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**MANAGEMENT PLAZA**
THE MANAGEMENT CERTIFICATION COMPANY

# Lesson 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.

Important Note: Unfortunately, with the current exam system we're using, you'll lose the feedback forever if you don't follow the above instructions. So, please be very careful.

If you have a problem with a question, you can ask help from nader@mplaza.pm. Questions are usually answered in 3 days. Make sure you mention the five-digit Question Code in your email; the codes are shown when you finish the exam and received the feedback.
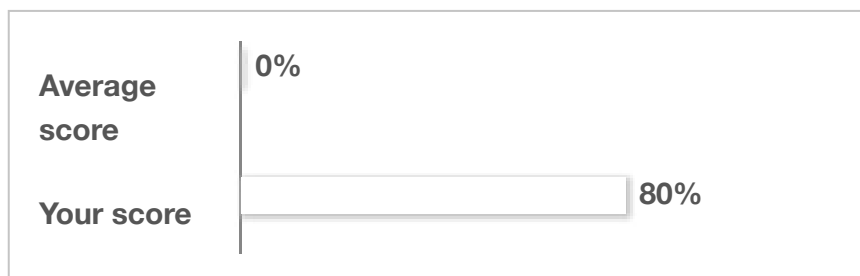
**Good luck!**

## Results

64 of 80 questions answered correctly

Your time: 00:37:53

**You have reached 64 of 80 points, (80%)**

| | | |
|---|---|---|
| **Average score** | 0% | |
| **Your score** | | 80% |

[ Restart quiz ] [ View questions ]

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Answered    Review

## 1. Question

Which is NOT a Development Team responsibility?

○ Creating tasks

◉ **Breaking down Product Backlog items into smaller items**

○ Measuring their own performance

○ Assigning tasks

**Correct**

**Question Code: 02024**

It 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.

## 2. Question

Which of the following is required by Scrum? (Choose 2 answers)

☐ Release planning

☑ **Sprint Planning**

☐ Sprint burn-down chart

☐ Project charter

☑ **Sprint performance measurement**

**Correct**

**Question Code: 02036**

All Scrum events, including Sprint Planning, are mandatory.

All Scrum artifacts, as well as 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).

## 3. 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

○ Inform the Product Owner, so that s/he can cancel the Sprint if the work is significant

○ Keep it, but inform the Product Owner

**Incorrect**
**Question Code: 02062**

"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.

There are two elements in the Sprint Backlog:

1. The **items** selected from the Product Backlog: we don't change them after the Sprint Planning
2. The **tasks** created by breaking down the **items**: only a few of them are created in the Sprint Planning, and the rest will be created during the Sprint. Otherwise, it would be a form of upfront planning. Tasks are referred to as "work" or "plan" in the PSM I exam.

The Sprint Backlog is owned by the Development Team, and no one else is allowed to create or update it.

## 4. Question

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

○ True

◉ **False**

**Correct**
**Question Code: 02066**

There are two problems in this statement:

a. The Scrum Master doesn't manage people and cannot prevent 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.

b. The Development Team identifies the tasks and assigns them gradually, throughout the Sprint. We don't do it upfront, in the beginning of the Sprint.

## 5. Question

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

○ **True**

◉ False

**Incorrect**

**Question Code: 02054**

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

## 6. 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 Product Owner

○ The Development Team

◉ **The Scrum Master**

○ The whole Scrum Team

**Correct**

**Question Code: 02067**

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

## 7. Question

What do burn-down charts track?

○ Developers productivity

◉ **Remaining work across time**

○ Accumulated value

○ Accumulated cost

**Correct**

**Question Code: 02007**

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

## 8. Question

Which of the following best describes transparency?

○ The whole process should be visible to stakeholders

○ **Significant aspects of the process must be visible to those responsible for the outcome**

⊙ The whole process should be visible to everyone

○ The process should be visible, and understood by key stakeholders

**Incorrect**

**Question Code: 02051**

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

## 9. Question

Individual Development Team members should be cross-functional.

