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PSM. Simulated Exam #1

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

55 of 80 questions answered correctly

Your time: 00:21:39

You have reached 55 of 80 points, (68.75%)

Average score

77.29%

Your score

68.75%

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Answered

Review

1. Question

Nine (9) Scrum Teams are working on a single product. Which of the following is the best way of planning Sprints?

- ○ Everyone meets in the same time to check the Product Backlog and to receive information from the Product Owner. Then they coordinate dependencies, shift team members as needed, and create their Sprint Backlogs.

- ○ The Product Owner meets with representative from each team to compose the Sprint Goal and select items from the Product Backlog. Then each representative works with his/her team to create their Sprint Backlog.

○ The Product Owner and all team members meet and create one Sprint Backlog for the project. All teams will share that Sprint Backlog for the next Sprint.

Correct

There's only one Product Backlog and one Product Owner for a project/product. Each team needs to have a separate Sprint Backlog however.

The Development Team is responsible for selecting the items from the Product Backlog, so it cannot be done without them. They share ownership, and therefore having one person representing a team is not a good option.

Even though we prefer not to change the composition of team in the default mode (when we have only one team), it's common to shift team members when there are multiple teams working on the same product.

Even though Product Backlog items should be independent of each other, the dependencies between teams is a common problem in scaled Scrum and they should be careful with it.

2. Question

What are the benefits of having tests in the Definition of Done? (Choose three answers)

☑ Increased transparency of the Increments

☑ Increments would be closer to being potentially shippable

☐ Reporting would be easier for the project manager
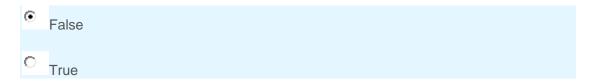
☑ Increments would be more complete

Incorrect

Items are not really done, unless we have tested them; so, tests should be included in the Definition of Done. In this case, the Increments will be closer to what we can practically call "complete", "done", "potentially releasable", or "potentially shippable"; to something useable for the users.

Increments should be potentially releasable; for starters, because it makes it easier for the customer to try it and give us back useful feedback. The feedback enables adaptation, which is essential to Agile.

Having an effective Definition of Done increases transparency, because everyone will know what we mean when we say an item is done.

3. Question

Each Sprint Backlog item is owned by one, or a pair of developers.

○ False

○ True

Correct

The ownership and accountability of Sprint Backlog items and tasks are shared among developers.

Tasks are usually assigned to one, or a pair of developers, but it is not the case for items, since each items requires multiple types of expertise. In case of assignment, the person would be responsible for the task, rather than accountable or owner.

4. Question

Which two of the following are true about Product Owners?

☑ Is accountable for prioritizing the Product Backlog items

☑ Can be influenced by a committee

☐ The role can be played by a committee

☐ Should be dedicated to one project

Incorrect

The Product Owner creates and orders the Product Backlog items and makes sure that everyone understands them. Estimating the items and breaking them down into tasks are done by the Development Team.

There can be a committee for the product ownership, but only their representative will be called Product Owner. So, there's only one Product Owner. This person can be full-time or part-time. One person can have more than one role in Scrum (e.g. both the Product Owner and the Scrum Master). While it's not forbidden, it's not recommended.

5. Question

A comprehensive branching and merging model in shared version control reduces the coordination problems when multiple teams are working on the same code.

○ False

○ True

Incorrect

A development option is to "branch" a piece of code from the mainstream, make changes, and merge it back when it works properly. Others can branch the same code while other branches are developed, and it might create problems with merging.

There might be some benefits in branching and merging, but it doesn't help with coordination and even makes it worse, because conflicts will be discovered later.

6. Question

Which two of the following is true about Scrum?

☑ Scrum is a framework for developing and maintaining complex products

☑ Scrum is based on empirical process control theory

☐ Scrum is a methodology for managing complex projects

☐ Scrum is like a traditional process but with Sprints and related artifacts

Correct

Scrum is a framework, not a methodology or body of knowledge.

Scrum is empirical, rather than theoretical.

Scrum is more about project delivery rather than project management.

Scrum is adaptive, rather than predictive (it's more than just using Sprints and related artifacts).

Scrum should be used entirely (we do not tailor it).

7. Question

What are two common benefits of self-organization?

☐ Increase rule compliance

☐ Increase predictability

☑ Increase commitment

☑ Increase self-accountability

Correct

Being self-organized means that the team finds its own way, instead of receiving orders.
When it is so, there would be more buy-in (commitment), accountability, and creativity
among team members.

8. Question

What should be done between a Sprint Retrospective and the next Sprint Planning?

◉ Nothing; there's no time between the two.

○ Refactor the developed items

○ Release the Increment

○ Prepare for the Sprint Planning

Correct

There's no time between one Sprint and the next.
Ordering the Product Backlog items and estimating the amount of work of new items that is
needed for the next Sprint Planning is done during the previous one, in a continuous process
called Product Backlog refinement (or Product Backlog grooming).

9. Question

Which two of the following is not done during the first Sprint?

