Formation PSM1 Correction

**1- Which of the following is NOT required by Scrum?**

a. Sprint Retrospectives

b. Definition of Done

c. Having timeboxed events

d. Burn-down charts

**2- Adding new developers to the team may cause a short-term decrease in productivity.**

a. FALSE

b. TRUE

When more developers are added to the team, there's usually a short-term decrease in productivity because other members have to spend time and effort familiarizing the new members with the solution and the environment of the project. After a while, the existence of new members may increase productivity, but even if it does, it's usually not a linear increase because, for example, having more people increases communication channels, which consumes some of the capacity.  
Regardless, adding more people to the project sometimes doesn't have any positive result. This is known as Brooks's Law: adding human resources to a late software project makes it later. In other words, "nine women can't make a baby in one month"!  
Because established members have to spend time and effort getting new ones to know the solution and the environment and start working.

**3- The Development Team is ready to start the first Sprint, but the Product Backlog is not ready yet. What should the Product Owner do?**

a. Let the team start the first Sprint, and continue refining the Product Backlog.

b. Ask the developers to help you refine the Product Backlog instead of starting the first Sprint.

c. Let the Sprint begin, but only with the goal of completing the Product Backlog.

First, remember that the Product Backlog is never complete, and you don't have to wait until you have everything in the Product Backlog to start the first Sprint. However, this question says that the backlog is not "ready", which probably means that the items at the top are too large and/or unclear. Again, having unready items is not a reason to wait (still undesirable though); you can refine them during the Sprint.

**4- The Development Team has realized that one of the planned works in the Sprint Backlog is not needed anymore. What should they do?**

a. Keep it, but inform the Product Owner.

b. Inform the Product Owner, so that he/she can cancel the Sprint.

c. Ask the Product Owner to remove it.

d. Remove it if it's OK with the Product Owner.

b. Sprints are cancelled when the Sprint Goal becomes obsolete.

c. The developers own the Sprint Backlog, and they make changes to it.

d. You don't even have to ask the Product Owner, if it's about a purely technical decision.

Their consultation is needed when it's about functions/features.  
There are two elements in the Sprint Backlog: items selected from the Product Backlog and tasks created by decomposing those items.  
Tasks are always changing, and therefore, we can't say that Sprint Backlog doesn't change during the Sprint.  
The old-fashioned approach is to keep the items fixed, to avoid distractions, but Scrum.org doesn't believe in that anymore, so it's fine for them to change the items too.  
Think of it as a technical task in the Sprint Backlog.

**5- Scrum doesn't have a role called Project Manager.**

a. TRUE

b. FALSE

There's no project manager role in Scrum, and it's not allowed to add new role to the existing three. Also, none of those three roles are the equivalent of a project manager; project management activities are distributed among all of them. This is only about the project level; you can always have higher management levels (e.g. program management), and those "can" be compatible with what you do in your Scrum projects.

**6- It’s allowed to have Team Leaders when many developers are working on a complex project.**

a. TRUE

b. FALSE

It's not allowed to introduce new roles or titles such as "team leader" in Scrum.

**7- Which three statements show the result of changing Scrum terminology while implementing it in the organization?**

a. They will get better results adopting Scrum this way.

b. The change might not be obvious to everyone, and therefore very little change actually happens.

c. It's necessary to tailor Scrum to suit the project.

d. The change might not be obvious to everyone, and some benefits may be lost.

e. Management may feel less enthusiastic about the change.

Scrum is a simple framework rather than a comprehensive methodology, and it contains only the necessary minimums that you need in every project. So, instead of normal tailoring (adjusting the existing elements), you will follow everything that is described in Scrum, and suit it to your project by the practices and techniques that you add; e.g. Planning Poker, Pair-Programming, and Test-Driven Development.  
When it comes to the terminology, Scrum.org believes that it's better if you don't change it.

**8- The whole Sprint Backlog is defined in the Sprint Planning meeting.**

a. TRUE

b. FALSE

There are two elements in the Sprint Backlog: items selected from the Product Backlog and tasks created by decomposing those items.  
Tasks are always changing, and therefore, we can't say that Sprint Backlog doesn't change during the Sprint.  
The old-fashioned approach is to keep the items fixed, to avoid distractions, but Scrum.org doesn't believe in that anymore, so it's fine for them to change the items too.  
Only a few tasks are defined in the Sprint Planning meeting and the rest will be created during the Sprint.

