BCS EXIN Practitioner Certificate in Agile Scrum Master

Sample Paper

Record your surname / last / family name and initials on the answer sheet.

Sample paper only 40 multiple-choice questions – 1 mark awarded to each question. Mark only one answer to each question. There are no trick questions.

A number of possible answers are given for each question, indicated by either **A. B. C. or D**. Your answers should be clearly indicated on the answer sheet.

The time allowed for this exam is 90 minutes.

Pass mark is 26/40

1   Your company is in a critical situation. Costumers are complaining about slow reaction time on Change Requests and some important development projects have failed lately, because specifications have not been met. Most of the teams are aware of these issues and some Development Teams have already taken Scrum for a test drive.

What would be the **BEST** thing to do next?

A   Create a sense of urgency.
B   Focus attention on the most important reasons to change.
C   Focus on addressing fear.
D   Provide Scrum training and coaching.

2   The Product Owner wants to have 2 releases in the project: one in the middle and one at the end. The Scrum Master points out that this does not matter.

Why does the Scrum Master say this?

A   All increments should be potentially releasable.
B   Only one release per project is usual, so the project must be split.
C   Planning the releases is the Development Team's decision.
D   These are the usual release points for a Scrum project.

3   One week through a four-week Sprint, the Development Team has realiSed that they will not be able to deliver half of the Sprint Backlog items. The Product Owner is not happy with this, because the customer is expecting most of those features for a release at the end of the Sprint.

What is the **BEST** course of action as the Scrum Master?

A   Recommend the Product Owner to revise the order of Sprint Backlog Items and let the developers continue with the best they can.
B   Recommend the developers to work overtime, and in return, take a few days off after the Sprint.
C   Recommend to cancel the Sprint and start another one immediately, only focused on the must-have features.
D   Recommend to extend the duration of the Sprint, until everything is finished for the release.

4   A company identifies its value streams, removes wasted steps, and introduces flow and pull.

What type of methodology is this company using?

A   DevOps.
B   Lean.
C   Scrum.
D   Waterfall.

5   A company is combining Scrum practices with another framework. The Development Team works closely with other departments. When something goes wrong, it is easy to admit for the person who caused the problem, because the company has a blame-free environment.

What other framework is used in this scenario?

A   DevOps.
B   DSDM.
C   Lean.
D   Waterfall .

6   A new client of your company is sceptical about the Agile approach. They think that Agile projects are chaotic and they are very concerned about their deadline. The client needs the new software at a certain date.

What Scrum feature can give your customer the confidence that they will receive the software at the agreed deadline?

A   Agile Estimating.
B   Agile Planning.
C   Sprint Planning.
D   Time-boxing.

7 Is it good practice to combine the roles of the Scrum Master and the Product Owner?

A No, the roles of the Scrum Master and the Product Owner are considered to be full time jobs.
B No, the Scrum Master must be able to protect the team against wishes of the Product Owner.
C Yes, this is more Agile since the Product Owner and Scrum Master roles are normally not a full-time job.
D Yes, this is better for the Scrum Teams. Otherwise they have two managers: the Product Owner and the Scrum Master.

8 During the Sprint Retrospective meeting, the Development Team finds out that the current Velocity is far too low. A quick analysis by the Scrum Master shows that the Sprint length is inappropriate. However, the Development Team does not agree with this. The Scrum Master coaches the Development Team members to decide the length on their own.

If no agreement can be reached, who has to decide on the length of the Sprint?

A The Customer.
B The Development Team.
C The Product Owner.
D The Scrum Master.

9 Every team must have an appointed Scrum Master.

Suppose that there is no Scrum Master available, what would be the best short-term solution?

A An external Scrum Master takes on the Scrum Master role.
B Someone that is not great as a Scrum Master takes the role.
C The best programmer on the Team takes on the Scrum Master role.
D The Product Owner takes on the Scrum Master role.

