

## ASM<sup>Q&As</sup>

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**QUESTION 1**

A Development Team consists of various different roles: analysts, programmers, UX experts, DBA and systems architects. They are estimating Backlog Items in Ideal Days.

What is the best approach to provide estimates for the Backlog Items?

- A. Each role should provide a separate estimate; the Scrum Master integrates them.
- B. Ideal days estimation is not feasible in this case; Story Points should be used.
- C. The Development Team provides a single estimate for each Backlog Item.
- D. The Product Owner will integrate the input on the estimates from each role.

Correct Answer: C

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**QUESTION 2**

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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**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

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## QUESTION 4

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

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/>

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## QUESTION 5

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

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## QUESTION 6

A team finds bugs in a feature. What is the best action to take?

A. Create a task "Correct bugs" and estimate it.

B. Create a task "Correct bugs" and let the Product Owner prioritize it.

C. Create a User Story "As a client I want a zero defect product" and estimate it.

D. Create a User Story "As a client I want a zero defect product" and let the Product Owner prioritize it.

Correct Answer: A

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## QUESTION 7

Which information Radiator can the team use best during the Sprint to track the work?

- A. Gantt chart
- B. Product Backlog
- C. Release Burn Up
- D. Task board

Correct Answer: D

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## QUESTION 8

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

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## QUESTION 9

You realize that the most experienced member on your team, who is also the longest-tenured developer in the organization, is a skeptic and resisting the transition to Scrum in small, but important, ways.

What is a good way of overcoming the resistance presented by skeptics?

- A. Change the composition of the team
- B. Create dissatisfaction with the status quo
- C. Provide training and information
- D. Reiterate and reinforce the commitment

Correct Answer: D

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## QUESTION 10

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

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