☑ Develop a plan for the whole project

☑ Prepare a complete infrastructure and set of tools for the project

☐ Deliver a piece of working software

☐ Plan a small improvement for the next Sprint

Incorrect

There's no difference between the first Sprint and the rest of them; we create an Increment of working software, get feedback from the customer (Sprint Review), and plan for improvements in the next Sprint (Sprint Retrospective).

10. Question

The Development Team has realized that they have over committed themselves for the Sprint. Who should be present when they review and adjust the work?

- ○ Only the Product Owner

- ● The Product Owner and the Development Team

- ○ Only the Development Team

- ○ The whole Scrum Team

- ○ The whole Scrum Team and other key stakeholders

Correct

When we realize that we have over committed ourselves and we are not able to deliver many of the Spring Backlog items, we should still keep working and we won't add or remove items. However, the order of the items will be more important now, since we won't be able to deliver items at the bottom of the Sprint Backlog. For this reason, the Development Team will call the Product Owner to check and see if s/he needs to adjust the order of Sprint Backlog items.

11. Question

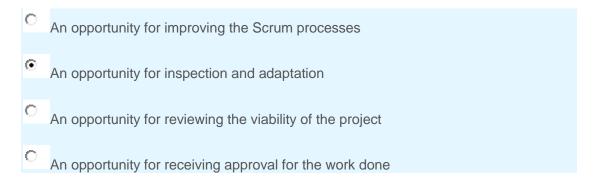When is a Sprint Backlog item considered complete?

- ● When everything is done based on the Definition of Done

- ○ When the Sprint is over

- ○ When all of its tasks are complete

- ○ When the user acceptance tests are done

Correct

When the item is complete based on the Definition of Done, which means that the end users can use it, and it creates an Increment of working software which is potentially releasable. Note: if all the tasks for an item are complete, it doesn't necessarily mean that the item is complete, because we might have forgot to add some of the tasks.

12. Question

The Sprint Review is:

○ An opportunity for improving the Scrum processes

◉ An opportunity for inspection and adaptation

○ An opportunity for reviewing the viability of the project

○ An opportunity for receiving approval for the work done

Incorrect

All four events inside the Sprint are opportunities for inspection and adaptation.
During the Sprint Review, the Development Team demonstrates the Increment and the Product Owner presents the performance information.

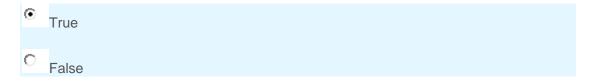**13. Question**

Which three of the following are feedback loops?

☑ Sprint Retrospective

☑ Daily Scrum

☐ Release planning

☑ Sprint Review

☐ Product Backlog refinement

Correct

All four events inside the Sprint are feedback loops and opportunities for inspection and adaptation.

14. Question

Items in the Product Backlog are usually larger than items in the Sprint Backlogs.
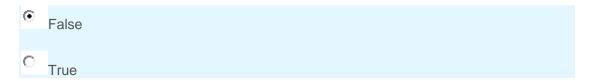
- ◉ True

- ○ False

Correct

We don't have detailed upfront planning in Agile, and therefore there's no need to spend too much time breaking down large items into more practical small ones, unless we're going to develop them soon (they are at the top of the Product Backlog). That's why items on the bottom of the backlog are usually larger than those on the top, and since Sprint Backlog items come from the top of the Product Backlog, their average size is smaller than that of Product Backlog.

15. Question

When the Scrum Team becomes mature enough, it doesn't need a Scrum Master anymore.

- ◉ False

- ○ True

Correct

Every Scrum team needs a Scrum Master and a Product Owner, even if they are mature. Both roles can be part-time.

16. Question

How budgeting is done in Scrum?
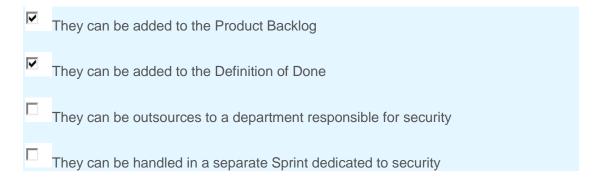
- ◉ Ideally revised each Sprint to ensure value is being delivered

- ○ Usually every day

- ○ Budgeting is very simple and limited to the run cost (time and material)

- ○ Scrum doesn't need the traditional budgeting system

Incorrect

Budgeting should be aligned with the value delivered in the previous Sprints, and therefore updated frequently. If it's done properly, we would know when it's best to stop the project and start using the product in operation instead of spending more money developing less valuable Product Backlog items.

17. Question

How can security be addressed in Scrum? (Choose two answers)

- ☑ They can be added to the Product Backlog

- ☑ They can be added to the Definition of Done

- ☐ They can be outsources to a department responsible for security

- ☐ They can be handled in a separate Sprint dedicated to security

Incorrect

Many of the security concerns are non-functional features, and therefore will be added to the Definition of Done to be applied to all Product Backlog items.
Some security concerns are specific, and only about a certain part of the product; they can be separate items in the Product Backlog.
The Development Team is cross-functional and should take care of every aspect of the product, including security.
Each Sprint should be focused on developing items with the highest value.

