Exam Questions PSM-I

Professional Scrum Master I

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NEW QUESTION 1
Currently, your Development Teams are organized to address a single layer only (for example, front end, middle tier, back end, and interfaces). What are three things to consider when deciding to move away from such component teams toward feature teams? (Choose three.)

A. You cannot do Scrum without feature teams.
B. Productivity may suffer when making this kind of move.
C. Getting support from the business side first helps.
D. Feature teams have less communication overhead.
E. With feature teams, it is easier to calculate the productivity per team.

Answer: BCD

NEW QUESTION 2
What are three ways Scrum promotes self-organization? (Choose three.)

A. By not allowing documentation.
B. By the Development Team deciding what work to do in a Sprint.
C. By preventing stakeholders from entering the development room.
D. By removing titles for Development Team members.
E. By being a lightweight framework.

Answer: BDE

NEW QUESTION 3
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 4
You have six teams using a traditional method to deliver a product. Your management has asked you to start using Scrum. In the initial project there were separate plans and teams for the layers of a software system, i.e. one for the front-end, one for the middle tier, one for the back-end, and one for the interfaces and services. This resembles what is known as component teams. But you have read that it's a good idea to have teams organized by feature.
What are the advantages of keeping component teams while starting Scrum?

A. There's less initial disruption than organizing into new team
B. As they start, they will discover what works best, and how to potentially re-organize towards this.
C. Component teams generally have the skills needed to create a working Increment of software that provides business value.
D. Because they have worked together for some time, they are likely able to start producing shippable Increments faster that new feature teams would.
E. There are fewer cross-team dependencies than working in feature teams.

Answer: A

NEW QUESTION 5
The Product Owner is not collaborating with the Development Team during the Sprint. What are two valuable actions for a Scrum Master to take? (Choose two.)

A. Inform the Product Owner's functional manager.
B. Stop the Sprint, send the Product Owner to a course and restart.
C. Bring up the problem in the Sprint Retrospective.
D. Coach the Product Owner in the values of Scrum and incremental delivery.
E. Nominate a proxy Product Owner.

Answer: CD

NEW QUESTION 6
A new developer is having continuing conflicts with existing Development Team members and creating the hostile environment. If necessary, who is responsible for removing the team member?

A. The hiring manager is responsible, because he/she hired the developer.
B. The Scrum Manager is responsible, because he/she removes Impediments.
C. The Development Team is responsible, and may need help from the Scrum Master.
D. The Product Owner is responsible, because he/she controls the return on investment (ROI).

Answer: B

NEW QUESTION 7
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 8
How should a Development Team deal with non-functional requirements?

A. Ensure every Increment meets them.
B. Make sure the release department understands these requirements, but it is not the Development Team's responsibility.
C. Handle them during the Integration Sprint preceding the Release Sprint.
D. Assign them to the lead developers on the team.

Answer: A

NEW QUESTION 9
What are two good ways for the Development Team to make non-functional requirements visible? (Choose two.)

A. Put them on a separate list on the Scrum board, available for all to see.
B. Add them to the Product Backlog and keep the Product Owner posted on the expected effort.
C. Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.
D. Add them to the definition of "Done" so the work is taken care of every Sprint.

Answer: BD

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 10
If two Scrum Teams are added to the development of a product that previously had only one Scrum Team, what will be the immediate impact on the productivity of the original Scrum Team?

A. Its productivity is likely to decrease.
B. Its productivity is likely to stay the same.
C. Its productivity is likely to increase.

Answer: B

NEW QUESTION 11
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 14
User documentation is part of your definition of "Done". However, there aren't enough technical writers for all teams. Your Development Team doesn't have a technical writer. What should you do?

A. Form a separate team of technical writers that will work on an on-demand basis for the various Product Owner
B. Work order will be first in, first out.
C. Let the user documentation remain undone and accumulate until after the last development Sprin
D. It will then be done by any available technical writers.
E. Wait until you have a technical writer on your Development Team to take care of this.
F. Your Development Team is still responsible for creating user documentatio
G. In this case, the Development Team members will write it.

Answer: D

NEW QUESTION 18
Which Scrum Values are exhibited by not building Product Backlog items that have low business value? (Choose three.)

A. Economic Value Added.
B. Respect.
C. Focus.
D. Earned Value.
E. Courage.

Answer: BCE

NEW QUESTION 19
What are two ways that architecture and infrastructure are handled in Scrum? (Choose two.)

A. They are discussed, determined, and documented before the actual feature development Sprints.
B. They are implemented along with functional development of the product.
C. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.
D. They are built by a separate team through the creation of an architectural runway.

Answer: BC

NEW QUESTION 24
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 26
The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

A. True
B. False

Answer: A

NEW QUESTION 29
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 31
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 32
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 35
What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the start of the next Sprint?

A. There are no such activitie
B. The next Sprint starts immediately after the current Sprint.
C. Refine the Product Backlog.

