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PSM. Simulated Exam #2

There are 80 questions in this exam; normal multiple choice questions, multiple answer questions, and true/false ones.

You have 60 minutes to complete your exam, and the passing score is 85%.

You can navigate through the questions whenever you want. The unanswered questions are marked in the navigation system. You can click on the “review question” button to flag it for later review.

When you’re done answering the questions, click on the **Quiz Summary** button, then on **Finish Quiz**. You will see your score, and you can click on the **View Questions** button to receive feedback for all questions.


Good luck!

Results

63 of 80 questions answered correctly

Your time: 00:47:46

You have reached 63 of 80 points, (78.75%)

Average score  70.2%

Your score  78.75%

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1. Answered
2. Review

1. Question

Which statement is incorrect about the Definition of Done?

- ☒ It's defined by the Scrum Master
- ☐ Becomes more accurate over time

- ☒ Varies depending on the project
- ☐ Is the basis for the Development Team to forecast how many items they can deliver during the Sprint

Correct

The development organization may have a definition of “Done” composed for all projects, in which case the team will use it as a minimum. Otherwise, the Development Team would be responsible for composing the definition of “Done”.

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.

The Definition of Done shows how much work should be done for each item, and therefore impacts how many items the team can deliver during the Sprint.

2. Question

Scrum is an empirical development methodology.

- ☒ False
- ☐ True

Correct

Scrum is a framework rather than a methodology; it doesn't provide all the details.

3. Question

The Scrum Master should ask each member to answer the three standard question at the Daily Scrum and forbid other discussions.

- ☒ False
- ☐ True

Correct

It's true that each developer should answer the three standard questions and no one should start any discussion, even about the solutions to the impediments mentioned by developers. However, the developers themselves should manage it rather than the Scrum Master, unless it's needed or they ask the Scrum Master to facilitate the meeting for them.

4. Question

Which of the following events cannot be shortened?

- ☐ Daily Scrum
- ☒ Sprint
- ☐ Sprint Planning
- ☐ Sprint Review
- ☐ Sprint Retrospective

Correct

All events are timeboxed, which means they have a maximum duration and cannot be extended. If the work is done, the event can be considered done; except for the Sprint: if the Sprint work is finished, the developers should pick the highest item on the Product Backlog and start working on that. Sprints always finish on time, unless they are cancelled by the Product Owner.

5. Question

Each Sprint Backlog item should be owned by a Development Team member.

- ☒ False
- ☐ True

Correct

Items and tasks in the Sprint Backlog are not owned by any specific person; ownership and accountability is shared.

Task are assigned to one developer or a pair of developers, but they don't own the task; they are just responsible for doing the task and everyone stays accountable (owner). The Sprint Backlog items are not even assigned to people, because each item requires multiple expertise and usually done with the help of multiple people in the team.

6. Question

Choose three responsibilities of a self-organizing Development Team.

- ☒ Assign tasks
- ☐ Reorder the Product Backlog
- ☒ Perform quality assurance
- ☒ Estimate the amount of work of Product Backlog items

- ☐ Report daily progress to stakeholders

Correct

This is the responsibility of the Development Team to estimate, select, and develop the items, as well as tracking Sprint performance, and creating, assigning, and completing tasks. This is the responsibility of the Product owner to create and order the Product Backlog items, communicate with the customer, and make sure that everyone has the right understanding about the Product Backlog items.

7. Question

A person working on multiple Scrum teams is often less productive than one who works in only one team.

- ☒ True
- ☐ False

Correct

A person who works in only one team is more focused and therefore more productive.

8. Question

Which of the following activities are included in the Product Backlog refinement? (Choose multiple answers)

- ☒ Adding detail to the Product Backlog
- ☒ Ordering the Product Backlog items
- ☒ Estimating the Product Backlog items
- ☐ Breaking down the Product Backlog items into tasks

Correct

Tasks are created in the Sprint Planning, and during the Sprint. They are part of the Sprint Backlog, but not part of the Product Backlog; because we don't spend too much time planning for something that is going to be done far in the future.

9. Question

Which role is the equivalent of project manager in Scrum?

- ☐ The Scrum Master

- ☒ None
- ☐ The Product Owner
- ☐ The Development Team
- ☐ The team leader(s)

Correct

The project management activities are distributed among all three roles.

10. Question

Choose three responsibilities of a self-organizing Development Team.

