

PSM 1 Prep (Dec – 2016)

Mock Exam 1

Number of Questions: 80

Allowed time: 60 minutes

Passed score: 85%

Name:

Score:

Question 1: Which of the following is NOT true about Retrospective?

- A. Decides how the team will work together to complete the project
- B. Reflects on past work and learn from the project history
- C. Development process is driven by the team
- D. Selects team members for the next project

Question 2: Which of the following is most accurate about Scrum

- A. Scrum optimizes risk.
- B. Scrum optimizes quality.
- C. Scrum optimizes predictability
- D. Scrum optimizes change.

Question 3: When do Development Team members become the exclusive owner of a Sprint Backlog item?

- A. At the Sprint planning meeting.
- B. Never. All Sprint Backlog Items are "owned" by the entire Development Team, even though each one may be done by an individual development team member.
- C. Whenever a team member can accommodate more work.
- D. During the Daily Scrum.

Question 4: Which statement is true about the projects which has multiple teams?

- A. It should have one Product Backlog and one Product Owner
- B. It should have one Product Backlog and multiple Product Owners
- C. It should have multiple Product Backlogs and one Product Owner
- D. It should have multiple Product Backlogs and Multiple Product Owners

Question 5: Time can be allocated between Sprints for integration testing

- A. True
- B. False

Question 6: What are the names of the backlog maintained in Scrum?

- A. Product backlog, iteration backlog
- B. Product backlog, sprint backlog
- C. Project backlog, sprint backlog
- D. Project backlog, iteration backlog

Question 7: Self-organizing teams are most readily characterized by their ability to:

- A. Do their own filing
- B. Sit where they like
- C. Make local decisions
- D. Make project-based decisions

Question 8: The budget of the software product is determined in the first Release Planning meeting.

- A. True
- B. False

Question 9: When should be the BEST time for the team to estimate a task?

- A. Throughout the Iteration
- B. During Iteration Planning
- C. Task estimates are decided by the Scrum Master
- D. At the time of Iteration Planning as well as during the iteration

Question 10: Scrum teams deliver products _____ and _____

- A. Incrementally, without mistakes
- B. Iteratively, at lower cost
- C. Iteratively, effectively by developing exactly what business wants
- D. Iteratively, incrementally

Question 11: At a Retrospective meeting, few issues are highlighted by the team. Who is responsible for solving these issues?

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

Question 12: Who is allowed to change the Sprint Backlog during the Sprint?

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

Question 13: Please, check all opportunities to inspect and adapt.

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

Question 14: A Scrum Master is keeping a list of open impediments, but it is growing and he/she has been able to resolve only a small portion of the impediments. Which three techniques would be most helpful in this situation?

- A. Prioritize the list and work on them in order.
- B. Alert management to the impediments and their impact.
- C. Arrange a triage meeting with all other project managers.
- D. Discuss the absence of management support with the Development Team.
- E. Tell the Product Owner that Scrum isn't working.
- F. Consult with the Development Team.

Question 15: How frequent are Scrum project status meetings recommended to be held?

- A. twice a day (morning and afternoon)
- B. daily
- C. weekly
- D. twice per week (Mondays and Thursdays)

Question 16: How long is a Sprint Retrospective in a one month Sprint?

- A. 1 hour
- B. 3 hours
- C. 4 hours
- D. 8 hours
- E. It is not time-boxed (as long as needed)

Question 17: Improvements based on the learning are identified in Release Meeting

- A. True
- B. False

Question 18: What is defined by the Scrum Framework?

- A) Rules & Roles
- B) Document guidelines
- C) Artifacts and events

- A. A
- B. B
- C. C
- D. A, B, C
- E. A, C

Question 19: Which of the following is the Development Team not responsible for?

- A. Planning how to meet a Sprint goal.
- B. Monitoring and increasing productivity.
- C. Monitoring and optimizing the work required to meet the Sprint goal at least daily.
- D. Selecting the Product Owner.
- E. Resolving internal conflicts.

Question 20: When multiple teams are working on the same project, there should be one Definition of Done for all of them.

- A. True
- B. False

Question 21: Which scrum artifact is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality?

- A. Product Backlog
- B. Sprint Backlog
- C. Sprint commitment
- D. Product Increment

Question 22: Which of the following indicates uninterrupted, focused work?

- A. Ideal time
- B. Story Points
- C. Elapsed time
- D. Stories

Question 23: What does product backlog management include?

1. Clearly expressing Product Backlog items
 2. Authoring Product Backlog items
 3. Ordering Product Backlog items by size and risk
-
- A. 3 only
 - B. 1, 2, and 3
 - C. 1 and 3 only
 - D. 1 only
 - E. 2 only
 - F. 1 and 2 only

Question 24: What is the result of the Sprint Review?

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

Question 25: The Scrum Team consists of

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

Question 26: The purpose of a Sprint is to produce a done increment of working product.

- A. True
- B. False

Question 27: Other people than the Scrum Team can attend the Sprint Planning in order to provide technical or domain advice

- A. True
- B. False

Question 28: All of the following are benefits of Daily Scrum, EXCEPT:

- A. Improved communications
- B. Elimination of other meetings
- C. Highlighting and promoting detailed analysis
- D. Identification of impediments
- E. The Development Team's improved level of knowledge

Question 29: Which of the following BEST lists what comprises the definition of Scrum?

- A. Teams, Iterations, Roles, and Rules
- B. Iterations, Artifacts, Roles, and Rules
- C. Roles, Artifacts, Events, and Rules
- D. Roles, Events, Rules and Sprints

Question 30: An abnormal termination of a Sprint is called when?

- A. When it is clear at the end of a Sprint that everything won't be finished.
- B. When the Team feels that the work is too hard.
- C. When Sales has an important opportunity.
- D. When the Product Owner determines that it makes no sense to finish it.

Question 31: Please select which statement is the MOST accurate:

- A. The Scrum Master may invite other people to Sprint Planning
- B. No one outside of the Scrum Team should be invited to Sprint Planning
- C. The Development Team may invite other people to Sprint Planning
- D. The Product Owner may invite other people to Sprint Planning

Question 32: How many product backlogs are there for four teams working on a major release?

- A. 1
- B. 2
- C. 4
- D. Unknown

Question 33: Which statement best describes the Sprint Review?

- A. It is used to foster better team morale
- B. It is an opportunity for stakeholders to inspect the completed product increment, assess the team's progress, provide feedback, and plan next steps.
- C. It is a formal meeting to review the work completed during the sprint
- D. It is a demonstration of functionality completed during the sprint.

Question 34: The MoSCoW technique is used to create a prioritized requirements list. In MoSCoW technique, 'M' stands for:

- A. Medium
- B. Must
- C. Must Not Have
- D. Minimum Marketable Features

Question 35: Every scrum team must have a product owner and scrum master

- A. Yes, and each Scrum team's performance may be affected by their degree of participation as influenced by any other responsibilities (e.g. other teams for which they are also the Scrum Master or PO)
- B. No.
- C. Yes, and they must be 100% dedicated to each team.

Question 36: How does the Scrum Master serve the Development Team? Select the three most appropriate answers.

- A. Coaching the Development Team in self-organization and cross-functionality
- B. Helping the Development Team as the team leader
- C. Removing impediments to the Development Team's progress
- D. Adding or removing developers from the Development Team in accordance with team velocity changes
- E. Helping the Development Team to create high-value products

Question 37: What's the primary goal of Agile development?

- A. Added value of working software.
- B. Delivering software every Quarter
- C. Collocation of the team.
- D. Processes, Documentation, Contracts, and limited change.

Question 38: What is the output of the Sprint Planning Meeting?

- A. Sprint Backlog
- B. Product Backlog
- C. Burndown chart
- D. None of the above

Question 39: A stand-up meeting is conducted in the morning every day. Each person describes the new information that the team should know. What is NOT discussed?

- A. What did I do yesterday?
- B. What are my tasks for the coming week?
- C. What do I plan to do today?
- D. What issues are preventing my progress?

Question 40: Which statement best describes Scrum?

- A. A management process
- B. A framework for development of complex products in complex environments
- C. A set of best practices for software development
- D. A complete project management methodology on software development

Question 41: The Product Owner is responsible for all of the following EXCEPT:

- A. Managing Product Backlog content
- B. Ensuring the Product Backlog is available
- C. Authoring all the Product Backlog items
- D. Ordering the Product Backlog items

Question 42: Which two things does a Scrum Master do if the Team doesn't have the engineering tools and infrastructure to completely finish any Product Backlog items? (Choose two)

- A. Ask the Team to spend as many Sprints as necessary to prepare the engineering tools and infrastructure so any Product Backlog item it selects is potentially shippable at Sprint end.
- B. Have the Team define "done" and do the same work for all Product Backlog items it selects.
- C. Declare the Team not ready for Scrum.
- D. Have the Team improve its skills, tools and infrastructure over time and adjust the definition of "done"; accordingly.
- E. Ask the Team do the best it can on each Product Backlog item it selects.

Question 43: What does Burn-down Chart show?

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

Question 44: Who participates in the Sprint Review? Select all applicable variants.

- A. The Scrum Master
- B. The Product Owner
- C. The Organization CEO
- D. The Development Team
- E. The Key Stakeholders

Question 45: How does Definition of "Done" help to the Scrum Team? Select the three most applicable items.

- A. DoD is used to assess when work is complete on the product Increment
- B. Guides the Development Team in knowing how many Product Backlog items it can select during a Sprint Planning
- C. DoD ensures artifact transparency
- D. DoD helps in inspection and adaptation
- E. DoD helps to calculate velocity of the Scrum Team

Question 46: The three questions answered in daily stand-up meeting aims to:

- A. Identify problems, discuss accomplishments
- B. Identify opportunities, discuss accomplishments

- C. Fix problems, discuss accomplishments
- D. Fix problems, discuss work planned

Question 47: A Development Team with 5 members has been using 15 minute Daily Scrums. Three new members have joined the team. How long should the Daily Scrum meetings be after that?

- A. 10 minutes
- B. 15 minutes
- C. 20 minutes
- D. 25 minutes

Question 48: Which of the following are roles in a Scrum Team (multiple answers)?

- A. Development Team
- B. Project Manager
- C. Customer
- D. Product Owner
- E. Executive
- F. Quality Assurance
- G. Scrum Master

Question 49: Scrum does not allow additional meetings that are not defined in Scrum.

- A. True
- B. False

Question 50: An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done?

- A. Without a new vocabulary as a reminder of the change, very little change may actually happen.
- B. The organization may not understand what has changed with Scrum and the benefits of Scrum may be lost.
- C. Management may feel less anxious.
- D. All answers apply.

Question 51: You have been assigned to lead a geographically distributed agile team. To assist with communication, the best option would be to:

- A. Ask team members to send photos of themselves so you know what they look like
- B. Choose a common language for project communication
- C. Set up some initial face-to-face meetings for everyone to meet
- D. Define common working hours so everyone can better communicate.

Question 52: In the daily Scrum meeting, what three questions are asked?

- A. What has been achieved since the last meeting? What will be done before the next meeting?
What obstacles are in the way?
- B. What has been started since the last meeting? What might get done before the next meeting?
What obstacles are in the way?
- C. What has been started since the last meeting? What will be done before the next meeting? What
obstacles are in the way?
- D. What has been achieved since the last meeting? What might be done before the next meeting?
What obstacles are in the way?

Question 53: What are the three main qualities the team model in Scrum is designed to optimize?

- A. Flexibility
- B. Productivity
- C. Responsibility
- D. Agility
- E. Creativity
- F. Competence

Question 54: Who should create the Sprint Goal?

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

Question 55: In what ways does the PO manage the value of the product? (Pick 2)

- A. Customer Feedback via Frequent releases
- B. Product Backlog Order
- C. User Acceptance Testing
- D. MoSCow Analysis

Question 56: All Development Teams working on the same Product should use the same Product Backlog.

- A. True
- B. False

Question 57: Which of the following is not a characteristic of Retrospectives?

