Scrum

Exam Questions PSM-I

Professional Scrum Master I

About Exambible

Your Partner of IT Exam

Found in 1998

Exambible is a company specialized on providing high quality IT exam practice study materials, especially Cisco CCNA, CCDA, CCNP, CCIE, Checkpoint CCSE, CompTIA A+, Network+ certification practice exams and so on. We guarantee that the candidates will not only pass any IT exam at the first attempt but also get profound understanding about the certificates they have got. There are so many alike companies in this industry, however, Exambible has its unique advantages that other companies could not achieve.

Our Advances

* 99.9% Uptime

   All examinations will be up to date.

* 24/7 Quality Support

   We will provide service round the clock.

* 100% Pass Rate

   Our guarantee that you will pass the exam.

* Unique Gurantee

   If you do not pass the exam at the first time, we will not only arrange FULL REFUND for you, but also provide you another exam of your claim, ABSOLUTELY FREE!

NEW QUESTION 1
When does the second Sprint start?

A. Once the architectural changes for the second Sprint have been approved by the senior architect.
B. After the Product Backlog for the second Sprint has been selected.
C. Immediately after the first Sprint.
D. After the customer completes acceptance testing of the first Sprint.

Answer: C

Explanation:
The correct answer is C, because the second Sprint starts immediately after the first Sprint. The Scrum Guide states that "Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint."

NEW QUESTION 2
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 3
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 4
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 5
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 6
Who is on the Scrum Team? (Choose all that apply.)

A. Scrum Master
B. Product Owner
C. Development Team member
D. Project Manager
E. None of the above

Answer: ABC

Explanation:
The Scrum Team consists of three roles: the Scrum Master, who coaches and facilitates the team; the Product Owner, who manages and prioritizes the Product Backlog; and the Development Team, who delivers a potentially releasable Increment at the end of each Sprint. A project manager is not part of the Scrum Team, as Scrum does not recognize titles or sub-teams. None of the above is also not a correct answer, as it implies that there is no Scrum Team at all.

NEW QUESTION 7
The Product Backlog is ordered by:

A. The Product Owner with the most valuable items placed at the top.
B. Risk, where safer items are at the top, and riskier items are at the bottom.
C. Items are randomly arranged.
D. Size, where small items ale at the top and large items are at the bottom.

Answer: A

Explanation:
The Product Backlog is ordered by the Product Owner with the most valuable items placed at the top, as stated in [6]: "The Product Owner is responsible for ordering items on their product backlog based on their value to customers and users. Value can be measured by various factors, such as business value, customer satisfaction, risk reduction, learning opportunities, etc. The most valuable items are placed at the top of the product backlog so that they can be delivered sooner by the development team."

NEW QUESTION 8
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

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, the 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.
References: Scrum Guide

NEW QUESTION 9
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 aProduct 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 10

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 10
Which approach is best for Scrum Teams in order to produce valuable Increments? (Choose the best answer.)

A. Each Developer works on the component where they feel that they can contribute.
B. Each Scrum Team is accountable for developing functionality from beginning to end.
C. Each Scrum Team works on an independent set of components.
D. Each Scrum Member works only as an independent layer of the system.

Answer: A

Explanation:
According to the Scrum Guide, the best approach for Scrum Teams in order to produce valuable Increments is to have each Developer work on the component where they feel that they can contribute. This means that the Developers can self-organize and collaborate effectively to deliver a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid approaches, as they either imply that the Developers work in silos or rely on external people (such as developing functionality from beginning to end, working on an independent set of components, or working only as an independent layer of the system).

NEW QUESTION 12
When does a Sprint conclude? (choose the best answer)

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

Answer: B

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

NEW QUESTION 15
Every Scrum Team must have a Product Owner and Scrum Master. (Choose the best answer.)

A. Tru
B. Outcomes affected by their participation and availability.
C. Fals
D. A Product Owner can be replaced by a subject matter expert in the Scrum Team.
E. Fals
F. A Scrum Master is only required when asked for by the Scrum Team.
G. Tru
H. Each must be 100% dedicated to the Scrum Team.

