Scrum

Exam Questions PSM-I

Professional Scrum Master I

NEW QUESTION 1
You have just been hired by a company new to Scrum. Your management has assigned you to be the Scrum Master of six new Scrum Teams. These teams will build one product. Select two conditions you should strive for in this scenario. (Choose two.)

A. There should be six Product Owners, one for each Scrum Team.
B. There should be six Product Owners, reporting to a chief Product Owner.
C. The product has one Product Backlog.
D. Each Scrum Team should have a separate Product Backlog.
E. There should be only one Product Owner.

Answer: CE

Explanation:
The product has one Product Backlog, as it is a single source of requirements for any changes to be made to the product. There should be only one Product Owner, who is accountable for maximizing the value of the product and the work of the Development Team. Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste.

NEW QUESTION 2
Which of the following might the Scrum Team discuss during a Sprint Retrospective?

A. Methods of communication.
B. The way the Scrum Team does Sprint Planning.
C. Skills needed to improve the Development Team's ability to deliver.
D. Its Definition of "Done".
E. All of the above.

Answer: E

Explanation:
The correct answer is E, because all of these topics can be discussed during a Sprint Retrospective. The Scrum Guide states that "the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness.
… During each Sprint Retrospective, the Scrum Team plans ways to improve product quality by adapting the definition of 'Done' as appropriate." Therefore, the Scrum Team can discuss any aspect of their process, communication, skills, or definition of 'Done' that may help them improve.

NEW QUESTION 3
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.

Answer: B

Explanation:
The correct answer is B, because when multiple Scrum Teams work from the same Product Backlog, they should pull in work in agreement with the Product Owner. The Scrum Guide states that "multiple Scrum Teams often work together on the same product. One product goal unites them. Therefore, they must mutually define and comply with a definition of 'Done' that applies to their combined work product." Therefore, they should collaborate and coordinate with each other and with the Product Owner to select Product Backlog items that align with their shared product goal.

NEW QUESTION 4
A Scrum Master is essentially the same thing as a traditional PM (Project Manager).

A. True
B. False

Answer: B

Explanation:
The correct answer is B, because a Scrum Master is not the same thing as a traditional PM (Project Manager). The Scrum Guide states that "the Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values." Therefore, a Scrum Master is not a manager, but a servant-leader and a coach for the Scrum Team and the organization.

NEW QUESTION 5
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

Explanation:
The correct answer is A, because the role of management in Scrum is to facilitate the Scrum Teams with insights and resources that help them improve. The

Scrum Guide states that "the organization respects their self-organization by not telling them how they should do their work." Therefore, management should support the Scrum Teams by providing them with an environment that fosters collaboration, learning, and innovation.

NEW QUESTION 6
Who creates the Definition of Done? (choose the best answer)

A. The Scrum Master
B. The Product Owner
C. The scrum Team
D. The Developers

Answer: C

Explanation:
The correct answer is C. The Scrum Team creates the Definition of Done. According to the Scrum Guide1, "The Developers are required to conform to the Definition of Done, which is defined and evolves with the Scrum Team." The Definition of Done is a commitment by the Developers for the Increment, but it is also a shared understanding within the whole Scrum Team, including the Product Owner and the Scrum Master2.
The Scrum Team collaborates to create and update the Definition of Done as needed, based on the product and organizational standards3. The Definition of Done is not imposed by any external authority or individual.

NEW QUESTION 7
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

Explanation:
The next Sprint begins immediately after the conclusion of the previous Sprint, as stated in the Scrum Guide: "Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint."

NEW QUESTION 8
What is the recommended size for a Scrum Team? (Choose the best answer.)

A. At least 7.
B. 9
C. 10 or fewer.
D. 7 plus or minus 3.

Answer: C

Explanation:
The recommended size for a Scrum Team is 10 or fewer people, as stated in the Scrum Guide: "The recommended size of a Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people."

NEW QUESTION 9
Which topics should be discussed in the Sprint Review?

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

Answer: D

Explanation:
All of the above topics should be discussed in the Sprint Review, as stated in [4]: "The purpose of this meeting is to inspect what was delivered during this sprint and adapt what we want to deliver next. This means we will discuss three things:

> What did we do this sprint?
> How did we do it?
> What do we want to do next?"

NEW QUESTION 10
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

Explanation:
According to the Scrum Guide1, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. Therefore, two things that 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 are:

≫ Coach the Development Team to improve its skills, tools, and infrastructure over time and adjust the Definition of "Done" accordingly.

≫ Have the Development Team establish a Definition of "Done" that is actually possible to achieve given current circumstances.

NEW QUESTION 11
Who is responsible for clearly expressing Product Backlog items?

A. The Scrum Master, or the Scrum Master may have the Development Team do it.
B. The Scrum Master.
C. The Product Owner.
D. The business analyst who represents the Product Owner in the Development Team.

Answer: C

Explanation:
According to the Scrum Guide1, the Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. The Product Owner is accountable for maximizing value resulting from work by Developers. The Product Owner is also accountable for effective Product Backlog management, which includes:

≫ Developing and explicitly communicating the Product Goal;

≫ Creating and clearly communicating Product Backlog items;

≫ Ordering Product Backlog items; and

≫ Ensuring that the Product Backlog is transparent, visible and understood.
Therefore, the Product Owner is responsible for clearly expressing Product Backlog items. References: Scrum Guide

NEW QUESTION 12
Which of the following is a Developer accountable for? (Choose the best two answers.)

A. Selecting the Product Owner.
B. Reporting productivity.
C. Creating a plan for the Sprint, the Sprint Backlog.
D. Organizing the work required to meet the Sprint Goal.

Answer: CD

Explanation:
A Developer is accountable for creating a plan for the Sprint, the Sprint Backlog, and organizing the work required to meet the Sprint Goal, as stated in the Scrum Guide: "Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint. The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always accountable for:

≫ Creating a plan for the Sprint, the Sprint Backlog;

≫ Instilling quality by adhering to a Definition of Done;

≫ Adapting their plan each day toward the Sprint Goal; and,

≫ Holding each other accountable as professionals."

NEW QUESTION 13
A properly functioning Scrum Team will have at least one Release Sprint and may well have several.

A. True
B. False

Answer: B

Explanation:
According to the Scrum Guide1, there is no such thing as a Release Sprint in Scrum. A Release Sprint implies that there are other Sprints that don't produce a potentially releasable Increment, which violates the core principle of Scrum. Every Sprint should result in a "Done", useable, and potentially releasable product Increment.

NEW QUESTION 14
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

Explanation:
The correct answers are D and E, because these are two activities that a Product Owner can engage in during a Sprint. The Scrum Guide states that "the Product

Owner is responsible for maximizing the value of the product resulting from work of the Development Team." Therefore, the Product Owner can answer questions from the Development Team about items in the current Sprint, and work with the stakeholders to understand their needs and expectations.

NEW QUESTION 15
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

Explanation:
A cross-functional Development Team is one that includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an increment of software, as stated in the Scrum Guide1: "Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team."

NEW QUESTION 16
When many Scrum Teams are working on the same product, should all of their increments be integrated every Sprint?

A. Yes, but only for Scrum Teams whose work has dependencies.
B. Yes, otherwise the Product Owners (and stakeholders) may not be able to accurately inspect what is done.
C. No, each Scrum Team stands alone.
D. No, that is far too hard and must be done in a hardening Sprint.

Answer: B

Explanation:
The correct answer is B, because the Scrum Guide states that "at the end of a Sprint, the new Increment must be 'Done,' which means it must be in useable condition and meet the Scrum Team's definition of 'Done'. An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. The increment is a step toward a vision or goal." Therefore, all the increments from different Scrum Teams working on the same product should be integrated every Sprint to enable inspection and adaptation by the Product Owner and stakeholders.

NEW QUESTION 17
Which statement best describes the Sprint Backlog as the output ot the Sprint Planning? (choose the best answer)

A. Every item nas a designated owner.
B. It is ordered by the Product Owner.
C. Each task is estimated in hours.
D. It is the Developers plan for the Sprint
E. It is a complete list of all work to be done in a Sprint.

Answer: D

Explanation:
According to the Scrum Guide, the Sprint Backlog is the Developers' plan for the Sprint, as it contains all the Product Backlog items selected for the Sprint and a plan for delivering them. The other options are not valid descriptions of the Sprint Backlog, as they are either incorrect (such as having a designated owner, being ordered by the Product Owner, or being a complete list of all work) or unnecessary (such as estimating each task in hours).

NEW QUESTION 18
How do you know that a Scrum Team is cross-functional? (Choose the best answer.)

A. Scrum Team has all the skills to create an 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 Scrum Team.
D. Every member of the Scrum Team is able to perform every task.

Answer: A

NEW QUESTION 19
What is the recommended size for a Development Team?

A. 7 plus or minus 3.
B. At least 7.
C. 9.
D. 3 to 9.

Answer: D

Explanation:
The correct answer is D, because the recommended size for a Development Team is 3 to 9 members. The Scrum Guide states that "fewer than three Development Team members decrease interaction and results in smaller productivity gains. Smaller Development Teams may encounter skill constraints during the Sprint, causing the Development Team to be unable to deliver a potentially releasable Increment. Having more than nine members requires too much coordination. Large Development Teams generate too much complexity for an empirical process to be useful."

NEW QUESTION 20
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

Explanation:
According to the Scrum Guide1, collaboration between the Product Owner and Developers is essential for creating valuable products. The Product Owner is accountable for maximizing value resulting from work by Developers. Developers are accountable for creating a plan for the Sprint, which includes selecting items from Product Backlog that they can complete within a Sprint. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Therefore, two valuable actions for a Scrum Master to take if the Product Owner is not collaborating with the Development Team during the Sprint are:

➢ Bring up the problem in the Sprint Retrospective, where the Scrum Team can inspect how they worked together and create a plan for improvements.

➢ Coach the Product Owner in the values of Scrum and incremental delivery, and help them understand their role and responsibilities in collaborating with Developers.
The other options are not valuable actions, as they may undermine trust, respect, and self-organization within the Scrum Team.
References: Scrum Guide

NEW QUESTION 21
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

Explanation:
The Scrum Master should be concerned about the ability of the Development Teams to produce integrated Increments, as this is one of the goals of Scrum. The Scrum Master should also encourage the Development Teams to figure out a solution for themselves, as this fosters self-management and collaboration. The other options are not relevant or important for the Scrum Master in this situation.

NEW QUESTION 22
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

Explanation:
According to the Scrum Guide1, Product Backlog refinement is an ongoing activity in which Product Backlog items are reviewed and revised. The Developers who will be doing the work are responsible for sizing or estimating it. The Product Owner may influence them by helping them understand and select trade-offs.

NEW QUESTION 23
When multiple Scrum Teams are working on a single product, what best describes the Definition of Done? (choose the best answer)

A. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done.
B. Each Scrum Team defines and uses its ow
C. The differences are discussed and reconciled during a hardening Sprint.
D. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.
E. The Scrum Masters from each Scrum Team define a common Definition of Done.

Answer: A

Explanation:
The correct answer is A. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done. According to the Scrum Guide1, "If there are multiple Scrum Teams working on the system or product release, the development teams on all of the Scrum Teams must mutually define the definition of "Done"." This ensures that the product increment is integrated, consistent, and potentially releasable at the end of each Sprint. The other options are incorrect because they allow for different Definitions of Done for different teams, which can lead to confusion, inconsistency, and technical debt.

NEW QUESTION 24
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

Explanation:
According to the Nexus Guide2, which is a framework for scaling Scrum, one way to form multiple Development Teams from a large group of people is to ask them to self-organize into teams based on dependencies, skills, domain knowledge, and personal preferences. This approach respects the autonomy and empowerment of the Developers and allows them to choose how they want to work together.
References: Nexus Guide

NEW QUESTION 25
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

Explanation:
The correct answer is B, because the Scrum Guide states that "the Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment." Therefore, the Sprint Goal provides the Development Team with a target and overarching direction for the Sprint.

NEW QUESTION 26
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