

Tools for Optimum Performance

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# Agile Scrum Training

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Product Owner Sample Examination  
with Answers and Notices

## Question 1

Which TWO statements are correct about Product Backlog refinement?

**Your answer:**

- A Multiple teams may participate in the refinement meeting.
  - B Refinement should be done right before the Sprint Planning.
  - C In most cases, refinement will not take more than 10% of the Development Team's time during the Sprint.
  - D The Scrum Master should facilitate Product Backlog refinement.
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## Question 2

To whom belongs the ownership of the Definition of Done?

**Your answer:**

- A Product Owner
  - B Scrum Master
  - C Development Team.
  - D Scrum Team.
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## Question 3

Which TWO options are advised when the Product Owner wants to be updated with respect to the progress in the middle of the Sprint?

**Your answer:**

- A Ask the Development Team for daily reports
  - B Attend the Daily Scrums
  - C Check the Scrum Board
  - D Ask the Team Leader of Scrum Master for daily briefs
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## Question 4

The Definition of Done must be followed by all Development Teams within an organisation.

**Your answer:**

- A True
  - A False
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## Question 5

The Product Owner shouldn't allow the Development Team start developing without having all the tasks identifies and assigned.

**Your answer:**

- A True
  - B False
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## Question 6

What should happen to the "Done" Product Backlog items when the Sprint is cancelled prematurely?

**Your answer:**

- A They will be reviewed, and if they are potentially releasable, the Product Owner typically accepts them.
  - B They should be moved back to the Product Backlog, and would be taken care of in the future Sprints.
  - C They should be moved to the next Sprint Backlog.
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## Question 7

The Product Owner is not sure about sustainability of the current velocity when forecasting the completion date. What can be the reason?

**Your answer:**

- A Having only high value items remained in the Product Backlog
  - B Possibility of having unforeseen changes in the future
  - C Possibility of having more items added to the Product Backlog
  - D High technical debt (neglect of source code quality demands)
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## Question 8

What action will the Development Team take when it is discovered that new work is required to complete the agreed-upon task(s)?

**Your answer:**

- A The Development Team adds the new work to the Sprint Backlog.
  - B The Development Team adds the new work to the Product Backlog.
  - C The Product Owner adds the new work to the Sprint Backlog.
  - D The Product Owner adds the new work to the Product Backlog.
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## Question 9

The Product Backlog is ordered by:

**Your answer:**

- A Small items at the top to large items at the bottom.
  - B Safer items at the top to riskier items at the bottom.
  - C Least valuable items at the top to most valuable at the bottom.
  - D Items are randomly arranged.
  - E Whatever is deemed most appropriate by the Product Owner.
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## Question 10

The most important measure of success for the Product Owner is velocity.

**Your answer:**

- A True
  - B False
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## Question 11

Which of the following describe the Definition of Done most accurately?  
Please select TWO answers

**Your answer:**

- A Helps to ensure the increment is releasable
  - B Helps to increase the team-velocity
  - C Ensures everything is documented
  - D Increases transparency
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## Question 12

What are TWO ways in which the Product Owner manages inspection of an increment?

**Your answer:**

- A By presenting the status of the Product Backlog at the Sprint Review
  - B By reviewing it during the backlog refinement meeting
  - C By attending the Sprint Retrospective
  - D By inviting stakeholders to provide feedback in the Sprint Review
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## Answers & Notices

### Question 1: A & C

If multiple teams are working on the same project, they will both participate in the refinement. Refinement can take any amount of time from the Product Owner, but under normal circumstances not more than 10% of the capacity of the Development Team. Refinement is a continuous activity; not limited to a certain time during the Sprint.

The Scrum Master only facilitates the meetings as requested or required; not by default.

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### Question 2: D

The Scrum Team owns the Definition of Done, and it is shared between the Development Team and the Product Owner. Only the Development Team is in a position to define it, because it asserts the quality of the work that they must perform. The quality asserted must be appropriate for the product, which implies that there must always be a mutual understanding and transparency between the Product Owner and the Development Team with respect to the Definition of Done.