- ☒ Select Product Backlog items for the Sprint
- ☐ Create Product Backlog items
- ☒ Track Sprint performance
- ☒ Decompose Product Backlog items into tasks
- ☐ Make sure the Product Backlog items are clear to the customer

Correct

This is the responsibility of the Development Team to estimate, select, and develop the items, as well as tracking Sprint performance, and creating, assigning, and completing tasks. This is the responsibility of the Product owner to create and order the Product Backlog items, communicate with the customer, and make sure that everyone has the right understanding about the Product Backlog items.

11. Question

Who can attend the Daily Scrum?

- ☐ Only the Development Team members and the Product Owner
- ☒ Any one
- ☐ Only the Development Team members
- ☐ Only the Development Team members and the Scrum Master
- ☐ Only the Scrum Team

Correct

Anyone “can attend” any meeting.

Daily Scrum is only for the Development Team, so no one else is “required to attend”, and if they do, they are not supposed to “participate”; they just listen and watch.

12. Question

The Product Backlog is baselined at the beginning of each Sprint, for the duration of the Sprint.

- ☒ False
- ☐ True

Correct

The Product Backlog is dynamic and always changes.

13. Question

How much time the Development Team should spend on Product Backlog refinement?

- ☒ Not more than 10% of their time
- ☐ As much as needed
- ☐ Not more than 30% of their time
- ☐ Not more than 20% of their time

Correct

It shouldn't take much time. After all, their main purpose is to develop.

14. Question

How much work should be done on each Product Backlog item?

- ☒ As much as mentioned in the Definition of Done
- ☐ Analysis, design, programming, and testing
- ☐ As much as broken down in related tasks
- ☐ As much as needed based on dependencies

Correct

The only basis for the amount of work needed for each item is the Definition of Done, which means we work as much as needed on each item, that turns the Increment into a potentially releasable product; something really usable for the end user.

Tasks identifies for the items help, but they are not the basis, because we might have missed some necessary tasks.

Processes such as analysis, design, programming, testing, and documentation are usually included in the Definition of Done, but it's not the exact right answer, because 1) we might need to have other processes, quality activities, or non-functional features too, and 2) we might need to use other development processes altogether.

15. Question

The Product Owner can delegate her/his responsibilities to the Development Team.

- ☒ True
- ☐ False

Correct

Even though it is not recommended, the Product Owner can delegate her/his responsibilities to the Development Team. The Product Owner stays accountable nevertheless.

16. Question

Which is NOT a Development Team responsibility?

- ☐ Creating tasks
- ☐ Measuring their own performance
- ☐ Assigning tasks
- ☒ Breaking down Product Backlog items into smaller items

Incorrect

This is the responsibility of the Product Owner to break down the large Product Backlog items into smaller ones. The Development Team usually “helps” in this, but it doesn’t make them responsible.

17. Question

The Product Owner and Scrum Master should not be part of the Development Team.

- ☒ False
- ☐ True

Correct

It's OK for one person to have more than one of the three Scrum roles, even though it's not recommended.

18. Question

Which statement is right about the Sprint Backlog?

- ☐ It doesn't have the details
- ☒ It has just enough details
- ☐ It has all the details

Correct

As usually, we're just interested in "just enough". We don't want to waste time over-planning, and we don't want to cut all parts of planning and lose control.

19. Question

What's the Scrum Master's responsibility during the Sprint Retrospective?

- ☒ Participate, and also facilitate as needed or requested
- ☐ Ask team members to answer standard questions
- ☐ Collaborate with the managers to attend the meeting and get results
- ☐ Managing the meeting

Correct

The whole Scrum Team should participate in the Sprint Retrospective to find an improvement to be applied in the next Sprint; including the Scrum Master.

Besides that, the Scrum Master is supposed to facilitate the meetings as requested or needed. Note that facilitation is different from managing; the Scrum Master is a process manager, not people's manager.

20. Question

Which output of the Sprint Planning provides the overall direction for the Sprint?

- ☐ Sprint Planning minutes
- ☐ Sprint Backlog items
- ☒ Sprint Goal
- ☐ Tasks
- ☐ Release plan

Correct

The Sprint Backlog is the output of the Sprint Planning, and includes three elements: the Sprint Goal (overall direction for the Sprint), items selected from the Product Backlog, and the tasks created by decomposing the items.

21. Question

Which two of the following are more important for increasing transparency?

- ☐ Having frequent meetings
- ☒ Having a common language
- ☐ Reporting frequently
- ☒ Having a shared Definition of Done
- ☐ Communicating constantly
- ☐ Using burn-down charts

Correct

Having a common language is the most important point, because the communications would not be effective otherwise. Next is having a proper Definition of Done, because that's how we understand what we mean by each piece of work.

The rest might be important, but come next.

22. Question

No additions or changes to the core Scrum framework are needed for Scaled scrum.