- A. They can occur for iterations, sprints, releases, or projects.
- B. They occur near the end of a project as part of the lessons learned.
- C. They are regular reviews of the team, by the team, to discuss how they are working.
- D. They should include everybody in the project team.

Question 58: Which of the following is not seen as a benefit of Agile?

- A. Accurate predictions of project completion
- B. Lightweight, relies on whiteboards, index cards, and facilitation techniques
- C. Emphasis on collaboration, team empowerment, frequent demonstrations of progress

Question 59: Definition of “Done” is created during the first Sprint and remains unchanged until the Product release

- A. True
- B. False

Question 60: Could the Product Owner and the Scrum Master be a part of the Development Team?

- A. True
- B. False

Question 61: What are the risks of making a Sprint too long?

- A. Complexity may increase
- B. The product increment may change
- C. Scrum Team focus may decrease
- D. Risk may increase
- E. Scrum Team morale may decrease

Question 62: Which of the following Agile Manifesto values is incorrect?

- A. Individuals and interactions over processes and tools
- B. Responding to plans over reacting to change
- C. Customer collaboration over contract negotiation
- D. Working software over comprehensive documentation

Question 63: The Scrum Master does the following regarding the Daily Scrum (select all applicable variants):

- A. Enforces the rule that only Development Team members participate in the Daily Scrum
- B. Is responsible for conducting the Daily Scrum
- C. Ensures that the Development Team has the meeting
- D. Teaches the Development Team to keep the Daily Scrum within the 15-minute time-box

Question 64: What are the questions the Sprint Planning answers? Select two.

- A. How will the work needed to deliver the Increment be achieved?
- B. What can be delivered in the Increment resulting from the upcoming Sprint?
- C. Who will be responsible for each item in the Sprint Backlog?
- D. What new technologies could be used to speed up the Development Team velocity?
- E. What is the size of the Technical Debt and how it could be removed?

Question 65: What does Cone of Uncertainty show?

- A. Hierarchy of tasks that comprise a project
- B. How much work remains till the end of the Sprint
- C. How much is known about the Product over time
- D. Dependencies, start times and stop times for project tasks

Question 66: What are the characteristics of a Development Team? Select three most appropriate choices.

- A. Having at least one test engineer in the Development Team
- B. Scrum recognizes no titles for Development Team members other than Developer
- C. Accountability belongs to the Development Team as a whole
- D. Having the Scrum Master as a part-time Developer in the Development Team
- E. Scrum recognizes no sub-teams in the Development Team

Question 67: What provides guidance to the Development Team on why it is building the Increment?

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

Question 68: A Scrum Master has a list of open impediments which is growing without proper resolutions. The Scrum Master consults with the Development Team on the problem. Is it right?

- A. Yes
- B. No

Question 69: Who is allowed to make changes in the Product Backlog?

- A. The Product Owner
- B. The Development Team, but with permission of the Product Owner
- C. The Key Stakeholders
- D. Anyone

Question 70: What is the Increment?

- A. All "Done" items in the Sprint Backlog
- B. The sum of all the Product Backlog items completed during the Sprint
- C. The sum of all the Product Backlog items completed during the Sprint and the value of the increments of all previous Sprints
- D. All items in the Sprint Backlog that could be released regardless of whether the Product Owner decides to actually do it

Question 71: Who is responsible for managing the Product Backlog?

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

Question 72: How does the Scrum Master serve the Organization? Select the three most appropriate answers

- A. Working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization
- B. Planning Scrum implementations within the organization
- C. Making sure the key stakeholders are invited on all Scrum Reviews within organization
- D. Mixing experienced developers and junior specialists across different Development Teams in the organization to speed up Scrum adoption
- E. Leading and coaching the organization in its Scrum adoption

Question 73: Which of the following is an Agile Manifesto value?

- A. Working solutions over complete documentation
- B. Working software over comprehensive documentation
- C. Working solutions over comprehensive documentation
- D. Working software over complete documentation

Question 74: Which of the following is not a characteristic of an ideal information radiator?

- A. Current
- B. Influential
- C. Permanent
- D. Simple

Question 75: The Scrum Master is focused primarily on the Scrum Team and usually does not care about those outside the Scrum Team.

- A. True
- B. False

Question 76: What are Product Backlog features? Select three.

- A. As long as a product exists, its Product Backlog also exists
- B. It is never complete
- C. It is dynamic
- D. When the final version of a product is rolled out, its Product Backlog is dismissed
- E. A Product Backlog could be closed when it contains no items to include into the next Sprint

Question 77: A CEO asks the Development Team to add a new item to the Sprint. What should the Development do in response?

- A. Add the item to the Sprint
- B. Replace an item of the Sprint with the new one
- C. Add the item to the Product Backlog
- D. Refer it to the Product Owner

Question 78: What is the main reason for the Scrum Master to be at the Daily Scrum?

- A. To make sure every team member answers the three questions.
- B. He or she does not have to be there; he or she only has to ensure the Development Team has a Daily Scrum.
- C. To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burndown.
- D. To gather status and progress information to report to management.

Question 79: Who is responsible for the monitoring of the remaining work towards the Project Goal?

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

Question 80: What does Product Backlog management include? Select three most applicable items

- A. Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next
- B. Ordering the items in the Product Backlog to best achieve goals and missions
- C. Presenting Product Backlog items to the Key Stakeholders
- D. Moving Product Backlog items into the Sprint Backlog
- E. Optimizing the value of the work the Development Team performs

PSM 1 Prep (Dec – 2016)

Mock Exam 2

Number of Questions: 80

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Name:

Score:

Question 1: What is the recommended size of a Development Team?

- A. 3 to 15
- B. 3 to 12
- C. 3 to 9
- D. 3 to 6
- E. 5 to 9
- F. 5 to 12
- G. 5 to 15

Question 2: A representative of the customer has asked the Development Team to add a very important item to an ongoing Sprint. What should they do?

- A. Refer the representative to the Product Owner to discuss it
- B. Refer the representative to the Scrum Master to discuss it
- C. Refuse it, because they are in the middle of the Sprint
- D. Accept it only if they are willing to ask for it formally

Question 3: Cross-functional Development Teams have the following composition:

- A. Developers and testers who collaborate with subject matter experts who provide support from outside of the team.
- B. A virtual team of business analysts, architects, developers, and testers.
- C. Individuals who have various skills and are able to collaborate and contribute to delivering a working increment of software.
- D. Developers, Business Analysts, Architects, and Testers.

Question 4: Each Sprint Backlog item should be owned by a member of the Development Team.

- A. True
- B. False

Question 5: Who estimate the effort to complete a Product Backlog item?

- A. The Scrum Development Team, after clarifying the requirement
- B. The Scrum Master, with input from the Development Team.
- C. The most senior people in the organization, such as engineering managers or software architect.
- D. The Product Owner, with input from the Development Team.

Question 6: Which of the following is NOT a principle from the Agile Manifesto?

- A. Responding to change
- B. Customer collaboration
- C. Technical excellence
- D. Working software

Question 7: The Scrum Master is responsible for what? (multiple choice)

- A. Ensuring that Scrum is understood
- B. Tracking Development Team status
- C. Running the Daily Scrum
- D. Ensuring that The Development Team is managed
- E. Ensuring that Scrum is enacted

Question 8: Who determines when it is appropriate to update the Sprint Backlog during a Sprint?

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

Question 9: Scrum Master responsibilities include which of the following?

- A. The Daily Scrum meeting and removing impediments the development team has identified.
- B. Keeping track of resource allocation.
- C. Reporting team progress to relevant stakeholders
- D. The Scrum process being adopted and used properly.

Question 10: Which of the following is NOT a characteristic of a Scrum Development Team?

- A. Determines how to turn a Product Backlog item into a product increment after the architecture and requirements are documented.
- B. Accountability is shared amongst all team members
- C. Possesses all of the skills to create a product increment
- D. There are not titles other than Developer

Question 11: What is the Sprint Retrospective?

- A. It is a meeting where the Development Team synchronizes activities and creates a plan for the next 24 hours
- B. It is the key inspect and adapt meeting
- C. It is a meeting to inspect the Increment and adapt the Product Backlog if needed
- D. It is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint

Question 12: Which of the following is NOT an attribute of a Good Story?

- A. Testable
- B. Large
- C. Independent
- D. Negotiable

Question 13: The Product Owner must frequently review Scrum artifacts and progress toward a Sprint Goal to detect undesirable variances. Which pillar of Scrum does this present?

- A. Transparency
- B. Inspection
- C. Adaptation

Question 14: Which statement best describes the Sprint Review?

- A. It is a review of the Development Team activities during the Sprint
- B. It is a review of the Scrum Team activities during the Sprint
- C. It is a demo and inspection of the outcome of the Sprint
- D. It is a review of what went well and what did not went well throughout the Sprint

Question 15: A Product Owner has the authority to replace an item in the Sprint Backlog

- A. True
- B. False

Question 16: Which of the following statement is TRUE?

- A. At the end of a Sprint, an increment is only considered “Done” when the Scrum Team decides to release it.
- B. At the end of a Sprint, an increment is only considered “Done” when the Product Owner decides to release it.
- C. An increment must be “Done” regardless of whether the Product Owner decides to actually release it.
- D. At the end of a Sprint, the Product Owner’s decision to release an Increment signifies that the Increment meets the definition of “Done”

Question 17: Who tells the Development Team how to turn Product Backlog into Increments?

- A. The Scrum Team
- B. No one
- C. The Scrum Master
- D. The Product Owner

Question 18: Scrum Master is a "management" position.

- A. True
- B. False

Question 19: How long is a Sprint Review in a one month Sprint?

- A. 1 hour
- B. 3 hours
- C. 4 hours
- D. 8 hours
- E. It is not time-boxed (as long as needed)

Question 20: The Development Team informs its new Scrum Master that a Daily Scrum is not needed. Instead, the team will hold a Weekly Scrum. The Scrum Master should do which of the following (choose one):

- A. Accept the team's decision.
- B. Work with the Product Owner to convince the team to reconsider its choice.
- C. Inform management that the Development Team is not cooperating.
- D. Collaborate with the Development Team and coach them on how to conduct effective Daily Scrums.

Question 21: In the agile manifesto, what is valued more than processes and tools?

- A. Customer collaboration
- B. Individuals and interactions
- C. Working software
- D. Responding to change

Question 22: It is a good practice to have from time to time a special technical Sprint that consists only of tasks removing the technical debt without implementing any new functionality.

- A. True
- B. False

Question 23: When is a Sprint cancelled?

- A. When we realize that we cannot deliver all of the Sprint Backlog items
- B. When priorities change in the Product Backlog, in a way that Sprint Backlog items are no longer the highest ones
- C. When the Product Owner determines that it makes no sense to finish the Sprint
- D. When Scrum Master realizes that the Scrum framework is not followed entirely

Question 24: What happens to the Product Backlog during development as changes in user needs are discovered?

- A. The original Product Backlog is replaced to reflect the new requirements
- B. Nothing. The Product Backlog does not change during the life of the project.
- C. The Product Backlog evolves and is reprioritized to incorporate the changes
- D. The requirements specification is updated.

Question 25: What is the main purpose of a group of stories, an iteration, or a release known as:

- A. Theme
- B. Epic
- C. Story
- D. Combined Story

Question 26: A Scrum Team is currently using 3-week Sprints. A longer, up to 4-week, Sprint duration may be indicated if:

- A. Management indicates they need more frequent status updates.
- B. The work, when fully decomposed, exceeds the team's capacity to complete it within the current timebox.
- C. The Development Team observes its velocity is higher than forecast.
- D. The Product Owner has expressed concerns the project is progressing too slowly.

Question 27: What does Product Backlog management include? Select three most applicable items.

