



## Lesson PSM. Simulated Exam #1

There are 80 questions in this exam; normal multiple choice questions, multiple answer questions, and true/false ones.

You have 60 minutes to complete your exam, and the passing score is 85%.

You can navigate through the questions whenever you want. The unanswered questions are marked in the navigation system. You can click on the “review question” button to flag it for later review.

When you’re done answering the questions, click on the **Quiz Summary** button, then on **Finish Quiz**. You will see your score, and you can click on the **View Questions** button to receive feedback for all questions.

**Important Note:** Unfortunately, with the current exam system we’re using, you’ll lose the feedback forever if you don’t follow the above instructions. So, please be very careful.

If you have a problem with a question, you can ask help from [nader@mplaza.pm](mailto:nader@mplaza.pm). Questions are usually answered in 3 days. Make sure you mention the five-digit Question Code in your email; the codes are shown when you finish the exam and received the feedback.

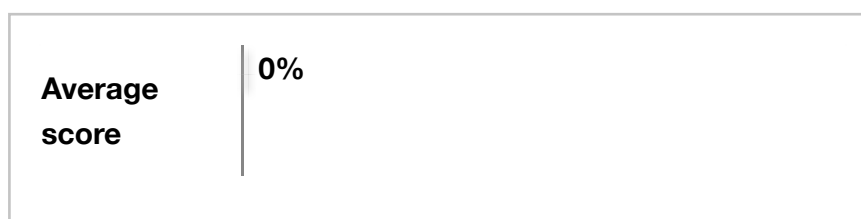
**Good luck!**

### Results

60 of 80 questions answered correctly

Your time: 00:26:27

**You have reached 60 of 80 points, (75%)**



Your score

75%

Restart quiz

View questions

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Answered   Review

### 1. Question

Which of the following best describes the Product Backlog?

- ☒ It grows and change as more is learned about the project
- ☐ It provides information required for the design phase of the project
- ☐ It contains all the tasks required for the project
- ☐ It's a baseline for the change management process

#### Correct

**Question Code: 01032**

The Product Backlog is a type of planning. However, we don't create predictive, detailed upfront plans in Agile environments: the Product Backlog is dynamic and never complete. It provides only enough information for a self-organized team to find its own way. It's always changing to enable adaptation.

There are no "tasks" in the Product Backlog; they belong to the Sprint Backlogs.

### 2. Question

Which of the following is most essential to Scrum?

- ☐ Planning
- ☐ Prediction
- ☒ **Adaptation**
- ☐ Continuous improvement

**Correct****Question Code: 01022**

Scrum is an Agile framework, and Agility is mainly about adaptation (instead of prediction).

**3. Question**

The Definition of Done is used to... (Choose two answers).

- ☐ Increase transparency
- ☒ **Create a shared understanding of what has to be done for each item**
- ☐ Describe the purpose of each Sprint
- ☒ Describe the work that should be done during the Sprint

**Incorrect****Question Code: 01057**

The Definition of Done explains everything we should do for all Product Backlog items, so everyone will have the same understanding when the Development Team says something is done (transparency). It also helps the team better understand what is expected from them for each item, and therefore it is easier for them to plan the Sprint.

The work that should be done until the end of the Sprint to have all items developed depends both on the Definition of Done, and the definition of items that have been selected from the Product Backlog.

The purpose/objective of each Sprint is described in its Sprint Goal.

**4. Question**

How many hours per day should a Development Team member work?

- ☐ As much as needed for realizing the Sprint Backlog items until the end of the Sprint
- ☐ **At a sustainable pace**
- ☐ Between 6 and 16 hours, depending on the situation

- ☒ At least 6 ideal man-hours

**Incorrect****Question Code: 01047**

Working at a sustainable pace is one of the Agile principles. This helps increase productivity and quality.

**5. Question**

How is budgeting done in Scrum?

- ☐ Usually every day
- ☐ Scrum doesn't need the traditional budgeting system
- ☐ **Ideally revised each Sprint to ensure value is being delivered**
- ☒ Budgeting is very simple and limited to the run cost (time and material)

**Incorrect****Question Code: 01020**

Budgeting should be aligned with the value delivered in the previous Sprints, and therefore updated frequently. If it's done properly, we will know when it's best to stop the project and start using the product in operation instead of spending more money developing less valuable Product Backlog items.

**6. Question**

Who determines how work is performed during the Sprint?

- ☐ The business analyst
- ☐ The solution architect
- ☒ **The Development Team**
- ☐ The Product Owner
- ☐ The Scrum Team

**Correct****Question Code: 01078**

It is completely up to the self-organized Development Team to decide on the way they work and on the technical aspects of the project.

**7. Question**

Who's responsible for engaging the stakeholders?

- ☒ **The Product Owner**
- ☐ The Development Team
- ☐ The Scrum Master
- ☐ The project manager
- ☐ The team leader

**Correct****Question Code: 01072**

The Product Owner is responsible for engaging them, understanding them, communicating with them and so on.

**8. Question**

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

- ☐ **Answer questions from the Development Team about the items in the Sprint Backlog**
- ☐ **Work with the stakeholders**
- ☒ Prioritize the Development Team's tasks
- ☒ Measure the Sprint progress
- ☐ Run the Daily Scrums

**Incorrect****Question Code: 01069**

The Product Owner keeps communicating with the stakeholders, creates new items in the Product Backlog, revises the order of items, answers questions and makes sure everyone

has the right understanding of items, and checks the completed items with the Development Team to ensure they are complete based on the Definition of Done. Creating and prioritizing tasks, running Daily Scrums, and measuring the Sprint performance are the Development Team's responsibility.