18. Question

How should multiple teams be composed for a single project?

- ◉ Developers themselves will decide on how to form the teams

- ○ Everyone together will decide on how to form the teams

- ○ The Product Owner decides on how to form the teams

- ○ Management will form the teams

Incorrect

Developers should be self-organized and it's their responsibility to form the teams.

Besides the initial formation, they might also decide to shift between teams at the beginning of each Sprint.

19. Question

Which three of the following are responsibilities of a self-organizing team?

☐ Reorder the Product Backlog

☑ Create tasks for Sprint Backlog items

☑ Estimate the amount of work of the newly created Product Backlog items

☑ Pull Product Backlog items for the upcoming Sprint

☐ Report progress to the stakeholders

☐ Create new Product Backlog items

Correct

It's the responsibility of the Development Team to estimate the amount of work of Product Backlog items, and to select appropriate number of them for each Sprint. They also break down the items into tasks during the Sprint.

Measuring the project performance is the responsibility of the Product Owner, while measuring the Sprint performance is done by the Development Team.

Creating new Product Backlog items, ordering them (prioritization), and making sure that everyone has a clear understanding of them is the responsibility of the Product Owner.

20. Question

The Sprint Goal is a part of Sprint Backlog.

◉ True

○ False

Correct

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

The Sprint Goal and the items will not change after the Sprint Planning, but the tasks are not complete and the developers keep adding more tasks during the Sprint.

21. Question

Which of the following are common Product Owner activities during the Sprint? (Choose two answers)

☐ Measure the Sprint progress

☑ Work with the stakeholders

☐ Run the Daily Scrums

☑ Answer questions from the Development Team about the items in the Sprint Backlog
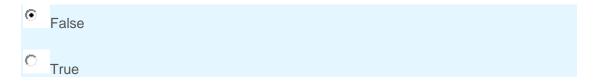
☐ Prioritize the Development Team's tasks

Correct

The Product Owner keeps communicating with the stakeholders, creates new items in the Product Backlog, revises the order of items, answer questions and makes sure that everyone has the right understanding of items, and checks the completed items with the Development Team to ensure it's complete based on the Definition of Done.

Creating and prioritizing the tasks, running Daily Scrums, and measuring the Sprint performance are the Development Team's responsibility.

22. Question

Scrum is a detailed software development methodology.

◉ False

○ True

Correct

Scrum is a framework rather than a methodology, and it's not detailed.

23. Question

Which of the following best describes Scrum?

◉ A framework for the development of complex products

○ A methodology for software development

○ A practical project management methodology

○ A practical and modern project management standard

Correct

Scrum is adaptive instead of predictive. It's a framework rather than a methodology or body of knowledge. It's mainly about project delivery rather than project management. It's empirical (based on experience) rather than theoretical. It's suitable for the development of complex products in complex environments.

24. Question

Which two of the following are true about the Scrum Master role?

☐ Is responsible for updating the burn-down chart

☐ Assigns tasks to the developers

☑ Helps those outside the team interact with the Scrum Team

☑ It's a management position

☐ Identifies what has been done prior to the Sprint Review meeting

Incorrect

The Scrum Master does not manage people, and does not have to be full-time.
The Development Team is self-organized and handles the assignments itself, and measures the performance of the Sprints.
It is the Product Owner's responsibility to identify what has been done before the Sprint Review, since s/he is the main contact person with the stakeholders.

25. Question

How a Product Backlog is ordered?

○ Based on dependencies among items

○ Based on the criticality of items

○ Based on the value of items

○ Based on the size of the items

○ Based on the amount of risk related to each item

Incorrect

The Product Backlog is ordered based on the value of items to the business, and it is up to the Product Owner to determine how to calculate the value.
Size, criticality, and risk all affect the "value", but are not directly the basis for ordering.
Items should be independent of each other, so that we can freely order them based on the value.

26. Question

Which two of the following are the best ways a Scrum Master can teach teams to help them self-organize?

☑ Time-box events to manage risk

☐ Use pair-programming

☑ Create a releasable Increment at the end of each Sprint
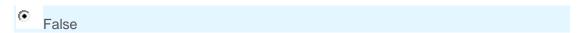
☐ Maintain and increase velocity

Incorrect

Time-boxing and having the goal of creating Increments help developers focus on real problems, take accountability, and make right decisions for the delivery.
Maintaining and increasing velocity is important, but doesn't help self-organization much.
Pair-programming is a helpful Agile practice, but is not mandatory.

27. Question

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

● False

○ True

It's almost impossible to make the estimate units (e.g. story points) comparable, and only creates problems such as padding.

28. Question

When is a Sprint cancelled?

○ When the infrastructure and tools are not ready for the whole project

◉ When the Product Owner determines it makes no sense to finish it

○ When the Development Team finds it necessary

○ When the Scrum Master decides to

Only the Product Owner has the authority to cancel a Sprint. It is done when the Sprint doesn't make sense any more or the Sprint Goal has become obsolete.

29. Question

Which statement best describes the Sprint Backlog?

◉ It's the Development Team's plan for the Sprint

○ Each of its items are assigned to a team member

○ Each of its items has been estimated in hours

○ It's composed by the Product Owner

The Sprint Backlog is created during the Sprint Planning. There are three elements in it: the Spring Goal (created by the whole team), and the items selected from the Product Backlog (by the Development Team), and the tasks created by decomposing the items (by the Development Team). They keep adding tasks during the Sprint, so, the Sprint Backlog

updates. It's the Development Team's plan for the current Sprint. This plan is not detailed upfront.

If the Development Team cannot deliver some of the items, they will go back to the Product Backlog and will be ordered again; they do not go to the next Sprint automatically.

Each task is assigned to one developer or a pair of developers, but the ownership is still shared. Items are not assigned or owned by specific developers, all of them share accountability.

30. Question

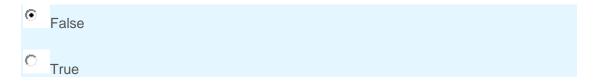Which three of the following are Scrum Master responsibilities during the Sprint?

- ☑ Solve problems

- ☑ Facilitate meetings as requested or needed

- ☑ Ensure the Development Team stays self-organized

- ☐ Assign tasks to team members

- ☐ Approve the Increment

Correct

The Scrum Master ensures that Scrum is understood and enacted entirely, removes impediments (solves problems), and facilitates the meetings as requested or needed.

31. Question

It's better to have longer Sprints when the project is riskier.

- ◉ False

- ○ True

Correct

When Sprints are shorter, there are more opportunities for demonstration, receiving feedback, and adaptation. So, when risks are higher, it's better to have shorter Sprints (if it's possible). Besides that, we should collaborate with the business, so the duration of Sprints

should be compatible with their business events. And finally, Sprints should not be longer than one calendar month.

32. Question

The Scrum Master has a lot of unresolved issues. Which three of the following actions can be taken to facilitate it?
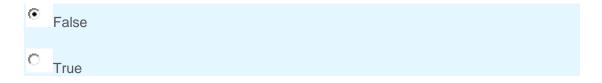
- ☐ Ask the senior management for help

- ☑ Inform management of the impediments and their impact

- ☑ Consult the Development Team

- ☑ Prioritize the issues and work on the in order

- ☐ Escalate the issues to the right person

Incorrect

It's always a good idea to ask the rest of the team for help (consultation), but we prefer not to get help from outside the team, because it will weaken our self-organization.

33. Question

There should be a hardening Sprint every few Sprints, to resolve dependencies and fix open bugs.
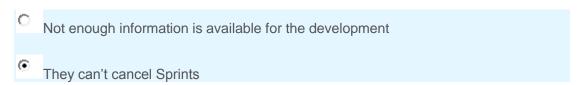
- ◉ False

- ○ True

Correct

There's only one type of Sprint, and its goal is to create a potentially releasable Increment of features that bring value to the customer. There's no Sprint zero, hardening Sprint, etc.

34. Question

When can a development team cancel a Sprint?

- ○ Not enough information is available for the development

- ◉ They can't cancel Sprints

○ The Sprint doesn't make sense any more

○ There's an unsolved technical dependency

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.

35. Question

Who can replace Sprint Backlog items during the Sprint?

○ The Development Team

○ The Product Owner

○ The Scrum Team

◉ No one

○ The Scrum Master

○ The Product Owner and the Development Team together

Correct

No one can change the Sprint Backlog items as soon as the Sprint Planning is finished. The only exception is when there's still time and the team has finished all items, in which case they will pull the next item from the top of the Product Backlog.

36. Question

The customers has the final say on the order of Product Backlog items.

◉ False

○ True

Correct

The decision on the order of items can be influenced by a committee, the customer, or any other stakeholders, but the final say belongs to the Product Owner. This decision should be respected by the whole organization.

37. Question

When should a Sprint Goal be created?

- ◉ In the Sprint Planning meeting
- ○ In the beginning of the project
- ○ In the previous Sprint Retrospective
- ○ Any time during the Sprint
- ○ It's not mandatory

Correct

The Sprint Goal is created at the Sprint Planning meeting by the whole Scrum Team. The Sprint Goal is part of the Sprint Backlog, like the items selected from the Product Backlog and the tasks created by decomposing those items. The Sprint Goal and the items do not change during the Sprint, but we keep adding new tasks.

38. Question

Items at the bottom of the Product Backlog are usually larger than those on the top.

- ◉ True
- ○ False

Incorrect

We don't need to spend too much time breaking down items that we're not going to develop soon. Therefore, the items at 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, their average size would be smaller than the average size of items in the Product Backlog.

39. Question

Who adds new work to the Sprint Backlog during the Sprint?

