



Lesson PSM. Simulated Exam #3

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.

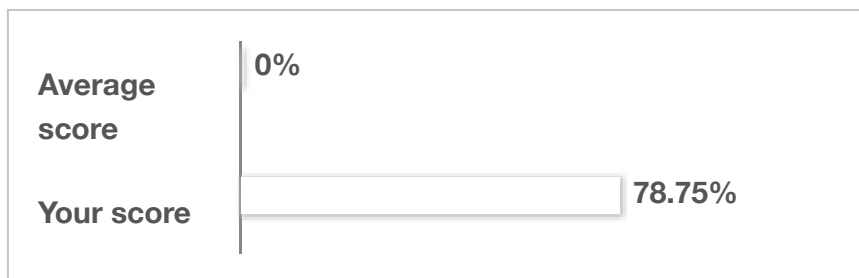
Good luck!

Results

63 of 80 questions answered correctly

Your time: 00:48:04

You have reached 63 of 80 points, (78.75%)

[Restart quiz](#)[View questions](#)

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51
52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68
69	70	71	72	73	74	75	76	77	78	79	80					

Answered Review

1. Question

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

- ☐ Manages the Development Team for maximizing the productivity
- ☒ **Teaches the Development Team to keep the meetings to their timebox**
- ☐ Should be dedicated to one project at a time
- ☒ **Works with other Scrum Masters in the organization to adopt Scrum**
- ☐ Is the contact point between the team and the customer

Correct

Question Code: 03074

The Scrum Master does not manage people, and does not have to be full-time.

The Development Team is self-organized and handles the assignments itself, and measures the performance of the Sprints.

It is the Product Owner's responsibility to identify what has been done before the Sprint Review, since s/he is the main contact person with the stakeholders.

2. Question

When the Scrum Team becomes mature enough, the following decision might be taken.

- ☐ They won't need a Scrum Master any more
- ☒ **They will add more stringent criteria to the Definition of Done**
- ☐ They won't need timeboxed events any more
- ☐ They will need longer Sprint Retrospectives

Correct

Question Code: 03014

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.

3. Question

Which two of the following are NOT Development Team responsibilities?

- ☐ Monitoring productivity
- ☒ **Prioritizing the new Product Backlog items**
- ☐ Resolving their conflicts
- ☒ **Reporting the Sprint progress to the customer**

Correct

Question Code: 03051

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 resolve their own conflicts. Remember that they are self-organized.

4. Question

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?

- ☐ Work overtime and finish everything
- ☒ **Remove some of the lower priority items**
- ☒ **Inform the Product Owner and start development**
- ☐ Add more developers to the team

Correct

Question Code: 03018

We can freely change the number, because it's still "during" 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.

We work on 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 if it does, it will not happen in the short term.

5. Question

Who estimates the work of the newly identified items?

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

Correct

Question Code: 03038

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

6. Question

When may a Development Team change its engineering practices?

- ☒ **Whenever needed**
- ☐ Before the end of Sprint Planning
- ☐ In the Sprint Retrospective
- ☐ Before starting a new Sprint

Correct

Question Code: 03071

The engineering practices and all other technical aspects are completely up to the Development Team and they can change them whenever they find it necessary.

7. Question

Who determines the number of Product Backlog items selected for a Sprint?

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

☐ The Scrum Team

Incorrect

Question Code: 03068

It's completely up to the Development Team to decide on the number of items they are pulling for a Sprint.

8. Question

Which does a self-organizing Development Team choose?

- ☐ The priority of Product Backlog items
- ☒ **How many items to pick for the Sprint backlog**
- ☐ How to measure project performance
- ☐ How to compose the Product Backlog items

Correct

Question Code: 03062

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.

9. Question

Which statement best describes the Sprint Backlog?

- ☐ It is never updated during the Sprint
- ☒ **It is created in the beginning of the Sprint**
- ☐ It contains all the remaining items from the previous Sprint
- ☐ Each of its items has a designated owner

Correct

Question Code: 03029

The Sprint Backlog is created during the Sprint Planning, which is the first event in the Sprint. It includes both items selected from the Product Backlog (by the Development Team), and the tasks created by decomposing the items (by the Development Team) in a Sprint Backlog. 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.