### 9. Question

Which two of the following are true about Scrum?

- ☒ **Scrum is based on empirical process control theory**
- ☒ **Scrum is a framework for developing and maintaining complex products**
- ☐ Scrum is like a traditional process but with Sprints and related artifacts
- ☐ Scrum is a methodology for managing complex projects

#### Correct

**Question Code: 01026**

A few related points to remember:

1. Scrum is a **framework**, not a **methodology** or body of knowledge.
2. Scrum is **empirical**, rather than theoretical.
3. Scrum is more about project delivery rather than project management.
4. Scrum is **adaptive**, rather than predictive (it's more than just using Sprints and related artifacts).
5. Scrum should be used entirely (we do not tailor it).

### 10. Question

What happens if the Development Team cannot complete its work by the end of the Sprint?

- ☒ **Nothing**
- ☐ The Sprint will be extended
- ☐ The Development Team will continue to the next Sprint without a Sprint Review
- ☐ The Sprint will be canceled

#### Correct

**Question Code: 01024**

Nothing happens! The Development Team will deliver only the items that are 100% done based on the Definition of Done.

The only things the Development Team may do, is inform the Product Owner, so that s/he can revise the order of items -if necessary- and work with her/him to review and adjust the work ("work" here refers to the "tasks", not the "items").

### 11. Question

Which of the following is the subject of Sprint Retrospective?

- ☐ Increment
- ☒ **Scrum process**
- ☐ Technical approach
- ☐ Product Backlog order

#### Correct

**Question Code: 01071**

Sprint Retrospectives are only about the Scrum process and the way the team works. The Increment is the subject of Sprint Review. The technical approach is completely up to the Development Team and the Product Backlog is up to the Product Owner.

### 12. Question

When is a Sprint canceled?

- ☐ When the Development Team finds it necessary
- ☒ **When the Product Owner determines it makes no sense to finish it**
- ☐ When the infrastructure and tools are not ready for the whole project
- ☐ When the Scrum Master decides to

#### Correct

**Question Code: 01063**

Only the Product Owner has the authority to cancel a Sprint. It is done when the Sprint doesn't make sense any more or the Sprint Goal has become obsolete.

### 13. Question

Which does a self-organizing Development Team choose?

- ☐ Product Backlog ordering
- ☒ **How to best accomplish its work**
- ☐ Sprint length
- ☐ When to release

**Correct****Question Code: 01062**

The Product Backlog order and composition, project performance measurement, and release planning are the Product Owner's responsibilities. The Sprint length is determined by the whole Scrum Team.

**14. Question**

The Sprint Review is:

- ☐ An opportunity for receiving approval for the work done
- ☐ **An opportunity for inspection and adaptation**
- ☒ An opportunity for reviewing the viability of the project
- ☐ An opportunity for improving the Scrum processes

**Incorrect****Question Code: 01061**

All four events inside the Sprint are opportunities for inspection and adaptation: Sprint Planning, Daily Scrums, Sprint Review, Sprint Retrospective.

During the Sprint Review, the Development Team demonstrates the Increment and the Product Owner presents the performance information.

**15. Question**

Who should know the most about the project performance?

- ☐ The Project Manager
- ☐ The Scrum Master
- ☒ **The Product Owner**
- ☐ The Development Team



☐ The Scrum Team

**Correct**

**Question Code: 01064**

Measuring the release or project performance is the Product Owner's responsibility.  
Measuring the Sprint performance is the Development Team's responsibility.

**16. Question**

A comprehensive branching and merging model in shared version control reduces the coordination problems when multiple teams are working on the same code.

☒ True

☐ False

**Incorrect**

**Question Code: 01010**

Don't panic! there are only a few questions like this in the exam!

A development option is to "branch" a piece of code from the mainstream, make changes, and merge it back when it works properly. Others can branch the same code while other branches are developed, and it might create problems with merging. There might be some benefits in branching and merging, but it doesn't help with coordination and even makes it worse, because conflicts will be discovered later.

**17. Question**

Which of the following can be delivered as the output of a Sprint?

☐ A user interface layout designed to be used for the solution

☐ A document that shows the solution design and helps the team develop the product

☒ **An Increment of Done software**

☐ A set of tests designed to be used in the next Sprint

**Correct****Question Code: 01033**

All Sprints are done to create Increments: a piece of working software which is potentially shippable and “Done”, based on the Definition of Done (including all the tests). All items we deliver are non-technical and independent of each other.

**18. Question**

Nine (9) Scrum Teams are working on a single product. Which of the following is the best way of planning Sprints?

- ☐ The Product Owner meets with representatives from each team to compose the Sprint Goal and select items from the Product Backlog. Then each representative works with his/her team to create their Sprint Backlog.
- ☐ The Product Owner and all team members meet and create one Sprint Backlog for the project. All teams will share that Sprint Backlog for the next Sprint.
- ☒ **Everyone meets in the same time to check the Product Backlog and to receive information from the Product Owner. Then they coordinate dependencies, shift team members as needed, and create their Sprint Backlogs.**

**Correct****Question Code: 01030**

Some points you need to remember about scaled Scrum:

1. There's only one Product Backlog and one Product Owner for a project/product. Each team needs to have a separate Sprint Backlog however.
2. The Development Team is responsible for selecting the items from the Product Backlog, so it cannot be done without them. They share ownership, and therefore having one person representing a team is not a good option.
3. It's OK to shift team members (change the composition of teams) between two Sprints.
4. Even though Product Backlog items should be independent of each other, the dependencies between teams is a common problem in scaled Scrum so they should be careful about it.