- A. Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next
- B. Ordering the items in the Product Backlog to best achieve goals and missions
- C. Optimizing the value of the work the Development Team performs
- D. Moving Product Backlog items into the Sprint Backlog
- E. Presenting Product Backlog items to the Key Stakeholders

Question 28: During the Sprint Retrospective, the Scrum Master is responsible for:

- A. Preparing an outbrief to project stakeholders
- B. Facilitating and participating in the meeting as a member of the Scrum Team.
- C. Capturing action items
- D. Assigning process improvement tasks to the team

Question 29: Can Continuous Integration have an Information Radiator?

- A. Yes, lava lamps can be used to show the status of the builds by wiring them to the integration server.
- B. No, information radiators are for project progress indicators only.
- C. Yes, but only if each team member agrees to update a whiteboard with status every time they commit code.
- D. Yes, information from Continuous Integration can be radiated using osmosis.

Question 30: What kind of software development projects can be executed by Scrum Project Management Framework?

- A. Complete software packages
- B. Customer projects
- C. Sub-systems, components or parts of bigger systems
- D. All kinds of software development projects
- E. None of the given answers

Question 31: How much should Development Team work on a specific Product Backlog item?

- A. As much as needs to be Done based on the definition of Done.
- B. Until the Product Owner accepts it
- C. Until the customer accepts it
- D. Until the QC/QA formally accepts it
- E. Until it is potentially releasable
- F. As much as we have time in the Sprint

Question 32: What is the input to the Sprint Planning? Select four.

- A. The Product Backlog
- B. The latest product Increment
- C. Projected capacity of the Development Team during the Sprint
- D. Feedback from the Organization CEO
- E. Past performance of the Development Team
- F. Feedback from the Key Stakeholders

Question 33: Project A has 1000 Story Points and Project B has 600. Based on this, how much larger is project A over project B

- A. 40% larger
- B. You cannot compare the Story Points of two different projects
- C. 66% larger
- D. 400 Story Points

Question 34: The length of a Sprint should be:

- A. Short enough to keep the business risk acceptable to the Product Owner.
- B. Short enough to be able to synchronize the development work with other business events.
- C. No more than one month.
- D. All of these answers are correct

Question 35: Where does the Product Backlog for an existing product come from?

- A. Customers
- B. Developers
- C. Customer support staff
- D. All of the above

Question 36: What is the Sprint Backlog?

- A. The Product Backlog items selected for this Sprint
- B. The Product Backlog items selected for this Sprint plus the plan for delivering them
- C. The Product Backlog items selected for this Sprint plus a set of Development Team internal tasks

Question 37: Which two are properties of the Daily Scrum (Choose 2)?

- A. Its location and time should remain constant.
- B. It consists of the Scrum Master asking the Team members the three questions.
- C. It's fifteen minutes or less in duration
- D. it's facilitated by the team lead.
- E. It's held first thing in the morning.
- F. It's free form and designed to promote conversation

Question 38: How is the Product Backlog arranged?

- A. Into categories P1, P2, P3, etc
- B. Items are randomly arranged
- C. Most important items at the top to least important items at the bottom
- D. Large items at the top to small items at the bottom

Question 39: What are the advantages of the Scrum Framework?

- A. Fine-grained requirements are only defined when they are really needed.
- B. All activities to design, build and test a certain functionality are kept together in one phase.
- C. Changes are expected and welcomed by Scrum team.
- D. All of the given answers
- E. None of the given answers

Question 40: In software engineering what are the disadvantages of the classical waterfall model?

- 1) End-Product has to be fully anticipated beforehand.
- 2) Some requirements are implemented as defined in the beginning of the project, and yet they are not really needed by the customer.
- 3) Each phase is strictly separated.

- A. 1
- B. 2
- C. 3
- D. 1, 2
- E. 1, 2, 3

Question 41: The definition of done is frequently discussed with stakeholders so that:

- A. Functionality can be negotiated until the last responsible moment
- B. Everyone has a clear understanding of what completion means
- C. Team members get to improve their negotiation skills
- D. Active listening reveals previously undiscussed requirements

Question 42: Who has final say on the contents of the Sprint Backlog?

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

Question 43: What does the Development Team do in the first Sprint?

- A. Deliver an Increment of potentially shippable functionality
- B. Fully plan for the whole project in detail
- C. Prepare a high level plan for the whole project

Question 44: If an inspector determines that one or more aspects of a process deviate outside acceptable limits, when an adjustment must be made?

- A. After Scrum Master approval
- B. After clarifying all the details with the Product Owner
- C. The deviations should be discussed at the Daily Scrum and then an adjustment must be made
- D. As soon as possible to minimize further deviation

Question 45: Which of the following is not a sign of bad Agile team spaces?

- A. Ugly spaces
- B. Appropriate information radiators in the workspace
- C. Minimal interaction
- D. Stale artifacts

Question 46: A baseline Product Backlog is called:

- A. Product Roadmap
- B. Sprint Backlog
- C. It is never baselined. It is a living artifact
- D. Ready
- E. Release Plan

Question 47: Typically calculated in story points, this is the rate at which the team converts "Done" items in a single sprint

- A. Burndown rate
- B. Burn-up rate
- C. Velocity
- D. Capacity

Question 48: A meeting where a team reflects and looks back to adapt and learn to do future projects better is popularly known as:

- A. Retrospective
- B. Planning
- C. Review session
- D. Status Meeting

Question 49: When is a Sprint over?

- A. When the time-box expires
- B. When the Product Owner says so
- C. When the Scrum Master Says so
- D. When the Sprint Backlog is all developed

Question 50: Which 2 things do not occur in the first sprint

- A. Finalize the complete Product Backlog
- B. Define the complete architecture
- C. Create potentially releasable software
- D. Develop something of value to the customer

Question 51: Which of the following is not timeboxed?

- A. Sprint
- B. Product Backlog refinement
- C. Sprint Planning
- D. Daily Scrum
- E. Sprint Review
- F. Sprint Retrospective

Question 52: Which of the following chart shows the total work in a project?

- A. Burnup chart
- B. Burndown chart
- C. Iteration graph
- D. Task board

Question 53: What is important in all Scrum projects?

- A) Self-organization
- B) Clear hierarchies in the company
- C) Communication
- D) Continuous improvement

- A. A, B, C, D
- B. A, C, D
- C. A, D
- D. A
- E. A, B

Question 54: Your team committed to deliver 10 story points this iteration, but it looks like you will only complete 8. You should:

- A. Extend the iteration
- B. Add more resources to the team
- C. Complete 8 points, and put 2 back in the backlog
- D. Adjust the iteration plan from 10 points down to 8

Question 55: What could be a source of requirements for any changes to be made to the product?

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

Question 56: By the end of the Sprint Planning meeting, the Sprint Backlog should be:

- A. Defined only enough to understand the basic design and architecture.
- B. Defined enough for the Development Team to forecast what it believes it can do in the upcoming Sprint
- C. Decomposed to units of one day or less for the first few days of the Sprint.
- D. Defined to describe all the potential work for that Sprint.

Question 57: Which of the following is not a reflection of a co-located team?

- A. Issues resolved informally, in a timely manner
- B. Incidental interaction leads to productivity

- C. Formal logging of knowledge
- D. Team leverage tactile, low cost solutions like whiteboards, post-its, and index cards

Question 58: Assuming one-week iterations and a team of four developers, how many iterations will it take for the team to complete a project with 27 story points if they have a velocity of 4?

- A. 4
- B. 6
- C. 7
- D. 24

Question 59: Which is the more important reason to demonstrate working product frequently?

- A. To get more feature out
- B. To accelerate our understanding of user's real needs

Question 60: The definition of “Done” applies to whom?

- A. The Scrum Master
- B. The Product Owner
- C. The Development Team
- D. All stakeholders
- E. The Scrum Team

Question 61: Which of the following term are optional in Scrum?

- A. Backlog
- B. Burndown
- C. Increment
- D. Definition of Done
- E. Velocity

Question 62: Which output of the Sprint Planning provides the overall direction for the Sprint?

- A. Sprint Backlog items
- B. Sprint Goal
- C. Release plan
- D. Tasks
- E. Sprint Planning minutes

Question 63: When might a Sprint be abnormally terminated?

- A. When it becomes clear that not everything will be finished by the end of the Sprint.
- B. When the Development Team feels that the work is too hard.
- C. When the sales department has an important new opportunity.
- D. When the Sprint Goal becomes obsolete.

Question 64: Select the two meetings in which people outside the Scrum Team are allowed to participate.

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

Question 65: John and Joseph are working in the same room. John is programming and Joseph is discussing with Kim. John gets to hear their conversation and gets enough information to know that Joseph has talked about some idea with Kim. What kind of communication is this referred to as?

- A. Push Communication
- B. Osmotic Communication
- C. Pull Communication
- D. Active Listening

Question 66: When can a plan be changed in Agile Management?

- A. At the end of the Iteration
- B. When we have learned something new
- C. At the Daily Meeting
- D. You cannot change once the plan is prepared

Question 67: Which of the following is not true about Test-First Development?

- A. It is also known as Test-Driven Development (TDD).
- B. Is an evolutionary approach to programming where agile software developers must first write a test that fails before they write new functional code.
- C. It involves updating the functional code if the new test is passed.
- D. It passes user acceptance or client approval.

Question 68: Why should the Scrum Master attend the Daily Scrum?

- A. To make sure everyone answers the three standard questions
- B. To make a list of the problems that Development Team is facing and try to solve them
- C. To gather data needed for reporting to the higher management
- D. The Scrum Master does not have to attend the meeting, he/she only has to ensure that the Development Team has such a meeting

Question 69: Which of the following is most true about the daily stand-up meeting?

- A. The team gets together to discuss the status
- B. It is a meeting to discuss the problems only
- C. They are not status sessions for the project manager
- D. It is a two minute stand-up meeting for the management team

Question 70: What is the designated purpose of the Daily Scrum? (select 2)

- A. To create a plan for the next 24 hours
- B. To forecast the functionality that will be developed during the Sprint
- C. To inspect how the last Sprint went with regards to people, relationships, process, and tools
- D. To synchronize activities of the Development Team

Question 71: A Product Owner and Scrum Master are part of every Scrum Team

- A. Yes. These are full-time roles on a Scrum Team.
- B. No. There is no explicit requirement for these roles on Scrum Teams
- C. No. The Scrum Team is self-managing and may determine how to best perform the tasks associated with these roles
- D. Yes, but team performance may be impacted depending on the other tasking those performing these roles may have

Question 72: The Product Owner is responsible for determining what items from the Product Backlog are selected for a Sprint.

- A. True
- B. False

Question 73: When conducting an iteration planning meeting using a Scrum approach, which of the following statements is not true?

- A. The product owner is responsible for the backlog priorities.
- B. The team is responsible for the estimates
- C. The team breaks down user stories into tasks
- D. The ScrumMaster selects the topic items off the backlog.

Question 74: The timebox for the Sprint Planning meeting is?

- A. 4 hours.
- B. 8 hours for a monthly Sprint. For shorter Sprints it is usually shorter.
- C. Whenever it is done.
- D. Monthly

Question 75: What is velocity NOT used for?

- A. Gauging the work capacity of the team
- B. Checking our release plan validity
- C. Getting a sense of work done per iteration
- D. Defining feature requirements

Question 76: Drawing a trend line through a release burndown chart indicates?

- A. When the work remaining will likely be completed if nothing changes on the backlog or the Development Team.
- B. Nothing

Question 77: Which concept is NOT defined in the Scrum Framework?

- A. Scrum Master
- B. Project Manager
- C. Scrum Product Owner
- D. Daily Scrum
- E. Scrum Product Burndown

Question 78: Which statement best describes a Product Owner's responsibility?

- A. Optimizing the Return on Investment (ROI) and the Total Cost of Ownership (TCO) of the work the Development Team does.
- B. Directing the Development Team.
- C. Managing the project and ensuring that the work meets the commitments to the stakeholders.
- D. Keeping stakeholders at bay.

Question 79: Who should know the most about the progress toward a business objective or a release, and be able to explain the alternatives most clearly?

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

Question 80: Spike solutions are small experiments to answer a question and determine a path forward. Which of the following types of spike will you use if you need to test an approach to your production code?

