



Questions & Answers

Professional Scrum Master level I (PSM I)

Professional Scrum Master level I (PSM I) simulator #1

01) During a Sprint, the CEO asks the Developers to add an urgent item to the Sprint Backlog. What should the Developers do?

(choose the best answer)

- A. Inform the Product Owner so that the matter can be worked with the CEO
- B. Add the item to the current Sprint and remove an item from the Sprint Backlog of equal size
- C. The Scrum Master must not allow the CEO to talk to the Developers
- D. Add the item to the current Sprint without any adjustments
- E. Add the item to the Product Backlog

Answer: A

Explanation: The Product Backlog is the single source of work undertaken by the Scrum Team. Thus, a request from the CEO can not be fulfilled by the Scrum Team, if it is not a Product Backlog item. Those wanting to change the Product Backlog, including the CEO, can do so by trying to convince the Product Owner. Notice that, during the Sprint, the scope may be clarified and renegotiated with the Product Owner as more is learned. Thus, there are several possible scenarios here:

- The request might be rejected and not added to the Product Backlog
- The request might be accepted and added to the Product Backlog by the Product Owner, and considered in future Sprint Planning events by the Scrum Team
- If the request is important and in line with the current Sprint Goal, the request might be accepted and added to the Product Backlog by the Product Owner and transferred to the current Sprint through discussion between the Product Owner and the Developers.

- If the request is urgent and makes the Sprint Goal obsolete, the Product Owner might cancel the Sprint.

02) Which of the following are commitments of Scrum Artifacts.

(choose all that apply)

- A. Product Vision
- B. Project Goal
- C. Definition of Ready
- D. Product Goal
- E. Sprint Goal
- F. Definition of Done

Answer: D, E and F

Explanation: Each artifact contains a commitment to ensure it provides information that enhances transparency and focus against which progress can be measured:

- For the Product Backlog it is the Product Goal.
- For the Sprint Backlog it is the Sprint Goal.
- For the Increment it is the Definition of Done.

03) Which of the following is NOT correct about the Developers?

(choose the best answer)

- A. Write the test cases
- B. Decide the number of items for the upcoming Sprint
- C. As a whole, are cross-functional
- D. Explain the Product Backlog items

Answer: D

Explanation:

- A. - Writing test cases is a technical task, therefore, the Developers do it. (correct)
- B. - It's up to the Developers to see how many items they can develop during the Sprint, and no one can force them to pick more (or fewer) items. (correct)

C. - The Scrum Team is cross-functional, thus, the Developers are cross-functional. (correct)

D. - Explaining the Product Backlog items is the Product Owner's responsibility (incorrect)

04) What is Scrum?

(choose the best answer)

A. Scrum is a lightweight framework that helps people, teams, and organizations generate value through adaptive solutions for complex problems.

B. A complete process to deliver complex products.

C. A software development cookbook including the best agile practices.

Answer: A

Explanation: Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

05) What should the Scrum Team do when during the Sprint Retrospective meeting, they identified some improvements that can be done?

(choose the best answer)

A. Assign responsible team members for every improvement. Check the progress at the next Retrospective.

B. They should not talk about improvements because it could harm the company.

C. Assign a responsible team member for at least one improvement. Check the progress at the next Retrospective.

D. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint.

E. Make sure the Sprint Backlog for the next Sprint includes all the improvements.

Answer: D

Explanation: During Sprint Retrospective, the Scrum Team identifies the most helpful changes

to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint.

06) How does the Scrum Master serve the Organization?

(choose the best answer)

A. Helping employees and stakeholders understand and enact an empirical approach for complex work.

B. Inviting key stakeholders are invited to all Scrum Reviews within the organization.

C. Updating the Burndown charts.

D. Forming Scrum Teams.

Answer: A

Explanation:

The Scrum Master serves the organization in several ways, including:

- Leading, training, and coaching the organization in its Scrum adoption;

- Planning and advising Scrum implementations within the organization;

- Helping employees and stakeholders understand and enact an empirical approach for complex work; and,

- Removing barriers between stakeholders and Scrum Teams.

07) Who participates in Sprint Planning?

(choose all that apply)

A. The Developers

B. The Scrum Master

C. The Product Owner

D. Invited people

Answer: A, B, C and D

Explanation: The Scrum Team may also invite other people to attend Sprint Planning to provide advice.

08) How does the Definition of Done (DoD) help the Scrum Team?

(choose the best three answers)

- A. DoD guides the Developers in knowing how many Product Backlog items it can select during Sprint Planning.
- B. DoD helps to calculate the velocity of the Scrum Team
- C. DoD is used to assess when work is complete.
- D. DoD ensures artifact transparency

Answer: A, C and D

Explanation: The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment.

09) Which of the following are valid ways of dealing with regulatory compliance issues in Scrum?

(choose the best two answers)

- A. They are dealt with specialized Sprints before developing business functionality
- B. They are handled by a Compliance team
- C. They are treated as regular Product Backlog items and addressed in early Sprints. However, independent of the situation, every Sprint must have at least some business functionality, no matter how small.
- D. Throughout the product development

Answer: C and D

Explanation: During a Sprint, the Scrum Team turns a selection of the work into an Increment of value. In other words, for each Sprint, the Scrum Teams must deliver business functionality. Further, Scrum Teams are cross-functional,

meaning the members have all the skills necessary to create value for each Sprint.

10) Which of the following are characteristics of the Product Backlog?

(choose all that apply)

- A. It is continuously refined.
- B. As long as a product exists, its Product Backlog also exists.
- C. A Product Backlog could be closed when it contains no items to include in the next Sprint.
- D. It is emergent.

Answer: A, B and D

Explanation: A Product Backlog is emergent. The earliest development of it only lays out the initially known and best-understood requirements. Further, it is refined as the product and the environment in which it will be used evolves. Finally, it is refined to identify what the product needs to be appropriate, competitive, and useful. As long as a product exists, its Product Backlog also exists since it is the single source of work undertaken by the Scrum Team.

11) If any aspects of a process deviate outside acceptable limits so that the resulting product will be unacceptable, when must an adjustment be made?

(choose the best answer)

- A. During the next Sprint Review.
- B. During the next Daily Scrum.
- C. Whenever the Product Owner approves it.
- D. As soon as possible to minimize further deviation
- E. Whenever the Scrum Master approves it.

Answer: D

Explanation: If any aspects of a process deviate outside acceptable limits or if the resulting product is unacceptable, the process being applied or the materials being produced must be adjusted. The adjustment must be made as soon as possible to minimize further deviation.

12) **True or False:** During Sprint Retrospective the definition of Done can not be reviewed and adapted.

- A. True
- B. False

Answer: B

Explanation: The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done.

13) Which of the following are topics to be discussed during the Sprint Retrospective? **(choose the best two answers)**

- A. The Product Backlog order
- B. The team's collaboration
- C. Refine the Product Backlog
- D. Identify the most helpful changes to improve its effectiveness

Answer: B and D

Explanation: The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint.

14) What's the timeboxed duration of Sprint Review events?

(choose the best answer)

- A. Maximum 3 hours
- B. 3 hours in a one-month Sprint
- C. Maximum 4 hours in a one-month Sprint, and usually shorter for shorter Sprints.
- D. 3 hours

Answer: C

Explanation:

The timeboxed duration of events is as follows:

Sprint - Maximum 1 month

Daily Scrum - 15 minutes

Sprint Planning - 8 hours in a one-month Sprint, and normally shorter proportionally for shorter Sprints

Sprint Review - 4 hours in a one-month Sprint, and normally shorter proportionally for shorter Sprints

Sprint Retrospective - 3 hours in a one-month Sprint, and normally shorter proportionally for shorter Sprints

Note 1: if you have a shorter Sprint, it's not **mandatory** to shorten the timeboxed durations proportionally, but it's the *normal* thing to do. Otherwise, for example, in a project with one-week Sprints (i.e., 5 working days), you will spend 2 days, equal to 40% of the time, on meetings instead of creating the product.

Note 2: Yes, being shorter "proportionally" is not mentioned in the Scrum Guide, but not everything you will see in the exam comes from the Scrum Guide.

15) Who is accountable for maximizing the value of the product resulting from the work of the Scrum Team?

(choose the best answer)

- A. The Scrum Team
- B. The Developers
- C. The Product Owner and The Developers
- D. The Scrum Master
- E. The Product Owner
- F. The Scrum Master and The Developers

Answer: E

Explanation: The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team.

16) What does a Sprint Burn-down Chart show?
(choose the best answer)

- A. How much work remains till the end of the Sprint
- B. The evolution of the amount of uncertainty during a project
- C. Dependencies, start times and stop times for project tasks
- D. Hierarchy of tasks that comprise a project

Answer: A

Explanation: Burn-down chart shows the evolution of remaining effort against time.

17) Select the three most applicable items that Product Backlog management includes:
(choose the best three answers)

- A. Moving Product Backlog items into the Sprint Backlog
- B. Presenting Product Backlog items to the Key Stakeholders
- C. Ensuring that the Product Backlog is transparent, visible, and understood
- D. Ordering Product Backlog items
- E. Developing and explicitly communicating the Product Goal

Answer: C, D and E

Explanation:

Product Backlog management includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,

- Ensuring that the Product Backlog is transparent, visible, and understood.

18) What happens when a Sprint is canceled?
(choose the best three answers)

- A. All incomplete Product Backlog Items are re-estimated and put back on the Product Backlog
- B. If part of the work is potentially releasable, the Product Owner typically accepts it
- C. At the Sprint Retrospective, the Scrum Master determines who from the Developers is responsible for canceling the Sprint
- D. Any completed and "Done" Product Backlog items are reviewed
- E. Several top Product Backlog Items are taken into the Sprint Backlog to replace the obsolete items

Answer: A, B and D

Explanation: The Scrum Guide is not explicit anymore about what happens. However, these are the best options following Scrum's mindset. Independent of the case, if a Product Backlog item does not meet the Definition of Done, it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration.

19) What does the Cone of Uncertainty show?
(choose the best answer)

- A. A graphical representation of the Sprint's work left to do versus time.
- B. A visual view of tasks scheduled over time.
- C. How much is known about the Product over time.
- D. Defines all the things a project needs to accomplish, organized into multiple levels, and displayed graphically.

Answer: C

Explanation: The "Cone of Uncertainty" describes the reduction of the uncertainty about scope after each iteration. The uncertainty is

eliminated and the exact amount of scope is known. (with a cone graph).

20) You are the Scrum Master of a Scrum Team that does not have the tools and environment to completely finish each of the selected Product Backlog items. Which of the following are appropriate for you to do?

(choose the best two answers)

- A. Cancel the Sprint
- B. Coach the Scrum Team on defining a Definition of Done that is achievable given current circumstances
- C. Tell them that, in this case, it is acceptable to have the partially Done Increment accepted during Sprint Reviews
- D. Facilitate the process of having the Scrum Team improve its skills, tools, and environment over time and adjust the Definition of Done (Correto) as needed
- E. Declare that the Scrum Team is not mature enough to adopt Scrum

Answer: B and D

Explanation: The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. However, as with any goal, it must be attainable. Thus, to keep the team motivated, but aware that the Definition of Done must be met, the best solution is to work with the Definition of Done. Notice that, in this case, the Scrum Team must recognize that, whenever the Definition of Done becomes more stringent in the future, technical debt will need to be paid off.

21) Who is allowed to update the Product Backlog?

(choose the best two answers)

- A. The Developers.
- B. The Product Owner.
- C. The Product Discovery team.
- D. The key stakeholders.
- E. The Developers, but the Product Owner remains accountable.
- F. The Scrum Master.

Answer: B and E

Explanation: The Product Owner may perform activities related to Product Backlog management or may delegate the responsibility to others. Regardless, the Product Owner remains accountable.

22) True or False: All Scrum Teams working on the same Product must use a single Product Backlog.

- A. True
- B. False

Answer: A

Explanation: If Scrum Teams become too large, they should consider reorganizing into multiple cohesive Scrum Teams, each focused on the same product. Therefore, they should share the same Product Goal, Product Backlog, and Product Owner.

23) Who is accountable for establishing Scrum?
(choose the best answer)

- A. The Scrum Master
- B. The Developers
- C. The Product Owner
- D. The Scrum Team
- E. The Scrum Master and the Product Owner

Answer: A

Explanation: The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

24) Select three of the following actions that Scrum Master may take in starting up a Scrum implementation:

(choose the best three answers)

- A. Ask the Product Owner to explain the product, its business needs, history, goals, and context.

- B. Ask the Developers to introduce themselves to each other and tell about their skills and background
- C. Ensure that a bonus system is in place for the top performance of individuals.
- D. Ask the Developers to discuss and identify the way they are going to develop the product.
- E. Ask the development managers to introduce their departments and capabilities
- F. Ask the Scrum Team to work together and prepare a complete Product Backlog.

Answer: A, B and D

Explanation: Product Backlog is never complete. It has to be about the project and people internal to it, not the external departments. Remember that the team is cross-functional and does everything needed for the project, without outside help. Having a reward system is harmful to the unity of the team.

25) What are the Scrum Artifacts?
(choose all that apply)

- A. Definition of Done.
- B. The Sprint Goal.
- C. Sprint Backlog.
- D. Product Backlog.
- E. Increment

Answer: C, D and E

Explanation: Scrum artifacts are the Product Backlog, Sprint Backlog, and Increment. The remaining options are commitments associated with the artifacts.

26) True or False: Scrum recommends having a “hardening” Sprint to remove all technical debt and prepare the Product for the upcoming release.

- A. True
- B. False

Answer: B

Explanation: It is not recommended. The Scrum Team delivers Done, usable Increment Sprint.

27) What is the single source of requirements for any changes to be made to the product?

(choose the best answer)

- A. The Key Stakeholders
- B. Team administrator
- C. The CEO of the Organization
- D. The Product Backlog

Answer: D

Explanation: The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product.

28) True or False: Only people of the Scrum Team can participate in the Sprint Planning.

- A. True
- B. False

Answer: B

Explanation: The Scrum Team may also invite other people to attend Sprint Planning to provide advice.

29) What is a possible result of the Sprint Review?

(choose the best answer)

- A. A list of improvements that the Scrum Team will implement in the next Sprint
- B. A common understanding of what can be delivered in the Increment and how will the work needed to deliver the Increment be achieved
- C. A common understanding of progress toward the Sprint Goal and how progress is trending toward completing the work in the Sprint Backlog
- D. A revised Product Backlog that defines the probable Product Backlog items for the next Sprint

Answer: D

Explanation: During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next. The Product Backlog may also be adjusted to meet new opportunities.

