

Exam Questions PSM-I

Professional Scrum Master I

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NEW QUESTION 1

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.

Answer: BE

Explanation:

The correct answers are B and E, because these statements are true about the length of the Sprint. It is best to have Sprints of consistent length throughout a development effort, as this helps establish a reliable rhythm and cadence for the Scrum Team and the stakeholders. All Sprints must be one month or less, as this ensures that the Scrum Team can inspect and adapt frequently and deliver value incrementally.

NEW QUESTION 2

What is the function or purpose of management in Scrum? (choose the best answer)

- A. To identify and remove people that are not working hard enough.
- B. To monitor the productivity of the Developers.
- C. To present the Scrum Teams with insights and resources that help them improve.
- D. To continually monitor staffing levels of the Scrum Team.

Answer: C

Explanation:

The best answer is C. The function or purpose of management in Scrum is to present the Scrum Teams with insights and resources that help them improve. According to the article What is the Function or Purpose of Management in Scrum?, management is still critical to providing vision, securing resources, hiring talent, training teams, removing roadblocks, and continuously improving. Management also encourages collaboration and establishes Scrum Team autonomy, which are essential for Scrum's values and principles.

A, B and D are not good answers because they imply a command-and-control approach that contradicts Scrum's values of respect, openness, and self-organization. Management in Scrum is not supposed to micromanage, judge, or interfere with the work of the Developers, but rather support them and enable them to deliver value.

NEW QUESTION 3

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 4

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

- A. True
- B. False

Answer: B

Explanation:

According to the Scrum Guide¹, Scrum is not a process, technique, or definitive method. Rather, it is a framework within which you can employ various processes and techniques. Scrum makes clear the relative efficacy of your product management and work techniques so that you can continuously improve the product, the team, and the working environment.

NEW QUESTION 5

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

NEW QUESTION 6

Which three behaviors demonstrate that a team is self-organizing? (Choose three.)

- A. Stakeholders walking in at the Daily Scrum to check progress and work with the Scrum Master to optimize the functional scope for the Sprint.
- B. The Development Team members are working within the boundaries of their functional description and nicely handing off work from analyst to developer to tester to integration.
- C. The Product Owner doesn't need to be at Sprint Retrospectives.
- D. The Development Team creating their own sprint backlog, reflecting all work that is part of the definition of "Done".
- E. The Development Team has all the skills needed to create a releasable Increment.
- F. Development Team members collaboratively selecting their own work during the Sprint.
- G. The Development Team inviting external people to the Sprint Planning to ask them how to turn a Product Backlog item into an Increment via a complete and detailed Sprint Backlog.
- H. The Scrum Master is no longer needed.

Answer: DEF

Explanation:

According to the Scrum Guide, three behaviors that demonstrate that a team is self-organizing are creating their own sprint backlog, having all the skills needed to create a releasable Increment, and collaboratively selecting their own work during the Sprint. The other options are not behaviors that demonstrate self-organization, as they are either contrary to Scrum values and principles (such as stakeholders walking in at the Daily Scrum or working within functional boundaries) or unnecessary for self-organization (such as the Product Owner not being at Sprint Retrospectives or the Development Team inviting external people to the Sprint Planning).

NEW QUESTION 7

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.

Answer: B

Explanation:

According to the Scrum Guide¹, the Daily Scrum is an event for the Developers of the Scrum Team. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum optimizes the probability that the Developers will meet the Sprint Goal. Every day, the Developers should understand how they intend to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint. Management external to the Scrum Team is not involved in the Daily Scrum, as they may interfere with the self-management and empowerment of the Developers.

References: Scrum Guide

NEW QUESTION 8

Which three questions might be answered by Development Team members at the Daily Scrum? (Choose three.)

- A. How is the Sprint proceeding?
- B. What did I do yesterday that helped the Development Team meet the Sprint Goal?
- C. Why were you late?
- D. What will I do today to help the Development Team meet the Sprint Goal?
- E. How many hours did I spend on the project yesterday?
- F. What will I be working on tomorrow?
- G. Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

Answer: BDG

Explanation:

According to the Scrum Guide¹, during each Daily Scrum, each Developer answers three questions:

- What did I do yesterday that helped meet our Sprint Goal?
- What will I do today to help meet our Sprint Goal?
- Do I see any impediment that prevents me or our Development Team from meeting our Sprint Goal? The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward achieving their Sprint Goal and producing a usable Increment. The other options are not relevant or appropriate for the Daily Scrum.

References: Scrum Guide

NEW QUESTION 9

Who can abnormally terminate a Sprint?