10. Question

The Product Owner should prepare the Sprint Goal before the Sprint Planning.

- ☐ True
- ☒ False

Correct

Question Code: 03015

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

11. Question

When should the Product Owner ship an Increment?

- ☐ When the Increment is releasable
- ☐ When the Development Team is ready for shipment
- ☒ As needed
- ☐ Every Sprint

Correct

Question Code: 03048

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 decision.

12. Question

Which three of the following are true about Product Owners?

- ☐ Creates tasks for the Product Backlog items
- ☒ Is accountable for ordering the Product Backlog
- ☒ Is one person
- ☒ Can also be the Scrum Master
- ☐ Is responsible for removing impediments

Correct**Question Code: 03023**

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 Product Owner. So, there's only one Product Owner. 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.

13. Question

The Scrum Master could not resolve some of the issues. Which two of the following are good techniques to overcome this problem?

- ☒ **Ask the Development Team for help**
- ☒ **Ask the Product Owner for help**
- ☐ Ask the senior management for help
- ☐ Ask the project manager for help
- ☐ Cancel the Sprint and focus on solving the problem

Correct**Question Code: 03017**

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.

14. Question

Which three activities will a Product Owner likely engage in during a Sprint?

- ☒ **Answer developers questions about the Sprint Backlog items**
- ☒ **Create new items in the Product Backlog**
- ☒ **Reorder the Product Backlog items**
- ☐ Update the Sprint burn-down chart
- ☐ Remove impediments
- ☐ Participate in Daily Scrums

Correct

Question Code: 03069

The Product Owner keeps communicating with the stakeholders, creates new items in the Product Backlog, revises the order of items, answer 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 the tasks, running Daily Scrums, and measuring the Sprint performance are the Development Team's responsibility.

15. Question

Which two of the following are feedback loops in Scrum?

- ☒ **Daily Scrum**
- ☒ **Sprint Review**
- ☐ Product Backlog refinement
- ☐ Sprint

Correct**Question Code: 03067**

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

16. Question

Which best describes the cross-functionality?

- ☐ **The Development Team should have all the expertise required for the product, in a way that they do not need any help from the outside**
- ☒ **Members of the Development Team should have all the expertise needed for the production of the Product Backlog items**
- ☐ **The Development Team members should collaborate not only with the customer, but also with all functional units in the performing organization as well as the business**

Incorrect**Question Code: 03046**

Everything needed to create a potentially releasable piece of software, usable for the end user, 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 creates a cross-functional team and the individuals do not need to be cross-functional.

17. Question

Who's responsible for engaging the stakeholders?

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

Correct

Question Code: 03072

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

18. Question

What are two common benefits of self-organization?

- ☐ **Increased creativity**
- ☒ **Increased buy-in**
- ☒ **Increased cross-functionality**
- ☐ Increased predictability
- ☐ Increased respect

Incorrect

Question Code: 03004

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.

19. Question

Which of the following topics should be discussed in the Sprint Review? (Multiple answers)

- ☐ **Progress**
- ☒ **Sprint results**
- ☒ **Scrum process and improvements for the next Sprint**
- ☐ Lessons learned

Incorrect**Question Code: 03058**

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.

20. Question

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

- ☐ The whole Scrum Team
- ☐ The Product Owner
- ☒ **The Development Team, probably with the help of the Scrum Master**
- ☐ The hiring manager

Correct**Question Code: 03035**

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

21. Question

The product must be released to production at the end of each Sprint.

- ☒ **False**
- ☐ True

Correct**Question Code: 03052**

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.

22. Question

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

- ☐ Track the performance of the project

- ☒ **Measure and visualize their own performance throughout the Sprint**
- ☒ **Select items from the Product Backlog to be developed during the Sprint**
- ☐ Make the Sprint Backlog items clear by communications with the customer
- ☒ **Develop the Sprint Backlog items**
- ☐ Prioritize Product Backlog items

Correct**Question Code: 03002**

It's the responsibility of the Development Team to estimate the amount of work of Product Backlog items, and 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.

23. Question

What happens if the Development Team cannot complete all Sprint Backlog items by the end of the Sprint?

- ☐ The Sprint will be over with the completed items
- ☐ The Sprint time will be extended permanently
- ☐ The Sprint time will be extended temporarily
- ☒ The remaining items will be moved to the next Sprint

Incorrect**Question Code: 03024**

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

The only thing 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").

24. Question

What should be done between two Sprints?

- ☐ Receive feedback from the customer

- ☒ **Nothing; there's no time between the two**
- ☐ Work to ensure that the customer understands the developed items
- ☐ Add new items to the Product Backlog, estimate, and order them

Correct**Question Code: 03009**

There's no time between one Sprint and the next.

Ordering the Product Backlog items and estimating the amount of work of new items needed for the next Sprint Planning is done during the previous one, in a continuous process called Product Backlog refinement (or Product Backlog grooming).

25. Question

When is the Sprint Backlog created?

- ☐ Right before the Sprint Planning
- ☒ **During the Sprint Planning**
- ☐ All the way through the project
- ☐ After the Sprint Planning
- ☐ At the beginning of the project

Correct**Question Code: 03011**

The Sprint Backlog is created in the Sprint Planning meeting, and updated during the Sprint.

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. Remember that "tasks" are referred to as "work" or "plan" in the PSM I exam.

The Sprint Backlog is owned by the Development Team, and no one else is allowed to create or update it.

26. Question

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

☒ False

☐ True

Correct

Question Code: 03049

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 integrated, potentially releasable Increments. 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.

27. Question

Who's the project manager in Scrum?

☒ No one

☐ The Product Owner

☐ The Scrum Master

☐ The Development Team leader

Correct

Question Code: 03012

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

28. Question

How many hours per day should a developer work?

☐ As much as needed for completing the planned items

☐ Depending on the organizational policies

☐ Not more than 16 hours prior to the releases, as long as they take a break after that.

☒ At a sustainable pace (usually 6 to 8 hours)

Correct

Question Code: 03047

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

29. Question

When is a Sprint over?

- ☐ When the Product Owner approves it
- ☒ **When the predefined timebox duration is over**
- ☐ When all items are done
- ☐ When the timebox is over or everything is done

Correct

Question Code: 03053

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.

30. Question

What's the role of a PMO in an organization that only uses Scrum for project delivery?

- ☐ **Managing portfolios and programs and facilitating the application of techniques that complement Scrum**
- ☒ There's no place for a PMO in such an organization
- ☐ The PMO will be responsible for making higher level decisions in the project
- ☐ The PMO should manage and help the Scrum Masters
- ☐ The PMO should manage and help the Product Owners

Incorrect

Question Code: 03021

There are many different forms of PMOs and it's hard to define it. No matter what it does, it shouldn't block the self-organization of Scrum teams. On the other hand, Scrum is only about projects and there should be another system for managing programs and portfolios. The latter can be facilitated by a PMO.

31. Question

Who should create the Sprint Goal?

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

Incorrect

Question Code: 03003

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

32. Question

Which two statements are correct about testers?

- ☒ **There's no such role in Scrum**
- ☐ They collaborate with architects and business analysts
- ☒ **Everyone in the Development Team are responsible for quality**
- ☐ They find bugs
- ☐ They verify the work of programmers

Correct

Question Code: 03055

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 we can call the person "tester".

33. Question

What's the responsibility of the Product Owner during Sprint zero?

- ☐ Prepare all Product Backlog items to be used during the project
- ☐ Prepare enough items in the Product Backlog for the first few Sprints

- ☒ **There's no such thing as Sprint zero**
- ☐ Prepare the requirements specification document

Correct

Question Code: 03043

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.

34. Question

When should a new potentially releasable piece of software be available?

- ☒ **At the end of each Sprint**
- ☐ Based on the release plan
- ☐ When the Product Owner needs it
- ☐ Every few Sprints

Correct

Question Code: 03076

An Increment of "done" working software, which is potentially releasable, must be produced at the end of each Sprint.

35. Question

A senior manager frequently distracts the team. Who should try to solve this problem?

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

Correct

Question Code: 03075

The Scrum Master is responsible for removing impediments.

36. Question

Which three statements describe the usage of the Definition of Done?

- ☒ **Creates a common understanding of when work is complete**
- ☒ **Helps developers understand how many Product Backlog items they can select for each Sprint**
- ☒ **Increases transparency**
- ☐ Describes the work that should be done until the end of the Sprint
- ☐ Describe the objective of each Sprint

Correct

Question Code: 03057

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.

37. Question

What's the purpose of Scrum of Scrums?

- ☐ To let Scrum teams share experience and lessons learned
- ☒ **To align multiple teams that are working on the same product**
- ☐ To align teams working on multiple Scrum projects
- ☐ To let Scrum Masters share experience and lessons learned
- ☐ A meeting to report to stakeholders

Correct

Question Code: 03010

In scaled Scrum, where multiple teams work on the same project/product, there is a normal Daily Scrum for each team to align and synchronize. Then one representative from each team goes to the Scrum of Scrum meeting, which is similar to Daily Scrum, to align and synchronize teams instead of team members.

Note: the newly released scaled framework from Scrum.org, called Nexus Framework, doesn't have a Scrum of Scrums and uses Nexus Daily Scrum instead.

38. Question

The Sprint Goal and the Sprint Backlog are the results of Sprint Planning.

- ☐ False
- ☒ True

Correct

Question Code: 03005

The Sprint Backlog is created in the Sprint Planning, and updated during the Sprint; both done by the Development Team.

The Sprint Goal is composed by the whole Scrum Team in the Sprint Planning meeting.

39. Question

Who should know the most about the progress toward a business objective or a release?

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

Correct

Question Code: 03064

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

40. Question

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

- ☒ Inform the Product Owner so that s/he can work with the CEO
- ☐ Reject the request
- ☐ Replace an item in the current Sprint Backlog with the new one
- ☐ Add the item to the Product Backlog
- ☐ Add the item to the current Sprint Backlog

Correct**Question Code: 03013**

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.

41. Question

The purpose of ALL Sprints is to produce a done Increment of working product.

☐ False

☒ True

Correct**Question Code: 03016**

The purpose of all Sprints is to create an Increment, which 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.

Remember that Scrum.org doesn't accept any special type of Sprint, such as Sprint 0, Hardening Sprint, Release Sprint, Integration Sprint, etc. All Sprints are the same.

42. Question

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

☐ A few new features that the customer can easily try and experiment

☒ An Increment of software with minor known bugs in it

☐ A UML diagram

☐ The requirement specification document

Incorrect**Question Code: 03033**

The output of the Sprints is the Increment: the 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.

43. Question

Which of the following is most essential to Scrum?

- ☐ Customer satisfaction
- ☒ **Adaptation**
- ☐ Being fast
- ☐ Collaboration

Correct

Question Code: 03022

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

44. Question

The Sprint Review is:

- ☐ When we review the way we can improve in the next Sprint
- ☐ When we review the feasibility of the project
- ☒ **When the customer inspects the Increment and progress, and provides feedback**
- ☐ When we review the Scrum Team's activities and processes in use

Correct

Question Code: 03061

All four events inside the Sprint are opportunities for inspection and adaptation.

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

45. Question

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

- ☐ Whenever the team member has free capacity for more work
- ☒ **They don't do so**
- ☐ In the Sprint Planning meeting
- ☐ After the Daily Scrums
- ☐ During the Daily Scrums

Correct**Question Code: 03039**

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

It's a good practice to use Pair Programming in Agile, which is when two developers work on the same piece of code. One developer writes code and the other observes and comments. After a while, they switch places. Note that you won't have questions about pair programming in the PSM I exam.

Note: "tasks" are usually referred to as "work" or "plan" in the PSM I exam.

46. Question

During a Sprint, when is new work added to the Sprint Backlog?

- ☒ **As soon as they are identified**
- ☐ When the Product Owner is ready to do so
- ☐ During the Daily Scrums
- ☐ When the Scrum Master is ready to do so

Correct**Question Code: 03007**

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 (any day). Otherwise, it would be a form of upfront planning. Remember that "tasks" are referred to as "work" or "plan" in the PSM exam.

The Sprint Backlog is owned by the Development Team, and no one else is allowed to create or update it.

47. Question

Which of the following is not done in the first Sprint? (Choose 2 answers)

- ☒ Create the first Increment
- ☐ **Complete the solution architecture for the whole product**
- ☐ **Plan the first few Sprints**
- ☒ Demonstrate a piece of working software to the customer

Incorrect

Question Code: 03037

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 in the next Sprint (Sprint Retrospective).

48. Question

Adding more resources to a Scrum project increases productivity and the delivery of value proportionally.

- ☐ True
- ☒ **False**

Correct

Question Code: 03050

Normally, if you double the resources (team members), your productivity will increase less than twice; in other words, it's not proportional.
There's also the Brook's Law that claims "adding manpower to a late software project makes it later" (you don't need it for the exam).

49. Question

The Product Owner has problems managing the Product Backlog. Which of the following is a proper action by the Scrum Master?

- ☐ Take some time off between the two Sprints and have everyone help the Product Owner until the Product Backlog is ready
- ☐ Order the Product Backlog for the Product Owner
- ☒ **Suggest common Product Backlog management techniques to the Product Owner**
- ☐ Ask the Development Team to order the Product Backlog for the Product Owner

Correct

Question Code: 03036

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.

50. Question

When is the time for Sprint Retrospectives?

- ☒ **At the end of each Sprint**
- ☐ At the end of the first few Sprints
- ☐ In the beginning of each Sprint
- ☐ Whenever needed, based on lessons learned
- ☐ In the beginning of the first few Sprints

Correct**Question Code: 03054**

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

51. Question

The Product Owner makes sure the Development Team selects enough items from the Project Backlog for a Sprint to satisfy the customer.

- ☐ **False**
- ☒ **True**

Incorrect**Question Code: 03066**

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

52. Question

A scaled Scrum environment is one that conforms to Scrum framework and uses more than one Scrum Team for one or more Sprints.

- ☒ **True**
- ☐ **False**

Correct**Question Code: 03060**

Scaled Scrum is the use of more than one team. It can be for only a few Sprints though, and they should always follow the framework.

53. Question

The Development Team has realized that they have over committed themselves for the Sprint. What should they do?

- ☐ Nothing
- ☒ **Call the Product Owner to review the items with them and revise the Sprint Backlog if necessary**
- ☐ Move some items back to the Product Backlog
- ☐ Ask the Scrum Master to solve the problem

Correct**Question Code: 03006**

When we realize that we have over committed ourselves and we are not able to deliver many of the Spring Backlog items, we still keep working and deliver whatever we can. However, it might be possible to simplify some of them and deliver more (it's sometimes a good idea, sometimes a bad one). The Development Team and the Product Owner can consider this possibility, and adjust the Sprint Backlog accordingly. This adjustment is usually about the "tasks" in the Sprint Backlog (which are referred to as "work" or "plan" in the exam).

Reminder: there are two elements in the Sprint Backlog, the items selected from the Product Backlog, and the tasks that are created gradually during the Sprint.

Many believe that it's not right to change the Sprint Backlog "items" during the Sprint (e.g. Jeff Sutherland, and old writings of Ken Schwaber), while the Scrum Guide doesn't make it clear about the "items", and there's usually no question about them in the exam. All questions that I know of are about the "work" defined in the Sprint Backlog, or the "plan", which both refer to the tasks in the Sprint Backlog.

54. Question

How is a Product Backlog ordered?

- ☐ Based on the customer's feedback received for the requirement specification document
- ☐ It doesn't have a specific order

- ☐ Riskier items should be on top
- ☒ **Based on the Product Owner's judgment**

Correct**Question Code: 03034**

The Product Backlog is ordered based on the value of 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.

55. Question

What are the benefits of testing Sprint Backlog items during the Sprint? (Choose three answers)

- ☒ **Improves the quality of the feedbacks received in the Sprint Review**
- ☒ **Increment becomes more transparent**
- ☐ Reduces dependencies among Product Backlog items
- ☒ **Increments become potentially releasable**

Correct**Question Code: 03008**

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 back 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.

56. Question

Which of the following are outputs of Sprint Planning? (Choose multiple answers)

- ☐ Product Backlog estimates
- ☒ **Sprint Goal**
- ☒ **Items selected from the Product Backlog**
- ☐ **Tasks**
- ☐ Product Backlog order

☐ Resource assignments

Incorrect**Question Code: 03020**

The Sprint Backlog and Sprint Goal are the main outputs of Sprint Planning. The Sprint Backlog itself consists of the items selected from the Product Backlog, and tasks created by decomposing the items.

57. Question

Who's in the Scrum Team? (Choose multiple answers)

- ☒ **Product Owner**
- ☒ **Scrum Master**
- ☒ **Development Team**
- ☐ Team leader(s)
- ☐ Project manager

Correct**Question Code: 03080**

Yes, some exam questions are as easy as this one. But be careful, a question might seem easy just because you didn't read it carefully.

58. Question

Who decides on the technical approach?

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

Correct**Question Code: 03078**

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.

59. Question

How often should Development Team membership change?

- ☐ Never
- ☐ Like in any other project
- ☒ **As needed, with caution**
- ☐ Every Sprint, to keep the composition dynamic

Correct**Question Code: 03073**

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.

60. Question

What does a trend line through a release burn-down chart indicate?

- ☐ When the project will likely finish, if the team develops with a speed equal to the last Sprint
- ☐ **When the remaining work will likely be completed if nothing changes in the Product Backlog or the Development Team**
- ☒ When the remaining work is supposed to be finished
- ☐ The budgeted cost of the project

Incorrect**Question Code: 03065**

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.

61. Question

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?

- ☐ Extend the duration of Sprint Planning and ask them to discuss the items more and get into agreement

- ☒ **Ask the developers to come up with their best guess and do not worry about the capacity**
- ☐ Cancel the Sprint Planning meeting, give them some time to prepare, and then hold another Sprint Planning
- ☒ **Invite everyone to discuss this problem in the next Sprint Retrospective and try to find a solution**
- ☐ Cancel the Sprint and start the next one when the items are clear

Correct**Question Code: 03079**

The number of Product Backlog items picked in the Sprint Planning is the plan for the Sprint, but nothing happens if the team cannot deliver all of them; it's just a guess. If stakeholders start to blame the team for not delivering everything, the team will pick fewer items in the next Sprint and in turn end up with less productivity.

It is however a problem that the items are not clear and it will certainly create more issues through the Sprint. Therefore, it's a very important topic for the next Sprint Retrospective, when everyone should try to fix it.

The Sprint Planning is timeboxed; never extended. It's also not possible to cancel the meeting and hold it another time (it's almost like extending the duration).

It's nonsense to cancel the Sprint when it's not practically started. On the other hand, only the Product Owner can cancel the Sprint (when the goal becomes obsolete).

62. Question

Which of the following is the most important concern in scaled Scrum?

- ☐ Minimizing dependencies among teams
- ☒ Having a clear Definition of Done that works for all teams
- ☐ Coordinating the activities of teams
- ☐ Making sure there's enough work for all teams
- ☐ Assigning items to teams

Incorrect**Question Code: 03030**

Even though Product Backlog items are independent of each other, multiple teams working on the same product might still have dependencies (e.g. because of working on the same piece of work) and it should be addressed properly.

63. Question

Who must do all the work required for the Product Backlog items, based on the Definition of Done?

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

Correct

Question Code: 03045

The Development Team is cross-functional and can do 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 also different and they do not do anything directly on the items.

64. Question

What is the best way a Scrum Master optimizes the team productivity?

- ☒ **Facilitation and problem solving**
- ☐ Communicating with the customer and understanding their requirements
- ☐ Making the Product Backlog items clear and understood
- ☐ Measuring performance and communicating it to the stakeholders

Correct

Question Code: 03041

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).

65. Question

When is a Sprint canceled?

- ☐ When the Scrum Team feels that the work is too hard
- ☒ **When the Sprint Goal becomes obsolete**
- ☐ When a senior manager decides so

- ☐ When the Development Team realizes it's not able to complete more than half of the Sprint Backlog items

Correct**Question Code: 03063**

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.

66. Question

Which of the following best describes the Product Backlog?

- ☒ It is the result of the requirement specification phase of the project
- ☐ It provides just enough information to enable the team develop the product
- ☐ It is the basis for the team to create a complete project plan
- ☐ It is the predictive plan for the final product of the project

Incorrect**Question Code: 03032**

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

67. Question

Every Scrum project should have a Scrum Master and a Product Owner.

- ☒ True; part-time or full-time.
- ☐ False
- ☐ True; they should be dedicated to one project at a time.

Correct**Question Code: 03059**

Every Scrum project needs a Scrum Master and a Product Owner, even if the team is mature. Both roles can be part-time.

68. Question

Who has the final say on the Product Backlog items?

- ☐ The Development Team
- ☒ **The Product Owner**
- ☐ The customer
- ☐ The whole Scrum Team

Correct

Question Code: 03027

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

Remember that estimating the amount of work for items is the responsibility of the Development Team.

69. Question

When is a Product Backlog item considered complete?

- ☐ When there's nothing more we can do before it can be used by the end users
- ☐ When the Scrum Master approves it
- ☐ When the customer approves its completeness
- ☒ **When the whole Development Team agrees that it is done**

Incorrect

Question Code: 03028

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.

70. Question

Average items in the Product Backlog are usually...

- ☐ The same size as the items in the Sprint Backlog
- ☐ Smaller than items in the Sprint Backlog
- ☒ **Larger than items in the Sprint Backlog**

Correct**Question Code: 03044**

This is how it works:

1. Items of different sizes are added to the Product Backlog
2. Items are sorted based on their business value
3. Large items on the top of the Product Backlog are broken down into smaller ones

That's why the items on the top are smaller than those on the bottom. Also, because items selected for the Sprint Backlog come from the top of the Product Backlog, they are expected to be smaller than the average item in the Product Backlog.

Remember that size is not a basis for ordering the Product Backlog items; it just happens automatically because of our process.

71. Question

Scrum is a development methodology that provides a practical Agile environment.

- ☐ True
- ☒ False

Correct**Question Code: 03056**

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

72. Question

The team doesn't have the tools and infrastructure required for the development of items. What should the Scrum Master do?

- ☒ Have them improve the tools and infrastructure over time and adjust the Definition of Done accordingly
- ☐ Allow them to spend some time preparing before starting the first Sprint
- ☐ Start Sprint zero for preparation and then start developing with Sprint one

Correct**Question Code: 03031**

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.

73. Question

Which three of the following actions should a Scrum Master do in starting up a project?

- ☒ **Ask the Development Team to discuss and identify the way they are going to develop the product**
- ☐ **Ask the Development Team members to introduce themselves to each other and tell about their skills and background**
- ☐ Ensure that a bonus system is in place for top performance of individuals
- ☒ Ensure that team members have clear roles and responsibilities
- ☒ **Ask the Product Owner to explain the project, its business need, history, goals, and context**
- ☐ Ask the development managers to introduce their departments and capabilities
- ☐ Ensure that there's a clear understanding of the complete scope of the project

Incorrect

Question Code: 03070

We do only self-organized activities in the beginning that do not end up with some kind of upfront plan.

74. Question

Which of the following should be considered for setting the duration of Sprints? (Choose multiple answers)

- ☒ **It shouldn't be more than one calendar month**
- ☒ **It shouldn't be so long that the risk is unacceptable to the Product Owner**
- ☒ **It shouldn't be so long that other business events can't be synchronized with the development work**

Correct

Question Code: 03042

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 is possible). Besides that, we should collaborate with the business, so the duration of Sprints should be compatible with their business events. And finally, Sprints should not be longer than one calendar month.

