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1/ The Product Owner is not collaborating with the Developers during the Sprint. What would you do as the Scrum Master?

- ☐ A . Talk to the functional manager of the Product Owner.
- ☒ B . Coach the Product Owner to understand why collaboration is important in Scrum and how it can affect the value of the product.
- ☐ C . Nominate someone else as the proxy Product Owner.
- ☐ D . Cancel the Sprint and start training the Product Owner.

2/ Which TWO statements are correct about Daily Scrums?

- ☒ A . Only the Developers participate in the meeting.
- ☒ B . It's always a 15-minute timeboxed event, no matter how many developers there are, or how long the Sprint is.
- ☐ C . Developers must answer the 3 standard questions during the meeting.
- ☐ D . ~~It's facilitated by the Scrum Master.~~
- ☐ E . It's 15 minutes only if the Sprint is one month long.

3/ Which of the following can be considered a real output of a Sprint?

- ☐ A . A user interface layout that is designed for the whole solution
- ☐ B . New features that are ready for integration
- ☒ C . An Increment of working software
- ☐ D . A plan for the following Sprints

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

- ☐ A . Let the Sprint begin, but only with the goal of completing the Product Backlog.
- ☐ B . ~~Ask the Developers to help you refine~~ the Product Backlog instead of starting the first

- ☒ C. Let the team start the first Sprint, and continue refining the Product Backlog.

5/ How should the Product Owner forecast the completion date?

- ☒ A. By any method they find appropriate
- ☐ B . By dividing the remaining amount of work in the Product Backlog to the latest calculated velocity
- ☐ C . It is the responsibility of the Scrum Master to forecast the completion date.
- ☐ D. ~~By using a trend line in the burn-down chart~~

6/ True or false? Daily Scrums are held at the same time and place every day.

- ☒ A . TRUE
- ☐ B . FALSE

7/ True or false? Each item in the Sprint Backlog is owned by one or a pair of Developers.

- ☐ A. TRUE
- ☒ B. FALSE

8/ What type of test should be done during the Sprint?

- ☒ A. Every type of test
- ☐ B . All tests except for user acceptance tests
- ☐ C . All tests except for integration tests
- ☐ D . Unit tests

9/ When does a Scrum Master cancel a Sprint?

- ☐ A . When not enough resources are available for the project
- ☒ B . The Scrum Master doesn't have the authority to cancel the Sprint.
- ☐ C . When there's an unsolved technical dependency
- ☐ D . When the forecast shows that we can't finish many of the items in the Sprint Backlog

10/ When is the Sprint over?

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

11/ True or false? When multiple teams are working on the same product, there should be one common Definition of Done that they all follow.

- ☐ A . FALSE
- ☒ B . TRUE

12/ True or false? When multiple teams are working on a product, they should select work from the same Product Backlog.

- ☒ A . TRUE
- ☐ B . FALSE

13/ Which THREE of the following actions may a Scrum Master take in starting up a project?

- ☒ A . Ask the Developers to discuss and identify the way they are going to develop the product.
- ☐ B . Ask the development managers to introduce their departments and capabilities.
- ☐ C . Ask the team to work together and prepare a complete Product Backlog.
- ☐ D . Ensure that a bonus system is in place for the top performance of individuals.
- ☒ E . Ask the Developers to introduce themselves to each other and describe their skills and background.
- ☒ F . Ask the Product Owner to explain the project, its business need, history, goals, and context.

14/ Which of the following has the most to do with capturing and using lessons learned?

- ☐ A . Sprint Planning
- ☒ B . Sprint Retrospective
- ☐ C . Product Backlog refinement
- ☐ D . Sprint Review

15/ True or false? It's required to use **User Stories** in Scrum.

- ☒ A . **FALSE** → The Scrum Guide only talks about product backlog items, not user stories. Basically we can say that **Scrum Teams don't have to use the User Story format** according to Scrum Guide.
- ☐ B . TRUE

16/ What does it mean for a Scrum Team to **be cross-functional**?

- ☐ A . Every Developer has all the expertise required for creating potentially releasable Increments.
- ☒ B . The team **includes not only** programmers, but also testers, architects, UI designers, etc.
- ☐ C . The team should collaborate with all functional units.
- ☐ D . The Developers work closely with business analysts, architects, and testers external to them.

17/ Which of the following is **NOT allowed** in Scrum?

- ☐ A . Release Planning
- ☒ B . **Release Sprints**
- ☐ C . Refactoring
- ☐ D . Using Planning Poker

18/ What's the **timeboxed duration of Sprints**?

- ☐ A . A couple of months
- ☐ B . Between two and six weeks
- ☐ C . One month
- ☒ D . **Maximum one month**

19/ Which **TWO** of the following are **correct** about Scrum Masters?