30) What does the word “development” mean in the context of Scrum?

(choose the best answer)

- A. Product development, its releasing and sustaining
- B. Development of an operational environment for the Product
- C. Software and hardware development
- D. Complex work that can include all the suggested options and even more
- E. Research and identifying of viable markets, technologies, and Product capabilities

Answer: C

Explanation: When the words “develop” and “development” are used in the Scrum Guide, **they refer to complex work including software and hardware development**, development and releasing of products and enhancements, development and sustaining product operational environments, research and identifying of viable markets and technologies, and even more.

31) Which of the following are applicable characteristics of the Product Owner?

(Choose the best three answers)

- A. Product Marketplace Expert
- B. Product Market Expert
- C. Lead Facilitator of Key Stakeholder Involvement
- D. Product Visionary
- E. Facilitator of Scrum events

Answer: A, B, C and D

Explanation: About "Lead Facilitator of Key Stakeholder Involvement," this is a tricky one because of the changes in the latest version of the Scrum Guide where "stakeholder

management" officially moved from the Product Owner's accountability to the Scrum Team's. In this question, it is a correct answer because I asked for the "best four answers." And, in practice, the Product Owner needs to stay in constant communication with them to help him direct the product. However, in general, it is better to say that there is no "lead facilitator of key stakeholder involvement," since this accountability is shared by the whole Scrum Team. If I had asked for the "three best answers," you shouldn't have selected this one.

32) Select the two essential features of a Scrum Team:

(choose the best two answers)

- A. It must only use tools, processes and techniques approved by the Organization
- B. It should choose how best to accomplish their work, rather than being directed by others outside the team
- C. It should be flexible enough to complete all the work planned for the Sprint even if some team members are on vacation
- D. It should have all the skills necessary to create value each Sprint

Answer: B, and D

Explanation: Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value for each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how.

33) True or False: The Product Owner is the only person responsible for engaging the stakeholders

- A. True
- B. False

Answer: B

Explanation: The Scrum Guide reads: "The Scrum Team is responsible for all product-related activities from stakeholder

collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required."

The point here is to avoid behavior such as having the Developers pointing to the Product Owner if the customers are not satisfied with WHAT is being delivered and to encourage the Developers (and Scrum Master) to work with the Product Owner and help him/her define the Product.

However, in practice, if you would have to choose between the PO, Scrum Master, or Developers, who would be responsible for engaging the stakeholders? The PO, of course, because he/she is accountable for maximizing the value of the product and the Developers are busy developing the Increment.

Just as an example, the Developers could proactively make "mini-reviews" with stakeholders during the Sprint to gather feedback on the Increments being built. This is "stakeholder engagement".

34) Which of the following is false with regards to what happens during the Sprint?

(choose the best two answers)

- A. No changes are made that would endanger the Sprint Goal
- B. Scope may be clarified and renegotiated with the Product Owner as more is learned
- C. Quality goals do not decrease
- D. Sprint scope is defined at the Sprint Planning and cannot be changed
- E. The Sprint Goal is changed frequently to reflect the status of the remaining work

Answer: D and E

Explanation:

During the Sprint:

- No changes are made that would endanger the Sprint Goal;

- Quality does not decrease;

- The Product Backlog is refined as needed; and,

- Scope may be clarified and renegotiated with the Product Owner as more is learned.

35) What is the fundamental unit of Scrum?
(choose the best answer)

- A. The Scrum Guide's rules.
- B. The Developers.
- C. A small team of people.
- D. The Scrum Master.
- E. The Learning process.

Answer: C

Explanation: The fundamental unit of Scrum is a small team of people, a Scrum Team.

36) How does the Scrum Master help the Product Owner?

(choose the best three answers)

- A. Helping find techniques for effective Sprint Goal definition
- B. Facilitating stakeholder collaboration as requested or needed
- C. Helping find techniques for effective Product Backlog management
- D. Helping the Scrum Team understand the need for clear and concise Product Backlog items
- E. Helping establish the project plan
- F. Leading and coaching the organization in its Scrum adoption.

Answer: B, C and D

Explanation:

The Scrum Master serves the Product Owner in several ways, including:

- Helping find techniques for effective Product Goal definition and Product Backlog management;

- Helping the Scrum Team understand the need for clear and concise Product Backlog items;

- Helping establish empirical product planning for a complex environment; and,

- Facilitating stakeholder collaboration as requested or needed.

37) Who is responsible for defining the Sprint Goal during Sprint Planning?

(choose the best answer)

- A. The Developers
- B. The Product Owner
- C. The Scrum Master
- D. The Key Stakeholders
- E. The Scrum Team

Answer: E

Explanation: The whole Scrum Team then collaborates to define a Sprint Goal that communicates why the Sprint is valuable to stakeholders.

38) Who is accountable for creating a valuable, useful Increment every Sprint.

(choose the best answer)

- A. The Scrum Master.
- B. The team leaders.
- C. The Developers.
- D. The Scrum Team.
- E. The Product Owner.

Answer: D

Explanation: The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint.

39) Which of the following is Scrum founded upon?

(choose the best two answers)

- A. PDCA
- B. Extreme Management
- C. Lean Thinking

D. Rapid Application Development

E. Empiricism

Answer: C and E

Explanation: Scrum is founded on empiricism and lean thinking.

40) True or False: The Sprint Backlog is created at Sprint Planning. It is prohibited to add new work into the Sprint Backlog later by the Developers.

A. True

B. False

Answer: B

Explanation: The Sprint Backlog is a plan by and for the Developers. It is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint in order to achieve the Sprint Goal. Consequently, **the Sprint Backlog is updated throughout the Sprint as more is learned.** It should have enough detail that they can inspect their progress in the Daily Scrum.

41) Select the five Scrum Values.

(choose all that apply)

- A. Lean
- B. Agility
- C. Respect
- D. Rapid development
- E. Openness
- F. Courage
- G. Commitment
- H. Focus

Answer: C, E, F, G and H

Explanation: When the values of commitment, courage, focus, openness and respect are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come to life and build trust for everyone.

42) What is the Sprint Retrospective?
(choose the best answer)

- A. It is an opportunity for the Scrum Team to plan ways to increase quality and effectiveness.
- B. It is the meeting that occurs at the end of the project to identify its lessons learned.
- C. It is a meeting to inspect the Increment and adapt the Product Backlog if needed.
- D. It is a meeting where the Development Team plans to work for the next 24 hours.

Answer: A

Explanation: The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness.

43) Refinement usually consumes how much of part of the capacity of the Scrum Team?
(choose the best answer)

- A. Not more than 10%
- B. Not more than 20%
- C. It is up to the Scrum Team.
- D. Not more than 5%

Answer: C

Explanation: During the Sprint, the Product Backlog is refined as needed;

44) True or False: The Scrum Master does not help those outside the Scrum Team understand which of their interactions with the Scrum Team are helpful and which aren't.

- A. True
- B. False

Answer: B

Explanation: Scrum Masters are true leaders who serve the Scrum Team and the larger organization. The Scrum Master helps those outside the Scrum Team understand which of their interactions with the Scrum Team are helpful and which aren't. The Scrum Master

helps everyone change these interactions to maximize the value created by the Scrum Team.

45) Ordinarily, items on the Sprint Backlog tend to be...
(choose the best answer)

- A. The same size as those on the Product Backlog
- B. Larger than those on the Product Backlog
- C. Smaller than those on the Product Backlog

Answer: C

Explanation: The items on the Sprint Backlog come from the top of the Product Backlog, therefore, we can say that the items on the Sprint Backlog are, on average, smaller than items on the entire Product Backlog.

46) You are the Scrum Master of a Scrum Team. What are the two primary ways that you can help it to become more productive?
(choose the best two answers)

- A. By updating the issue tracker
- B. By facilitating Scrum decisions
- C. By causing the removal of impediments to the Scrum Team's progress
- D. By scheduling rooms for the Scrum Events

Answer: B and C

Explanation: Updating the issue tracker or scheduling rooms are not a priority since the Scrum Master is not a secretary. Further, the Scrum Master, respecting the Scrum Team's self-management characteristic, causes the removal of impediments that the Scrum Team members can't deal with or facilitates decision-making.

47) The Scrum framework consists of what?
(choose all that apply)

- A. Events
- B. Artifacts
- C. Accountabilities
- D. Rules

Answer: A, B, C and D

Explanation: The Scrum framework contains Accountabilities (i.e., Scrum Master, Product Owner, Developers), Artifacts (i.e., Product Backlog, Sprint Backlog, Increment), Events (i.e., Sprint, Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective), and rules.

Here go a few of Scrum rules:

- Having timeboxed events is a rule.
- Having a single Product Owner is another rule.
- Self-managed Scrum Team.
- Sprints timeboxed to at most one month.
- Scrum Team containing one Product Owner, one Scrum Master, and Developers.
- The Increment is only Done when in conformance with the Definition of Done.
- and many others discussed in this course.

48) True or False: The Product Owner and the Scrum Master cannot be a part of Developers

- A. True
- B. False

Answer: B

Explanation: Scrum **does not prohibit** the Product Owner or the Scrum Master from doing development work. However, **it is not the best practice** because it could create a conflict of interest.

49) Which statement is correct about the Sprint Backlog?

(choose the best answer)

- A. It has all the details.
- B. It has just enough detail.
- C. O It has no detail.

Answer: B

Explanation: Both Sprint Backlog and Product Backlog evolve during their lives, and the amount of information grows as time passes. So, at each point in time, they don't have as much detail as they will probably have in the future. On the other hand, we never add all the details there.

50) In which Scrum event do key stakeholders collaborate with the Scrum Team about the outcome of the Sprint and future adaptations?
(choose the best answer)

- A. The Sprint Retrospective
- B. The Daily Scrum
- C. The Sprint Planning
- D. The Sprint Review

Answer: D

Explanation: The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations. During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next. The Product Backlog may also be adjusted to meet new opportunities. The Sprint Review is a working session and the Scrum Team should avoid limiting it to a presentation.

51) Which of the following ways of forming Scrum Teams meet Scrum's values?

(choose the best two answers)

- A. The Scrum Masters form the teams
- B. Bring all the candidate members together and let them organize into Scrum Teams
- C. Existing teams propose the new Scrum Teams
- D. Management collaborates to form the teams

Answer: B and C

Explanation: The people from the Scrum Teams should be respected as capable of self-organizing. Management's job is to give them the support and environment necessary for being efficient. This is the bottom-up intelligence mindset expected for Scrum to succeed.

52) Who is accountable for managing the Product Backlog?
(choose the best answer)

- A. The Developers
- B. The Scrum Master
- C. The Key Stakeholders
- D. The Product Owner

Answer: D

Explanation: The Product Owner is accountable for effective Product Backlog management.

53) Who is responsible for creating the Definition of Done?
(choose the best answer)

- A. The Scrum Team
- B. The Scrum Master
- C. The Developers
- D. The Product Owner

Answer: A

Explanation: If the Definition of Done for an increment is part of the standards of the organization, all Scrum Teams must follow it as a minimum. If it is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product.

The Developers are required to conform to the Definition of Done. If there are multiple Scrum Teams working together on a product, they must mutually define and comply with the same Definition of Done.

54) Who attends the Sprint Review?
(choose all that apply)

- A. Key Stakeholders

- B. The Scrum Master.
- C. The Product Owner.
- D. The Developers

Answer: A, B, C and D

Explanation: During the Sprint Review, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment.

55) Your Scrum Team's impediment list is growing. Which techniques would be most helpful in this situation?
(choose the best two answers)

- A. The Scrum Master removes the impediments as soon as possible
- B. The Product Owner adds the impediments to the Product Backlog
- C. The Scrum Team prioritizes the list and works on them in order
- D. The Scrum Master discusses the impediments with the Scrum Team

Answer: C and D

Explanation: The Scrum Team is self-managed and must figure out how to remove the impediments. However, the Scrum Master is accountable for causing the removal of impediments, which might include discussing them with the Scrum Team when needed.

56) What are the characteristics of a Scrum Team?

(choose the best three answers)

- A. Accountability belongs to the Scrum Team as a whole
- B. Cross-functional
- C. Scrum recognizes no sub-teams or hierarchies, within a Scrum Team
- D. Having at least one test engineer as a Developer
- E. Everybody must be full-time

Answer: A, B and C

Explanation: The fundamental unit of Scrum is a small team of people, a Scrum Team. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal.

Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value for each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how.

The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required. They are structured and empowered by the organization to manage their own work. Working in Sprints at a sustainable pace improves the Scrum Team's focus and consistency.

The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint. Scrum defines three specific accountabilities within the Scrum Team: the Developers, the Product Owner, and the Scrum Master.

57) How regularly should Scrum users examine Scrum artifacts and progress approaching a Sprint Goal?

(choose the best answer)

- A. At the Sprint Review
- B. Frequently, but it should not get in the way of the work
- C. After the Daily Scrum
- D. As frequently as possible

Answer: B

Explanation: The Scrum artifacts and the progress toward agreed goals must be inspected frequently and diligently to detect potentially undesirable variances or problems.

Their inspection should not be so frequent that inspection gets in the way of the work. Inspections are most beneficial when diligently performed by skilled inspectors at the point of work.

58) Who has the authority to cancel the Sprint?
(choose the best answer)

- A. The Key Stakeholders
- B. The Scrum Master
- C. The Developers
- D. The Product Owner
- E. The Product Owner and the Scrum Master

Answer: D

Explanation: Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master.

59) Which of the following are correct regarding the Product Goal?

(choose the best four answers)

- A. If there are multiple Scrum Teams working on the same product, they should share the same Product Goal.
- B. The Scrum Team must only pursue one Product Goal at a time.
- C. In the case of existing multiple Product Goals, they must be organized into a Product Roadmap.
- D. An Increment is a concrete stepping stone toward the Product Goal.
- E. During the Sprint Review, progress toward the Product Goal is discussed.
- F. The Product Goal must consist of a vision statement, the main features, a deadline, and target measures.
- G. Once a product reaches the Product Goal, it must be released.

Answer: A, B, D and E

Explanation: The Scrum Guide does not prescribe the use of a Product Roadmap, the

components of the Product Goal, neither when to release the product.

60) The Sprint Backlog consists of what?
(choose the best answer)

- A. The tasks for delivering the Product Backlog items selected for the Sprint, including their relationships and owners.
- B. The plan for delivering the selected Product Backlog items.
- C. The Product Backlog items selected for the Sprint.
- D. The Sprint Goal, the set of Product Backlog items selected for the Sprint, plus an actionable plan for delivering the product Increment.