Note: Scrum.org has recently published the Nexus Guide, which is a framework for scaled Scrum. However, there are no direct questions about it in the PSM I exam yet.

**19. Question**

What's the vertical axis in a typical burn-down chart?

- ☐ The amount of remaining work
- ☒ The progress
- ☐ The technical debt
- ☐ The capacity of the team

**Incorrect****Question Code: 01065**

The horizontal axis is time, the vertical axis is the remaining amount of work, and the trend line shows the forecast finish date if the Product Backlog and the team capacity stay the same.

**20. Question**

Items in the Product Backlog are usually larger than items in the Sprint Backlogs.

- ☒ True
- ☐ False

**Correct****Question Code: 01044**

This is how it works:

- a. Items of different sizes are added to the Product Backlog.
- b. Items are sorted based on their business value.
- c. Then we check the items on the top of the Product Backlog, and if they are large, we'll break them down into smaller items. We leave the large items on the bottom of the Product Backlog as they are for now.
- d. The business values will be estimated again, and the Product Backlog sorted based on them.

Based on this explanation, the items on the top of the Product Backlog would be, statistically speaking, smaller than the average. Since the items in the Sprint Backlog come from the top of the Product Backlog, we can say that "the items in the Sprint Backlog are usually smaller than the average item in the Product Backlog".

Remember that we sort the Product Backlog items based only on their business value. The difference in size happens naturally, and is not a basis for sorting.

**21. Question**

What should be done between a Sprint Retrospective and the next Sprint Planning?

- ☒ **Nothing; there's no time between the two.**
- ☐ Refactor the developed items
- ☐ Prepare for the Sprint Planning
- ☐ Release the Increment

**Correct**

**Question Code: 01009**

There's no time between one Sprint and the next. Sprint Planning, which is the first event in any Sprint, comes immediately after Sprint Retrospective of the previous Sprint.

## 22. Question

Items at the bottom of the Product Backlog are usually larger than those on the top.

- ☒ **False**
- ☐ True

**Incorrect**

**Question Code: 01075**

This is how it works:

- a. Items are added to the Product Backlog. They have different sizes.
- b. They are ordered based on their business value.
- c. If a large item is located on the top of the Product Backlog, it is broken down into smaller ones. We don't do it with those on the bottom.

That's why, on average, we expect to have larger items on the bottom of the Product Backlog.

## 23. Question

When must a new Increment of working software be available?

- ☐ Before each planned release
- ☒ **At the end of each Sprint**
- ☐ Whenever the user acceptance testing is done

- ☐ When the Product Owner asks for it
- ☐ Every 3 Sprints

**Correct**

**Question Code: 01076**

An Increment of “Done” working software, which is potentially releasable, must be produced at the end of each Sprint.

Remember that all Sprints are the same, and there are no Sprint Zeros, Hardening Sprints, Integration Sprints, Release Sprints, etc.

#### 24. Question

When the Scrum Team becomes mature enough, it doesn’t need a Scrum Master anymore.

- ☒ **False**
- ☐ True

**Correct**

**Question Code: 01059**

Every Scrum Team needs a Scrum Master and a Product Owner, even if they are mature. Both roles can be part-time.

Remember that the Scrum Master is also responsible for removing impediments. And it doesn’t matter how mature you are in the process; it’s always great to have someone to help you with issues.

#### 25. Question

When can a Development Team cancel a Sprint?

- ☐ The Sprint doesn’t make sense any more
- ☐ Not enough information is available for the development
- ☐ There’s an unsolved technical dependency
- ☒ **They can’t cancel Sprints**

**Correct**

**Question Code: 01001**

Did you notice that the question is asking when the “Development Team” can cancel the Sprint?

If the question was “when can a Sprint be cancelled?” or “when can the Product Owner cancel the Sprint?”, then the right choice would be “when the Sprint doesn’t make sense anymore”.

### Cancelling Sprints

### Having too many undone items in the Sprint Backlog

#### 26. Question

How should multiple teams be composed for a single project?

- ☐ Everyone together will decide on how to form the teams
- ☐ Management will form the teams
- ☐ **Developers themselves will decide on how to form the teams**
- ☒ The Product Owner decides on how to form the teams

#### Incorrect

**Question Code: 01050**

Developers should be self-organized and it’s their responsibility to form the teams.

Besides the initial formation, the developers might also decide to shift among teams at the beginning of each Sprint.

Note: Scrum.org has recently published the Nexus Guide, which is a framework for scaled Scrum. However, the questions in the real PSM I exam are not adjusted yet, and some answers might not be 100% compatible with the Nexus Guide. For now, you need to answer the questions in your real exam the way they are explained here.

#### 27. Question

Who adds new work to the Sprint Backlog during the Sprint?

- ☐ The whole Scrum Team together
- ☐ The Scrum Master
- ☒ **The Development Team**
- ☐ The Product Owner

- ☐ The Product Owner and the Development Team together

**Correct****Question Code: 01007**

The Development Team owns the Sprint Backlog, and they are the only people who can change it. They may consult the Product Owner to see what the best change is.

**What's in the Sprint Backlog?**

**28. Question**

The customer has the final say on the order of Product Backlog items.

☒ **False**

☐ True

**Correct****Question Code: 01027**

The decision on the order of items can be **influenced** by a committee, the customer, or any other stakeholder, but the final say belongs to the Product Owner. This decision should be respected by the whole organization.

**29. Question**

When can the composition of the Development Team change?

- ☐ **Not during the Sprints**
- ☐ The composition of the team should not change
- ☒ Whenever needed
- ☐ After each release

**Incorrect****Question Code: 01073**

We don't expect it to change often, but if required, it shouldn't be during the Sprint, and we should keep in mind that it creates a short time reduction in the productivity, because everyone has to help new team members get to know the project.

