



## Scrum

### Exam Questions PSM-I

Professional Scrum Master I

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#### NEW QUESTION 1

Which answer best describes the topics covered in Sprint Planning?

- A. What to do and who will do it.
- B. How conditions have changed and how the Product Backlog should evolve.
- C. What can be done and how to do it.
- D. What went wrong in the last Sprint and what to do differently this Sprint.
- E. Who is on the team and what team member roles will be.

**Answer: C**

#### NEW QUESTION 2

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

- A. Release Planning.
- B. Release Retrospective.
- C. Sprint Retrospective.
- D. Sprint Planning.
- E. Sprint Testing.
- F. Sprint 0.
- G. Daily Scrum.

**Answer: CDG**

#### NEW QUESTION 3

When a Development Team is having trouble delivering a working Increment because they don't understand a functional requirement, what should they do?

- A. Add a specialist to the Development Team.
- B. Partially complete the functionality, and discuss the remaining work at the Sprint Review.
- C. Collaborate with the Product Owner to determine what is possible and acceptable.
- D. Defer the work to a more appropriate Sprint.

**Answer: C**

#### NEW QUESTION 4

Which of the following are true about the Product Owner role? (Choose two.)

- A. The Product Owner is one person.
- B. The Product Owner is accountable for ordering the Product Backlog.
- C. Multiple people can share the Product Owner role on a Scrum Team.
- D. The Product Owner role can be played by a committee or a team of people.

**Answer: AB**

#### NEW QUESTION 5

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 6

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 7

What are three benefits of self-organization? (Choose three.)

- A. Increased creativity.
- B. Increased rule compliance.
- C. Increased accuracy of estimates.
- D. Increased self-accountability
- E. Increased commitment.

**Answer:** ADE

#### NEW QUESTION 8

The Product Owner makes sure the team selects enough from the Product Backlog for a Sprint to satisfy the stakeholders.

- A. True
- B. False

**Answer:** B

#### NEW QUESTION 9

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 10

A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won't be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help. What would be good advice to give the Product Owner?

- A. Remind the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.
- B. Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.
- C. Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.

**Answer:** A

#### NEW QUESTION 10

Why does a Development Team need a Sprint Goal?

- A. A Sprint Goal only gives purpose to Sprint 0.
- B. Sprint Goals are not valuable.
- C. Everything is known from the Product Backlog.
- D. The Development Team is more focused with a common yet specific goal.
- E. A Sprint Goal ensures that all of the Product Backlog items selected for the Sprint are implemented.

**Answer:** C

#### NEW QUESTION 15

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

- A. True
- B. False

**Answer:** B

#### NEW QUESTION 20

In the Sprint Planning meeting, the Product Owner and the Development Team were unable to reach a clear understanding about the highest order Product Backlog items. Because of this, the Development Team couldn't figure out how many Product Backlog items it could forecast for the upcoming Sprint. They were able to agree on a Sprint Goal, however.

Which of the following two actions should the Scrum Master support? (Choose two.)

- A. Cancel the Sprint
- B. Send the entire team to an advanced Scrum training and then start a new Sprint.
- C. Forecast the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and plan.
- D. Once the time-box for the Sprint Planning meeting is over, start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint.
- E. Continue the Sprint Planning meeting past its time-box until an adequate number of Product Backlog items are well enough understood for the Development Team to make a complete forecast.
- F. Then start the Sprint.
- G. Discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- H. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

**Answer:** BD

#### NEW QUESTION 25

Which statement best describes Scrum?

- A. A defined and predictive process that conforms to the principles of Scientific Management.
- B. A complete methodology that defines how to develop software.

- C. A cookbook that defines best practices for software development.
- D. A framework within which complex products in complex environments are developed.

**Answer:** D

#### NEW QUESTION 26

A Scrum Master is keeping a list of open impediments, but it is growing and he/she has been able to resolve only a small portion of the impediments. Which three techniques would be most helpful in this situation? (Choose three.)