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### Question 3: B & C

It is not required that the Product Owner is present during the Daily Scrums, but it's a good idea to attend (not "participate"...), to stay informed of the progress. The other option is to check the Scrum Board, which displays the status of the current Sprint with extra information (e.g. Impediments, Burndown Chart, etc.). There are no team leaders in Scrum, and we don't ask for push reports. Remember that The Product Owner is responsible for measuring the progress of the project, and tracking the remaining work in the Product Backlog. The Development Team is responsible for measuring the progress of the Sprint, and tracking the remaining work in the Sprint Backlog.

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### Question 4: B

If the Definition of Done for an increment is part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it as a minimum. If "Done" for an increment is not a convention of the development organization, it's not prepared in the organization level, but a Development Team must define product/project-specific additions to the Definition of Done, in close collaboration with the Product Owner. Furthermore, the Definition of Done can evolve during the project, as more is learned. It's also dependent on the project and its environment. In other words: when multiple teams are working on the same product, there can be more than one Definition of Done, as long as they all have the minimums required by the development organization, and can create an integrated Increment.

### Question 5: B

There are two problems in this statement:

1. The Product Owner doesn't manage the team and cannot forbid team members doing something and cannot order them to do certain things.
2. The Development Team does not identify and assign *all* tasks in the beginning of the Sprint: this is a gradual process, using growing insight during the Sprint.

Hence, according to the principle of self-empowerment, it is up to the Development Team to start with the development of user stories. Only when it is 100% clear for the Development Team what has to be delivered at the end of the upcoming Sprint, the work will start. It is the responsibility of the Product Owner to drive each Sprint with high-quality User Stories, including a complete Definition of Done.

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### Question 6: A

When the Sprint is cancelled, the Product Owner reviews the completed items and typically accepts those that are "Done". This is so, because there's no added value in putting them back to the Product Backlog and then to another Sprint Backlog when there's nothing left to do for them.

Whenever an item is not done during the Sprint (for cancellation or reaching the end of the timebox), it would be moved back to the Product Backlog, rather than the next Sprint Backlog. This is so, because the Product Owner might reorder them, and they won't be on the top of the Product Backlog anymore.

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### Question 7: D

Technical debt is the consequence of poor system design and architecture, especially when features are done gradually in an adaptive environment. The Development Team should be careful with it and repay it with continuous refactoring. Refactoring is improving the code without changing the external behavior. If the technical debt keeps increasing because the team doesn't refactor, or have a poor Definition of Done, development will become harder day after day, and it will slow down the progress on one hand, and even create problems for releases on the other hand.

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### Question 8: A

As new work with respect to the agreed upon sprint goal is required, the Development Team adds it to the Sprint Backlog. Only when large amounts of new work appear to be needed (which will jeopardize the overall Sprint goal), the Product Owner is consulted to discuss the situation. As work is performed or completed, the estimated remaining work is updated. When elements of the plan are deemed unnecessary, they are removed.

Only the Development Team can change its Sprint Backlog during a Sprint. The Sprint Backlog is a highly visible, real-time picture of the work that the Development Team plans to accomplish during the Sprint, and it belongs solely to the Development Team.

The Product Backlog is owned by the Product Owner, so the Development Team cannot add work to the Product Backlog by itself.

### Question 9: E

Although in most cases large items (with respect to effort) are at the bottom of the Product Backlog, the Product Owner decides what order on the Product Backlog makes the most sense to optimize the value of the work being done by the Development Team.

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### Question 10: D

Velocity is a relative concept which cannot be compared with other projects and other teams. Even when it's considered inside the project, while it's important, it's not a key measure of success. The Product Owner should be focused on how much value is delivered, and anything else might be misleading.

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### Question 11: A & D

The Definition of Done increases transparency, because everyone in the Team knows what it means by "Done". It adds to transparency since it provides a checklist that usefully guides pre-implementation activities such as discussion, estimation, design, etc. Also, the Definition of Done limits the cost of rework once a feature has been accepted as "Done", and hence contributes to a potentially releasable increment. Having an explicit 'contract' limits the risk of misunderstanding and conflict between the Development Team and the Product Owner (Customer).

