

BCS EXIN Practitioner Certificate in Agile Scrum Master Answer Key and Rationale

Question	Answer	Explanation / Rationale
1	D	<p>A) Incorrect. One way to turn awareness into desire is to turn up the heat. By creating a sense of urgency, we make it clear to others that the status quo cannot continue as such for long. Creating a sense of urgency is one of the tools for moving people from awareness to desire.</p> <p>B) Incorrect. Focusing attention on the most important reasons to change is one of the tools for developing awareness, which happens before the "desire to change"-state.</p> <p>C) Incorrect. Focusing on addressing fear is one of the tools for moving people from awareness to desire.</p> <p>D) Correct. With regards to the ADAPT-Concept, your company is in the "desire to change"-state. The next step would be to create the ability to become Agile. Providing coaching and training is a good start. (Literature: A, Chapter 2)</p>
2	A	<p>A) Correct. All increments should be (potentially) releasable, to improve the feedback loop and enable adaptation. It does not matter if the increments are supposed to be releases or not. Potentially releasable increments make it possible to maximise the value for the customer and to keep continually improve the final release. The Product Owner is responsible for prioritising the correct features from the Backlog to make sure that the 2 official releases are ready and that the Definition of Done matches that of the customer. (Literature: A, Chapter 14)</p> <p>B) Incorrect. There is no rule about only one release.</p> <p>C) Incorrect. Yes, this is true, but that is not the reason that the Scrum Master says that the 2 release points do not matter.</p> <p>D) Incorrect. There are no usual release points in the middle of a project.</p>
3	A	<p>A) Correct. The fact that they cannot deliver everything, is not a reason for cancelling the Sprint. Sprints are only cancelled when they do not make sense anymore. E.g. the customer does not need the Sprint Backlog items anymore. When the developers realise that they will not be able to deliver a high percentage of the items, it is a good idea to ask the Product Owner to check the Sprint Backlog and make changes in the priorities (if needed); since items on the bottom of the Sprint Backlog will probably stay incomplete. (Literature: A, Chapter 7)</p> <p>B) Incorrect. It is important to work on a constant pace and it is not a good idea to work over-time.</p> <p>C) Incorrect. The Sprint Backlog is just the developers' estimate on how much work they can do during the Sprint, and there is no guarantee that they will deliver all of that.</p> <p>D) Incorrect. The Sprints are time-boxed (have a maximum duration) and will not be extended under any circumstances. (Next Sprints could have a different length, if that is very necessary.)</p>

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4	B	<p>A) Incorrect. DevOps is a software development and delivery process that emphasises communication and collaboration between product management, software development, and operations professionals. It seeks to automate the process of software integration, testing, deployment, and infrastructure changes by establishing a culture and environment where building, testing, and releasing software can happen rapidly, frequently, and more reliably.</p> <p>B) Correct. This is one of the five steps introduced by the Lean methodology. (Literature: EXIN Basic Training Material, slide 54)</p> <p>C) Incorrect. Scrum is an iterative and incremental Agile software development framework for managing product development. It defines "a flexible, holistic product development strategy where a development team works as a unit to reach a common goal", challenges assumptions of the "traditional, sequential approach" to product development, and enables teams to self-organise by encouraging physical co-location or close online collaboration of all team members, as well as daily face-to-face communication among all team members and disciplines involved.</p> <p>D) Incorrect. The Waterfall model is a sequential (non-iterative) design process, used in software development processes, in which progress is seen as flowing steadily downwards (like a waterfall) through the phases of conception, initiation, analysis, design, construction, testing, production/implementation and maintenance.</p>
5	A	<p>A) Correct. Both the collaboration between Teams and the blame-free environment point to DevOps. (Literature: EXIN Basic Training Material, slide 57)</p> <p>B) Incorrect. DSDM is a framework where collaboration is important. However, the blame-free culture clearly points to DevOps.</p> <p>C) Incorrect. The blame-free culture is a part of Lean methodologies. However, collaboration between different Teams is not necessarily Lean.</p> <p>D) Incorrect. The Waterfall framework tells you nothing about collaborating or having a blame-free environment.</p>
6	D	<p>A) Incorrect. Agile Estimations are prepared collaboratively by the team, including the team members that will do the work. This will give the team a better idea on how much work they will be able to finish during the next Sprint. Agile Estimating supports Agile Planning, but will not ensure the date of delivery. (Literature: B, Chapter 6)</p> <p>B) Incorrect. Agile Planning is done collaboratively by the team, including the team members that will do the work. This gives the Team a better overview of the work to be completed during the next Sprint, but does not guarantee a delivery date. However, the team can commit to delivering the highest priority Items during each Sprint.</p> <p>C) Incorrect. Sprint Planning allows flexibility and adaptability on how much is being delivered, but it does not bring predictability on its own. The customers clearly value the predictability more than the flexibility: they are fine with waiting for an adaptation, as long as they know when it will be delivered. (Literature: A, Chapter 14.)</p>