**9- What's the timeboxed duration of Sprint Planning?**

a. 4 hours

b. Maximum 8 hours

c. 4 hours in a one-month Sprint

d. 3 hours in a one-month Sprint

The timeboxed duration of events is as follows:  
Sprint - Maximum 1 month  
Daily Scrum - 15 minutes  
Sprint Planning - 8 hours in a one-month Sprint, and normally shorter proportionally for shorter Sprints  
Sprint Review - 4 hours in a one-month Sprint, and normally shorter proportionally for shorter Sprints  
Sprint Retrospective - 3 hours in a one-month Sprint, and normally shorter proportionally for shorter Sprints  
  
Note 1: if you have a shorter Sprint, it's not *mandatory* to shorten the timeboxed durations proportionally, but it's the *normal* thing to do. Otherwise, for example, in a project with one-week Sprints (i.e., 5 working days), you will spend 2 days, equal to 40% of the time, on meetings instead of creating the product.  
Note 2: Yes, being shorter "proportionally" is not mentioned in the Scrum Guide, but not everything you will see in the exam comes from the Scrum Guide.

**10- Daily Scrums are held at the same time and same place every day.**

a. TRUE

b. FALSE

Just imagine having to spend some time every day, arranging the next Daily Scrum! It’s just too much waste, and it’s much easier to keep it simple and have the meetings at the same time and the same place every day.

**11- Who is responsible for explaining the Product Backlog items?**

a. Product Owner

b. Customer

c. Business Analyst

d. Scrum Master

e. The Development Team is self-organized and has to talk to anyone necessary, and find out the meanings of items.

It's one of the responsibilities of the Product Owner to explain what each item in the Product Backlog means and make sure that everyone has the right understanding. This is done when the item is first defined, and also during the Sprint when the developers are working on the item and may have doubts.

**12- Who can attend the Daily Scrum meeting?**

a. The Development Team

b. Anyone

c. The Development Team and the Product Owner

d. The wholeScrum Team

Daily Scrum is for the developers; only they "participate" (=talk). Others can "attend" (=watch).

**13- Which of the following best describes the Sprint Review meeting?**

a. A formal meeting to receive approval of the customer for the Increment

b. An inspection of the Increment to collect feedback and see what to do in the next Sprint

c. It's a controlling mechanism for evaluating the work of developers.

d. A demo at the end of the Sprint for everyone in the organization to see the Increment.

a. It's not a formal meeting for receiving approval; it's about receiving feedback. Note: it may be considered a "formal opportunity" for inspection and adaptation, besides being an "informal meeting".  
c. It's not about controlling; it's about reviewing the Increment and receiving feedback.  
d. "Demo" is not the best word to use here; "review" is more appropriate, because it shows that the event is interactive, rather than just a demonstration. Also, it's primarily for the customer, not "everyone in the organization".

**14- Which statement is correct about the Sprint Backlog?**

a. It has no detail.

b. It has all the details.

c. It has just enough detail.

Both Sprint Backlog and Product Backlog evolve during their lives, and the amount of information grows as time passes. So, at each point in time, they don't have as much detail as they will probably have in the future. On the other hand, we never add all the details there. For example, it's common to say that a User Story doesn't provide all the information, but is an excuse for the people involved in the project to have communications around a certain topic. The details are in those communications and are not completely captured in the backlog.

**15- Which of the following may change during the Sprint?**

a. Product Backlog

b. Sprint Goal

c. Composition of the team

d. Minimum level of quality

a. Product Backlog may change at any time.  
b. The Sprint Goal doesn't change after the Sprint Planning meeting  
c. The team stays the same during the Sprint. If you need to change it, wait until the beginning of the next Sprint.  
d. The level of expected quality shouldn't decrease during the Sprint.  
Those that stay fixed during the Sprint are needed to avoid distractions, and create a more productive environment. After all, Sprints are not so long that they create problems.

**16- Which of the following describes the relationship between the Product Backlog and changes in the project environment?**

a. The Product Backlog should be kept high-level enough to tolerate such changes.

b. The old baselined Product Backlog would be saved, and a new one would be created for the rest of the project.

c. There's no effect on the Product Backlog.

d. It evolves to reflect the changes

a. The Product Backlog has "just enough" detail. But it's not so high-level that it can tolerate all changes.  
b. The Product Backlog is not baselined.

**17- Which two statements are correct about Daily Scrums?**

a. It's 15 minutes only if the Sprint is one month long.

b. The Product Owner should attend the meeting.

c. It's always a 15-minute timeboxed event, no matter how many developers there are, or how long the Sprint is.

d. It's held at the same time and place every day.

e. It's facilitated by the Scrum Master.

a. It's always 15 minutes.  
b. The Product Owner "can" attend (=watch, not talk), but it's not correct to say that they "should" attend.  
d. To reduce complications of arranging meetings.  
e. Not necessarily; it can be facilitated by the Scrum Master, as requested or required, but not by default.