- ☒ A . They **cause the removal of impediments**.
- ☐ B . ~~They run the Daily Scrums.~~
- ☐ C . They are accountable for engaging stakeholders.
- ☒ D . They **participate in the Sprint Planning** meetings.
- ☐ E . They prioritize the work items in the Sprint Backlog.

20/ True or false? There are **no testers** in Scrum. → **because every dev can handle this task**

- ☒ A . **TRUE**
- ☐ B . FALSE

21/ Which **THREE Scrum values** are demonstrated by focusing on the **most valuable** items first?

- ☐ A . Cross-functionality
- ☐ B . Trust
- ☒ C . **Courage**
- ☒ D . **Focus**
- ☒ E . **Respect**

22/ Which of the following best describes the **Sprint Review meeting**?

- ☒ A . It's an **inspection of the Increment to collect feedback** and see what to do in the next Sprint.
- ☐ B . It's a meeting to receive the formal approval of the customer for the Increment.
- ☐ C . It's a demo at the end of the Sprint for everyone in the organization to see the Increment.
- ☐ D . It's **a controlling mechanism for evaluating the work** of developers.

23/ What is the main reason for the Scrum Master to be at the Daily Scrum?

- ☐ A . To tell Developers what to do
- ☒ B . The **Developers have asked** the Scrum Master to facilitate their Daily Scrum
- ☐ C . To participate as a Scrum Team member
- ☐ D . To **get a report on progress of the Sprint**

24/ True or false? The Scrum Master **shouldn't allow the Developers** to start working without having the tasks identified and assigned.

- ☐ A . TRUE
- ☒ B . **FALSE**

25/ When is the **Sprint Goal** created?

- ☐ A . At the beginning of the project
- ☐ B . In the previous Sprint Review meeting
- ☒ C . During the **Sprint Planning meeting**
- ☐ D . Toward the end of the previous Sprint

26/ Which are the **THREE** classical questions of **Daily Scrums**, if you decide to go through them?

- ☐ A . What problems did I have yesterday?
- ☒ B . **What impediments are in my way** or in the way of the team?
- ☒ C . **What work did I do yesterday** to help the team achieve its goal?
- ☐ D . How many hours did I spend on the project yesterday?
- ☐ E . What is the progress of the Sprint?
- ☒ F . **What work am I going to do** today to help the team achieve its goal?

27/ Which of the following is a valid service from a Scrum Master to a Product Owner?

- ☐ A . Help the Product Owner order the Product Backlog items in order to maximize value.
- ☒ B . **Help** the **Product Owner** **find techniques for managing the Product Backlog**.
- ☐ C . Act as the middleman between the Product Owner and the Developers, as requested or required.
- ☐ D . Act as a proxy when the Product Owner is not available to the team.

28/ True or false? The **Product Owner** can also be a **Developer**.

- ☒ A . **TRUE** → **The Product Owner of a Scrum Team can also be a Developer on that team.** In such a case, the Product Owner is accountable for maximizing the value of the product that results from the team's work—but they also contribute to the creation of Product Increments as a Developer on the team.
- ☐ B . FALSE

29/ Who is responsible for explaining the Product Backlog items?

- ☐ A . Customer
- ☐ B . User representative(s)

- ☐ C . The Developers self-manage and talk to anyone necessary to find out what the items mean.
- ☐ D . Scrum Master
- ☒ E . Product Owner

30/ Which statement explains the benefit of having tests in the Definition of Done?

- ☒ A . Increases transparency of the Increments.
- ☐ B . It makes it easier for the Scrum Master to measure performance and report progress.
- ☐ C . It makes reporting easier for the Project Manager.

31/ What should the Developers do when they have trouble delivering an item because they don't understand it?

- ☐ A . Move the item back to the Product Backlog.
- ☐ B . Complete as much of the item as possible, and use it in the Sprint Review meeting to create a better understanding of what is needed.
- ☐ C . Defer the item to the next Sprint.
- ☒ D . Collaborate with the Product Owner to see what's possible and desirable.

32/ True or false? A real self-managing team doesn't need a Scrum Master.

- ☐ A . TRUE
- ☒ B . FALSE

33/ Which TWO of the following are feedback loops in Scrum?

- ☒ A . Daily Scrum
- ☒ B . Sprint Retrospective
- ☐ C . Product Backlog refinement
- ☐ D . Burn-down chart

34/ Which TWO of the following are mandatory in Scrum?

- ☐ A . Planning Poker
- ☒ B . Product Owner

- ☐ C . ~~User Stories~~
- ☐ D . Value Points
- ☒ E . Sprint Backlog

35/ Which of the following may be done in the Sprint Retrospective meeting?

- ☐ A . Discuss the Product Backlog items for the next Sprint.
- ☒ B . Discuss the timeboxed duration of Sprints.
- ☐ C . Calculate Velocity.
- ☐ D . ~~Refine the Product Backlog.~~

36/ True or false? The Product Owner should determine how many items should be selected for the Sprint Backlog.