Another important point is that increasing the number of developers does not always increase productivity.

**30. Question**

What's the timebox for a complete Sprint Planning meeting?

- ☐ 6 hours for a one month Sprint
- ☒ **8 hours for a one month Sprint**
- ☐ 8 hours for a two week Sprint
- ☐ 6 hours for a two week Sprint

**Correct****Question Code: 01077**

The Sprint Planning is timeboxed for 8 hours when the Sprint is one month long, and shorter proportionally.

**31. Question**

What are two common benefits of self-organization?

- ☐ Increased predictability
- ☒ **Increased self-accountability**
- ☒ **Increased commitment**
- ☐ Increased rule compliance

**Correct****Question Code: 01004**

Being self-organized means that the team finds its own way, instead of receiving orders. When it is so, there is more buy-in (commitment), accountability, and creativity among team members.



**32. Question**

How much of the Sprint Backlog should be defined during the Sprint Planning meeting?

- ☐ All of the potential work.
- ☒ **Just enough for the Development Team to be able to forecast what it can do, and start the first several days of the Sprint.**
- ☐ Just enough to understand the design and architecture.
- ☐ Just enough for the Scrum Master to be able to assign tasks to developers

**Correct**

**Question Code: 01079**

There are two elements in the Sprint Backlog:

1. The **items** selected from the Product Backlog: we don't change them after the Sprint Planning
2. The **tasks** created by breaking down the **items**: only a few of them are created in the Sprint Planning, and the rest will be created during the Sprint. Otherwise, it would be a form of upfront planning. Tasks are referred to as "work" or "plan" in the PSM I exam.

**33. Question**

Who can replace Sprint Backlog items during the Sprint?

- ☒ **The Product Owner and the Development Team together**
- ☐ The Scrum Master
- ☐ **No one**
- ☐ The Product Owner
- ☐ The Development Team
- ☐ The Scrum Team

**Incorrect**

**Question Code: 01068**

Remember that there are two elements in the Sprint Backlog:

1. **Items** selected from the Product Backlog: we don't change them after the Sprint Planning.
2. **Tasks** created by breaking down the **items**: they are always changing. Tasks are

referred to as “work” in the PSM I exam and Scrum Guide.

The tasks (aka work defined in the Sprint Backlog) are changing all the time. However, the Scrum Guide is not clear about the items in the Sprint Backlog. Jeff Sutherland believes they shouldn't change, and old writings from Ken Schwaber say that the items are frozen after the Sprint Planning. The only exception is that when you're done with all items, you will pick the next item from the top of the Product Backlog.

### 34. Question

The Product Owner determines the number of items that should be selected for each Sprint.

- ☐ True
- ☒ False

#### Correct

**Question Code: 01066**

it is totally up to the Development Team to decide how many items they are going to select for the Sprint.

### 35. Question

What does it mean for a Development Team to be cross-functional?

- ☐ All the Development Team members should be cross-functional individuals.
- ☐ The team should collaborate with all functional units
- ☒ The team includes not only programmers, but also testers, architects, UI designers, etc.
- ☐ The developers should work closely with business analysts, architects, and testers external to the team.

#### Correct

**Question Code: 01046**

Everything needed to create a potentially releasable piece of software, usable for the end users, should be done in the cross-functional team. So, they need to have all the expertise. Each developer has one or more types of expertise, such as architecture, programming, testing, and UI design. The sum of all members create a cross-functional team and the individuals do not need to be cross-functional.

**36. Question**

How can security concerns be addressed in Scrum? (Choose 2 answers)

- ☐ They can be outsourced to a department responsible for security
- ☐ They can be handled in a separate Sprint dedicated to security
- ☒ **They can be added to the Product Backlog**
- ☒ **They can be added to the Definition of Done**

**Correct**

**Question Code: 01040**

Many of the security concerns are non-functional features, and therefore will be added to the Definition of Done to be applied to all Product Backlog items.

Some security concerns are specific, and only about a certain part of the product; they can be items in the Product Backlog.

The Development Team is cross-functional and should take care of every aspect of the product, including security. So, it won't be handled by external people.

Each Sprint should be focused on developing items with the highest value, and delivering Done items. We don't keep things such as security, tests, and integration for a time in the future.

**37. Question**

Which statement best describes the Sprint Backlog?

- ☐ Each of its items is assigned to a team member
- ☒ **It's the Development Team's plan for the Sprint**
- ☐ Each of its items has been estimated in hours
- ☐ It's composed by the Product Owner

**Correct**

**Question Code: 01029**

The Sprint Backlog is created during the Sprint Planning. It includes the items selected from the Product Backlog (by the Development Team), and the tasks created by decomposing the items (by the Development Team). The Development Team keeps adding tasks during the Sprint, so, the Sprint Backlog updates. It's the Development Team's plan for the current

Sprint. This plan is not detailed upfront.

If the Development Team cannot deliver some of the items, they will go back to the Product Backlog at the end of the Sprint, and they will be ordered again; they do not go to the next Sprint automatically.

Each task is assigned to one developer or a pair of developers, but the ownership is still shared. Items are not assigned or owned by specific developers; all of them share accountability.

### 38. Question

When should a Sprint Goal be created?

- ☒ In the Sprint Planning meeting
- ☐ It's not mandatory
- ☐ In the beginning of the project
- ☐ Any time during the Sprint
- ☐ In the previous Sprint Retrospective

**Correct**

**Question Code: 01003**

The Sprint Goal is created **during** the Sprint Planning meeting by **the whole Scrum Team**.