- A. The Scrum Master
- B. The Development Team or its members.
- C. The Product Owner
- D. The Stakeholders

Answer: C

Explanation:

According to the Scrum Guide¹, a Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master. A Sprint would be cancelled if the Sprint Goal becomes

obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be cancelled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense.

References: Scrum Guide

NEW QUESTION 10

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).

NEW QUESTION 10

Who starts the Daily Scrum?

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

Answer: B

Explanation:

According to the Scrum Guide¹, during each Daily Scrum, each Developer answers three questions:

- What did I do yesterday that helped meet our Sprint Goal?
- What will I do today to help meet our Sprint Goal?
- Do I see any impediment that prevents me or our Development Team from meeting our Sprint Goal? The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward achieving their Sprint Goal and producing a usable Increment. The Developers can start with any one person and proceed in any order.

References: Scrum Guide

NEW QUESTION 15

When must a Product Owner release each Increment? (Choose the best answer.)

- A. When it makes sense.
- B. When the Scrum Team finishes their work.
- C. Whenever the product is free of defects.
- D. After every Sprint, Without exception.

Answer: A

Explanation:

A Product Owner releases each Increment when it makes sense, as stated in [2]: "The Product Owner decides when to release an Increment. This can be done at any time during or after a Sprint. The Product Owner may choose to release an Increment when it delivers enough value to customers or users, when it meets a market opportunity, when it reduces risk or uncertainty, or when it aligns with other business goals."

NEW QUESTION 20

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

Explanation:

The Product Owner should know the most about the progress toward a business objective or a release, as stated in the Scrum Guide: "The Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals."

NEW QUESTION 23

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 28

Cross-functional teams are optimized to work on one technical layer of a system only (e.g. GUI, database, middle tier, interfaces).

- A. True
- B. False

Answer: B

Explanation:

According to the Scrum Guide¹, the Development Team consists of professionals who do the work of delivering a potentially releasable Increment of “Done” product at the end of each Sprint. Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team’s overall efficiency and effectiveness. Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team. The team model in Scrum is designed to optimize flexibility, creativity, and productivity.

References: Scrum Guide

NEW QUESTION 32

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

Explanation:

According to the Scrum Guide¹, 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.

NEW QUESTION 35

Which two ways of creating Scrum Teams are consistent with Scrum's values? (choose the best two answers)

- A. Bring all the people together and let them organize into Scrum Teams
- B. Managers personally re-assign current subordinates to new teams.
- C. Existing teams propose how they would like to go about organizing into the new structure.
- D. Managers collaborate to assign individuals to specific teams.
- E. The Chief Product Owner determines the new team structures and assignments.

Answer: AC

Explanation:

The best two answers are A and C. These two ways of creating Scrum Teams are consistent with Scrum’s values because they respect the self-organization and empowerment of the people who will be working in the teams. They also foster openness and courage by allowing the people to express their preferences and opinions about the new structure.

B, D and E are not consistent with Scrum’s values because they impose a top-down approach that does not involve the people who will be affected by the change. They also undermine the commitment and focus of the teams by assigning them to work on something they may not be interested in or passionate about.

NEW QUESTION 39

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.

Answer: BCD

Explanation:

The correct answers are B, C, and D, because moving away from component teams toward feature teams may involve some challenges and trade-offs.

Productivity may suffer when making this kind of move, as teams need to learn new skills, coordinate with other teams, and deal with legacy code. Getting support from the business side first helps, as they can provide the vision, value, and feedback for the features. Feature teams have less communication overhead, as they can deliver end-to-end functionality without depending on other teams.

References: [Suggested Reading for Professional Scrum Master™ I]

NEW QUESTION 43

What factor should be considered when establishing the Sprint length? (choose the best answer)

- A. The organization has mandated similar length sprints.
- B. The need for the team to learn based on doing work and measuring results.
- C. The frequency at which team formation can be changed.
- D. The organization's release schedule.

Answer: B

Explanation:

The best answer is B. The need for the team to learn based on doing work and measuring results.

The Sprint length should be chosen based on the complexity and volatility of the product and the environment, as well as the team's capability and Definition of Done. The Sprint length should enable the team to deliver a usable Increment of value that meets the feedback needs of the stakeholders and the business. The Sprint length should also allow the team to inspect and adapt their work processes and practices based on the outcomes of the Sprint.

The other options are not valid reasons for choosing the Sprint length. The organization's mandate, team formation, and release schedule should not dictate the Sprint length, but rather be aligned with it. The Scrum Team should have the autonomy to choose the Sprint length that best suits their product and context.

You can learn more about how to choose the right Sprint length from these sources: [How Long A Sprint Should Be?](#), [How to Choose the Right Sprint Length in Scrum](#), [What is a Sprint?](#), [Determining the Sprint Length](#), and [Sprint Length: What's the Right Length?](#).

