

Participant: (tp9at)  
Event: Scrum Master  
(6121139), 10.05.2019

# Exam Test

## Scrum Master

### General information

The **duration** of the exam is **60 minutes**.

The exam is a **single choice exam** and includes **40 questions**.

The exam is **passed** if you have marked **27** or more answers correctly.

The **maximum number of points** that can be achieved is **40**.

### Assessment

**There can be only one correct answer for each question (single choice).**

**Correctly** marked questions are worth **1 point**.

**Incorrectly** marked questions are worth **0 points** (point deduction within the task).

**Non-marked** questions are awarded **0 points**.

### Paper-based exams

All answers need to be entered in the attached answer sheet. Only those will be taken into account for the evaluation. All examination documents have to be returned to the invigilator.

**We wish you great success!**

### **Intellectual rights and Copyrights**

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**1) Which of the following statements about agile projects is correct?**

- a) Empirical process control is based on the pillars of transparency, verification and discipline.
- b) There is a hierarchy among the principles of agile software development. The first four principles are considered more important than the rest (Primus inter pares)
- c) Cross-skilling means that developers can spread their skills across several development teams (across one or more dev-teams).
- d) Agile projects are based on the four fundamentals and the twelve principles of the agile manifesto

**2) How are impediments (disruptive factors, obstacles) dealt with in Scrum?**

- a) The Scrum Master maintains an impediment backlog that should also meet the requirements of empirical process control (transparency, verification, adaptation).
- b) The Impediment Backlog should not be publicly maintained by the Scrum Master so that the team members do not repeatedly address already known problems but focus on their work.
- c) A central aspect of Scrum is to only address problems when they are perceived as disruptive and have been recorded in the impediment backlog.
- d) The impediment backlog should never contain more than 10 entries. Less important obstacles should not be included as long as the existing entries are not solved.

**3) What does not apply to the staffing and composition of the development team in Scrum projects?**

- a) Self-organisation in the development team is based on the principle that hierarchies should continue to exist in the team.
- b) The "Performing" phase (according to Tuckmann) is the optimal phase in which a development team should find itself.
- c) In Scrum there are no sub-teams within development teams
- d) According to the Scrum Guide, an ideal development team should consist of no less than 3 and no more than 9 developers.

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#### 4) What applies to the Sprint Planning?

- a) In sprint planning, the product owner proposes the sprint target and makes a pre-selection (status "ready") of the potential requirements that need to be implemented.
- b) The sprint planning timebox depends on the number of development team members.
- c) In the Sprint Planning, there is no difference between gross and net working time for the effort of requirements. This is only distinguished in the value assessment.
- d) The Sprint Planning is not finished until all product backlog items that are set to "ready" in the product backlog have been transferred to the Sprint Backlog.

#### 5) What rights and obligations does the development team have in a Scrum project?

- a) Responsibility for the implementation of requirements is always given to the entire development team, not individual developers.
- b) Each member of the development team performs the Scrum Master in a part of his working time.
- c) The development team on its own can decide on rules of conduct for itself and thereby ignore organization-wide guidelines.
- d) The development team is solely responsible for the achievement of the project goals, especially the delivery time.

#### 6) Which statement regarding DevOps is correct?

- a) DevOps describes the fact that the same teams are responsible for the development and operation of a system or product.
- b) The DevOps model describes 16 concrete requirements for the introduction of an agile development environment
- c) The DevOps frameworks also describe KPIs for measuring actions taken
- d) The concepts of DevOps only work in the areas of software and hardware.

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**7) Who's authorized to abort a sprint?**

- a) The customer
- b) The Scrum Master
- c) The Product Owner
- d) The development team

**8) What applies to the Product Backlog Refinement?**

- a) The development team does not have any influence on the Product Backlog Refinement.
- b) Like all Scrum rituals, the Product Backlog Refinement is moderated by the Scrum Master.
- c) The Product Backlog Refinement is also referred to as Backlog Grooming.
- d) Product Backlog Refinement is a fixed Scrum Ritual

**9) What applies to the Sprint Backlog?**

- a) The Sprint Backlog is an internal artifact of the development team and is not accessible to the Product Owner.
- b) To visualize the sprint backlog a taskboard (similar to a kanban board) can be used
- c) The Sprint Backlog contains only internal tasks of the development team.
- d) The Sprint Backlog contains only customer requirements for the product.