The Sprint Goal doesn't change during the Sprint.

### 39. Question

What are the benefits of having tests in the Definition of Done? (Choose 3 answers)

- ☒ There will be increased transparency of the Increments
- ☒ Increments will be closer to being potentially shippable
- ☐ Reporting to the project manager will be easier
- ☒ Increments will be more complete

**Correct**

**Question Code: 01008**

Items are not really Done, unless we have tested them; so, tests should be included in the Definition of Done. In this case, the Increments will be closer to what we can practically call

“complete”, “done”, “potentially releasable”, or “potentially shippable”; to something usable for the users.

Increments should be potentially releasable; for starters, because it makes it easier for the customer to try it and give us useful feedback. The feedback enables adaptation, which is essential to Agile.

Having an effective Definition of Done increases transparency, because everyone will know what we mean when we say an item is Done.

Reporting to the “project manager”? We don’t have a project manager in Scrum.

#### 40. Question

Who’s required to attend the Daily Scrum?

- ☒ **The Development Team members**
- ☐ The Development Team members and the Product Owner
- ☐ The whole Scrum Team
- ☐ The Development Team members and the Scrum Master

#### Correct

**Question Code: 01021**

Anyone “can attend” any meeting, but note that the questions is asking who’s **required** to do so.

Daily Scrum is only for the Development Team, so no one else is “required to attend”, and if they do, they are not supposed to “participate”; they just listen and watch.

#### 41. Question

When is a Sprint Backlog item considered complete?

- ☐ When the user acceptance tests are done
- ☐ When all of its tasks are complete
- ☒ **When everything is done based on the Definition of Done**
- ☐ When the Sprint is over

#### Correct

**Question Code: 01028**

When the item is complete based on the Definition of Done (which means that the end

users can use it), and it creates an Increment of working software that is potentially releasable.

Note: if all the tasks for an item are complete, it doesn't necessarily mean that the item is complete, because we might have forgotten to add some of the tasks to begin with.

#### 42. Question

While the Sprint Planning is progressing, the Development Team has realized that they don't have enough resources to complete all the selected Sprint Backlog items. Which two of the following is usually the best action?

- ☒ **Remove some of the items from the Sprint Backlog**
- ☐ Hire more developers
- ☒ **Inform the Product Owner and start the development**
- ☐ Work overtime

#### Correct

**Question Code: 01018**

We can freely remove some of the items, because it's still **during the Sprint Planning** (we're not allowed to do so after the Sprint Planning).

If we want to, we can just start the Sprint with the high number of items, because nothing happens if we do not deliver everything, but the Product Owner should know the situation.

We work at a constant pace (no overtime work). We do not like to change the composition of the team often, because we know that adding more developers does not always increase productivity, and even when it does, it will not happen in the short term.

#### 43. Question

The Sprint Backlog contains items selected from the Product Backlog, and nothing more.

- ☒ **True**
- ☐ **False**

#### Incorrect

**Question Code: 01005**

There are also **tasks** in the Sprint Backlog.

The developers create tasks by breaking down the items. It's done gradually during the Sprint.

## What's in the Sprint Backlog?

### 44. Question

The purpose of ALL Sprints is to release a piece of working software.

- ☐ False
- ☒ True

#### Incorrect

**Question Code: 01016**

Did you note the word “release”? The purpose of all Sprints is to create an Increment that is “done”, a piece of working software usable for the users, “**potentially releasable**”, and “potentially shippable”. However, we do not necessarily “release” or “ship” all Increments.

### 45. Question

Scrum does not have a role called “project manager”.

- ☐ False
- ☒ True

#### Correct

**Question Code: 01012**

Scrum doesn't have a project manager role. The project management activities are distributed among the three Scrum roles.

Also, you SHOULD NOT have a project manager role when using Scrum.

### 46. Question

When multiple teams are working on the same project, how many Definitions of Done should they use?

- ☐ Each team defines its own Definition of Done independently of others
- ☒ There should be only one Definition of Done for all teams
- ☐ There can be multiple definitions, as long as they are well communicated and understood among teams and with the customer

- ☐ **There can be multiple definitions, as long as they are capable of creating a potentially releasable Increment**

**Incorrect**

**Question Code: 01049**

The teams might be working on different parts of the product (e.g. desktop application, mobile application, web application) or simply have different styles of work, and therefore require different Definitions of Done. This is all right, as long as their definitions are compatible and have the capacity to create an integrated potentially releasable Increments for the whole project. The definitions should also contain all the minimum requirements coming from the organization.

Note: when multiple teams are working on the same project, all their outputs will be combined into one integrated Increment. They also have only one Product Backlog and one Product Owner.

#### 47. Question

The Development Team has realized that they have over committed themselves for the Sprint. Who should be present when they review and adjust the work?

- ☐ Only the Product Owner
- ☒ The whole Scrum Team
- ☐ The whole Scrum Team and other key stakeholders
- ☐ Only the Development Team
- ☐ **The Product Owner and the Development Team**

**Incorrect**

**Question Code: 01006**

Why would you review and adjust the work?

Because you want to make sure that the subset of items you will deliver, and the way they will be delivered, will have the highest value. It's about value, therefore you need to consult the value specialist: the Product Owner.

That's how you decide about the adjustments; the changes in the Sprint Backlog are only applied by the Development Team. They own the Sprint Backlog.

**Having too many undone items in the Sprint Backlog**



### What's in the Sprint Backlog?

#### 48. Question

The Scrum Master has a lot of unresolved issues. Which three of the following actions can be taken to facilitate it?

