BCS EXIN Foundation Certificate in Agile Scrum
Answer Key and Rationale

Question	Answer	Explanation / Rationale
1	A	A. Correct. This is one of the questions answered in a Daily Scrum together with "What has been accomplished since the last meeting?" and "What will be done before the next meeting?" (Literature A: Scrum Rituals: Daily Scrum) B. Incorrect. During the Daily Scrum, each member of the Development Team should answer these three questions: 1. What has been accomplished since the last meeting? 2. What will be done before the next meeting? 3. What obstacles are in the way? C. Incorrect. During the Daily Scrum, each member of the Development Team should answer these three questions: 1. What has been accomplished since the last meeting? 2. What will be done before the next meeting? 3. What obstacles are in the way?
2	B	A. Incorrect. The Daily Scrum should only be a short discussion about the Team's problems and progress. B. Correct. The Scrum-of-Scrums is a coordination meeting where dependencies and resolution of cross-team issues can be discussed. C. Incorrect. The Sprint Review is meant to showcase the new functionality. D. Incorrect. The Sprint Retrospective should be used to improve upon the processes in the previous iteration.
3	B	A. Incorrect. A Burn-Down Chart shows the amount of work that is thought to remain in the Backlog. It does not give a checklist of items that need to be completed during a Sprint. B. Correct. Definition of Done is a well understood and clearly documented definition of items that must be established to mark a story (or iteration or project) to be done. (Literature A: Artefact 4: Definition of "Done") C. Incorrect. The Product Backlog shows the remaining User Stories to be done before the release. D. Incorrect. The Sprint Backlog shows the remaining User Stories to be done in the current Sprint.
4	B	A. Incorrect. This is not a practice within Scrum. Doing this might lead to adding new co-workers to a functioning Team, causing extra delays. Adding resources might be an option, but it should never lead to overtime. B. Correct. The Product Owner should decide which items have the most value and should be done first in this Sprint. (Literature A: Scrum Roles) C. Incorrect. The Definition of Done is a given, so that the customer gets the value they need. The Definition of Done should not be changed during a Sprint.

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5	C	A. Incorrect. A user story should be realised in one Sprint. B. Incorrect. All team members work ideally on the same feature, so the number of team members working on one User Story may be up to 9, which is not exactly small. C. Correct. User Stories at the top of the Product Backlog, and thus Stories in the Sprint, have to be small. They need to be small to ensure that they fit into 1 Sprint and that they are defined precisely enough. (Literature A: , Part 2) D. Incorrect. No the text must be barely sufficient, but not necessarily small. If you need 250 words to explain what needs to happen, then that is ok
6	B	A. Incorrect. The Development Team should (or could) update the Burn-Down Chart. This is not the main goal of the Daily Scrum. B. Correct. This is exactly what the Daily Scrum is for. 3 questions should be asked daily: What has been done since last meeting? What will be done before the next meeting? What obstacles are in the way? Anything else should be discussed outside of the Daily Scrum. (Literature A: Event 3: Daily Scrum) C. Incorrect. The Product Owner may listen-in, but the Product Owner should not be using this meeting for getting updates on the progress of the Development Team.
7	B	A. Incorrect. The highest priority PBI's are at the top and are the most detailed since they must be realised as first. The lower the PBI's on the product backlog the less we need to detail them. They may change over time or will even be skipped / deleted from the product backlog. B. Correct. The items on the top should be small, because these are the items that are split-up Epic User Stories and are defined precisely enough to incorporate in the (next) Sprint. (Literature A, Chapter 1) C. Incorrect. The highest priority PBI's are at the top and are the most detailed since they must be realised as first. The lower the PBI's on the product backlog the less we need to detail them. They may change over time or will even be skipped / deleted from the product backlog. D. Incorrect. The Sprint backlog items must be small, but the items on top of the product backlog as well.
8	B	A. Incorrect. This is Triangulation. B. Correct. This is Planning Poker. (Literature A, Estimating) C. Incorrect. This is Affinity Estimation
9	D	A. Incorrect. We value customer collaboration over contract negotiation. B. Incorrect. We value responding to change over following a plan. C. Incorrect. We value individuals and interaction over processes and tools. D. Correct. Value working software over comprehensive documentation is an assertion of the Agile manifesto. (Literature A: Agile Manifesto)