**18- What's the main reason for the Product Owner to be at the Daily Scrum?**

a. To participate as a Scrum Team member

b. It's not necessary for them to be in the meeting.

c. To assign tasks to developers.

d. To track changes to the Sprint Backlog.

a. Daily Scrum is not for the Scrum Team (all three roles), but only for the Development Team.  
b. The question is asking for reasons, and this is not really a reason, but a statement that objects the existence of any reason. It may not be a perfect way of formulating the question, but this is the type of choice you may see in your exam.  
c. Developers are self-organized and take care of assignments themselves.  
d. If needed, it will be done by the developers.  
In general, Daily Scrum is for the Development Team, which means that only the developers "participate" (talk). Others can "attend" (watch), but they won't "participate" (talk). Well, unless it's about a Scrum Master facilitating the meeting (not so common), in which case they will talk a little ;) However, this contribution of the Scrum Master is about the context, not the content.

**19- Which element is NOT an attribute of Product Backlog items?**

a. Owner

b. Value

c. Estimate

d. Description

There are 3 pieces of information in each Product Backlog item: the description (in the form of a User Story or otherwise), value, and estimate (i.e., estimated size). The ownership of items is shared, therefore, there's no need to record it in the item.  
Didyou notice the word "not" in the question?

**20- Which two statements are correct about the number of Product Owners when there are three products being developed using Scrum?**

a. Each product should have a separate Product Owner.

b. There should be only one Product Owner.

c. There can be a single Product Owner for all products.

d. There can be a different Product Owner for each product.

a. This option means that if there are 3 products, there should be exactly 3 product owners, while you can have 1, 2, or 3 product owners: one person can be the product owner for multiple projects/products.  
The basic rule in Scrum.org is that when there is one product (=one project) you should have only one Product Backlog and one Product Owner, even if there are multiple teams working on the project. However, this question is about multiple products (=multiple projects). In this case, there are 3 Product Owner positions in these 3 projects, which can be occupied by three different people, or two, or one, since Product Owners don't have to work full-time on one project.

**21- What does it mean for a Development Team to be cross-functional?**

a. The team should collaborate with all functional units.

b. Each Development Team member has all the expertise required for creating potentially releasable Increments.

c. The developers work closely with business analysts, architects, and testers external to them.

d. They have all the expertise required for the product, in such a way that they do not need any help from the outside.

b. Cross-functionality is about the team as a whole, not each and every team member, and this statement refers to the members of the team, which makes it a wrong choice.   
A cross-functional team is one that has all types of expertise that is required to develop the product. Note that this is about the team as a whole, not individual team members.

**22- Which of the following actions may a Scrum Master take in starting up a project?**

a. Ask the team to work together and prepare a complete Product Backlog.

b. Ensure that team members have clear roles and responsibilities.

c. Ask the development managers to introduce their departments and capabilities.

d. Ask the Development Team members to introduce themselves to each other and tell about their skills and background.

a. Product Backlog is never complete.  
b. They share accountability, and they do not have different roles and responsibilities.  
c. It has to be about the project and people internal to it, not the external departments. Remember that the team is cross-functional and does everything needed for the project, without outside help.

**23- Which three of the following are NOT acceptable in Scrum?**

a. Release Sprints

b. Refactoring

c. Using Story Points

d. Release Planning

e. Sprint Zero

f. Integration Sprints

a. Not allowed, because it's a reason for having Increments that are not potentially releasable and waiting for "release" Sprints.  
b. Not mandatory in the framework, but highly recommended.  
c. Not mandatory, but very common.  
d. Not mentioned in the framework, but almost necessary.  
e. Not allowed; preparing the tools and infrastructure is done gradually during normal Sprints. Otherwise, it will block adaptation and generation of value.  
f. Not allowed, because all items must be integrated before we can consider them Done.  
Some concepts are mandatory; e.g., Sprint Retrospective.  
Some are not mandatory, but allowed; e.g., using User Stories.  
Some are not allowed; e.g., Sprint Zero.  
It's important not to mix the "not mandatory, but allowed" with the "not allowed".  
Didyou notice the word "not" in the question?

**24- The Product Owner can also be a member of the Development Team**

a. FALSE

b. TRUE

One person can have more than one role in Scrum. It's not recommended at all, but it's not forbidden either.  
A better way of asking is "Can the same person play both the Product Owner role and a Development Team member role?"

**25- The Definition of Done can change during the project.**

a. TRUE

b. FALSE

Yes, it can be improved during the project. However, it shouldn't change in the middle of the Sprint.

**26- Who decides about the number of items selected for the Sprint Backlog?**

a. The Scrum Master

b. The Product Owner

c. The Solution Architect

d. The Team Leader

e. The Development Team

f. The Business Analyst

c. There's no separate solution architect role/title in Scrum.  
d. There are no team leaders in Scrum.  
f. There's no separate Business Analyst role/title in Scrum.  
  
The developers are self-organized.

**27- A real self-organizing team doesn't need a Scrum Master**

a. TRUE

b. FALSE

A Scrum Master doesn't disrupt self-organization; e.g. they "help" by removing impediments.