NEW QUESTION 46

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: AB

Explanation:

The Product Owner is responsible for ensuring that the most valuable functionality is produced first, at all times, by ordering and prioritizing the Product Backlog. The Product Owner also interacts with stakeholders to understand their needs and expectations, and to communicate the vision and progress of the product. The other options are not part of the Product Owner role according to Scrum, as they are either too prescriptive or too technical.

NEW QUESTION 49

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

Explanation:

The Scrum Master should talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review, as stated in [5]:

“The Scrum Master should educate the IT manager about how Scrum works and how progress is measured. The Scrum Master should invite the IT manager to attend the Sprint Review where the Development Team demonstrates what was accomplished during the Sprint. The Scrum Master should also explain that status reports are not necessary in Scrum, as transparency is ensured by using artifacts such as Product Backlog, Sprint Backlog, and Increment.”

NEW QUESTION 52

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

Explanation:

According to the Scrum Guide, the Product Owner has the final say on the order of the Product Backlog, 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.

NEW QUESTION 56

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

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

E. The differences are discussed and reconciled during a hardening Sprint.

Answer: C

Explanation:

The best answer is C. When multiple Scrum Teams are working on a single product, they must mutually define and comply with the same Definition of Done¹. This ensures that the product has a consistent level of quality and that the Increments delivered by different teams can be integrated seamlessly. Having different Definitions of Done for each team can lead to confusion, rework, and technical debt. The Scrum Guide says that the Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product². Therefore, it is not something that can be decided by the Scrum Masters alone (B) or left to each team's discretion (A and D).

NEW QUESTION 57

Multiple Scrum Teams working on the same project must have the same Sprint start date.

- A. True
- B. False

Answer: B

Explanation:

The correct answer is B, because multiple Scrum Teams working on the same project do not have to have the same Sprint start date. 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, the synchronization of multiple Scrum Teams is based on their shared product goal and definition of ‘Done’, not on their Sprint start date.

NEW QUESTION 59

During a Sprint Retrospective, the Development Team proposes moving the Daily Scrum to only occur on Tuesdays and Thursdays. Which two are the most appropriate responses for the Scrum Master? (Choose two.)

- A. Consider the request and decide on which days the Daily Scrum should occur.
- B. Coach the team on why the Daily Scrum is important as an opportunity to update the plan.
- C. Have the developers vote.
- D. Learn why the Development Team wants this and work with them to improve the outcome of the Daily Scrum.
- E. Acknowledge and support the self-organizing team's decision.

Answer: BD

Explanation:

The correct answers are B and D, because these are the most appropriate responses for the Scrum Master. The Scrum Master should coach the team on why the Daily Scrum is important as an opportunity to update the plan, inspect the progress, and synchronize the activities of the Development Team. The Scrum Master should also learn why the Development Team wants this and work with them to improve the outcome of the Daily Scrum, rather than imposing a decision or accepting their request without question.

NEW QUESTION 63

Which of these may a Development Team deliver at the end of a Sprint?

- A. Failing unit tests, to identify acceptance tests for the next Sprint.
- B. An increment of software with minor known bugs in it.
- C. An increment of working software that is “done”.
- D. A single document, if that is what the Scrum Master asked for.

Answer: C

Explanation:

The correct answer is C, because a Development Team should deliver an increment of working software that is “done” by the end of a Sprint. The Scrum Guide states that “the Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. 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’.”

NEW QUESTION 64

What are three ways Scrum promotes self-organization? (Choose three.)

- A. By not allowing documentation.
- B. By the Development Team deciding what work to do in a Sprint.
- C. By preventing stakeholders from entering the development room.
- D. By removing titles for Development Team members.
- E. By being a lightweight framework.

Answer: BDE

Explanation:

According to the Scrum Guide¹, Scrum promotes self-organization by giving autonomy and empowerment to the Developers who decide how to do their work within a Sprint. The Developers have no titles other than Developer, regardless of their specialization or skills. Scrum is a lightweight framework that minimizes prescription and maximizes flexibility and adaptability.

References: Scrum Guide

NEW QUESTION 69

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.

Answer: B

Explanation:

The correct answer is B, because the Scrum Guide states that “the Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.” Therefore, new work or further decomposition of work can be added to the Sprint Backlog as soon as possible after they are identified by the Development Team.

NEW QUESTION 72

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

Explanation:

The correct answer is D, because this statement best describes the Sprint Review. The Scrum Guide states that “a Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint.” Therefore, the Sprint Review is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

NEW QUESTION 73

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

Answer: F

Explanation:

The correct answer is F, because all of the Scrum Values are affected by a lack of trust in the Scrum Team. Trust is essential for the Scrum Team to work effectively and deliver value. Without trust, the Scrum Team may lose focus, respect, openness, courage, and commitment.

NEW QUESTION 74

How is management external to the Scrum Team involved in the Daily Scrum? (Choose the best answer.)

- A. The Scrum Master speaks on their behalf.
- B. Managers are not required at the Daily Scrum.
- C. Management gives an update at the start of each Daily Scrum.
- D. The Product Owner represents their opinions.

Answer: B

Explanation:

According to the Scrum Guide, management external to the Scrum Team is not involved in the Daily Scrum at all. The Daily Scrum is an internal event for the Development Team to inspect their progress toward the Sprint Goal and plan their work for the next 24 hours. The other options are not valid ways for management to be involved in the Daily Scrum, as they are either intrusive (such as giving an update or speaking on behalf of others) or unnecessary (such as being represented by the Product Owner or the Scrum Master).

NEW QUESTION 75

During the Sprint Retrospective a Scrum Team has identified several high priority process improvements. Which of the following statements is most accurate? (Choose the best answer.)

- A. The Scrum Team may add items to the Sprint Backlog for the next Sprint.
- B. The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.
- C. The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.
- D. The Scrum Master selects the most important process improvement and places it in the Sprint Backlog

Answer: A

Explanation:

During the Sprint Retrospective, the Scrum Team may add items to the Sprint Backlog for the next Sprint, as stated in [5]: “The purpose of each Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team plans ways to implement improvements identified during this meeting into its way of working. By doing this it reinforces empiricism throughout its work. Improvements may be implemented at any time during a Sprint or they may be planned for subsequent Sprints.”

NEW QUESTION 77

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

- A. True
- B. False

Answer: A

Explanation:

According to the Scrum Guide¹, the heart of Scrum is a Sprint, a time-box of one month or less during which a “Done”, useable, and potentially releasable product Increment is created. The Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together.

References: Scrum Guide

NEW QUESTION 78

What does n mean for 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).

NEW QUESTION 79

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: ACE

Explanation:

The correct answers are A, C, and E, because these are feedback loops in Scrum. The Sprint Review is a feedback loop that allows the Scrum Team and the stakeholders to inspect the Increment and adapt the Product Backlog. The Sprint Retrospective is a feedback loop that allows the Scrum Team to inspect itself and create a plan for improvements. The Daily Scrum is a feedback loop that allows the Development Team to inspect its progress and plan its work for the next 24 hours.

NEW QUESTION 84

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 Sprin
- B. Send the entire team to an advanced Scrum training and then start a new Sprint.
- C. Forecast the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and pla
- D. 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.
- E. 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 forecas
- F. Then start the Sprint.
- G. Discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- H. 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 Guide¹, the Sprint Planning meeting has a time-box of eight hours or less for a one-month Sprint. The Scrum Master ensures that the meeting is time-boxed and keeps the Scrum Team

focused on the objective. If the Development Team cannot forecast how many Product Backlog items it can complete, it should still start the Sprint and work on the most likely items to meet the Sprint Goal. The Sprint Backlog can be updated throughout the Sprint as more is learned. The Scrum Master should also support the team to discuss the reasons for the lack of clarity in the Product Backlog items and how to prevent it from happening again in the next Sprint Retrospective.

References: Scrum Guide

NEW QUESTION 89

Which three purposes does the definition of “Done” serve? (Choose three.)

- A. Guide the Development Team on how many Product Backlog items to select for the Sprint.
- B. Create a shared understanding of when work is complete.

- C. Describe the purpose, objective, and time-box of each Scrum event.
- D. Describe the work that must be done before the Sprint is allowed to end.
- E. Increase transparency.

Answer: ABE

NEW QUESTION 93

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: B

Explanation:

According to the Scrum Guide, a self-organizing Development Team chooses how to best accomplish its work, rather than being directed by others outside the team. The other options are not choices that a self-organizing Development Team makes, as they are either determined by the Scrum framework (such as Sprint length and Product Backlog ordering) or by collaboration with other roles (such as stakeholders for the Sprint Review and when to release).

NEW QUESTION 98

Who is responsible for engaging the stakeholders?

- A. The Business Analyst.
- B. The Development Team.
- C. The Team Manager.
- D. The Project Manager.
- E. The Product Owner.

Answer: E

Explanation:

The Product Owner is responsible for engaging the stakeholders, as stated in the Scrum Guide¹: “The Product Owner is one person, not a committee. The Product Owner 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.”

NEW QUESTION 102

Who should make sure everyone on the Development Team does their 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.