D. Work with the Quality Assurance departments on the Increment of the current Sprint.
E. Update the project plan with stakeholders.

Answer: A

NEW QUESTION 40
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 44
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 48
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 51
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 53
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 54
A Product Owner wants advice from the Scrum Master about estimating work in Scrum. Which of these is the guideline that a Scrum Master should give?

A. Product Backlog items must be estimated in story points.
B. Estimates are made by the Development Team.
C. Estimates must be in relative units.
D. Scrum forbids estimating.
E. Estimates are made by the Product Owner, but are best checked with the Development Team.

Answer: B

NEW QUESTION 57
Which two things should the Development Team do during the first Sprint? (Choose two.)

A. Make up a plan for the rest of the project.
B. Analyze, describe, and document the requirements for the subsequent Sprints.
C. Develop at least one piece of functionality.
D. Analyze, design, and describe the complete architecture and infrastructure.

E. Create an increment of potentially releasable software.

Answer: CE

NEW QUESTION 59
Which Scrum Value is affected by a lack of trust in the Scrum Team?

A. Focus
B. Respect
C. Openness
D. Courage
E. Commitment.
F. All of the above

Answer: F

NEW QUESTION 60
A Development Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what "Done" means. (Choose two.)

A. All work the Development Team is willing to do.
B. Ready for integration.
C. No work left from the definition of "Done".
D. Whatever the Product Owner defines as quality.
E. All work to create software that is ready to be released to end users.

Answer: CE

NEW QUESTION 61
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 63
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 67
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 68
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 71
You are the Scrum Master for four Scrum Teams working from the same Product Backlog. Several of the developers come to you complaining that work identified for the upcoming two Sprints will require full-time commitment from a technical specialist who is external to the teams. What are two key concerns for the Scrum

Master to take into account in this situation? (Choose two.)

A. The desire to maintain a stable velocity.
B. The benefit of Development Teams figuring out a solution for themselves.
C. The need to have enough work to keep all Development Team members busy.
D. The ability of the Development Teams to produce integrated Increments.

Answer: BD

NEW QUESTION 73
Who is accountable for tracking the remaining work toward the Sprint Goal? (Choose the best answer.)

A. The Developers.
B. The Scrum Master.
C. The Product Owner.
D. The Project Manager.

Answer: A

NEW QUESTION 75
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 78
A Scrum Team is a cohesive unit of professionals that consists of which of the following? (Choose all that apply.)

A. Users.
B. One Scrum Master.
C. Developers.
D. Customers.
E. One Product Owner.

Answer: BCE

NEW QUESTION 81
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 83
Which topics should be discussed in the Sprint Review? (Choose the best answer.)

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

Answer: C

NEW QUESTION 86
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 87
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 91
What are two responsibilities of testers in a Development Team? (Choose two.)

A. Verifying the work of programmers.
B. Everyone in the Development Team is responsible for quality.
C. Tracking quality metrics.
D. Finding bugs.
E. Scrum has no "tester" role.

Answer: BE

NEW QUESTION 96
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 99
What is the accountability of the Product Owner during Sprint 0? (Choose the best answer.)

A. There is no such thing as Sprint 0.
B. Gathering, eliciting, and analyzing the requirements that will be inserted into the Product Backlog.
C. Make the complete project plan to commit date, budget, and scope to the stakeholders.
D. Determine the composition of the Development Teams so they have the capacity to deliver the completed forecast.
E. Make sure enough Product Backlog items are refined to fill the first 3 Sprints.

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 108
If burndown charts are used to visualize progress, what do they track?

A. Accumulated cost.
B. Individual worker productivity.
C. Work remaining across time.
D. Accumulated business value delivered to the customer.

Answer: C

NEW QUESTION 113
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 118
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 120
How is management external to the Scrum Team involved in the Daily Scrum?

A. The Scrum Master speaks on their behalf.
B. The Development Team self-manages and is the only management required at the Daily Scrum.
C. Management gives an update at the start of each Daily Scrum.
D. The Product Owner represents their opinions.

Answer: B

NEW QUESTION 124
When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

A. True
B. False

Answer: B

NEW QUESTION 128
How often should Development Team membership change?

A. As needed, while taking into account a short term reduction in productivity.
B. Never, because it reduces productivity.
C. As needed, with no special allowance for changes in productivity.
D. Every Sprint to promote shared learning.

Answer: A

NEW QUESTION 132
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 136
How much of the Sprint Backlog must be defined during the Sprint Planning event?

A. Just enough tasks for the Scrum Master to be confident in the Development Team's understanding of the Sprint.
B. The entire Sprint Backlog must be identified and estimated by the end of the Sprint Planning meeting.
C. Enough so the Development Team can create its best forecast of what is can do, and to start the first several days of the Sprint.
D. Just enough to understand design and architectural implications.

Answer: C

NEW QUESTION 139
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