**28- Which three of the following may be done in the Sprint Retrospective meeting?**

a. Calculate Velocity

b. Refining the Product Backlog

c. Discuss the Product Backlog items for the next Sprint

d. Discuss the way Increments are demonstrated to the customer

e. Discuss techniques used to facilitate the Sprint Retrospective meeting

f. Discuss tools used to communicate with remote team members

a. You probably do it before Sprint Review meetings.  
b. Refinement is done gradually during Sprints, and maybe a little during Sprint Planning meetings.  
c. It's about the content rather than context. You can have this discussion at any time during the Sprint, during the Sprint Review meeting, etc; but not during Sprint Retrospectives.  
Sprint Retrospective is about the way we work. It's about the things that affect the product, but we don't discuss the product directly.  
In general, it's about the context, not the content. For example, we talk about the way Product Backlog is refined, but we won't refine the Product Backlog in the Sprint Retrospective meeting.

**29- Which three Scrum values are demonstrated by focusing on the most valuable items first?**

a. Self-organization

b. Focus

c. Courage

d. Inspection

e. Respect

d. It's one of the pillars, but not one of the values.  
Scrum values are commitment, courage, focus, openness, and respect.

**30- The purpose of each Sprint is to release a piece of working software.**

a. FALSE

b. TRUE

The purpose is to create a potentially releasable piece of software. It doesn't have to bereleased.

**31- When should we release the product?**

a. When the Increment is free of defects

b. When the Increment is releasable

c. When it makes sense

d. At the end of each Sprint

a. The Increment must be DONE, which means that there are no known defects in it.  
b. All Increments are [potentially] releasable/shippable  
d. There should be a potentially releasable (shippable) Increment at the end of each Sprint, but we don't have to release them all.

**32- Each item in the Sprint Backlog is owned by one or a pair of developers.**

a. TRUE

b. FALSE

If you "own" something (in this context) means that you are accountable for it.  
For Product Backlog items in the Sprint Backlog, a common approach in many projects is that one or a few developers take ownership of certain items. However, this is not the case in Agile project: all developers share ownership and stay accountable for everything.

**33- Who owns the Product Backlog?**

a. The Development Team

b. The Product Owner

c. The whole Scrum Team

d. The Scrum Master

If you "own" something (in this context) means that you are accountable for it, and you're the person who makes changes to it.

**34- The developers forecast that 5 out of 12 items they have in the Sprint Backlog won't be done by the end of the Sprint. What should they do?**

a. Extend the duration of the Sprint, to be able to deliver everything.

b. Cancel the Sprint.

c. Review the work with the Product Owner to see if any adjustments are required, and keep working.

d. The remaining items will be moved to the next Sprint Backlog.

a. Sprints are timeboxed.  
b. Sprints are cancelled when the Sprint Goal becomes obsolete.  
c. When you see that some items may not be done by the end of the Sprint, it's still a good idea to check the work with the Product Owner; maybe you need to change the order of work and focus on new priorities; maybe you can make adjustments to the details of existing items and deliver more of them by simplifying them, etc.  
d. Unfinished items go back to the Product Backlog, and will be ordered again; not directly to the next Sprint Backlog.  
Some people think that a successful team is one that can complete all the work in the Sprint Backlog, but this is not true. To the contrary, it probably means they are too conservative in the number of items they select for the Sprint, which in turn may reduce their productivity because of the Parkinson's Law and the Student Syndrome. Nothing bad happens if some items are not done by the end of the Sprint, and no one should blame the team; the Sprint Backlog is just a rough estimate of what they can do.

**35- Scrum Teams should normalize their estimations, so that management can measure and compare their performance.**

a. FALSE

b. TRUE

Progress measurements are done internally, not by external managers. Also, comparing the velocity (dependent on the estimates) of two different teams is never reliable, and it's not productive even if it were reliable.

**36- The Product Backlog is baselined before the first Sprint**

a. FALSE

b. TRUE

"Baseline" has a specific meaning in project management that may apply to some elements in Scrum. However, Scrum.org interprets it as keeping the subject fixed, and therefore, believes that there are no baselines in Scrum.

**37- Which two of the following may change during the Sprint?**

a. Minimum level of quality

b. Product Backlog

c. Sprint Backlog

d. Composition of the team

a. The level of expected quality shouldn't decrease during the Sprint.  
b. Product Backlog may change at any time.  
c. The tasks in the Sprint Backlog are always changing. Also, Scrum.org is not entirely against changing the "items" in the Sprint Backlog either.  
d. The team stays the same during the Sprint. If you need to change it, wait until the beginning of the next Sprint.  
Those that stay fixed during the Sprint are needed to avoid distractions, and create a more productive environment. After all, Sprints are not so long that they create problems.

**38- When the team becomes mature enough in using Scrum, they won't need a Scrum Master anymore.**

a. FALSE

b. TRUE

A Scrum Master is always needed, to remove impediments.

**39- What's the role of a Product Owner during Sprint Retrospectives?**

a. Answering questions of developers

b. They should not participate in this meeting

c. Participating as a Scrum Team member

d. Summarizing and report the results of the meeting to stakeholders

All three roles (the Scrum Team) participate in the Sprint Retrospective, and they work together to see how they can improve the way they work in the next Sprint.