75. Question

When the Sprints are two weeks and there are six developers in the team, what would be the timebox for the Sprint Planning meeting?

- ☒ 4 hours
- ☐ 3 hours
- ☐ 6 hours
- ☐ Monthly
- ☐ 8 hours

Correct

Question Code: 03077

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

76. Question

It's recommended to have analysts employ a "definition of ready" to ensure all items at the top of the Product Backlog are actionable once they are selected for the Sprint Backlog.

- ☐ True
- ☒ False

Correct

Question Code: 03040

We like the items on the top of the Product Backlog to be "ready" for development, and we do our best in "Product Backlog refinement" for that. However, we just continue normally even if the items are not ready, and try to make them clear during the Sprint. This is why there's no "definition of ready" in Scrum, as defined by the Scrum Guide.

We don't wait to have ready items before starting them, because this can be an excuse for having a basis other than business value. On the other hand, having too many unready items on the top of the backlog is usually a symptom of a problem; you should find the root cause and fix that, instead of accepting it as a fact by creating a "definition of ready".

Also, remember that only the items on the top of the Product Backlog need to be ready.

77. Question

Which two of the following are acceptable ways of handling infrastructure and architecture?

- ☐ They will be done by a separate team
- ☒ **They will be done as a part of other Product Backlog items**
- ☒ **They will be added to the Product Backlog to be done in the early Sprints, while at least a few business functionalities are also delivered during those Sprints**
- ☐ They will be done before the first Sprint, so that everything is ready
- ☐ They will be done step by step, in the slack between Sprints

Correct

Question Code: 03001

The preferred way is to do them gradually, as a part of other Product Backlog items. If they are very basic, we can also add them to the Product Backlog directly. In that case, we still cannot limit a Sprint to only the architecture and infrastructure items and at least a few business functionalities should be delivered too.

78. Question

Which of the following best describes Scrum?

- ☒ **An adaptive project development framework**
- ☐ A predictive project development framework
- ☐ A complete project development methodology
- ☐ A project development body of knowledge

Correct

Question Code: 03019

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.

79. Question

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

- ☐ Approve completed deliverables
- ☒ **Ensure the Product Owner spends enough time for the project**
- ☒ **Remove impediments**

- ☐ Measure the progress
- ☐ Communicate the progress with stakeholders

Correct**Question Code: 03025**

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

80. Question

Which three of the following are true about Scrum?

- ☒ Scrum should be tailored to suit the project environment
- ☒ **Scrum is based on empirical process control theory**
- ☐ **Scrum is a development framework**
- ☒ **Scrum is adaptive**
- ☐ Scrum is predictive

Incorrect**Question Code: 03026**

Scrum is a framework, not a methodology or body of knowledge.

Scrum is empirical, rather than theoretical.

Scrum is more about project delivery rather than project management.

Scrum is adaptive, rather than predictive (it's more than just using Sprints and related artifacts).

Scrum should be used entirely (we do not tailor it).

COMPLETE LESSON

Previous: < PSM. Simulated Exam #2

Back to: [PSM I Simulated Exams](#)



Comodo SSL

Material provided by Management Plaza™ (iPlazza N.V). Shop is run by MPLAZA EOOD - Privacy Policy - Terms and Conditions

iPlazza N.V. Barbarastraat 13 bus 1, 3120 Tremelo, Belgium

MPLAZA EOOD, Bulgaria, Sofia 1111, 44 Nikolay Kopernik Street

ITIL®, PRINCE2®, PRINCE2 Agile®, MSP®, M_o_R®, P3O®, MoP® and MoV® are registered trade marks of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.

The Swirl logo™ is a trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.

PMI®, PMP®, PMBOK® Guide, OPM3®, and CAPM® are either marks or registered marks of Project Management Institute, Inc.

DSDM, Atern, and AgilePM are Registered Trade Marks of Dynamic Systems Development Method Limited.

PSM, Professional Scrum Master, PSPO, and Professional Scrum Product Owner are registered trademarks of Scrum.org.