Answer: D

Explanation:

According to the Scrum Guide¹, the Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. No one tells them how to do their work. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The other roles are not responsible for making sure everyone on the Development Team does their tasks for the Sprint.

References: Scrum Guide

NEW QUESTION 107

Why should the Product Owner be present at the Daily Scrum?

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

Answer: A

Explanation:

The correct answer is A, because the Product Owner does not need to be present at the Daily Scrum. The Scrum Guide states that “the Daily Scrum is a 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next 24 hours. ... The structure of the meeting is set by the Development Team and can be conducted in different ways if it focuses on progress toward the Sprint Goal.” Therefore, the Daily Scrum is an internal event for the Development Team, and the Product Owner can attend only if invited by the Development Team.

NEW QUESTION 110

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

Answer: C

Explanation:

According to the Scrum Guide¹, each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process. The time-box for the Sprint Review is four hours for a one-month Sprint.

References: Scrum Guide

NEW QUESTION 112

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

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

Answer: C

Explanation:

The correct answer is C, because the Scrum Guide states that “the Scrum Master ensures that the Development Team has the meeting, but the Development Team is responsible for conducting the Daily Scrum. The Scrum Master teaches the Development Team to keep the Daily Scrum within the 15-minute time-box.” Therefore, the main reason for the Scrum Master to be at the Daily Scrum is to ensure that it happens, but he or she does not have to be there.

NEW QUESTION 114

Who is accountable for managing the progress of work during a Sprint? (choose the best answer)

- A. The Product Owner.
- B. The Developers.
- C. The Scrum Master.
- D. The most junior member of 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.

NEW QUESTION 115

Who determines how many Product Backlog items the Developers select for a sprint? (choose the best answer)

- A. The Scrum Master
- B. The Scrum Team
- C. The Developers
- D. The stakeholders attending Sprint Planning
- E. The Product Owner

Answer: C

Explanation:

The Developers determine how many Product Backlog items they select for a Sprint, as stated in the Scrum Guide: “The Developers select items from the Product Backlog to include in the current Sprint. The Scrum Team may refine these items during this process, which increases understanding and confidence.”

NEW QUESTION 117

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

Explanation:

According to the Scrum Guide, the Developers are accountable for tracking the remaining work toward the Sprint Goal, 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 someone else outside the Development Team (such as the Scrum Master, the Product Owner, or the Project Manager) is accountable for tracking the remaining work, which is not consistent with Scrum values and principles.

NEW QUESTION 121

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 125

You are the Scrum Master on a newly formed Scrum Team. Which three of the following activities would probably help the team in starting up? (Choose three.)

- A. Introduce a bonus system for the top performers in the team.
- B. Have the Scrum Team members introduce themselves to each other and give a brief background of their skills and work history.
- C. Have the development managers for each Development Team member introduce their direct reports and go over their responsibilities on the Scrum Team.
- D. Ensure the Scrum Team members have compatible personalities.
- E. Ensure the team understands they need a definition of “Done”.
- F. Ask the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions.

Answer: BEF

Explanation:

The correct answers are B, E, and F, because these activities would probably help the team in starting up. Having the Scrum Team members introduce themselves and give a brief background of their skills and work history helps build trust and rapport among them. Ensuring the team understands they need a definition of “Done” helps create transparency and alignment on the quality standards for the product. Asking the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions helps clarify the vision and value of the product.

References: [Suggested Reading for Professional Scrum Master™ I]

NEW QUESTION 128

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: BE

Explanation:

The correct answers are B and E, because Scrum has no “tester” role and everyone in the Development Team is responsible for quality. The Scrum Guide states that “the Development Team consists of professionals who do the work of delivering a potentially releasable Increment of ‘Done’ product at the end of each Sprint.

Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team’s overall efficiency and effectiveness.”

NEW QUESTION 132

A Scrum Team is experiencing a growing list of impediments. Which techniques would be most helpful in this situation? (choose the best two answers)

- A. As a Scrum Team, prioritize the list and work on them in order.
- B. The Scrum Master discusses the impediments with the Scrum Team.
- C. The Product Owner should add the open impediments to the Product Backlog.
- D. Arrange a triage meeting with management.

Answer: AB

Explanation:

The best two answers are A and B. As a Scrum Team, prioritizing the list and working on them in order is a good technique to tackle the impediments. This way, the team can focus on the most urgent and important issues first and avoid being overwhelmed by the number of impediments. The Scrum Master discusses the impediments with the Scrum Team is also a helpful technique, as it allows the team to share their perspectives, identify the root causes, and come up with possible solutions. The Scrum Master can also coach the team on how to remove or prevent impediments in the future.

NEW QUESTION 137

Which statement best describes Scrum?