Answer: D

Explanation: The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how).

61) True or False: The Scrum Team can only pursue one Product Goal at a time.

- A. True
- B. False

Answer: A

Explanation: The Product Goal is the long-term objective of the Scrum Team. They must fulfill (or abandon) one objective before taking on the next.

62) Select the two most suited items that should be taken into the reckoning for the Definition of Done?

(choose the best two answers)

- A. Advice of the Scrum Master
- B. The standards of the Organization
- C. Definition of Done of other Scrum Teams working on the same Product
- D. Experience of the Product Owner

E. Definition of Done of other Scrum Teams working on other products

Answer: B and C

Explanation: If the Definition of Done for an increment is part of the standards of the organization, all Scrum Teams must follow it as a minimum. If it is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product.

The Developers are required to conform to the Definition of Done. If there are multiple Scrum Teams working together on a product, they must mutually define and comply with the same Definition of Done.

63) When is an item in the Sprint Backlog considered complete?

(choose the best answer)

- A. The item has all the quality requirements defined by the Product Owner.
- B. When the customer approves its completeness
- C. When the Sprint is over
- D. When it meets the Definition of Done.

Answer: D

Explanation:

A. - Maybe you may not even start working on the item before the Sprint was over, then you can't call it complete.

B. - They can still miss something. On the other hand, if the test is focused on the unit, what about testing the integrated solution? It may break something.

C. - It doesn't guarantee that we're absolutely Done with the item and that it satisfies the customer and user.

A - Product Backlog item that you have in the Sprint Backlog is Done when it satisfies the Definition of Done.

64) What should be the length of a Sprint?
(choose the best two answers)

- A. At least, one week
- B. Whatever works best for management
- C. Short enough to keep the business risks acceptable
- D. At most, one month

Answer: C and D

Explanation: The Sprints are fixed length events of one month or less to create consistency. When a Sprint's horizon is too long the Sprint Goal may become invalid, complexity may rise, and risk may increase. Shorter Sprints can be employed to generate more learning cycles and limit the risk of cost and effort to a smaller time frame.

65) Which of the following are actions that The Scrum Master must do regarding the Daily Scrum?

(choose the two best answers)

- A. The Scrum Master ensures that the Developers has the meeting
- B. The Scrum Master must manage all events because he or she is the team lead.
- C. The Scrum Master is responsible for conducting the Daily Scrum
- D. The Scrum Master teaches the Developers to keep the Daily Scrum within the 15-minute time-box

Answer: A and D

Explanation: The Scrum Master ensures that all Scrum events take place and are positive, productive, and kept within the timebox.

66) Select which are not part of the pillars that uphold Scrum?

(choose all that apply)

- A. Transparency
- B. Adaptation
- C. Self-organization
- D. Inspection

- E. Agility
- F. Teamwork
- G. Cross-functionality

Answer: C, E, F and G

Explanation: Scrum is founded on empiricism and lean thinking. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed. Lean thinking reduces waste and focuses on the essentials.

Scrum employs an iterative, incremental approach to optimize predictability and to control risk. Scrum engages groups of people who collectively have all the skills and expertise to do the work and share or acquire such skills as needed.

Scrum combines four formal events for inspection and adaptation within a containing event, the Sprint. These events work because they implement the empirical Scrum pillars of transparency, inspection, and adaptation.

67) During Sprint Planning, the Developers must plan the work for all days of the Sprint. It is decomposed by the end of this meeting, often to units of one day or less.

(choose the best answer)

- A. No, because who estimates the work to be done at Sprint is the Scrum Master
- B. No, this is not a rule and it is up to the Developers to plan the work necessary to create an Increment that meets the Definition of Done.
- C. Yes, Sprint Backlog is decomposed down into user stories, and the delivery time and effort are estimated considering the Sprint duration
- D. Yes, all items in the Sprint Backlog should be decomposed to units of one day or less by the end of the Sprint Planning

Answer: B

Explanation: For each selected Product Backlog item, the Developers plan the work necessary to create an Increment that meets the

Definition of Done. This is often done by decomposing Product Backlog items into smaller work items of one day or less. How this is done is at the sole discretion of the Developers. No one else tells them how to turn Product Backlog items into Increments of value.

Further, the Sprint Backlog is updated throughout the Sprint as more is learned. It should have enough detail that they can inspect their progress in the Daily Scrum.. Thus, it is not recommended to attempt to plan the work for all days of the Sprint during Sprint Planning.

68) The Increment is:
(choose the best answer)

- A. Additive to all prior Increments and thoroughly verified, ensuring that all Increments work together.
- B. The sum of all the Product Backlog items completed during the Sprint
- All items in the Sprint Backlog that could be released regardless of whether the Product Owner decides to actually do it
- C. All "Done" items in the Sprint Backlog
- D. The sum of all the Product Backlog items completed during the Sprint, excluding the value of the increments of all previous Sprints

Answer: A

Explanation: Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together.

69) True or False: According to the Scrum framework, the Scrum components and rules for the project are chosen depending on the project's specific characteristics.

- A. True
- B. False

Answer: B

Explanation: While implementing only parts of Scrum is possible, the result is not Scrum. Scrum exists only in its entirety and functions

well as a container for other techniques, methodologies, and practices.

70) Who is allowed to change the actionable plan for delivering the Increment?
(choose the best answer)

- A. The Developers and the Product Owner
- B. The Product Owner
- C. The Developers
- D. The Scrum Master
- E. The Scrum Team
- F. Upper management

Answer: C

Explanation: The Sprint Backlog is a plan by and for the Developers. It is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint in order to achieve the Sprint Goal.

No one else tells them how to turn Product Backlog items into Increments of value.

71) True or False: The Definition of Done is created during the first Sprint and remains unchanged until the end of the project.

- A. True
- B. False

Answer: B

Explanation: During the Sprint Retrospective, the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. Thus, the Definition of Done can be adapted.

72) At some point during the product development cycle, a key stakeholder started using the product and was unhappy with its quality. Thus, he made his concern very clear to the Product Owner. According to the key stakeholder, the product's performance was below what he expected. Thus, the Product Owner went to talk to you, the Scrum Master, about this issue. What should you tell her?

(choose the best two answers)

- A. Tell the Product Owner that she should bring this up only on the Sprint Retrospective
- B. Coach the Product Owner on how to address the Developers about this issue
- C. Encourage the Product Owner to add Product Backlog items focusing on the given quality concerns and express the stakeholder's concern to the Developers
- D. Tell the Product Owner that, in Scrum, the technical expertise is expected from the Developers and they are the ones responsible for defining acceptable quality standards, not the stakeholder
- E. Tell the Product Owner that she should talk to the testers, because, such an issue should not leak to the users and they must improve their quality control procedures

Answer: B and C

Explanation: In Scrum, the team is encouraged to adapt as soon as they receive new insights. Hence, the Product Owner should be informed promptly about the key stakeholder's concerns, without waiting for the Sprint Retrospective. Next, it's crucial that the Developers are apprised of the feedback. It might be necessary to guide the Product Owner on how to communicate this issue effectively to them to avoid any negative impact. Remember, Scrum does not identify a specific "testers" role. All members of the Scrum Team collaboratively work towards solving problems, including quality issues. In relation to quality concerns, these can be addressed in two ways. They can be treated as individual items on the Product Backlog, or incorporated within the Definition of Done. Lastly, it's essential to note that in Scrum, no single member is assumed to have complete knowledge to solve a complex problem. Scrum operates on a continuous process of inspection and adaptation to respond to arising issues.

73) At some point, several of the Developers from a Scrum Team come to you, the Scrum Master, complaining that the work identified for the upcoming Sprint will require a full-time

commitment from a specialist who is external to the teams. What should you consider in this situation?

(choose the best two answers)

- A. The need for the team to keep delivering value fast
- B. The need for the Developers to keep a sustainable pace
- C. The ability of the Scrum Teams to produce Increments
- D. The benefits of having the Developers figure out a solution for themselves

Answer: C and D

Explanation: Scrum Teams are self-managed and cross-functional. Thus, the Scrum Master should coach the team to be autonomous whenever possible. However, it is also important for the Scrum Master to consider the cases in which specialists are really needed and that problem at hand is too complex for the Developers to figure out on their own. In these cases, the Scrum Master can work with the Developers with the possibility of having specialized training or even having the specialist join the Scrum Team for the period in which his/her expertise is needed. Whatever the case, keep in mind that the Scrum Master has to respect the Scrum Team's self-management, but fulfill his/her accountability for the Scrum Team's effectiveness.

74) What two things should happen with undone Product Backlog items at the end of the Sprint?

(choose the best two answers)

- A. The items should be demonstrated during the Sprint Review, the Sprint's velocity should consider the part of the items that were Done during the Sprint, and the remaining work should be considered as a new Product Backlog item
- B. They must not be included as part of the Increment
- C. They should be placed on the Product Backlog
- D. If the Product Owner is satisfied with the work, he can accept them and release them

Answer: B and C

Explanation: The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. If a Product Backlog item does not meet the Definition of Done, it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration.

75) Which of the following is true about Artifact's commitments?

(choose the best answer)

- A. They are optional
- B. The Increment commits to the Definition of Ready
- C. They are mandatory.
- D. The Product Backlog commits to the Product Vision

Answer: C

Explanation:

Each artifact contains a commitment to ensure it provides information that enhances transparency and focus against which progress can be measured:

- For the Product Backlog it is the Product Goal.
- For the Sprint Backlog it is the Sprint Goal.
- For the Increment it is the Definition of Done.

These commitments exist to reinforce empiricism and the Scrum values for the Scrum Team and their stakeholders.

76) Which of the following is false about the Product Goal.

(choose the best answer)

- A. When reaching the Product Goal, the Scrum Team chooses to release or not the Increment.
- B. The Product Goal is the long-term objective of the Scrum Team.
- C. The Product Goal is in the Product Backlog.

D. The Product Owner is also accountable for developing and explicitly communicating the Product Goal.

E. The Scrum Team must fulfill (or abandon) one Product Goal before taking on the next.

F. For the Product Goal to be fulfilled, the entire Product Backlog must be Done.

Answer: F

Explanation: The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against. The Product Goal is in the Product Backlog. The rest of the Product Backlog emerges to define "what" will fulfill the Product Goal.

The Product Goal is the long-term objective for the Scrum Team. They must fulfill (or abandon) one objective before taking on the next.

77) What can Scrum be used for?

(choose all that apply)

- A. Develop products and enhancements.
- B. Release products and enhancements, as frequently as many times per day.
- C. Develop and sustain Cloud (online, secure, on-demand) and other operational environments for product use
- D. Research and identify viable markets, technologies, and product capabilities.
- E. Sustain and renew products.

Answer: A, B, C, D and E

Explanation:

Scrum was initially developed for managing and developing products. Starting in the early 1990s, Scrum has been used extensively, worldwide, to:

1. Research and identify viable markets, technologies, and product capabilities;
2. Develop products and enhancements;
3. Release products and enhancements, as frequently as many times per day;

4. Develop and sustain Cloud (online, secure, on-demand) and other operational environments for product use; and,
5. Sustain and renew products.

Scrum has been used to develop software, hardware, embedded software, networks of interacting function, autonomous vehicles, schools, government, marketing, managing the operation of organizations and almost everything we use in our daily lives, as individuals and societies.

78) True or False: The Sprint for all the Scrum Teams working on the same product must start and end on the same date.

- A. True
- B. False

Answer: B

Explanation: Scrum does not require having aligned Sprints for multiple teams. The Scrum Teams self-manage and define the best option for them.

79) You are a Scrum Master and about to begin working with five new Scrum Teams; all working on the same product. Which of the following should you strive for?
(choose the best two answers)

- A. There should be five Product Owners, one for each Scrum Team
- B. There should be five Product Owners, reporting to a Chief Product Owner
- C. There should be only a single Product Backlog
- D. There should be five Product Backlogs, one for each Scrum Team
- E. There should be only a single Product Owner
- F. There should be five Project Backlogs, inheriting from a single Product Backlog

Answer: C and E

Explanation: The group of five Scrum Teams working together to deliver a single product is called a Nexus. A Nexus has a single Product Owner who manages a single Product Backlog from which the Scrum Teams work.

80) How does the Scrum Master serve the Scrum Team?
(choose the best three answers)

- A. Coaching the team members in self-management and cross- functionality
- B. Managing the Developers
- C. Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done
- D. Causing the removal of impediments to the Scrum Team's progress

Answer: A, C and D

Explanation: The Scrum Master serves the Scrum Team in several ways, including:

- Coaching the team members in self-management and cross-functionality;
- Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;
- Causing the removal of impediments to the Scrum Team's progress; and,
- Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

Professional Scrum Master level I (PSM I) simulator #2

01) It's up to the self-managing team to decide which Scrum artifacts are needed in the project.
(Select the best answer)

- A. True
- B. False

Answer: B

Explanation: Self-managing is not unlimited; e.g., you should follow the Scrum framework. While implementing only parts of Scrum is possible, the result is not Scrum. Scrum exists only in its entirety and functions well as a container for other techniques, methodologies, and practices.

02) At least one high-priority process improvement item exists in each Sprint Backlog.
(Select the best answer)

- A. True
- B. False

Answer: B

Explanation: False. This is an old rule from Scrum Guide 2017 and removed in Scrum Guide 2020.

"The Scrum Team identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint.", Scrum Guide 2020

03) When is the Sprint over?
(Select the best answer)

- A. When the timeboxed duration is over
- B. When the Product Owner announces the end of the Sprint
- C. When the Scrum Master announces the end of the Sprint

D. When the Sprint Backlog tasks are done

Answer: A

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

04) Scrum is a technique for developing complex products.
(Select the best answer)

- A. True
- B. False

Answer: B

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

05) On average, items on the Product Backlog tend to be _____.
(Select the best answer)

- A. Smaller than those on the Sprint Backlog
- B. The same size as those on the Sprint Backlog
- C. Larger than those on the Sprint Backlog

Answer: C

Explanation: This is how it works: When you first add the items to the Product Backlog, you don't have to break them down into very small and clear items, because it's a form of upfront planning. Some of them may be very large. When you order the items, if they are on the top of the list, you have to make them clear, and make sure they can fit into one Sprint; therefore, you will break them down into smaller items. Some of those child items may remain on the top, and some may go down. As a result, items on the top of the Product Backlog are on average smaller than those on the bottom. On the other hand, items on the Sprint Backlog come from the top of the Product Backlog,

therefore, we can say that the items on the Sprint Backlog are, on average, smaller than items on the Product Backlog.