10 Which way of mediating conflicts is in line with the Scrum Guide?

A Use the 'consensus' approach by facing the problems directly and reaching consensus.
B Use the 'expert' approach to set a direction for the team.
C Use the 'give and take' approach to satisfy each team member.
D Use the 'leadership' approach to convince others on a viewpoint.

11   A Team Manager is starting a new project and his team will be distributed. Some team members will be located in the UK and the second part of the team will be situated in India. Preparations such as comparing PDI scores have already been completed.

What would be the next step to create coherence within the team?

A   Acknowledging the significant cultural differences.
B   Acknowledging the small cultural differences.
C   Distributing the teams.
D   Strengthening functional and team subcultures.

12   Sue is the Scrum Master of a very successful and motivated team. They are following the Scrum processes and therefore sharing knowledge within Scrum's built-in communication forums.

What else could Sue suggest to the team to find concrete ways to share knowledge?

A   Big visible Charts.
B   Communities of practice.
C   Daily Scrum.
D   Scrum-of-Scrums.

13   You work in a Scrum Team. Your Product Owner asks who will fulfil the Scrum Master role. Your team has not decided yet. You volunteer, because you are the only one trained in Scrum.

Your Product Owner then decides that the most junior member should serve as the Scrum Master.

Why is this **NOT** a good idea?

A   Because the Product Owner cannot decide this. Instead, the team should hire an external Scrum Master.
B   Because the Scrum Master role is better fulfilled by the most senior developer on the team.
C   Because this is an inappropriate Scrum Master. A Scrum Master should volunteer for the added responsibility.

14 When selecting a Product Owner, there are a few common pitfalls:

- The Product Owner wants to lower the quality of some requirements to finish on time.
- The Product Owner is part of a remote team and has no direct contact with the developers.
- The Product Owner pushes the team too hard, possibly leading to burnouts.
- The Product Owner delegates decision making (and then overrules the decision maker).

One of these pitfalls has the potential to deliver work successfully, as long as the Product Owner remains engaged in the project and establishes a good relationship with the team.

In which scenario **COULD** you expect success?

A Lowering quality.
B Remote Team.
C Pushing too hard.
D Delegating decisions.

15 The Product Owner assigns tasks to developers in the Daily Scrum, and the meeting always takes more than 15 minutes.

What is the **BEST** response for the Scrum Master?

A Assign the tasks to the Development Team, so they can start working and the meeting stays within the 15-minute time-box.
B Convince the Product Owner to stop assigning tasks to the Development Team and not to participate in the Daily Scrums.
C Do not interfere in the arguments and let the self-organised Team members solve this problem themselves.
D Explain to the Product Owner that tasks are assigned after the Daily Scrum, so that the meeting stays within the 15-minute time-box.

16 When is the first time that the Definition of Done is used by a Development Team?

A During the Daily Stand-up when a feature is defined as Done, since each feature must be checked for readiness as soon it is finished during the Sprint.
B During the Demo to the Product Owner and the stakeholders, since they have to accept the product as a potentially shippable product.
C During the estimation of the features in the Product Backlog, since the work depends on the requirements of both the features and the Definition of Done.
D During the Release Sprint, in which it is confirmed that all the features created are according to the customer wishes and thus shippable.

17   Read the following User Story:

As a data entry clerk, I want a good user interface for the administration of customer invoices, so that I can work fast.

Is this User Story complete enough to put in the Sprint Backlog?

A   Yes, because additional information can be added during the Sprint.
B   Yes, because it mentions the complete syntax of a User Story.
C   No, because the identity of the type of user is not specific enough.
D   No, because the terms 'good' and 'fast' are not specific enough.

18   There are always things that users and developers are unable to think of before they start seeing the system taking shape.

What are the features called that **CANNOT** be identified in advance?

A   Emergent Requirements.
B   Near-term features.
C   Prioritised list of features.
D   Value-adding features.