- A. A defined and predictive process that confirms to the principles of Scientific Management.
- B. A complete methodology that defines how to develop software.
- C. A cookbook that defines best practices for software development.
- D. A framework within which complex products in complex environments are developed.

Answer: D

Explanation:

Scrum is not a process, technique, or definitive method. Rather, it is a framework within which you can employ various processes and techniques. Scrum makes clear the relative efficacy of your product management and work techniques so that you can continuously improve the product, the team, and the working

environment.

NEW QUESTION 138

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 141

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 143

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: BE

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, one good way for a Scrum Team to ensure security concerns are satisfied is to add security concerns to the definition of "Done". Another good way is to have the Scrum Team create Product Backlog items for each concern, as they are responsible for managing and refining the Product Backlog.

References: Scrum Guide

NEW QUESTION 148

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.

Answer: D

Explanation:

According to the Scrum Guide¹, the heart of Scrum is a Sprint, a time-box of one month or less during which a "Done", useable, and potentially releasable product Increment is created. Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint. The length of a Sprint should be short enough to keep the business risk acceptable to the Product Owner, short enough to be able to synchronize the development work with other business events, and no more than one calendar month.

References: Scrum Guide

NEW QUESTION 153

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 156

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

Explanation:

The correct answer is C, because the Development Team should inform the Product Owner so he/she can work with the CEO. The Scrum Guide states that “only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master.” Therefore, if the CEO wants to add a “very important” item to a Sprint that is in progress, he or she should communicate with the Product Owner, who can then decide whether to cancel or continue the current Sprint.

NEW QUESTION 160

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 in consultation with the Product Owner.
- E. The Product Owner.

Answer: A

Explanation:

According to the Scrum Guide¹, only people who are actively working on items in the Sprint Backlog participate in updating it during a Sprint; this includes tracking progress made on those items. This is typically done by Developers updating their remaining work every day after their Daily Scrum. The Development Team tracks this total work remaining at least for every Daily Scrum to project the likelihood of achieving their Sprint Goal.

References: Scrum Guide

NEW QUESTION 161

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

Explanation:

According to the Scrum Guide¹, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, implementation of a Product Backlog item is considered complete when the item has no work remaining in order to be potentially released.

NEW QUESTION 166

What is the purpose of a Sprint Review?

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

Answer: B

NEW QUESTION 168

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: DE

Explanation:

The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The topics that are appropriate for discussion are those that relate to how the team does its work, such as processes, tools, communication, collaboration, quality, etc. The value of work currently represented in the Product Backlog and arranging the Sprint Backlog for the next Sprint are not appropriate topics for discussion in a Sprint Retrospective, as they belong to the Sprint Review and Sprint Planning events respectively.

NEW QUESTION 172

When Does a Developer become accountable for the value of 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 Event
- C. Whenever a team member can accommodate more work.
- 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).

NEW QUESTION 173

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. Define the major product features and release plan architecture
- E. Create an increment of potentially releasable software.

Answer: CE

Explanation:

According to the Scrum Guide, the Development Team should do two things during the first Sprint: develop at least one piece of functionality and create an increment of potentially releasable software. These are the goals of every Sprint, regardless of its order. The other options are not things that the Development Team should do during the first Sprint, as they are either out of scope (such as making a plan for the rest of the project or defining major product features and release plan architecture) or unnecessary (such as analyzing, describing, and documenting requirements for subsequent Sprints).

NEW QUESTION 177

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

- 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.

Answer: AC

Explanation:

According to the Scrum Guide¹, the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. Inspected elements often vary with domain, practices, and people involved. The Scrum Team identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint. Therefore, two appropriate topics for discussion during a Sprint Retrospective are:

- Identifying high priority process improvements for the next Sprint.
- How the team collaborates.

The other options are not relevant or appropriate for the Sprint Retrospective. References: Scrum Guide

NEW QUESTION 178

Which three of the following are time-boxed events in Scrum? (Choose the best three answers.)

- A. Release Planning.
- B. Release Retrospective.
- C. Sprint Retrospective.
- D. Sprint Planning.
- E. Sprint Testing.
- F. Sprint 0.
- G. Daily Scrum.

Answer: CDG

Explanation:

According to the Scrum Guide, the time-boxed events in Scrum are Sprint Retrospective, Sprint Planning, and Daily Scrum. These events have a maximum duration that cannot be exceeded. The other options are not time-boxed events in Scrum, as they are either not part of Scrum (such as Release Planning, Release

Retrospective, Sprint Testing, and Sprint 0) or not events at all (such as Definition of Done).