⊙ **False**

○ True

**Correct**

**Question Code: 02016**

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 expert in one or more technical layers or aspect of the project, and the team they create has all the expertise: it is cross-functional.

## 10. Question

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

⊙ **False**

○ True

**Correct**

**Question Code: 02041**

The Product Backlog is dynamic and always changes. Even the Sprint Backlog is not "baselined". More generally, we don't have any "baselines" in Scrum. While the concept of baselining is not far from what we do with the Sprint Backlog, the word "baseline" usually frightens Agile practitioners.

## 11. 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**
`Question Code: 02009`

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

## 12. Question

Who can change the Sprint Backlog during the Sprint?

- ⦿ **The Development Team**
- ◯ The Product Owner
- ◯ No one
- ◯ The Scrum Master

**Correct**
`Question Code: 02044`

There are two elements in the Sprint Backlog:

1. The **items** selected from the Product Backlog: we don't change them after the Sprint Planning
2. The **tasks** created by breaking down the **items**: only a few of them are created in the Sprint Planning, and the rest will be created during the Sprint. Otherwise, it would be a form of upfront planning. Tasks are referred to as "work" or "plan" in the PSM I exam.

The Sprint Backlog is owned by the Development Team, and no one else is allowed to create or update it.

## 13. Question

Which 3 statements are right about the Definition of Done?

☐ It helps developers understand if they have performed their tasks

☑ **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 defines what it takes for a Product Backlog item to be ready for release**

☐ It helps measure the percent completeness of items

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**Correct**

`Question Code: 02082`

The Definition of Done defines all the work that needs to be done on an item to turn 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.

We don't measure percent completeness of items or the whole Sprint.

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**14. Question**

Who can attend the Daily Scrum?

◉ Only the Development Team members

◯ **Any one**

◯ Only the Development Team members and the Product Owner

◯ Only the Development Team members and the Scrum Master

◯ Only the Scrum Team

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**Incorrect**

`Question Code: 02002`

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.

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**15. Question**

Who's responsible for Product Backlog refinement?

◉ **The Product Owner and the Development Team**

○ The Product Owner

○ The Scrum Master

○ The Development Team

○ The whole Scrum Team

**Correct**
**Question Code: 02058**

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.

### 16. Question

Which of the following are Scrum pillars? (Choose multiple answers)

☐ Collaboration

☑ **Transparency**

☑ **Adaptation**

☑ **Inspection**

☐ Value optimization

☐ Creativity

☐ Sustainable pace

**Correct**
**Question Code: 02050**

Transparency, inspection, and adaptation are the three pillars. The rest are either tools we need for the pillars, or the consequences.

### 17. Question

The timebox for a Sprint Review is…

◉ **4 hours for a one-month Sprint**

○ 3 hours for a one-month Sprint

○ As long as needed

○ 15 minutes

**Correct**
**Question Code: 02017**

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

## 18. Question

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

○ True

◉ **False**

**Correct**

`Question Code: 02085`

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.

## 19. Question

How should developers deal with non-functional features?

○ Incorporate them in the hardening Sprint

○ Incorporate them before the release

○ Incorporate them in the integration Sprint

◉ **Incorporate them into every Increment**

**Correct**

`Question Code: 02086`

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.

## 20. 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**

○ Order them to have Daily Scrums

○ Escalate the issue to the senior management

◯ Escalate the issue to the Product Owner

**Correct**
`Question Code: 02014`

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.

### 21. Question

How are Product Backlog items chosen in scaled Scrum?

◯ **The Development Teams pull in items in agreement with the Product Owner**

◯ The highest performing Development Team starts pulling items, and then it's the next highest performer's turn.

◯ 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 an appropriate number of items to each team based on their capacity

**Incorrect**
`Question Code: 02080`

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.

Note: Scrum.org has recently published the Nexus Guide, which is a framework for scaled Scrum. Based on that, representatives from teams are mainly dealing with selecting items, while the rest of the team members are also available, specially for the second part of the Nexus Sprint Planning, when they create their own Sprint Backlogs. So, all developers are practically involved, directly or indirectly.