- ☐ False
- ☒ True

Incorrect

When multiple teams are working on the same product, some changes to the core framework are needed to define how they will create their Sprint Backlogs, Increments, and so on.

23. Question

What are the two outcomes of Daily Scrum?

- ☐ An updated Scrum board to visualize progress
- ☒ An updated backlog of impediments for the Scrum Master to solve

- ☒ A shared understanding of the work to be undertaken
- ☐ A status report on the performance of every team member
- ☐ A checklist of completed tasks and an update of the estimates for the remaining tasks

Incorrect

Developers only answer the three standard questions during the Daily Scrum. The result is a shared understanding of what has been done, what's going to be undertaken, and the impediments.

Updating the Scrum board is not part of the Daily Scrum, and it's usually done after the meeting.

24. Question

When should we review the way we have worked during the Sprint and plan for improvements?

- ☒ In the Sprint Retrospective meeting
- ☐ In the Sprint Review meeting
- ☐ In the lessons learned workshop
- ☐ In the Sprint Planning meeting of the next Sprint

Correct

We review the way we've worked and plan for improvements for the next Sprint during the Sprint Retrospective.

25. Question

How is management external to the Scrum team involved in the Daily Scrum?

- ☒ There's no such involvement
- ☐ Management can be present at the meeting and open it with their updates or opinions
- ☐ The Scrum Master represents them
- ☐ The Product Owner represents their opinions

Correct

The Daily Scrum is only for the Development Team. Others can attend, but they won't participate.

26. Question

For the purpose of transparency, when should a new Increment of working software be available?

- ☒ At the end of each Sprint
- ☐ Every other Sprint
- ☐ When the Product Owner needs it
- ☐ When the customer needs it

Correct

The purpose of all Sprints is to create an Increment of working software, which is potentially releasable.

We don't have to release them, but they should be potentially releasable.

27. Question

Which of the following best describes transparency?

- ☒ Significant aspects of the process must be visible to those responsible for the outcome
- ☐ The whole process should be visible to everyone
- ☐ The whole process should be visible to stakeholders
- ☐ The process should be visible, and understood by key stakeholders

Correct

Transparency is about visibility and doesn't contain understanding; even though we'd better try our best to create the right understanding too, but that's another story.

The "whole process" might be too much for some stakeholders; "significant aspects" is enough, as we treat most things in Agile environments.

28. Question

What does a burn-down chart present?

- ☒ Work remaining across time
- ☐ Whatever the Product Owner decides

- ☐ ☒ Budget remaining across time
- ☐ ☒ Value remaining to be realized across time

Correct

The horizontal axis is time, the vertical axis is the amount of remaining work and the trend line is the forecasted completion date.

29. Question

How should developers deal with non-functional features?

- ☐ ☒ Incorporate them in the integration Sprint
- ☐ ☒ Incorporate them into every Increment
- ☐ ☒ Incorporate them before the release
- ☐ ☒ Incorporate them in the hardening Sprint

Correct

Non-functional features are usually part of the Definition of Done, and should be considered for every Product Backlog item and every Increment. Sometime, some non-functional features that address a very particular part of the software can be added as separate items in the Product Backlog.

All Sprints are the same. There's no Sprint zero, hardening Sprint, release Sprint, integration Sprint, etc.

30. Question

Tim-boxing helps everyone focus on the same problem at the same time.

- ☐ ☒ True
- ☐ ☒ False

Correct

Time-boxing prevents everyone from spending too much time on unnecessary details and focus on the value, in a way that maximizes it.

31. Question

The timebox for a Sprint Review is...

- ☐ ☒ 4 hours for a one-month Sprint

- ☐ ☐ 3 hours for a one-month Sprint
- ☐ ☐ 15 minutes
- ☐ ☒ As long as needed

Correct

The Sprint Review is 4 hours when the Sprint is one month long, and shorter proportionally.

32. Question

The Development Team has decided not to have Sprint Retrospectives. What should the Scrum Master do?

- ☐ ☐ Escalate the issue to the Product Owner
- ☐ ☒ Convince them to have Sprint Retrospectives
- ☐ ☐ Respect their decision, because they are self-organized
- ☐ ☐ Order them to have Sprint Retrospectives
- ☐ ☐ Escalate the issue to the senior management

Correct

We should always have all the Scrum roles, events, and artifacts, as described in the Scrum Guide. The Scrum Master is responsible for ensuring that the framework is understood and enacted entirely. Otherwise, the Scrum Master should train and coach the members, and convince them to do the right thing; s/he doesn't have the organizational authority to "order" them to do the right thing, because they are supposed to be self-organized. For the same reason, we do not have an escalation system in Scrum.