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10	C	A. Incorrect. The Scrum Master and Product Owner are not necessary. The stakeholders should be kept out of this discussion. B. Incorrect. The Scrum Master is superfluous. C. Correct. The Development Team itself has to make decisions about how to distribute the work. They need to redistribute the work amongst themselves. If the process needs guidance, they can ask the Scrum Master to guide the discussion. The Product Owner needs to be consulted to ensure that tasks dropped have the lowest value for the customer. (Literature A: Scrum Roles)
11	A	A. Correct. Using an integrated Definition of Done ensures that the pieces of the project will fit together and are in the same state of Done. (Literature: Definition of Done & Scaled Scrum) B. Incorrect. It is important to adhere to the same Definition of Done, so that the pieces of the project may be added together seamlessly. C. Incorrect. The Scrum Master never has any say in what is Done. This is the task of the Product Owner as Voice of the Customer.
12	B	A. Incorrect. The Team defines beforehand what needs to be done and works at a sustainable pace. B. Correct. The Definition of Done is guiding in what needs to be done before a Backlog Item is finished. (Literature A: Artifact 4: Definition of Done) C. Incorrect. The steps that the Team take are not part of this discussion. It all depends on what the Definition of Done is
13	A	A. Correct. The most important thing for an Information Radiator is that it is current. If it is not current, people still need to start looking at other information sources, while the idea is that an Information Radiator brings the information to you. (Literature: Artifact 5) B. Incorrect. Detailing is not necessary, as long as it gives some information in a highly visible way. A display that only shows the remaining number of days in the Sprint is not detailed at all, but might work well as an Information Radiator. C. Incorrect. Information Radiators could be visible for any passer-by. D. Incorrect. Information Radiators need to change often to stay current.
14	A	A. Correct. The Sprint Planning meeting is a time-boxed meeting. Usually it is fixed to 8 hours for a 4-week Sprint, or proportionally shorter for shorter Sprints. (Literature A: Event 1: The Sprint) B. Incorrect. A Sprint Planning meeting is hardly ever more than 8 hours. 3-6 days is definitely too long to use for planning alone. Additional planning can be done during the Sprint. C. Incorrect. Planning is important, but it should not take too long. Additional planning may happen during the Sprint, but the Sprint Planning meeting is a time-boxed event.
15	C	A. Incorrect. A fast pace may lead to constant overwork and a quick burn-out of the Team. B. Incorrect. Although initially the pace may be increasing, this is not the goal of Agile development. C. Correct. The key benefits of a sustainable pace are that developers are more focused on producing than working. This leads to a happier work environment and higher productivity. (Literature: Agile Practices)

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16	B	A. Incorrect. The booking of the room is not mandatory as per Scrum Guide. B. Correct. The participation of the Development Team is mandatory. It is easier to organise the daily work around a constant Event throughout the sprint. C. Incorrect. This is not mandatory as per Scrum Guide
17	B	A. Incorrect. 5 is not enough time, based on the current Velocity. B. Correct. The Velocity of the team is 85/8=10.625. The number of Sprints required to complete the project is 64/velocity (64/10.625=6.024), which works out to be slightly above 6. Hence 7 is the most reasonable answer, since we should never round these estimates down. (Literature: Estimating) C. Incorrect. 8 is the number of past Sprints. There is no reason to assume that the next Project should contain the same number of Sprints. The comparison does only hold when the length of the Sprint is kept the same. D. Incorrect. 10 is approximately the current velocity. It is not the number of Sprints needed for the upcoming project.
18	C	A. Incorrect. There is no role of Project Coordinator in Scrum. B. Incorrect. There is no role of Project Manager in Scrum. C. Correct. The work of the Project Coordinator is similar to that of the Scrum Master. It's important in Scrum not to change the names for the different roles. This helps to keep Scrum working. (Literature A: Scrum Roles) D. Incorrect. There is no role of Scrum Project Manager in Scrum
19	B	A. Incorrect. It is the task of the Development Team to assign the estimates. B. Correct. The Story should be estimated as a whole. Points for what a tester feels he needs plus what a developer feels he needs should not be given. Both should estimate the complete Story. (Literature: Scrum Artefacts) C. Incorrect. Points are always estimated. D. Incorrect. The Product Owner should not be involved in the estimates
20	B	A. Incorrect. Even though the Product Owner is the Voice of the Customer, they may not be close enough to the daily goings-on to write this report. B. Correct. The Scrum Master should indeed get the impediments of the Development Team out of the way and is thus in the best position to write this report. (Literature A: Scrum Roles) C. Incorrect. Even though the Development Team may need to be consulted, they should not be tasked with writing the report: they should focus on getting the next iteration working. D. Incorrect. If this adds value for the customer, the report should be prepared.
21	C	A. Incorrect. This is the responsibility of the Product Owner. B. Incorrect. No changes are allowed, but this is the responsibility of the entire Team, not the Scrum Master alone. C. Correct. This is the job of the Scrum Master. (Literature A: Scrum Roles)