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		D) Correct. Working in strict time-boxes allows us to have better predictability: we know the dates of releases and also of finishing a project. Time is always fixed, but scope is flexible. (Literature: A, Chapter 14.)
7	B	<p>A) Incorrect. Scrum does not define whether the roles of Scrum Master and Product Owner should be full-time jobs. Even if in practice, they can be full-time jobs, this is not the main reason why both roles should not be combined. The roles should not be combined, because it is the Scrum Master's job to protect the team against unrealistic wishes from the Product Owner.</p> <p>B) Correct. The Product Owner often wants more and more features realised. The Scrum Master protects the team by pushing back against the Product Owner when team feels that pushing them harder would be detrimental. A good team needs both roles in order to succeed. The Product Owner points the team at the right target; the Scrum Master helps the team to reach that target as efficiently as possible. (Literature: A, Chapter7)</p> <p>C) Incorrect. Product Owners tend to ask more and more features to be realised as the Team Velocity is increasing. The Scrum Master must protect the Scrum Team against the Product Owner.</p> <p>D) Incorrect. The Scrum framework clearly defines the Scrum Master as a servant leader and not as a manager.</p>
8	D	<p>A) Incorrect. The customer is not allowed to make decisions about the way of working of the Development Team and therefore cannot decide on the length of the Sprint.</p> <p>B) Incorrect. The Development Team, in this scenario, is unable to reach an agreement and therefore is unable to make this decision.</p> <p>C) Incorrect. The Product Owner cannot make decisions about the length of the Sprint.</p> <p>D) Correct. The Scrum Master is a servant leader. However, he has authority over the process. If the Development Team has problems that they cannot resolve, the Scrum Master decides what happens. However, the Scrum Master must try to let the Development Team work it out for themselves, so that the solution is suitable in their eyes. (Literature: A, Chapter 7)</p>
9	A	<p>A) Correct. Many companies benefit from bringing in an outside consultant as a Scrum Master initially, but you should not use contract Scrum Masters in the long-term. (Literature: A, Chapter 7)</p> <p>B) Incorrect. This is a common problem; an inappropriate Scrum Master should be removed from the role.</p> <p>C) Incorrect. This is a common problem; there are a couple of risks including that the programmer may not have adequate time to devote to both roles.</p> <p>D) Incorrect. Being a Scrum Master is about providing guidance, not answers. The Product Owner should tell the Team what to do; the Scrum Master should enable them to do it, including arguing with the Product Owner over the workload. Therefore, these two roles cannot be done by one and the same person.</p>