33. Question

Which two statements are right when four teams are working on a single product?

- ☐ ☐ There should be four Product Backlogs
- ☐ ☐ There should be four Product Owners
- ☐ ☒ There should be only one Product Backlog
- ☐ ☒ There should be only one Product Owner
- ☐ ☐ There should be only one Scrum Master
- ☐ ☐ There should be four Product Owners and a chief Product Owner

Correct

There's always one Product Backlog and one Product Owner for one product; no matter how many teams are working in the project.

34. Question

If we're going to use burn-down charts for the Sprint performance, who should update it?

- ☐ The team leader
- ☒ The Development Team
- ☐ The Product Owner
- ☐ The Scrum Master

Correct

Tracking the Sprint performance is the responsibility of the Development Team, and tracking the project/release performance is the responsibility of the Product Owner.

Burn-down charts are usually used for tracking performance, but are not necessary.

35. Question

The Sprint Review is an informal meeting.

- ☒ True
- ☐ False

Correct

The Sprint Review is an informal meeting rather than a status meeting. The purpose is to "elicit feedback and foster collaboration".

36. Question

The Development Team has realized that one of the planned works in the Sprint Backlog is not needed any more. What should they do?

- ☒ Just remove it
- ☐ Ask the Product Owner to remove it
- ☐ Keep it, but inform the Product Owner
- ☐ Inform the Product Owner, so that s/he can cancel the Sprint if the work is significant

Correct

“Work” refers to “tasks” in this context, which is totally up to the Development Team. They can add, remove, and change them as they wish, in contrast to the Product Backlog items selected for the Sprint, which are not changed during the Sprint.

37. Question

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

- ☒ Act as a go-between for them
- ☐ Monitor their communication performance
- ☐ Teach them how to effectively communicate
- ☐ Suggest effective communication tools and techniques to the Product Owner

Correct

Acting as a go-between weakens the team and blocks their self-organization. The Scrum Master is supposed to teach and coach instead.

38. Question

What type of testing is usually done during the Sprint?

- ☐ Only the unit tests
- ☒ Every test
- ☐ Every test except for integration tests
- ☐ Every test except for user acceptance tests

Correct

The output should be potentially releasable, and therefore we need to do all the tests, including the user acceptance and integration tests. We should do everything separately for each item, instead of waiting and doing the work for a set of items. For example, when an item is almost done in the middle of the Sprint, we will ask the customer to provide us with user representatives for user acceptance testing and we integrate the item and complete the integration testing; all for a single Sprint Backlog item.

39. Question

Why should the Scrum Master participate the Daily Scrums?

- ☐ To gather progress and status information.

- ☐ ☐ To make sure every team member answers the three standard questions.
- ☐ ☐ To write down the impediments reported by the developers and start resolving them.
- ☐ ☒ The Scrum Master is not one of the Daily Scrum participants.

Incorrect

The Daily Scrum is only for the Development Team. Anyone “can attend”, but they don’t “have to attend” and they won’t “participate”; they will just listen and watch.

It is not necessary for the Scrum Master to facilitate the meetings. It will be case only if requested or needed.

40. Question

When forming multiple Scrum teams, which two of the following are the most important considerations?

- ☐ ☒ Having proper size in each team
- ☐ ☒ Having an effective mixture of skill in each team to avoid dependencies
- ☐ ☐ Having a mixture of senior and junior developers in each team
- ☐ ☐ Having enough skills for the technical layer designated to the each team

Correct

All teams should be cross-functional, with 3 to 9 members.

41. Question

A company has four products. Which two of the following are acceptable ways of forming Scrum teams?

- ☐ ☒ There can be a single Product Owner for all products
- ☐ ☐ It’s better to have multiple Development Teams in this environment
- ☐ ☒ There can be one Product Owner for each product
- ☐ ☐ There should be one Product Owner for each product
- ☐ ☐ There should be a single Product Owner for all products

Correct

When there's one product, there should be only one Product Owner, even if the product is large and there are many Development Teams. However, when there are multiple products, there are two options: 1) considering them separate and have a Product Owner for each of them, and 2) have only one Product Owner for all of them and develop them like a larger project to ensure compatibility.

42. Question

The Scrum Master shouldn't allow the Development Team start developing without having the tasks identifies and assigned.

- ☒ False
- ☐ True

Correct

There are two problems in this statement:

3. The Scrum Master doesn't manage people and cannot forbid team members from doing something and cannot order them to do certain things. S/he should always "convince" them to do the right thing by training and coaching.
4. The Development Team identify the tasks and assign them gradually, throughout the Sprint. We don't do it upfront, in the beginning of the Sprint.