- A. Development Spike
- B. Design Spike
- C. Scheduling Spikes
- D. Iteration Spikes

PSM 1 Prep (Dec – 2016)

Mock Exam 3

Number of Questions: 80

Allowed time: 60 minutes

Passing score: 85%

Name:

Score:

Question 1: The Development Team should have all the skills needed to:

- A. Complete the project as estimated when the date and cost are committed to the Product Owner.
- B. Do all of the development work, except for specialized testing that requires additional tools and environments.
- C. Turn the Product Backlog items it selects into an increment of potentially releasable product functionality

Question 2: The INVEST mnemonic for user stories looks for attributes that include:

- A. Independent, Negotiable, Smart
- B. Valuable, Easy-to-use, Timely
- C. Negotiable, Estimatable, Small
- D. Independent, Valuable, Timely

Question 3: What are the major properties of a cross-functional Development Team?

- A. The team is able to complete the project according to the planning, after the date and cost are committed to the Product Owner.
- B. The team has all the skills on board, needed to accept collective ownership for the next product increment.
- C. All team members have a the knowledge and experience needed to deliver the correct product increment.
- D. The team comprises competence teams dedicated to particular domains like specialized testing or business analysis, to facilitate deliverance of the highest business value.

Question 4: Who is responsible for coping with incomplete artifact transparency?

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

Question 5: It is not allowed to change the members of the Development Team.

- A. True
- B. False

Question 6: Which of the following is not a characteristic of a user story?

- A. I: Independent, N: Negotiable, V: Valuable, E: Estimable, S: Small, T: Testable
- B. Lightweight user requirements
- C. Visual representation of a requirement
- D. Typically a 4x6" index card

Question 7: it is normal to have a "hardening" Sprint to remove all technical debt and prepare the Product for upcoming release.

- A. True
- B. False

Question 8: A Scrum Master is introducing Scrum to a new Development Team. The Development Team has decided that a retrospective is unnecessary. What action should the Scrum Master take?

- A. Call a meeting between the Development Team and senior management.
- B. Comply with the decision of the self-organizing Team
- C. Begin facilitating productive, useful retrospectives.
- D. Consult with the product Owner to see how he/she feels about the situation.

Question 9: Which of the following is NOT an advantage of limiting work in progress (WIP)

- A. It reduces the potential need to rework a large collection of flawed, partially completed items
- B. It helps optimize throughput to make processes work more efficiently
- C. It brings bottlenecks in the production process to the surface so they can be identified and resolved.
- D. It maximizes resource utilization to make processes work more efficiently

Question 10: The Scrum Master serves the Product Owner in all of the following ways, EXCEPT:

- A. Finding techniques for effective Product Backlog management
- B. Ensuring the Product Owner creates clear and concise Product Backlog items
- C. Understanding and practicing agility.
- D. Helping the Scrum Team understand the need for clear and concise Product Backlog items
- E. Facilitating Scrum event as requested or needed
- F. Understanding product planning in an empirical environment

Question 11: Who is responsible for the Product Backlog?

- A. The Product Owner and The Scrum Master
- B. The Scrum Master

- C. The Product Owner and The Development Team
- D. The Product Owner
- E. The Scrum Master and The Development Team
- F. The Development Team

Question 12: Which statement best describes the Sprint Review?

- A. It is a mechanism to control the Development Team's activities during a Sprint.
- B. It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.
- C. It is a demo at the end of the Sprint for everyone in the organization to check on the work done

Question 13: What is the order of items in the Product Backlog?

- A. Less valuable and most unclear items at the bottom
- B. The recently added items at the top
- C. The less clear items at the top
- D. Alphabetical

Question 14: It is not allowed to change the members of the Development Team

- A. True
- B. False

Question 15: Who creates a Product Backlog item's estimate?

- A. The Development Team, alone
- B. The Scrum Master.
- C. The Development Team after clarifying requirements with the Product Owner.
- D. The most senior people in the organization, including architects and subject matter experts.
- E. The Product Owner with input from the Development Team.

Question 16: When does product refinement occur?

- A. In Sprint 0
- B. During the Sprint, in preparation for next Sprint(s)
- C. Between Sprints
- D. In Sprint planning

Question 17: During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?

- A. When the Product Owner identifies a new work.
- B. As soon as possible after they are identified
- C. When the Scrum Master has time to enter them
- D. During the Daily Scrum after the Development Team approves them

Question 18: The feedback from Sprint Review impacts the next Sprint Planning meeting?

- A. True
- B. False

Question 19: Meetings for a geographically distributed team require a fair amount logistical coordination (e.g. setting up teleconference numbers, booking meeting rooms, etc.). Given the effort required, the Scrum Master should:

- A. Allow the self-managing team to determine the best approach to conduct meetings.
- B. Establish a shared schedule among the team for hosting these meetings.
- C. Ask for management's assistance.
- D. Coordinate and schedule meetings that are required for Scrum and inform the team of how these meetings will be conducted.

Question 20: Resolving internal conflicts is NOT the responsibility of the Development Team.

- A. True
- B. False

Question 21: Average items in the Product Backlog are usually...

- A. Larger than items in the Sprint Backlog
- B. Smaller than items in the Sprint Backlog
- C. The same size as the items in the Sprint Backlog

Question 22: While under development the environment in which a product will be used changed. What is the effect on the product backlog?

- A. It is archived and a new Product Backlog is created to take its place.
- B. There is no effect, because it has to stay the same until the end of the project.
- C. It evolves to reflect what the product needs to be most valuable
- D. It is converted into a requirements specification to ensure stability

Question 23: The Sprint Goal is selected before the Sprint Backlog is created

- A. True
- B. False

Question 24: Scrum allows for re-estimating tasks based on growing insight. Which Scrum team member is responsible for updating the estimates of the work during a Sprint?

- A. The Development Team
- B. The Scrum Master
- C. The most senior member of the Team.
- D. The Product Owner

Question 25: A properly functioning Scrum team will have at least one Release Sprint and may well have several

- A. True
- B. False

Question 26: Who has the authority to cancel the Sprint?

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

Question 27: During the Daily Scrum, the Scrum Master's role is to:

- A. Lead the discussions of the Development Team
- B. Make sure that all 3 questions have been answered
- C. Manage the meeting in a way that each team member has a chance to speak
- D. Teach the Development team to keep the Daily scrum within the 15 minute timebox
- E. All answer apply

Question 28: Which of the following techniques would likely be the least effective way of fostering communication between the Development Team and Product Owner

- A. Assume a liaison role between both parties
- B. Coach the Development Team to describe their work from a 'business needs' context
- C. Coach the Product Owner so they understand, to the extent practical, the technical details of the work being performed
- D. Actively monitor how the two parties are communicating

Question 29: Scrum does not describe agile processes and techniques.

- A. True
- B. False

Question 30: When does a Development Team make adjustments to its engineering practices?

- A. Whenever needed.
- B. During Sprint Planning
- C. Prior to starting a project
- D. Before a Sprint begins
- E. After they have been discussed and agreed to at the Sprint Retrospective.

Question 31: The timebox for a Daily Scrum is?

- A. The same time of day every day.
- B. Two minutes per person.
- C. 4 hours.
- D. 15 minutes.
- E. 15 minutes for a 4 week sprint. For shorter Sprints it is usually shorter.

Question 32: In certain circumstances the Development Team can order the items in the Product Backlog.

- A. No
- B. Yes

Question 33: If an item in the Sprint Backlog cannot be finished by the end of the Sprint (it turned out there is a lot more work to do than was estimated), the Sprint is cancelled.

- A. True
- B. False

Question 34: What are the four key terms by which the iterative part of Agile is defined?

- A. Time boxed, releasable, agility and incremental
- B. Iterative, feature-based, time boxed, and incremental
- C. Feature-based, time boxed, agility and incremental
- D. Iterative, release-based, time boxed, and incremental

Question 35: Scrum Teams should normalize their estimates, so that management can measure and compare their performance.

- A. True
- B. False

Question 36: What are the three main questions each member of the Development Team should answer at the Daily Scrum?

- A. What did I do yesterday that helped the Development Team meet the Sprint Goal?
- B. Do I have complete understanding of the Sprint Backlog item I am working on?
- C. What will I do today to help the Development Team meet the Sprint Goal?
- D. Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?
- E. Did I explain all the discovered issues I found yesterday to the Product Owner?

Question 37: How does TDD help developers?

- A. It prevents them from avoiding the difficult task of writing tests.
- B. It ensures that their code is always defect free.

- C. It reduces the questions from management on whether the code has been tested properly.
- D. It reduces the re-work developers would have to do and gives them the courage to refactor.

Question 38: What happens when a Sprint is cancelled? Select three.

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

Question 39: How are the decision of the Product Owner made visible?

- A. By the number of errors in the delivered product
- B. By the quality of delivered product
- C. By the content in the Product Backlog
- D. By the ordering in the Product Backlog

Question 40: The Development Team should not be interrupted during the Sprint. The Sprint Goal should remain intact. These are conditions that foster creativity, quality and productivity. Based on this, which of the following is FALSE?

- A. The Product Owner can help clarify or optimize the Sprint when asked by the Development Team.
- B. The Sprint Backlog is fully formulated in the Sprint Planning meeting and does not change during the Sprint.
- C. As a decomposition of the selected Product Backlog Items, the Sprint Backlog changes and may grow as the work emerges.
- D. The Development Team may work with the Product Owner to remove or add work if it finds it has more or less capacity than it expected

Question 41: In Scrum, Development team decides which events or ceremonies take place during a Sprint

- A. True
- B. False

Question 42: The purpose of ALL Sprints is to produce a Done Increment of working product.

- A. True
- B. False

Question 43: What is the goal of a Sprint Retrospective? Please select the option(s) that NOT adhere to the purpose of this important Scrum meeting:

- A. Discuss the impediments raised by the Development Team during the last sprint, and make a plan for implementing improvements.
- B. Refinement of epics nominated by the Product Owner for the next couple of sprints, in order to promote reliable release planning.
- C. Verification of how well the product increment satisfies the applicable user stories in the Product Backlog.
- D. Discuss the interaction within the Scrum Team, and agree upon measures to improve the collaboration.

Question 44: Which of the following options are considered to be a key factor of Scrum Theory?

- A. Opacity
- B. Change
- C. Adaptation
- D. Iterative

Question 45: One of the benefits from Scrum is that the Development Team doesn't have to write detailed specifications anymore.

- A. True
- B. False

Question 46: The Sprint Backlog is created at the Sprint Planning. It is prohibited to add new work into the Sprint Backlog later by the Development Team.

- A. True
- B. False

Question 47: Empiricism asserts that making decisions is based on:

- A. Documented
- B. Feasible assumptions
- C. What is known
- D. Stated facts

Question 48: Each Increment should be released at the end of each Sprint

- A. True
- B. False

Question 49: Do Daily Scrums promote or discourage quick decision-making?

- A. Discourage quick decision-making
- B. Promote quick decision-making

Question 50: Scrum is founded on

- A. Empiricism
- B. Empirical criticism
- C. Common sense
- D. Kanban system

Question 51: The Development Team does not have to explain to the Product Owner and Scrum Master how it intends to work as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment.

- A. True
- B. False

Question 52: The Development Team cannot forecast how much work they can do in the upcoming Sprint, because of the uncertainties in the Product Backlog which the Product Owner is not able to overcome. What two actions should the Scrum Master recommend?

- A. Extend the duration of Sprint Planning and ask them to discuss the items more and get into conclusion
- B. Ask the developers to come up with their best guess and do not worry about the capacity
- C. Invite everyone to discuss this problem in the next Sprint Retrospective and try to find a solution
- D. Cancel the Sprint and start the next one when the items are clear
- E. Cancel the Sprint Planning meeting, give them some time to prepare, and then hold another Sprint Planning

Question 53: Scrum name is derived from rugby game

- A. True
- B. False

Question 54: Which Agile Manifesto value is concerned with team empowerment?

