

PSM I.38q

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PSM I



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Professional Scrum Master I

Exam A

QUESTION 1

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. None. A new Sprint starts immediately following the end of the previous Sprint.
- E. All of the above are allowed depending on the situation.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 2

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.



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

- A. Cancel the Sprint. Send the entire team to an advanced Scrum training and then start a new Sprint.
- B. Forecast the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and plan. 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.
- C. 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. Then start the Sprint.

- D. Discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- E. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 4

Which of the following is required by Scrum? (Choose all that apply.)

- A. Sprint Retrospective.
- B. Members must be stand up at the Daily Scrum.
- C. Sprint Burndown Chart.
- D. Release planning.
- E. All of the above.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 5

What is the purpose of a Sprint Review?

- A. To take time to judge the validity of the project.
- B. To inspect the product increment with the stakeholders and collect feedback on next steps.
- C. To review the Scrum Team's activities and processes during the Sprint.
- D. To build team sprint.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 6

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 7

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

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 8

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).

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 9

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 10

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.

Correct Answer: CE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 11

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.

Correct Answer: BDE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 12

What is the key concern when multiple Development Teams are working from the same Product Backlog?

- A. Minimizing dependencies between teams.
- B. Clear definition of requirements.
- C. Meeting original scope projections.

- D. Making sure there's enough work for everyone on every team.
- E. Maximizing velocity.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 13

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.

Correct Answer: D

Section: (none)

Explanation



Explanation/Reference:

QUESTION 14

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 15

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 16

What is the main reason for the Scrum Master to be at the Daily Scrum?

- A. To gather status and progress information to report to management.
- B. To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burn-down.
- C. He or she does not have to be there; he or she only has to ensure the Development Team has a Daily Scrum.
- D. To make sure every team member answers the three questions.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 17

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.



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What are the advantages of keeping component teams while starting Scrum?

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

Correct Answer: A

Section: (none)

Explanation



Explanation/Reference:

QUESTION 18

How should Product Backlog items be chosen when multiple Scrum Teams work from the same Product Backlog?

- A. The Scrum Team with the highest velocity pulls Product Backlog items first.
- B. The Development Teams pull in work in agreement with the Product Owner.
- C. The Product Owner should provide each team with its own Product Backlog.
- D. Each Scrum Team takes an equal number of items.
- E. The Product Owner decides.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 19

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 20

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.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 21

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 22

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.

Correct Answer: ACB

Section: (none)

Explanation

Explanation/Reference:

QUESTION 23

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.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 24

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.

Correct Answer: BCE

Section: (none)

Explanation

Explanation/Reference:



QUESTION 25

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 26

Who starts the Daily Scrum?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 27

What two factors are best considered when establishing the Sprint length? (Choose two.)

- A. The organization has mandated similar length sprints.
- B. The level of uncertainty over the technology to be used.
- C. The frequency at which team formation can be changed.
- D. The risk of being disconnected from the stakeholders.

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 28

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.

Correct Answer: BE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 29

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 30

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 31

Which phrase best describes a Product Owner?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 32

During a Sprint Retrospective, for what is the Product Owner responsible?

- A. Participating as a Scrum Team member.
- B. Summarizing and reporting the discussions to the stakeholders that he/she represents in the Scrum Team.
- C. Capturing requirements for the Product Backlog.
- D. The Product Owner should not take part in Sprint Retrospectives.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 33

Marian is the Product Owner envisioning a project for a new release of her product. She made a projection of a release date based upon a sustained velocity of 17 completed units of work per Sprint. Over the first 3 Sprints, the average velocity was 13 for work that the Development Team estimated as 90% done. The Development Teams, feeling the need to meet the plan, figured that a velocity of 17 was within their reach.

A good way to continue is:

- A. The Development Team makes sure that all of the selected scope per Sprint is as “Done” as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn’t mess up the Product Backlog.

- B. Add enough people to the Development Team for the deadline to be made.
- C. The opportunity to inspect and adapt is lost. Opaqueness has replaced transparency. Predictability has dropped below zero. The produced software is not usable. As the rules of Scrum have not been respected, it is the Scrum Master's duty to assess whether repair is possible, or a restart with a more reliable team. If not, the Scrum Master should cancel the project.
- D. The Development Team should remind Marian to find funding for enough Release Sprints in which the remaining work can be done.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 34

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

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 35

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.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 36

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.

Correct Answer: AD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 37

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

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 38

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



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