

Exam Questions PSM-I

Professional Scrum Master I

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NEW QUESTION 1

A Scrum Master is working with a Development Team that has members in different physical locations. The Development Team meets in a variety of meeting rooms and has much to do logistically (for example, set up conference calls) before the Daily Scrum. What action should the Scrum Master take?

- A. Allow the Development Team to self-manage and determine for itself what to do.
- B. Set up the meeting and tell the Development Team that is how it will be done.
- C. Ask the Development Team members to alternate who is responsible for meeting setup.
- D. Inform management and ask them to solve it.

Answer: A

NEW QUESTION 2

Which of the following might the Scrum Team discuss during a Sprint Retrospective?

- A. Methods of communication.
- B. The way the Scrum Team does Sprint Planning.
- C. Skills needed to improve the Development Team's ability to deliver.
- D. Its Definition of "Done".
- E. All of the above.

Answer: E

NEW QUESTION 3

When does the second Sprint start?

- A. Once the architectural changes for the second Sprint have been approved by the senior architect.
- B. After the Product Backlog for the second Sprint has been selected.
- C. Immediately after the first Sprint.
- D. After the customer completes acceptance testing of the first Sprint.

Answer: C

NEW QUESTION 4

Who creates a Product Backlog Item's estimate?

- A. The Development Team after clarifying requirements with the Product Owner.
- B. The Product Owner with input from the Development Team.
- C. The most senior people in the organization, including architects and subject matter experts.
- D. The Scrum Master.
- E. The Development Team, alone.

Answer: A

NEW QUESTION 5

When many Development Teams are working on a single product, what best describes the definition of "Done"? (Choose the best answer.)

- A. Each Development Team defines and uses its own.
- B. The differences are discussed and reconciled during a hardening Sprint.
- C. It depends.
- D. Each Development Team uses its own but must make their definition clear to all other teams so the differences are known.
- E. All Development Teams must have a definition of "Done" that makes their combined work potentially releasable.

Answer: D

NEW QUESTION 6

The Product Owner must release each Increment to production.

- A. When it makes sense.
- B. To make sure the Development Team is done every Sprint.
- C. Whenever the product is free of defects.
- D. Without exception.

Answer: A

NEW QUESTION 7

In order to achieve the benefits of Scrum, it is important to enact the value of commitment. What two actions demonstrate the commitment of Scrum Team members? (Choose two.)

- A. Always deliver the items in the Sprint forecast.
- B. Help the other Scrum Team members.
- C. Do your best
- D. Send out a daily status report.
- E. Work late.

Answer:

BC

NEW QUESTION 8

Which output from Sprint Planning provides the Development Team with a target and overarching direction for the Sprint?

- A. The Sprint Backlog.
- B. The Sprint Goal
- C. The release plan.
- D. Sprint Review minutes.

Answer: B

NEW QUESTION 9

A Scrum Master is keeping a list of open impediments, but it is growing and they have been able to resolve only a small portion of the impediments. Which two techniques would be most helpful in this situation?

(Choose two.)

- A. Discuss the impediments with the Development Team.
- B. Prioritize the list and work on them in order.
- C. Arrange a triage meeting with all project managers.
- D. Add each open impediment to the Product Backlog.

Answer: AB

NEW QUESTION 10

What are the two primary ways a Scrum Master keeps a Development Team working at its highest level of productivity? (Choose two.)

- A. By ensuring the meetings start and end at the proper time.
- B. By removing impediments that hinder the Development Team.
- C. By facilitating Development Team decisions.
- D. By keeping high value features high in the Product Backlog.

Answer: BC

NEW QUESTION 10

During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?

- A. When the Product Owner identifies new work.
- B. As soon as possible after they are identified.
- C. When the Scrum Master has time to enter them.
- D. During the Daily Scrum after the Development Team approves them.

Answer: B

NEW QUESTION 12

Which of these may a Development Team deliver at the end of a Sprint?

- A. Failing unit tests, to identify acceptance tests for the next Sprint.
- B. An increment of software with minor known bugs in it.
- C. An increment of working software that is “done”.
- D. A single document, if that is what the Scrum Master asked for.

