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## PSM I Scrum Certification Exam

**Exam name:** Professional Scrum Master I

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1.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

2.What are three benefits of self-organization? (Choose three.)

- A. Increased creativity.
- B. Increased rule compliance.
- C. Increased accuracy of estimates.
- D. Increased self-accountability
- E. Increased commitment.

Answer: A,D,E

3.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 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.

Answer: B,D

4. Who has the final say on the order of the Product Backlog?

A. The Development Team.

B. The Product Owner.

C. The Scrum Master.

D. The Stakeholders.

E. The CEO.

Answer: B

5. Scrum has a role called "Project Manager".

A. True

B. False

Answer: B

6. 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.

Answer: B,D

7. 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: A,C,E

8. 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.

Answer: B,E

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

- A. True
- B. False

Answer: A

10. 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: B,D

11. 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.

Answer: C

12. 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.

Answer: C

13. When can a Development Team cancel a Sprint?

- A. It can't. Only Product Owners can cancel Sprints.
- B. When functional expectations are not well understood.
- C. When the Product Owner is absent too often.
- D. When the selected Product Backlog items for the Sprint become unachievable.
- E. When a technical dependency cannot be resolved.

Answer: A

14. When is a Sprint over?

- A. When the Product Owner says it is done.
- B. When all Product Backlog items meet their definition of "Done".
- C. When all the tasks are completed.
- D. When the time-box expires.

Answer: D

15. Which does a self-organizing Development Team choose?

- A. Sprint length.
- B. How to best accomplish its work.
- C. Stakeholders for the Sprint Review.
- D. When to release, based on its progress.
- E. Product Backlog ordering.

Answer: D

16. An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used.

What will likely happen if this is done? (Choose the best answer.)

- A. Without a new vocabulary as a reminder of the change, very little change may actually happen.
- B. The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.

- C. Management may feel less anxious.
- D. All answers apply.

Answer: D

17. Who determines how work is performed during the Sprint?

- A. Architects.
- B. The Development Team.
- C. The Scrum Master.
- D. Subject matter experts.
- E. Development Team managers.

Answer: B

18. 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

19. 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

20. At the end of a Sprint Product Backlog item worked on during the Sprint does not meet the definition of "Done".

What two things should happen with the undone Product Backlog item? (Choose two.)

- A. If the stakeholders agree, the Product Owner can accept it and release it to the users.
- B. Put it on the Product Backlog for the Product Owner to decide what to do with

it.

C. Review the item, add the “Done” part of the estimate to the velocity and create a Story for the remaining work.

D. Do not include the item in the Increment this Sprint.

Answer: B,D

21.If burndown charts are used to visualize progress, what does a trend line through a release burndown chart indicate?

A. The evolution of the cost spent on the project.

B. When all work will be completed to the Scrum Team can be released for other work.

C. When the work remaining will likely be completed if nothing changes on the Product Backlog or the Development Team.

D. When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.

Answer: C

22.The IT manager asks a Development Team for a status report describing the progress throughout the Sprint. The Development Team asks the Scrum Master for advice.

The Scrum Master should: (Choose the best answer.)

A. Talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review.

B. Tell the Development Team to figure it out themselves.

C. Tell the Development Team to fit the report into the Sprint Backlog.

D. Create and deliver the report to the manager herself.

E. Ask the Product Owner to send the manager the report.

Answer: A

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

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.

Answer: C

24.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

Answer: A

25.A Scrum Team is only allowed to meet with stakeholders during Sprint Review.

- A. True
- B. False

Answer: B

26.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.

Answer: A

27.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

28.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.

Answer: C,E



29. Why does the Product Owner want the Development Team to adhere to its definition of “Done”?

- 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.

Answer: A

30. Which are NOT appropriate topics for discussion in a Sprint Retrospective? (Choose all that apply.)

- A. Definition of “Done”.
- B. How the team does its work.
- C. Team relations.
- D. The value of work currently represented in the Product Backlog.
- E. Arranging the Sprint Backlog for the next Sprint.

Answer: A,E

31. 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.

Answer: A,B,D

32. 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

33.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

34.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

35.Who should know the most about the progress toward a business objective or a release?

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

Answer: D

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

- A. True
- B. False

Answer: B

37.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

38. Who owns the Sprint Backlog?

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

Answer: D

39. The Product Owner makes sure the team selects enough from the Product Backlog for a Sprint to satisfy the stakeholders.

- A. True
- B. False

Answer: B

40. 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.

Answer: D

41. What happens if the Development Team cannot complete its work by the end of the Sprint?

- A. The Sprint is extended and future Sprints use this new duration.
- B. The Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length.
- C. The Sprint is extended temporarily. Lessons are taken to ensure it doesn't happen again.

Answer: B

42.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 management on what is being worked on.
- D. Answer QUESTION NO:s from the Development Team about items in the current Sprint.

Answer: C,D

43.When is implementation of a Product Backlog item considered complete?

- A. At the end of the Sprint.
- B. When the item has no work remaining in order to be potentially released.
- C. When QA reports that the item passes all acceptance criteria.
- D. When all work in the Sprint Backlog related to the item is finished.

Answer: B

44.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

45.How much work must a Development Team do to a Product Backlog item it selects for a Sprint?

- A. A proportional amount of time on analysis, design, programming, testing, and documentation.
- B. As much as it can fit into the Sprint. Any remaining work will be transferred to a subsequent Sprint.
- C. All development work and at least some testing.

D. As much as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of “Done”.

Answer: D

46. 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.

Answer: C

47. Which of the following best describes an increment of working software?

- A. A decomposition of all Product Backlog items into tasks for future Sprint Backlog lists.
- B. Additional features in a usable state that complement those delivered in previous iterations.
- C. A new user interface design for functionality delivered in previous iterations.
- D. An automated test suite to verify functionality delivered in previous iterations.
- E. UML diagrams that describe how to deliver functionality in future iterations.

Answer: B

48. 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. Keep stakeholders from distracting the Development Team.

Answer: A

49. 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

50. When many Scrum Teams are working on a single product, what best describes the Definition of Done?

(Choose the best answer.)

- A. Each Scrum Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.
- B. The Scrum Masters from each Scrum Team define a common Definition of Done.
- C. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.
- D. All Scrum Teams must have a Definition of Done that makes their combined work potentially releasable.

Answer: D

51. 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

52. The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

- A. True
- B. False

Answer: A

53. 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

54. 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

55. User documentation is part of your definition of “Done”. However, there aren't enough technical writers for all teams. Your Development Team doesn't have a technical writer.

What should you do?

- A. Form a separate team of technical writers that will work on an on-demand basis for the various Product Owners. Work order will be first in, first out.
- B. Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.
- C. Wait until you have a technical writer on your Development Team to take care of this.
- D. Your Development Team is still responsible for creating user documentation. In this case, the Development Team members will write it.

Answer: D

56. A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities.

Which two activities are part of the Product Owner role according to Scrum? (Choose two.)

- A. Ensuring that the most valuable functionality is produced first, at all times.
- B. Interacting with stakeholders.
- C. Providing the Development Team with detailed specifications.
- D. Describing features as Use Cases.
- E. Creating detailed functional test cases.

Answer: A,B

57. Who is accountable for tracking the remaining work toward the Sprint Goal? (Choose the best answer.)

- A. The Developers.
- B. The Scrum Master.

- C. The Product Owner.
- D. The Project Manager.

Answer: A

58.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

59.What are two good ways for a Scrum Team to ensure security concerns are satisfied? (Choose two.)

- A. Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.
- B. Add security concerns to the definition of "Done".
- C. Add a Sprint to specifically resolve all security concerns.
- D. Delegate the work to the concerned department.
- E. Have the Scrum Team create Product Backlog items for each concern.

Answer: B,E