19   Scrum uses three levels of planning:

• the roadmap
• the releases
• the Sprint

What does iterative planning mean?

A   For each realised Sprint, there is a moment to give feedback on all the plans and to plan the next Sprint.
B   You define your roadmap and release plan once and based on that, you define a Sprint plan at the start of each Sprint.
C   You define your roadmap and release plan once. After each Sprint you adjust the roadmap and the next Sprint.
D   You plan your project in three steps: first the roadmap then the release and then the required Sprints.

20 The Product Owner and the Development Team have disagreements in the Sprint Planning meeting. The Product Owner believes that the developers have estimated the items and their capacity too pessimistically and, therefore, have selected too few items for the Sprint.

What is the **BEST** action for the Scrum Master?

A Ask the Development Team to revise their estimates, because the Product Owner represents the customer.
B Ask the two parties to calm down, discuss the matter, and come to an agreement; probably somewhere in the middle.
C Explain to the Product Owner that this decision belongs to the Development Team, and that it should be accepted.
D Tell the Product Owner to revise the estimates and calculate the Velocity, and let the developers know how many items they should select.

21 After the User Stories of the release plan are estimated, they are decomposed into tasks on the Sprint Planning.

User Stories are estimated in another metric than tasks on the Sprint Planning.

What are the tasks on the Sprint Planning estimated in?

A Ideal days.
B Ideal hours.
C Story Points.
D Velocity.

22 What is the role of the Scrum Master in a Sprint Planning session?

A Coach the Development Team on the estimation of features, but never decide on the estimation.
B Cooperate with the Development Team to estimate features and remove features that are too difficult to estimate.
C Interfere with the discussion of the Development Team to steer them in a specific direction, if they cannot agree.
D Let the Development Team estimate features on their own, but decide on the estimation if they cannot agree.

23   During the feasibility phase of a project a schedule estimate is typically as far off as 60% to 160%.

What is the evolution of the amount of unpredictability during a project called?

A   Cone of Uncertainty.
B   Ignoring Uncertainty.
C   Reducing Uncertainty.
D   Uncertainty factor.

24   The Product Owner and the Scrum Master are discussing two different versions of a project. One version of the project will include more features and deliver more value than the other version but will also cost a lot more due to increased development time. The Product Owner and Scrum Master want to compare the two versions, taking the IRR (Internal Rate of Return) into consideration.

What information can they gain by calculating the IRR?

A   How much money a project can be expected to return.
B   How quickly the money invested in a project will increase in value.
C   The process of moving future amounts back into their present value.
D   The rate at which organisations discount future money.

25   A team has unfinished Stories at the end of an iteration.

What **SHOULD** be done prior to the start or during the iteration?

A   Consider including a feeding buffer.
B   Consider including a schedule buffer.
C   Re-estimate the finished Story.
D   Split Stories into smaller Stories.

26   Jeff, a Scrum Master in a billing software company, is looking for another useful way of visualising how his team is doing at completing the planned functionality of a release.

He wants a box with the name of the theme, the number of Stories in that theme, the number of Story Points or ideal days for those Stories, and the percentage of the Story Points that are complete.

What is this a description of?

A   Burn-Down chart.
B   Burn-Up chart.
C   Gantt chart.
D   Parking-lot chart.

27   Your team has underestimated the remaining work in an iteration.

What may show up on the Burn-Down chart?

A   Burn-up.
B   Ideal days.
C   Ideal hours.
D   Story Points.

28   Are issues and bugs part of the Scrum development process?

A   No, the Development Team should focus on the Sprint goal, not on bugs and issues. Another team can handle them.
B   Yes, issues and bugs need to be fixed as soon as they occur. Otherwise, the Definition of Done is not fulfilled.
C   Yes, they are regular Product Backlog Items. The bugs and issues should be considered in each new Sprint Planning.
D   Yes, they should be prioritised immediately. High priority bugs or issues should be fixed in the current iteration.