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10	A	<p>A) Correct. The Development Team works on a basis of equality. It is usually best for team members to face problems directly with a cooperative attitude and an open dialogue to work through any disagreements to reach consensus. This approach is called Win/Win. Organisations implementing Scrum should promote an environment where employees feel comfortable to openly discuss and confront problems or issues and work through them to reach Win/Win outcomes. (Literature: A, part III)</p> <p>B) Incorrect. The Development Team works with cross functional people. There is no place for experts in a Scrum Team. This is a Lose/Win scenario. Some team members may at times feel that their contributions are not being recognised or valued by others, or that they are not being treated equally. This may lead them to withdraw from contributing effectively to the project and agree to whatever they are being told to do, even if they are in disagreement. This approach is called Lose/Win.</p> <p>C) Incorrect. The Development Team does not bargain but works on consensus. This is a Lose/Lose scenario. In conflict situations, team members may attempt to bargain or search for solutions that bring only a partial degree or temporary measure of satisfaction to the parties in a dispute. This situation could happen in Scrum Teams where team members try to negotiate for suboptimal solutions to a problem. This approach typically involves some “give and take” to satisfy every team member—instead of trying to solve the actual problem. This generally results in an overall Lose/Lose outcome for the individuals involved and consequently the project.</p> <p>D) Incorrect. There is no leader in the Development Team. This is a Win/Lose scenario. At times, a Scrum Master or another influential team member may believe he/she is a de facto leader or manager and try to exert their viewpoint at the expense of the viewpoints of others. This conflict management technique is often characterised by competitiveness and typically results in a Win/Lose outcome. This approach is not recommended when working on Scrum projects, because Scrum Teams are by nature self-organised and empowered, without one person having true authority over other team members.</p>
11	B	<p>A) Incorrect. Acknowledging that significant cultural differences might exist between team members in different locations, is the first step in seeking to create coherence. At this point you will have already done that by comparing the PDI.</p> <p>B) Correct. Acknowledging the small cultural differences is the second step in seeking to create coherence. (Literature: A, Chapter 18)</p> <p>C) Incorrect. Situations where a distributed team consists of locations put together through a merger or acquisition, are always full of potential conflict between locations, and deliberately distributing the teams reduces the risk of full-scale blow-ups between locations.</p> <p>D) Incorrect. Strengthen functional and team subcultures is the third step in seeking to create coherence.</p>

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12	B	<p>A) Incorrect. This is already a "built-in" communication forum.</p> <p>B) Correct. High performing Scrum Teams find ways of speaking with other teams directly. (Literature: A, Chapter 11)</p> <p>C) Incorrect. This is already a "built-in" communication forum.</p> <p>D) Incorrect. This is already a "built-in" communication forum.</p>
13	C	<p>A) Incorrect. Although it is correct that the Product Owner should not decide this on their own, there is a great Team member that wants to take the Scrum Master role and is less inappropriate than the junior member.</p> <p>B) Incorrect. The most senior developer did not volunteer and might be wanted in the development Team, because of his superior technical knowledge.</p> <p>C) Correct. The junior member is not a great choice: they are not trained in Scrum and did not volunteer for the added responsibility. You did, so you are the better choice as a Scrum Master. (Literature: A, chapter 7)</p>
14	B	<p>A) Incorrect. Ken Schwaber has called Quality a "corporate asset". No one except the CEO has the authority to sacrifice quality.</p> <p>B) Correct. Remote Product Owners can work very successfully as long as they do remain engaged in the project and establish a rapport with the team. (Literature: A, Chapter 7)</p> <p>C) Incorrect. A problem will arise if the team is kept under constant pressure. The Scrum Master should first push back and then work with the Product Owner to set reasonable long-term goals with the team.</p> <p>D) Incorrect. Before delegating decisions, the Product Owner should be sure to do so without later second-guessing.</p>
15	B	<p>A) Incorrect. No tasks are assigned by the Scrum Master or the Product Owner.</p> <p>B) Correct. The developers themselves assign the tasks, rather than the Product Owner and the Scrum Master. The Daily Scrum should focus only on answering the three standard questions and on nothing else. It is a meeting for the Development Team and no one else can participate (although they can attend to observe). (Literature: C)</p> <p>C) Incorrect. It is the Scrum Master's responsibility to take away impediments for the team. A Product Owner assigning tasks is an impediment.</p> <p>D) Incorrect. No tasks are assigned by the Scrum Master or the Product Owner.</p>