○ The whole Scrum Team together

○ The Scrum Master

◉ The Development Team

○ The Product Owner

○ The Product Owner and the Development Team together

Correct

No one is allowed to add new Product Backlog items to the Sprint Backlog, as soon as the Sprint Planning is over. By "work", this questions is referring to the tasks created by decomposing the Sprint Backlog items, and this is the responsibility of the Development Team.
Only tasks required for the first few days of the Sprint are created in the Sprint Planning meeting; the rest will be created during the Sprint, whenever developers identify new work, or when it's time to work on a new item and they need to understand its scope.

40. Question

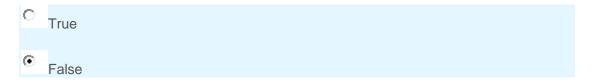A developer does not work properly and is blocking the team activity. Who should decide on removing that person?

○ The Scrum Master

◉ The Development Team

○ The Product Owner

○ The resource manager

Incorrect

This is the responsibility of the Development Team, because it's self-organized. Since it's some kind of impediment, they may also get help from the Scrum Master.

41. Question

The Sprint Backlog would not change after the Sprint Planning.

○ True

◉ False

Correct

The Sprint Backlog is created in the Sprint Planning meeting, and updated during the Sprint. There are three elements in the Sprint Backlog: the items selected from the Product Backlog and the Sprint Goal, which do not change during the Sprint, and also the tasks created by decomposing the items, which are added both in the Sprint Planning and during the Sprint.

42. Question

Which of the following can be delivered as the output of a Sprint?

○ A user interface layout designed to be used for the solution

○ A document that shows the solution design and helps the team develop the product

◉ An Increment of Done software

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

Correct

The output of the Sprints is the Increment: the piece of working software which is potentially shippable and "done", based on the Definition of Done (including all the tests). All items we deliver are non-technical and independent of each other.

43. Question
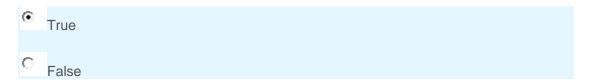
What's the vertical axis in a typical burn-down chart?

◉ The amount of remaining work

○ The progress

○ The technical debt

○ The capacity of the team

Incorrect

The horizontal axis is time, the vertical axis is the remaining amount of work, and the trend line shows the forecast finish date if the Product Backlog and the team capacity stay the same.

44. Question

Scrum does not have a role called "project manager".

◉ True

○ False

Correct

Scrum doesn't have a project manager role. The project management activities are distributed among the three Scrum roles.

45. Question

While the Sprint Planning is progressing, the Development Team has realized that they don't have enough resources to complete all the selected Sprint Backlog items. Which two of the following is usually the best action?

☑ Adjust the Sprint Backlog to match the capacity

☑ Inform the Product Owner and start the development

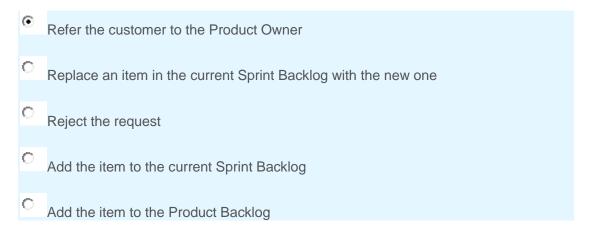☐ Hire more developers

☐ Work overtime

Correct

We can freely change the number, because it's still during the Sprint Planning (we're not allowed to do so after the Sprint Planning).

If we want to, we can just start the Sprint with the high number of items, because nothing happens if we do not deliver everything.

We work on a constant pace (no overtime work). We do not like to change the composition of the team often, because we know that adding more developers does not always increase productivity, and even if it does, it will not happen in the short term.

46. Question

The customer wants the Development Team to add a very important item to the current Sprint. What should they do?

- ⦿ Refer the customer to the Product Owner

- ○ Replace an item in the current Sprint Backlog with the new one

- ○ Reject the request

- ○ Add the item to the current Sprint Backlog

- ○ Add the item to the Product Backlog

Correct

Only the Product Owner can add new items to the Product Backlog. Even s/he cannot add a new item to the Sprint Backlog during the Sprint.
When someone asks for a change in Sprint Backlog, they should be referred to the Product Owner, so that s/he can work with them to define the item and add it to the Product Backlog for the next Sprints.

47. Question

Which of the following is common when the Scrum Team becomes mature enough during the project?

- ⦿ They will improve the Definition of Done

- ○ They can release every Increment

- ○ They won't need a Scrum Master any more

- ○ They won't need Sprint Retrospectives any more
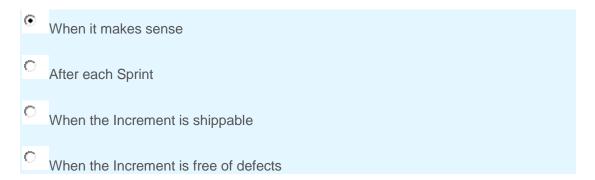
- ○ The won't need Sprint Reviews any more

Correct

The Definition of Done includes quality methods and that's why we keep improving it when we mature.

All Scrum roles, events, and artifacts are necessary and should not be ignored for any reason.

48. Question

When should Increments be shipped?