**10) Which of the following statements applies to Scrum rituals (events)?**

- a) The Scrum Master is responsible for the organisation, invitation and moderation of Sprint Planning, Review and Retrospective.
- b) The Scrum Guide uses detailed checklists to determine exactly which content is dealt with in which meeting.
- c) Suggestions from the Scrum Guide for Timeboxes must be followed under all circumstances.
- d) The order of review, retrospective and planning can be changed at will.

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**11) Who is responsible for setting the Sprint goal in the Sprint Planning?**

- a) The Scrum Master
- b) The entire Scrum Team
- c) The Sprint target is set by the Product Owner
- d) Only the development team

**12) What does "Servant Leadership" mean?**

- a) The Product Owner is considered the Servant Leader of the Scrum Team.
- b) The management of an organization determines which member of the development team is used as Servant Leader (Team Leader).
- c) Servant Leadership is a philosophical leadership approach
- d) Servant Leadership describes several concrete leadership techniques

**13) What applies to the introduction of Scrum in an organization?**

- a) It is a mistake to introduce Scrum only in one department and to neglect the interaction with other departments or stakeholders.
- b) When Scrum is introduced, the entire development department should always be switched to Scrum at once in order to create better interfaces.
- c) One advantage of Scrum is that the size of the organization in which Scrum is to be introduced does not matter. Whether large or small, the introduction times are almost the same
- d) For a step-by-step introduction of Scrum it is recommended to start with the most important product. This reinforces by the Management Commitment

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**14) What applies to the Scrum of Scrums?**

- a) The Scrum of Scrums must be moderated by a dedicated Scrum Master who is exclusively responsible for it.
- b) Since the timebox for Scrum of Scrums is strongly dependent on the number of teams, there is one minute per question to be answered. Therefore the following time limit applies: 7 teams of 4 questions each = 28 minutes
- c) At Scrum of Scrums all participants of all development teams participate (all team meeting)
- d) The "ambassador procedure" for selecting the participants of the Scrum of Scrums is a proven practice. Every day, the team elects and sends an ambassador from the ranks of all members.

**15) In which event may stakeholders actively participate?**

- a) Sprint Review
- b) Sprint Planning
- c) Sprint Retrospective
- d) Daily Scrum

**16) Which of the following is not an input for Sprint Planning?**

- a) Stakeholder feedback from the Sprint Review
- b) Performance of the development team in the last sprint
- c) The last Sprint Backlog
- d) Capacity of the development team in the next sprint

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**17) How can the development team be supported by the Scrum Master?**

- a) Change in the development team (personnel responsibility) as a consequence of performance measurements
- b) Coaching in self-organisation and interdisciplinarity
- c) Use of the Scrum Masters as team leader
- d) By assigning work packages to individual team members

**18) What applies to the Daily Scrum?**

- a) The Daily Scrum serves to solve problems in detail in group discussions.
- b) The Product Owner hosts the Daily Scrum
- c) In order not to obstruct the team during the development within a sprint, the Scrum Master should not participate in the Daily Scrum.
- d) Speech Token is a technique that can be used in the Daily Scrum to prevent discussions that could endanger the given timebox.

**19) What is not a typical phase of a retrospective?**

- a) Root cause analysis
- b) Exclusion phase
- c) Collection of positive and negative events
- d) Arrival phase (clarify rules)

**20) Who is responsible for tracking progress within a sprint in order to estimate the probability of achieving the goal?**

- a) The Development Team
- b) The Product Owner
- c) The Scrum Team
- d) The Scrum Master

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**21) Which statement regarding the conflict resolution in Scrum is correct?**

- a) The Daily Scrum is designed as a meeting for conflict resolution.
- b) Scrum describes concrete recommendations for action for Scrum Master to solve conflicts
- c) Feedback should only be given in the presence of those affected.
- d) There must be no conflicts in Scrum, which is why the Scrum Master must escalate all conflicts to the management.

