

## **PSM - Multiple Choice Questions (60 questions, 45 min.)**

1. The primary intent behind the Scrum Guide, as stated by its authors, is to:
  - a) Provide a rigid, step-by-step manual for implementing Scrum.
  - b) Offer a comprehensive encyclopedia of all Scrum-related practices.
  - c) Help people worldwide understand the definition of Scrum.
  - d) Serve as a legal document enforcing the use of Scrum.
  
2. According to the Scrum Guide, deviating from the core design or rules of Scrum will likely:
  - a) Enhance the benefits and effectiveness of Scrum.
  - b) Lead to innovative solutions and improved outcomes.
  - c) Cover up problems and limit the benefits of Scrum.
  - d) Have no significant impact on the overall project.
  
3. The term "developers" in the Scrum Guide refers to:
  - a) Exclusively software programmers and coders.
  - b) Anyone who contributes to creating the product increment.
  - c) Only those with technical expertise and specialized skills.
  - d) Project managers and team leaders overseeing the work.
  
4. Scrum, as defined in the guide, is a framework that:
  - a) Provides detailed instructions for every aspect of product development.
  - b) Relies on the collective intelligence of the people using it.
  - c) Dictates specific processes and techniques to be followed.
  - d) Guarantees success in all projects regardless of complexity.

5. The Scrum Guide describes Scrum's approach to existing practices as:
- a) Requiring their complete replacement with new Scrum-specific practices.
  - b) Encouraging their integration within the Scrum framework if they prove effective.
  - c) Discouraging their use as they may hinder the adoption of Scrum principles.
  - d) Mandating their strict adherence without any modifications.
6. The foundation of Scrum lies in:
- a) Traditional project management principles and waterfall methodologies.
  - b) Empiricism and lean thinking.
  - c) Predictive planning and detailed upfront design.
  - d) Individual brilliance and heroic efforts.
7. Empiricism, in the context of Scrum, implies that:
- a) Knowledge is gained through theoretical models and expert opinions.
  - b) Decisions are made based on observation and experimentation.
  - c) The future can be accurately predicted and planned for.
  - d) Intuition and gut feelings are the primary drivers of decision-making.
8. Scrum's iterative, incremental approach aims to:
- a) Eliminate all risks and uncertainties from the project.
  - b) Optimize predictability and control risk.
  - c) Create a rigid and inflexible development process.
  - d) Focus solely on delivering a perfect final product.

9. The Scrum Guide states that Scrum Teams should ideally possess:
- a) All the skills and expertise necessary to do the work, or the ability to acquire them.
  - b) Specialized skills in narrow domains to avoid overlap and confusion.
  - c) A reliance on external experts and consultants for critical tasks.
  - d) A hierarchical structure with clear divisions of labor.
10. The four formal events for inspection and adaptation within a Sprint are:
- a) Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective.
  - b) Project Initiation, Requirements Gathering, Development, and Testing.
  - c) Design, Implementation, Integration, and Deployment.
  - d) Kick-off Meeting, Status Updates, Demos, and Lessons Learned.
11. The concept of transparency in Scrum emphasizes that:
- a) The process and work should be visible only to the Scrum Team.
  - b) Stakeholders should have limited access to project information.
  - c) The emergent process and work must be visible to those performing and receiving the work.
  - d) Transparency is only necessary for successful projects.
12. According to the Scrum Guide, inspection without adaptation is:
- a) Essential for maintaining control and stability.
  - b) Considered pointless.
  - c) A valuable learning opportunity.
  - d) The key to achieving predictability.

13. Adaptation in Scrum is facilitated by:

- a) Empowering and self-managing teams.
- b) Rigid adherence to a predefined plan.
- c) Avoiding any changes once the Sprint has started.
- d) Relying on external experts to make decisions.

14. The Scrum Guide lists five values that are crucial for the successful use of Scrum. Which of the following is NOT one of them?

- a) Commitment
- b) Creativity
- c) Openness
- d) Respect

15. The Scrum Team's primary focus, as emphasized in the guide, should be on:

- a) The work of the Sprint to make the best possible progress toward the Sprint Goal.
- b) Long-term planning and detailed documentation.
- c) Individual achievements and personal recognition.
- d) Avoiding any conflicts or disagreements within the team.

16. The Scrum Guide suggests that the decisions made and the way Scrum is used should:

- a) Diminish or undermine the Scrum values.
- b) Reinforce the Scrum values.
- c) Be solely based on the Scrum Master's directives.
- d) Prioritize individual preferences over team goals.

17. The Scrum Team is expected to learn and explore the Scrum values through:

- a) Attending external training courses and workshops.
- b) Reading books and articles about Scrum.
- c) Working with the Scrum events and artifacts.
- d) Following the Scrum Master's instructions without questioning.

18. When the Scrum values are embodied by the Scrum Team and the people they work with, it leads to:

- a) Increased bureaucracy and micromanagement.
- b) The empirical Scrum pillars coming to life and building trust.
- c) A rigid and inflexible development process.
- d) A focus on individual achievements over team collaboration.

19. The Scrum Guide defines Scrum as:

- a) A heavyweight framework with strict rules and procedures
- b) A predictive methodology for managing complex projects
- c) A lightweight framework for adaptive solutions to complex problems
- d) A set of tools and techniques for software development

20. According to the Scrum Guide, the Scrum framework is:

- a) Complete and prescriptive, providing detailed instructions for all scenarios
- b) Purposefully incomplete, defining only the parts required to implement Scrum theory
- c) Designed to replace all other project management approaches
- d) Limited to software product development and not applicable to other domains

21. Which of the following statements about the Scrum Team's structure is TRUE according to the Scrum Guide?

- a) The Scrum Team can have sub-teams to handle specialized tasks.
- b) The Scrum Team operates with a clear hierarchy and reporting structure.
- c) The Scrum Team is a cohesive unit of professionals focused on one objective at a time.
- d) The Scrum Team's size is strictly limited to five members.

22. The Scrum Guide suggests that if a Scrum Team becomes too large, it should consider:

- a) Reorganizing into multiple cohesive Scrum Teams, each focused on the same product.
- b) Assigning a project manager to oversee the work and coordinate tasks.
- c) Reducing the scope of the project to fit the team's capacity.
- d) Extending the Sprint duration to accommodate the increased workload.

23. The Scrum Team's responsibility encompasses:

- a) Only the development and testing of the product increment.
- b) All product-related activities, including stakeholder collaboration and maintenance.
- c) Primarily administrative tasks and project documentation.
- d) Managing the organization's overall strategic goals.

24. The Scrum Guide states that the Scrum Team is structured and empowered by the organization to:

- a) Follow detailed instructions and predefined processes.
- b) Manage their own work.
- c) Rely on external experts for decision-making.
- d) Avoid any changes once the Sprint has started.

25. Working in Sprints at a sustainable pace helps the Scrum Team to improve its:

- a) Focus and consistency.
- b) Dependence on external stakeholders.
- c) Ability to multitask and handle multiple projects simultaneously.
- d) Reliance on detailed project plans and Gantt charts.

26. The three specific accountabilities within the Scrum Team, as defined by Scrum, are:

- a) Project Manager, Business Analyst, and Developer.
- b) Product Owner, Scrum Master, and Developer.
- c) Team Lead, Tester, and Designer.
- d) Sponsor, User Representative, and Technical Lead.

27. The Developers are accountable for:

- a) Creating a plan for the Sprint, the Sprint Backlog.
- b) Managing the Product Backlog and prioritizing its items.
- c) Facilitating Scrum events and removing impediments.
- d) Communicating the project's progress to stakeholders.

28. Which of the following is NOT a responsibility of the Developers?

- a) Instilling quality by adhering to a Definition of Done.
- b) Adapting their plan each day toward the Sprint Goal.
- c) Holding each other accountable as professionals.
- d) Defining the Product Goal and communicating it to the stakeholders.

29. The Product Owner is accountable for:

- a) Maximizing the value of the product resulting from the work of the Scrum Team.
- b) Writing the code and ensuring its quality.
- c) Conducting the Daily Scrum and tracking the team's progress.
- d) Resolving conflicts within the Scrum Team.

30. Effective Product Backlog management includes:

- a) Developing and explicitly communicating the Product Goal.
- b) Creating and clearly communicating Product Backlog items.
- c) Ordering Product Backlog items.
- d) All of the above.