43. Question

The customer doesn't spend enough time collaborating with the team and it's making problems for the project. Who's responsible for fixing this problem?

- ☒ The Scrum Master
- ☐ The whole Scrum Team
- ☐ The Product Owner
- ☐ The Development Team

Incorrect

The Scrum Master is responsible for solving problems inside the team, and even outside it.

44. Question

Who can change the Sprint Backlog during the Sprint?

- ☒ The Development Team
- ☐ The Product Owner
- ☐ The Scrum Master
- ☐ No one

Incorrect

There are three elements in the Sprint Backlog: the Sprint Goal, the items selected from the Product Backlog, and the tasks created by decomposing the items. Only the tasks are updated during the Sprint and it is done by the Development Team.

45. Question

When should we present the project performance information to the customer?

- ☐ Daily
- ☒ In the Sprint Review meeting
- ☐ In the Sprint Retrospective meeting
- ☐ In the Sprint Planning meeting

Correct

In the Sprint Review meeting, the developers demonstrate the Increment and the Product Owner presents the project performance information.

The Product Owner can communicate the information more often.

46. Question

The Scrum Master shouldn't allow the Product Owner to go to the Sprint Planning meeting without having the Sprint Goal prepared.

- ☒ False
- ☐ True

Correct

There are two problems with this statement:

2. The Scrum Master cannot order anyone to do something or forbid them from doing something. S/he can only convince them to do the right thing by training and coaching.

3. The Sprint Goal is composed by the whole Scrum Team, during the Sprint Planning.

47. Question

What do burn-down charts track?

- ☐ Developers productivity
- ☒ Remaining work across time
- ☐ Accumulated cost
- ☐ Accumulated value

Correct

The horizontal axis is time, the vertical axis is the amount of remaining work and the trend line is the forecasted completion date.

48. Question

Which three statements are right about the Definition of Done?

- ☒ It defines what it takes for a Product Backlog item to be ready for release
- ☒ It creates transparency for the Increments that will be inspected at the Sprint Review
- ☒ It helps the Development Team have a reliable forecast of the number of items they can select in the Sprint Planning
- ☐ It helps understand if developers have performed their tasks
- ☐ It helps measure the percent completeness of items

Correct

The Definition of Done defines all the work that need to be done on an item, which turns it into a part of the potentially releasable Increment. So, this amount of work, combined with the team capacity, defines how many items they can choose in the Sprint Planning.

It also creates transparency, because everyone will know what others mean when they say something is done.

It's not about the performance of individual developers, and ownership is shared in Scrum.

It's also possible to use the Definition of Done to measure the percent completeness of items, but it's not the purpose, and it doesn't serve a real benefit.

49. Question

Which statement can be considered an Increment?

- ☒ A few new features in a useable state that are added to those delivered in the previous Sprints
- ☐ A UML diagram that describes the functionalities in the future Sprints
- ☐ A decomposition of Product Backlog items into tasks, that will be used in the future Sprints
- ☐ A user interface layout designed for the software

Correct

Increments are set of done Product Backlog items. All items should be non-technical and independent.

The user interface design evolves throughout the project, as the database architecture and other similar things. This is part of multiple non-technical items, rather than a separate one.

50. Question

Who is responsible for engaging the stakeholders?

- ☐ The Development Team
- ☒ The Product Owner
- ☐ The Scrum Master
- ☐ The team manager
- ☐ The project manager
- ☐ The whole Scrum Team

Correct

The Product Owner is responsible for communications with all stakeholders.

51. Question

How can a Scrum Master help multiple teams keep their output aligned in a single product?

- ☐ Collect Sprint Backlog tasks of all teams, make them consistent, and return them to team to work on
- ☒ Teach them that it's their responsibility to work with the other teams to create aligned outputs and an integrated Increment.

- ☐ Teach the Product Owner to collaborate with lead developers on aligning the effort.
- ☐ Visit Daily Scrums and ensure that team activities are aligned

Correct

The answer should be compatible with the self-organizations concept; the Scrum Master, or the Product Owner is not supposed to do anything directly in this regard; it's only the responsibility of the Development Team(s) to find their way.

52. Question

What does it mean to say a Product Backlog item is Done? (Choose multiple answers)

- ☐ The item has all the quality requirements defined by the Product Owner
- ☒ No work left based on the Definition of Done
- ☐ All tasks identified for the item are done
- ☒ The item creates a software that is usable by the end user
- ☒ The item can be a part of a potentially releasable piece of software
- ☐ The item is ready for user acceptance testing
- ☐ The item is ready for functional testing by the Product Owner

Incorrect

Items are Done, when they are complete based on the Definition of Done. In that case, they would have the potential of creating a releasable/shippable Increment that is usable by the end user.