06) A Sprint initiates with a Sprint Planning.
(Select the best answer)

- A. True
- B. False

Answer: A

Explanation: Sprint Planning initiates the Sprint by laying out the work to be performed for the Sprint.

07) How much time does the Product Owner spend on Product Backlog Refinement?
(Select the best answer)

- A. As much as needed
- B. Usually not more than 5% of their time
- C. Not more than 30% of their time
- D. Usually not more than 20% of their time

Answer: A

Explanation: The Product Owner spends as much time as needed on Product Backlog Refinement.

08) How often should the composition of the team change?
(Select the best answer)

- A. Every Sprint, to encourage creativity and openness
- B. Never, because it reduces productivity
- C. As needed, without need to be concerned about changes in productivity
- D. As needed, considering that it will have a short-term reduction in productivity

Answer: D

Explanation: Sometimes you will see questions like this in the exam. You may know that the composition of the team should not change during the Sprint, yet, the correct choice here

may imply that. Well, it is up to you to interpret it in a way that it doesn't mean such a thing!

So, the precise statement would be "As needed, so long as it's not in the middle of the Sprint, and we consider that it may have a short-term reduction in productivity"

09) Which three of the following are pillars of Scrum?

(Select the best three answers)

- A. Collaboration
- B. Inspection
- C. Adaptation
- D. Sustainable pace
- E. Value optimization
- F. Transparency

Answer: B, C and F

Explanation: Pillars are transparency, inspection, and adaptation.

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

10) When does a Scrum Master cancel a Sprint?
(Select the best answer)

- A. When there's an unsolved technical dependency
- B. When the Sprint Goal becomes obsolete
- C. When not enough resources are available for the project
- D. The Scrum Master doesn't have the authority to cancel the Sprint.

Answer: D

Explanation: According to the Scrum Guide, only the Product Owner has the authority to cancel a Sprint if the Sprint Goal becomes obsolete.

11) What does a burn-down chart measure?
(Select the best answer)

- A. The amount of business value delivered to the customer
- B. Work that is done based on the Definition of Done
- C. Cost of the project across time
- D. Work remaining across time

Answer: D

Explanation: A burn-down chart shows the amount of work which is thought to remain in a backlog. Time is shown on the horizontal axis and work remaining on the vertical axis. As time progresses and items are drawn from the backlog and completed, a plot line showing work remaining may be expected to fall. The amount of work may be assessed in any of several ways such as user story points or task hours. Work remaining in Sprint Backlogs and Product Backlogs may be communicated by means of a burn-down chart.

12) What do we do with Done items when the Sprint is canceled?

(Select the best answer)

- A. They should be moved to the next Sprint Backlog.
- B. They should be moved back to the Product Backlog, and will be taken care of in future Sprints.
- C. They will be reviewed and added to the Increment.

Answer: C

Explanation:

- Items in the Sprint Backlog come from the Product Backlog. So, if it's supposed to be done, we will move them back to the Product Backlog, and if they are still on the top of the Product Backlog, they will be picked for the next Sprint. However, this question is about items that are Done, and there's no reason to move them back.

- But they are Done, why should we move them back to the Product Backlog.

13) Which two statements describe what happens when organizations change the Scrum terminology while implementing it?

(Select the best two answers)

- A. They will get better results adopting Scrum this way.
- B. Management may feel less enthusiastic about the change.
- C. It's necessary to tailor Scrum to suit the project.
- D. The change might not be obvious to everyone, and therefore very little change actually happens.

Answer: B and D

Explanation:

Scrum is a simple framework rather than a comprehensive methodology, and it contains only the necessary minimums that you need in every project. So, instead of normal tailoring (adjusting the existing elements), you will follow everything that is described in Scrum, and suit it to your project by the practices and techniques that you add; e.g. Planning Poker, Pair-Programming, and Test-Driven Development.

When it comes to the terminology, Scrum.org believes that it's better if you don't change it.

14) Which two of the following are required by Scrum?

(Select the best two answers)

- A. Answering the three standard questions during Daily Scrums
- B. Definition of Done
- C. Having full-time developers
- D. User Stories
- E. Sprint Retrospectives

Answer: B and E

Explanation: The Definition of Done is a required component in Scrum as it ensures that The Increment meets the quality standards and criteria agreed upon by the Scrum Team. It defines the necessary conditions that must be

met for a Product Backlog item to be considered "done."

Sprint Retrospectives are also a required Scrum event where the Scrum Team reflects on their work during the Sprint and identifies areas for improvement. It provides an opportunity to inspect and adapt their processes, identify strengths and weaknesses, and make adjustments to enhance their effectiveness.

While answering the three standard questions during Daily Scrums, having full-time developers, and using user stories are common practices in Scrum, they are not explicitly required by the Scrum framework.

15) Which three of the following are timeboxed?
(Select the best three answers)

- A. Release Retrospective
- B. Daily Scrum
- C. Sprint testing
- D. Sprint Retrospective
- E. Sprint Zero
- F. Sprint

Answer: B, D and F

Explanation: Scrum has 5 timeboxed events: Sprint, Sprint Planning, Daily Scrum, Sprint Review and Sprint Retrospective.

16) Which two statements explain when a Product Backlog item is considered complete?
(Select the best two answers)

- A. When the customer approves its completeness
- B. When no work is left based on the Definition of Done
- C. When user acceptance tests are passed
- D. When it's usable.

Answer: B and D

Explanation:

A. They can still miss something. On the other hand, if the test is focused on the unit, what

about testing the integrated solution? It may break something.

C. They can still miss something. For instance, usually, they won't cover non-functional requirements.

A Product Backlog item that you have in the Sprint Backlog is Done, when it satisfies the Definition of Done.

Note: usable for end-users = potentially shippable = potentially releasable = Done based on the Definition of Done

17) Which two statements are correct about Daily Scrums?

(Select the best two answers)

- A. Developers must answer the 3 standard questions during the meeting.
- B. It's timeboxed for 2 minutes per developer.
- C. Only the Developers participate in the meeting.
- D. It's held at the same time and place every day.

Answer: C and D

Explanation: Scrum Event that is a 15-minute time-boxed event held each day for the Developers. The Daily Scrum is held every day of the Sprint. At it, the Developers plan to work for the next 24 hours. This optimizes team collaboration and performance by inspecting the work since the last Daily Scrum and forecasting upcoming Sprint work. The Daily Scrum is held at the same time and place each day to reduce complexity.

18) The Product Owner should have a complete Product Backlog before the first Sprint can start.
(Select the best answer)

- A. True
- B. False

Answer: B

Explanation: The Product Backlog is never complete. It's always evolving in adaptive development.

19) Which of the following has the most to do with capturing and using lessons learned?
(Select the best answer)

- A. Sprint Planning
- B. Product Backlog Refinement
- C. Sprint Retrospective
- D. Sprint Review

Answer: C

Explanation: Sprint Retrospective is about discussing the way work was done and finding ways to improve it next time; this is mainly about lessons learned.

20) Which of the following is required by Scrum?
(Select the best answer)

- A. Burn-down charts
- B. Sprint Retrospectives
- C. User Stories
- D. Story Points

Answer: B

Explanation: The Sprint Retrospective is a mandatory Scrum event. Conversely, although burn-down charts, user stories, and story points are commonly used in Scrum, they are not explicitly required by the Scrum framework.

21) Scrum Teams are allowed to use burn-up charts instead of burn-down charts.
(Select the best answer)

- A. True
- B. False

Answer: A

Explanation: The Scrum Team can adopt practices to forecast progress, like burn-downs, burn-ups, or cumulative flows. However, these do not replace the importance of empiricism.

22) How many people are there in a Scrum Team with optimal size?
(Select the best answer)

- A. 10 or less.
- B. 4 to 12
- C. 3 to 11
- D. 5±3
- E. 3 to 10

Answer: A

Explanation: The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people. In general, we have found that smaller teams communicate better and are more productive. If Scrum Teams become too large, they should consider reorganizing into multiple cohesive Scrum Teams, each focused on the same product.

23) Who's responsible for quality?
(Select the best answer)

- A. Team leaders
- B. The Developers
- C. Testers
- D. The Scrum Team

Answer: D

Explanation: The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint.

24) Who is responsible for setting the timeboxed duration of Sprints?
(Select the best answer)

- A. Stakeholders
- B. The Scrum Team
- C. The Project Manager
- D. The Business Analyst
- E. The Developers

Answer: B

Explanation: In Scrum, the timeboxed duration of Sprints is set by the whole Scrum Team, which includes the Product Owner, Scrum Master, and Developers. The team collaboratively decides on the length of Sprints based on factors such as the complexity of the work, predictability, and the ability to deliver a potentially releasable Increment at the end of each Sprint.

25) The Product Owner can also be a Developer
(Select the best answer)

- A. True
- B. False

Answer: A

Explanation: Scrum does not prescribe that each accountability must be a full-time job or that a person cannot have multiple accountabilities. What matters most is that the Product Owner effectively performs their responsibilities, collaborates with the Scrum Team and stakeholders, and maximizes the value of the product.

26) A 2x increase in the number of Developers will double productivity.
(Select the best answer)

- A. True
- B. False

Answer: B

Explanation: When more developers are added to the team, there's usually a short-term decrease in productivity because other members have to spend time and effort familiarizing the new members with the solution and the environment of the project. After a while, the existence of new members may increase productivity, but even if it does, it's usually not a linear increase because, for example, having more people increases communication channels, which consumes some of the capacity.

Regardless, adding more people to the project sometimes doesn't have any positive result. This is known as Brooks's Law: adding human resources to a late software project makes it later. In other words, "nine women can't make a baby in one month"! It can increase productivity in the long-term, but probably not linearly.

27) Scrum is a methodology for developing complex products.
(Select the best answer)

- A. True
- B. False

Answer: B

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

28) Which three Scrum values are demonstrated by focusing on the most valuable items first?
(Select the best three answers)

- A. Cross-functionality
- B. Courage
- C. Earned Value
- D. Focus
- E. Respect

Answer: B, D and E

Explanation: Scrum values are commitment, courage, focus, openness, and respect.

29) Which of the following is true about the Sprint Events?
(Select the best answer)

- A. The Sprint Retrospective concludes the Sprint.
- B. The Sprint Review concludes the Sprint.
- C. A Sprint may initiate with a Sprint Planning.
- D. All events must be held at the same time and place to reduce complexity.

Answer: A

Explanation:

B. The Sprint Review is the second to last event of the Sprint. This is a rule.

C. Sprint Planning initiates the Sprint by laying out the work to be performed for the Sprint. This is a rule.

D. Optimally, all events are held at the same time and place to reduce complexity. Not a rule.

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

(Select the best two answers)

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

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

C. There should be only one Product Owner.

D. Each product should have a separate Product Owner.

Answer: A and B

Explanation: In the case of three products being developed using Scrum, it is possible to have both a single Product Owner for all products or a different Product Owner for each product. The decision is based on the specific needs and circumstances of the organization, and there is no strict rule or requirement that dictates the number of Product Owners for multiple products in Scrum.

31) Which two of the following can be reasons for the Scrum Master to attend the Daily Scrum? **(Select the best two answers)**

A. Coach the Developers on keeping it within 15 minutes.

B. To tell Developers what to do.

C. It's not necessary for he/she to be in the meeting.

D. To make sure that every Developer answers the three questions.

E. To get a report on progress of the Sprint.

Answer: A and C

Explanation: The Scrum Master serves the Scrum Team ensuring that all Scrum events take place and are positive, productive, and kept within the timebox. The Daily Scrum is a 15-minute event for the Developers of the Scrum Team.

32) Which element should NOT be an attribute of Product Backlog items?

(Select the best answer)

A. Description

B. Size

C. Order

D. Owner

Answer: D

Explanation: D. The whole Scrum Team is accountable for all the work.

33) How does the Product Owner determine the number of items for the Sprint Backlog?

(Select the best answer)

A. Based on velocity

B. He or she doesn't do it!

C. Based on a combination of velocity and team capacity

D. Based on what is needed for the next release

Answer: B

Explanation: Through discussion with the Product Owner, the Developers select items from the Product Backlog to include in the current Sprint.

34) What's the role of a Product Owner during Sprint Retrospectives?

(Select the best answer)

A. They should not participate in this meeting

B. Participating as a Scrum Team member

- C. Capturing requirements for the Product Backlog
- D. Summarizing and report the results of the meeting to stakeholders

Answer: B

Explanation: During Sprint Retrospectives, the Product Owner participates as a Scrum Team member. He/she collaborates with the rest of the Scrum Team to reflect on the previous Sprint and identify opportunities for improvement. The Product Owner's input is valuable in shaping the retrospective discussion and contributing to the team's learning and continuous improvement efforts.

35) Sprint Planning is not a place for refining Product Backlog items.

(Select the best answer)

- A. True
- B. False

Answer: B

Explanation: During Sprint Planning, through discussion with the Product Owner, the Developers select items from the Product Backlog to include in the current Sprint. The Scrum Team may refine these items during this process, which increases understanding and confidence.

36) In scaled Scrum, each Scrum Team demonstrates their individual Increment.

(Select the best answer)

- A. True
- B. False

Answer: B

Explanation: The Increment must be a result of the collectible effort of the Scrum Teams.

37) All of the following are possible inputs to Sprint Planning, EXCEPT:

(Select the best answer)

- A. Sprint Goal
- B. Product Backlog
- C. Velocity
- D. Increment
- E. Definition of Done.

Answer: A

Explanation: The Sprint Goal is defined during Sprint Planning by the whole Scrum Team.

38) Which of the following is NOT mandatory in Scrum?

(Select the best answer)

- A. Planning Poker
- B. Timeboxing the Events
- C. Definition of Done
- D. Sprint Planning

Answer: A

Explanation: While Planning Poker is a popular technique used in Scrum for estimating the effort or relative size of Product Backlog items, it is not mandatory in Scrum. Scrum does not prescribe any specific technique for estimation, and teams can choose other methods that work best for them. The other options are mandatory in Scrum. Timeboxing the events, having a Definition of Done, and conducting Sprint Planning are all essential elements of the Scrum framework.

39) Which two of the following are correct about the whole Scrum Team role?

(Select the best two answers)

- A. Owns the Product Backlog
- B. Is responsible for setting the timeboxed duration of Sprints
- C. May add new work to the Sprint Backlog during the Sprint
- D. Is responsible for composing the Sprint Goal
- e. Prioritizes tasks in the Sprint Backlog

Answer: B and D

Explanation: The Scrum Team is responsible for setting the timeboxed duration of Sprints. They collaboratively define the Sprint Goal to guide their work and focus on delivering value. The Product Owner owns the Product Backlog and can add new work, while the Development Team prioritizes tasks in the Sprint Backlog.