31. The Product Owner may delegate responsibilities related to Product Backlog management, but they:

- a) Remain accountable for its effectiveness.
- b) Are no longer responsible for any aspect of the Product Backlog.
- c) Share accountability with the person to whom the tasks are delegated.
- d) Must get approval from the Scrum Master before delegating any tasks.

32. The Scrum Master's primary responsibility is to:

- a) Establish Scrum as defined in the Scrum Guide.
- b) Act as a project manager and assign tasks to team members.
- c) Make decisions about the product's features and functionalities.
- d) Manage the budget and track project expenses.



33. The Scrum Master serves the Scrum Team by:
- a) Coaching team members in self-management and cross-functionality.
  - b) Helping the team focus on creating high-value Increments.
  - c) Causing the removal of impediments to the team's progress.
  - d) All of the above.
34. Which of the following is NOT a way the Scrum Master serves the Product Owner?
- a) Helping find techniques for effective Product Goal definition.
  - b) Dictating the content and ordering of the Product Backlog.
  - c) Helping the Scrum Team understand the need for clear Product Backlog items.
  - d) Facilitating stakeholder collaboration.
35. The Scrum Master serves the organization by:
- a) Leading and coaching the organization in its Scrum adoption.
  - b) Planning and advising Scrum implementations.
  - c) Helping employees understand an empirical approach for complex work.
  - d) All of the above.
36. Scrum events are designed to:
- a) Enable the transparency required for inspection and adaptation.
  - b) Create additional overhead and bureaucracy.
  - c) Replace the need for any other forms of communication or collaboration.
  - d) Be conducted only when there are major issues or problems.

37. The Sprint is BEST characterized as:

- a) A variable-length event that adapts to the complexity of the work.
- b) A fixed-length event of one month or less to create consistency.
- c) An open-ended period where the team works until all features are complete.
- d) A planning meeting where the team estimates the project's duration.

38. During the Sprint:

- a) The Sprint Goal can be freely changed if new priorities emerge.
- b) The quality of the work can be compromised to meet the deadline.
- c) The Product Backlog is refined as needed.
- d) The scope is fixed and cannot be renegotiated.

39. Which of the following statements about Sprint cancellation is TRUE?

- a) Any member of the Scrum Team can cancel the Sprint if they deem it necessary.
- b) The Scrum Master has the authority to cancel the Sprint if there are major impediments.
- c) Only the Product Owner has the authority to cancel the Sprint.
- d) Sprints cannot be cancelled under any circumstances.

40. The primary purpose of the Daily Scrum is to:

- a) Report individual progress to the Scrum Master.
- b) Discuss detailed technical solutions and implementation details.
- c) Inspect progress toward the Sprint Goal and adapt the Sprint Backlog.
- d) Conduct a formal review of the completed work.

41. The primary function of Scrum artifacts is to:
- a) Provide detailed documentation of the project's progress.
  - b) Maximize transparency of key information for inspection and adaptation.
  - c) Serve as a replacement for face-to-face communication.
  - d) Track individual team members' performance and contributions.
42. Each Scrum artifact contains a commitment to enhance transparency and focus. Which of the following correctly matches the artifact with its commitment?
- a) Product Backlog - Sprint Goal
  - b) Sprint Backlog - Definition of Done
  - c) Increment - Product Goal
  - d) Product Backlog - Product Goal
43. The Product Backlog is characterized as:
- a) A static and unchanging list of requirements defined at the project's start.
  - b) An emergent, ordered list of what is needed to improve the product.
  - c) A detailed project plan with fixed timelines and dependencies.
  - d) A collection of technical specifications and design documents.
44. Product Backlog items are considered ready for selection in a Sprint Planning event when they:
- a) Are estimated in story points by the Product Owner.
  - b) Have been approved by all stakeholders.
  - c) Can be "Done" by the Scrum Team within one Sprint.
  - d) Have undergone a formal review and sign-off process.

45. Product Backlog refinement is primarily the responsibility of:
- a) The Product Owner
  - b) The Scrum Master
  - c) The Developers
  - d) The stakeholders
46. The Product Goal serves as:
- a) A short-term objective for the current Sprint.
  - b) A long-term target for the Scrum Team to plan against.
  - c) A technical specification for the product's features.
  - d) A detailed description of the user interface and design.
47. Which of the following statements about the Product Goal is FALSE?
- a) It is in the Product Backlog.
  - b) It describes a future state of the product.
  - c) It must be fulfilled before taking on the next objective.
  - d) It remains fixed throughout the project and cannot be changed.
48. The Sprint Backlog is composed of:
- a) The Sprint Goal, the selected Product Backlog items, and a plan for delivering the Increment.
  - b) A list of tasks assigned to individual team members.
  - c) A detailed project schedule with milestones and deadlines.
  - d) A collection of user stories and acceptance criteria.