- ☒ **Prioritize the issues and work on them in order**
- ☒ **Consult the Development Team**
- ☒ **Inform management of the impediments and their impact**
- ☐ Escalate the issues to the right person
- ☐ Ask the senior management for help

#### Correct

**Question Code: 01017**

It's always a good idea to ask the rest of the team for help (consultation), but we prefer not to get help from outside the team, because it will weaken our self-organization.

#### 49. Question

When does the Development Team prepare the tools and infrastructure for the development?

- ☒ **Throughout the project**
- ☐ Before the first Sprint
- ☐ In the Sprint zero

#### Correct

**Question Code: 01031**

We do not prepare the infrastructure and tools upfront, because it requires an understanding of the whole product, which is against the adaptation concept. The required infrastructure and tools depend on the product we're going to create, which in turn is defined throughout the project. So, the infrastructure and tools will be prepared gradually throughout the project.

There's no Sprint zero in Scrum. All Sprints are the same, used to create an Increment of working software.

**50. Question**

Which two of the following are true about the Scrum Master role?

- ☐ It's a management position
- ☐ Is responsible for updating the burn-down chart
- ☒ **Helps those outside the team interact with the Scrum Team**
- ☒ Identifies what has been done prior to the Sprint Review meeting
- ☐ Assigns tasks to the developers

**Incorrect**

**Question Code: 01074**

The Scrum Master does not manage people, but, manages the process. That's why it's considered a management role by Scrum.org.

The role can be part-time.

The Development Team is self-organized; it's the responsibility of the developers to handle the assignments and measures the performance of the Sprints.

It is the Product Owner's responsibility to identify what has been done before the Sprint Review.

**51. Question**

Which three of the following are feedback loops?

- ☒ **Daily Scrum**
- ☒ **Sprint Review**
- ☒ **Sprint Retrospective**
- ☐ Product Backlog refinement
- ☐ Release planning

**Correct**

**Question Code: 01067**

All four events inside the Sprint are feedback loops and opportunities for inspection and adaptation (but not the Sprint itself). So, any of the following are right answers for questions like this:

1. Sprint Planning
2. Daily Scrum

- 3. Sprint Review
- 4. Sprint Retrospective

Remember that while Scrum.org considers “release planning” necessary, and a responsibility of the Product Owner, it’s not explained in the Scrum Guide.

## 52. Question

The customer wants the Development Team to add a very important item to the current Sprint. What should they do?

- ☒ **Refer the customer to the Product Owner**
- ☐ Add the item to the current Sprint Backlog
- ☐ Reject the request
- ☐ Add the item to the Product Backlog
- ☐ Replace an item in the current Sprint Backlog with the new one

### Correct

**Question Code: 01013**

Only the Product Owner can add new items to the Product Backlog. Even s/he cannot add a new item to the Sprint Backlog during the Sprint.

When someone asks for a change in the Sprint Backlog, they should be referred to the Product Owner, so that s/he can work with them to define the item and add it to the Product Backlog for the next Sprints.

In fact, we reject the request for adding the item to the current Sprint Backlog, but this rejection should be done by the Product Owner, rather than the Development Team.

## 53. Question

Which 2 of the following are true about the Product Owner?

- ☒ **Is accountable for prioritizing the Product Backlog items**
- ☐ The role can be played by a committee
- ☐ Should be dedicated to one project
- ☒ **Can be influenced by a committee**

### Correct

**Question Code: 01023**

The Product Owner creates and orders the Product Backlog items and makes sure that everyone understands them. Estimating the items and breaking them down into tasks are done by the Development Team.

There can be a committee for the product ownership, but only their representative will be called the Product Owner. So, there's only **one** Product Owner, even when there are multiple teams. This person can be full-time or part-time. One person can have more than one role in Scrum (e.g. both the Product Owner and the Scrum Master). While it's not forbidden, it's not recommended either.

**54. Question**

Which of the following should be done during the Sprint Review? (Multiple answers)

- ☒ **Communication of the project progress**
- ☒ **Demonstration of the Increment**
- ☐ Discussion of the Scrum process, and how it was used during the Sprint
- ☐ Revision of the technical practices

**Correct****Question Code: 01058**

There are two main things we should do in the Sprint Review meeting: the Development Team demonstrates the Increment to the customer and the Product Owner presents the performance information (especially the forecast of the completion date) to the customer.

**55. Question**

Which two of the following are the best ways a Scrum Master can teach teams to help them self-organize?

- ☐ Maintain and increase velocity
- ☒ **Create a releasable Increment at the end of each Sprint**
- ☐ Use pair-programming
- ☒ **Timebox events to manage risk**

**Correct****Question Code: 01060**

Both timeboxing and having the goal of creating Increments help developers focus on real

problems, take accountability, and make right decisions for the delivery. Both of them are mandatory in Scrum.

Maintaining and increasing velocity is important, but doesn't help with self-organization.

Pair-programming is a helpful Agile practice, but it is not mandatory, and it doesn't serve self-organization.

#### 56. Question

Which 3 of the following are responsibilities of a self-organizing team?

- ☒ **Create tasks for Sprint Backlog items**
- ☒ **Pull Product Backlog items for the upcoming Sprint**
- ☒ **Estimate the amount of work of newly created Product Backlog items**
- ☐ Reorder the Product Backlog
- ☐ Create new Product Backlog items
- ☐ Report progress to stakeholders

#### Correct

**Question Code: 01002**

It's the responsibility of the Development Team to estimate the amount of work of Product Backlog items, and to select an appropriate number of them for each Sprint. They also break down the items into tasks during the Sprint.