**22) What applies to Continuous Deployment/Continuous Delivery and Continuous Integration?**

- a) Continuous Integration and Continuous Delivery are independent concepts that are complete in their own right.
- b) Continuous Integration is not compatible with Scrum, since no development results may be delivered during a sprint.
- c) Continuous Delivery can only be used within the framework of software development processes.
- d) Continuous Delivery is a collection of techniques, processes and tools that improve the delivery process of a system or product.

**23) How can the Product Owner be supported by the Scrum Master?**

- a) The introduction of development techniques
- b) By taking over responsibility for the product
- c) Through the complete takeover of Product Backlog Management
- d) When organizing further meetings outside the Scrum Meetings



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**24) What's the purpose of the 42-Points List?**

- a) The 42-Points List is a Self Assessment
- b) The 42-Points List is a detailed list of optimization potentials in every Scrum project.
- c) The 42-Points List summarizes the requirements of the Scrum Guide in 42 points
- d) The 42-Points List enables a comparison between agile methods and classic waterfall methods.

**25) What applies to scaling large and distributed projects with Scrum?**

- a) LeSS® is only partially suitable for use with Scrum, as it is actually based on the waterfall method.
- b) A project is not considered large until more than five teams are involved and more than five locations are used.
- c) Scrum cannot be scaled because it is designed for use in small development environments (max. 1 development team).
- d) A Scrum project is considered distributed when working at more than one location.

**26) What is the result of the Sprint Review?**

- a) Common understanding of current development progress
- b) Common understanding of which requirements are still missing in order to be able to deliver the product increment
- c) A list of improvements to the Scrum process that the development team will implement in the next Sprint
- d) A reviewed product backlog in which the priorities for the next sprint are clarified.

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**27) What is the goal of the Scrum Master in the Daily Scrum?**

- a) He ensures that only members of the development team participate actively in the Daily Scrum.
- b) He leads the meeting, decides the speaker order and determines the content.
- c) He ensures that the problems addressed are also discussed directly in the Daily Scrum in order to achieve timely solutions.
- d) He monitors compliance with the "Daily Scrum Checklist" from the Scrum Guide.

**28) Which rule applies in a sprint?**

- a) The duration of sprints varies from sprint to sprint.
- b) If an entry in the sprint backlog cannot be completed by the end of the sprint, the sprint can be aborted.
- c) Sprints should always have the same length in working days, so they are extended accordingly on public holidays during sprints.
- d) The Product Owner must not modify the requirements in the sprint backlog during a sprint (for example, include additional requirements).

**29) Which statement regarding Kanban is correct?**

- a) Kanban describes the leadership style of a servant leader and is therefore suitable as a toolset for the Scrum Master.
- b) The term Kanban comes from the Japanese and means as much as "agility".
- c) Kanban boards are only suitable for supporting production processes.
- d) Kanban is an agile method for process control

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**30) What applies to all roles in Scrum projects?**

- a) According to the Scrum Guide, the Product Owner is responsible for the procurement of resources in Scrum.
- b) An important feature of Scrum is that apart from the Scrum Master, the Product Owner and the development team no other roles may be defined.
- c) All roles of a Scrum team must be defined by the management.
- d) All participants of a Scrum project are responsible for the achievement of the development goal.

**31) Which of the following statements is correct?**

- a) The Timebox of the Daily Scrum depends on the size of the development team.
- b) The Scrum Master does not take part in the meetings and will only be called in by other people as needed.
- c) Only the product owner sets the implemented requirements in the product backlog to "done".
- d) The components of Scrum are modular and can be selected individually according to your needs.

**32) What is the rule for Sprint Retrospectives?**

- a) Sprint retrospectives give the development team the opportunity to plan improvements for the next Sprint.
- b) In the Sprint retrospective, the current development quality is measured on the basis of the product increment.
- c) In the Sprint retrospective, activities and plans for the next few days are synchronized.
- d) Sprint retrospectives only take place when needed

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**33) What rights and obligations does a Scrum Master have?**

- a) Under certain circumstances a sprint can be aborted. This is only possible with the consent of the Scrum Masters (right of veto).
- b) The Scrum Master generally has the task of encouraging new ways of thinking and behaving, but not within the development team; in that team, it is the task of the Product Owner.
- c) In the Sprint Review, the Scrum Master sets the implemented requirements in the product backlog to "done".
- d) The Scrum Master supports the Product Owner and the development team in detailing the Product and Sprint Backlog.