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16	C	<p>A) Incorrect. This answer is valid, but it is not the first time the Definition of Done is used.</p> <p>B) Incorrect. This answer is valid, but it is not the first time the Definition of Done is used.</p> <p>C) Correct. The workload indeed depends on all the requirements for a feature and this includes the Definition of Done, since this list defines all the requirements for all features on the Product Backlog. (Literature: F, Appendix B (additional exam literature). The usage of the Definition of Done is not completely defined in the mandatory literature, but is expected to be known. The concept has been included in the Basic Concept list in the Preparation Guide.)</p> <p>D) Incorrect. This answer is valid but it is not the first time the Definition of Done is used.</p>
17	D	<p>A) Incorrect. It is true that additional information could be added during a Sprint (for instance, when there are questions), and the level of detail in a User Story should not be too high. However, when the User Story mentions quality requirements, such as 'good' or 'fast', these need to be specified up-front.</p> <p>B) Incorrect. The syntax is good and complete, but the definitions of 'good' and 'fast' are not specific enough to realise this User Story in a Sprint.</p> <p>C) Incorrect. There is no need to specify the type of user further. The username does not need to be specific. The terms 'good' and 'fast' do need to be specified further.</p> <p>D) Correct. User Stories on the Product Backlog that will be done soon need to be well enough defined to be completed in the upcoming Sprint. The non-functional requirements must be specific, so that the Story Points can be estimated and to ensure that the feature can be realised. (Literature: A, Chapter 13)</p>
18	A	<p>A) Correct. The features that we cannot identify in advance are called emergent requirements. (Literature: A, Chapter 13)</p> <p>B) Incorrect. On a Scrum project, Just-in-Time analysis becomes the goal. The analyst's new aim is to stay as slightly ahead of the team as possible while still being able to provide useful information to the team about current and near-term features.</p> <p>C) Incorrect. The Product Backlog is a prioritised list of features to be added to a product.</p> <p>D) Incorrect. When people at work hear the marketed messages of change, they know they must either commit, comply, or leave. When they do not see the value-adding features of the change, and they feel they must comply in order to keep their jobs, then the difference between their true feelings and their compliance creates a detachment.</p>

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19	A	<p>A) Correct. Roadmap planning is not mentioned exactly in this book. The author states that: "based on their experience developing the product increment during the iteration, the team may have gained knowledge or experience that affects planning at one or more of these levels. Similarly, showing the product increment to existing or likely users may generate new knowledge that would cause change to the plans. An Agile Team will incorporate these changes into their plans to the extent that they lead to a higher-value product." (Literature: B, Chapter 3)</p> <p>B) Incorrect. It may be useful to redefine the roadmap or release plan if you feel that it is necessary to change course. Feedback from the customer may indicate that more value can be achieved by changing the roadmap. Iterative planning should allow for this.</p> <p>C) Incorrect. Iterative planning does not mean that you always adjust the roadmap after each Sprint. That would be too unpredictable. Instead, you would more probably change the features in the next Sprint. Also, the word 'feedback' is missing from this answer.</p> <p>D) Incorrect. Although in a way this is true, the answer is not completely correct. Iterative planning means that you plan anew after receiving feedback. Feedback makes for new priorities and new features.</p>
20	C	<p>A) Incorrect. Estimating is the sole responsibility of the Development Team. The Product Owner merely prioritises what Stories or tasks have the most value for the customer.</p> <p>B) Incorrect. Estimating is the sole responsibility of the Development Team. The Product Owner should trust the Development Team to be honest.</p> <p>C) Correct. Estimating the Product Backlog Items and the capacity is the responsibility of the Development Team, and no one should force them to change it, because in this case, their self-organisation will be weakened, which in turn blocks Agility. (Literature: A, Chapter 14)</p> <p>D) Incorrect. No, this is not something that the Product Owner does. Estimating is the task of the Development Team.</p>
21	B	<p>A) Incorrect. What can be estimated in ideal days is the amount of time a User Story will take to develop.</p> <p>B) Correct. Where the User Stories of a Release plan are estimated in Story Points or ideal days, the tasks on the Sprint plan are estimated in ideal hours. (Literature: B, Chapter 14)</p> <p>C) Incorrect. Story Points are measuring units for expressing the overall size of a User Story, feature, or other piece of work.</p> <p>D) Incorrect. Velocity is a measure of a team's rate of progress. It is calculated by summing the number of Story Points assigned to each User Story that the team completed during the iteration.</p>