Measuring the project performance is the responsibility of the Product Owner, while measuring the Sprint performance is done by the Development Team.

Creating new Product Backlog items, ordering them (prioritization), and making sure everyone has a clear understanding of them is the responsibility of the Product Owner.

#### 57. Question

Which 3 of the following are Scrum Master responsibilities during the Sprint?

- ☒ **Facilitate meetings as requested or needed**
- ☒ **Solve problems**
- ☐ Assign tasks to team members
- ☒ **Ensure the Development Team stays self-organized**

☐ Approve the Increment

**Correct**

**Question Code: 01025**

The Scrum Master ensures that Scrum is understood and enacted entirely, removes impediments (solves problems), and facilitates the meetings as requested or needed.

Assignments are done by the Developers themselves.

No one officially “approves” the Increment. The Product Owner just checks the items to know what is Done before the Sprint Review meeting.

**58. Question**

How is a Product Backlog ordered?

- ☐ Based on the size of the items
- ☒ **Based on the value of the items**
- ☐ Based on the criticality of the items
- ☐ Based on the amount of risk related to each item
- ☐ Based on dependencies among the items

**Correct**

**Question Code: 01034**

The Product Backlog is ordered based on the value of the items to the business, and it is up to the Product Owner to determine how to calculate the value.

Size, criticality, and risk all affect the “value”, but are not directly the basis for ordering.

Items should be independent of each other, so that we can freely order them based on the value.

**59. Question**

A developer does not work properly and is blocking the team activity. Who should decide on removing that person?

- ☐ The Product Owner
- ☐ The resource manager
- ☐ The Scrum Master
- ☒ **The Development Team**

**Correct****Question Code: 01035**

This is the responsibility of the Development Team, because it's self-organized. Since it's some kind of impediment, they may also get help from the Scrum Master.

**60. Question**

Which two of the following are not done during the first Sprint?

- ☒ Plan a small improvement for the next Sprint
- ☒ Deliver a piece of working software
- ☐ **Develop a plan for the whole project**
- ☐ **Prepare a complete infrastructure and set of tools for the project**

**Incorrect****Question Code: 01037**

There's no difference between the first Sprint and the rest of them; we create an Increment of working software, get feedback from the customer (Sprint Review), and plan for improvements for the next Sprint (Sprint Retrospective).

**61. Question**

Which of the following is common when the Scrum Team becomes mature enough during the project?

- ☐ They won't need a Scrum Master any more
- ☐ They won't need Sprint Reviews any more
- ☒ **They will improve the Definition of Done**
- ☐ They won't need Sprint Retrospectives any more
- ☐ They can release every Increment

**Correct****Question Code: 01014**

The Definition of Done includes quality methods and that's why we keep improving it when we mature.

All Scrum roles, events, and artifacts are necessary and should not be ignored for any reason.

**62. Question**

Which of the following is a right action from the Scrum Master in response to a Product Owner who has problems managing the Product Backlog?

- ☒ Ask the Development Team to help the Product Owner understand the dependencies among items to be used in ordering them
- ☐ **Help the Product Owner order the items**
- ☐ Ask the customer to order the items instead of the Product Owner
- ☐ Extend the Sprint, so that the Product Owner has more time ordering items

**Incorrect****Question Code: 01036**

The Scrum Master is supposed to know the tools and techniques, and to help everyone in that regard. However, it's only about helping, training, coaching, and consulting, rather than taking over.

Remember that we're not supposed to have dependencies (at least not many dependencies) among items; so, dependencies are not a basis for ordering the backlog. The only basis is the business value.

**63. Question**

Who must do all the work required for Product Backlog items, to make sure they are potentially releasable?

- ☐ The Scrum Master
- ☒ **The Development Team**
- ☐ The Scrum Team
- ☐ The Product Owner



**Correct****Question Code: 01045**

The Development Team is cross-functional and does the A to Z of each Product Backlog item. They don't need any external help.

The work of the Product Owner and the Scrum Master are different and they do not do anything directly on the items.

**64. Question**

Each Sprint Backlog item is owned by one, or a pair of developers.

- ☐ True
- ☒ False

**Correct****Question Code: 01039**

The Developers share the ownership of the **items** and **tasks** in the Sprint Backlog.

**Tasks** are assigned to the Developers (by themselves), but they all stay accountable (own the task).

**Items** are not assigned to Developers, as each item consists of multiple tasks that need varying expertise.

To summarize:

1. Items are **not** owned by individuals or pairs
2. Items are **not** assigned to individuals or pairs
3. Tasks are **not** owned by individuals or pairs
4. Tasks are **indeed** assigned to individuals or pairs

**65. Question**

Scrum is a detailed software development methodology.

- ☐ True
- ☒ False

**Correct****Question Code: 01056**

Scrum is a framework rather than a methodology, and it's not detailed.

**66. Question**

Which of the following is the best way a Scrum Master can increase the team productivity?

- ☐ Preventing changes to the Sprint Backlog once the Sprint begins
- ☒ **Facilitating meetings and removing impediments**
- ☐ Ordering the Product Backlog items properly
- ☐ Assigning tasks to developers and following up on them

**Correct**

**Question Code: 01041**

Facilitation (as requested or needed), removing impediments and solving problems, training, coaching, consulting, and convincing people to do the right thing are the things we expect from the Scrum Master. S/he is not supposed to block the team's self-organization by giving developers orders, or deciding for them, and s/he is not supposed to do other people's jobs (e.g. ordering the items instead of letting the Product Owner do so).

**67. Question**

Who estimates the work during the Sprint?