- ⦿ When it makes sense

- ◯ After each Sprint

- ◯ When the Increment is shippable

- ◯ When the Increment is free of defects

Incorrect

All Increments should be potentially releasable (shippable), but we don't have to release all of them. It depends on the project environment and the customer, and the Product Owner is supposed to decide on it.

49. Question
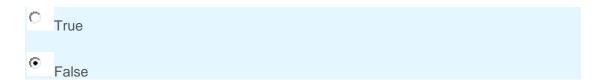
What's the timebox for a complete Sprint Planning meeting?

- ◯ 8 hours for a two week Sprint

- ⦿ 8 hours for a one month Sprint

- ◯ 6 hours for a one month Sprint

- ◯ 6 hours for a two week Sprint

Correct

The Sprint Planning is timeboxed for 8 hours when the Sprint is one month long, and shorter proportionally.

50. Question

The Scrum Master should cancel the Sprint Planning, if the Sprint Goal is not composed beforehand.

○ True

◉ False

Correct

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

51. Question

What happens if the Development Team cannot complete its work by the end of the Sprint?

◉ Nothing

○ The Sprint time should be extended

○ The Sprint should be cancelled

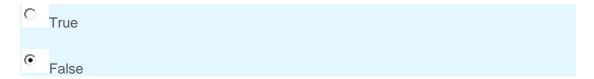○ They should continue to the next Sprint without Sprint Review

Incorrect

Nothing happens; they will deliver only the items that are 100% done based on the Definition of Done.

The only things they may do, is to inform the Product Owner, so that s/he can revise the order of items if necessary.

52. Question

The purpose of ALL Sprints is to release a piece of working software.

○ True

◉ False

Correct

The purpose of all Sprints is to create an Increment, which is "done", a piece of working software usable for the users, "potentially releasable", and "potentially shippable". However, we do not necessarily "release" or "ship" all Increments.

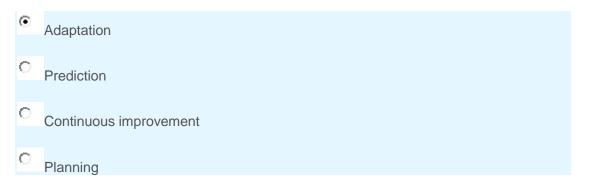**53. Question**

Who's required to attend the Daily Scrum?

○ The Development Team members

○ The Development Team members and the Product Owner

○ The Development Team members and the Scrum Master

○ The whole 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.

54. Question

Which of the following is most essential to Scrum?

◉ Adaptation

○ Prediction

○ Continuous improvement

○ Planning

Correct

Scrum is an Agile framework, and Agility is mainly about adaptation (instead of prediction).

55. Question

When does the Development Team prepare the tools and infrastructure for the development?

◉ Throughout the project

○ Before the first Sprint

○ In the Sprint zero

Incorrect

We do not prepare the infrastructure and tools upfront, because it requires an understanding of the whole product, which is against the adaptation concept. The required infrastructure and tools depend on the product we're going to create, which in turn is defined through the project. So, the infrastructure and tools will be prepared gradually through the project. There's no Sprint zero in Scrum. All Sprints are the same, used to create an Increment of working software.

56. Question

Which of the following is a right action from the Scrum Master in response to a Product Owner who has problems managing the Product Backlog?

- ○ Ask the Development Team help the Product Owner understand the dependencies among items to be used in ordering them

- ◉ Help the Product Owner order the items

- ○ Extend the Sprint, so that the Product Owner has more time ordering items

- ○ Ask the customer to order the items instead of the Product Owner

Incorrect

The Scrum Master is supposed to know the tools and techniques, and to help everyone in that regard. However, it's only about helping, training, coaching, and consulting, rather than taking over.

57. Question

Which of the following best describes the Product Backlog?

- ◉ It grows and change as more is learned about the project

- ○ It contains all the tasks required for the project

- ○ It provides information required for the design phase of the project

- ○ It's a baseline for the change management process

Incorrect

The Product Backlog is a type of planning. However, we don't create predictive, detailed upfront plans in Agile environments; so, the Product Backlog is dynamic and never complete. It only provides enough information for a self-organized team to find its own way. It's always changing to enable adaptation.

58. Question

Who estimates the work during the Sprint?

- ○ The whole Scrum Team
- ○ The Product Owner
- ◉ The Development Team
- ○ The Scrum Master
- ○ The Development Team and the Product Owner together

Correct

All estimates are done by the Development Team, since they are the ones who know how to do the work.

59. Question

How much of the Sprint Backlog should be defined during the Sprint Planning meeting?

- ◉ Just enough, so the Development Team can forecast what it can do, and to start the first several days of the Sprint.
- ○ Just enough to understand the design and architecture.
- ○ Just enough for the Scrum Master to be able to assign tasks to developers
- ○ All of the potential work.

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.
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.

60. Question

Which of the following is the best way a Scrum Master can increase the team productivity?