Tests are also part of the work and items are not Done before the test are complete; even the user acceptance tests.

Quality requirements are part of the work, but not all of it (e.g. non-functional features and development processes are also part of the work).

We cannot trust the identified tasks, because we might have missed some tasks and the sum of them do not conform to the Definition of Done.

53. Question

The Development Team has decided not to have Daily Scrums. What should the Scrum Master do?

- ☐ Respect their decision, because they are self-organized

- ☒ Convince them to have Daily Scrums
- ☐ Escalate the issue to the Product Owner
- ☐ Order them to have Daily Scrums
- ☐ Escalate the issue to the senior management

Correct

We should always have all the Scrum roles, events, and artifacts, as described in the Scrum Guide. The Scrum Master is responsible for ensuring that the framework is understood and enacted entirely. Otherwise, the Scrum Master should train and coach the members, and convince them to do the right thing; s/he doesn't have the organizational authority to "order" them to do the right thing, because they are supposed to be self-organized. For the same reason, we do not have an escalation system in Scrum.

54. Question

Items in the Product Backlog tend to be...

- ☐ The same size as the items in the Sprint Backlog
- ☐ It depends
- ☒ Larger than the items in the Sprint Backlog
- ☐ Smaller than the items in the Sprint Backlog

Correct

We don't need to break down the items that we're not going to develop soon. Therefore, the items on the bottom of the Product Backlog are usually larger than those on the top. Since the Sprint Backlog items are selected from the top of the Product Backlog, they would be smaller than the average size of Product Backlog items.

55. Question

Why is Daily Scrum held at the same time and same place?

- ☐ Because the Product Owner requires it
- ☒ To reduce complexity and overhead
- ☐ To make it easier to book the rooms
- ☐ Because the place can be named

Correct

It's not wise to spend some time everyday scheduling the next Daily Scrum, when the meeting itself is only 15 minutes.

We usually expect to have a common place for the team and have them collocated. The meeting will be held in the same common place, in front of the Scrum board; we don't book a meeting room for it.

56. Question

The Development Team cannot deliver the Increment because they don't understand a functional requirement. What should they do?

- ☒ Collaborate with the Product Owner to solve the problem
- ☐ Move the work to a future Sprint
- ☐ Ask a specialist to solve the problem within the remaining duration of the Sprint
- ☐ Partially complete the work

Correct

The Product Owner is responsible to make all items clear and understood. If the problem wasn't solved, then there's no option other than leaving it to go back to the Product Backlog and be done later.

The team is cross-functional and doesn't use external help.

We don't deliver partially complete items; everything should be done based on the Definition of Done.

57. Question

Which of the following is not included in a typical Product Backlog?

- ☐ Description
- ☒ Owner
- ☐ Value
- ☐ Estimate
- ☐ Order

Correct

The ownership of the Product Backlog items is shared.

58. Question

How multiple teams that work on the same product deliver their outputs?

- ☐ ☐ Each team creates its own Done Increment, which are also project Increments.
- ☐ ☒ Each team creates its own Done Increment. All increments will combine and create a single Increment for the project.
- ☐ ☐ Each team creates its own output, and the sum of outputs create an Increment for the project.

Correct

The combined output of each team is still called an Increment in scaled Scrum. However, this is only the team's Increment rather than the project's. All Increments will combine and create a single one, that would be considered the project Increment.

59. Question

The Scrum Master is not allowed to tell the Development Team how to build the product.

- ☐ ☒ True
- ☐ ☐ False

Correct

The Development Team is self-organized and finds its own way instead of receiving orders. The Scrum Master only trains and coaches them, convinces them to do the right thing, and solves their problems; all are more about the process and the environment rather than technical aspects.

60. Question

Which of the following is not timeboxed?

- ☐ ☐ Daily Scrum
- ☐ ☒ Product Backlog refinement
- ☐ ☐ Sprint Review
- ☐ ☐ Sprint
- ☐ ☐ Sprint Planning
- ☐ ☐ Sprint Retrospective

Incorrect

All events are timeboxed: Sprint, Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective.

The Product Backlog refinement is a continuous activity.

61. Question

Which two statements are right about technical debt?

- ☒ It creates false assumptions about the current state of the system; e.g. it might not be really releasable.
- ☐ The Development Team should not start working on a new item unless they remove all existing technical debt
- ☒ It creates uncertainty, because when more code is added, more problems will occur and the development slows down
- ☐ When measured properly, the Product Owner can estimate when the product is ready for release

Correct

Technical debt is the consequence of poor system design and architecture, which can happen when they 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, 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.