### 22. Question

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

◯ Yes, only if there are dependencies among them

◉ **Yes**

◯ No

**Correct**
`Question Code: 02035`
One project has one Product Backlog, one Product Owner, and one integrated Increment per Sprint. We can't be sure that something is "Done", unless it's integrated. We usually integrate new pieces of code more than once a day in Agile projects.

## 23. Question

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

○ Visit Daily Scrums and ensure that team activities are aligned

○ Collect Sprint Backlog tasks of all teams, make them consistent, and return them to the teams to work on

○ Teach the Product Owner to collaborate with lead developers on aligning the effort.

◉ **Teach them that it's their responsibility to work with the other teams to create aligned outputs and an integrated Increment.**

**Correct**
`Question Code: 02074`
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 the responsibility of the Development Team(s) to find their way.

## 24. 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**

○ It is the responsibility of the Scrum Master to forecast the completion date

◉ By dividing the remaining amount of work in the Product Backlog to the latest calculated velocity

**Incorrect**
`Question Code: 02060`
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.

## 25. Question

Who updates the remaining work during the Sprint?

○ The Product Owner

○ The Scrum Master

◉ **The Development Team**

○ The whole Scrum Team

○ The team leader

**Correct**
`Question Code: 02040`

The Development Team is responsible for measuring the Sprint performance. The Product Owner is responsible for measuring the project and release performance.

### 26. Question

The Development Team should have a team leader to manage the collaborations.

◉ **False**

○ True

**Correct**
`Question Code: 02046`

The Development Team members do not have any titles and share accountability for all of their work.

Defining new roles is forbidden in Scrum.

### 27. Question

Which statement can be considered an Increment?

○ A decomposition of Product Backlog items into tasks, that will be used in the future Sprints

◉ **A few new features in a useable state that are added to those delivered in the previous Sprints**

○ A user interface layout designed for the software

○ A UML diagram that describes the functionalities in the future Sprints

**Correct**
`Question Code: 02013`

Increments are "done" Product Backlog items. They are added to the Increments delivered in the previous Sprints. All items should be non-technical and independent.

The user interface design evolves throughout the project, as does the database architecture and other similar things. They are part of multiple non-technical items, rather than separate ones.

## 28. Question

What should the Scrum Master do during the Sprint Retrospective?

○ Summarize and report the results to the senior management

○ **Participate as a Scrum Team member**

○ Capture the Development Team's answers

◉ Prioritize the outputs of the meeting

**Incorrect**

**Question Code: 02012**

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

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 a people manager.

## 29. Question

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

☐ **The item creates a software that is usable by the end user**

☐ **No work left based on the Definition of Done**

☑ **The item can be a part of a potentially releasable piece of software**

☑ The item has all the quality requirements defined by the Product Owner

☐ The item is ready for functional testing by the Product Owner

☑ All tasks identified for the item are done

☐ The item is ready for user acceptance testing

**Incorrect**

**Question Code: 02077**

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

Tests are 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.

## 30. Question

What's the allowed Development Team size?

- ⦿ **6 ± 3**
- ○ 5 ± 3
- ○ 6 ± 4
- ○ 5 ± 4

**Correct**
`Question Code: 02055`
The Development Team should have between 3 and 9 members.

## 31. Question

What type of testing is usually done during the Sprint?

- ○ Every test except for integration tests
- ⦿ **Every test**
- ○ Every test except for user acceptance tests
- ○ Only the unit tests

**Correct**
`Question Code: 02027`
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.

## 32. 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 customer needs it

○ When the Product Owner needs it

**Correct**
`Question Code: 02019`

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.

## 33. Question

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

○ True

◉ **False**

**Correct**
`Question Code: 02025`

The Developers share the ownership of the items and tasks in the Sprint Backlog.
Tasks are assigned to the Developers (by themselves), but they all stay accountable (own the task).
Items are not assigned to Developers, as each item consists of multiple tasks that need varying expertise.

