ASM.21q

Number: ASM
Passing Score: 800
Time Limit: 120 min

ASM

EXIN Agile Scrum Master

Exam A

QUESTION 1
Your team uses Story Points to estimate User stories.

Halfway through a Sprint, you are not seeing the progress you expected. The Team feels some Stories are not estimated correctly, when compared to other Stories.

How should you address this?

A. Complete incomplete Stories
B. Increase or re-estimate Velocity
C. Re-estimate all small Stories
D. Switch to using Ideal days

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 2
What is one of the **most** difficult challenges you face when transitioning your software development team to Scrum?

A. Introducing certain technical practices
B. Team members may already have their hands full
C. Too rapid improvements are possible

Correct Answer: B
Section: (none)
Explanation
Explanation/Reference:

QUESTION 3
Your organization found that the Product Owner is consistently under more pressure than the developments and other participants in the project.

What is common solution for that?

A. Compiling a list with Product Owner tasks
B. Rotating the Scrum Master role
C. Using a Product Owner team

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Reference: https://luis-goncalves.com/product-owner-antipatterns/

QUESTION 4
You are a project manager for a midsize software company, which still uses the Waterfall model. Your customer wants a new software project.

When should you consider the use of Agile?

A. The product definition is stable and will not change.
B. The scope lacks specificity and is unlikely to remain stable.
C. The user technology to be developed is understood.
D. There are almost no ambiguous requirements.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 5

A Scrum Team has agreed on the following definition of Potentially Shippable:

Potentially Shippable increments must be tested and must meet the Conditions of Satisfaction provided by the Product Owner.

Why is it important to include 'tested' in the definition of what is Potentially Shippable?

A. Increments are not 'Done' without testing for bugs.
B. Increments that have passed these tests will be sent out.
C. Testing shows how well the increments are integrated.
D. The increments must be tested to be cohesive.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 6

The Product Owner informs the team that the release will be date-driven.

What kind of buffer for uncertainty is **most** important to use in this type of release?

A. Budget buffer
B. Feature buffer
C. Padding buffer
D. Schedule buffer

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation: In projects where time is of the essence, a schedule buffer can be implemented.
Reference: https://www.productbookshelf.com/2012/09/agile-estimating-and-planning/

QUESTION 7

Your company wants to be highly responsive to bug reports or feature requests from your customers. For your customers it is more important to have confidence in the date by which you promise to have a fix than an occasional quick fix.

What part of Scrum allows you to have this predictability?

A. Agile planning
B. The Velocity of the Team
C. Working in strict timeboxes

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 8
When two companies merge, there is often a lack of communication and transparency between locations.

What can **best** be done to reduce the risk of full-scale blow-ups between locations?

A. Establish the 'connector role' within the team
B. Establish collaborating collocated teams
C. Establish deliberately collocated teams
D. Establish deliberately distributed teams

Correct Answer: A

Section: (none)
Explanation

Explanation/Reference:

QUESTION 9
A company changes to Scrum. This gets some people out of their comfort zone and creates resistance. One way of finding out how to deal with this resistance is looking at the individuals resisting. Suppose that you categorize all individuals into Conservers, Pragmatists and Originators.
What are the best activities to help Pragmatists transition to Scrum?

A. No special activities are necessary, because these people will embrace the change.
B. Provide more prestige or power for the people that resist in order to get them to comply.
C. Provide predictability of the transition process and keep certain best practices.
D. Provide training and run a pilot project that includes these people on the team.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 10
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 11
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 12
During a Sprint Planning, a team has picked three User Stories:

▪ Story 1 – 5 Story Points
▪ Story 2 – 8 Story Points
▪ Story 3 – 3 Story Points

At the end of the Sprint, the team has completed Story 1 and Story 3 and the Product Owner accepts these. The team has almost completed Story 2 but there are a few bugs identified in acceptance tests.

What is the Velocity of this team?

A. 8 points
B. 16 points
C. 12 points
D. Insufficient information given – it depends on % completion of Story 2

Correct Answer: A

QUESTION 13
Your company has discovered that it takes more than high quality, low cost, and differentiation to excel. It also takes speed and flexibility. This calls for a different approach: you are aware that the current process is not delivering acceptable results.

What would be the next activity after becoming aware?
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 so that we remember and others can see our successes
D. Transfer of the implications of using Scrum throughout the company

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 14
A team's physical environment can have a big influence on how Agile a team can become. An important benefit of an open space workplace is the ease with which the layout of the area can be changed.

Why does this comply with the Agile principles?

A. It follows the inspect and adapt cycle, as the people on the team are learning how to work best with one another during the process.
B. Pair programming is only possible in an open environment.
C. Self-organization is only possible in an open space environment.
D. With people involved, there will always be people issues. Open work spaces allow the Scrum Master to detect people issues and resolve them.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 15
Company ABC always works in the following way: The business chooses a set of requirements that it believes will add business value. It communicates the requirements to the IT organization. The IT organization responds back with a plan and estimates of cost and schedule. The business agrees to that plan. The IT organization executes the plan and delivers a product to the business.

What type of framework is company ABC following?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 16
Which Scrum meeting helps an organization become engaged in continuous process improvement?

A. The Release Kickoff meeting
B. The Rolling Lookahead Planning meeting
C. The Sprint Planning meeting
D. The Sprint Retrospective meeting

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 17

What is the **main** reason to limit Scrum Teams to 9 team members?

A. Feeding more than 9 team members pizza is unpractical.
B. Smaller teams are generally more productive.

C. There is a maximum of 9 functions in development.
Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 18
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 19

A company is already using Scrum very successfully within the development department. While highly effective Scrum Teams deliver new software increments quickly, these increments are not being delivered fast enough to customers. Releases happen once every 3 months and it takes too much effort to make sure that the releases go smoothly.
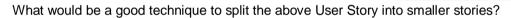
What type of framework should this company try to establish?

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

Correct Answer: A
Section: (none)
Explanation
Explanation/Reference:

QUESTION 20

"As a coach, I can manage information about swimmers on my team."

What would be a good technique to split the above User Story into smaller stories?

A. Do not split. The User Story is small enough
B. Splitting the User Story into Epics
C. Splitting the User Story into separate CRUD operations
D. Splitting the User Story into tasks

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 21

A Sprint planning is created in a Sprint Planning meeting. Anyone involved in taking a raw idea and turning it into a functioning product should be present in this meeting.

Who acts as the facilitator for this meeting?

A. An Analyst
B. The Product Owner
C. The Project Manager
D. The scrum Master

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

https://www.vceplus.com/