62. Question

What's the allowed Development Team size?

- ☐ 5 ± 3
- ☒ 6 ± 3
- ☐ 6 ± 4
- ☐ 5 ± 4

Correct

The Development Team should have between 3 and 9 members.

63. Question

A real self-organized team does not need a Scrum Master.

- ☒ False
- ☐ True

Correct

A Scrum Team always need a Scrum Master to ensure that the process is understood and followed entirely. The Scrum Master also protects the team and removes impediments, which is independent of having a self-organized team.

64. Question

When can a Scrum Master cancel a Sprint?

- ☒ S/he can't cancel Sprints
- ☐ The Sprint Goal has become obsolete
- ☐ Not enough resources are available
- ☐ Product Backlog items selected for the Sprint are not clear enough

Correct

Only the Product Owner has the authority to cancel a Sprint. It happens when the Product Owner realizes that the Sprint doesn't make sense any more, or in other words, the Sprint Goal has become obsolete. E.g. if the customer doesn't need most of the Sprint Backlog items any more.

Note: it's OK if we forecast that the team cannot deliver some of the Sprint Backlog items (or even many of them) and it's not a reason for canceling a Sprint.

65. Question

Which of the following can be considered an Increment?

- ☐ The requirements specification document
- ☒ New complete features added to the output of the previous Sprints
- ☐ A user interface design that will be used for all features
- ☐ The solution architecture for the whole product

Correct

Increments are set of done Product Backlog items. All items should be non-technical and independent.

The user interface design evolves throughout the project, as the database architecture and other similar things. This is part of multiple non-technical items, rather than a separate one.

66. Question

Which of the following is mandatory in Scrum? (Choose multiple answers)

- ☐ Using pair-programming
- ☒ Using Sprint Backlogs
- ☒ Measuring the performance of the Sprints
- ☐ Using a dedicated Development Team
- ☐ Using burn-down charts
- ☐ Using test-driven development

Incorrect

Sprint Backlog and Sprint performance measurement are Scrum artifacts and all artifacts are mandatory. It's recommended to have dedicated developers, but it's not mandatory. The rest are all practices or techniques, and therefore out of scope of Scrum (while using Agile practices in Scrum is both common and recommended).

67. Question

Individual Development Team members should be cross-functional.

- ☐ True
- ☒ False

Incorrect

The Development Team as a whole is cross-functional, which means the sum of all developers with their different expertise. It doesn't mean that we need to have cross-functional individuals.

Each individual is experts in one or more technical layer or aspect of the project, and the team they create is cross-functional (have all the expertise required to get the job done, without any need for external resources).

68. Question

Why should the Scrum Master be at the Daily Scrum?

- ☐ ☐ To take note of the impediments reported by the developers
- ☐ ☐ To facilitate the meeting
- ☐ ☒ S/he doesn't have to be there; just needs to ensure that the Development Team holds the meeting every day
- ☐ ☐ To assign tasks to developers

Correct

The Daily Scrum is only for the Development Team. Anyone “can attend”, but they don’t “have to attend” and they won’t “participate”; they will just listen and watch.

It is not necessary for the Scrum Master to facilitate the meetings. It will be case only if requested or needed.

69. Question

Which of the following is required by Scrum? (Choose multiple answers)

- ☐ ☐ Release planning
- ☐ ☒ Sprint Planning
- ☐ ☐ Sprint burn-down chart
- ☐ ☒ Sprint performance measurement
- ☐ ☐ Project charter

Incorrect

All Scrum events, including Sprint Planning, are mandatory.

All Scrum artifacts, including Sprint performance measurement, are mandatory. It's optional however to use a burn-down chart for tracking the progress.

The Scrum framework doesn't explain release planning, even though it accepts the concept. So, it's not part of the framework, and should be added by the team (especially by the Product Owner).

We don't have a project charter in Scrum, but the team is free to have its own initial plans, as long as they are not detailed upfront plans and do not block adaptation. For example, having a simple vision statement is recommended (it's not part of the framework).

70. Question

The whole Sprint Backlog is defined during the Sprint Planning and usually does not change during the Sprint.

- ☐ True
- ☒ False

Incorrect

There are three elements in the Sprint Backlog: the Sprint Goal, the items selected from the Product Backlog, and the tasks created by decomposing the items.

The first two are completely planned in the Sprint Planning, but not all tasks are created; just enough for the first few days of development. The rest of the tasks will be created during the Sprint.