- A. Consulting with the Development Team.
- B. Prioritizing the list and working on them in order.
- C. Arranging a triage meeting with all project managers.
- D. Alerting management to the impediments and their impact.

**Answer:** ABD

#### NEW QUESTION 27

Why should the Product Owner be present at the Daily Scrum?

- A. He/She doesn't need to be there.
- B. To hear about impediments in functionality.
- C. To represent the stakeholders' point of view.
- D. To participate as a Scrum Team member.

**Answer:** A

#### NEW QUESTION 31

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 36

Which outcome is expected as Scrum Teams mature?

- A. They will improve their definition of "Done" to include more stringent criteria.
- B. The Sprint Retrospectives will grow to be longer than 4 hours.
- C. There is no need for a time-boxed Sprint, since time-boxes are only for new Scrum Teams.
- D. Sprint Reviews will no longer be needed.
- E. A Scrum Master is no longer needed since they are a mature team now.

**Answer:** A

#### NEW QUESTION 37

Who has the final decision about the order of items in the Product Backlog? (Choose the best answer.)

- A. The Stakeholders.
- B. The Product Owner.
- C. The Scrum Team.
- D. The Scrum Master.
- E. The Developers.

**Answer:** B

#### NEW QUESTION 38

The length of a Sprint should be:

- A. Short enough to keep the business risk acceptable to the Product Owner.
- B. Short enough to be able to synchronize the development work with other business events.
- C. No more than one calendar month.
- D. All of these answers are correct.

**Answer:** D

#### NEW QUESTION 41

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 two of the following are true about the Scrum Master role? (Choose two.)

- A. At the Sprint Review, the Scrum Master identifies what has been "done" and what has not been "done".
- B. The Scrum Master teaches the Development Team to keep the Scrum meetings to their time-box.
- C. The Scrum Master helps those outside the team interact with the Scrum Team.
- D. The Scrum Master assigns tasks to Development Team members when they need work.
- E. The Scrum Master is responsible for updating the Sprint Burndown.

**Answer:** BD

#### NEW QUESTION 46

To get started in terms of what to build, Scrum requires no more than a Product Owner with enough ideas for a first Sprint, a Development Team to implement those ideas and a Scrum Master to help guide the process.

- A. True
- B. False

**Answer:** A

#### NEW QUESTION 47

Who is responsible for tracking the remaining work of the Sprint?

- A. The Development Team.
- B. The Scrum Master.
- C. The Project Manager.
- D. The Development Team in consultation with the Product Owner.
- E. The Product Owner.

**Answer:** A

#### NEW QUESTION 49

As the Sprint Planning meeting progresses, the Development Team sees that the workload is greater than they can handle. Which two are valid actions? (Choose two.)

- A. Recruit additional Development Team members before the work can begin.
- B. The Development Team ensures that the Product Owner is aware, starts the Sprint, and monitors progress.
- C. Cancel the Sprint.
- D. Remove or change selected Product Backlog items.
- E. The Development Team works overtime during this Sprint.

**Answer:** BD

#### NEW QUESTION 52

The purpose of a Sprint is to produce a done Increment of product.

- A. True
- B. False

**Answer:** A

#### NEW QUESTION 53

Who is responsible for managing the progress of work during a Sprint?

- A. The Scrum Master.
- B. The Development Team.
- C. The Product Owner.
- D. The most junior member of the Team.

**Answer:** B

#### NEW QUESTION 56

When must a Product Owner release each Increment? (Choose the best answer.)

- A. When it makes sense.
- B. When the Scrum Team finishes their work.
- C. Whenever the product is free of defects.
- D. After every Sprint, Without exception.

Answer: A

#### NEW QUESTION 58

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 61

Which two ways of creating Development Teams are consistent with Scrum's values? (Choose two.)