NEW QUESTION 179

What is the function or purpose of management in Scrum? (choose the best answer)

- A. To identify and remove people that are not working hard enough.
- B. To present the Scrum Teams with insights and resources that help them improve.
- C. To monitor the productivity of the Developers.
- D. To continually monitor staffing levels of the Scrum Team.

Answer: B

Explanation:

The correct answer is B. To present the Scrum Teams with insights and resources that help them improve. According to the Scrum Guide¹, “The role of management in Scrum is to support the Product Owner with insights and information into high-value product and system capabilities.” Management also helps the Scrum Team by providing an environment that fosters agility, learning, and collaboration². Management does not directly control or monitor the work of the Developers, nor does it interfere with the self-organization and autonomy of the Scrum Team³. Management’s function in Scrum is to enable and empower the Scrum Team to deliver value and continuously improve.

NEW QUESTION 182

One of the Scrum events is the Daily Scrum. What are two intended outcomes of the Daily Scrum? (Choose two.)

- A. A shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.
- B. An update of completed tasks and of the remaining work so the Scrum Master can plan the next day.
- C. A status report for the upper management indicating what each individual has done, will be doing, and what is impending him/her.
- D. An updated Scrum board to make Sprint progress transparent for the stakeholders.
- E. New impediments for the Scrum Master to take care of.

Answer: AE

Explanation:

According to the Scrum Guide, two intended outcomes of the Daily Scrum are a shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal, and new impediments for the Scrum Master to take care of. 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 an update or a status report).

NEW QUESTION 186

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

Answer: C

Explanation:

According to the Scrum Guide¹, the Sprint Backlog is the property of the Developers and no one else can tell them which items they should work on. The Developers can select any item from the Product Backlog that they forecast they can complete within a Sprint. The Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. Therefore, no one owns a Sprint Backlog item, but the entire Development Team is accountable for it.
References: Scrum Guide

NEW QUESTION 187

How should a Scrum Team deal with non-functional requirements? (choose the best answer)

- A. Manage them during the Integration Sprint prior to the Release Sprint.
- B. Assign them to the lead developers on the team.
- C. Ensure every Increment meets them.
- D. Make sure the release department understands these requirements, but it is not the Scrum Team's responsibility.

Answer: C

Explanation:

The best answer is C. Ensure every Increment meets them. Non-functional requirements (NFRs) are system qualities that guide the design of the solution and often serve as constraints across the relevant backlogs¹. NFRs are persistent qualities and constraints typically revisited as part of the definition of done (DoD) for each Iteration, PI, or release¹. The Scrum Team should ensure that every Increment meets the NFRs, as they are part of the product requirements and affect the value delivery and customer satisfaction.

NEW QUESTION 191

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 so 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

Explanation:

a burndown chart is a graphical representation of work left to do versus time. It is very useful for predicting when all of the work will be completed. It is often used in agile software development methodologies such as Scrum. However, burndown charts can be applied to any project containing measurable progress over time. A release burndown chart tracks progress across multiple Sprints towards a product release. It shows how much work remains in the Product Backlog at any given time during the release cycle. A trend line through a release burndown chart indicates when the work remaining will likely be completed if nothing changes on the Product Backlog or the Development Team.

NEW QUESTION 192

When a Development Team determines that it will not be able to finish the complete forecast, who has to be present when reviewing and adjusting the Sprint work selected? (Choose the best answer.)

- A. The Development Team.
- B. The Product Owner and all stakeholders.
- C. The Product Owner and the Development Team.
- D. The Scrum Master, project manager and Development Team.

Answer: C

Explanation:

When a Development Team determines that it will not be able to finish the complete forecast, both the Product Owner and the Development Team have to be present when reviewing and adjusting the Sprint work selected, as stated in [6]: "If there is not enough work remaining for all members of a Development Team then they can renegotiate scope with their Product Owner. If there is too much work remaining then they can also renegotiate scope with their Product Owner."

NEW QUESTION 197

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
- C. Any remaining work will be transferred to a subsequent Sprint.
- D. All development work and at least some testing.
- E. 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

Explanation:

The Development Team must do as much work as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of "Done", as stated in the Scrum Guide1: "The Development Team works to forecast the functionality that will be developed during the Sprint. The Product Owner discusses the objective that the Sprint should achieve and the Product Backlog items that, if completed in the Sprint, would achieve the Sprint Goal. The entire Scrum Team collaborates on understanding the work of the Sprint."

NEW QUESTION 201

How should a Development Team deal with non-functional requirements?

- A. Ensure every Increment meets them.
- B. Make sure the release department understands these requirements, but it is not the Development Team's responsibility.
- C. Handle them during the Integration Sprint preceding the Release Sprint.
- D. Assign them to the lead developers on the team.

