

Professional Scrum Master Training

SAMPLE QUESTIONS

1. **During my development process, I constantly take actions, measure their effects, and adjust my next actions accordingly. Which theory-of-knowledge approach underpins my development process?**
 - a. Rationalism
 - b. Realism
 - c. Empiricism
 - d. Pragmatism

2. **Sandra, a Scrum Team member working on a Sprint task, designs a new algorithm to help implement a task and presents it to the team. After careful consideration, other team members suggest the use of a different algorithm, better suited to the specific task. Alice uses the newly suggested algorithm and completes the task successfully. Which Scrum values did Alice demonstrate?**
 - a. Focus and respect
 - b. Openness and commitment
 - c. Courage and loyalty
 - d. None of the above

3. **At the end of the last sprint, the Developers shipped software that was not working as intended. The Scrum Master suggests that, in the next sprint, the most senior developer should review all code before it is released. Which one of the following statements best reflects this action?**
 - a. It's a good idea. It will reduce the risk of shipping defective software again.
 - b. It's a bad idea. The senior developer should not spend all their time reviewing code.
 - c. It's up to the Product Owner to complain if defective software was shipped.
 - d. The Scrum Master has no place telling the Developers how to deliver working software.

4. **During the last two sprints, the Developers failed to complete all the items in the Sprint Backlog. Which is the most appropriate thing for the Scrum Master to say?**
 - a. The team should start work earlier in the morning, so they can get more done.
 - b. The team should consider increasing the sprint duration.
 - c. Team members who don't pull their weight should be replaced.
 - d. The team should tell the Product Owner that they cannot cope with so many items in the Product Backlog.

- 5. Which statement best describes a Product Owner's responsibility?**
- a. Directing the Developers.
 - b. Optimizing the value of the work the Developers do.
 - c. Managing the project and ensuring that the work meets the commitments to the stakeholders.
 - d. Keeping stakeholders from distracting the Developers.
- 6. What does it mean to say that an event is time-boxed? (Choose the best answer)**
- a) The event can take no more than a maximum amount of time.
 - b) The event must happen by a given time.
 - c) The event must take at least a minimum amount of time.
 - d) The event must happen at a set time.
- 7. What is the most accurate description of the purpose of the Daily Scrum for the Developers? (Choose one)**
- a) To make changes to the Sprint Backlog
 - b) To inform the Scrum Master of work progress
 - c) To inspect work done since the last Daily Scrum and plan work to be done in the next 24 hours
 - d) To inspect work done since the start of the Sprint and plan work to be done until the end of the Sprint
- 8. When should the Definition of Done be changed?**
- a) Before every Sprint
 - b) When it does not reflect the quality standards expected by the team, organization, or stakeholders
 - c) Never
 - d) During the Daily Scrum
- 9. The CEO asks the developers to add a very important item to a Sprint that is in progress. What should the developers do? (Choose the best answer.)**
- a) Add the item to the Sprint Backlog immediately.
 - b) Add the item to the Sprint Backlog, but only if the item is in line with the Sprint Goal.
 - c) Add the item to the Sprint Backlog and drop an item of equal size.
 - d) Inform the Product Owner so that they can work with the CEO.
- 10. True or False: When multiple teams work together on the same product, each team should maintain a separate Product Backlog.**
- a) True.
 - b) False.

11. Halfway through the Sprint, the developers have already produced an Increment that is usable and Done. The stakeholders are very interested in reviewing the Increment as soon as possible. What should the Scrum Team do?

- a) Release the Increment to the Stakeholders as soon as possible.
- b) Tell the Stakeholders that the sum of all Increments will be delivered at the Sprint Review.
- c) Tell the Stakeholders that the sum of all Increments will be delivered at the end of the Sprint.
- d) Tell the Stakeholders that the Increment will be delivered at the end of the Sprint.

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SAMPLE QUESTIONS AND ANSWERS

1. During my development process, I constantly take actions, measure their effects, and adjust my next actions accordingly. Which theory-of-knowledge approach underpins my development process?

- a. Rationalism
- b. Realism
- c. Empiricism
- d. Pragmatism

The correct answer is c.

Empiricism, the principle that underpins Scrum, is based on constant inspection and adaptation.

2. Sandra, a Scrum Team member working on a Sprint task, designs a new algorithm to help implement a task and presents it to the team. After careful consideration, other team members suggest the use of a different algorithm, better suited to the specific task. Alice uses the newly suggested algorithm and completes the task successfully. Which Scrum values did Alice demonstrate?

- a. Focus and respect
- b. Openness and commitment
- c. Courage and loyalty
- d. None of the above

The correct answer is b.