**40- The Product Owner should determine how many items should be selected for the Sprint Backlog.**

a. FALSE

b. TRUE

It's only up to the self-organizing Development Team to decide how many items they will select for the Sprint Backlog.

**41- When does the next Sprint begin?**

a. When the Product Owner authorizes

b. Immediately after the previous Sprint

c. When the Product Backlog is refined and items at the top are "ready"

d. When the customer approves the previous Increment

c. Refinement is done continuously. We also don't wait until items on the top are "ready"; if they are not, we will pick them for the Sprint Backlog and will refine them during the Sprint.  
Each Sprint starts immediately after the previous one; there's no space between the two.  
This is important for Scrum.org that you know this because many people add gaps between Sprints to do different things such as refinement, which is not productive.

**42- How is budgeting done in Scrum?**

a. Budgeting is done based on the initial Product Backlog.

b. Ideally revised each Sprint to ensure value is being delivered.

c. Scrum doesn't need a budgeting system.

d. Usuallyeveryday

a. But the Product Backlog is never complete, and the initial Product Backlog doesn't contain a lot of items.  
c. The funding entity (internal or external) needs at least a rough idea of how much it costs to have the product, and use it to see if the they'd like to run the project.  
d. That's too much!  
As you go on in the project, you will have a better understanding of which features will be needed, and how much time the team has to spend to complete the product. This determines an approximate budget that is needed for the project. However, as you go further, things change, and you may have to refine this estimate based on what you learn from the Increments.

**43- What are the three classical questions of Daily Scrums, if you decide to go through them?**

a. Are we able to deliver all Sprint Backlog items by the end of the Sprint?

b. How many hours did I spend on the project yesterday?

c. What impediments are in my way or in the way of the team?

d. What work am I going to do today to help the team achieve its goal?

e. What work did I do yesterday to help the team achieve its goal?

f. What is the progress of the Sprint?

It's not mandatory to use these questions, but very common and recommended.

**44- The Scrum Master shouldn't allow the developers to start working without having the tasks identified and assigned.**

a. TRUE

b. FALSE

First of all, the Scrum Master doesn't order people to do something; the Scrum Master teaches them and coaches them to understand how it should work, and convinces them to do the right thing. The Product Owner can't order developers to do things either.  
Second, most of the tasks are identified and assigned gradually during the Sprint.

**45- What happens if we forecast that some of the work defined in the Sprint Backlog won't be done by the end of the Sprint?**

a. Outsource part of the work to other teams or parts of the organization.

b. Review the work with the Product Owner to see if any adjustments are required, and keep working.

c. Extend the duration of the Sprint, to be able to deliver everything.

d. The remaining items will be moved to the next Sprint Backlog.

b. When you see that some items may not be done by the end of the Sprint, it's still a good idea to check the work with the Product Owner; maybe you need to change the order of work and focus on new priorities; maybe you can make adjustments to the details of existing items and deliver more of them by simplifying them, etc.  
c. Sprints are timeboxed.  
d. Unfinished items go back to the Product Backlog, and will be ordered again; not directly to the next Sprint Backlog.  
Some people think that a successful team is one that can complete all the work in the Sprint Backlog, but this is not true. To the contrary, it probably means they are too conservative in the number of items they select for the Sprint, which in turn may reduce their productivity because of the Parkinson's Law and the Student Syndrome. Nothing bad happens if some items are not done by the end of the Sprint, and no one should blame the team; the Sprint Backlog is just a rough estimate of what they can do.

**46- Which of the following can be considered a real output of a Sprint?**

a. A few Done features that are added to the previous version of the software

b. A set of tests designed to be used in the next Sprint

c. UML diagrams

d. A document that describes the architecture of the software and can be used by the developers in the rest of the project

The real output is the Increment: a piece of working software that is Done based on the Definition of Done.  
From a wider perspective, you can also consider the feedback that is generated by the customer and the improvements you plan in the Sprint Retrospective as real outputs; but a question like this is focused on the product, and on checking if you can distinguish DONE items from technical tasks; the former is valuable for us, but the latter is just the means.  
Note: Done based on the Definition of Done = usable by end users = releasable = potentially releasable = potentially shippable

**47- When is the Sprint over?**

a. When the timeboxed duration is over

b. When the Sprint Backlog tasks are done

c. When the Product Owner announces the end of the Sprint

d. When all Sprint Backlog items are done

It's a simple question: you need to know what timeboxing means, and that Sprints are timeboxed. Other than the normal ends of Sprints, the Product Owner also has the authority to cancel a Sprint.