The Scrum Team agrees on a list of criteria that must be met before a product increment " is considered "done". It includes everything required for creating something usable by the end users. Failure to meet these criteria at the end of a Sprint normally implies that the work should not be counted toward that sprint's Velocity.

Although documentation can be part of the Definition of Done, 'documenting everything' is not part of the Agile way of working. In Scrum, the verbal annotations (e.g. during Sprint Planning) given by the Product Owner are integral part of the process. Along that line, the Definition of Done is merely a shared understanding, rather than spelled out and displayed on a wall, it may lose much of its effectiveness; a good part of its value lies in being both an self-explanatory contract known to all members of the team.

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### Question 12: A & D

A Sprint Review is held at the end of the Sprint to inspect the increment and adapt the Product Backlog if needed. Asking stakeholders (e.g. future end-users) to provide feedback at delivered features provides a customer-oriented way for inspection of an increment. The feedback from the Sprint Review impacts the next Sprint Planning meeting.

Product backlog refinement is the process through which product backlog items are reviewed by the Scrum team and revised, providing more detail and ensuring that there is greater clarity in the requirements for the items that are candidates for upcoming sprints. Hence, refinement is not for inspection of an increment.

The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. So, retrospectives are also not for inspection of an increment.



These are sample questions taken from one of the full-blown 80-question Scrum Product Owner test examinations which are part of the Agile Scrum Foundation training offered by ImprovementT. Participants receive a preparation guide, self-study materials, the full test examinations, and afterwards they receive their score, the correct answers and an extended explanation.

See for more info:

<http://improvement-services.nl/agile-scrum-foundation-training.html>

It is also possible to follow the exam-preparation without the training, as a guided self-study preparation. You will receive all the above mentioned materials by email, plus the option to consult the experienced Scrum trainer by email, telephone or Skype in case you need help.

See for more info:

<http://improvement-services.nl/scrum-certificering-online.html>



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## Agile Scrum Foundation Training

Kort maar krachtig overzicht van de praktijk van Agile projectuitvoering

De Agile Scrum Foundation training is een interactieve en pragmatische kennismaking met de Agile manier van werken. De training richt zich op IT professionals die op enigerlei wijze betrokken zijn bij de Agile werkwijze, in het bijzonder de introductie of uitvoering van software projecten volgens het Agile project management framework Scrum.

**Het uitgekende concept geeft een hoog rendement en uitzicht op een succesvolle roll-out van Agile Scrum**

De combinatie van een korte shorttrack met een follow-up traject garandeert een maximaal rendement.



De trainingsdag wordt op een middag + avond georganiseerd, gevolgd door een begeleid zelfstudie traject. Hierdoor blijven gedeelde uren tot een minimum beperkt. Gedurende de follow-up kunnen deelnemers bij de ervaren Agile coach terecht voor vragen over de certificering, maar ook over de implementatie en optimalisatie van Agile Scrum in de eigen werkomgeving.

**Behaal uw Agile Certificaat met slechts één trainingsdag en examenbegeleiding**

U bent optimaal voorbereid op officiële certificering. U heeft de keuze uit het Agile Foundation Certificaat, Product Owner Certificaat en/of het Scrum Master Certificaat.

**Bestemd voor iedereen die snel aan de slag wil met Agile Scrum**

In deze shorttrack training leert u de essentie van de Agile werkwijze, en krijgt u een volledig overzicht van de Scrum projectuitvoering. Daarna gaat u zelf aan de slag. De ervaren Agile Scrum trainer en coach geeft antwoord op uw praktijkvragen over de introductie of optimalisatie van de Agile Scrum werkwijze. Zo wordt voorkomen dat het Scrum team in valkuilen stapt.

**Een interactieve training van hoge kwaliteit die zich snel terugverdient**

De Agile Scrum Foundation training wordt aangeboden als open-inschrijving training voor € 475,- per deelnemer. Hierbij inbegrepen is:

- shorttrack incl. locatie + catering (diner)
- (Engelstalige) hand-out + studiegids
- toegang archief met relevante publicaties
- set Scrum poker planning kaarten
- proefexamens + antwoorden + feedback
- follow-up traject + persoonlijke coaching

Niet inbegrepen zijn de kosten voor het (optionele) Agile certificerings-examen.

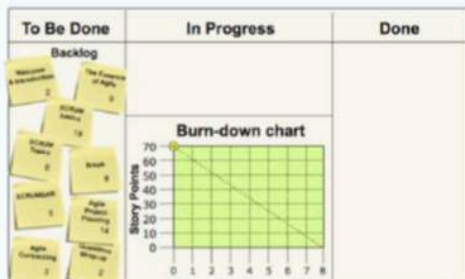
**Uw gehele team in korte tijd up & running**

De training kan uiteraard ook worden verzorgd als in-house training. Alle betrokkenen krijgen in één in-company sessie de essentie van Agile en de volledige Scrum praktijk tussen de oren.

De shorttrack training, en (eventueel) het Agile Foundation examen worden georganiseerd op locatie en tijdstip naar eigen keuze. Neemt u contact op met ImprovementT om samen de mogelijkheden te bespreken.

**Ook de training zelf wordt volgens Agile principes uitgevoerd!**

De shorttrack training wordt gepresenteerd als een 'sprint' van 8 uur:



Op de 'backlog' van de shorttrack training staan de volgende 'user stories':

- Welcome & Introduction
- The Essence of Agile
- Scrum Basics
- Scrum Hot Topics
- Scrum & Kanban
- Agile Project Planning
- Agile Contracting
- Questions & Wrap Up

**De training is geen theorie college, maar levert u handvatten die direct toepasbaar zijn in de praktijk van uw project**

Na afloop van het trainings traject:

- heeft u een goed begrip van de essentiële Agile principes, en kunt u goed het verschil met de traditionele manier van werken aangeven;
- bent u in staat de Agile manier van werken in de organisatie uit te leggen en uit te dragen, en de methodiek te plaatsen in uw dagelijkse werkzaamheden;
- begrijpt u alle vitale onderdelen van het Scrum framework, en kunt u volwaardig meedraaien in een Scrum team;
- kunt u een weloverwogen beslissing nemen voor een succesvolle introductie, optimalisatie of opschaling van de Agile werkwijze in uw eigen omgeving;
- bent u optimaal voorbereid voor het (optionele) Agile certificerings examen.

**Neem deel aan een no-nonsense training met focus op de essentie, en ruimte voor interactie en antwoorden op uw vragen**

Vele strategische en praktische onderwerpen passeren de revue, zoals:

- Valkuilen bij het uitrollen van Agile Scrum
- Multi-disciplinair & multi-site Scrum
- Verhoging van de Product Kwaliteit
- Elimineren van verspilling
- Agile Leadership & Agile Skills
- Enterprise Agility & DevOps
- Borging van Agile in (hoger) management
- Combinatie van Agile met traditionele fixed-price/fixed-scope contracten
- Is de organisatie/team klaar voor Agile?

**Leer Agile Scrum van een ervaren Agile Scrum trainer/coach met 35 jaar ervaring**



De training wordt gegeven door Erik Philippus, Certified Scrum Master en Scrum Practitioner, TOP coach, Professional Scrum Master en lid van de Agile Alliance en de Scrum Alliance.



Ing. Erik Philippus combineert 35 jaar hands-on ervaring in software en system engineering in een brede variëteit van industriële projecten en rollen, met expertise in coaching technieken (TOP-coach), trainer vaardigheden (Masterclass Agile Architecting) en professionele competenties in project leiderschap, software/system architecting, quality-driven systeem ontwikkeling, Lean manufacturing en multidisciplinair Scrum.

**Heeft u interesse?**

Schrijf u in op de ImprovementT website, of neemt contact op om samen de details en mogelijkheden te bespreken.

Graag tot uw dienst,  
Erik Philippus

**IMPROVEMENT** BV  
*Agile Architecting*