**34) What applies to the staffing and selection of the role of the Product Owner in Scrum projects?**

- a) It is "good practice" to have at least two product owners in large projects
- b) The product owner should have understood the added value of the product and be able to communicate it.
- c) The Product Owner should have a deep understanding of Scrum and should carry this into the organization (Scrum evangelist).
- d) A project must have several product owners (permanent representation because of vacation, illness, ...)

**35) What applies to the interaction between Scrum Master and the other roles in the Scrum Team?**

- a) The Scrum Master is responsible for the coaching of all roles
- b) The Scrum Master only coaches the development team
- c) The Scrum Master is only responsible for maintaining the interfaces between the development team and the product owner.
- d) The Scrum Master only coaches the Product Owner

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**36) What does the 4L method stand for?**

- a) The 4L method is a categorization for the definition of Done
- b) The 4L method is a method for prioritizing the product backlog.
- c) 4L stands for Love, Life, Laugh & Learn and describes the features a development team should have in Scrum, among others
- d) The 4L method is a method for retrospectives

**37) What applies to the staffing and selection of the role of the Scrum Master in Scrum projects?**

- a) The Scrum Master must also be a developer. This is the only way he can understand mistakes, intervene accordingly and improve them.
- b) The Scrum Master must be chosen from the development team (self-organization)
- c) The Scrum Master is "servant leader" for the development team and should therefore be respected and accepted.
- d) At best, the Scrum Master is also the superior of the development team and ultimately makes the decisions as to who has to do what work and how.

**38) What should the Scrum Master pay attention to regarding the Scrum artifacts?**

- a) The Scrum Guide specifies the exact format in which the artifacts must be presented.
- b) In Scrum, each artifact is assigned a specific role that is responsible for maintaining the artifact.
- c) The access to artifacts is determined by the customer
- d) All artifacts represent value and should be structured accordingly.

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**39) Which statement regarding the measurement of agility is correct?**

- a) Since objective measurements contradict the principle of transparency, Scrum projects should not be evaluated or measured by external parties.
- b) In the appendix of the Scrum Guide there is a checklist to objectively evaluate how well Scrum is applied.
- c) Management and other stakeholders can measure the agility of the development team based on velocity
- d) The Scrum Master should regularly measure how agile the teams he supervises are.

**40) Which of the following statements about metrics in Scrum projects is correct?**

- a) Burndown charts are suitable for tracking remaining working hours and are therefore an important tool for estimating the probability of achieving targets.
- b) Burndown charts are only suitable for visualizing product progress throughout the entire project. They are not used within a sprint because it is too short for the necessary analyses.
- c) Velocity and burndown charts only make sense together and must therefore always be created in parallel.
- d) An ideal curve in the Velocity Chart is the characteristic sawtooth curve.

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## Answer sheet

### Scrum Master

Date: 10.05.2019

Venue :

No. : 6121139

**Participant data** (Please fill in block letters)

Blank-Code: tp9at

ID:

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Form of address: [ ] Ms. [ ] Mr.

Name:

First name:

Date of birth:

Place of birth:

Signature:

### Result:

\_\_\_\_\_ of max. 40 correct answers

corresponds with \_\_\_\_\_ %

[ ] Exam passed

[ ] Exam not passed

Invigilator



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## Solution sheet

### Scrum Master

Date: 10.05.2019

Venue :

No. : 6121139



## Scrum Master

No. : 6121139

10.05.2019 in

## Pass mark

Maximum score

40

Passed at

67 %

min. 27 Punkte

Points	Percentage	Points	Percentage	Points	Percentage
40	100 %	26	65 %	12	30 %
39	97 %	25	62 %	11	27 %
38	95 %	24	60 %	10	25 %
37	92 %	23	57 %	9	22 %
36	90 %	22	55 %	8	20 %
35	87 %	21	52 %	7	17 %
34	85 %	20	50 %	6	15 %
33	82 %	19	47 %	5	12 %
32	80 %	18	45 %	4	10 %
31	77 %	17	42 %	3	7 %
30	75 %	16	40 %	2	5 %
29	72 %	15	37 %	1	2 %
28	70 %	14	35 %		
min.--> 27	67 %	13	32 %		