**48- What should the developers do when they have trouble delivering an item because they don't understand it?**

a. Defer the item to the next Sprint.

b. Ask the Scrum Master to remove this impediment.

c. Move the item back to the Product Backlog.

d. Collaborate with the Product Owner to see what's possible and desirable.

a. We don't move items from one Sprint to the next; if we can't deliver it by the end of the Sprint, we'll move it back to the Product Backlog.  
b. It's hard to call it an impediment; when you don't know what something means, there is a simple solution: ask the Product Owner.  
c. You should try to understand and develop the item instead of sending it back.  
d. The Product Owner is responsible for explaining the items.

**49- It's generally better to have shorter Sprints when the project is riskier.**

a. TRUE

b. FALSE

Shorter Sprints provide more opportunities for adaptation and thus reduce risks.

**50- When multiple teams are working on a project, they should select work from the same Product Backlog.**

a. TRUE

b. FALSE

When there are n teams in a project, there are:  
1 Product Backlog  
n Sprint Backlogs each Sprint  
one or more Definitions of Done, as long as they are compatible with each other  
1 integrated Increment each Sprint  
1 Product Owner  
n Scrum Master roles which can be occupied by 1 or more Scrum Masters  
  
Note 1: one project is about one product.  
Note 2: The way Scrum Guide explains it, it sounds like there should be one Definition of Done for scaled Scrum, but Scrum.org believes that there can be multiple definitions, as long as they are compatible with each other and capable of creating integrated Increments, and that's what you have to answer in your exam.

**51- What does a burn-down chart measure?**

a. The amount of business value delivered to the customer

b. Work that is done based on the Definition of Done

c. Work remaining across time

d. Cost of the project across time

**52- Which statement does NOT explain when an item is considered complete?**

a. When the Sprint is over

b. When it's potentially usable for the end users, if it becomes part of the Increment

c. When it can be part of a potentially releasable Increment

d. When everything is done based on the Definition of Done

a. Maybe you didn't even start working on the item before the Sprint was over; you can't call it complete.  
A Product Backlog item that you have in the Sprint Backlog is Done, when it satisfies the Definition of Done.  
Note: usable for end-users = potentially shippable = potentially releasable = Done based on the Definition of Done

**53- A company that is mature in using Scrum, and it also has a PMO. What is the role of the PMO?**

a. Manages portfolios and programs and facilitates the application of techniques that complement Scrum.

b. There's no place for a PMO in such an organization.

c. The PMO will be responsible for making higher level decision in the project.

d. The PMO should manage and help Scrum Masters.

Remember that there are limits to the self-organization of the team, and the important thing is to have the power within the borders of the project. However, each project is run in a wider organization with multiple levels of management impacting the project, and it's not possible or even acceptable to reject that structure, as long as it doesn't block internal self-organization of the team and the fundamental adaptive approach of the project.

**54- Which of the following best describes Sprint Planning?**

a. What can be done and how to do it

b. What was the feedback and how should we adapt the Product Backlog?

c. What to do and who will do it

d. Who will be in the team this Sprint?

c. Sprint Planning is not about assigning items to developers.

**55- Which three of the following are pillars of Scrum?**

a. Adaptation

b. Inspection

c. Collaboration

d. Transparency

e. Creativity

f. Value optimization

Pillars are transparency, inspection, and adaptation.  
Make sure you're not confusing these pillars with the Scrum values (commitment, courage, focus, openness, and respect).

**56- Sprint Review is an informal meeting.**

a. FALSE

b. TRUE

Be careful: Scrum.org uses the word "formal" in two different ways!  
First, all events are "formal opportunities" for inspecting and adapting, which basically means a serious opportunity. So, if the question is "... is a formal opportunity for...", it would be a correct statement.  
The second usage is "formal meeting", which means a meeting where people approve something and exchange signatures. In that sense, none of the events are formal meetings. In the Sprint Review meeting, for example, the goal is creating feedback and adaptating, not contract negotiations and exchanging signatures. So, if the statement is "... is a formal meeting", then it would be an incorrect statement.  
So, make sure you understand the context of the question to interpret words such as "formal".

**57- Which of the following is a benefit of self-organization?**

a. Increased creativity

b. Increased respect

c. Increased predictability

d. Increased cross-functionality

When people are self-organized, meaning that they make their own decisions instead of receiving orders, they take the decision-making process more seriously (increased creativity) and will be more committed to the decision (increased buy-in).

**58- Which of the following is NOT correct about the Product Owner role?**

a. Is the only person who can add items to the Product Backlog

b. Owns the Product Backlog

c. Explains the Product Backlog items

d. Is responsible for maximizing the value of the product

a. The Product Owner may decide to allow developers to add items to the Product Backlog under the supervision of the Product Owner. Regardless of the responsibility, the Product Owner stays accountable for this.  
b. The Product Backlog is owned and managed by the Product Owner  
c. Done by the Product Owner  
d. The primary responsibility of the Product Owner is to maximize the value of the product that is developed.