Answer: C

NEW QUESTION 17

Every Scrum Team must have a Product Owner and Scrum Master. (Choose the best answer.)

- A. Tru
- B. Outcomes affected by their participation and availability.
- C. Fals
- D. A Product Owner can be replaced by a subject matter expert in the Scrum Team.
- E. Fals
- F. A Scrum Master is only required when asked for by the Scrum Team.
- G. Tru
- H. Each must be 100% dedicated to the Scrum Team.

Answer: A

NEW QUESTION 18

When is it most appropriate for a Development Team to change the definition of “Done”?

- A. During Spring Planning.
- B. Prior to starting a new Sprint.
- C. During the Sprint Retrospective.
- D. Prior to starting a new project.

Answer: C

NEW QUESTION 19

When do Development Team members take ownership of a Sprint Backlog item?

- A. At the Sprint planning meeting.
- B. During the Daily Scrum.
- C. Never
- D. All Sprint Backlog Items are “owned” by the entire Development Team, even though each one may be done by an individual Development Team member.
- E. Whenever a team member can accommodate more work.

Answer: C

NEW QUESTION 21

Which two things are appropriate for a Scrum Master to do if the Development Team doesn't have the engineering tools and infrastructure to completely finish each selected Product Backlog item? (Choose two.)

- A. Coach the Development Team to improve its skills, tools, and infrastructure over time and adjust the Definition of “Done” accordingly.
- B. Encourage the Product Owner to accept partially “Done” increments until the situation improves.
- C. Refocus the current Sprint on establishing the Development Team's infrastructure instead of delivering an increment.
- D. Declare the Development Team not ready for Scrum.
- E. Have the Development Team establish a Definition of “Done” that is actually possible to achieve given current circumstances.

Answer: AE

NEW QUESTION 23

At the end of a Sprint Product Backlog item worked on during the Sprint does not meet the definition of “Done”. What two things should happen with the undone Product Backlog item? (Choose two.)

- A. If the stakeholders agree, the Product Owner can accept it and release it to the users.
- B. Put it on the Product Backlog for the Product Owner to decide what to do with it.
- C. Review the item, add the “Done” part of the estimate to the velocity and create a Story for the remaining work.
- D. Do not include the item in the Increment this Sprint.

Answer: BD

NEW QUESTION 25

A Scrum Master is introducing Scrum to a new Development Team. The Development Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

- A. Call a meeting between the Development Team and senior management.
- B. Comply with the decision of the self-organizing team.
- C. Consult with the Product Owner to see how he/she feels about the situation.
- D. Begin facilitating productive and useful Sprint Retrospectives.

Answer: D

NEW QUESTION 29

Which of the following is a Developer accountable for? (Choose the best two answers.)

- A. Selecting the Product Owner.
- B. Reporting productivity.
- C. Creating a plan for the Sprint, the Sprint Backlog.
- D. Organizing the work required to meet the Sprint Goal.

Answer: CD

NEW QUESTION 30

Who can abnormally terminate a Sprint?

- A. The Scrum Master
- B. The Development Team or its members.
- C. The Product Owner
- D. The Stakeholders

Answer: C

NEW QUESTION 31

Which of the following is an example of an Increment? (Choose the best answer.)

- A. A plan for the overall product release.
- B. A mock-up of the product marketing materials.
- C. A design for the product.
- D. A product roll-out plan.
- E. A valuable, useful set of products featured.

F. All of the above.

Answer: F

NEW QUESTION 36

Five new Scrum Teams have been created to build one product. A few of the developers on one of the Development Teams ask the Scrum Master how to coordinate their work with the other teams. What should the Scrum Master do?

- A. Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.
- B. Teach them that it is their responsibility to work with the other teams to create an integrated Increment.
- C. Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.
- D. Visit the five teams each day to inspect that their Sprint Backlogs are aligned.

Answer: C

NEW QUESTION 39

During a Sprint Retrospective, the Development Team proposes moving the Daily Scrum to only occur on Tuesdays and Thursdays. Which two are the most appropriate responses for the Scrum Master? (Choose two.)