- A. Customer collaboration over contract negotiation
- B. Individuals and interactions over processes and tools
- C. Working software over comprehensive documentation
- D. Responding to change over following plan

Question 55: Who is responsible for conducting the Daily Scrum?

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

Question 56: Complete the following: Agile manifesto states, "Responding to change _____ ?

- A. over contract negotiation
- B. over following a plan
- C. over dictating a solution
- D. over comprehensive documentation

Question 57: Which is NOT an effective way to encourage collaboration between the Scrum Development Team and external departments or other Scrum Team?

- A. Remove impediments to team member travel
- B. Introduce them to each other
- C. Scrum Master acts as interface to help team communicate
- D. Listen to their communication
- E. Walk them over to their desks and meeting spaces.

Question 58: What type of process control is Scrum?

- A. Empirical
- B. Inspection
- C. Adaptive
- D. Classical

Question 59: The duration of the Retrospective can be dependent on all of the following EXCEPT:

- A. Length of the iteration
- B. Level of conflict or controversy
- C. Size of the team
- D. Seniority of the product owner

Question 60: Scrum is a minimal, lightweight, framework. Which is Scrum artifact (Choose all that apply)?

- A. Sprint backlog
- B. Software Requirements Specification
- C. Gantt Chart
- D. Sticky notes
- E. Product Backlog
- F. Burn down chart

Question 61: The Sprint Retrospective is:

- A. A 4-hour time boxed event
- B. Held after a product release
- C. Held at the beginning of each Sprint
- D. Held at the end of each Sprint

Question 62: When do Development Team members volunteer to own a Sprint Backlog item?

- A. They don't do so
- B. During the Daily Scrums
- C. In the Sprint Planning meeting
- D. Whenever the team member has free capacity for more work
- E. After the Daily Scrums

Question 63: During which Scrum event is the Sprint Goal crafted?

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

Question 64: What are some consequences if a Development Team does not have a consistent definition of done from Sprint to Sprint?

- A. The Development team may not know how many Product Backlog items it can do in a Sprint
- B. The Product Owner may not know what he/she is inspecting at the Sprint Review.
- C. The Product Owner may be unable to get gauge the progress toward his/her goals.
- D. The Development Team may not know what work is entailed in completing selected Product Backlog items
- E. All of above

Question 65: Sprint Planning meeting is done at the end of each Sprint

- A. True
- B. False

Question 66: The purpose of continuous integration is to:

- A. Always have a version of the software ready for release
- B. Shorten lengthy compile times
- C. Facilitate the practice of pair programming
- D. Find code issues as soon as possible

Question 67: Which of the following statements is true for measuring team velocity?

- A. Velocity is not accurate when there are meetings that cut into development time.
- B. Velocity measurements are disrupted when some project resources are part-time
- C. Velocity tracking does not allow for scope changes during the project
- D. Velocity measurements account for work done and disruptions on the project

Question 68: Which ones of the following main events are defined by Scrum Framework?

- A) Sprint Planning Meeting
- B) Sprint Retrospective Meeting
- C) Sprint Review Meeting
- D) Mid-Sprint Status Review Meeting
- E) Daily Scrum Meeting

- A. A, B, C, D, E
- B. A, B, C, D
- C. A, C, D, E
- D. A, B, C, E
- E. A, C, E

Question 69: Which statement best describes a Product Owner's responsibility?

- A. Optimizing the value of the work the Development Team does.
- B. Directing the Development Team.
- C. Managing the project and ensuring that the work meets the commitments to the stakeholders.
- D. Keeping stakeholders at bay

Question 70: The Product Owner role and Scrum Master role are never included in the Development Team size count.

- A. True
- B. False

Question 71: A Product Backlog item is complete when:

- A. The Sprint in which it was selected ends
- B. When corresponding Sprint Backlog items are completed
- C. When all acceptance criteria are met
- D. When it meets the Scrum Team's definition of 'done.'

Question 72: How much time does the Sprint Planning take?

- A. As much as it is necessary to make task break-down and estimations for all items in the Sprint Backlog
- B. Not more than 8 hours

- C. Not more than 4 hours
- D. From 4 to 8 hours

Question 73: Who participates in the Sprint Planning? Select three.

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

Question 74: How are stakeholders external to the Scrum team represented in the daily scrum?

- A. The Development Team determines how to best do this. Those external to the team may not attend
- B. Management provides input during each Daily Scrum
- C. By the Scrum Master
- D. By the Product Owner

Question 75: There is no one in a Scrum Team called “project manager”.

- A. True
- B. False

Question 76: During the Sprint Planning meeting, the Scrum Team determines that the workload is reaching the point it will exceed the Development Team’s capacity. What should the Scrum team do at this point? (choose the two best options)

- A. Terminate the Sprint.
- B. Work with the product owner to adjust the work planned for the Sprint
- C. Start the Sprint and make arrangements to obtain additional resources.
- D. Commit to the Sprint Goal, working additional hours, if necessary, to achieve it.
- E. Start the Sprint, but monitor the burndown rate and keep the Product Owner advised of the Development Team’s progress.

Question 77: Which of the following are common Product Owner activities during the Sprint?
(Choose 2 answers)

- A. Prioritize the Development Team’s tasks
- B. Run the Daily Scrums
- C. Measure the Sprint progress
- D. Work with the stakeholders
- E. Answer questions from the Development Team about the items in the Sprint Backlog

Question 78: Burn down chart displays the following attributes on their axes:

- A. X axis = points remaining; Y axis = calendar time
- B. X axis = estimated time remaining; Y axis = calendar time
- C. X axis = calendar time; Y axis = estimated effort remaining
- D. X axis = calendar time; Y axis = calendar time

Question 79: Which three activities will a product owner likely engage in during a Sprint?

- A. Answer questions from the Development Team about items in the current Sprint
- B. Update the Sprint burndown chart.
- C. Prioritize the Development Team's activities.
- D. Provide feedback
- E. Run the Daily Scrum
- F. Work with the stakeholders.

Question 80: Who is responsible for creation of the Definition of "Done"?

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

PSM 1 Prep (Dec – 2016)

Mock Exam 4

Number of Questions: 80

Allowed time: 60 minutes

Passing score: 85%

Name:

Score:

Question 1: What kind of a user story is an Epic?

- A. A collection of user stories that are similar in nature
- B. A very large user story with high priority
- C. A very large user story with low priority
- D. A user story that will have a significant positive effect on the project

Question 2: Which of the following should be cross-functional?

- A. Product Owner
- B. Scrum Master
- C. Development Team
- D. All of the above

Question 3: Who is responsible for tracking the total work remaining in the Sprint Backlog to project the likelihood of achieving the Sprint Goal?

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

Question 4: In a CFD diagram, how can a bottleneck be determined?

- A. A large colored area appears in one of the process areas.
- B. The value points for the release start to increase.
- C. Project velocity starts to decrease.
- D. The team starts experiencing negative velocity.

Question 5: What is the Scrum Master responsible for?

- A. Ensuring Scrum is understood and enacted
- B. Ensuring the Scrum Team adheres to Scrum theory, practices, and rules
- C. Ensuring the Product Backlog is visible, transparent, and clear to all
- D. Ensuring the Development Team understands items in the Product Backlog to the level needed

Question 6: Can osmotic communication occur with a distributed team?

- A. Yes, if they use IM, have a live video feed, and email cc lists
- B. Yes, all communication is osmotic
- C. No, osmotic communication can only occur in person
- D. No, distributed teams can not truly apply agile techniques

Question 7: Which of the following is NOT true about the Iteration Demos?

- A. Demonstrate the team's progress
- B. Realistically report progress
- C. Shown only to a select set of stakeholders
- D. Solicit feedback from customers

Question 8: If it becomes necessary to remove a member of the Scrum Team, who is responsible for doing so?

- A. The Scrum Master, whose role is to remove impediments that impact the Development Team.
- B. The Development Team – it is self-managing and responsible for its own success or failure.
- C. The Product Owner, who is responsible for ensuring the work of the Development Team delivers a value-added product
- D. The Manager to whom the team member reports – Scrum Team authority to self-manage does not include handling Human Resource issues due to potential legal liability.

Question 9: The red team finished 38 story points in their last two-week iteration. The blue team has half as many developers on a different project and completed 38 story points in their last two-week iteration. What can be determined from this information?

- A. The story points of one team are not comparable to the story points of any other team
- B. Team A is twice as productive as Team B
- C. Team A should have more people in the team
- D. Team B has the management support

Question 10: What is NOT an attribute of the Development Team?

- A. Members of Development Teams are exchanged frequently to promote continuous learning and cross-functionality.
- B. The Development Team provides input for the Sprint Planning Meeting with respect to the projected capacity during the upcoming Sprint.
- C. The Development Team may re-negotiate with the Product Owner the work needed to deliver the agreed upon sprint goal during the running sprint, when more is learned.
- D. The Development Team update their estimate of the total amount of remaining work for completion of the running sprint, so that it can be plotted on the Sprint Burndown Chart.

Question 11: Who creates the increment?

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

Question 12: One or more Release Sprints are expected from a Scrum Team.

- A. True
- B. False

Question 13: Four developers are estimating a story. The estimates provided are two, three, six, and ten story points. Which estimate should be used?

- A. 2 story point
- B. 6 story point
- C. 10 story point
- D. None of the present estimates until the team discusses how to get the estimates closer together

Question 14: Is it allowed to skip the Daily Scrum if there is nothing interesting to tell about?

- A. True
- B. False

Question 15: How is management external to the Scrum Team involved in the Daily Scrum?

- A. The Scrum Master speaks on their behalf.
- B. The Development Team self-manages and is the only management required at the Daily Scrum. All others cannot participate.
- C. Management gives an update at the start of each Daily Scrum
- D. The Product Owner represents their options.

Question 16: Where are the customer requirements stored?

- A. In the Product Backlog
- B. In the Sprint Backlog
- C. In a database
- D. In a Scrum Product Requirement Specification
- E. Nowhere. The Scrum Product Owner knows them

Question 17: Which of the following is not a reason for holding a retrospective?

- A. To reflect and learn from the past
- B. To decide how the team will work in the future
- C. To evaluate individual performance using a team perspective
- D. To allow a team to own and drive their development process

Question 18: Requirements are prioritized and maintained in Product Backlog

- A. True
- B. False

Question 19: Which of the following might the Scrum Team discuss during a Sprint Retrospective?

- A. Methods of communication
- B. The way the Scrum team does Sprint Planning.
- C. Skills needed to improve the Development Team's ability to deliver.
- D. It's Definition of Done.
- E. All of the Above.

Question 20: How do Agile projects manage risk?

- A. Agile projects ensure that risks are associated to user stories and complete these stories early in the iteration schedule to de-risk the project.
- B. Agile approaches inherently manage risk through test driven development.
- C. Risk stories are added to the backlog and completed during the last iteration.
- D. Total Exposure points are added to every story based on the risk census.

Question 21: There are different types of Retrospectives. These are Release Retrospectives, Project Retrospectives, Iteration Retrospectives, and Surprise Retrospectives. What are Surprise Retrospectives?

- A. Are conducted when an unplanned event changes the situation
- B. Are conducted at the end of each iteration
- C. Are conducted half way of each project
- D. Are suggested by the Scrum Master

Question 22: It is possible that newly discovered tasks should take up so long that they could not be completed during an iteration. The team may need to reduce the functionality of a story or drop one entirely. With whom should they discuss the possible solutions in such a situation?

- A. Product Owner
- B. Scrum Master
- C. Upper Management
- D. Stakeholders

Question 23: What are the two primary ways a Scrum Master keeps a Development Team working at its highest level of productivity?

- A. By facilitating Development Team decisions
- B. By removing impediments that hinder the Development Team
- C. By starting and ending the meetings at the proper time
- D. By keeping high value features high in the Product Backlog

Question 24: During Sprint execution, when are new Sprint Tasks added?