Answer: A

Explanation:

The correct answer is A, because the Scrum Guide states that "the definition of 'Done' is a formal description of the state of the Increment when it meets the quality measures required for the product." Therefore, non-functional requirements should be part of the definition of 'Done' and ensure every Increment meets them.

NEW QUESTION 202

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: CD

Explanation:

According to the Scrum Guide, two activities that a Product Owner may engage in during a Sprint are updating management on what is being worked on and answering questions from the Development Team about items in the current Sprint. These activities are part of the Product Owner's responsibilities to manage and prioritize the Product Backlog, communicate with stakeholders, and collaborate with the Development Team. The other options are not activities that a Product Owner should engage in during a Sprint, as they are either done by the Scrum Master (such as running the Daily Scrum) or by the Development Team (such as prioritizing their work on the Sprint Backlog).

NEW QUESTION 204

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

Explanation:

According to the Scrum Guide¹, one aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of “Done” over time. The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. Therefore, it is most appropriate for a Development Team to change the definition of “Done” during the Sprint Retrospective.
References: Scrum Guide

NEW QUESTION 206

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 208

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

Explanation:

According to the Scrum Guide¹, the Sprint Review is an informal meeting at the end of the Sprint, where the Scrum Team and stakeholders collaborate about what was done in the Sprint. Based on that and any changes to the Product Backlog during the Sprint, attendees collaborate on what to do next. The Product Owner explains what Product Backlog items have been “Done” and what has not been “Done”; the Development Team discusses what went well during the Sprint, what problems it ran into, and how those problems were solved; and the Development Team demonstrates the work that it has “Done” and answers questions about the Increment. The entire group collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning. The Sprint Review is mainly an inspect and adapt opportunity for the Scrum Team and stakeholders.
References: Scrum Guide

NEW QUESTION 210

The Daily Scrum is an event that happens every day. What would be three key concerns if the frequency were to be lowered to every two or three days? (Choose three.)

- A. Opportunities to inspect and adapt the Sprint Backlog are lost.
- B. Impediments are raised and resolved more slowly.
- C. The Product Owner cannot accurately report progress to the stakeholders.
- D. Too much work is spent updating the Scrum board before the meeting.
- E. The Scrum Master loses the ability to update the Gantt chart properly.
- F. The Sprint plan may become inaccurate.

Answer: ABF

Explanation:

According to the Scrum Guide¹, the Daily Scrum is an event for the Developers of the Scrum Team. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum optimizes the probability that the Developers will meet the Sprint Goal. Every day, the Developers should understand how they intend to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint. If the frequency of the Daily Scrum were to be lowered to every two or three days, some key concerns would be:

- Opportunities to inspect and adapt the Sprint Backlog are lost, which may result in wasted work or missed dependencies.
- Impediments are raised and resolved more slowly, which may hinder the progress and quality of the work.
- The Sprint plan may become inaccurate, as changes in requirements, risks, or priorities are not reflected in a timely manner.

The other options are not valid concerns, as they are not aligned with Scrum values and principles. References: Scrum Guide

NEW QUESTION 211

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: ABD

Explanation:

The correct answers are A, B, and D, because these techniques would be most helpful in this situation.

Consulting with the Development Team may help identify the root causes of the impediments and possible solutions. Prioritizing the list and working on them in order may help reduce the backlog and focus on the most important or urgent issues. Alerting management to the impediments and their impact may help escalate the problems and get support from the organization.

NEW QUESTION 212

One of the Scrum events is the Daily Scrum. What are two intended outcomes of 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 for the upper management indicating what each individual has done, will be doing, and what is impeding him/her.
- D. A shared understanding of 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 of 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).

NEW QUESTION 213

Why is the Daily Scrum held at the same time and same place?

- A. The consistency reduces complexity.
- B. The place can be named.
- C. The Product Owner demands it.
- D. Rooms are hard to book and this lets it be booked in advance.

Answer: A

Explanation:

According to the Scrum Guide, the Daily Scrum is held at the same time and same place to reduce complexity and promote consistency. The other options are not valid reasons for holding the Daily Scrum at the same time and same place, as they are either irrelevant (such as naming the place) or incorrect (such as being demanded by the Product Owner or booking rooms in advance).

NEW QUESTION 217

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

Explanation:

The correct answer is B, because the Product Owner does not make sure the team selects enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Scrum Guide states that “the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint.” Therefore, the Development Team is responsible for choosing the scope of work for a Sprint.

NEW QUESTION 219

When can a Development Team cancel a Sprint?

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

Answer: A

Explanation:

The correct answer is A, because the Scrum Guide states that “a Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master.” Therefore, a Development Team cannot cancel a Sprint by itself.

NEW QUESTION 221

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