40) Which two of the following should be considered in setting the timeboxed duration of Sprints?

(Select the best two answers)

- A. It cannot be longer than one month.
- B. It's better to have shorter Sprints when the project is riskier.
- C. It should be shorter when there are more Developers.
- D. It shouldn't be longer than 6 weeks.
- E. It should be longer in bigger projects.

Answer: A and B

Explanation: Sprints should have a maximum duration of one month to maintain a regular cadence and enable frequent inspection and adaptation. Additionally, when the project carries higher risks, it is beneficial to have shorter Sprints to ensure quicker feedback and the ability to address any emerging challenges promptly.

41) Product Backlog refinement is the act of breaking down and further defining Sprint Backlog items into smaller more precise items.

(Select the best answer)

- A. True
- B. False

Answer: B

Explanation: Product Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items.

42) Which of the following is NOT correct about the Scrum Master?

(Select the best answer)

- A. Manages the Product Backlog
- B. Helps the organization to implement Scrum
- C. Is a true leader who serves the Scrum Team and the larger organization
- D. Causes the removal of impediments

Answer: A

Explanation: The Scrum Master is accountable for facilitating the Scrum process and helping the organization to implement Scrum effectively. They act as a leader who serve the Scrum Team and the larger organization by fostering collaboration, causing the removal of impediments, and promoting continuous improvement. However, managing the Product Backlog is the responsibility of the Product Owner, who prioritizes and refines the items in the backlog.

43) Which two of the following are pillars of Scrum?

(Select the best two answers)

- A. Value optimization
- B. Adaptation
- C. Creativity
- D. Sustainable pace
- E. Transparency

Answer: B and E

Explanation: The pillars of Scrum are transparency, inspection, and adaptation. They emphasize the importance of clear communication, regular evaluation, and the ability to adapt and improve throughout the project. These pillars serve as guiding principles for the Scrum Team to achieve successful outcomes.

44) Who is responsible for engaging the stakeholders?

(Select the best answer)

- A. The Project Manager
- B. The Developers

- C. The Product Owner
- D. The Scrum Master
- E. The Scrum Team

Answer: E

Explanation: The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required.

45) When is the Sprint over?
(Select the best two answers)

- A. When the Product Owner cancels the Sprint
- B. When the Sprint Backlog tasks are done
- C. When all Sprint Backlog items are done
- D. When the Scrum Master announces the end of the Sprint
- E. When the timeboxed duration is over

Answer: A and E

Explanation: The Sprint can be considered over in two situations: when the Product Owner decides to cancel or when the predefined timebox for the Sprint duration expires. If the work on the Sprint Backlog is completed before the scheduled end of the Sprint, the Developers can collaborate with the Product Owner to identify additional work from the Product Backlog to fill the remaining time.

46) What are the three classical questions of Daily Scrums, if you decide to go through them?
(Select the best three answers)

- A. Are we able to deliver all Sprint Backlog items by the end of the Sprint?
- B. What problems did I have yesterday?
- C. What impediments are in my way or in the way of the team?
- D. What is the progress of the Sprint?
- E. What work did I do yesterday to help the team achieve its goal?
- F. What work am I going to do today to help the team achieve its goal?

Answer: C, E and F

Explanation:

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

They don't appear anymore on Scrum Guide 2020, but might be good to know.

47) When multiple teams are working on the same product, one person can be a Developer on more than one Scrum Team.

(Select the best answer)

- A. True
- B. False

Answer: A

Explanation: None of the Scrum accountabilities are necessarily full-time, and a single person can occupy more than one role or the same role in more than one team; e.g., there may be a special expertise that is needed in multiple teams, but it's not needed on a full-time basis. So, one person can provide that special type of expertise to multiple teams.

48) Which two of the following may be done in the Sprint Retrospective event?

(Select the best two answers)

- A. Discuss the next Sprint goal
- B. Refine the Product Backlog
- C. Discuss the composition of the team
- D. Calculate Velocity
- E. Discuss the Definition of Done

Answer: C and E

Explanation: In the Sprint Retrospective event, the Scrum Team discusses the composition of the team, including aspects like team dynamics, collaboration, and roles. They also have the opportunity to discuss and review the Definition of Done, ensuring a shared understanding and continuous improvement.

49) Which two statements are correct about a Product Backlog item that is undone at the end of the Sprint?

(Select the best two answers)

- A. Demonstrate it in the Sprint Review meeting, if the item is presentable in its current state.
- B. The Sprint will be extended until we complete the item.
- C. Do not include it in the Increment.
- D. Move it back to the Product Backlog.
- E. Consider the complete part of the item in velocity calculation and then create a new item in the Product Backlog for the remaining work.

Answer: C and D

Explanation: If a Product Backlog item is undone at the end of the Sprint, it should not be included in the Increment. Instead, it should be moved back to the Product Backlog for future consideration and prioritization. The undone work should not be considered part of the velocity calculation.

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

(Select the best answer)

- A. Extend the duration of the Sprint, to be able to deliver everything.
- B. Continue to the next Sprint without a Sprint Review meeting and finish those items in the next Sprint.
- C. Review the work with the Product Owner to see if any adjustments are required, and keep working.
- D. Work overtime and try to complete all items.

Answer: C

Explanation:

- A. Sprints are timeboxed.
- B. 1) Unfinished items go back to the Product Backlog, and 2) we don't remove Sprint Review and other events.

C. When you see that some items may not be done by the end of the Sprint, it's still a good idea to check the work with the Product Owner; maybe you need to change the order of work and focus on new priorities; maybe you can make adjustments to the details of existing items and deliver more of them by simplifying them, etc.

D. Constant pace!

Some people think that a successful team is one that can complete all the work in the Sprint Backlog, but this is not true. To the contrary, it probably means they are too conservative in the number of items they select for the Sprint, which in turn may reduce their productivity because of the Parkinson's Law and the Student Syndrome. Nothing bad happens if some items are not done by the end of the Sprint, and no one should blame the team; the Sprint Backlog is just a rough estimate of what they can do.

51) Which of the following are true?

(Select the best three answers)

- A. The Developers are always accountable for instilling quality by adhering to a Definition of Done
- B. The fundamental unit of Scrum is a small team of people, a Scrum Team.
- C. The Product Owner is responsible for the sizing Product Backlog items.
- D. Sprints are the heartbeat of Scrum, where ideas are turned into value.

Answer: A, B and D

Explanation:

C. The Developers who will be doing the work are responsible for the sizing. The Product Owner may influence the Developers by helping them understand and select trade-offs.

52) Which two statements are correct about Product Backlog Refinement?

(Select the best two answers)

- A. Multiple teams may participate in it.
- B. It can take as much time as needed.

- C. Normally, it shouldn't take more than 10% of the Scrum Team's time.
- D. Normally, it doesn't take more than 10% of the Development Team's time.
- E. The Scrum Master should facilitate it.
- F. Normally, it doesn't take more than 10% of the Product Owner's time.

Answer: A and B

Explanation: During the Sprint, the Product Backlog is refined as needed. Further, there are no restrictions on how many teams can participate in refinement activities.

53) Which three statements are correct when four teams are working on a product?

(Select the best three answers)

- A. There can be multiple Scrum Masters.
- B. There can be multiple Definitions of Done.
- C. There can be multiple Product Backlogs.
- D. Each Scrum Team maintains its individual Sprint Backlog.
- E. There is only one Sprint Backlog each Sprint.
- F. There is only one Definition of Done.

Answer: A, B and D

Explanation:

A. If you have four Scrum Teams working on a product you might have one Scrum Master per Scrum Team, for instance; which implies that you might have multiple Scrum Masters.

B & F. The product must have one Definition of Done. However, each Scrum Team might have its own Definition of Done containing stringent criteria, compared to the product's Definition of Done. The combination of the work of all Scrum Teams must adhere to the product's Definition of Done.

C. A Single Product Backlog exists for a Product.

D & E. Each Scrum Team has its own Sprint Backlog.

54) When the Scrum Team becomes mature enough in using Scrum, they won't need a Scrum Master anymore.

(Select the best answer)

- A. True
- B. False

Answer: B

Explanation: A Scrum Master is always needed.

55) The Product Backlog is baselined before the first Sprint

(Select the best answer)

- A. True
- B. False

Answer: B

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

56) How much time does the Scrum Team spend on Product Backlog Refinement?

(Select the best answer)

- A. Usually not more than 5% of their time
- B. Usually not more than 10% of their time
- C. Usually not more than 20% of their time
- D. As much as needed

Answer: D

Explanation: The Product Backlog is refined as needed, during the Sprint.

57) What's the main responsibility of a tester in Scrum?

(Select the best answer)

- A. Tracking quality metrics
- B. Finding bugs

- C. Writing the test scripts as soon as the programmers start working on the code
- D. There are no testers in Scrum

Answer: D

Explanation:

There are no people "titled" as testers, because we don't have extra roles and titles in Scrum. However, there can be "developers" who are experts in testing. There are only Developers.

When you see a statement like this in your real exam, it usually means "tester" as a role or title, rather than a person who's an expert in testing.

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

(Select the best answer)

- A. True
- B. False

Answer: A

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

- 59) What's the timebox duration of Daily Scrums when there are 6 developers in the team and Sprints are two weeks long?

(Select the best answer)

- A. 2 minutes per Developer + 2 minutes
- B. 2 minutes per Developer
- C. As much as needed to answer the three standard questions
- D. 15 minutes

Answer: D

Explanation: The timeboxed duration of Daily Scrums is 15 minutes, regardless of the number of Developers in the team or the length of the Sprint.

- 60) Which two statements best describe the Product Backlog?

(Select the best two answers)

- A. It changes as we learn more about the product.
- B. Contains all tasks identified by the Developers.
- C. It's used to create the project plan.
- D. The Product Owner is accountable for it.

Answer: A and D

Explanation:

- B. Tasks are identified in the Sprint Planning meeting or during the Sprint, and are captured only in the Sprint Backlog.
- C. There's no "project plan" in Scrum. Product Backlog is the closest thing to a project plan that we have in Scrum.

- 61) Which two of the following are NOT allowed in Scrum?

(Select the best two answers)

- A. Using Story Points
- B. Sprint 0
- C. Refactoring
- D. Integration Sprints
- E. Using User Stories

Answer: B and D

Explanation: Sprint 0 and Integration Sprints are not aligned with the core principles of Scrum, which emphasize the delivery of a valuable, useful Increment each Sprint. They can introduce inefficiencies, delays, and a deviation from the iterative and incremental nature of Scrum.

- 62) Which Scrum value is demonstrated when we continuously show the correct performance on a burn-down chart that everyone can see?

(Select the best answer)

- A. Openness
- B. Self-management
- C. Adaptation

D. Trust

Answer: A

Explanation: Demonstrating the correct performance on a burn-down chart that everyone can see reflects the value of openness in Scrum. The burn-down chart provides transparency and visibility into the progress of the Sprint, allowing the Scrum Team and stakeholders to openly assess the work completed and the remaining work. This promotes a culture of transparency and encourages open communication and collaboration among team members.

63) The first Sprint can start as soon as the Product Backlog is complete.
(Select the best answer)

- A. True
- B. False

Answer: B

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

64) Which of the following is mandatory in Scrum?
(Select the best answer)

- A. Story Points
- B. Pair-Programming
- C. Product Goal
- D. User Stories

Answer: C

Explanation: The Scrum Guide emphasizes the importance of having a Product Goal as a mandatory element in Scrum. The Product Goal provides a clear objective for the Scrum Team to work towards and serves as a guiding focus for the Product Owner and the Development Team. It aligns the efforts of the team and helps them make decisions regarding the Product Backlog and the Increment. While practices like Story

Points, Pair-Programming, and User Stories are commonly used in Scrum, they are not mandatory according to the Scrum framework.

65) What's the timeboxed duration of Sprint Retrospective events?

(Select the best answer)

- A. 3 hours in a one-month Sprint, usually shorter for shorter Sprints.
- B. 8 hours in a one-month Sprint
- C. Maximum 8 hours
- D. 3 hours

Answer: A

Explanation: The Sprint Retrospective concludes the Sprint. It is timeboxed to a maximum of three hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.

66) Which two of the following actions may a Scrum Master take in starting up an initiative to develop a new product?

(Select the best two answers)

- A. Ask the Developers to introduce themselves to each other and tell about their skills and background.
- B. Ensure that a bonus system is in place for the top performance of individuals.
- C. Ask the Product Owner to explain the product, its business needs, history, goals, and context.
- D. Ask the team to work together and prepare a complete Product Backlog.
- E. Ensure that there's a clear understanding of the whole scope of the project.

Answer: A and C

Explanation: When starting a new product initiative, the Scrum Master plays a crucial role in facilitating team introductions and establishing a clear understanding of the product, its business need, history, goals, and context. These actions help foster collaboration and ensure a shared understanding within the Scrum Team.

67) How do changes in the product environment impact the Product Backlog?

(Select the best answer)

- A. The old baselined Product Backlog would be saved, and a new one would be created for the rest of the product.
- B. There's no effect on the Product Backlog.
- C. It evolves to reflect the changes
- D. The Product Backlog should be kept high-level enough to tolerate such changes.

Answer: C

Explanation: Changes in the product environment can have an impact on the Product Backlog. As the product and its environment evolve, new information, insights, and requirements may emerge, necessitating adjustments to the Product Backlog. The Product Backlog is a dynamic artifact that reflects the evolving understanding of the product and its stakeholders' needs. The Product Owner, in collaboration with the stakeholders, continuously refines and updates the Product Backlog to ensure it remains relevant, valuable, and aligned with the product's vision and goals. Therefore, the Product Backlog evolves to incorporate changes and maintain its effectiveness as a tool for product development.

68) Which two of the following may happen when the team becomes mature enough during the product development?

(Select the best two answers)

- A. They may improve their Definition of Done.
- B. They may not need a Scrum Master anymore.
- C. They may not need Sprint Retrospectives anymore.
- D. Their velocity may increase.

Answer: A and D

Explanation: As a Scrum Team matures during the product development, they may experience improvements in their Definition of Done, refining and enhancing the criteria for what constitutes a completed increment. Additionally,

their velocity may increase as they become more efficient and effective in delivering value. However, it is important to note that the Scrum Master and Sprint Retrospectives are part of the Scrum framework and cannot be removed. Further, they remain valuable throughout the product development journey, as they support continuous improvement and facilitate the team's success.