Answer: A

Explanation:
According to the Scrum Guide, every Scrum Team must have a Product Owner and a Scrum Master, as they are essential roles for Scrum. The outcomes of the Scrum Team are affected by their participation and availability, as they provide guidance, support, and facilitation to the Development Team and the stakeholders. The other options are false, as they imply that a Product Owner or a Scrum Master can be replaced or optional, which is not consistent with Scrum.

NEW QUESTION 18
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 22
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

Explanation:
The correct answer is C, because when a Development Team is having trouble delivering a working Increment because they don't understand a functional requirement, they should collaborate with the Product Owner to determine what is possible and acceptable. The Scrum Guide states that "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." Therefore, the Product Owner should clarify the functional requirement and negotiate the scope of work with the Development Team.

NEW QUESTION 26
Who is responsible for managing the progress of work during a Sprint?

A. The Scrum Master.
B. The Development Team.
C. The Product Owner.
D. The most junior member of the Team.

Answer: B

Explanation:
The correct answer is B, because the Development Team is responsible for managing the progress of work during a Sprint. The Scrum Guide states that "the Development Team tracks this total work remaining at least for every Daily Scrum to project the likelihood of achieving the Sprint Goal. By tracking the remaining work throughout the Sprint, the Development Team can manage its progress."

NEW QUESTION 30
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 32
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 33
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 38
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: ADE

Explanation:
According to the Scrum Guide1, self-organization is one of the essential characteristics of Scrum Teams.
Self-organizing teams choose how best to accomplish their work, rather than being directed by others outside the team. Self-organization enables teams to deliver faster and better results by harnessing their creativity and skills. Some benefits of self-organization are:
> Increased creativity, as team members have more freedom and autonomy to explore new ideas and solutions.
> Increased self-accountability, as team members take ownership and responsibility for their work and outcomes.
> Increased commitment, as team members are more engaged and motivated by having a say in how they work.
The other options are not benefits of self-organization, as they may imply external control or pressure. References: Scrum Guide

NEW QUESTION 43
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 45
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 50
You have just been hired by a company new to Scrum. Your management has assigned you to be the Scrum Master of six new Scrum Teams. These teams will build one product Select two conditions you should strive tor in this scenario.
(choose the best two answers)

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

Answer: CE

Explanation:
According to the Scrum Guide 20201, the product has one Product Backlog, which is the single source of work undertaken by the Scrum Team. The Product Backlog is ordered by the Product Owner, who is accountable for maximizing the value of the product resulting from the work of the Scrum Team. There should be

only one Product Owner per product, who may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner1. Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste in the Scrum process.

NEW QUESTION 52
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 56
What is the role of management in Scrum?

A. To facilitate the Scrum Teams with insights and resources that help them improve.
B. To monitor the Development Team's productivity.
C. To identify and remove people that aren't working hard enough.
D. To continually monitor staffing levels of the Development Team.

Answer: A

Explanation:
The correct answer is A, because the role of management in Scrum is to facilitate the Scrum Teams with insights and resources that help them improve. The Scrum Guide states that "the organization respects their self-organization by not telling them how they should do their work." Therefore, management should support the Scrum Teams by providing them with an environment that fosters collaboration, learning, and innovation.

NEW QUESTION 61
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 64
Which of the following services are appropriate for a Scrum Master in regard to the Daily Scrum?

A. Lead the discussions of the Development Team.
B. Make sure that all 3 questions have been answered by each member of the team.
C. Keep track of whether each team member has a chance to speak.
D. Teach the Development Team to keep the Daily Scrum within the 15 minute time-box.
E. All of the above.

Answer: D

Explanation:
The correct answer is D, because one of the services that a Scrum Master can provide in regard to the Daily Scrum is to teach the Development Team to keep the Daily Scrum within the 15 minute time-box. 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."

NEW QUESTION 67
A new developer is having continuing conflicts with existing Development Team members and creating the hostile environment. If necessary, who is responsible for removing the team member?

A. The hiring manager is responsible, because he/she hired the developer.
B. The Scrum Manager is responsible, because he/she removes Impediments.
C. The Development Team is responsible, and may need help from the Scrum Master.
D. The Product Owner is responsible, because he/she controls the return on investment (ROI).