- ⦿ Facilitating meetings and removing impediments

- ○ Ordering the Product Backlog items properly

- ○ Preventing changes to the Sprint Backlog once the Sprint begins

- ○ Assigning tasks to developers and following up on them

Correct

Facilitation (as requested or needed), removing impediments and solving problems, training, coaching, consulting, and convincing people to do the right thing are the things we expect from the Scrum Master. S/he is not supposed to block the team's self-organization by giving developers orders, and decide for them, and s/he is not supposed to do other's job (e.g. ordering the items instead of letting the Product Owner do so).

61. Question

What should the Product Owner do during Sprint zero?

- ⦿ There's no such thing as Sprint zero

- ○ Prepare the Product Backlog for the next few Sprints

- ○ Communicate with the customer and understand the requirements

- ○ Prepare the Product Backlog for the whole project

Correct

There's no such thing as Sprint zero. The first Sprint is called Sprint 1, and it's exactly the same as other Sprints: creates an Increment. The infrastructure and tools and requirements are prepared gradually throughout the project.

62. Question

Who must do all the work required for Product Backlog items, to make sure they are potentially releasable?

○ The Development Team

○ The Scrum Team

○ The Product Owner

○ The Scrum Master

Correct

The Development Team is cross-functional and can do the A to Z of each Product Backlog item. They don't need any external help.
The work of the Product Owner and the Scrum Master are also different and they do not do anything directly on the items.

63. Question

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

○ The team includes not only programmer, but also testers, architects, UI designers, etc.

○ The team should collaborate with all functional units

○ The developers should work closely with business analysts, architects, and testers external to the team.

○ All the Development Team members should be cross-functional individuals.

Incorrect

Everything needed to create a potentially releasable piece of software, useable for the end user, should be done in the cross-functional team. So, they need to have all the expertise. Each developer has one or more types of expertise, such as architecture, programing, testing, and UI design. The sum of all members create a cross-functional team and the individuals do not need to be cross-functional.

64. Question

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

    ○ At least 6 ideal man-hours

    ○ Between 6 and 16 hours, depending on the situation

    ⦿ At a sustainable pace

    ○ As much as needed for realizing the Sprint Backlog items until the end of the Sprint

Incorrect

Working at a sustainable pace is one of the Agile principles. This helps increase productivity and quality.

65. Question

When multiple teams are working on the same project, how many Definitions are Done should they use?

    ⦿ There can be multiple definitions, as long as they are capable of creating a potentially releasable Increment

    ○ Each team defines its own Definition of Done independently of others

    ○ There should be only one Definition of Done for all teams

    ○ There can be multiple definitions, as long as they are well communicated and understood among teams and with the customer

Correct

Each team might be working on a different part of the product (e.g. desktop application, mobile application, web application) and therefore require different Definitions of Done. This is alright, as long as their definitions are compatible and has the capacity to create potentially releasable Increments.

Note: when multiple teams are working on the same project, all their outputs will be combined into one Increment. They also have only one Product Backlog.
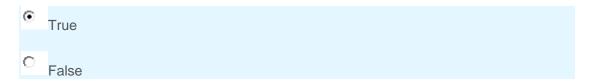
66. Question

Which is NOT a Development Team responsibility?

○ Selecting the Product Owner

○ Resolving internal team conflicts

○ Optimizing the work required for Sprint Backlog items

○ Measuring the performance of the Sprint

Correct

It's the Development Team's responsibility to measure their productivity and performance during the Sprint, find their way, plan, and optimize the work required for items and the Sprint Goal, and to resolve their own conflicts. Remember that they are self-organized.

67. Question

All Increments should be potentially releasable.

● True

○ False
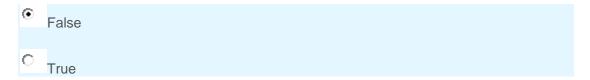
Incorrect

All Increments must be complete based on the Definition of Done, and potentially releasable/shippable. However, we don't have to actually release all of them. It's up to the Product Owner to decide on the releases based on the project environment.

68. Question

The Product Owner determines the number of items that should be selected for each Sprint.

● False

○ True

Correct

This is totally up to the Development Team to decide how many items they are going to select for the Sprint.

69. Question

When is a Sprint over?

○ When all Sprint Backlog tasks are done

◉ When the timebox expires

○ When the Product Owner considers it done, with any appropriate reason

○ When all Sprint Backlog items are done

Correct

Sprints are timeboxed and they are not extendable. Some timeboxes have a maximum duration and will be finished earlier if everything is done, but Sprint timeboxes have a fixed duration, which does not shrink too. If everything is finished before the end of the Sprint, the Development Team will pick the next item from the Product Backlog and starts working on that.

70. Question

When should the Sprint Retrospective be held?

◉ Each Sprint

○ When asked by the Product Owner

○ When needed, based on lessons learned

○ When asked by the Scrum Master

Correct

All events are necessary and are hold every Sprint; including the Sprint Retrospective, which is the last event inside each Sprint.

71. Question

What's the main responsibility of testers?