- A. Consider the request and decide on which days the Daily Scrum should occur.
- B. Coach the team on why the Daily Scrum is important as an opportunity to update the plan.
- C. Have the developers vote.
- D. Learn why the Development Team wants this and work with them to improve the outcome of the Daily Scrum.
- E. Acknowledge and support the self-organizing team's decision.

Answer: BD

NEW QUESTION 43

Which approach is best for Scrum Teams in order to produce valuable Increments? (Choose the best answer.)

- A. Each Developer works on the component where they feel that they can contribute.
- B. Each Scrum Team is accountable for developing functionality from beginning to end.
- C. Each Scrum Team works on an independent set of components.
- D. Each Scrum Member works only as an independent layer of the system.

Answer: A

NEW QUESTION 45

What is the role of management in Scrum?

- A. To facilitate the Scrum Teams with insights and resources that help them improve.
- B. To monitor the Development Team's productivity.
- C. To identify and remove people that aren't working hard enough.
- D. To continually monitor staffing levels of the Development Team.

Answer: A

NEW QUESTION 46

What does it mean to say that an event has a time-box?

- A. The event must happen at a set time.
- B. The event must happen by a given time.
- C. The event must take at least a minimum amount of time.
- D. The event can take no more than a maximum amount of time.

Answer: D

NEW QUESTION 50

Who is responsible for engaging the stakeholders?

- A. The Business Analyst.
- B. The Development Team.
- C. The Team Manager.
- D. The Project Manager.
- E. The Product Owner.

Answer: E

NEW QUESTION 54

Which three of the following are time-boxed events in Scrum? (Choose three.)

- A. Release Testing.
- B. Release Retrospective.
- C. Sprint Retrospective.

- D. Sprint Planning.
- E. Sprint Testing.
- F. Sprint 0.
- G. Daily Scrum.

Answer: CDG

NEW QUESTION 58

Choose two responsibilities of a self-organizing Development Team. (Choose two.)

- A. Reorder the Product Backlog.
- B. Pull Product Backlog items for the Sprint.
- C. Do the work planned in the Sprint Backlog.
- D. Increase velocity.
- E. Report daily progress to stakeholders.

Answer: BC

NEW QUESTION 61

A properly functioning Scrum Team will have at least one Release Sprint and may well have several.

- A. True
- B. False

Answer: A

NEW QUESTION 65

Which topics should be discussed in the Sprint Review?

- A. The Scrum process, and how it was used during the Sprint.
- B. Coding and engineering practices.
- C. Sprint results.
- D. All of the above.

Answer: D

NEW QUESTION 70

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

- A. The Project Manager.
- B. The Scrum Master.
- C. The Development Team.
- D. The Product Owner.

Answer: D

NEW QUESTION 74

Multiple Scrum Teams working on the same product or system all select work from the same Product Backlog.

- A. True
- B. False

Answer: A

NEW QUESTION 75

Why is the Daily Scrum held at the same time and same place?

- A. The consistency reduces complexity.
- B. The place can be named.
- C. The Product Owner demands it.
- D. Rooms are hard to book and this lets it be booked in advance.

Answer: A

NEW QUESTION 78

Who determines how work is performed during the Sprint?

- A. Architects.
- B. The Development Team.
- C. The Scrum Master.
- D. Subject matter experts.
- E. Development Team managers.

Answer: B

NEW QUESTION 83

Who must attend the Daily Scrum?

- A. The Scrum Master and Product Owner.
- B. The Development Team.
- C. The Development Team and Product Owner.
- D. The Scrum Team.
- E. The Development Team and Scrum Master.

Answer: B

NEW QUESTION 88

A Sprint Retrospective should be held:

- A. At the end of each Sprint.
- B. At the beginning of each Sprint.
- C. Only when the Scrum Team determines it needs one.
- D. At the end of the last Sprint in a project or a release.

Answer: A

NEW QUESTION 90

Who determines when it is appropriate to update the Sprint Backlog during a Sprint?