**59- Which of the following is a valid service from a Scrum Master to a Product Owner?**

a. Help the Product Owner order the Product Backlog items in order to maximize value.

b. Help the Product Owner find techniques for managing the Product Backlog.

c. Act as the middleman between the Product Owner and the Development Team, as requested or required.

d. Act as a proxy when the Product Owner is not available to the team.

It has to be coaching/training rather than doing the actual work. For example, helping the Product Owner order the backlog is not a good idea, but helping them understand how to order the backlog is a good one.

**60- Which of the following is correct about the Development Team role?**

a. Helps the organization implement Scrum

b. Has the authority to cancel the Sprint

c. Is responsible for maximizing the value of the product

d. Prioritizes tasks in the Sprint Backlog

a. Done by the Scrum Master  
b. Only the Product Owner has the authority to cancel the Sprint.  
c. The primary responsibility of the Product Owner is to maximize the value of the product that is developed.  
d. "Tasks" can be technical, and therefore, it's the responsibility of the Development Team.

**61- Who's responsible for quality?**

a. All developers

b. Team leaders

c. Testers

a. Developer = any Development Team member  
b. There are no team leaders in Scrum.  
c. There's no "tester" role in Scrum.  
There are no people "titled" as testers, because we don't have extra roles and titles in Scrum. However, there can be "developers" who are expert in testing. Remember that everyone in the Development Team is called a "developer".

**62- Which of the following is NOT mandatory in Scrum?**

a. Sprint Backlog

b. Timeboxing the events

c. Sprint Planning

d. User Stories

d. You can use any type of item in the Product Backlog, not only user stories.  
Only the roles, events, and artifacts (+ Definition of Done and progress measurement) are mandatory.

**63- Who is responsible for engaging stakeholders?**

a. The Scrum Master

b. The Development Team

c. The Project Manager

d. The Product Owner

Engagement of stakeholders is mostly about and around the Product Backlog items, and at least indirectly, about the value created in the project. That's why this is mainly the responsibility of the Product Owner to keep them engaged. Others contribute as well; e.g., the Scrum Master may remove impediments related to engaging stakeholders and developers may find ways to facilitate it. Nevertheless, the main person responsible for engaging stakeholders is the Product Owner.

**64- What type of test should be done during the Sprint?**

a. Every type of test

b. All tests, except for integration tests

c. All tests, except for user acceptance tests

d. Unit tests

Remember that the Increment has to be "Done", and potentially releasable. It meansthat all tests shouldbedone.

**65- Which of the following is the LEAST productive way for the Scrum Master to improve the Development Team's communications with the Product Owner?**

a. Monitor their communication performance.

b. Suggest effective communication tools and techniques to the Product Owner.

c. Act as a go-between for them.

d. Teach them how to effectively communicate.

a. This is with the goal of finding issues, followed by trying to find solutions.  
Acting as a go-between is not a sustainable solution. Teachthem how to fish!

**66- A 2x increase in the number of developers will double productivity.**

a. TRUE

b. FALSE

When more developers are added to the team, there's usually a short-term decrease in productivity because other members have to spend time and effort familiarizing the new members with the solution and the environment of the project. After a while, the existence of new members may increase productivity, but even if it does, it's usually not a linear increase because, for example, having more people increases communication channels, which consumes some of the capacity.  
Regardless, adding more people to the project sometimes doesn't have any positive result. This is known as Brooks's Law: adding human resources to a late software project makes it later. In other words, "nine women can't make a baby in one month"!  
It can increase productivity in the long-term, but probably not linearly.

**67- The customer goes to the Development Team in the middle of a Sprint and asks them to add an important item to the Sprint Backlog. What should they do?**

a. Add the item to the next Sprint Backlog.

b. Reject the request.

c. Refer the customer to the Product Owner.

d. Add the item to the current Sprint Backlog.

The Product Owner is the person responsible for the items and the order in which they are developed.

**68- When is it time to integrate the code?**

a. At the end of the project

b. At the end of each Sprint

c. Before each release

d. Frequently, during the Sprint

You can't know if the code will work properly, unless you integrate it with the rest of the code. That's why we have continuous integration in Agile, which can happen multiple times a day.

**69- Having the team members and a complete Product Backlog are the only things needed to start the project.**

a. TRUE

b. FALSE

The Product Backlog is never complete. It's always evolving in adaptive methods.

**70- When does a Scrum Master cancel a Sprint?**

a. When not enough resources are available for the project

b. When there's an unsolved technical dependency

c. When the forecast shows that we can't finish many of the items in the Sprint Backlog

d. The Scrum Master doesn't have the authority to cancel the Sprint.

a. We use stable teams in Scrum, and even if they don't seem to be enough, we just continue developing and don't need to cancel the Sprint.  
b. Just try to fix the problem, and if that's not possible, start working on other items.  
c. It's fine; you just have to continue and deliver as much as possible.  
d. It's done by the Product Owner.