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22	A	<p>A) Correct. The Scrum Master should coach the Development Team during the discussion. A Scrum Master may take the lead in the discussion to allow everyone to speak. However, a Scrum Master must not make decisions for the Development Team. The Scrum Master only has authority over the processes used by the Development Team, not over content. (Literature: C)</p> <p>B) Incorrect. The Scrum Master does not cooperate with the Development Team to estimate, the Development Team estimates the number of Story Points or ideal days for features on their own. Additionally, features are not automatically removed if they are too difficult to be estimated. They may be split into parts, if that helps. Removing features requires the Product Owner to be involved.</p> <p>C) Incorrect. It is not the task of the Scrum Master to steer the discussion in a specific direction. The Development Team must be allowed space to discuss and decide on their own. It is allowed to interfere with the process of the discussion: the Scrum Master could take an active lead and point to people that are allowed to speak if emotions take over the discussion.</p> <p>D) Incorrect. The Development Team always has to estimate the number of Story Points or ideal days by themselves. The Scrum Master is not allowed to make this decision.</p>
23	A	<p>A) Correct. In project management, the Cone of Uncertainty describes the evolution of the amount of uncertainty during a project. (Literature: B, Chapter 1)</p> <p>B) Incorrect. Ignoring uncertainty about exactly what users will eventually want, can lead to completing a project on schedule but without including important capabilities that were identified after the plan was created. (Literature: B, Chapter 2)</p> <p>C) Incorrect. Reducing uncertainty is particularly important in relationship development, not in the feasibility phase of a project.</p> <p>D) Incorrect. Uncertainty factors are used to compensate for a deficiency in knowledge concerning the accuracy of test results.</p>
24	B	<p>A) Incorrect. This definition refers to the Net Present Value (NPV).</p> <p>B) Correct. IRR is a measure of how quickly the money invested in a project will increase in value. With IRR we can more readily compare projects. (Literature: B, Chapter 10)</p> <p>C) Incorrect. This definition refers to the financial term 'discounting'.</p> <p>D) Incorrect. This definition refers to the financial term 'opportunity cost'.</p>

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25	D	<p>A) Incorrect. A feeding buffer protects the on-time delivery of a set of new capabilities. (Literature: B, Chapter 18)</p> <p>B) Incorrect. A schedule buffer protects against uncertainty that can affect the on-time completion of the project. (Literature: B, Chapter 17)</p> <p>C) Incorrect. Generally, re-estimating is useful when you completely blew it on the original estimate and can see that the mistake was a rare occurrence. (Literature: B, Chapter 7)</p> <p>D) Correct. If a team has unfinished Stories at the end of an iteration, they are working with features or Stories that are too large. Small Stories lead to a steady flow through the development process. If Stories are left unfinished, they need to be split into smaller Stories. Ideally this should happen prior the start of the iteration. (Literature: B, Chapter 19)</p>
26	D	<p>A) Incorrect. A release Burn-Down chart shows the amount of work remaining at the start of each iteration. The vertical axis shows the number of Story Points remaining in the project. Iterations are shown across the horizontal axis.</p> <p>B) Incorrect. A Burn-Down chart may even show a Burn-Up during an iteration. This means that even though the team probably completed some work, they either realised that the remaining work was underestimated or increased the scope of the project.</p> <p>C) Incorrect. A Gantt chart is a type of bar chart, adapted by Karol Adamiecki in 1896 and independently by Henry Gantt in the 1910s, that illustrates a project schedule. Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project.</p> <p>D) Correct. A parking-lot chart contains a large rectangular box for each theme (or grouping of User Stories) in a release. Each box is annotated 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. (Literature: B, Chapter 19)</p>
27	A	<p>A) Correct. A Burn-Down chart may even show a Burn-Up during an iteration. This means that even though the team probably completed some work, they either realised that the remaining work was underestimated or increased the scope of the project. (Literature: B, Chapter 19)</p> <p>B) Incorrect. On a software project, we may choose to estimate User Stories or other work in ideal days. When estimating in ideal days, you assume that the Story being estimated is the only thing you will work on, that everything you need will be on hand when you start and that there will be no interruptions. (Literature: B, Chapter 5)</p> <p>C) Incorrect. The User Stories of the release plan are decomposed into tasks on the iteration plan. Where the User Stories of a release plan are estimated in Story Points or ideal days, the tasks on the iteration plan are estimated in ideal hours. (Literature: B, Chapter 14)</p> <p>D) Incorrect. Story Points are a unit of measure for expressing the overall size of a User Story, feature or other piece of work. (Literature: B, Chapter 4)</p>