71. Question

What should the Scrum Master do during the Sprint Retrospective?

- ☒ Participate as a Scrum Team member
- ☐ Summarize and report the results to the senior management
- ☐ Prioritize the outputs of the meeting
- ☐ Capture the Development Team's answers

Correct

The whole Scrum Team should participate in the Sprint Retrospective to find an improvement to be applied in the next Sprint; including the Scrum Master.

Besides that, the Scrum Master is supposed to facilitate the meetings as requested or needed. Note that facilitation is different from managing; the Scrum Master is a process manager, not people's manager.

72. Question

Who's responsible for Product Backlog refinement?






- ☒ The Product Owner and the Development Team
- ☐ The Scrum Master
- ☐ The whole Scrum Team
- ☐ The Product Owner
- ☐ The Development Team

Incorrect

The Product Owner is responsible for adding details and ordering and the Development Team for estimating. All these activities are part of Product Backlog refinement.

73. Question

How Product Backlog items are chosen in scaled Scrum?





- ☐  The highest performing Development Team starts pulling items, and then it's turn for the next high performer.
- ☒  The Development Teams pull in items in agreement with the Product Owner
- ☐  The Product Owner provides each team with a set of items
- ☐  The items are provided to the team randomly
- ☐  The teams provide the Product Owner with their capacity, and the Product Owner selects and provides appropriate number of items to each team based on their capacity

Correct

The Development Teams are self-organized and it's their responsibility to select items from the Product Backlog. When there are multiple teams, all of them should do it together. They should also seek the acceptance of the Product Owner, since s/he should be able to have a history of items.

74. Question

Which of the following is designed for inspection?

- ☒  Daily Scrum
- ☐  Product Backlog refinement
- ☐  Lessons learned workshop
- ☐  Sprint

Correct

The four events inside the Sprint are all opportunities for inspection and adaptation: Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective.

75. Question

Who determines when it is time to update the Sprint Backlog during the Sprint?

- ☐  The team leader

- ☐ The whole Scrum Team
- ☒ The Development Team
- ☐ The Product Owner
- ☐ The project manager
- ☐ The Scrum Master

Correct

There are three elements in the Sprint Backlog: the Sprint Goal, the items selected from the Product Backlog, and the tasks created by decomposing the items. Only the tasks are updated during the Sprint, and it's the Development Team's responsibility to do so.

76. Question

An organization has decided to adopt Scrum. What happens if they tailor the Scrum terminology to match their current environment? (Choose multiple answers)

- ☒ The change might not be obvious to everyone, and therefore very little change actually happen
- ☒ Management may feel less enthusiastic about the change
- ☒ The change might not be obvious to everyone, and some benefits may be lost
- ☐ They will get better results adopting Scrum this way

Incorrect

Scrum is a framework rather than a methodology. It's very lightweight and only contains the essential required aspects. Therefore, it shouldn't be tailored like methodologies (e.g. PRINCE2).

77. Question

The Development Team has spent three weeks in a four-week Sprint, when they have realized that they are not able to deliver 5 out of 15 items. What should they do?

- ☒ Ask the Product Owner to collaborate with them and adjust the work
- ☐ Outsource part of the work to other teams or parts of the organization
- ☐ Work overtime and try to complete all items
- ☐ Just continue

Incorrect

The best option is to adjust the work/tasks (as long as it adheres to the Definition of Done) and collaborate with the Product Owner to adjust the priorities (if needed).

78. Question

When multiple Scrum teams are working on the same product, should all of their outputs be integrated every Sprint?

- ☐ ☒ Yes
- ☐ ☐ Yes, only if there are dependencies among them
- ☐ ☐ No

Incorrect

One project has one Product Backlog and one Increment each Sprint.

79. Question

Scrum is a technique.

- ☐ ☐ True
- ☐ ☒ False

Correct

Scrum is an Agile (adaptive) framework, within which various processes and techniques should be used in right orchestration.

80. Question

How should the Product Owner forecast the completion date?

- ☐ ☐ By using a trend line in the burn-down chart
- ☐ ☒ By any method s/he finds appropriate
- ☐ ☐ By dividing the remaining amount of work in the Product Backlog to the latest calculated velocity
- ☐ ☐ This is the responsibility of the Scrum Master for forecast the completion date

Incorrect

Using a trend line in the burn-down chart can help (if the team is using that chart), as well as simple or complex formulas such as the one mentioned above. But all of these are just

guides for the Product Owner and s/he should consider all factors and come up with a reliable completion date forecast.

Complete Lesson

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'Sign-up', 'MailChimp for WP Sign-Up'); });
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