- A. As soon as possible after they are identified, unless they reflect a scope change in the Sprint goals or committed Product Backlog Items.
- B. When the Scrum Master identifies a new task
- C. Never. The Sprint tasks are fixed and decided during Sprint Planning
- D. When the Product Owner identifies a new task.
- E. When the Scrum Master approves them.

Question 25: During a Sprint, a Development Team determines that it will not be able to finish the complete forecast. Who should be present to review and adjust the Sprint work selected?

- A. The Scrum Master, the project manager and the Development Team.
- B. The Product Owner and the Development Team.
- C. The Product Owner and all stakeholders.
- D. The Development Team

Question 26: The three pillars of empirical process control are:

- A. Respect For People, Kaizen, Eliminating Waste
- B. Planning, Demonstration, Retrospective
- C. Inspection, Transparency, Adaptation
- D. Planning, Inspection, Adaptation
- E. Transparency, Eliminating Waste, Kaizen

Question 27: What does WIP limit reflect?

- A. The number of resources available to work on a user story
- B. The number of story points that an iteration can deliver
- C. The point at which any more work items will cause a bottleneck
- D. None of the above

Question 28: The Development Team should have all the skills and competencies required to...

- A. Turn Sprint Backlogs into Increments of potentially releasable product.
- B. Deliver Sprint Backlog items to QA/QC department
- C. Complete the project in time and within budget
- D. Plan the whole project and complete it according to the plan

Question 29: Should the Product Backlog contain tasks?

- A. No
- B. Yes

Question 30: When multiple Scrum teams are working on the same project, is this TRUE that they should make sure that each team has different Sprint start dates.

- A. True
- B. False

Question 31: When does the next Sprint begin?

- A. Next Monday.
- B. Immediately following the next Sprint Planning.
- C. When the Product Owner is ready.
- D. Immediately after the conclusion of the previous Sprint.

Question 32: What are the three pillars that uphold Scrum?

- A. Self-organization
- B. Transparency
- C. Inspection
- D. Adaptation
- E. Agility
- F. Cross-functionality

Question 33: Who is responsible for managing the progress of work during a Sprint?

- A. The Development Team
- B. The Scrum Master
- C. The Product Owner
- D. The most junior member of the Team

Question 34: In Scrum, the prioritized work to be done is referred to as:

- A. sprint planning
- B. product backlog
- C. sprint retrospective
- D. standup meetings

Question 35: What does it mean to say that an event has a time-box?

- A. The event must happen at a set time.
- B. The event can take no more than a maximum amount of time.
- C. The event must take at least a minimum amount of time.
- D. The event must happen by a given time.

Question 36: What does empiricism assert?

- A. That experience comes from practice
- B. That experience comes from knowledge
- C. That knowledge comes from experience
- D. That practice comes from experience

Question 37: A Development Team realizes that it has over committed itself for a Sprint, and it's needed to have a meeting to review and adjust the Sprint work. Who should attend this meeting?

- A. Only the Development Team
- B. Only the Product Owner
- C. Only the Scrum Master
- D. The Development Team and the Product Owner
- E. The Development Team and the Scrum Master
- F. The Product Owner and the Scrum Master
- G. All three roles

Question 38: Which statement best describes the Sprint Backlog?

- A. It is never updated during the Sprint
- B. It is created in the beginning of the Sprint
- C. It contains all the remaining items from the previous Sprint
- D. Each of its items have a designated owner

Question 39: Who decides on the technical approach?

- A. The Development Team
- B. The Product Owner
- C. Architects
- D. The whole Scrum Team
- E. The Scrum Master

Question 40: When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

- A. True
- B. False

Question 41: Why is the Daily Scrum held at the same time and same place?

- A. The place can be named.
- B. The consistency reduces complexity.
- C. The Product Owner demands it.
- D. Rooms are hard to book and this lets it be booked in advance

Question 42: Requirements are captured in high volume documents

- A. True
- B. False

Question 43: When should the Product Owner ship (or release to production) a Sprint increment?

- A. At the end of every Sprint
- B. When it makes sense
- C. Whenever the increment is free of defects.
- D. When the Team feels it is done with every Sprint.

Question 44: In a project, all of the user stories are estimated and the sum of those estimates is 100 story points.

Based on past experience, it is known that the team's velocity is 9 story points per two-week iteration. How many iterations does the project need to complete the user stories?

- A. 9
- B. 11
- C. 1
- D. 90

Question 45: The correct sequence of events in using Scrum framework is as follows

- A. Release Planning, Sprint Planning, Sprint, Sprint Retrospective, Daily Scrum, and Sprint Review
- B. Release Planning, Sprint Planning, Sprint, Daily Scrum, Sprint Review, and Sprint Retrospective
- C. Sprint Planning, Release Planning, Sprint, Sprint Retrospective, Daily Scrum, and Sprint Review
- D. Release Planning, Sprint Planning, Daily Scrum, Sprint, Sprint Review, and Sprint Retrospective

Question 46: One of the goals of Scrum is to create a work environment where people are so focused on their tasks that they don't mind working extra hours.

- A. True
- B. False

Question 47: Who is required to attend the Daily Scrums?

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

Question 48: How often should the total work remaining in the Sprint Backlog be tracked?

- A. At least for every Daily Scrum
- B. At least once per Sprint
- C. At least once a week

Question 49: Who is responsible for maximizing the value of the product backlog?

- A. The product owner
- B. The scrum master and product owner
- C. The development team and product owner
- D. The customer

Question 50: Who's the project manager in Scrum?

- A. The Scrum Master
- B. The Development Team leader
- C. No one
- D. The Product Owner

Question 51: How a Product Backlog should be ordered?

- A. Based on the size of the items
- B. Based on the risk of the items
- C. Based on the float of the items
- D. Based on the value of the items
- E. Based on the relationship among items

Question 52: When is the Sprint Backlog created?

- A. Whenever needed.
- B. At the beginning of the project.
- C. During the Sprint Planning meeting, though the tasks needed to accomplish the fixed goal will change during Sprint execution
- D. During the Backlog Refinement meeting

Question 53: What is the result of Sprint Review?

- A. A revised Product Backlog
- B. The Scrum Master's documentation on the Sprint statistics
- C. A completed Sprint Backlog
- D. Critique on the development product Increment
- E. Critique on the Development Team

Question 54: All the Scrum Teams working on the same product should have the same Sprint length.

- A. True
- B. False

Question 55: Why is Continuous Integration seen as valuable?

- A. Integration is hard and often delayed just before the final build; if code is continuously compiled and checked, conflicts can be identified when they are easy to manage.
- B. It is part of the technique called Kaizen that emphasizes continuous improvement.
- C. It ensures that Scrum of Scrum projects can deliver a potentially implementable shipment of software.
- D. By using a continuous integration approach, a project can offload many core development processes to an automated server.

Question 56: How a Scrum Master increases the productivity of the Development Team?

- A. By facilitating their decision and removing impediments
- B. By preventing changes to the Sprint Backlog
- C. By ensuring that Product Backlog items are ordered properly
- D. By ensuring that Scrum meetings start and end at the right time

Question 57: There should be a hardening Sprint every few Sprints, to resolve dependencies and fix open bugs.

- A. True
- B. False

Question 58: The project management office is auditing your agile project and asks to see your iteration plans. They notice that only the next couple of iterations have plans. As a result, they give the project a "red flag" for having incomplete plan. The most responsible thing to do is:

- A. Explain the principles of progressive elaboration
- B. Create detailed iteration plans for the remainder of the project
- C. Ignore them, since they clearly have no right to be reviewing your project
- D. Have the team create detailed plans for the rest of the project.

Question 59: Who can attend the Daily Scrum?

- A. Any one
- B. Only the Development Team members
- C. Only the Development Team members and the Product Owner
- D. Only the Development Team members and the Scrum Master
- E. Only the Scrum Team

Question 60: Which ones of the following main roles are defined by Scrum Framework?

- A) Scrum Tester
- B) The Scrum Team
- C) Scrum Manager
- D) Scrum Master
- E) Scrum Product Owner

- A. A, B, C, D, E
- B. B, C, D, E
- C. B, D, E
- D. A, B, D, E
- E. A, B, C, D

Question 61: Which of the following factors will not assist in improving the project velocity?

- A. Pay down technical debt
- B. Offload programmer duties
- C. Reduce customer involvement
- D. Provide needed resources

Question 62: When does the Product Backlog become a larger and more exhaustive list?

- A. When the business changes priority and urgency
- B. When the product development first begins
- C. When the product is used
- D. When the Product Owner refines Product Backlog items

Question 63: If you are truly doing Scrum, you should release to production at the end of each sprint

- A. True
- B. False

Question 64: Burndown charts provides information on velocity

- A. True
- B. False

Question 65: Which of the following is the main responsibility of the Product Owner?

- A. Directing the Development Team
- B. Managing the Development Team
- C. Managing the project
- D. Maintaining the Product Backlog

Question 66: How are the decisions of the Product Owner made visible?

- A. By the number of errors in the delivered product
- B. By the quality of the delivered product
- C. By the content in the Product Backlog
- D. By the ordering in the Product Backlog

Question 67: Scrum makes clear the relative efficacy of your _____ and _____ so that you can improve

- A. Development inefficiencies and management team
- B. Management team and development practices
- C. Product management and development practices
- D. Management team and product lifecycle

Question 68: How much work must a Development Team do to a Product Backlog item it selects for a Sprint?

- A. As much as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of done.
- B. As much as it can fit into the Sprint.
- C. All development work and at least some testing.
- D. Analysis, design, programming, testing and documentation

Question 69: What are the formal Scrum events for inspection and adaptation?

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

Question 70: What does NOT belong to cornerstones of the agile manifesto?

- A. Individuals and interactions over processes and tools
- B. Working software over comprehensive documentation
- C. Processes over people
- D. Customer collaboration over contract negotiation
- E. Responding to change over following a plan

Question 71: The Sprint Planning meeting consists of ____ parts

- A. 1
- B. 2
- C. 3
- D. 4

Question 72: Which output from a Sprint Planning Meeting provides the Development Team with a target and overarching directions for the Sprint?

- A. The Sprint Goal
- B. Sprint Backlog
- C. Product Backlog

Question 73: Work that does not meet the Definition of Done should be completed in the next Sprint

- A. True
- B. False

Question 74: Product owner will address the impediments faced by the scrum team

- A. True
- B. False

Question 75: What is the purpose of a spike?

- A. An activity in an iteration intended to reduce uncertainty in a feature, technology, or process.
- B. A significant increase in velocity from one iteration to another.
- C. Adding extra stories to an existing iteration.
- D. A story that requires an increase in its story points due to uncertainty in its underlying technology or process requirements.

Question 76: When many Development Teams are working on a single product, what best describes the definition of "done?"

- A. Each Development Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.

- B. Each Development Team uses its own but must make their definition clear to all other Teams so the differences are known.
- C. All Development Teams must have a definition of "done" that makes their combined work potentially releasable.
- D. It depends

Question 77: What does acronym DRY stand for?

- A. Don't Repeat Yourself
- B. Don't Reject Yourself
- C. Do Repeat Yourself
- D. None of the above

Question 78: Some stakeholders are interested in viewing the project progress, but are not interested in the details. Which of the following should you share with these stakeholders?

- A. Weekly demo
- B. Vision Statement
- C. Release plan
- D. Burn up chart

Question 79: The maximum length of the Sprint Review (its timebox) is:

- A. 2 hours.
- B. 4 hours for a monthly Sprint. For shorter Sprints it is usually shorter.
- C. As long as needed.
- D. 1 day.
- E. 4 hours and longer as needed.

Question 80: What happens to the definition of "Done" when multiple Development Teams are working on a single project?

- A. Each team defines its own "Done", and communicates it with others so that everyone knows what it means when a team claims that they are Done with something
- B. Each team defines its own "Done", in a way that the integration of their work results in a definition of "Done" that is potentially releasable
- C. They all use the same definition of "Done"
- D. Any of the above answers, based on the nature of the project and the environment of the organization

PSM 1 Prep (Dec – 2016)

Mock Exam 5

Number of Questions: 53

Allowed time: 40 minutes

Passing score: 85%

Name:

Score:

Question 1: Which of the following is not a characteristic of a servant leader?