Sandra has been open to discussing alternative algorithms to the one she chose. She also showed courage in accepting a new algorithm, as suggested by the team, and implementing it.

3. At the end of the last sprint, the Developers shipped software that was not working as intended. The Scrum Master suggests that, in the next sprint, the most senior developer should review all code before it is released. Which one of the following statements best reflects this action?

- a. It's a good idea. It will reduce the risk of shipping defective software again.
- b. It's a bad idea. The senior developer should not spend all their time reviewing code.
- c. It's up to the Product Owner to complain if defective software was shipped.
- d. The Scrum Master has no place telling the Developers how to deliver working software.

The correct answer is d.

The Developers are self-managing and they are solely responsible for deciding how to deliver a

Product Increment and which working practices to employ. Neither the Scrum Master nor the Product Owner may interfere with the Developers' work.

4. During the last two sprints, the Developers failed to complete all the items in the Sprint Backlog.

Which is the most appropriate thing for the Scrum Master to say?

- a. The team should start work earlier in the morning, so they can get more done.
- b. The team should consider increasing the sprint duration.
- c. Team members who don't pull their weight should be replaced.
- d. The team should tell the Product Owner that they cannot cope with so many items in the Product Backlog.

The correct answer is b.

Answer (d) is wrong, as the Developers estimate and select work items at the start of the Sprint and then commit to completing them. (a) and (c) are also wrong as the Scrum Master cannot interfere with the Developers' working practices. The Scrum Master may, however, guide them towards customizing or improving the Scrum process and suggesting a Sprint length increase (b) provides such guidance.

5. Which statement best describes a Product Owner's responsibility?

- a. Directing the Developers.
- b. Optimizing the value of the work the Developers do.
- c. Managing the project and ensuring that the work meets the commitments to the stakeholders.
- d. Keeping stakeholders from distracting the Developers.

The correct answer is b.

Answer (a) is clearly wrong, and (d) is the responsibility of the Scrum Master. The Product Owner does not manage the project, or the work being done, they are responsible for the product (c).

6. What does it mean to say that an event is time-boxed? (Choose the best answer)

- a. The event can take no more than a maximum amount of time.
- b. The event must happen by a given time.
- c. The event must take at least a minimum amount of time.
- d. The event must happen at a set time.

The correct answer is a.

Time-boxed events are events that have a maximum duration.

7. What is the most accurate description of the purpose of the Daily Scrum for the Developers? (Choose one)

- a. To make changes to the Sprint Backlog
- b. To inform the Scrum Master of work progress
- c. To inspect work done since the last Daily Scrum and plan work to be done in the next 24 hours
- d. To inspect work done since the start of the Sprint and plan work to be done until the end of the Sprint

The correct answer is c.

The Daily Scrum serves to inspect work done since the last Daily Scrum and plan work to be done in the next 24 hours.

8. When should the Definition of Done be changed?

- a. Before every Sprint
- b. When it does not reflect the quality standards expected by the team, organization, or stakeholders
- c. Never
- d. During the Daily Scrum

The correct answer is b.

The Definition of Done should change when it does not reflect the quality standards expected by the team, organization, or stakeholders.

9. The CEO asks the developers to add a very important item to a Sprint that is in progress. What should the developers do? (Choose the best answer.)

- a. Add the item to the Sprint Backlog immediately.
- b. Add the item to the Sprint Backlog, but only if the item is in line with the Sprint Goal.
- c. Add the item to the Sprint Backlog and drop an item of equal size.
- d. Inform the Product Owner so that they can work with the CEO.

The correct answer is d.

The items that have been selected for a Sprint have been selected as the most valuable to the Product Owner. The items serve the Sprint's goal. No changes should be made that endanger the Sprint Goal. No one external to the Scrum Team can force changes on the developers (Sprint Backlog) and the Product Owner (Product Backlog).

10. True or False: When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

- a. True.
- b. False.

The correct answer is b.

Products have one Product Backlog, regardless of how many teams are used. Any other setup makes it difficult for the developers to determine what to work on.

11. Halfway through the Sprint, the developers have already produced an Increment that is usable and Done. The stakeholders are very interested in reviewing the Increment as soon as possible. What should the Scrum Team do?

- a. Release the Increment to the Stakeholders as soon as possible.
- b. Tell the Stakeholders that the sum of all Increments will be delivered at the Sprint Review.
- c. Tell the Stakeholders that the sum of all Increments will be delivered at the end of the Sprint.
- d. Tell the Stakeholders that the Increment will be delivered at the end of the Sprint.

The correct answer is a.

Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review, thus supporting empiricism.

However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value.