Scrum

Exam Questions PSM-I

Professional Scrum Master I

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
The Product Backlog is ordered by:

A. The Product Owner with the most valuable items placed at the top.
B. Risk, where safer items are at the top, and riskier items are at the bottom.
C. Items are randomly arranged.
D. Size, where small items ale at the top and large items are at the bottom.

Answer: A

NEW QUESTION 3
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 4
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 5
Who owns the Sprint Backlog?

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

Answer: D

NEW QUESTION 6
Which technique is the best way the Scrum Master can ensure that the Development Team communicates effectively with the Product Owner?

A. Monitor communications between them and facilitate direct collaboration.
B. Teach the Development Team to talk in terms of business needs and objectives.
C. Teach the Product Owner about the technologies employed during the Sprints.
D. Act as a go-between for them.

Answer: A

NEW QUESTION 7
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 8
Which three of the following are feedback loops in Scrum? (Choose three.)

A. Sprint Review.
B. Release Planning.
C. Sprint Retrospective.
D. Refinement Meeting.
E. Daily Scrum.

Answer: ACE

NEW QUESTION 9
A Scrum Master is essentially the same thing as a traditional PM (Project Manager).

A. True
B. False

Answer: B

NEW QUESTION 10
During the Sprint Retrospective a Scrum Team has identified several high priority process improvements. Which of the following statements is most accurate? (Choose the best answer.)

A. The Scrum Team may add items to the Sprint Backlog for the next Sprint.
B. The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.
C. The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.
D. The Scrum Master selects the most important process improvement and places it in the Sprint Backlog

Answer: A

NEW QUESTION 10
What is the time-box for the Sprint Planning meeting?

A. 4 Hours for a monthly Sprint.
B. 8 Hours for a monthly Sprint.
C. Monthly.
D. Whenever it is done.

Answer: B

NEW QUESTION 14
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 18
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 22
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 25
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 26
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 29
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 31
You are the Scrum Master on a newly formed Scrum Team. Which three of the following activities would probably help the team in starting up? (Choose three.)

A. Introduce a bonus system for the top performers in the team.
B. Have the Scrum Team members introduce themselves to each other and give a brief background of their skills and work history.
C. Have the development managers for each Development Team member introduce their direct reports and go over their responsibilities on the Scrum Team.
D. Ensure the Scrum Team members have compatible personalities.
E. Ensure the team understands they need a definition of "Done".
F. Ask the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions.

Answer: BEF

NEW QUESTION 35
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 41
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? (Choose the best answer.)

A. Product Backlog items must be estimated in story points.

B. Estimates are made by the people doing the work.
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 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 47
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 50
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
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 55
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.
B. GUI, database, middle tier, interfaces).
C. Each Development Team develops functionality from beginning to end throughout all technical layers.

Answer: B

NEW QUESTION 59
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 60
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 61
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 62
How do you know that a Development Team is cross-functional?

A. Development Team has all the skills to create a potentially releasable increment by the end of every Sprint.
B. A few of the Development Team members pair program and do Test Driven Development.
C. There are no conflicts within the Development Team.
D. Every member of the Development Team is able to perform every task.

Answer: A

NEW QUESTION 66
Scrum is a methodology that tells in detail how to build software incrementally.

A. True
B. False

Answer: B

NEW QUESTION 70
Which three behaviors demonstrate that a team is self-organizing? (Choose three.)

A. Stakeholders walking in at the Daily Scrum to check progress and work with the Scrum Master to optimize the functional scope for the Sprint.
B. The Development Team members are working within the boundaries of their functional description and nicely handing off work from analyst to developer to tester to integration.
C. The Product Owner doesn't need to be at Sprint Retrospectives.
D. The Development Team creating their own sprint backlog, reflecting all work that is part of the definition of "Done".
E. The Development Team has all the skills needed to create a releasable Increment.
F. Development Team members collaboratively selecting their own work during the Sprint.
G. The Development Team inviting external people to the Sprint Planning to ask them how to turn aProduct Backlog item into an Increment via a complete and detailed Sprint Backlog.
H. The Scrum Master is no longer needed.

Answer: ABG

NEW QUESTION 74
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 77
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 80
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 82
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 83
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 86
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 87
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 88
Who is on the Scrum Team? (Choose all that apply.)

A. Scrum Master
B. Product Owner
C. Development Team member
D. Project Manager
E. None of the above

Answer: ABC

NEW QUESTION 92
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 96
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 101
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 105
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 108
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