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22	C	A. Incorrect. A distributed Team is a team that is not working in the same space together. B. Incorrect. An Information Radiator is a device that shows you relevant, up-to-date information. C. Correct. Having Team members co-located in a single room is not just about making conversations easier, but also about osmotic communications, where people can gain useful information by overhearing and help each other as needed. (Literature: Osmotic Communication)
23	A	A. Correct. These three are relevant for ordering the PBI's. (Literature A, Part 2). B. Incorrect, The Size is a synonym for the cost in an Agile Team C. Incorrect. The time on the backlog is not a criterion since it is not a FIFO or LIFO system. D. Incorrect. Cost and Size are synonyms and the time on the backlog is not relevant the product backlog has no FIFO or LIFO.
24	D	A. Incorrect. The bottom of the bars is directed by how much work still needs to be done in the release, not by how much was done in this Sprint. B. Incorrect. The bottom of the bars is directed by how much work still needs to be done in the release, not by how much was done in this Sprint. C. Incorrect. Work added to the chart would have the bar move below the 0-axis, not above it. When the 0-axis is reached by the work-done line, there is still more work to be done: the work that was added. D. Correct. In a release level Burn-Down bar chart, work getting removed from the Product Backlog can be indicated by moving the bottom of the bar up. This shows that the new 0-axis is at the same level of the bar. When that point is reached, no more work needs to be done, even though the graph will not say 0 yet. (Literature: Artefact 5: Monitoring Progress toward a Goal)
25	D	A. Incorrect. Although the Product Owner may have raised concerns earlier, she is not accountable for the entire project. B. Incorrect. The Scrum Master is accountable for the Team following the Scrum processes, not for the overall project. C. Incorrect. Senior management did not play a role in the Scrum project and cannot be accountable. D. Correct. The Development Team is collectively accountable for success or failure of a Scrum project. (Literature A: Role 3: The Development Team)
26	A	A. Correct. This is a task of the Product Owner, as she is the Voice of the Customer. (Literature A: Scrum Roles) B. Incorrect. The Scrum Master knows most about coaching the Team and removing impediments. C. Incorrect. The Development Team must work on finishing the items and not be bothered by also ordering them and tracking progress towards business objectives

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27	B	A. Incorrect. That is a Burn-Up Chart. B. Correct. The Burn-Down Chart shows the amount of work remaining: it is a downward-sloping chart. (Literature A; Artefact 5: Monitoring Progress toward a Goal) C. Incorrect. You can infer the velocity from previous Burn-Down Charts, but it does not directly show Velocity.
28	C	A. Incorrect. The Product Owner does not decide how much is done in a Sprint, even though she may decide what is done first. B. Incorrect. The Development Team may well lack skills, but they could have planned for learning these skills as part of the estimate. C. Correct. The Development Team likely did not estimate the Backlog Items well and did not plan the work well. A 2-day absence should not lead to not meeting Sprint Objectives, especially not if that was at the beginning of the Sprint. (Literature A: Scrum Artefacts) D. Incorrect. Even though the Team may be overworked, this is more the effect of bad planning rather than the cause of not meeting the Sprint objectives.
29	C	A. Incorrect. This is not allowed. Kanban only allows pull of work, not a push. The Team should start helping their co-workers. B. Incorrect. This is not allowed. The WIP limit should not change incidentally or any time the WIP limit is reached. That is explicitly NOT what the WIP limit is for. Instead, the limit is there to ensure that bottlenecks are solved instead of ignored. C. Correct. When the WIP limit is reached, this is not a sign to relax, but rather a sign that there is a bottleneck. This bottleneck should be addressed. The team has to help the co-workers that are the reason why the WIP limit is reached. D. Incorrect. "When a step is done, people cannot push the completed work to the next column and free up capacity for new work; instead, they should wait for the next column to pick the work." This quote equals answer D, but there is a better answer.
30	D	A. Incorrect. The Product Owner determines what should be estimated but has no control over the estimate itself. B. Incorrect. The Scrum Master determines the process of estimating but has no control over the final estimate. C. Incorrect. There are no Subject Matter Experts in Scrum. D. Correct. At the end of the day, the only estimate that matters is the one given by the team members working on the story. (Literature A: Event 2: Sprint Planning)
31	B	A. Incorrect. This is not a task of the Product Owner. B. Correct. One of the Scrum Master's responsibilities is to be the coach of the Team and to ensure that the Team is following the Scrum processes. This allows the Scrum Master to conduct this audit. (Literature A: Role 2: The Scrum Master) C. Incorrect. This is not a task of the Development Team. D. Incorrect. Tester is not a role in Scrum