To summarize:

1. Items are not owned by individuals or pairs
2. Items are not assigned to individuals or pairs
3. Tasks are not owned by individuals or pairs
4. Tasks are indeed assigned to individuals or pairs

## 34. Question

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

○ True

◉ **False**

**Correct**
`Question Code: 02078`

A Scrum Team always needs 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.

## 35. Question

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

○ The project manager

◉ **The Development Team**

○ The Scrum Master

○ The whole Scrum Team

○ The Product Owner

○ The team leader

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**Correct**

`Question Code: 02033`

There are two elements in the Sprint Backlog:

1. The **items** selected from the Product Backlog: we don't change them after the Sprint Planning
2. The **tasks** created by breaking down the **items**: only a few of them are created in the Sprint Planning, and the rest will be created during the Sprint. Otherwise, it would be a form of upfront planning. Tasks are referred to as "work" or "plan" in the PSM I exam.

The Development Team owns the Sprint Backlog, and no one else can create or update it.

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**36. Question**

Which statement is right about the Sprint Backlog?

○ It has all the details

◉ **It has just enough details**

○ It doesn't have the details

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**Correct**

`Question Code: 02061`

As usual, 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.

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**37. Question**

The Development Team has spent three weeks in a four-week Sprint, when they realize they will not be 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

◉ Just continue

○ Work overtime and try to complete all items

**Incorrect**

**Question Code: 02063**

The best option is to adjust the work/tasks (as long as it adheres to the Definition of Done), using input from the Product Owner.

Remember that it's OK if you can't deliver everything until the end of the Sprint; only the completed items will be delivered, and the rest go back to the Product Backlog.

## 38. Question

In a normal situation, which of the following events can NOT be finished before the timeboxed duration?

○ Sprint Planning

○ Daily Scrum

◉ **Sprint**

○ Sprint Review

○ Sprint Retrospective

**Correct**

**Question Code: 02056**

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.

## 39. Question

Items in the Product Backlog are usually…

○ **Larger than the items in the Sprint Backlog**

◉ The same size as the items in the Sprint Backlog

○ Smaller than the items in the Sprint Backlog

○ It depends

**Incorrect**

**Question Code: 02018**

This is how it works:

    a. Items of different sizes are added to the Product Backlog
    b. Items are sorted based on their business value
    c. Large items on the top of the Product Backlog are broken down into smaller ones

That's why the items on the top are smaller than those on the bottom. Also, because items selected for the Sprint Backlog come from the top of the Product Backlog, they are expected to be smaller than

the average item in the Product Backlog.

Remember that size is not a basis for ordering the Product Backlog items; it just happens automatically because of our process.

## 40. Question

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

◯ Ask team members to answer standard questions

◯ Collaborate with the managers to attend the meeting and get results

◉ **Participate, and also facilitate as needed or requested**

◯ Manage the meeting

**Correct**
**Question Code: 02005**

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

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 a people manager.

## 41. Question

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

◉ **As much as mentioned in the Definition of Done**

◯ As much as broken down in related tasks

◯ Analysis, design, programing, and testing

◯ As much as needed based on dependencies

**Correct**
**Question Code: 02022**

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, to turn the Increment into a potentially releasable product; something really usable for the end user.

Tasks identified 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.

## 42. Question

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

○ **False**

◉ True

**Incorrect**
`Question Code: 02073`

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

Scrum.org has published a Nexus Guide that explains their way of scaling. It's not part of the PSM I exam.

## 43. Question

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

◉ **False**

○ True

**Correct**
`Question Code: 02008`

There are two elements in the Sprint Backlog:

1. The **items** selected from the Product Backlog: we don't change them after the Sprint Planning
2. The **tasks** created by breaking down the **items**: only a few of them are created in the Sprint Planning, and the rest will be created during the Sprint. Otherwise, it would be a form of upfront planning. Tasks are referred to as "work" or "plan" in the PSM I exam.