◉ There's no tester role in Scrum

○ Verifying the programmers output

○ Proactively verify the programmers output

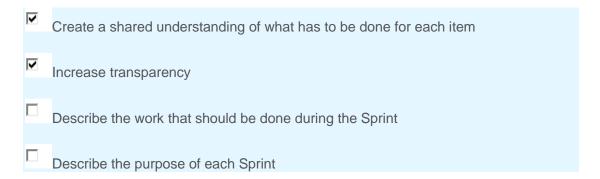○ Help the team incorporate the test driven development practice

○ Find bugs

Correct

There are only three roles in Scrum: Product Owner, Scrum Master, and Development Team. It's not allowed to define new roles and the Development Team members should not have any titles; they are all just "developers". It is so, because we want all of them to be accountable for everything and to collaborate with each other.
Each person has his/her own area of expertise, such as testing, and that person will be more focused on testing tasks, but it doesn't mean that we can call the person "tester".

72. Question

The Definition of Done is used to… (Choose two answers).

☑ Create a shared understanding of what has to be done for each item

☑ Increase transparency

☐ Describe the work that should be done during the Sprint

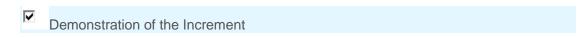☐ Describe the purpose of each Sprint

Incorrect

The Definition of Done explains everything we should do for all Product Backlog items. So, everyone will have the same understanding when the Development Team says something is done (transparency). It also helps the team understand better what is expected from them for each item, and therefore it would be easier for them to plan the Sprint.
The work that should be done until the end of the Sprint to have all items developed depends both on the Definition of Done, and the definition of items that have been selected from the Product Backlog.
The purpose/objective of each Sprint is described in its Sprint Goal.

73. Question

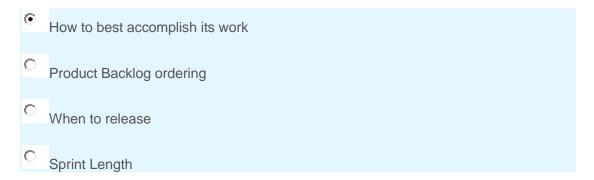Which of the following should be done during the Sprint Review? (Multiple answers)

☑ Demonstration of the Increment

☑ Communication of the project progress

☐ The Scrum process, and how it was used during the Sprint

☐ Technical practices

Correct

There are two main things we should do in the Sprint Review meeting: the Development Team demonstrates the Increment to the customer and the Product Owner presents them with the performance information (especially the forecasted completion date of the project).

74. Question

Which does a self-organizing Development Team choose?

◉ How to best accomplish its work

◯ Product Backlog ordering

◯ When to release

◯ Sprint Length

Correct

The Product Backlog order, velocity calculation, project performance measurement, and release planning are Product Owner's responsibilities. The Sprint length is determined by the whole Scrum Team.

75. Question

Who should know the most about the project performance?

◯ The Scrum Team

◉ The Product Owner

◯ The Project Manager

◯ The Scrum Master

○ The Development Team

Correct

Measuring the release or project performance is the Product Owner's responsibility.

Measuring the Sprint performance is the Development Team's responsibility.

76. Question

Which of the following is the subject of Sprint Retrospective?

○ Technical approach

○ Product Backlog order

◉ Scrum process

○ Increment

Correct

Sprint Retrospectives are only about the Scrum process and the way team works. The Increment is the subject of Sprint Review. The technical approach is completely up to the Development Team and the Product Backlog is up to the Product Owner.

77. Question

Who's responsible for engaging the stakeholders?

◉ The Product Owner

○ The Development Team

○ The project manager

○ The Scrum Master

○ The team leader

Correct

The Product Owner is responsible for engaging them, understanding them, communicating with them and so on.

78. Question

When can the composition of the Development Team change?

○ The composition of the team should not change

○ After each release

○ Whenever needed

⦿ Not during the Sprints

Correct

We don't expect is to change often, but if required, it shouldn't be during the Sprint, and we should have in mind that it creates a short time reduction in the productivity, because everyone has to help new team members get to know the project.
Another important point is that increasing the number of developers does not always increase capacity.

79. Question

When a new Increment of working software must be available?

⦿ At the end of each Sprint

○ Before each planned release

○ When the Product Owner asks for it

○ Whenever the user acceptance testing is done

○ Every 3 Sprints

Correct

An Increment of "done" working software, which is potentially releasable, must be produced at the end of each Sprint.

80. Question

Who determines how work is performed during the Sprint?

- ⦿ The Development Team

- ○ The Scrum Team

- ○ The business analyst

- ○ The solution architect

- ○ The Product Owner

Correct

This is completely up to the self-organized Development Team to decide on the way they work and on the technical aspects of the project.

[Complete Lesson]

jQuery(document).on('subscribe.mc4wp','.mc4wp-form', function() { // ga.js _gaq.push(['_trackEvent', 'Forms', 'Sign-up', 'MailChimp for WP Sign-Up']); // analytics.js ga('send', 'event', 'Forms', 'Sign-up', 'MailChimp for WP Sign-Up'); // Google Analytics by Yoast __gaTracker('send', 'event', 'Forms', 'Sign-up', 'MailChimp for WP Sign-Up'); });