- ☐ A . TRUE
- ☒ B . FALSE

37/ True or false? The Product Owner should have a complete Product Backlog before the first Sprint can start.

- ☒ A . FALSE
- ☐ B . TRUE

38/ True or false? The Product Backlog is baselined before the first Sprint

- ☐ A. TRUE
- ☒ B. FALSE → The Product Backlog is dynamic and always changes. Even the Sprint Backlog is not “baselined”. More generally, we don't have any “baselines” in Scrum

39/ Which of the following may change during the Sprint?

- ☐ A . Minimum level of quality
- ☐ B . Product Goal
- ☒ C . Product Backlog

40/ Which element is NOT an attribute of Product Backlog items?



- ☐ A . Estimate
- ☐ B . ~~Order~~
- ☒ C . Owner
- ☐ D . Description

41/ Which of the following **limits work** in progress?

- ☐ A . Using Product Backlogs
- ☒ B . Using timeboxes
- ☐ C . Having Sprint Reviews
- ☐ D . Having Sprint Retrospectives

42/ How is the Product Backlog **impacted by changes** in the environment in which the product will be used?

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

43/ True or false? A **2x increase** in the number of Developers will **double productivity**.

- ☒ A . FALSE
- ☐ B . TRUE

44/ What does a **burn-down chart** **measure**?

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

45/ Which **TWO** statements are **correct** about the **number of Product Owners** when there are three products being developed using Scrum?

- ☒ A . There can be a different Product Owner for each product.
- ☐ B . There should be only one Product Owner.
- ☐ C . ~~Each product should have a separate~~ Product Owner.
- ☒ D . There can be a single Product Owner for all products.

46/ True or false? The Product Owner can delegate some of their responsibilities to the Developers.

- ☐ A . FALSE
- ☒ B . TRUE

47/ True or false? Scrum doesn't have a role called Project Manager.

- ☐ A . FALSE
- ☒ B . TRUE

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

- ☒ A . Review the work with the Product Owner to see if any adjustments are required, and keep working.
- ☐ B . Extend the duration of the Sprint, to be able to deliver everything.
- ☐ C . ~~The remaining items will be moved to the next Sprint Backlog.~~
- ☐ D . Continue to the next Sprint without a Sprint Review meeting and finish those items in the next Sprint.

49/ Which statement is correct about the Sprint Backlog?

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

50/ True or false? It's generally better to have shorter Sprints when the project is riskier.

- ☒ A . TRUE
- ☐ B . FALSE

51/ True or false? Sprint Review is a meeting for receiving **customer's formal acceptance**.

- ☐ A . TRUE
- ☒ B . **FALSE**

52/ When is an item in the Sprint Backlog considered **complete**?

- ☒ A . When **everything is done** based on the **Definition of Done**
- ☐ B . When all the Developers agree that it's complete
- ☐ C . When the item has all the quality requirements defined by the Product Owner.
- ☐ D . When user acceptance tests are passed

53/ True or false? **Only** Product Backlog items that are **"Ready"** can be selected for the Sprint Backlog.

- ☐ A . TRUE
- ☒ B . **FALSE**

54/ There's a Scrum project that is supposed to have two releases: one in the middle and the other at the end of the project. Which of the following statements is correct about this project?

- ☐ A . Having releasable Increments depends on the preference of the operations'.
- ☐ B . ~~Increments that are created before each release~~ should be releasable.
- ☐ C . Increments are created for investigation and adaptation; they don't have to be releasable.
- ☒ D . **All increments should be releasable.**

55/ Which of the following is **LEAST** likely to be used by a Scrum team?

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

56/ When is it time to integrate the code?

- ☐ A . At the ~~end of each Sprint~~

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

57/ True or false? Items at the top of the Product Backlog are, on average, smaller than those at the bottom.

- ☐ A . FALSE
- ☒ B . TRUE

58/ Which of the following best describes the way a Product Owner can order the items in the Product Backlog?

- ☐ A . Based on size; larger items at the top
- ☒ B . Based on value; more valuable items at the top
- ☐ C . Based on risk; safer items at the top
- ☐ D . Based on size; smaller items at the top

59/ When does the next Sprint begin?

- ☐ A . ~~When the Product Backlog is refined~~ and items at the top are "ready"
- ☒ B . Immediately after the previous Sprint
- ☐ C . When the Product Owner authorizes it
- ☐ D . When the customer approves the previous Increment

60/ True or false? Scrum is a technique for developing complex products.

- ☒ A . FALSE → Scrum is not a process or a technique for building products; rather, it is a framework within which you can employ various processes and techniques.
- ☐ B . TRUE

61/ True or false? It's up to the self-managing team to decide which Scrum events are needed in the project.