## 44. Question

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

◉ **Owner**

○ Value

○ Estimate

○ Description

○ Order

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**Correct**
`Question Code: 02038`

The ownership of the Product Backlog items is shared.

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## 45. Question

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

○ Move the work to a future Sprint

◉ **Collaborate with the Product Owner to solve the problem**

○ Ask a specialist to solve the problem within the remaining duration of the Sprint

○ Partially complete the work

---

**Correct**
`Question Code: 02069`

The Product Owner is responsible for making sure all items are clear and understood. If the problem isn't solved, then there's no option other than to leave it.

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.

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## 46. Question

Which of the following can be considered an Increment?

◉ **New complete features added to the output of the previous Sprints**

○ A user interface design that will be used for all features

○ The requirements specification document

○ The solution architecture for the whole product

---

**Correct**
`Question Code: 02004`

Increments are "done" Product Backlog items. They are added to the output of the previous Sprints. All items should be non-technical and independent.

The user interface design evolves throughout the project, as does the database architecture and other similar things. They are part of multiple non-technical items, rather than separate ones.

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**47. Question**

Scrum is an empirical development methodology.

◉ **False**

◯ True

**Correct**
`Question Code: 02043`

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

**48. Question**

The Product Owner doesn't spend enough time on the project. Which of the following options is the best response from the Scrum Master?

◉ **Train the Product Owner why it's important for her/him to spend enough time on the project**

◯ Bring up the issue in the Sprint Retrospective

◯ Nominate a proxy Product Owner

◯ Send the Product Owner to a proper training

◯ Inform the Product Owner's functional manager

**Correct**
`Question Code: 02034`

The Scrum Master is responsible to train and coach team members on a proactive way, and convince them to do the right thing.

All other options are either reactive, or not self-organized.

**49. 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**
`Question Code: 02023`

There are three problems with this statement:

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

b. The Sprint Goal is composed by the whole Scrum Team, rather than by the Product Owner alone.

c. The Sprint Goal is composed during the Sprint Planning, rather than before it.

## 50. Question

Why should the Scrum Master be at the Daily Scrum?

◯ 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 take note of the impediments reported by the developers

◯ To assign tasks to developers

**Correct**
`Question Code: 02011`

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 would be the case only if requested or needed.

## 51. Question

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

◯ Release plan

◯ Sprint Planning minutes

◉ **Sprint Goal**

◯ Tasks

◯ Sprint Backlog items

**Correct**
`Question Code: 02015`

The Sprint Goal is the overall direction for the Sprint; something more than the sum of all items in the Sprint Backlog.

It's used to see how we adjust the work defined in the Sprint Backlog.

## 52. Question

Which role is the equivalent of project manager in Scrum?

○ The Scrum Master

○ The Product Owner

⦿ **None**

○ The Development Team

○ The team leader(s)

**Correct**
**Question Code: 02010**

The project management activities are distributed among all three Scrum roles: the Product Owner, the Scrum Master, and the Development Team.

## 53. Question

Scrum can be used for sustaining complex products.

⦿ **True**

○ False

**Correct**
**Question Code: 02047**

Scrum can be used both for projects, when a new product is made or major features are added to an existing product, and for maintaining (sustaining) products by fixing problems and adding minor features.

## 54. Question

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

⦿ **True**

○ False

**Correct**
**Question Code: 02039**

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 than the technical aspects.

## 55. Question

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

⦿ **Not more than 10% of their time**

○ Not more than 30% of their time

○ As much as needed

○ Not more than 20% of their time

**Correct**
`Question Code: 02059`

It shouldn't take more than 10% of the Development Team's time. There's no limit for the Product Owner.

### 56. Question

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

☑ **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 each team

☑ **Having proper size in each team**

**Correct**
`Question Code: 02070`

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

### 57. Question

What are the two outcomes of Daily Scrum?