- A. Existing teams propose how they would like to go about organizing into the new structure.
- B. Managers personally re-assign current subordinates to new teams.
- C. Managers collaborate to assign individuals to specific teams.
- D. Bring all the developers together and let them self-organize into Development Teams.
- E. The Chief Product Owner determines the new team structures and assignments.

Answer: AD

#### NEW QUESTION 66

Who starts the Daily Scrum?

- A. The person coming in last
- B. This encourages people to be on time and helps to stay within the time-box.
- C. Whoever the Development Team decides should start.
- D. The person who has the token.
- E. The Scrum Master
- F. This ensures that the Development Team has the meeting and stays within the time-box.
- G. The person who last broke the build.

Answer: B

#### NEW QUESTION 70

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 72

Who should make sure everyone on the Development Team does his or her tasks for the Sprint?

- A. The Project Manager.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Development Team.
- E. All of the above.

Answer: D

#### NEW QUESTION 76

What is the best suited structure for Development Teams in order to produce integrated Increments?

- A. Each Development Team works only one technical layer of the system (e.g., GUI, database, middle tier, interfaces).
- B. GUI, database, middle tier, interfaces).
- C. Each Development Team develops functionality from beginning to end throughout all technical layers.

Answer: B

#### NEW QUESTION 80

How much work must a Development Team do to a Product Backlog item it selects for a Sprint?

- A. A proportional amount of time on analysis, design, programming, testing, and documentation.
- B. As much as it can fit into the Sprint
- C. Any remaining work will be transferred to a subsequent Sprint.
- D. All development work and at least some testing.

E. As much as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of “Done”.

**Answer:** D

#### NEW QUESTION 84

Which does a self-organizing Development Team choose?

- A. Sprint length.
- B. How to best accomplish its work.
- C. Stakeholders for the Sprint Review.
- D. When to release, based on its progress.
- E. Product Backlog ordering.

**Answer:** D

#### NEW QUESTION 87

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 92

When does the next Sprint begin?

- A. When the Product Owner is ready.
- B. Immediately after the conclusion of the previous Sprint.
- C. The Monday following the Sprint Review.
- D. Immediately following the next Sprint Planning.

**Answer:** B

#### NEW QUESTION 94

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

- A. The Sprint is extended and future Sprints use this new duration.
- B. The Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length.
- C. The Sprint is extended temporarily.
- D. Lessons are taken to ensure it doesn't happen again.

**Answer:** B

#### NEW QUESTION 99

Which statement best describes the Sprint Review?

- A. It is used to congratulate the Development Team if it did what it forecast, or to punish the Development Team if it failed to meet its forecast.
- B. It is a demo at the end of the Sprint for everyone in the organization to check on the work done.
- C. It is a mechanism to control the Development Team's activities during a Sprint.
- D. It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

**Answer:** D

#### NEW QUESTION 101

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 102

A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities. Which two activities are part of the Product Owner role according to Scrum? (Choose two.)

- A. Ensuring that the most valuable functionality is produced first, at all times.
- B. Interacting with stakeholders.
- C. Providing the Development Team with detailed specifications.
- D. Describing features as Use Cases.
- E. Creating detailed functional test cases.

**Answer:** AB

#### NEW QUESTION 107

Which of the following are roles on a Scrum Team? (Choose all that apply.)

- A. Users
- B. Scrum Master
- C. Product Owner
- D. Development Team
- E. Customers

**Answer:** BCD

#### NEW QUESTION 110

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

- A. The Development Team includes not only developers but also business analysts, architects, and testers.
- B. The Development Team includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an increment of software.
- C. Developers on the Development Team work closely with business analysts, architects, developers and testers who are not on the team.
- D. The Development Team is a virtual team drawing from separate teams of business analysts, architects, developers and testers.

**Answer:** B

#### NEW QUESTION 115

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 116

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 117

Which three questions might be answered by Development Team members at the Daily Scrum? (Choose three.)