69) When is it time to integrate the resulting work of the Developers?

(Select the best answer)

- A. At the end of each Sprint
- B. Frequently, during the Sprint
- C. At the end of the project
- D. Before each release

Answer: B

Explanation: In Scrum, the integration of the work done by the Developers should happen frequently during the Sprint. Continuous integration is encouraged to ensure that the Increment is continually built and remains in a releasable state throughout the Sprint. This helps to identify and address any integration issues early on and enables the team to deliver a potentially shippable product increment at the end of each Sprint.

70) The Developers are ready to start the first Sprint, but the Product Backlog is not ready yet. What should the Product Owner do?

(Select the best answer)

- A. Ask the Developers to help you refine the Product Backlog instead of starting the first Sprint.
- B. Let the Sprint begin, but only with the goal of completing the Product Backlog.
- C. Let the team start the first Sprint, and continue refining the Product Backlog.
- D. Postpone the Sprint.

Answer: C

Explanation: If the Product Backlog is not fully ready, the Product Owner should still allow the team to start the first Sprint and continue refining the Product Backlog during the Sprint. In Scrum, the Product Backlog is a living artifact that can evolve and be refined throughout the project. It is not necessary for the Product Backlog to be fully complete or perfect before starting the first Sprint. The Developers can collaborate with the Product Owner during the Sprint to gain more clarity and understanding of the work to be done. This approach allows for flexibility and responsiveness as the team progresses and learns more about the product and its requirements.

71) Which two of the following may change during the Sprint?

(Select the best two answers)

- A. Sprint Backlog
- B. Product Backlog
- C. Minimum level of quality
- D. Sprint Goal

Answer: A and B

Explanation:

- a. The tasks in the Sprint Backlog are always changing. Also, Scrum.org is not entirely against changing the "items" in the Sprint Backlog either.
- B. Product Backlog may change at any time.
- C. The level of expected quality shouldn't decrease during the Sprint.
- D. If a Sprint Goal becomes obsolete, the Sprint should be canceled.

72) You are the Scrum Master for a Scrum Team that got caught in an internal disagreement about which agile practices to apply. Which of the following techniques could you use to serve the team?

(choose the best two answers)

- A. Consult with an external agile coach
- B. Facilitate involving the whole Scrum team in making a decision
- C. Use coaching techniques, such as conflict resolution and active listening

D. Consult with the organization's Human Resources department

Answer: B

Explanation:

First of all, the Scrum Master is a member of the Scrum Team, which is self-managed and cross-functional, which means that it should have the capabilities to solve such disagreements without the need to consult external sources. Further, the Scrum Team having internal disagreement can be seen as an impediment. The Scrum Master serves the Scrum Team by coaching them to self-manage, which includes having the Scrum Team capable of removing their impediments. He/she does this by, for instance, using coaching, mentoring, and facilitating decision making. Notice that the Scrum Master should step in and solve impediments that exceed the self-managing capabilities of the Scrum Team, which depends on the context.

73) Which of the following are time-boxed Scrum events?

(choose the best three answers)

- A. Hardening Sprint
- B. Sprint 0
- C. Sprint Planning
- D. Release Planning
- E. Product Backlog Refinement session
- F. Daily Scrum
- G. Sprint Retrospective

Answer: C, F and G

Explanation:

A. Not a valid Sprint. B. Not a valid Sprint. C. Yes, Sprint Planning is timeboxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter. D. Not a Scrum Event. E. Not a Scrum Event. F. Yes, the Daily Scrum is timeboxed to 15-minutes. G. Yes, Sprint Retrospective is timeboxed to a maximum of three hours for a

one-month Sprint. For shorter Sprints, the event is usually shorter.

74) You are the Scrum Master of a Scrum Team and management suggested having a tester on your Scrum Team. What are the two things that you would tell management?

(choose the best two answers)

- A. Scrum has no "tester" role
- B. Configuring quality tools and tracking quality metrics
- C. Performing exploratory testing to detect defects
- D. Performing quality assurance activities such as process assessments
- E. The Developers perform testing activities.

Answer: A and E

Explanation: Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. Within a Scrum Team, there are no sub-teams or hierarchies. Thus, there is no such thing as a "tester" role; the Developers are accountable for instilling quality by adhering to the Definition of Done, which usually includes testing activities.

75) Which three of the following are true about the Scrum Master?

(choose the best three answers)

- A. The Scrum Master assigns tasks to Developers
- B. The Scrum Master is responsible for updating the Sprint Burndown
- C. The Scrum Master helps those outside the team interact with the Scrum Team
- D. The Scrum Master teaches the Scrum Team to use timeboxes
- E. Helps the Product Owner to establish empirical product planning for a complex environment

Answer: C, D and E

Explanation: A. The Developers self-manage to define who works on what. B. The Scrum Master

is not a secretary. C. The Scrum Master leads, trains, and coaches the organization in its Scrum adoption. D. The Scrum Master ensures that all Scrum events take place and are positive, productive, and kept within the timebox. E. The Scrum Master helps the Product Owner to establish empirical product planning for a complex environment

76) Which three following are true about Scrum?

(choose the best three answers)

- A. The Scrum Master is Scrum's way of having a project manager for a self-managed context
- B. Scrum is founded on empiricism and lean thinking.
- C. Scrum is a lightweight framework that helps people, teams, and organizations generate value through adaptive solutions for complex problems.
- D. Scrum is a methodology and you can adapt to your needs as you wish
- E. Each element of the framework serves a specific purpose that is essential to the overall value and results realized with Scrum.

Answer: B, C and E

Explanation: Each element of the Scrum framework serves a specific purpose that is essential to the overall value and results realized with Scrum. Changing the core design or ideas of Scrum, leaving out elements, or not following the rules of Scrum, covers up problems and limits the benefits of Scrum, potentially even rendering it useless. It is founded on empiricism and lean thinking.

77) Which of the following are true regarding the Definition of Done?

(choose the best three answers)

- A. Each Product Backlog item contains a Definition of Done containing the criteria it needs to meet to be accepted
- B. Guides the Developers on how many Product Backlog items to select for the Sprint
- C. Is committed to by the Increment
- D. Defines the criteria for a Sprint to be Done

E. Increases transparency

Answer: B, C and E

Explanation:

A. The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. B. It is one of the factors used by the Developers during Sprint Planning to define what can be Done during the given Sprint. C. The Increment commits to the Definition of Done. D. It defines when a Product Backlog item becomes an Increment. E. The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment.

78) Which of the following may change during the Sprint?

(Select the best answer)

- A. Sprint Goal
- B. Sprint Backlog
- C. Minimum level of quality

Answer: B

Explanation:

A. The Sprint Goal doesn't change after the Sprint Planning meeting
B. The tasks in the Sprint Backlog are always changing. Also, Scrum.org is not entirely against changing the "items" in the Sprint Backlog either.
C. The level of expected quality shouldn't decrease during the Sprint.

79) Which of the following are the responsibilities of the Developers of a Scrum Team?

(choose the best three answers)

- A. Report their progress to management
- B. Estimate the size of Product Backlog items
- C. Do the work planned in the Sprint Backlog
- D. Select Product Backlog items for the Sprint
- E. Order the Product Backlog

Answer: B, C and D

Explanation: A. False, the Scrum Team is self-managed and doesn't report progress to management. B. True, The Developers who will be doing the work are responsible for the sizing. C. True, Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint in light of the Sprint Backlog. D. True, during Sprint Planning, the Developers select items from the Product Backlog to include in the current Sprint. e. False, the Product Owner is accountable for ordering the Product Backlog. This one can be tricky because it is possible for the Product Owner to delegate the task of ordering the Product Backlog to Developers. However, since the question is asking for the three best answers, this one shouldn't be considered correct.

80) Which of the following are aspects of Scrum that promote self-management?

(choose the best three answers)

- A. By being a lightweight framework
- B. By the Developers selecting items from the Product Backlog to include in the current Sprint.
- C. By removing title for Scrum Team members
- D. By having the Scrum Master protect the Scrum Team from interruptions.

Answer: A, B and C

Explanation:

A. This gives room for the Scrum Team to make decisions about its ways of working. B. This gives the people that will do the work autonomy. C. This ensures that the accountabilities are shared. D. It is not part of the Scrum Master's job to protect the Scrum Team from interruptions. The Scrum Master's job is to teach the Scrum Team to be self-sufficient. By protecting them, the Scrum Master loses the opportunity of having the Scrum Team learn how to keep their autonomy. The Scrum Team should not be treated like kids by the Scrum Master.

81) Which of the following are appropriate topics for the Scrum Team to discuss during a Sprint Retrospective?

(choose the best three answers)

- A. Team collaboration
- B. Refine the Product Backlog items
- C. The Scrum Team's processes and tools
- D. Definition of Done
- E. Refine the top items of the Product Backlog to make sure that they are Ready for the next Sprint

Answer: A, C and D

Explanation:

During a Sprint Retrospective, the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done.

The option "Refine the Product Backlog items" is not marked as a correct answer here because even though the process of "Product Backlog Refinement" is a topic to be discussed during Sprint Retrospective, it is not the best place to refine the Product Backlog.

OMNIAACADEMY

Professional Scrum Master level I (PSM I) simulator #3

01) True or False: On big projects, It is good to have at least two Product Owners.

(Select the best answer)

- A. True
- B. False

Answer: B

Explanation: If Scrum Teams become too large, they should consider reorganizing into multiple cohesive Scrum Teams, each focused on the same product. Therefore, they should share the same Product Goal, Product Backlog, and Product Owner.

02) Which of the following is LEAST likely to be used by a Scrum Team?

(Select the best answer)

- A. WBS, Gantt Chart
- B. Digital camera, task board
- C. Large screen, Planning Poker cards
- D. Wiki, online forum

Answer: A

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

03) Who must participate in the Daily Scrum?

(Select the best answer)

- A. The Developers
- B. The Scrum Master.
- C. The Product Owner.
- D. The Scrum Team

Answer: A

Explanation: All the Developers of the Scrum Team must be present at the Daily Scrum since it is an event for them to inspect progress toward

the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work.

04) True or False: Scrum is not a definitive method or technique.

(Select the best answer)

- A. True
- B. False

Answer: A

Explanation: Scrum (n): A framework within which people can address complex adaptive problems while productively and creatively delivering products of the highest possible value. Scrum is not a process, technique, or definitive method. Rather, it is a framework to employ various processes and techniques.

05) True or False: The Daily Scrum is a 15-minute time-boxed event independent of the Scrum Team's size and Sprint's length.

(Select the best answer)

- A. True
- B. False

Answer: A

Explanation: The Daily Scrum is a 15-minute time-boxed event for the Developers of the Scrum Team, independent of any other factor.

06) What provides guidance to the Developers on why it is building the Increment?

(Select the best answer)

- A. The Product Owner.
- B. The Sprint Goal
- C. The Scrum Master.
- D. The Sprint Backlog
- E. The Project Goal.

Answer: B

Explanation: The Sprint Backlog is composed of the Sprint Goal (why), the set of Product

Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how). The Sprint Goal is a commitment by the Developers.

07) True or False: Scrum allows additional events that are not defined in Scrum.

- A. True
- B. False

Answer: A

Explanation: Various processes, techniques, and methods can be employed within the framework, including additional events. However, they should adhere to Scrum foundations (empiricism and lean thinking)

08) Scrum is founded on?
(Select the best answer)

- A. Empiricism and lean thinking
- B. Only Empiricism
- C. PDCA
- D. Scientific method
- E. Kanban

Answer: A

Explanation: Scrum is founded on empiricism and lean thinking.

09) True or False: It is a good habit to have from time to time a special technical Sprint that consists only of tasks excluding the technical debt without implementing any new functionality.

- A. True
- B. False

Answer: B

Explanation: All Sprints must deliver at least some business functionality, no matter how small.

10) How is the Product Backlog ordered?
(Select the best answer)

- A. The less defined items are at the top.
- B. Clear and more detailed items at the top.
- C. Smaller items on the bottom.
- D. The recently added items are at the bottom.

Answer: B

Explanation: Higher ordered Product Backlog items are usually clearer and more detailed than lower ordered ones. More precise estimates are made based on greater clarity and increased detail; the lower the order, the less detail.

11) What is the proper role of a PMO in a company that uses Scrum?
(Select the best answer)

- A. There's no place for a PMO in such an organization.
- B. Define a standard Definition of Done for the organization.
- C. The PMO will be responsible for making higher-level decisions in the project.

Answer: B

Explanation: One of the roles of the Project Management Office is to define and maintain organizational standards. If the Definition of Done for an increment is part of the organization's standards, all Scrum Teams must follow it as a minimum.

12) The Product Backlog is the single source of work undertaken by the Scrum Team.
(Select the best answer)

- A. True
- B. False

Answer: A

Explanation: The Product Backlog is the single source of work undertaken by the Scrum Team.

13) Which of the following may change during the Sprint?

(Select the best answer)

- A. Sprint Goal
- B. Sprint Backlog
- C. Minimum level of quality

Answer: B

Explanation: During the Sprint, scope may be clarified and renegotiated with the Product Owner as more is learned. Further, the Sprint Backlog is a plan by and for the Developers.

14) There are no testers in Scrum.

(Select the best answer)

- A. True
- B. False

Answer: A

Explanation: There are no people "titled" as testers, because we don't have extra roles and titles in Scrum. However, there can be "developers" who are experts in testing. To make things clear. There are people that perform testing, if necessary, but they are Developers.

15) Who is accountable for explaining the Product Backlog items?

(choose the best option)

- A. The Developers are self-managed and have to talk to anyone necessary and find out the meanings of items.
- B. The Business Analyst
- C. The Product Owner
- D. The Scrum Master
- E. The user's representative

Answer: C

Explanation: The Product Owner is accountable for ensuring that the Product Backlog is transparent, visible, and understood.

16) Who ensures that all Scrum events take place and are positive, productive, and kept within the timebox?

(Select the best answer)

- A. The Product Owner
- B. The Scrum Master
- C. The Team Leader
- D. The Most Senior Developer
- E. The Scrum Team
- F. The Solution Architect
- G. The Project Manager

Answer: B

Explanation: The Scrum Master is accountable for ensuring that all Scrum events take place and are positive, productive, and kept within the timebox. It is the Scrum Master's role to facilitate these events and ensure that they are conducted effectively, fostering collaboration and maximizing the value derived from each event. The Scrum Master helps the Scrum Team understand the purpose of the events and guides them in following the Scrum framework to achieve the intended outcomes.

17) The Developers should have a Team Leader to improve communications and collaboration.

(Select the best answer)

- A. True
- B. False

Answer: B

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

18) When should the product be released?

(choose the best answer)

- A. When needed
- B. When the Increment is usable
- C. When the increment is free of defects
- D. At the end of each Sprint

Answer: A

Explanation: It is up to the Scrum Team to decide when to release.

19) The Product Backlog is an emergent, ordered list of what is needed to improve the product. Which one of the following answers is TRUE?

(choose the best answer)

- A. Provides just enough information to enable the Developers to design the product.
- B. The Product Owner is accountable for it.
- C. Contains only small and clear items.
- D. It's used to create the project plan.

Answer: B

Explanation: The Product Owner is accountable for the Product Backlog. The PO is responsible for its content, ordering, and ensuring that it represents the needs and desires of the stakeholders. The Product Backlog is not just a list of requirements but a dynamic artifact that evolves over time. It contains items that can be small or large, depending on the needs of the product. Its purpose is to provide transparency and visibility into the work required to improve the product, and it serves as a valuable tool for collaboration and decision-making within the Scrum Team. It is not used to create the project plan, as Scrum focuses on iterative and incremental development rather than traditional project planning approaches.

20) True or False: The Daily Scrum should always take precisely 15 minutes. For example, if the team managed to do it in 5 minutes, the Scrum Master has to spend ten more minutes on useful team activities. Every Daily Scrum should last 15 minutes.

- A. True
- B. False

Answer: B

Explanation: Spending more time than needed would be waste, which goes against lean thinking, one of the foundations of Scrum.

21) How often should the members of the Scrum Team be modified?

(choose the best answer)

- A. Depends on the competencies needed for the selected Product Backlog items
- B. As needed
- C. Never
- D. As needed, but considering a short-term reduction in productivity

Answer: D

Explanation: Scrum has no restriction as to when to change the membership of the Scrum Team. Thus, it should be done as often as needed. According to Tuckman, teamwork is developed by following four stages: forming, storming, norming, and performing. Changing the Scrum Team membership might knock them back at least one stage, reducing its synergy, at least temporarily. For this reason, it is wise to consider a short-term reduction in productivity.

22) Consider that you are the Scrum Master for three Scrum Teams working on the same product. At some point, a Developer says that all the Scrum Teams must have the same Sprint start date. What should you do?

(choose the best answer)

- A. Agree with the Developer.
- B. Disagree with the Developer and say that the Scrum Teams can figure out the best way to synchronize their work and that not necessarily the Scrum Teams must have the same Sprint start date.

Answer: B

Explanation: The Nexus Guide does not contain a rule saying that the Scrum Teams working on the same Product must have the same Sprint start date.

23) Consider that you are the Product Owner for a Scrum Team. Which of the following activities would you engage in during a Sprint?

(choose the best answer)

- A. Answer questions from the Developers about the Sprint Backlog
- B. Lead all the Scrum Events
- C. Manage the Sprint Backlog.
- D. Produce progress reports to update management about Sprint's work

Answer: A

Explanation: a. During the Sprint, the Product Owner should be available to give the Developers Just-In-Time feedback. B. The Product Owner does not participate in Daily Scrums and does not necessarily lead Scrum events. C. The Sprint Backlog is a plan by and for the Developers. D. In Scrum, you don't need progress reports because the Scrum Team's work is made transparent through its Artifacts. For instance, if management wants to know the current Sprint's scope, it should check the Sprint Backlog.

24) What is the role of management, external to the Scrum Team, at the Daily Scrum?

(choose the best answer)

- A. Management is represented by the Product Owner
- B. The Scrum Master speaks on its behalf
- C. Presents project updates to the Scrum Team at the start of each Daily Scrum
- D. Management has no role at the Daily Scrum

Answer: D

Explanation: The Daily Scrum is a 15-minute event for the Developers of the Scrum Team.

25) You are the Scrum Master for a Scrum Team. The Scrum Team's Product Owner is new to Scrum and is about to participate in her first Sprint Retrospective. Thus, she came to ask you for advice about what should be her responsibility during the Event. What should you recommend to her?

(choose the best answer)

- A. Capture requirements for the product to update the Product backlog
- B. She shouldn't participate, because Product Owners should not take part in Sprint Retrospective
- C. Participate as a Scrum Team member
- D. Take notes, summarize and report the discussions to the stakeholders

Answer: C

Explanation: During Sprint Retrospective, the whole Scrum Team inspects how the Sprint went regarding individuals, interactions, processes, tools, and their Definition of Done.

26) During a Sprint, who is responsible for ensuring that everyone on the Scrum Team does their job?

(choose the best answer)

- A. The Project Manager
- B. The Product Owner
- C. The Scrum Master
- D. The Scrum Team
- E. The Developers

Answer: D

Explanation: The Scrum Team self-manages; hence, it is responsible for deciding who does what, when, and how; for monitoring its performance.

27) Considering the context in which there are multiple Scrum Teams working on the same product, which of the following is a key concern?

(choose the best answer)

- A. Making sure that the Product Backlogs for each Scrum Team are consistent
- B. Meeting the projected Release Burndown chart
- C. Removing waste by making sure that each member of each team is not idle
- D. Minimizing the dependencies between the Scrum Teams
- E. Having all Product Backlog items ready.

Answer: A

Explanation:

A. False, because there is a single Product Backlog. B. False, because in a complex environment it is impossible to have the perfect plan. C. Making sure everybody is busy is not the most important aspect here. D. True, dependencies are a risk in any scaled initiative. For this reason, the Nexus Guide contains several aspects for minimizing dependencies or making them transparent. E. False, because it is not necessary to have all the Product Backlog items ready for the Scrum Teams to pull work into the Sprint Backlogs.

28) True or False: By the end of each Sprint, at least one Increment must have been released to customers or users.

- A. True
- B. False

Answer: B

Explanation: Scrum does not mandate when to release. The Scrum Team releases whenever it thinks that it is valuable.

29) True or False: One of the Product Owner's duties is to ensure that, during Sprint Planning, the Developers select enough Product Backlog items for the given Sprint to satisfy the stakeholders.

- A. True
- B. False

Answer: B

Explanation: During Sprint Planning, through discussion with the Product Owner, the Developers select items from the Product Backlog to include in the current Sprint..

30) You are the Scrum Master for a Scrum Team and the Developers complained to you because they do not fully understand a Product Backlog item and are not being able to deliver an Increment. What should you advise them to do? **(choose the best answer)**

- A. Look for a specialist to be added to the Scrum Team
- B. Leave the work for a later Sprint
- C. Complete whatever they can and discuss the remaining work at the Sprint Review.
- D. Discuss with the Product Owner to clarify what needs to be delivered

Answer: D

Explanation: During the Sprint, scope may be clarified and renegotiated with the Product Owner as more is learned. For this purpose, the Product Owner should be available to collaborate with the Developers whenever necessary.

31) Who determines how many Product Backlog items the developers select for a Sprint? **(choose the best answer)**

- A. The Scrum Master
- B. The Scrum Team
- C. The Developers
- D. The Product Owner

Answer: C

Explanation: The people that will do the work select the work. This is self-management.

32) Which of the following is a valid situation for the Developers to cancel a Sprint? **(choose the best answer)**

- A. They cannot. Only the Product Owner has the authority to cancel Sprints
- B. When the Product Owners is unavailable
- C. When the Sprint's scope is not clear
- D. When the Sprint Goal becomes obsolete
- E. When they have technical impediments

Answer: A

Explanation: Only the Product Owner has the authority to cancel the Sprint.

33) As the Scrum Team learns more about the problem at hand, the Definition of Done might change. When is the best moment for a Scrum Team to change it?

(choose the best answer)

- A. Before starting a new Sprint
- B. During a Sprint Review
- C. During a Sprint Retrospective
- D. During a Sprint Planning

Answer: C

Explanation: The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team inspects how the last Sprint went regarding individuals, interactions, processes, tools, and their Definition of Done.

34) In Scrum, how much time is allowed after a Sprint to prepare for the next Sprint?

(choose the best answer)

- A. At most one week.
- B. Enough time for having the Product Backlog ready
- C. Enough time for the Developers to resolve any technical debt
- D. None. A new Sprint starts immediately after the conclusion of the previous Sprint.
- E. All of the above are allowed depending on the situation

Answer: D

Explanation: A new Sprint starts immediately after the conclusion of the previous Sprint.

35) True or False: Scrum has a role called "Product Manager"

- A. True
- B. False

Answer: B

Explanation: Scrum accountabilities are Product Owner, Scrum Master, and Developers.

36) Who creates the Definition of Done?

(choose the best answer)

- A. The Scrum Team
- B. The Scrum Master
- C. The Product Owner
- D. The Developers

Answer: A

Explanation: If the Definition of Done is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product.

37) You are the Scrum Master of a Scrum Team and noticed that they are not trusted by management. Which Scrum value is affected by such a lack of trust in the Scrum Team?

(choose the best answer)

- A. Focus
- B. Respect
- C. Openness
- D. Courage
- E. Commitment
- F. All of the above

Answer: B

Explanation: If people external to the Scrum Team don't trust them, it implies that they may not fully respect each of the Scrum Team's capabilities, reliability, or intentions.

38) When is a Product backlog item considered complete?

(choose the best answer)

- A. Wherever the Sprint is over
- B. Whenever it has been approved by the product sponsor
- C. Whenever it passes all acceptance criteria

D. Whenever it meets the Definition of Done.

Answer: D

Explanation: A Product Backlog item is an idea. It is considered complete whenever it turns into value, in other words, whenever it becomes an Increment, which means that it can be presented at the Sprint Review or release. A Product Backlog item becomes an Increment whenever it meets the Definition of Done.

39) Who owns the Sprint Backlog?
(choose the best answer)

- A. The Product Owner
- B. The Scrum Master
- C. The Scrum Team
- D. The Developers

Answer: D

Explanation: The Sprint Backlog is a plan by and for the Developers.

40) Which of the following is true about the Developers?
(choose the best answer)

- A. Make sure that the Product Backlog items conform to the Definition of Done
- B. Order the Product Backlog
- C. Lead, train, and coach the organization in its Scrum adoption
- D. Have the authority to cancel the Sprint

Answer: A

Explanation: Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint and instill quality by adhering to the Definition of Done defined by the Scrum Team.

41) When is a Sprint over?
(choose the best answer)

- A. Whenever the stakeholders decides that is done

- B. Whenever all the selected Product Backlog items meet the Definition of Done
- C. On the last Friday of the month
- D. Whenever the timebox expires

Answer: D

Explanation: A Sprint is timeboxed and is over whenever its timebox expires.

42) When must the Sprint Retrospective be held:
(choose the best answer)

- A. At the end of the last Sprint in a release
- B. At the beginning of each Sprint, right before Sprint Planning
- C. Whenever there are enough issues that need to be discussed by the Scrum Team
- D. At the end of each Sprint

Answer: D

Explanation: The Sprint Retrospective concludes the Sprint.

43) What is the timebox for the Sprint Review of a one-month Sprint?
(choose the best answer)

- A. 2 hours
- B. 1 day
- C. 4 hours
- D. As long as needed

Answer: C

Explanation: The Sprint Review is the second to last event of the Sprint and is timeboxed to a maximum of four hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.

44) Who should be the first person to talk on Daily Scrum?
(choose the best answer)

- A. The person who has the token
- B. The Scrum Master
- C. The Product Owner
- D. The most Senior Developer

E. Whoever the Developers decide

Answer: E

Explanation: The Developers can select whatever structure and techniques they want for the Daily Scrums, as long as they are focused on progress toward the Sprint Goal and produce an actionable plan for the next day of work. This creates focus and improves self-management.

45) Which of the following is a valid result of the Scrum Team at the end of a Sprint?
(choose the best answer)

- A. An Increment that meets the Definition of Done
- B. An Increment with minor known defects
- C. A workable product, only partially missing verification activities which can be performed next Sprint
- D. A report if that is what it was asked for.

Answer: A

Explanation: The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint. The resulting work must meet the Definition of Done, otherwise, by definition, it is not an Increment.

46) You are the Scrum Master of a Scrum Team and the Product Owner asked you for advice about estimating the size of the Product Backlog items. What should you tell her?
(choose the best answer)

- A. The Product Owner estimates the size of the Product Backlog items and then reviewed by the Developers
- B. For small Product Backlog items, the measurement unit to be used is story points. For large ones, t-shirt sizes should be used.
- C. The Developers who will be doing the work are responsible for the sizing.
- D. Scrum follows the "No Estimates" movement; thus, no estimates should be defined
- E. Estimates must be given using a relative measurement unit

Answer: C

Explanation: In Scrum, the Developers who will be doing the work are responsible for the sizing of the Product Backlog items.

47) You are the Scrum Master of a Scrum Team. Which of the following is your responsibility?
(choose the best answer)

- A. Conducting process conformance checks to make sure that the Scrum Team is following the Scrum Guide, regardless of the context.
- B. Deciding which of the Developers should be promoted
- C. Removing all the impediments
- D. Taking notes during Scrum Events
- E. Properly adopting and using the Scrum framework

Answer: E

Explanation: As the Scrum Master, your responsibility is to ensure that the Scrum framework is properly understood, implemented, and followed by the Scrum Team. This includes facilitating Scrum events, coaching the team on Scrum practices, and promoting a collaborative and self-organizing environment. While you may identify and help remove impediments, it is not solely your responsibility to remove all impediments. Decisions related to promotions are typically the responsibility of management and not the Scrum Master. Although taking notes during Scrum events can be helpful for tracking discussions, it is not a primary responsibility of the Scrum Master.

48) When there are multiple Scrum Teams working on the same product, should all of their increments be integrated every Sprint?
(choose the best answer)

- A. Yes, the Increment is done only when integrated, valuable, and usable
- B. Yes, but only for Scrum Teams who had the dependencies previously identified

C. No, each Scrum Team only needs to worry about the part of the product that it has changed
D. Not necessarily, because they can work on the integration on integration or hardening Sprints

Answer: A

Explanation: According to the Nexus Guide, the Increment is done only when integrated, valuable, and usable.

49) Which of the following approaches is preferable for Scrum Teams to develop valuable Increments?

(choose the best answer)

- A. Each Scrum Team is responsible for a set of components
- B. Each Scrum Team works on the components that they have the most expertise
- C. Each Scrum Team develops a complete functionality

Answer: C

Explanation: One of the major concerns with Scaled Scrum is managing dependencies. By having the Scrum Teams developing complete functionalities, such dependencies are reduced. However, notice that this does not discard having Scrum Teams that focus on specific components, making them easier to be used by other Scrum Teams.

50) In the scenario of having multiple Scrum Teams working on a single product, what best describes the Definition of Done?

(choose the best answer)

- A. They must mutually define and comply with the same Definition of Done
- B. Each Scrum Team defines and meets its own. Any potential technical debt is reconciled during hardening Sprints
- C. Each Scrum team uses its own, but they are transparent so that each team is aware of the differences

D. A common Definition of Done is defined by the Scrum Team's Scrum Masters

Answer: A

Explanation: All Scrum Teams must define and adhere to a common Definition of Done. Individual Scrum Teams self-manage to achieve this state. They may choose to apply a more stringent Definition of Done within their own teams, but cannot apply less rigorous criteria than agreed for the Integrated Increment.

51) Which topics should be discussed in the Sprint Review?

(choose the best answer)

- A. The Definition of Done
- B. How the last Sprint went with regards to processes and tools
- C. The outcome of the Sprint and future adaptations
- D. All of the above

Answer: C

Explanation: The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations. The Scrum Team presents the results of their work to key stakeholders and progress toward the Product Goal is discussed.

52) Which of the following phrases best describes the Product Owner?

(choose the best answer)

- A. The bridge between Developers and the customers.
- B. Value Optimizer
- C. Team Boss
- D. Requirements Engineer

Answer: B

Explanation: The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Scrum Team is responsible for all product-related

activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required.

53) You are the Scrum Master of a Scrum Team. Which of the following is an appropriate service that you could provide the Developers for the Daily Scrum?
(choose the best answer)

- A. Manage turns
- B. Make sure that each Developer answers the 3 questions with enough details
- C. Update the Developers regarding management expectations
- D. Teach the Developers to finish the Daily Scrum within the 15 minutes timebox
- E. Update the Scrum Board
- F. All of the above

Answer: D

Explanation: The Daily Scrum is a 15-minute event for the Developers of the Scrum Team. The Scrum Master ensures that the Daily Scrum takes place and is positive, productive, and kept within the timebox by teaching the Developers its intent.

54) Which of the following is an expected characteristic of a Scrum Team?
(choose the best answer)

- A. The members have all the skills necessary to create value each Sprint.
- B. Is composed of at least one representative from each of the organization's major departments, which might include Product Design, Product Development, and Quality Assurance
- C. Contains between 3 and 9 members

Answer: A

Explanation: Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how. The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people.

55) You are the Scrum Master working with a Scrum Team that has Developers that are not collocated. Thus, the Developers have much to do logistically such as reserving meeting rooms or setting up conference calls for the Daily Scrum. What action should you do?
(choose the best answer)

- A. Allow the Developers to self-manage and deal with the issue
- B. To avoid overloading one Developer with such a responsibility, ask them to alternate who is responsible for setting up the Daily Scrum
- C. To avoid having the Developers waste time with such tasks, get it done from them
- D. Raise the issue to management

Answer: A

Explanation: The Developers are self-managed and have the authority to make decisions. As a Scrum Master, letting them make decisions is a way of enabling them to improve as a team. The Scrum Master manages the process and impediments that exceed the team's ability of self-organization.

56) When must the Product Owner participate at the Daily Scrum?
(choose the best answer)

- A. When there are business updates that the Developers must be aware of
- B. When she is invited by the Scrum Master
- C. When the Developers need to clarify the scope

D. When the Product Owner is actively working on items in the Sprint Backlog, he/she participates as a Developer.

Answer: D

Explanation: The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum is a 15-minute event for the Developers of the Scrum Team. If the Product Owner or Scrum Master are actively working on items in the Sprint Backlog, they participate as Developers.

57) The Sprint Backlog is updated throughout the Sprint as more is learned. However, when should it be updated?

(choose the best answer)

- A. Whenever the Product Owner identifies new work to be added to the Sprint Backlog
- B. Whenever the Scrum Master is available to update the artifacts
- C. As soon as possible, after the update is identified
- D. During Daily Scrums

Answer: C

Explanation: The Sprint Backlog is a plan by and for the Developers. A Scrum Team is expected to adapt the Sprint Backlog or anything else the moment it learns anything new through inspection.

58) You are the Scrum Master of a new, to be developed Product. You know that the development is going to require 30 people. Which of the following is a good first question for you to suggest whenever it comes the time to form the teams?

(choose the best answer)

- A. Who are going to be the team leaders?
- B. How will we make sure all teams have the right amount of expertise?
- C. For each technology, who are the experts on each team?

D. What is the right mixture of senior and junior people on each team?

Answer: B

Explanation: When forming the Scrum Teams, a requirement is that they are cross-functional and self-managed. From the above options, only option b focuses on the team these requirements.

59) Which statement best describes the Sprint Backlog resulting from the Sprint Planning?

(choose the best answer)

- A. Contains tasks lasting at most one day
- B. It contains Product Backlog items selected by the Product Owner
- C. It contains all the work to be delivered during the Sprint
- D. It is the Scrum Team's plan for the Sprint
- E. Every task has a designated owner

Answer: D

Explanation: The output of the Sprint Planning is the first version of the Sprint Backlog, created by the collaborative work of the entire Scrum Team.

60) During the Sprint Retrospective, the Scrum Team members identify the most helpful changes to improve their effectiveness. Where are the most impactful improvements registered?

(choose the best answer)

- A. Next Sprint Backlog
- B. Issue Tracker
- C. Product Backlog
- D. Process Improvement Backlog

Answer: C

Explanation: The Product Backlog is the single source of work undertaken by the Scrum Team. Thus, given that any impactful improvements might require work from the Scrum Team, it must be stored on the Product Backlog.

61) When should the Product Owner cancel a Sprint?

(choose the best answer)

- A. When the Developers determine that the Product Goal is unattainable
- B. When the Sprint Goal becomes obsolete
- C. When the CEO has a new business opportunity
- D. When it becomes clear that not all the Sprint Backlog can be Done by the end of the Sprint

Answer: B

Explanation: A Sprint could be canceled if the Sprint Goal becomes obsolete.

62) True or False: When there is a lot more work to do than was estimated for one item in the Sprint Backlog, and the item can not be finished by the end of the Sprint, the Sprint is canceled.

- A. True
- B. False

Answer: B

Explanation: A Sprint could be canceled if the Sprint Goal becomes obsolete. Only the Product Owner has the authority to cancel the Sprint. If some work could not be done, the Sprint Backlog should be re-negotiated with the Product Owner.

63) During Sprint Planning, the Developers select Product Backlog items for the Sprint. When does a single Developer become accountable for the value of a selected Product Backlog item?

(choose the best answer)

- A. Whenever he/she is able to pull more work
- B. During the Daily Scrum
- C. During Sprint Planning
- D. Never. The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint.

Answer: D

Explanation: The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint.

64) You are the Scrum Master of a Scrum Team. During Sprint Planning, the Developers were about to select the Product Backlog items for the Sprint, when a Developer asked you how much work was required of the Developers to complete for each of the Product Backlog items. How should you answer her?

(choose the best answer)

- A. It should be executable and have at least 80% of code coverage
- B. As much as it is required to meet the Scrum Team's Definition of Done
- C. Whatever you can do during the Sprint; the work left can be done in the interval between the current and the next Sprint, as long as it doesn't last more than 2 days of work
- D. A prototype is fine

Answer: B

Explanation: Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint. They do this by transforming ideas (Product Backlog items) into value (Increments). An Increment is only born when a Product Backlog item meets the Scrum Team's Definition of Done.

65) When must an Increment be released?

(choose the best answer)

- A. Whenever the Scrum Team judges that a release is valuable
- B. Whenever it is created.
- C. Whenever there are no identified defects
- D. At the end of each Sprint

Answer: A

Explanation: Scrum doesn't prescribe when to release. It is up to the Scrum Team to decide.

66) A Developer is having continuing conflicts with the other members of the Scrum Team, which is impacting its effectiveness. If necessary, who is responsible for removing the Developer from the Scrum Team?

(choose the best answer)

- A. The Human Resources department, because they hired the Developer.
- B. The Product Owner is responsible since she must maximize the value delivered by the Scrum Team
- C. The Scrum Team
- D. The Scrum Master is responsible since she removes impediments

Answer: C

Explanation: The Scrum Team self-manages, hence, it is responsible for solving its issues. The Scrum Master can coach the team on how to go about removing the Developer. However, if the Scrum Team is not able to solve the issue as a team, the Scrum Master needs to step in and make the call.

67) True or False: An indicator of having a high-performing Scrum Team is that each Increment is completed by running a release Sprint.

- A. True
- B. False

Answer: B

Explanation: There is no such thing as a "release Sprint".

68) Who is responsible for inspecting progress toward the Sprint Goal?

(choose the best answer)

- A. The Product Owner
- B. The Developers
- C. The Scrum Master
- D. The Project Manager

Answer: B

Explanation: The Sprint Goal is part of the Sprint Backlog, which is a plan by and for the Developers. Further, one of the purposes of the Daily Scrum, which is an event for the Developers, is to inspect progress toward the Sprint Goal

69) What is the role of management in Scrum?

(choose the best answer)

- A. To support the Scrum Team and give them resources that help them to be more efficient
- B. Make sure that each Developer is busy
- C. Monitor the Developers' productivity
- D. Make sure that each Developer maintains an acceptable level of efficiency (productivity) and efficacy (quality of the work delivered)

Answer: A

Explanation: Management supports bottom-up intelligence by providing the Scrum Team with insights and resources to support them to be more efficient.

70) Who decides the order of the Product Backlog?

(choose the best answer)

- A. The Scrum Team
- B. The Developers
- C. The Project Manager
- D. The Scrum Master
- E. The Product Owner

Answer: E

Explanation: A Product Owner orders the work for a complex problem into a Product Backlog

71) Which best describes the Product Backlog?
(choose the best answer)

- A. It is a detailed list with all the work to be done by the Scrum Team
- B. It is baselined and subject to change control
- C. It is emergent

Answer: C

Explanation: It is expected that the Product Backlog changes as more is learned about the product and the market environment which includes users and customers.

72) You are the Scrum Master of a Scrum Team. For a given Sprint, at some point, the Developers realize they have selected too much work to finish in the Sprint and come ask you for advice. What should you tell them?

(choose the best answer)

- A. Simplify the Definition of Done to ensure that all the planned Product Backlog items are delivered by the end of the Sprint
- B. Talk to other Scrum Teams and negotiate with them to send them the excess work
- C. To the best that they can and discuss the issue during the Sprint Retrospective
- D. As soon as possible, discuss with the Product Owner to remove some work, which might include complete Product Backlog items or part of them.

Answer: D

Explanation: The Sprint's scope is allowed to change as long as it is discussed by the Developers and the Product Owner and it doesn't hinder the Sprint Goal. Further, a Scrum Team is expected to adapt the moment it learns anything new through inspection.

73) What happens to undone work at the end of the Sprint?

(choose the best answer)

- A. The Scrum Team has 2 days to get done with whatever is left.
- B. The Sprint length keeps as is and the Scrum Team uses the opportunity to learn and adapts
- C. The Sprint is extended and the issue is discussed in the Sprint Retrospective

Answer: B

Explanation: In Scrum, a Sprint is only over when its timebox elapses. The only exception is if it gets canceled by the Product Owner (however, the Sprint wouldn't be, technically, "over", but "canceled")

74) Which of the following provides the Scrum Team with a target and overarching direction for the Sprint?

(choose the best answer)

- A. The Product Goal
- B. The Sprint Backlog
- C. The Sprint Goal
- D. The Release Plan

Answer: C

Explanation: The Sprint Goal is the "why"; it is the single objective for the Sprint.

75) Which of the following statements best describes Scrum?

(choose the best answer)

- A. A predictive process that conforms to the principles of Extreme Management
- B. A complete methodology for delivering products within a complex environment
- C. A framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.
- D. A cookbook that defines best practices for delivering products within a complex environment

Answer: C

Explanation: Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

76) Why is the Sprint Goal useful for the Developers?

(choose the best answer)

- A. It sets a target for Sprint 0
- B. They are not as valuable as the Product Goal

- C. Gives them the drive they need to get done with all the Product Backlog items selected for the Sprint
- D. It gives them a shared and specific target

Answer: D

Explanation: The Sprint Goal brings coherence and focus, encouraging the Scrum Team to work together rather than on separate initiatives.

77) When should a Sprint Goal be created?
(choose the best answer)

- A. Having a Sprint Goal is not mandatory in Scrum
- B. It should have been created in the previous Sprint during Product backlog refinement
- C. During Sprint Planning
- D. It must be established before sprint planning in order to begin planning
- E. At any time during the Sprint

Answer: C

Explanation: The Sprint Goal is created during the Sprint Planning event. It serves as a single objective that the Scrum Team works towards during the Sprint. The Sprint Goal provides focus and direction to the team, guiding their decisions and actions throughout the Sprint. It helps the team align their efforts and prioritize the Product Backlog items that contribute to achieving the goal.

78) You are the Scrum Master of a Scrum Team that is about to start working. One of the things that you need to define the Sprints' length. Which of the following is a factor that should be considered for this purpose?
(choose the best answer)

- A. The release schedule of the organization
- B. The same length as all the other Scrum Teams in the organization
- C. The availability of the Scrum Team members
- D. The need for feedback to learn based on doing work and measuring results

Answer: D

Explanation: In Scrum, risk is minimized by having at most one month Sprints. The larger the uncertainty, the more the Scrum Team needs feedback on shorter cycles; hence, shorter Sprints. Another factor that might be useful is synchronizing the development cycle with other business events.

79) If burn-down charts are used to visualize progress, what do they track?
(choose the best answer)

- A. Work remaining across time
- B. The productivity of each Scrum Team member
- C. How risk changes throughout time
- D. The accumulated value delivered

Answer: A

Explanation: Burn-down chart is a chart that shows the amount of work that is thought to remain in a backlog. Time is shown on the horizontal axis and work remaining on the vertical axis. As time progresses and items are drawn from the backlog and completed, a plotline showing work remaining may be expected to fall. The amount of work may be assessed in any of several ways such as user story points or task hours. Work remaining in Sprint Backlogs and Product Backlogs may be communicated by means of a burn-down chart.

80) Which of the following is an indicator that a Scrum Team is cross-functional?
(choose the best answer)

- A. The Scrum Team has all the skills necessary to create value each Sprint.
- B. Each member of the Scrum Team is T-shaped
- C. The Scrum Team members are good friends
- D. Each member of the Scrum Team has all the skills necessary to create value each Sprint

Answer: A

Explanation: Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value for each Sprint. Not necessarily, all team members must possess all the skills required for the Scrum Team.