- A. The Project Manager.
- B. The Development Team.
- C. The Scrum Team.
- D. The Product Owner.

Answer: B

NEW QUESTION 94

The Development Team should have all the skills needed to:

- A. Turn Product Backlog items into an Increment of potentially releasable product functionality.
- B. Do all of the development work, except for specialized testing that requires additional tools and environments.
- C. Complete the project within the date and cost as calculated by the Product Owner.

Answer: A

NEW QUESTION 95

An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done? (Choose the best answer.)

- A. Without a new vocabulary as a reminder of the change, very little change may actually happen.
- B. The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.
- C. Management may feel less anxious.
- D. All answers apply.

Answer: D

NEW QUESTION 97

Scrum has a role called "Project Manager".

- A. True
- B. False

Answer: B

NEW QUESTION 102

As the Development Team starts work during the Sprint, it realizes it has selected too much work to finish in the Sprint. What should it do?

- A. Inform the Product Owner at the Sprint Review, but prior to the demonstration.
- B. Find another Scrum Team to give the excess work to.
- C. As soon as possible in the Sprint, work with the Product Owner to remove some work or Product Backlog items.
- D. Reduce the definition of "Done" and get all of the Product Backlog items "Done" by the new definition.

Answer: C

NEW QUESTION 103

Which phrase best describes a Product Owner?

- A. Go-between development team and customers.
- B. Value optimizer.
- C. Requirements engineer.

D. Team manager.

Answer: A

NEW QUESTION 104

Multiple Scrum Teams working on the same project must have the same Sprint start date.

- A. True
- B. False

Answer: B

NEW QUESTION 107

Which are properties of the Daily Scrum? (Choose two.)

- A. It is facilitated by the team lead.
- B. It is held first thing in the morning.
- C. It is fifteen minutes or less in duration.
- D. It is free from and designed to promote conversation.
- E. It consists of the Scrum Master asking the Team members the three questions.
- F. Its location and time remain constant.

Answer: CF

NEW QUESTION 110

What enhances the transparency of an increment?

- A. Doing all work needed to meet the definition of "Done"
- B. Reporting Sprint progress to the stakeholders daily
- C. Keeping track of and estimating all undone work to be completed in a separate Sprint.
- D. Updating Sprint tasks properly in the electronic tracking tool.

Answer: A

NEW QUESTION 113

When might a Sprint be abnormally cancelled?

- A. When the Development Team feels that the work is too hard.
- B. When the Sprint Goal becomes obsolete.
- C. When the sales department has an important new opportunity.
- D. When it becomes clear that not everything will be finished by the end of the Sprint.

Answer: B

NEW QUESTION 114

The Daily Scrum is an event that happens every day. What would be three key concerns if the frequency were to be lowered to every two or three days? (Choose three.)

- A. Opportunities to inspect and adapt the Sprint Backlog are lost.
- B. Impediments are raised and resolved more slowly.
- C. The Product Owner cannot accurately report progress to the stakeholders.
- D. Too much work is spent updating the Scrum board before the meeting.
- E. The Scrum Master loses the ability to update the Gantt chart properly.
- F. The Sprint plan may become inaccurate.

Answer: ABF

NEW QUESTION 119

Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the quality of the product. What are two good options for the Scrum Master? (Choose the best two answers.)

- A. Wait to bring this up until the Sprint Retrospective.
- B. Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder's concern to the Developers.
- C. Bring the concern to the testers to improve how the Product is verified.
- D. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.
- E. Coach the Product Owner on how to talk with the Developers about this concern.

Answer: BC

NEW QUESTION 123

Which are appropriate topics for discussion in a Sprint Retrospective? (Choose the best three answers.)

- A. Arranging the Sprint Backlog for the next Sprint.
- B. The value of work currently represented in the Product Backlog.
- C. Team relations

- D. Definition of Done.
- E. How the Scrum Team does its work.

Answer: BCE

NEW QUESTION 125

Cross-functional teams are optimized to work on one technical layer of a system only (e.g. GUI, database, middle tier, interfaces).

- A. True
- B. False

Answer: B

NEW QUESTION 126

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