☑ **A shared understanding of the work to be undertaken**

☐ An updated Scrum board to visualize progress

☑ **An updated backlog of impediments for the Scrum Master to solve**

☐ 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

**Correct**
`Question Code: 02071`

Developers only answer the three standard questions during the Daily Scrum. The result is a share 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.

### 58. Question

Choose three responsibilities of a self-organizing Development Team.

☑ **Assign tasks**

☑ **Estimate the amount of work of Product Backlog items**

☑ **Perform quality assurance**

☐ Reorder the Product Backlog

☐ Report daily progress to stakeholders

**Correct**
**Question Code: 02065**

It is the responsibility of the Development Team to estimate, select, and develop the items, as well as track Sprint performance, and create, assign, and complete tasks.

It 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.

**59. Question**

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

○ False

◉ **True**

**Correct**
**Question Code: 02072**
A person who works in only one team is more focused and therefore more productive.

**60. Question**

Which of the following is designed for inspection?

○ Product Backlog refinement

◉ **Daily Scrum**

○ Lessons learned workshop

○ Sprint

**Correct**
**Question Code: 02053**

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

## 61. Question

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

☑ **Having a common language**

☑ **Having a shared Definition of Done**

☐ Reporting frequently

☐ Using burn-down charts

☐ Communicating constantly

☐ Having frequent meetings

**Correct**

**Question Code: 02052**

Having a common language is the most important point, because the communications would not be effective otherwise. The other 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 helpful, but come next.

## 62. Question

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

○ To make it easier to book the rooms

○ Because the place can be named

○ Because the Product Owner requires it

◉ **To reduce complexity and overhead**

**Correct**

**Question Code: 02031**

It's not wise to spend 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.

## 63. Question

Which two statements are right about technical debt?

☐ The Development Team should not start working on a new item unless they remove all existing technical debt

☑ When measured properly, the Product Owner can estimate when the product is ready for release

☐ **It creates false assumptions about the current state of the system; e.g. it might not really be releasable.**

☑ **It creates uncertainty, because when more code is added, more problems will occur and the development slows down**

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**Incorrect**

**Question Code: 02083**

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.

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### 64. Question

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

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☑ There should be one Product Owner for each product

☐ **There can be one Product Owner for each product**

☐ **There can be a single Product Owner for all products**

☐ There should be a single Product Owner for all products

☐ It's better to have multiple Development Teams in this environment

---

**Incorrect**

**Question Code: 02081**

When there's one product, there should be only one Product Owner, even if the product is large and there are many Development Teams.
When there are multiple products, there are multiple projects and 1) you can have separate Product Owners for each of them, and 2) since Product Owner is a part-time job, one person can be the Product Owner for all those projects.

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### 65. Question

The Sprint Review is an informal meeting with the customer.

○ False

◉ **True**

**Correct**

**Question Code: 02057**

The Sprint Review is an informal meeting, which means we don't expect the customer to formally approve the product, because it distracts them and we won't get proper feedback.

There's a section in the Scrum Guide that says "Scrum prescribes four formal events for inspection and adaptation…". There, "formal" mainly means "serious", and is used in a different context. You should try to find out what "formal" means in each question!

## 66. 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**

○ Teach them how to effectively communicate

○ Monitor their communication performance

○ Suggest effective communication tools and techniques to the Product Owner

**Correct**

**Question Code: 02026**

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

## 67. Question

Scrum is a technique.

○ True

◉ **False**

**Correct**

**Question Code: 02048**

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

## 68. Question

Which of the following is not timeboxed?

○ Sprint Planning

○ Sprint

○ Daily Scrum

○ Sprint Retrospective

◉ **Product Backlog refinement**

○ Sprint Review

**Correct**
**Question Code: 02037**

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

The Product Backlog refinement is a continuous activity.

## 69. Question

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

○ **False**

◉ True

**Incorrect**
**Question Code: 02042**

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

Note: when you say this sentence is false, it doesn't mean that they "should" be part of the team; the opposite of "should not" is "may"/"can", rather than "should". Think of it this way: is it right to say they **should not** be part of the team? **No**, they **can** be part of the team, therefore, the sentence is false.