29 Even in large development projects it is still recommended to use only one Product Backlog for one product.

What can **BEST** be done to keep the Product Backlog to a reasonable size to be able to manage it effectively?

A Do Rolling Lookahead planning.
B Make use of epics and themes.
C Proactively manage dependencies.
D Share responsibility.

30 Scrum-of-Scrums meetings differ from Daily Scrums in various ways.

What is an example of a way in which a Scrum-of-Scrums meeting differs from the Daily Scrum?

A Scrum-of-Scrums meetings are not problem-solving meetings.
B Scrum-of-Scrums meetings do not need to be time-boxed to 15 minutes.
C Scrum-of-Scrums meetings need to be held no later than 10:00 AM.

31 Not all projects are suitable to apply the Agile Scrum approach.

In which case is Scrum the **MOST** desirable?

A The competence of the developers is relatively low.
B The organisation does not want to do user acceptance tests.
C The product requirements may change in the process.
D The requirements are known upfront for a fast implementation.

32 Depending on the size of a project, your team needs more or fewer resources. One of these resources is the number of team members.

What is TRUE about team size?

A Larger teams complete projects with less total effort, which is cheaper.
B Larger teams create more defects than small teams but work faster.
C Smaller teams need more time, which costs more effort and money.
D Team members in larger teams are more productive than in smaller teams.

33 Olivia is a Scrum Master in a games software company. They are in the transition from the Waterfall model to Scrum.

Olivia is trying to increase the desire to adopt Scrum inside her company.

What action **SHOULD** she take?

A Create a sense of urgency.
B Provide exposure to new people and experiences.
C Run a pilot project.
D Use metrics.

34 ADAPT is an acronym for the activities in an Agile transition plan. The first 'A' stands for awareness.

Why is awareness important as a **first** step when introducing Agile?

A Because everyone in the organisation needs to learn to think and work as a team.
B Because there needs to be a common understanding that there is a better way.
C Because all departments should be aware of the Agile techniques you introduce.

35 A company has discovered that the current process is not delivering acceptable results. Transitioning to Scrum seems like a valid solution, as most competitors are already very successful in using Scrum.

The CEO has created a sense of urgency and is also speaking to stakeholders about his plans. Most employees are excited to learn more about Agile.

What would be the next step in the transitioning process?

A Ability to succeed with Scrum.
B Desire to adopt Scrum as a way to address current problems.
C Promotion of Scrum through sharing experiences.
D Transfer of the implications of using Scrum throughout the company.

36 Your co-worker is a Sceptic and resisting change.

What is a good approach to deal with this resistance?

A Create dissatisfaction with the status quo: Sceptics like the status quo.
B Model the right behaviours yourself: Sceptics need someone to follow.
C Provide training: Resistance of Sceptics is partly based on not having done or seen something.
D Reiterate and reinforce the commitment: Sceptics need to know that the company is committed to transaction.

37 A Scrum Team's job is to self-organise around the challenges, within the boundaries and constraints, put in place by management.

What is the management's job in this context?

A To come up with appropriate challenges.
B To maximise the throughput of the Team.
C To provide motivation.
D To remind of the goals.

38 Cross-functional teams have advantages over teams in traditional development projects.

What is one of them?

A Attract attention and interest.
B Eliminating hand-offs.
C Hold individuals accountable.
D Use of metrics.

39 The Agile Manifesto mentions a number of cultural aspects. These help to successfully introduce Agile development.

Which value is **NOT** reflected in the Manifesto?

A Control.
B Cooperation.
C Self-organising.
D Trust.

40 Paula, a Scrum Master for an Asset Management Software company wants her team to stick together in pursuit of a common goal for a project, and to overcome the challenges that face any team involved in a difficult pursuit.

What is she trying to create?

A Awareness.
B Coherence.
C Desire.
D Promotion.

End of Paper