



# Scrum

## Exam Questions PSM-I

Professional Scrum Master I

#### NEW QUESTION 1

Who creates the definition of “Done”?

- A. The Scrum Master as he/she is responsible for the Development Team’s productivity.
- B. The Scrum Team, in a collaborative effort where the result is the common denominator of all members’ definition.
- C. The Product Owner as he/she is responsible for the product’s success.
- D. The development organization (or Development Team if none is available from the development organization).

**Answer:** D

#### NEW QUESTION 2

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 3

A Scrum Team is only allowed to meet with stakeholders during Sprint Review.

- A. True
- B. False

**Answer:** B

#### NEW QUESTION 4

Which three of the following are true about Scrum? (Choose the best three answers.)

- A. Scrum implements self-management by replacing Project Managers with Scrum Masters.
- B. Each component of Scrum serves a specific purpose and is essential to Scrum’s success and your usage of Scrum to develop complex products.
- C. Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.
- D. Scrum is a framework for developing and sustaining complex products.
- E. Scrum is based on empiricism and lean thinking.

**Answer:** BDE

#### NEW QUESTION 5

A Scrum Master is essentially the same thing as a traditional PM (Project Manager).

- A. True
- B. False

**Answer:** B

#### NEW QUESTION 6

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 7

During a Sprint Retrospective, for what is the Scrum Master responsible?

- A. Prioritizing the resulting action items.
- B. Participating as a Scrum team member and facilitating as requested or needed.
- C. Acting as a scribe to capture the Development Team’s answers.
- D. Summarizing and reporting the discussions to management.

**Answer:** B

#### NEW QUESTION 8

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 9

When is a Sprint over?

- A. When the Product Owner says it is done.
- B. When all Product Backlog items meet their definition of “Done”.
- C. When all the tasks are completed.
- D. When the time-box expires.

**Answer:** D

#### NEW QUESTION 10

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 10

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 13

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

- A. At the Sprint planning meeting.
- B. During the Daily Scrum.
- C. Neve
- 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 16

Which are NOT appropriate topics for discussion in a Sprint Retrospective? (Choose all that apply.)

- A. Definition of “Done”.
- B. How the team does its work.
- C. Team relations.
- D. The value of work currently represented in the Product Backlog.
- E. Arranging the Sprint Backlog for the next Sprint.

**Answer:** AE

#### NEW QUESTION 19

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 Sprin
- 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 pla
- 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 forecas
- 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 22

Which statement best describes Scrum?

- A. A defined and predictive process that confirms 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 25

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 30

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 35

What is the tactic a Scrum Master should use to divide a group of 100 people into multiple Development Teams?

- A. Create teams based on their skills across multiple layers (such as database, UI, etc.)
- B. Ask the Product Owner to assign the people to teams.
- C. Ask the developers to divide themselves into teams.

**Answer:** C

#### NEW QUESTION 38

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 42

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 46

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 49

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 52

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 57

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 59

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 64

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 66

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 71

You are the Scrum Master of a new, to be developed product. Development is going to require 45 people. What is a good first question for you to suggest the group thinks about when forming into teams?

- A. How will we make sure all teams have the right amount or expertise?
- B. What is the right mixture of senior and junior people on each team?

- C. Who are going to be the team leads?
- D. Who are the subject matter experts on each team?

**Answer:** A

#### NEW QUESTION 76

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 77

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 78

Which two activities will a Product Owner engage in during a Sprint? (Choose two.)

- A. Run the Daily Scrum.
- B. Prioritize the Development Team's work on the Sprint Backlog.
- C. Update the Sprint burndown chart.
- D. Answer questions from the Development Team about items in the current Sprint.
- E. Work with the stakeholders.

**Answer:** DE

#### NEW QUESTION 79

How much time is required after a Sprint to prepare for the next Sprint?

- A. The break between Sprints is time-boxed to 1 week for 30 day Sprints, and usually less for shorter sprints.
- B. Enough time for the requirements for the next Sprint to be determined and documented.
- C. Enough time for the Development team to finish the testing from the last Sprint.
- D. Non
- E. A new Sprint starts immediately following the end of the previous Sprint.
- F. All of the above are allowed depending on the situation.

**Answer:** D

#### NEW QUESTION 84

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 86

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 89

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 94

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

- A. True
- B. False

**Answer:** B

#### NEW QUESTION 97

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 99

When a Development Team determines that it will not be able to finish the complete forecast, who has to be present when reviewing and adjusting the Sprint work selected? (Choose the best answer.)

- A. The Development Team.
- B. The Product Owner and all stakeholders.
- C. The Product Owner and the Development Team.
- D. The Scrum Master, project manager and Development Team.

**Answer:** A

#### NEW QUESTION 101

Which answer best describes the topics covered in Sprint Planning? (Choose the best answer.)

- 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, and why 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 105

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 109

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 112

Which of the following are true about the length of the Sprint? (Choose two.)

- A. The length of the Sprint should be proportional to the work that is done in between Sprints.
- B. It is best to have Sprints of consistent length throughout a development effort.
- C. Sprint length is determined during Sprint Planning, and should hold the time it will take to code the planned features in the upcoming Sprint, but does not include time for any testing.

- D. Sprint length is determined during Sprint Planning, and should be long enough to make sure the Development Team can deliver what is to be accomplished in the upcoming Sprint.
- E. All Sprints must be 1 month or less.

**Answer:** BE

#### NEW QUESTION 116

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 118

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 122

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 125

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