49. The Sprint Backlog is primarily:

- a) A plan by and for the Developers.
- b) Created by the Product Owner and imposed on the Developers.
- c) A static document that cannot be changed during the Sprint.
- d) A high-level overview of the project's goals and objectives.

50. The Sprint Goal provides:

- a) A rigid set of tasks that must be completed within the Sprint.
- b) Flexibility in terms of the exact work needed to achieve it.
- c) A detailed project plan with specific deadlines for each task.
- d) A guarantee that the product increment will be delivered on time.

51. If the work during the Sprint turns out to be different than expected, the Developers should:

- a) Continue working on the original plan to avoid any disruptions.
- b) Collaborate with the Product Owner to negotiate the scope of the Sprint backlog within the Sprint.
- c) Change the Sprint Goal to align with the new reality.
- d) Cancel the Sprint and start a new one with a revised plan.

52. An Increment is considered valuable when it is:

- a) Thoroughly verified and meets the Definition of Done.
- b) Partially completed but shows promising progress.
- c) Delivered to stakeholders before the end of the Sprint.
- d) Presented at the Sprint Review, regardless of its completeness.

53. The Definition of Done serves to:

- a) Create transparency by providing a shared understanding of what work was completed.
- b) Limit the Scrum Team's creativity and flexibility.
- c) Impose unnecessary bureaucracy and documentation.
- d) Replace the need for testing and quality assurance.

54. If a Product Backlog item does not meet the Definition of Done:

- a) It can still be released to stakeholders as a work in progress.
- b) It is considered part of the Increment but marked as incomplete.
- c) It returns to the Product Backlog for future consideration.
- d) It is discarded and removed from the project entirely.

55. The Scrum Guide's perspective on the Definition of Done is that:

- a) It should be flexible and adaptable, changing from Sprint to Sprint.
- b) It should be defined by the stakeholders and imposed on the Scrum Team.
- c) It is optional and can be ignored if the team is under pressure.
- d) The Developers are required to conform to it.

56. In scenarios where multiple Scrum Teams work together on a product, they:

- a) Can have their own independent Definitions of Done.
- b) Must mutually define and comply with the same Definition of Done.
- c) Should rely on the Scrum Master to define the Definition of Done for them.
- d) Can negotiate and adjust the Definition of Done during each Sprint.

57. According to the Scrum Guide, Scrum is:

- a) Free and offered in the guide itself.
- b) Proprietary and requires a license for use.
- c) Only available to certified Scrum practitioners.
- d) Subject to change and adaptation based on organizational needs.

58. The Scrum framework, as outlined in the guide, is:

- a) Immutable and cannot be altered.
- b) Flexible and can be customized to fit any project.
- c) Dependent on the use of specific tools and technologies.
- d) Limited in its applicability to software development projects.

59. Implementing only parts of Scrum:

- a) Is perfectly acceptable and often leads to improved results.
- b) Is discouraged but may be necessary in certain situations.
- c) Results in something that is not Scrum.
- d) Is the recommended approach for small and simple projects.

60. The Scrum Guide acknowledges that:

- a) Scrum is the only valid approach to project management.
- b) Other techniques, methodologies, and practices cannot be used within Scrum.
- c) Scrum functions well as a container for other practices.
- d) Scrum is a complete and self-sufficient solution for all project challenges.

Answers:

1. c

2. c

3. b

4. b

5. c

6. a

7. a

8. b

9. a

10. a

11. c

12. b

13. a

14. b

15. a

16. b

17. c

18. b

19. c

20. b

21. c

22. a

23. b

24. b

25. a

26. b

27. a

28. d



29. a

30. d

31. a

32. a

33. d

34. b

35. d

36. a

37. b

38. c

39. c

40. c

41. b

42. d

43. b

44. c

45. a

46. b

47. d

48. a

49. a

50. b

51. b

52. a

53. a

54. c

55. d

56. b

57. a

58. a

59. c

60. c