## 70. Question

Who is responsible for engaging the stakeholders?

○ The team manager

◉ **The Product Owner**

○ The project manager

○ The Scrum Master

○ The Development Team

◯ The whole Scrum Team

**Correct**
**Question Code: 02028**
The Product Owner is responsible for communications with all stakeholders.

## 71. Question

Choose 3 responsibilities of a self-organizing Development Team.

☑ **Select Product Backlog items for the Sprint**

☑ **Decompose Product Backlog items into tasks**

☑ **Track Sprint performance**

☐ Make sure the Product Backlog items are clear to the customer

☐ Create Product Backlog items

**Correct**
**Question Code: 02021**
It is the responsibility of the Development Team to estimate, select, and develop the items, as well as track Sprint performance, and create, assign, and complete tasks. Note that the tasks only exist in the Sprint Backlog; not the Product Backlog. They are created by decomposing the Product Backlog items we've selected for the Sprint Backlog.

It 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.

## 72. 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 Scrum Master

◯ The Product Owner

**Correct**
**Question Code: 02064**
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 they are not necessary.

### 73. 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 may actually happen**

☑ **The change might not be obvious to everyone, and some benefits may be lost**

☐ **Management may feel less enthusiastic about the change**

☐ They will get better results adopting Scrum this way

**Incorrect**

`Question Code: 02030`

Scrum is a framework rather than a methodology. It's very lightweight and contains only the essential required aspects. Therefore, it shouldn't be tailored like methodologies (e.g. PRINCE2).
The above answers to this question show the scrum.org's approach to the implementation of Scrum.

### 74. Question

When can a Scrum Master cancel a Sprint?

◯ Not enough resources are available

◉ **S/he can't cancel Sprints**

◯ The Sprint Goal has become obsolete

◯ Product Backlog items selected for the Sprint are not clear enough

**Correct**

`Question Code: 02001`

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.

### 75. Question

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

☑ **Ordering the Product Backlog items**

☑ **Estimating the Product Backlog items**

☑ **Adding detail to the Product Backlog**

☐ Breaking down the Product Backlog items into tasks

---

**Correct**

`Question Code: 02076`

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.

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### 76. Question

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

☑ **Measuring the performance of the Sprints**

☐ Using burn-down charts

☐ Using test-driven development

☑ Using a dedicated Development Team

☑ **Using Sprint Backlogs**

☐ Using pair-programming

---

**Incorrect**

`Question Code: 02049`

Sprint Backlog is an artifact (all roles, events, and artifacts are mandatory), and there should be some form of Sprint performance measurement and project performance measurement in the project based on the framework. It's recommended to have dedicated developers, but it's not mandatory. The rest are all practices or techniques, and therefore out of the scope of Scrum (while using Agile practices in Scrum is both common and recommended).

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### 77. Question

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

◯ In the Sprint Review meeting

◯ In the Sprint Planning meeting of the next Sprint

◉ **In the Sprint Retrospective meeting**

◯ In the lessons learned workshop

---

**Correct**

`Question Code: 02068`

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

## 78. Question

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

○ In the Sprint Planning meeting

○ In the Sprint Retrospective meeting

◉ **In the Sprint Review meeting**

○ Daily

**Correct**
**Question Code: 02029**

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.

## 79. Question

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

☑ **There should be only one Product Owner**

☑ **There should be only one Product Backlog**

☐ There should be four Product Owners and a chief Product Owner

☐ There should be four Product Backlogs

☐ There should be only one Scrum Master

☐ There should be four Product Owners

**Correct**
**Question Code: 02075**

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

## 80. Question

Why should the Scrum Master participate in the Daily Scrums?

○ To make sure every team member answers the three standard questions.

◉ **The Scrum Master is not one of the Daily Scrum participants.**

○ To write down the impediments reported by the developers and start resolving them.

○ To gather progress and status information.

**Correct**
**Question Code: 02006**

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 would be the case only if requested or needed.

COMPLETE LESSON

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