- ☐ The whole Scrum Team
- ☐ The Scrum Master
- ☐ The Product Owner
- ☒ **The Development Team**
- ☐ The Development Team and the Product Owner together

**Correct**

**Question Code: 01038**

All estimates are done by the Development Team, since they are the ones who know how to do the work.

**68. Question**

The Scrum Master should cancel the Sprint Planning, if the Sprint Goal is not composed beforehand.

☒ **False**

☐ True

**Correct**

**Question Code: 01015**

The Sprint Goal is composed by the whole Scrum Team **during the Sprint Planning**.

Besides that, we don't cancel the Sprint Planning anyway! The Sprint can be canceled only in extreme situations, by the decision of the Product Owner.

**69. Question**

What's the main responsibility of testers?

☒ They help the team incorporate the test driven development practice

☐ They verify the programmers output

☐ **There's no tester role in Scrum**

☐ They find bugs

☐ They proactively verify the programmers output

**Incorrect**

**Question Code: 01055**

There are only three roles in Scrum: Product Owner, Scrum Master, and Development Team. It's not allowed to define new roles and the Development Team members should not have any titles; they are all just "developers". It is so, because we want all of them to be accountable for everything and to collaborate with each other.

Each person has his/her own area of expertise, such as testing, and that person will be more focused on testing tasks, but it doesn't mean that we can call the person "tester"; they are just developers who are experts in testing.

**70. Question**

The Sprint Backlog should not change after the Sprint Planning.

☐ True

☒ **False**

**Correct**

**Question Code: 01011**

It does change; we are always adding or changing the tasks in the Sprint Backlog.

**What's in the Sprint Backlog?****71. Question**

Scrum Teams should normalize their estimations, so that management can measure and compare their performance.

- ☒ True
- ☐ False

**Incorrect****Question Code: 01080**

It's almost impossible to make the estimate units (e.g. story points) comparable, and only creates problems such as padding. Besides that, the "management" is not supposed to measure their performance; they should be focused on the values generated by the project.

**72. Question**

Which of the following best describes Scrum?

- ☐ A practical and modern project management standard
- ☐ A practical project management methodology
- ☒ **A framework for the development of complex products**
- ☐ A methodology for software development

**Correct****Question Code: 01019**

Scrum is **adaptive** instead of predictive. It's a **framework** rather than a **methodology** or body of knowledge. It's mainly about project delivery rather than project management. It's empirical (based on experience) rather than theoretical. It's suitable for the development of complex products in complex environments.

**73. Question**

When should the Sprint Retrospective be held?

- ☐ When asked by the Product Owner
- ☒ **Each Sprint**
- ☐ When needed, based on lessons learned
- ☐ When asked by the Scrum Master

**Correct**

**Question Code: 01054**

All events are necessary and are held every Sprint; including the Sprint Retrospective, which is the last event inside each Sprint.

#### 74. Question

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

- ☒ **False**
- ☐ True

**Correct**

**Question Code: 01070**

There's only one type of Sprint, and its goal is to create a potentially releasable Increment of features that bring value to the customer. There's no Sprint zero, hardening Sprint, integration Sprint, release Sprint, etc.

#### 75. Question

It's better to have longer Sprints when the project is riskier.

- ☒ **False**
- ☐ True

**Correct****Question Code: 01042**

When Sprints are shorter, there are more opportunities for demonstration, receiving feedback, and adaptation. So, when risks are higher, it's better to have shorter Sprints (if it's possible).

Generally, shorter Sprints are preferred.

**76. Question**

All Increments should be potentially releasable.

☒ **True**☐ False**Correct****Question Code: 01052**

All Increments must be complete based on the Definition of Done, and be potentially releasable/shippable. However, we don't have to actually release all of them. It's up to the Product Owner to decide on the releases based on the project environment.

**77. Question**

When is a Sprint over?

☐ When all Sprint Backlog tasks are done☒ **When the timebox expires**☐ When all Sprint Backlog items are done☐ When the Product Owner considers it done, with any appropriate reason**Correct****Question Code: 01053**

Sprints are timeboxed and they are not extendable. Some timeboxes have a maximum duration and will be finished earlier if everything is done, but Sprint timeboxes have a fixed duration, which does not shrink either. If everything is finished before the end of the Sprint, the Development Team will pick the next item from the Product Backlog and starts working on that.

**78. Question**

When should Increments be shipped?

- ☐ After each Sprint
- ☒ **When it makes sense**
- ☐ When the Increment is shippable
- ☐ When the Increment is free of defects

**Correct**

**Question Code: 01048**

All Increments should be potentially releasable (shippable), but we don't have to release all of them. It depends on the project environment and the customer, and the Product Owner is supposed to make the decision.

#### 79. Question

Which is NOT a Development Team responsibility?

- ☐ Optimizing the work required for Sprint Backlog items
- ☐ Resolving internal team conflicts
- ☐ Measuring the performance of the Sprint
- ☒ **Selecting the Product Owner**

**Correct**

**Question Code: 01051**

It's the Development Team's responsibility to measure their productivity and performance during the Sprint, find their way, plan, and optimize the work required for items and the Sprint Goal, and to resolve their own conflicts. Remember that they are self-organized.

#### 80. Question

What should the Product Owner do during the Sprint zero?

- ☐ Prepare the Product Backlog for the next few Sprints
- ☐ Prepare the Product Backlog for the whole project
- ☐ Communicate with the customer and understand the requirements
- ☒ **There's no such thing as Sprint zero**

**Correct****Question Code: 01043**

There's no such thing as Sprint zero. The first Sprint is called Sprint 1, and it's exactly the same as other Sprints: creates an Increment. The infrastructure and tools and requirements are prepared gradually throughout the project.

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