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32	C	A. Incorrect. A Scrum Team does not need two Product Owners. B. Incorrect. The Product Owner should not have to delay his vacation. C. Correct. In a well-planned Sprint, the Scrum Master can take over from the Product Owner for a little while. If the Product Backlog Items are ordered well, it should be self-evident what should be done next. If necessary, the Scrum Master can take over this task. (Literature A: Scrum Roles)
33	C	A. Incorrect. The velocity specifically shows the number of Story Points or Ideal hours or Ideal Days a Team can do. The length of the Sprint is determined by other things. B. Incorrect. The optimum Work in Progress limit is for the Kanban board, not for a Sprint. C. Correct. The velocity is the number of units of work completed in a certain interval. (Literature A: Artefact 2: Sprint Backlog) D. Incorrect. I would not know what this would count up to. If you knew the number of Story Points, you could use this to estimate the velocity, but there is definitely a better answer.
34	B	A. Incorrect. The duration should be increased, but not because the Scrum Master thinks it is a good idea. B. Correct. The Scrum Master gives a valid argument, based on a good amount of earlier work, that the Sprint duration should be changed. (Literature A, Scrum Events) C. Incorrect. Sprint duration is ideally not changed but repeating a strategy that is not working is not sensible. If there are valid reasons to change the Sprint duration: go ahead and change it. D. Incorrect. Any team member may suggest the change. The entire Scrum Team will debate whether the reason is valid enough.
35	A	A. Correct. "Time & means or fixed unit"– this is our preferred type of contract, which is compatible with the adaptive nature of the project." "Fixed Price– even though most customers like fixed price, fixed scope contracts and even some of them are required by law to have only fixed price contracts, it is not really Agile." So adaptiveness is the key value. It is hard to be adaptive when the project price is fixed. This is why "Time & means or fixed unit" clearly fits easier with Agile and Scrum. (Literature A, Contract Types and Scrum) B. Incorrect. This type can be done with Scrum, but it is more difficult to work Agile with this contract. Also, the "Fixed price" contract is usually not very adaptive. What if a customer decides a high-value feature should be implemented, because the ROI is very high? Can't be done in the Fixed Price scenario. C. Incorrect. The contract type "Time & means or fixed unit" is adaptive, so this cannot be the correct answer.

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36	C	A. Incorrect. A co-located team is nice to ensure communication, but does not necessarily lead to better requirements, architectures and design.
		B. Incorrect. An experienced Agile team would be better than an inexperienced Agile team, but an Agile team likely outperforms a regular experienced team.
		C. Correct. The best architectures, requirements and designs emerge from self-organised teams. (Literature A: Agility Concept)
		D. Incorrect. A well-trained team may work well, but an Agile team will outperform well-trained people.
37	A	A. Correct. When you show the different levels of planning in Scrum in a diagram, this looks like an Onion. (Literature A: Planning Onion)
		B. Incorrect. Planning Poker is a method for estimating tasks.
		C. Incorrect. The Sprint Planning is not multi-level, but an example of the planning within Scrum that happens at one of the levels.
38	D	A. Incorrect. It is not wise to ask for feedback during a Sprint. During a Sprint, you do not want to change Sprint Backlog Items, so that you can keep your pace.
		B. Incorrect. The Sprint Planning meeting should be just that: a planning meeting. This is not a good event to ask for feedback.
		C. Incorrect. In the Sprint Retrospective, the Scrum processes used to create the product should be reviewed by the Team itself.
		D. Correct. The Sprint Review is a working demo of the product being built and is the best event to invite external stakeholders and get their input. The product shown in the Sprint Review is not the final product. The final product is presented in the Release Sprint. Every other Sprint Review is a good moment to ask for input. (Literature A: Event 4: Sprint Review)
39	C	A. Incorrect. Code review means that someone looks at your code. This could be you, or someone else. It is not pair-programming.
		B. Incorrect. Continuous integration means that all programmers are required to upload their latest versions of code into the repository every hour or so. This enables us to be sure that previous work is 'Done' and does not need much further adjustment.
		C. Correct. Pair programming is the practice of two developers working on one terminal - one as the driver and another as the navigator. (Literature A: Agile Practices)
		D. Incorrect. Test-driven development is having test scenarios prepared before the program is written, so that the programmer writes something that passes that test.
40	C	A. Incorrect. There is no such thing, and this is not a Sprint.
		B. Incorrect. There is no race between developers in Scrum. This would work counter-productive and is not in line with working together and a sustainable pace.
		C. Correct. An iteration is called a Sprint. (Literature A: Scrum Events)
		D. Incorrect. The last iteration is the Release Sprint. It is not a Sprint in which the Team works longer hours at all.