The product is working software that has been delivered each sprint, but not released to the market. Recent pressure from within the organization and Stakeholders is forcing a release two months from now. The Product Owner feels this is premature as the work to be done before she has confidence in a release, is forecast to take at least six months. She appears quite distressed. What advice or help, in line with Scrum, can you offer?
(choose the 2 best answers)

A. Advise the Product Owner to work with the Stakeholders.
B. Advise the Product Owner to sit with the team and rescope the work planned. What can be delivered in two months that will meet customer needs? What would we need if we had to release this sprint?
C. Advise the Product Owner that the whole of the organization must respect her decisions. Stick to the current product vision and six-month timeline.
D. Advise the Product Owner to create more teams to work on the product. The new teams can lean on expertise from the original team.

Answer: AB

Explanation
Adding more teams will likely slow the effort down due to the learning curve.
Sticking to your own plan while ignoring external realities and not validating with real users, shows we are not inspecting and adapting.
And keeping in mind that Sprints are the heartbeat of Scrum, where ideas are turned into value, and value can only be validated by those that use the product.

Question: 3

The CEO, a key stakeholder for your team's product, approaches you. He fears an important part of the product's envisioned features is not getting the needed priority. This uncertainty is worrying him deeply. How can you help the CEO?
(choose all that apply)

A. Advise the CEO to take this up with the Product Owner.
B. Take a short moment to give the CEO a high-level update about the result of the last Sprint Review.
C. Take note of the features mentioned by the CEO and relay them to the Product Owner.
D. Explain to the CEO that the Product Owner is the one in control of priorities and will do everything to make sure the product offers the maximum possible value to stakeholders and customers. He does not need to worry.
E. Inform the Product Owner of the conversation you had. Advise him to invite the CEO to the Sprint Review.

Answer: AE

Explanation
The lack of transparency is best served by joining inspection during Sprint Review. As a stakeholder, the CEO should work with the Product Owner to make his expectations known.

Question: 4

During a meeting at the start of a brand new software development initiative with Scrum, a stakeholder tells all those assembled, that he doesn't "believe" in Scrum. Traditional project management limits business risk by setting a deadline and budget. He says Scrum does not offer any of this and is, therefore, a high-risk approach he is not willing to take. What is your reply?
(choose the best answer)

A. Explain that in complex product development, discoveries are made along the way. No guarantees can be given. Risk is inherent to building software.
B. Explain that those traditional approaches always went over budget, time while delivering low value, unmaintainable products.
C. Explain that Scrum limits risk by frequent inspection and adaptation mechanism, and in every Sprint, a product Increment is created by the Scrum Team, and by doing so, we become able to respond to change and address risk when it occurs.

D. Yell "OK Sir." while insisting he go "live with the dinosaurs".

<div style="border:1px solid">

Answer: C

</div>

Explanation
It's tempting to go off the rails, but let's promote Scrum. Scrum does manage risk, with the early delivery of a valuable product.

Question: 5

In 2020 was released a new version of the Scrum Guide, and now it presents the term accountability. The Scrum Guide says " The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint. Scrum defines three specific accountabilities within the Scrum Team: the Developers, the Product Owner, and the Scrum Master.".
In case a Sprint Goal becomes obsolete, who has the authority to cancel the Sprint?
(choose the best answer)

A. Developers
B. Scrum Master
C. Product Owner
D. Scrum Team

<div style="border:1px solid">

Answer: C

</div>

Explanation
Scrum Guide:
A Sprint could be canceled if the Sprint Goal becomes obsolete. Only the Product Owner has the authority to cancel the Sprint.