- A. How is the Sprint proceeding?
- B. What did I do yesterday that helped the Development Team meet the Sprint Goal?
- C. Why were you late?
- D. What will I do today to help the Development Team meet the Sprint Goal?
- E. How many hours did I spend on the project yesterday?
- F. What will I be working on tomorrow?
- G. Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

**Answer:** BDG

#### NEW QUESTION 122

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 126

What is a Development Team responsible for? (Choose two.)

- A. Resolving internal team conflicts.
- B. Reporting productivity.
- C. Selecting the Product Owner.
- D. Organizing the work required to meet the Sprint Goal.

**Answer:** AD

#### NEW QUESTION 129

Scrum has a role called "Project Manager".

- A. True
- B. False

**Answer: B**

#### NEW QUESTION 132

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 136

The CEO asks the Development Team to add a "very important" item to a Sprint that is in progress. What should the Development Team do?

- A. Add the item to the current Sprint and drop an item of equal size.
- B. Add the item to the current Sprint without any adjustments.
- C. Inform the Product Owner so he/she can work with the CEO.
- D. Add the item to the next Sprint.

**Answer: C**

#### NEW QUESTION 140

What two techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which development techniques to apply? (Choose two.)

- A. Involve the complete Development Team.
- B. Use coaching techniques; such as open questions and active listening.
- C. Ask an external technical specialist to make the decision.
- D. Send every team member to the company's HR department to express their concerns.

**Answer: AB**

#### NEW QUESTION 143

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 145

When is implementation of a Product Backlog item considered complete?

- A. At the end of the Sprint.
- B. When the item has no work remaining in order to be potentially released.
- C. When QA reports that the item passes all acceptance criteria.
- D. When all work in the Sprint Backlog related to the item is finished.

**Answer: B**

#### NEW QUESTION 149

What is the recommended size for a Development Team?

- A. 7 plus or minus 3.
- B. At least 7.
- C. 9.
- D. 3 to 9.

**Answer: D**

#### NEW QUESTION 153

A Development Team selects a set of Product Backlog items for a Sprint Backlog with the intent to get the selected items "Done" by the end of the Sprint. Which three phrases best describe the purpose of a definition of "Done"? (Choose three.)

- A. It controls whether the developers have performed their tasks.
- B. It provides a template for elements that need to be included in the technical documentation.

- C. It creates transparency over the work inspected at the Sprint Review.
- D. It tracks the percent completeness of a Product Backlog item.
- E. It guides the Development Team in creating a forecast at the Sprint Planning.
- F. It defines what it takes for an Increment to be ready for release.

**Answer:** CDF

#### NEW QUESTION 154

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 159

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 163

One of the Scrum events is the Daily Scrum. What are two intended outcomes of the Daily Scrum? (Choose two.)

- A. A shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.
- B. An update of completed tasks and of the remaining work so the Scrum Master can plan the next day.
- C. A status report for the upper management indicating what each individual has done, will be doing, and what is impending him/her.
- D. An updated Scrum board to make Sprint progress transparent for the stakeholders.
- E. New impediments for the Scrum Master to take care of.

**Answer:** AE

#### NEW QUESTION 167

For the purpose of transparency, when does Scrum say a new increment of working software must be available?

- A. After the acceptance testing phase.
- B. Before the release Sprint.
- C. Every 3 Sprints.
- D. At the end of every Sprint.
- E. When the Product Owner asks to create one.

**Answer:** D

#### NEW QUESTION 169

What are two good ways for a Scrum Team to ensure security concerns are satisfied? (Choose two.)

- A. Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.
- B. Add security concerns to the definition of "Done".
- C. Add a Sprint to specifically resolve all security concerns.
- D. Delegate the work to the concerned department.
- E. Have the Scrum Team create Product Backlog items for each concern.

**Answer:** BE

#### NEW QUESTION 172

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