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QUESTION 1

Why is a Product Owner not allowed to define the workload of the Development Team for a new Sprint?

- A. This conflicts with the principle of Self-Management of the Development Team.
- B. The Product Owner does not know the velocity of the Development Team.
- C. The Scrum Master is responsible for the velocity of the Development Team.
- D. The Scrum Master and the Product Owner must agree on the workload of the Development Team.

Correct Answer: A

QUESTION 2

The Scrum-of-Scrums meeting is designed to allow clusters of Scrum Teams to discuss their work, focusing especially on areas of overlap and integration.

Who should attend the Scrum-of-Scrum meetings on behalf of your Scrum Team?

- A. The Product Owner
- B. The Scrum Master
- C. The team can choose anyone
- D. The whole team

Correct Answer: D

QUESTION 3

A large company of more than 400 people changes from the Waterfall to the Agile framework. The company uses the approach of applying Scrum to all projects in the organization using an all-in scenario. The leaders are reluctant to fully commit to Scrum and there are no experienced Scrum Masters available within the organization yet. Six months later, Scrum has failed in the company. Many different applications of Scrum have been tried with varying degrees of success. The company gives up and returns to the Waterfall approach.

What is the most likely reason that the transition did not work?

- A. Scrum was not properly promoted as a best practice and the best way to solve the problems of the organization which created a big risk.
- B. The change to Agile was not disruptive enough to provoke a real change and there was not enough commitment to keeping the new process.
- C. The company was too large to transition easily. A successful pilot project should have been done first, to be able to copy from.
- D. There was no public display of Agility and, therefore, customers kept asking for Waterfall projects. The company

gave up too early.

Correct Answer: C

QUESTION 4

What is the recommended way of removing the resistance presented by skeptics?

- A. Appoint a champion skeptic
- B. Fire them
- C. Move them
- D. Reiterate and reinforce the commitment

Correct Answer: A

QUESTION 5

What is the difference between NPV and IRR?

- A. NPV is a measure of how much money a project can be expected to return in future value. IRR is a measure of how quickly the money invested in the project will decrease in value.
- B. NPV is a measure of how much money a project can be expected to return in today's present value. IRR is a measure of how quickly the money invested in the project will increase in value.
- C. IRR is a measure of how much money a project can be expected to return in future value. NPV is a measure of how quickly the money invested in the project will decrease in value.
- D. IRR is a measure of how much money a project can be expected to return in today's present value. NPV is a measure of how quickly the money invested in the project will increase in value.

Correct Answer: D

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