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28	D	<p>A) Incorrect. Although a good amount of focus is needed, the issues and bugs should not be handed off to another team. In addition, critical bugs or issues should be fixed immediately.</p> <p>B) Incorrect. Not all bugs and issues are so critical that you should lose focus on the Sprint goal for them.</p> <p>C) Incorrect. Bugs and issues can be placed on the Product Backlog, with a prioritisation, but they are not regular Product Backlog Items. In addition, the Definition of Done was fulfilled when the code was finished, or it would not have shown up as an issue or bug.</p> <p>D) Correct. Escaped defects must be handled by the Scrum Team and some may require an emergency fix which influences the velocity of the Scrum Team. (Literature: no direct literature reference. 'Escaped defects' are supposed to be understood from the List of Basic Concepts.)</p>
29	B	<p>A) Incorrect. All too often a team finishes its Sprint Planning meeting only to discover it needs a small amount of work done by another team but that team is not available. Rolling Lookahead planning greatly reduces the frequency of this problem by having teams spend a few minutes each Sprint thinking about what they will do in the next couple of Sprints. This does, however, not specifically contribute to a manageable Product Backlog.</p> <p>B) Correct. By writing some large User Stories (epics) on the Product Backlog and by grouping small User Stories together into themes, you can keep the number of Product Backlog items small and manageable. (Literature: A, Chapter 17)</p> <p>C) Incorrect. On any multiple team project the potential for dependencies between teams exists. Good team structure can go a long way toward reducing dependencies but will not eliminate them. Similarly, continuous integration helps point out problems caused by some dependencies. Fortunately, there are additional techniques Scrum teams can employ to further manage dependencies. This does, however, not specifically contribute to a manageable Product Backlog.</p> <p>D) Incorrect. Scrum Teams are encouraged not to think in terms of 'my tasks' and 'your tasks' but of 'our tasks'. This forces collaboration among team members to new highs. Working in this way also creates a mindset of shared responsibility. This does, however, not specifically contribute to a manageable Product Backlog.</p>
30	B	<p>A) Incorrect. Scrum-of-Scrums meetings differ from Daily Scrums in three important ways, one is: they are problem-solving meetings. (Literature: A, Chapter 17)</p> <p>B) Correct. Scrum-of-Scrums meetings differ from Daily Scrums in three important ways, one is: they do not need to be time-boxed to 15 minutes. (Literature: A, Chapter 17)</p> <p>C) Incorrect. One example of a best practice gone away is a company that decided that all Daily Scrums needed to be held no later than 10:00 AM. (Literature: A, Chapter 1)</p>

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31	C	<p>A) Incorrect. Scrum requires experienced developers to facilitate good estimation and allow self-organisation. Also, developers are likely to have to take on many tasks, not just coding.</p> <p>B) Incorrect. Scrum requires inspection and adaption by the customer to ensure the highest value.</p> <p>C) Correct. Changing requirements are perfectly suitable for the Agile Scrum approach. In a Waterfall approach the changing demands will lead to a never ending project. (Literature: C)</p> <p>D) Incorrect. When the requirements are known upfront, a Waterfall approach is good enough.</p>
32	B	<p>A) Incorrect. Larger teams need more people. They do develop faster, but not so much faster that a large team is cheaper.</p> <p>B) Correct. Larger teams do seem to create around six times as many defects as small teams do and the output is not that much faster. This is a good argument to start working in Agile Scrum Teams. (Literature: A, Chapter 10)</p> <p>C) Incorrect. Smaller teams do take more time, but this does not cost more total effort and money, because the most expensive resource is manpower.</p> <p>D) Incorrect. Team members are experiencing a type of bystander effect when working in larger teams: someone will probably do it. Therefore, they take less responsibility and feel less committed than when working in smaller teams.</p>
33	A	<p>A) Correct. One way to turn awareness into desire is to turn up the heat. By creating a sense of urgency, we make it clear to others that the status quo cannot continue as such for long. (Literature: A, Chapter 2)</p> <p>B) Incorrect. That is a tool for developing awareness.</p> <p>C) Incorrect. That is a tool for developing awareness.</p> <p>D) Incorrect. That is a tool for developing awareness.</p>
34	B	<p>A) Incorrect. This is the second 'A' in ADAPT, which stands for 'Ability'. Before we acquire the ability to be Agile, including learning to think and work as a team, we need to be aware of why we are changing.</p> <p>B) Correct. We need to know why we need to change in order to get the motivation to change the current process to deliver acceptable results. (Literature: A, Chapter 2)</p> <p>C) Incorrect. This is the 'T' in ADAPT which stands for 'Transfer'. Before we transfer Agile techniques throughout the company, we need to be aware of why we are changing.</p>
35	A	<p>A) Correct. After the desire to adopt Scrum has been developed, people need to learn how to become Agile. (Literature: A, Chapter 2)</p> <p>B) Incorrect. Desire has already been created.</p> <p>C) Incorrect. First you need to acquire the ability to become Agile. After that the company can promote and transfer the implications of Scrum.</p> <p>D) Incorrect. First you need to acquire the ability to become Agile. After that the company can promote and transfer the implications of Scrum.</p>

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36	C	<p>A) Incorrect. This is true for Die-hards.</p> <p>B) Incorrect. This is true for Followers.</p> <p>C) Correct. Sceptics react well to training. Once they have seen something work, the resistance lessens. (Literature: A, Chapter 6)</p> <p>D) Incorrect. This is true for Saboteurs.</p>
37	A	<p>A) Correct. A Scrum Team's job is to self-organise around the challenges, and within the boundaries and constraints, put in place by management. Management's job is to come up with appropriate challenges and remove impediments to self-organisation. That being said, the fewer constraints or controls put on a team, the better. (Literature: A, Chapter 12, p.229)</p> <p>B) Incorrect. The Scrum Master is responsible for maximising the throughput of the team and for assisting team members in adopting and using Scrum. (Literature: A, Chapter 7, p.131)</p> <p>C) Incorrect. Think of the help from a Scrum Master as similar to a personal trainer. The Scrum Master should provide motivation while at the same time making sure you do not cheat. (Literature: A, Chapter 7, p.130)</p> <p>D) Incorrect. Think of the help from a Scrum Master as similar to a personal trainer. The Scrum Master cannot make you do an exercise you do not want to do. Instead, he reminds you of your goals and how you have chosen to meet them. (Literature: A, Chapter 7, p.130)</p>
38	B	<p>A) Incorrect. This is a tool for promoting Scrum. (Literature: A, Chapter 2)</p> <p>B) Correct. By eliminating hand-offs, we eliminate problems created by waiting and by the need to transfer knowledge from one person to another. The more the whole team is involved and responsible, the fewer hand-offs will be needed. (Literature: A, Chapter 11)</p> <p>C) Incorrect. This is a tool for Developing ability. (Literature: A, Chapter 2)</p> <p>D) Incorrect. This is a tool for Developing awareness. (Literature: A, Chapter 2)</p>
39	A	<p>A) Correct. Control is not a cultural aspect that is mentioned in the Agile Manifesto. (Literature: Agile Manifesto)</p> <p>B) Incorrect. The manifesto states: "Close, daily cooperation between business people and developers".</p> <p>C) Incorrect. The manifesto states: "Self-organising Teams".</p> <p>D) Incorrect. The manifesto states: "Projects are built around motivated individuals, who should be trusted".</p>

Question	Answer	Explanation / Rationale
40	B	<p>A) Incorrect. Awareness is one of the five common activities necessary for a successful and lasting Scrum adoption. (Literature: A, Chapter 2, p.43)</p> <p>B) Correct. We want a team to stick together in pursuit of a common goal for a project, and we want a team stuck together to overcome the challenges that face any team involved in a difficult pursuit. Many factors work against creating coherence within a distributed team: Language, culture, physical separation, and time zone differences are just a few. (Literature: A, Chapter 18, p.356)</p> <p>C) Incorrect. Desire is one of the five common activities necessary for a successful and lasting Scrum adoption. (Literature: A, Chapter 2, p.43)</p> <p>D) Incorrect. Promotion is one of the five common activities necessary for a successful and lasting Scrum adoption. (Literature: A, Chapter 2, p.43)</p>