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PSM I

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Professional Scrum Master I

Exam A

QUESTION 1
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 2
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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 3
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. All Sprint Backlog Items are "owned" by the entire Development Team, even though each one may be done by an individual Development Team member.
D. Whenever a team member can accommodate more work.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 4
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 5
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 6
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 7
A properly functioning Scrum Team will have at least one Release Sprint and may well have several.

A. True
B. False

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 8
Scrum is a methodology that tells in detail how to build software incrementally.

A. True

B. False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 9

For which is the Scrum Master responsible?

A. Managing the performance of the Scrum Team.
B. The meetings and the objectives that a Scrum Team sets for itself.
C. The Scrum framework being adopted and used properly.
D. Keeping track of resource allocation.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 11
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.

Correct Answer: BD
Section: (none)
Explanation

Explanation/Reference:

QUESTION 12
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.

Correct Answer: BCD
Section: (none)
Explanation

Explanation/Reference:

QUESTION 13
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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 14
What it 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 15
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 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 that 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 16
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 numbers of items.
E. The Product Owner decides.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 17
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 18
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 19
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 20
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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 21
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.

Correct Answer: CE
Section: (none)
Explanation

Explanation/Reference:

QUESTION 22

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 23
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.

Correct Answer: BE
Section: (none)
Explanation

Explanation/Reference:

QUESTION 24
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 25
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.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 26
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 27
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 28
The time-box for a Daily Scrum?

A. Two minutes per person.
B. 15 minutes.
C. 15 minutes for a 4 week sprint. For shorter Sprints it is usually shorter.
D. 4 hours.
E. The same time of day every day.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 29
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 30
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.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 31
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 32

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 33
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:

QUESTION 34
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.

Correct Answer: F
Section: (none)
Explanation

Explanation/Reference:

QUESTION 35
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.

Correct Answer: ABD
Section: (none)
Explanation

Explanation/Reference:

QUESTION 36
A product Increment must be released to production at the end of each Sprint.

A. True
B. False

Correct Answer: B

QUESTION 37
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.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 38
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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 39

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
QUESTION 40
What is the time-box for the Sprint Review?

A. As long as needed.
B. 2 hours for a monthly Sprint.
C. 4 hours for a monthly Sprint.
D. 4 hours and longer as needed.
E. 1 day

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 41
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 is consultation with the Product Owner.
E. The Product Owner.

Correct Answer: A

Section: (none)
Explanation

Explanation/Reference:

QUESTION 42
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.
Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 43
Which statement best describes a Product Owner's responsibility?

A. Optimizing the value of the work the Development Team does.

B. Managing the project and ensuring that the work meets the commitments to the stakeholders.
C. Directing the Development Team.
D. Keeping stakeholders at bay.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 44
The Sprint Review is mainly an inspect and adapt opportunity for which group?

A. The Development Team and stakeholders.
B. The Product Owner and Development Team.
C. The Scrum Team and stakeholders.
D. The Product Owner and management.
E. The Development Team and management.
F. The Product Owner and stakeholders.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 45
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 the best two answers.)

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.

Correct Answer: BC
Section: (none)
Explanation

Explanation/Reference:

QUESTION 46
The Product Owner determines how many Product Backlog items the Development Team selects for a Sprint. (Choose the best answer.)

A. False.
B. True, accordingly to what was committed to the stakeholders.
C. True, but only after confirmation by the resource manager that the Team has enough capacity.
D. True.
E. False, the Scrum Master does that.
F. False, capacity and commitment are the Project manager's responsibility.

Correct Answer: A
Section: (none)
Explanation
Explanation/Reference:

QUESTION 47
Which three of the following are feedback loops in Scrum? (Choose the best three answers.)

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

Correct Answer: ACE
Section: (none)
Explanation

Explanation/Reference:

QUESTION 48
When a Development Team is having trouble delivering a working Increment because they don't understand a functional requirement, what should they do?

(Choose the best answer.)

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.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 49
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? (Choose the best answer.)

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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 50
Which are properties of the Daily Scrum? (Choose the best two answers.)

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.

Correct Answer: CF
Section: (none)
Explanation

Explanation/Reference:

QUESTION 51

True or False: Every Scrum team must have a Product Owner and Scrum Master.

A. True. Outcomes affected by their participation and availability.

B. False. A Product Owner can be replaced by a business analyst in the Development Team.

C. False. A Scrum Master is only required when asked for by the Development Team.

D. True. Each must be 100% dedicated to the Scrum Team.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 52

Who can abnormally terminate a Sprint? (Choose the best answer.)

A. The Scrum Master

B. The Development Team or its members.

C. The Product Owner

D. The Stakeholders

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 53
True or False: The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

A. True
B. False

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 54
Which two of the following are appropriate topics for discussion during a Sprint Retrospective? (Choose the best two answers.)

A. Identifying high priority process improvements for the next Sprint.

B. The order of items in the Product Backlog.
C. How the team collaborates.
D. Documenting acceptance criteria for items in the next Sprint.

Correct Answer: AC
Section: (none)
Explanation

Explanation/Reference:

QUESTION 55
When should a Sprint Goal be created? (Choose the best answer.)

A. It should have been created in the previous Sprint during Product Backlog refinement.
B. It must be established before Sprint Planning in order to begin planning.
C. A Sprint Goal is not mandatory in Scrum.
D. At any time during the Sprint.
E. During Sprint Planning.

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:

QUESTION 56
Who owns the Sprint Backlog? (Choose the best answer.)

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

Correct Answer: D
Section: (none)
Explanation
Explanation/Reference:

QUESTION 57
When might a Sprint be abnormally cancelled? (Choose the best answer.)

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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 58
Every Development Team should have: (Choose the best answer.)

A. At least one representative from each major software engineering discipline (like QA, Dev, UX).
B. The competencies and skills needed to deliver a Done Increment in a Sprint.
C. One Lead Developer and no more than 8 other members.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 59
Why does the Product Owner want the Development Team to adhere to its definition of "Done"? (Choose the best answer.)

A. To have complete transparency into what has been done at the end of each Sprint.
B. To be able to reprimand the team when they don't meet their velocity goal for the Sprint.
C. To know what the team will deliver over the next three Sprints.
D. To predict the team's productivity over time.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 60
During a Sprint Retrospective, for what is the Scrum Master responsible? (Choose the best answer.)

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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 61
The Development Team should have all the skills needed to: (Choose the best answer.)

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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 62
When does the second Sprint start? (Choose the best answer.)

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.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 63
What is included in the Sprint Backlog? (Choose the best answer.)

A. User Stories.
B. Tasks.
C. Use Cases.

D. Tests.

E. Any of the above (or others) which are a decomposition of the selected Product Backlog items.

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:

QUESTION 64
What enhances the transparency of an increment? (Choose the best answer.)

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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 65
Why should the Product Owner be present at the Daily Scrum? (Choose the best answer.)

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference: