Vendor: Scrum

Exam Code: PSM-I

Exam Name: Professional Scrum Master I

Version: DEMO

QUESTION 1
When Goes a Developer become accountable for the value 01 a Product BacKlog item selected for the Sprint? (Choose the best answer)

A. Never The entire Scrum Team is accountable for creating value every Sprint.
B. At the Sprint Planning Evented
C. Whenever a team member can accommodate more worn.
D. During the Daily scrum

Answer: B
Explanation:
According to the Scrum Guide, a Developer becomes accountable for the value of a Product Backlog item selected for the Sprint at the Sprint Planning event. This is when the Developers select items from the Product Backlog that they can commit to complete within a Sprint. The Developers are then responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they either imply that Developers are not accountable for value (such as never or whenever), or that they become accountable at a different time (such as during the Daily Scrum).

QUESTION 2
True or False: An increment must be released to customers or users at the end of each sprint.

A. True
B. False

Answer: B
Explanation:
According to the Scrum Guide, an Increment does not have to be released to customers or users at the end of each Sprint. However, it must be in a usable condition and meet the Definition of Done. The decision to release an Increment is made by the Product Owner, based on the value and feedback obtained from stakeholders. The other option is not valid, as it implies that releasing an Increment is mandatory at the end of each Sprint.

QUESTION 3
What does n mean tor a scrum Team to be cross-function at? (Choose the best answer)

A. The Scrum Team includes skilled individuals who together have all the skins necessary to create value each sprint
B. Developers on the Scrum Team work closely with business analysis architects developers, and testers who are not on the team
C. The Scrum Team includes not only developers but also business analysts, architects, and testers
D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers

Answer: A
Explanation:
According to the Scrum Guide, a Scrum Team is cross-functional if it includes skilled individuals who together have all the skills necessary to create value each Sprint. This means that the Developers can work on any aspect of the product without depending on others outside the team. The other options are not valid descriptions of cross-functionality, as they either imply that the Developers work in silos or rely on external people (such as business analysts, architects, testers, or separate teams).

QUESTION 4
True or False: The purpose of a Sprint Is lo produce a valuable useful Inclement.

A. True
B. False

Answer: A
Explanation:
According to the Scrum Guide, the purpose of a Sprint is to produce a valuable useful Increment that meets the Definition of Done and the Sprint Goal. This means that the Developers work on items from the Product Backlog that deliver value to the stakeholders and align with the product vision. The other option is not valid, as it implies that producing an Increment is not the purpose of a Sprint.

QUESTION 5
When must the Product Owner participate in the Dairy Scrum? (Choose the best answer)

A. When the Product Owner is actively working on items on the Sprint Backlog; however, they participate as a Developer
B. When the Product Owner needs to represent the stakeholders point of view to the Developers
C. When there are impediments to discuss
D. When the Scrum Master asks the Product Owner to attend

Answer: A
Explanation:
According to the Scrum Guide, the Product Owner must participate in the Daily Scrum when he or she is actively working on items on the Sprint Backlog; however, they participate as a Developer, not as an authority figure. This means that the Product Owner can share progress, plans, and impediments with the other Developers and collaborate with them on delivering value. The other options are not valid reasons for the Product Owner to participate in the Daily Scrum, as they are either irrelevant (such as representing stakeholders or discussing impediments) or inappropriate (such as being asked by the Scrum Master).

QUESTION 6
How much work Is required of the Developers to complete a Product Backlog Item selected during the Sprint Planning? (Choose the best answer)

A. All development work and at least some testing.
B. as much as is required to meet the Scrum Team's Definition of Done.
C. A proportional amount of time on analysis, design development and testing
D. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint

Answer: B
Explanation:
According to the Scrum Guide, the amount of work required of the Developers to complete a Product Backlog item selected during the Sprint Planning is as much as is required to meet the Scrum Team's Definition of Done. This means that the Developers must ensure that every item they work on is in a usable condition and meets all quality standards agreed upon by the team. The other options are not valid descriptions of the amount of work required, as they are either too vague (such as all development work and some testing or a proportional amount of time) or

incorrect (such as fitting as much as possible or deferring work to the next Sprint).

QUESTION 7
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 tor in this scenario. (Choose the best two answers)

A. There should be six Product Owners, one tor 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:
Short Explanation: According to the Scrum Guide 20201, the product has one Product Backlog, which is the single source of work undertaken by the Scrum Team. The Product Backlog is ordered by the Product Owner, who is accountable for maximizing the value of the product resulting from the work of the Scrum Team. There should be only one Product Owner per product, who may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner. Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste in the Scrum process.

QUESTION 8
user documentation is part ot your Definition ot Done. However, there are not enough technical writers for all teams. Your Scrum Team does not have a technical writer. What should the Scrum Team do? (Choose the best answer)

A. The Developers on the Scrum Team should write the user documentatiom
B. Wait until you have a technical writer on your Scrum Team to take care of this.
C. Form a separate team of technical writers that will work on an on-demand basis tor the various Product Owners. Work order will be first in, first out.
D. Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.

Answer: A
Explanation:
According to the Scrum Guide, the Developers on the Scrum Team should write the user documentation, as they are responsible for creating a "Done" Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that the user documentation can be deferred, ignored, or outsourced, which is not consistent with Scrum values and principles.

QUESTION 9
Who can cancel a Sprint? (Choose the best answer)

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

Answer: D
Explanation:
According to the Scrum Guide, the Product Owner can cancel a Sprint, as he or she is responsible for maximizing the value of the product and the work of the Development Team. The other roles do not have this authority, although they may provide input and suggestions to the Product Owner.

QUESTION 10
True or False: The Product Owner makes sure the Developers select enough from the Product Backlog tor a Sprint to satisfy the stakeholders.

A. True
B. False

Answer: B
Explanation:
According to the Scrum Guide, the Product Owner does not make sure that the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Developers are responsible for selecting how much work they can do in a Sprint, based on their capacity and past performance. The Product Owner may influence them by ordering and clarifying the Product Backlog items, but does not control their selection.

QUESTION 11
Who is responsible for collaboration with stakeholders? (Choose the best answer)

A. The Business Analyst.
B. The Scrum Team.
C. The Team Manager.
D. The Project Manager.
E. The Developers.

Answer: B

QUESTION 12
When multiple Scrum Teams are working on the same product, should all of their Increments be integrated every Sprint? (Choose the best answer)

A. Yes, but only for Scrum Teams whose work has dependencies.
B. No, that is tar too nard and must be done in a hardening Sprint
C. No, each Scrum Team stands alone.
D. Yes, in order to accurately inspect what is done.

Answer: D
Explanation:
According to the Scrum Guide, when multiple Scrum Teams are working on the same product, they should integrate their Increments every Sprint, in order to accurately inspect what is done and ensure that there is no technical debt or unfinished work at the end of each Sprint. The other options are not valid, as they imply that integration can be skipped, delayed, or done only for some teams, which is not consistent with Scrum values and principles.

QUESTION 13
When does a Sprint conclude? (Choose the best answer)

A. When the Product Owner decides enough has been delivered to meet the Sprint Goal.
B. When the Sprint Retrospective is complete.
C. When all the tasks are completed by the Developers.
D. When all Product Backlog items meet their Definition of Done.

Answer: B
Explanation:
According to the Scrum Guide, a Sprint concludes when the Sprint Retrospective is complete. This is the last event of the Sprint cycle, where the Scrum Team inspects itself and creates a plan for improvements. The other options are not valid indicators of the conclusion of a Sprint, as they are either irrelevant (such as the Product Owner deciding enough has been delivered) or incomplete (such as all tasks or Product Backlog items being done).

QUESTION 14
As the Sprint Planning progresses, the Developers realize that the workload may be greater than their capacity to complete the work. Which two are valid actions? (Choose the best two answers)

A. Recruit additional Developers before the work can begim
B. The Developers ensure that the Scrum Team is aware, start the Sprint, and monitor progress.
C. The Developers work overtime during this Sprint
D. Cancel the Sprint
E. Remove or change selected Product Backlog items.

Answer: BE
Explanation:
According to the Scrum Guide, two valid actions that the Developers can take when they realize that the workload may be greater than their capacity to complete the work are ensuring that the Scrum Team is aware, starting the Sprint, and monitoring progress, and removing or changing selected Product Backlog items. These actions are consistent with Scrum values and principles, such as transparency, adaptation, and collaboration. The other options are not valid actions, as they are either wasteful (such as recruiting additional Developers or canceling the Sprint) or unsustainable (such as working overtime).

QUESTION 15
Which two things should the Scrum Team do during the first Sprint? (Choose the best two answers)

A. Define the major product features and a release plan architecture.
B. Build at least one piece of valuable functionality.
C. Create at least one valuable, useful Increment
D. Make up a plan tor the rest of the project
E. Analyze, describe, and document the requirements for the subsequent Sprints.

Answer: BC
Explanation:
According to the Scrum Guide, two things that the Scrum Team should do during the first Sprint are building at least one piece of valuable functionality and creating at least one valuable, useful Increment. These are the goals of every Sprint, regardless of its order. The other options are not

things that the Scrum Team should do during the first Sprint, as they are either out of scope (such as defining major product features and a release plan architecture or making a plan for the rest of the project) or unnecessary (such as analyzing, describing, and documenting requirements for subsequent Sprints).

QUESTION 16
A Scrum Master is introducing Scrum to a new Team. The Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take? (Choose the best answer)

A. Comply with the decision of the self-managing team.
B. Begin facilitating productive and useful Sprint Retrospectives.
C. Call a meeting between the ScrumTeam and senior management
D. Consult with the Product Owner to see how they feel about the situation.