- A. Listening
- B. Happiness
- C. Foresight
- D. Stewardship

Question 2: You are a team member on a software development project and have been asked to follow TDD process. The sequence of activities you would undertake is:

- A. Write code, write test, refactor
- B. Write test, refactor, write code
- C. Write test, write code, refactor
- D. Write code, refactor, write test

Question 3: Which of the following is an example of an increment of working software?

- A. UML diagrams that describe how to deliver functionality in future iterations
- B. A new user interface design for functionality delivered in previous iterations.
- C. A decomposition of all Product Backlog into tasks for future Sprint Backlog lists.
- D. An automated test suit to verify functionality delivered in previous iterations.
- E. Additional features that complement those delivered in previous iterations.

Question 4: The purpose of the Sprint Retrospective is to (select three):

- A. Create a plan for implementing improvements to the way the Scrum Team does its work
- B. Inspect how the last Sprint went with regards to people, relationships, process, and tools
- C. Get feedback from the Key Stakeholders invited by the Product Owner
- D. Identify and order the major items that went well and potential improvements
- E. Get technical or domain advice from specialists invited by The Development Team or The Scrum Master

Question 5: Who is responsible for registering the work estimates during a Sprint?

- A. The Development Team.
- B. The Scrum Master.
- C. The Product Owner.
- D. The most junior member of the Team.

Question 6: A project team has completed three iterations and recorded a velocity of 25, 30, and 35 story points; the total Release backlog has 300 story points. How many iterations are required to complete the project?

- A. 10
- B. 7
- C. 8
- D. 12

Question 7: Who is allowed to participate in the Daily Scrum?

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

Question 8: What is the role of Management in Scrum?

- A. Continually monitor staffing levels of the Development Team.
- B. Monitor the Development Team's productivity.
- C. Support the Product Owner with insights and information into high value product and system capabilities. Support the Scrum Master to cause organizational change that fosters empiricism, self-organization, bottomup intelligence, and intelligent release of software.
- D. Identify and remove people that aren't working hard enough.

Question 9: In which meetings the Key Stakeholders are allowed to participate?

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

Question 10: A key principle of Scrum is its recognition that during a project, _____% of requirements change.

- A. 10
- B. 20-30
- C. 30-50
- D. 60-65

Question 11: What does the Agile Manifesto principle “Build projects around motivated individuals” mean?

- A. Only engage in projects that motivate individuals
- B. The best architectures emerge from self-organizing teams
- C. Trust the team to get the job done
- D. Do projects that will ‘excite’ the customers

Question 12: Sprint Retrospective topics include (choose all that apply):

- A. Potential improvements
- B. The definition of ‘Done.’
- C. The way the team estimates work
- D. Incorporating feedback from the demo
- E. How well the team collaborates with stakeholders

Question 13: Who tracks work remaining in the Product Backlog?

- A. The product owner
- B. The development team
- C. The scrum master
- D. Senior executives

Question 14: What happens during the Sprint? Select three answers.

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

Question 15: A project uses a version control system to mediate changes, which includes updating codes, testing the code, and then checking-in the changes, which may occur several times in a day. This process is known as?

- A. Version Control Management
- B. Continuous Integration
- C. Simple Integration
- D. Configuration Management

Question 16: Which of the following items is not time-boxed?

- A. Sprint
- B. Sprint Review
- C. Sprint Planning
- D. Sprint Retrospective

- E. Backlog Maintenance
- F. Daily Scrum

Question 17: The Scrum Master serves the Product Owner in all of the following ways EXCEPT:

- A. Understanding and practicing agility
- B. Helping the Scrum Team understand the need for clear and concise Product Backlog items
- C. Understanding product planning in an empirical environment
- D. Finding techniques for effective Product Backlog management
- E. Facilitating Scrum events as requested or needed.
- F. Ensuring the Product Owner creates clear and concise Product Backlog items

Question 18: The Development team has forecast an amount of Product Backlog items it thinks it can accomplish and a Sprint goal. Who determines how the development team accomplishes this work?

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

Question 19: What should we consider in setting the time-box for Sprints?

- A. The amount of risk that increases by longer durations
- B. The limitations in delivery of items that increases by shorter durations
- C. Not more than one calendar month
- D. All of the above

Question 20: The Daily Scrums should be held at the same time and same place for the entire duration of a Sprint.

- A. True
- B. False

Question 21: Who is responsible for crafting the Sprint Goal?

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

Question 22: When many Scrum teams are working on the same product, should all their increments be integrated every Sprint?

- A. No, each Scrum team stands alone
- B. Yes, otherwise the Product Owners may not be able to accurately inspect what is done
- C. Yes, but only for Scrum teams whose work has dependencies
- D. No, that is far too hard

Question 23: What is Product Backlog refinement?

- A. The act of selecting Product Backlog items for a Sprint
- B. The act of including Product Backlog items in the Increment
- C. The act of re-negotiating scope between the Product Owner and Development Team
- D. The act of adding detail to items in the Product Backlog

Question 24: Who owns the Sprint Backlog?

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

Question 25: How a Product Backlog should be ordered?

- A. Based on the size of the items
- B. Based on the risk of the items
- C. Based on the float of the items
- D. Based on the relationship among items
- E. Based on any factor that the Product Owner find most appropriate

Question 26: What two main topics does the Sprint Planning meeting cover?

- A. What to do and How to do it.
- B. What to do and Who to do it
- C. What went wrong in the last Sprint and what to do differently this Sprint
- D. Who is on the team and what team member roles will be
- E. How conditions have changed and how the Product Backlog should evolve

Question 27: The Development Team has realized that they have selected too many items for the Sprint Backlog, while they are in the middle of the Sprint Planning. Which two of the following are proper actions in this case?

- A. Work overtime and finish everything
- B. Remove some of the lower priority items
- C. Add more developers to the team
- D. Inform the Product Owner and start development

Question 28: Even though the Scrum Team is following the Scrum framework entirely and their project is going well, the organization as a whole does not have a good understanding of Scrum, which makes some troubles for the Scrum Team. Who should try to fix it?

- A. The Product Owner
- B. The Scrum Master
- C. The Development Team
- D. A subset of the Development Team assigned to this task

Question 29: What approaches does Scrum employ to optimize predictability and control risk?

- A. A sequential design approach
- B. An iterative and incremental approach
- C. A consolidated reporting approach
- D. A departmentalization approach

Question 30: The first description of the Scrum process noted that projects using large, highly structured teams produced the best results.

- A. True
- B. False

Question 31: What should be taken into account for the Definition of "Done"? Select the two most appropriate items.

- A. Conventions, standards and guidelines of the Organization
- B. Advice of the Scrum Master
- 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

Question 32: Who decides on the order of the items in the Product Backlog?

- A. The Product Owner
- B. The Scrum Master
- C. The Development Team
- D. All of them together

Question 33: In agile, when should you collect lesson learnt?

- A. At the end of the project
- B. Throughout the project
- C. When projects go well
- D. When projects go poorly

Question 34: The Product Backlog:

- A. Is normally used as an input to Burndown Chart calculations
- B. Changes during the life of the project
- C. Contains all requirements that will be implemented for the project
- D. Is static after Sprint Planning

Question 35: The part of the Sprint Backlog used to create the Sprint Burndown chart is:

- A. Remaining number of Product Backlog items.
- B. Budgeted cost of work performed
- C. Remaining time required to complete the work.
- D. Actual cost of work performed

Question 36: Development Team membership should change:

- A. Every Sprint to promote shared learning
- B. Never, because it reduces productivity.
- C. As needed, while taking into account a short term reduction in productivity.
- D. As needed, with no special allowance for changes in productivity

Question 37: The Daily Scrum time-box depends on the size of the Development team.

- A. True
- B. False

Question 38: Technical debt is the gap between a product's actual Cost of Change (CoC) and its optimal CoC.

Managing technical debt helps ensure reliable delivery today and ready adaptation to tomorrow's customer needs. When would technical debt not occur?

- A. During Initial Development
- B. Ongoing Maintenance
- C. During Enhancement
- D. During closing

Question 39: What are the three most applicable characteristics of the Product Owner?

- A. Lead Facilitator of Key Stakeholder Involvement
- B. Product Marketplace Expert
- C. Lead Scrum evangelist in the Organization
- D. Product Value Maximizer
- E. Facilitator of Scrum events

Question 40: Does Sprint Review result in a revised Product Backlog?

- A. No
- B. Yes

Question 41: A story that was planned as one story point, actually took two days to complete. How much does it contribute to the velocity when calculated at the end of the iteration?

- A. One Point
- B. Three Points
- C. Two Points
- D. Cannot be calculated

Question 42: Which of the following describes a task board?

- A. Is on a white board
- B. Is a tool to show the project trends
- C. Organizes work and communicates what work is left
- D. Displays the velocity

Question 43: What should be done between two Sprints?

- A. Receive feedback from the customer
- B. Add new items to the Product Backlog, estimate, and order them
- C. Nothing; there's no time between the two
- D. Work to ensure that the customer understands the developed items

Question 44: The Product Owner determines how much of the Product Backlog the Development Team selects for a Sprint.

- A. True
- B. False

Question 45: In Scrum, the definition of done is created by everyone, EXCEPT:

- A. Development team
- B. Product owner
- C. Scrum master
- D. Process owner

Question 46: What are two ways in which the Product Owner manages Inspection of the Increment?

- A. By reviewing it during backlog refinement
- B. By attending the Sprint Retrospective
- C. By presenting the status of the Product Backlog at the Sprint Review
- D. By inviting stakeholder to give feedback in the Sprint Review

Question 47: Who is responsible for all estimates in the Product Backlog?

- A. The Scrum Master
- B. The Product Owner
- C. The Scrum Team
- D. The Development Team
- E. The Scrum Master and the Development Team
- F. The Product owner and the Scrum Master
- G. The Product owner and the Development Team

Question 48: The Development Team is responsible for which of the following? (choose all that apply)

- A. Preparing and executing the plan to meet the Sprint Goal
- B. Tracking and increasing productivity
- C. Selecting the Product Owner
- D. Resolving internal conflicts
- E. Tracking work and optimizing it to meet the Sprint Goal, at minimum, on a daily basis
- F. Selecting the Scrum Master

Question 49: How frequently scrum users should inspect Scrum artifacts and progress toward a Sprint Goal?

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

Question 50: The definition of an Ideal Day is:

- A. A day without any interruptions, distractions, and access to all the tools and information needed to complete a task
- B. A day where the maximum number of user stories are completed
- C. A day where no defects or blockers are recorded within an iteration
- D. A day the team shows up for work at the same time

Question 51: Why does Scrum use established time durations for events?

- A. To ensure the appropriate amount of time is spent providing status without allowing waste
- B. To ensure the appropriate amount of time is spent interacting without allowing waste
- C. To ensure the appropriate amount of time is spent executing without allowing waste
- D. To ensure the appropriate amount of time is spent planning without allowing waste

Question 52: The primary reason one might choose a four-week Sprint is when the work is too large for a two-week Sprint and cannot be decomposed further.

- A. True
- B. False

Question 53: What do the three C's stand for in user stories?

- A. Card, Classification, Conversation
- B. Card, Conversation, Classification
- C. Card, Conversation, Confirmation
- D. Card, Communication, Confirmation

7. Self-Assessment

This section provides 30 questions and answers to help you review the content of this introduction book and better understand Scrum. To add more value and increase your understanding, all questions are based on an imaginary project in an imaginary company.

The scenario will be explained along with the questions. It is important to learn from the questions the first time you try them and then you should be able to answer the majority of the questions on the second attempt.

7.1. Questions

Information: X-CO is an IT company founded three years ago. They deliver small and medium projects. They have decided to test Scrum for the first time. They are in the middle of four projects right now, and a new project named S-Proj will be started soon. They wish to use Scrum in this project. So let's pretend we are part of this S-Proj project.