- ☒ A . FALSE
- ☐ B . TRUE

62/ What's the recommended number of Developers in a team?

- ☐ A . 4 to 12
- ☐ B . 3 to 11
- ☒ C . 10 or less
- ☐ D . 3 to 9
- ☐ E . 3 to 12

63/ True or false? The Sprint Backlog stays fixed after Sprint Planning.

- ☐ A . TRUE
- ☒ B . FALSE

64/ Which statement best describes the Product Backlog?

- ☒ A . The customer's change requests are reflected in it.
- ☐ B . Contains only small and clear items.
- ☐ C . ~~It's used to create the project~~ plan.
- ☐ D . Contains all tasks identified by the Developers.

65/ Which of the following best describe the questions that are addressed in the Sprint Planning meeting?  
(Select multiple choices)

- ☐ A . ~~Who will do what we have decided to do~~ in this Sprint?
- ☒ B . Why are we going to do this Sprint?
- ☒ C . How are we going to do what we have decided to do in the Sprint?
- ☐ D . What went wrong in the last Sprint and what can we do about it?
- ☐ E . What was the feedback and how should we adapt the Product Backlog?
- ☒ F . What are we going to do during the Sprint?

66/ How many hours per day should a Developer work

- ☒ A . They should work at a constant pace. → tốc độ ko đổi
- ☐ B . They should work between 6 and 16 hours, depending on the situation.

- ☐ C . They should work as much as needed for realizing the Sprint Backlog items by the end of the Sprint.
- ☐ D. ~~Normally, they work about 40 hours a week.~~

67/ True or false? The Developers can have a Team Leader to **improve communications and collaboration**.

- ☐ A . TRUE
- ☒ B . **FALSE**

68/ Which of the following may be done when **the team becomes mature enough** during the project?

- ☐ A . They may not need Sprint Retrospectives anymore.
- ☒ B . **Their velocity may increase.**
- ☐ C . They can release every Sprint.
- ☐ D . They won't need timeboxed events anymore.

69/ At the end of the Sprint, all items are Done **except for one that is almost** Done. What should be done with this item?

- ☐ A. Consider the complete part of the item in velocity calculation and then create a new item in the Product Backlog for the remaining work.
- ☐ B. ~~Demonstrate it in the Sprint Review meeting~~, if the item is presentable in its current state.
- ☐ C. It can be added to the Increment if the user acceptance tests are done.
- ☒ D. **Move it back to the Product Backlog.**

70/ True or false? The Sprint Goal and the Sprint Backlog are **the outputs** of ~~the Sprint Planning meeting~~.

- ☐ A . FALSE
- ☒ B . **TRUE**

71/ True or false? At **least one high-priority** process improvement item should exist in each Sprint Backlog.

- ☒ A . **FALSE**
- ☐ B . TRUE

72/ What's the ~~role~~ of a **Product Owner** during **Sprint Retrospectives**?

- ☐ A . Capturing requirements for the Product Backlog
- ☒ B. Participating as a Scrum Team member
- ☐ C. ~~Summarizing and reporting the results of the meeting~~ to stakeholders
- ☐ D . Answering the questions of Developers

73/ Which of the following is **required** by Scrum?

- ☐ A . Definition of Ready
- ☒ B. Having timeboxed events
- ☐ C . Having full-time developers
- ☐ D. ~~Answering the three standard questions~~ during Daily Scrums

74/ Which of the following is **correct** about **Scrum Masters**?

- ☐ A. They estimate the Product Backlog items. →Devs
- ☐ B. They assign work during the Sprint. →Devs
- ☒ C . They participate in the **Sprint Review meetings**.
- ☐ D. They are accountable for ordering the Product Backlog items.

75/ How is **budgeting done** in Scrum?

- ☐ A . Usually every day
- ☐ B . Budgeting is done based on the initial Product Backlog.
- ☒ C. **Ideally revised at each Sprint to ensure value** is being delivered.
- ☐ D. ~~Scrum doesn't need a budgeting system.~~

76/ Which of the following is **the LEAST productive way** for the Scrum Master to improve the Developers' communications with the Product Owner?

- ☐ A . Teach them how to communicate effectively.
- ☐ B . Monitor their communication performance.
- ☒ C. ~~Suggest effective communication tools and techniques~~ to the Product Owner.

- ☒ D. Act as a go-between for them.

77/ Which of the following is NOT timeboxed?

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

78/ How often should the composition of the team change?

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

79/ Who determines how work is performed during the Sprint?

- ☐ A . The Scrum Master
- ☐ B . The Team Leader
- ☐ C. The Stakeholders
- ☒ D. The Developers
- ☐ E . The customer
- ☐ F. ~~The whole Scrum Team~~

80/ Which of the following is a pillar of Scrum?

- ☐ A . Creativity
- ☐ B . Value optimization
- ☐ C. Collaboration



• D. Adaptation