Answer: B
Explanation:
According to the Scrum Guide, the action that the Scrum Master should take when the Team decides that a Sprint Retrospective is unnecessary is to begin facilitating productive and useful Sprint Retrospectives. The Sprint Retrospective is an essential event for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The Scrum Master is responsible for ensuring that this event takes place and that positive outcomes are achieved. The other options are not valid actions, as they either imply that the Scrum Master complies with or ignores the decision of the Team (such as complying with it, calling a meeting with senior management, or consulting with the Product Owner), which is not consistent with Scrum values and principles.

QUESTION 17
Who is accountable for managing the progress ot work during a Sprint? (Choose the best answer)

A. The Product Owner.
B. The Developers.
C. The Scrum Master.
D. The most junior member ot the team.

Answer: B
Explanation:
According to the Scrum Guide, the Developers are accountable for managing the progress of work during a Sprint, as they are responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that the Product Owner, the Scrum Master, or the most junior member of the team are accountable for managing the progress of work, which is not consistent with Scrum.

QUESTION 18
Which statement best describes Scrum? (Choose the best answer)

A. A defined and predictive process that conforms to the principles of Scientific Management
B. A framework to generate value through adaptive solutions tor complex problems.
C. A cookbook that defines best practices tor software development.
D. A complete methodology that defines how to develop software.

Answer: B
Explanation:
According to the Scrum Guide, Scrum is a framework to generate value through adaptive solutions for complex problems. It is based on empiricism, self-organization, and collaboration. The other options are not accurate descriptions of Scrum, as they are either too rigid (such as a defined and predictive process or a complete methodology), too vague (such as a cookbook), or irrelevant (such as scientific management).

QUESTION 19
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).

QUESTION 20
During Sprint Planning the Product Owner and the Developers are unable to reach an understanding about the highest order Product Backlog items. Because of this, the Developers are unable to determine how many Product Backlog items they can forecast for the upcoming Sprint However, the Product Owner and the Developers are able to agree on a Sprint Goal. Which of the following actions should the Scrum Master support? (Choose the best two answers)

A. Cancel the Sprint Send the entire team to an advanced Scrum training and then start a new Sprint
B. During the next Sprint Retrospective discuss why this happened and what changes will make it less likely to recur.
C. Continue the Sprint Planning event past its timebox until an adequate number ot Product Backlog items are well enough understood for the Developers to make a complete forecast Then start the Sprint
D. Forecast the Product Backlog items that are most likely to meet the Sprint Goal and create the Sprint Backlog. Conclude Sprint Planning and start the development work. Continue to analyze, decompose, and create additional functionality during the Sprint
E. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

Answer: BD
Explanation:
According to the Scrum Guide, two actions that the Scrum Master should support in this scenario are forecasting the Product Backlog items that are most likely to meet the Sprint Goal and creating the Sprint Backlog, and discussing why this happened and what changes will make it

less likely to recur during the next Sprint Retrospective. These actions are consistent with Scrum values and principles, such as empiricism, adaptation, and continuous improvement. The other options are not valid actions, as they are either wasteful (such as canceling the Sprint or continuing the Sprint Planning past its timebox) or ineffective (such as asking everyone to take more time to analyze the Product Backlog).

QUESTION 21
Which are characteristics of the Daily Scrum? (Choose the best two answers)

A. Its location and time remain constant
B. Its purpose is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog.
C. It is tree form and designed to promote conversatiom
D. It is facilitated by the team lead.
E. It is held first thing in the morning.
F. It consists of the Scrum Master asking the team tor status.

Answer: AB
Explanation:
According to the Scrum Guide, two characteristics of the Daily Scrum are its location and time remain constant and its purpose is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog. These characteristics promote consistency, transparency, and adaptation within the Development Team. The other options are not valid characteristics of the Daily Scrum, as they are either irrelevant (such as being held first thing in the morning) or inappropriate (such as being free form, facilitated by the team lead, or consisting of the Scrum Master asking for status).

QUESTION 22
One of the Scrum events is the Daily Scrum. What are two intended outcomes ot the Daily Scrum? (Choose the best two answers)

A. An updated Scrum board to make Sprint progress transparent for the stakeholders
B. Identification of impediments that may prevent the Developers from achieving the Sprint Goal.
C. A status report tor the upper management indicating what each individual has done, will be doing, and what is impeding him/her.
D. A shared understanding ot the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.
E. An update of completed tasks and ot the remaining work so the Scrum Master can plan the next day.

Answer: BD
Explanation:
According to the Scrum Guide, two intended outcomes of the Daily Scrum are identification of impediments that may prevent the Developers from achieving the Sprint Goal and a shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint Goal. These outcomes help the Developers to inspect their progress, plan their work, and collaborate effectively. The other options are not intended outcomes of the Daily Scrum, as they are either irrelevant (such as updating a Scrum board) or inappropriate (such as providing a status report or an update of completed tasks).

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