**71- It's required to use User Stories in Scrum.**

a. TRUE

b. FALSE

It's a good idea to use User Stories to form the Product Backlog items, but it's not mandatory.

**72- Some items in Sprint Backlogs are not directly about the features and functions of the product.**

a. FALSE

b. TRUE

This is one of the statements added to the latest update of Scrum Guide: At least one high-priority process improvement item exists in each Sprint Backlog.  
It was a little unexpected because it's mixing content related to the product with the content related to the process in the Sprint Backlog; but, well, that's how it is now.  
Some of you may be thinking that we can't say there's always such items in Sprint Backlogs because there's no Sprint Retrospective before the first Sprint and therefore no such item in the backlog. This is true, but too detailed. If you see such a question in the exam, simply assume that there's always a process improvement item in the Sprint Backlog.

**73- How many hours per day should a Development Team member work?**

a. Normally, 40 hours a week

b. As much as needed for realizing the Sprint Backlog items by the end of the Sprint

c. At a constant pace

d. At least 6 ideal man-hours

b. The Sprint Backlog is just a rough estimate of what we can do. We will have a constant pace and deliver as much as we can, within the defined quality, and nothing bad happens if all items are not delivered.  
c. This is one of the 12 Agile principles.

**74- Which two statements are correct about non-functional requirements?**

a. They will be considered in the Hardening Sprints.

b. They can be added to a separate backlog to be used during all Sprints.

c. They will be reflected in the Sprint Goal.

d. Some of them can be added to the Product Backlog.

e. Some of them can be added to the Definition of Done.

a. There are no Hardening Sprints.  
b. Adding a new artifact?! Then how would you prioritize them compared to the main backlog?  
c. Non-functional features are about the way functional features work, not about our goals for Sprints.  
d. something related to performance of a certain part of the software  
e. security, scalability, maintainability

**75- The Sprint Backlog makes visible all the work that the \_\_\_\_\_ identifies as necessary to meet the Sprint Goal.**

a. Product Owner

b. Scrum Master

c. Development Team

d. Scrum Team

**76- Scrum is a technique for developing complex products.**

a. FALSE

b. TRUE

Scrum is "considered" a framework, not a methodology, process, techniques, etc. It can be used to develop new products or maintain/sustain existing ones.

**77- Which two of the following are correct about the Development Team role?**

a. Explains the Product Backlog items

b. Can make changes to the Sprint Backlog

c. Has the authority to cancel the Sprint

d. Makes changes to the Definition of Done

e. Decides when to release the product

a. Done by the Product Owner  
b. The Development Team owns the Sprint Backlog, and is the only role that can make changes to it.  
c. Only the Product Owner has the authority to cancel the Sprint.  
d. The basic Definition of Done may come from the organization level. After that, additions and changes are only made by the Development Team, because of the technical nature of the Definition of Done.  
e. Done by the Product Owner. This decision, like many others, can be influenced by the customer and other stakeholders, but the responsibility belongs to the Product Owner.

**78- Which statement is NOT correct about Daily Scrums?**

a. Only the developers participate in the meeting.

b. It's held at the same time and place every day.

c. It's facilitated by the Scrum Master.

d. It's always a 15-minute timeboxed event, no matter how many developers there are, or how long the Sprint is.

a. Participating = having an active role and speaking in the meeting. Others can "attend" without speaking (participating).  
b. To reduce complications of arranging meetings.  
c. Not necessarily; it can be facilitated by the Scrum Master, as requested or required, but not by default.

**79- Which two of the following can be considered real outputs of a Sprint?**

a. A few Done features that are added to the previous version of the software

b. A document that describes the architecture of the software and can be used by the developers in the rest of the project

c. A potentially releasable piece of software

d. An Increment of software with minor known bugs in it

d. If you know that there's a bug, you should fix it before calling it "Done".  
The real output is the Increment: a piece of working software that is Done based on the Definition of Done.  
From a wider perspective, you can also consider the feedback that is generated by the customer and the improvements you plan in the Sprint Retrospective as real outputs; but a question like this is focused on the product, and on checking if you can distinguish DONE items from technical tasks; the former is valuable for us, but the latter is just the means.  
Note: Done based on the Definition of Done = usable by end users = releasable = potentially releasable = potentially shippable

**80- Which of the following is LEAST likely to be used by a Scrum team?**

a. Digital camera, task board

b. Large screen, Planning Poker cards

c. WBS, Gantt Chart

d. Wiki, online forum

WBS and Gantt Chart are mainly used in planning predictive (plan-based) projects rather than adaptive (Agile) ones.

**Which of the following best describes Sprint Planning?**

|  |  |
| --- | --- |
|  | **a. What was the feedback and how should we adapt the Product Backlog?** |
|  | **b. Who will be in the team this Sprint?** |
|  | **c. What can be done and how to do it** |
|  | **d. What went wrong in the last Sprint and what to do about it**  d. That would be discussed in the previous Sprint Retrospective. |