Q1. Do we (X-Co) need to discuss the Scrum method with the customer and receive its approval to use Scrum in this project?

- A. Yes, because it changes our delivery method
- B. Yes, because it increases our return on investment
- C. No, because it is our internal way of managing the project
- D. No, because it is acceptable nowadays to use Scrum

Q2. We are going to assign John (our marketing manager) to take on the role of Product Owner; but we are not sure about this as John has recently joined X-CO and he is not an expert in software development. Should we choose another person instead?

- A. Yes, we need an expert who can participate fully with the specialist work and is capable of communicating with the customer
- B. Yes, we need an expert who can participate fully with the specialist work and who can be part of the Development Team
- C. No, he doesn't need to be a development expert (specialist work), as he gets expert help when needed
- D. No, he doesn't need to be a development expert (specialist work), he just needs to be business oriented

Q3. We are going to choose either of Mary or Mark for the role of Scrum Master. Mary knows Scrum very well, but she's very young and has no real world experience. Mark doesn't know Scrum, but has eight years of experience in managing IT projects. Which one is a better choice for the role of Scrum Master?

- A. Mary, because she knows Scrum and doesn't have to manage the project
- B. Mary, because she knows Scrum and she will learn project management soon
- C. Mark, because he knows project management and doesn't have to know Scrum
- D. Mark, because he knows project management and will learn Scrum soon

Q4. We are going to assign a number of our developers to the Team. We have the choice of (1) using 8 part-time developers that also work on other projects of our company, or (2) change the arrangement of teams and assign only 4 of them full-time and hire a new person to complete the Team. Which option is better?

- A. First one, because it is less costly
- B. First one, because it creates a more collaborative environment
- C. Second one, because it increases the number of developers in the company
- D. Second one, because it creates a more focused environment

Q5. No one in the current composition of the Team knows how to test a piece of software professionally and we do need to test each piece of software as it's developed. What should we do?

- A. Add another person to the Development Team, who is a pro software tester
- B. Ask the test unit, which provides services to other projects of the company, to handle the tests of this project
- C. Outsource the tests to another company
- D. It is too soon to decide on a task that is due to the end of the project

Information: All roles are assigned now, and we're going to start the project. The Product Owner starts communicating with the customer to create the Product Backlog, and others are helping him, as they have nothing else to do at the moment.

Q6. Who should estimate the volume of work of each backlog item?

- A. Product Owner, because they have the full responsibility for the Product Backlog, and knows the items more than others
- B. Scrum Master, because she's responsible for planning
- C. Development Team members, because they are supposed to do the work and they know best how much work is required to complete each item
- D. All roles should estimate the work of items together in a democratic way

Q7. One week passes by, and less than half of the Product Backlog (requirements) is recorded. The

Product Owner believes that it's best to start the first Sprint with this information, rather than waiting for the whole Product Backlog to be completed. What should we do?

- A. Yes, it's a good time to start the first Sprint
- B. No, we should wait for the whole Product Backlog to be completed before starting the Sprints

Q8. Who helps the Product Owner decide on the right action for the previous question?

- A. Product Owner
- B. Scrum Master
- C. Development Team
- D. There's no specific role for that, everyone should share the decision

Q9. We are going to start the first Sprint. What's the first step?

- A. Finalizing the Product Backlog items estimations
- B. Sprint Initiation
- C. Sprint Startup
- D. Sprint Planning
- E. Daily Scrum

Q10. We are going to form the Sprint Backlog. The Development Team prefers to choose 100 points of work for the first Sprint, but Product Owner believes that they should select at least 150 points. What should we do?

- A. We should discuss it and reach a common ground
- B. It should be 100 points
- C. It should be 150 points
- D. Scrum Master should decide

Q11. We are going to decide on the length of Sprints. Some people believe it should be two weeks and some believe that it should be three weeks. What should we do?

- A. Start with either of them and change it later if needed
- B. Start the first Sprint anyway, and see how long it needs
- C. Scrum Master has the final saying on this
- D. Product Owner has the final saying on this

Information: We've started the first Sprint with 8 backlog items worth 100 points of work, and we are half way through the Sprint now.

Q12. Product Owner has detected some new expectations from the customer. When is a good time to implement them into the Product Backlog?

- A. Right after they are detected
- B. After the Sprint
- C. Before the next Sprint
- D. In the next Sprint Planning

Q13. Some Team Members are not sure about the meaning of one of the Sprint Backlog items. What should they do?

- A. They should try to understand it themselves
- B. They should contact the customer and ask for more information
- C. They should ask the Scrum Master to give them more information
- D. They should ask the Product Owner about this

Q14. The Development Team realizes that the volume of work of one of the items in the Sprint Backlog is estimated incorrectly, and the current volume of work of the whole Sprint Backlog is 130 instead of 100. What should we do?

- A. They should return some items back to the Product Backlog to keep the Sprint Backlog volume to about 100 points
- B. They should ask Scrum Master for more time for this current Sprint
- C. They should ask Product Owner to decide on this
- D. They shouldn't do anything now

Information: The Sprint time is going to end. Of the 8 items in the Sprint Backlog, only one is completely finished, three items are almost finished, and others are just 50% complete.

Q15. Team Members realize that if they focus on the three almost finished items and extend the Sprint for only two days, they will be able to complete them too. What should we do?

- A. Expand the duration of Sprint and complete the three items
- B. Expand the duration of Sprint, if customer accepts
- C. Expand the duration of Sprint, if both Scrum Master and Product Owner accept
- D. Do not expand the duration of the Sprint

Q16. Everyone is disappointed with the small number of completed items in the first Sprint. The CEO asks the Scrum Master for an explanation on who is responsible for this. What should the Scrum Master reply regarding who is responsible?

- A. All three roles are responsible
- B. The Development Team is responsible
- C. Two of the Development Team members that were sick for a number of days during the Sprint are responsible
- D. Product Owner has the primary responsibility

Q17. It's time for Sprint Review. Team Members believe that they should only demonstrate the one completed item, but the Product Owner believes that they should also demonstrate the three items that are almost finished. What's the right choice?

- A. The Team Members are right
- B. The Product Owner is right as near completed products can also be shown
- C. The Product Owner is right, given that they will mention in the Sprint Review that those three items are not completed yet but will be done in the near future

Information: The customer's representative is replaced by a new person. This is the person that communicates with the Product Owner. This new customer representative is a very experienced project manager and used to work in many large and medium projects before.

Q18. The new representative of the customer asks X-CO for an urgent meeting with the project manager of S-Proj. Who's the project manager?

- A. Product Owner
- B. Scrum Master
- C. Development Team
- D. None

Q19. Who should attend the meeting with the company representative as mentioned in the previous question?

- A. Product Owner
- B. Scrum Master
- C. Team
- D. Product Owner and Scrum Master
- E. All three roles

Q20. The new representative of the customer asks X-CO to formally introduce their tester, and arrange a meeting with him/her to discuss some important topics. What should we do or who should attend this meeting?

- A. Formally introduce the person in the Team whose expertise is in testing and send the tester to the meeting
- B. Formally introduce the person in the Team who's expert in testing and send all the Team Members to the meeting as they work as a team
- C. Do not introduce anyone as the tester and send all Team Members to the meeting
- D. Do not introduce anyone as the tester, and send Product Owner to the meeting

Information: The first Sprint is done and we are almost ready for the next one.

Q21. We believe that it's a good choice to have a day off after the first Sprint (for education, research, see what other development teams are doing...), but the company does not accept it. Who should discuss it with the company and try to get their approval?

- A. Product Owner
- B. Scrum Master
- C. Development Team
- D. All three roles

Q22. Unfinished items of the previous Sprint (7 items out of 8) are returned to the Product Backlog. Development Team members believe that these items should be selected for the next Sprint, so that they can keep focused on them and finish them as soon as possible. However, the Product Owner believes that some other items are more important now. What should we do?

- A. Select old items so the team can stay focused and maximize the output
- B. Select old items because we shouldn't start anything new, unless the current tasks are finished
- C. Select new items because Product Owner says so
- D. Select new items because it's a good idea to start the new Sprint with new and fresh items

Information: We've planned the second Sprint, and the Sprint has started with 6 items worth 85 points. We are in the middle of the Sprint, no items are finished yet, and we are worried that we cannot develop enough items in this Sprint either.

Q23. Team Members decided to cancel Daily Scrums for the rest of this Sprint, to save time and get things done faster. What do you think of this decision?

- A. Acceptable, because delivery of the products is our first priority
- B. Not right, but acceptable since they've reached this decision and it's their own responsibility to manage their own efforts
- C. Not acceptable, because the Daily Scrum is required in Scrum
- D. Not acceptable, because 15-minutes a day is not really that much

Q24. The Scrum Master realizes that Product Owner attends all Daily Scrums and asks Team Members about their tasks and gives them directions for the following day. What should the Scrum Master do?

- A. It's wrong, the Product Owner should not attend Daily Scrum
- B. It's wrong, the Product Owner should not speak in Daily Scrum
- C. It's OK, the Product Owner can do this
- D. It's OK, it's recommended for the Product Owner to give direction

Q25. The Product Owner realizes that the customer has made very significant changes to the items that are in the current Sprint Backlog. These changes have completely altered these items. What should the Product Owner do?

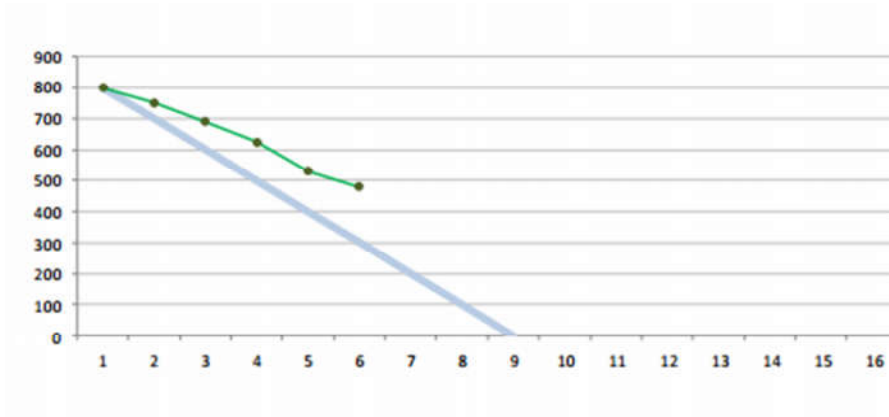
- A. Ask Team Members to stop working on those items and focus on the remaining item of the Sprint Backlog
- B. Change those five items in the Sprint Backlog as soon as possible
- C. Cancel the Sprint
- D. Do nothing, allow the Sprint to complete as normal

Information: The second Sprint is almost finished, and it's time for the Sprint Retrospective. We could only finish two Sprint Backlog items in the previous Sprint.

Q26. We couldn't finish most of the Sprint Backlog items in the past two Sprints. What should we do?

- A. Reduce the capacity of Sprints
- B. Increase the length of the future Sprints
- C. Both of the above as we are still deciding on the correct time for each Sprint
- D. None of the above

Information: Time passes, and the results of our work is shown in the following burndown chart:



Q27. How many Sprints are done so far?

- A. One
- B. Six
- C. Nine
- D. Sixteen
- E. It's not determines by the chart

Q28. What was our initial estimate of the number of Sprints needed for this project?

- A. One
- B. Six
- C. Nine
- D. Sixteen
- E. It's not determined by the chart

Q29. How many Sprints will it probably take us to actually complete the project?

- A. About nine sprints
- B. About ten sprints
- C. About eleven sprints
- D. About fourteen sprints
- E. About sixteen sprints

Q30. Customer wants to add some new features worth 400 points to the project, and expects us to provide them with an estimate on the additional time needed for them. What's your idea? (Tip: Use the answer from Q29 to help you)

- A. About four additional sprints
- B. About five additional sprints
- C. About seven additional sprints
- D. About nine additional sprint