

# agility.im

PSM II  
Practice  
questions

Agility in Mind Limited

UK: +44 (0)330 043 0143    US: +1-646-343-9409

[better@agility.im](mailto:better@agility.im)

49 Greek Street, London W1D 4EG, UK  
57 West 57<sup>th</sup> Street, New York, New York 10019, USA  
The Coach House, 48 New Park Street, Devizes, Wiltshire SN10 1DS, UK

Reg. in England: 7289974

## PSM 2 practice questions

### Question 1

When you join your new scrum team you discover there is no product owner. Senior management are coming direct to the developers and asking for work to be done urgently.

- a. The developers are working on the most important work so they're maximising value delivered. The developers are demonstrating self-management.
- b. As scrum master you offer to solve the impediment by taking on the product owner role yourself.
- c. The business seems really busy, so you suggest the developers rotate the role of product owner among themselves after all they understand the product.
- d. As Scrum master you explore with the organisation the value of a single accountable person for the product to enable greater focus of delivery of value.

### Question 2

You have 5 Scrum teams each containing six developers all working on the same product. What's the best way of organising these teams?

- a. All five teams require their own product owner and scrum master.
- b. Since they are all working on one product, they only need one product owner and since scrum masters only facilitate events only one scrum master is required.
- c. As many product owners and scrum masters as the Scrum teams wishes.
- d. Since they are all working on one product, they only need one product owner and scrum masters may serve multiple teams so long as they are able to ensure an effective scrum implementation

### Question 3

Your organisations project management office requires a detailed Gantt chart to be submitted for approval prior to your scrum team starting sprints. As a SM what should you do?

- a. The Scrum master is an agile project manager. The scrum master builds the Gantt chart using information available from the scrum team.
- b. The product owner is accountable for release planning so ask them to produce one.
- c. Discuss the need for this with the PMO and help them understand, in complex problem domains it's not possible to predict everything upfront. You suggest the product owner can make a forecast based on the product backlog and maintain transparency throughout.
- d. It's an unreasonable request, Gantt charts are not agile, so you ignore the request.

### Question 4

The CTO suggests your Scrum team use a sprint burn down chart, as it is best practice. No one seems interested. As a SM what should you do next?

- a. Burndown charts are commonly regarded as best practice, so you gently encourage the team to use one.
- b. You know it will be really useful for the team and as a servant leader you decide to create it for them.
- c. Remind the Scrum team they're collectively accountable for delivering a done increment each sprint and ask them if they'd like to try it for a sprint to see if it helps.
- d. Advise the CTO that burndown charts are not part of the Scrum framework

### Question 5

You are the Scrum Master in a team working in 2-week sprints. After several months the volume of testing is mounting up. The head of QA has issued a memorandum mandating that in order to get through all of the testing each sprint, there will be a code freeze at the midway point, where the coders will hand over the system to the testers.

- a. The QA manager is doing the right thing to ensure the teams achieve a done increment. The developers can get started on the next sprints work while the current sprint is being tested.
- b. You suggest an alternative approach to let the coders have the whole sprint to code to "dev done" and then hand over to the test team at the end of the sprint so that it can be tested and "done done"
- c. You don't need testers in a scrum team.
- d. The approach suggested by the QA manager is likely to remove the collective accountability of the Scrum team for delivery. You help facilitate discussion to enable the developers collectively to test.

### Question 6

During sprint planning the product owner presents a number of items for the sprint. The developers have been using a "definition of ready" that states the product backlog items must be written in the user story format. "as a... I want.. so that". A number of items are not written in that format, so the developers are refusing to plan them for this sprint.

- a. You agree, the definition of ready is part of the team charter and it should be upheld.
- b. You agree but suggest a pragmatic solution and rewrite them yourself in the required format fulfilling your role as a servant leader.
- c. The developers are stopping the product owner maximising value. The definition of ready is a useful tool to guide the team of what is required during refinement. It shouldn't be a barrier to effective collaboration.
- d. You remind the developers the definition of ready isn't part of the scrum framework and it should be removed immediately.

### Question 7

Imran, a highly rated software engineer, has resigned from the organisation. What's the most appropriate way of replacing him?

- a. The scrum master should ask HR to fill the vacancy from a pool of available contractors
- b. The Scrum team should create a list of required skills and audition potential candidates with real programming challenges and pair programming
- c. The Scrum team shouldn't be disturbed and be allowed to focus on the increment. Management should interview the candidates.
- d. Scrum teams do twice the work in half the time so they should get on fine without Imran.

### Question 8

The Scrum team is working in 4-week sprints and the developers have decided that they don't want to have a daily scrum every day. They say that it's too repetitive answering the same questions each time and nothing changes so frequently.

Choose the best 2.

- a. Since there are no new updates each day then there is no loss of transparency it is ok to do it less frequently.
- b. Scrum is immutable, it's not scrum without it.
- c. Without the daily scrum, progress towards the sprint goal is not transparent. This will lower the dev team's ability to deliver a done increment.
- d. The developers are self-managing, so it's up to them to decide the frequency of the daily scrum.

### Question 9

The product owner has asked the developers not to perform all of the testing listed in the definition of done to ensure the product is ready to release into production for a customer in 2 weeks' time.

Choose the best 2.

- a. Its ok so long as the product owner allows time in the following sprint to catch up with the missing testing, since technical debt is a valid item on the product backlog
- b. The tests are temporarily removed from the definition of done so the dev team can still claim a done increment.
- c. It is likely that unknown errors will be released into production. This may result in stability issues with the product and lower customer satisfaction.
- d. The developers are professionals. It would be unprofessional to knowingly release poor quality product.

Answers

1D, 2D, 3C, 4C, 5D, 6C, 7B, 8BC, 9CD