Answer: C

Explanation:
The correct answer is C, because if necessary, the Development Team is responsible for removing a team member who is creating a hostile environment. The Scrum Guide states that "development Teams are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality." Therefore, the Development Team should
manage its own composition and dynamics, and may need help from the Scrum Master to facilitate this process.

NEW QUESTION 71
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 72
Who creates the definition of "Done"?

A. The Scrum Master as he/she is responsible for the Development Team's productivity.
B. The Scrum Team, in a collaborative effort where the result is the common denominator of all members' definition.
C. The Product Owner as he/she is responsible for the product's success.
D. The development organization (or Development Team if none is available from the development organization).

Answer: D

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 of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition guides the Development Team in creating a "Done" Increment.
References: Scrum Guide

NEW QUESTION 75
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 79
Scrum has a role called "Project Manager".

A. True
B. False

Answer: B

Explanation:
The correct answer is B, because there is no role called "Project Manager" in Scrum. The Scrum Guide states that "Scrum recognizes no titles for Development Team members other than Developer, regardless of the work being performed by the person; there are no exceptions to this rule." Therefore, Scrum has only three roles: Product Owner, Scrum Master, and Developer.

NEW QUESTION 84
True or False Developers do not meet with stakeholders: only the Product Owner meets with stakeholders

A. True
B. False

Answer: B

Explanation:
According to the Scrum Guide, Developers do meet with stakeholders, especially during the Sprint Review and Sprint Planning events. The Product Owner is the primary person who interacts with stakeholders, but Developers also need to communicate with them to understand their needs, expectations, and feedback. The Product Owner may also invite stakeholders to provide clarifications or inputs during the Sprint.

NEW QUESTION 85
How much of the Sprint Backlog must be defined during the Sprint Planning event?

A. Just enough tasks for the Scrum Master to be confident in the Development Team's understanding of the Sprint.
B. The entire Sprint Backlog must be identified and estimated by the end of the Sprint Planning meeting.
C. Enough so the Development Team can create its best forecast of what is can do, and to start the first several days of the Sprint.
D. Just enough to understand design and architectural implications.

Answer: C

Explanation:
The correct answer is C, because the Scrum Guide states that "the Development Team usually starts by designing the system and the work needed to convert the Product Backlog into a working product Increment. Work planned for the first days of the Sprint by the Development Team is decomposed by the end of this meeting, often to units of one day or less. The Development Team self-organizes to undertake the work in the Sprint Backlog, both during Sprint Planning and as needed throughout the Sprint." Therefore, enough work should be defined during the Sprint Planning event so that the Development Team can create its best forecast of what it can do, and to start the first several days of the Sprint.

NEW QUESTION 88
Which are characteristics of the Daily Scrum? (choose the best two answers)

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

Answer: AB

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

NEW QUESTION 89
Multiple Scrum Teams working on the same product or system all select work from the same Product Backlog.

A. True
B. False

Answer: A

Explanation:
According to the Scrum Guide1, when multiple Scrum Teams are working together on one product, they must coordinate their work with each other. One way to do this is through Nexus, a framework for scaling Scrum. Nexus helps to reduce cross-team dependencies and integration issues by making them more transparent. Multiple Scrum Teams working on one product use one Product Backlog.
References: Scrum Guide, Nexus Guide

NEW QUESTION 93
Who creates the Definition of Done? (choose the best answer)

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

Answer: C

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

NEW QUESTION 94
Who is accountable for clearly expressing Product Backlog items? (Choose the best answer.)

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

Answer: B

Explanation:
According to the Scrum Guide, the Product Owner is accountable for clearly expressing Product Backlog items, as he or she is responsible for managing and prioritizing the Product Backlog. The other options are not valid, as they imply that the Product Owner can be replaced by a business analyst, or that the Scrum Master or the Developers can express the Product Backlog items.

NEW QUESTION 96
At the seventh Sprint Review, the stakeholders are disappointed and angry. They have determined that the product or system being built will not meet their needs and will cost more than they are willing to spend. What factors likely led to this? (Choose two.)

A. The Project Management Office (PMO) has not been engaged adequately.
B. The Product Owner has not been keeping the stakeholders aware of the progress of the project.
C. The stakeholders haven't been using the Sprint Reviews to inspect and evaluate progress.
D. The stakeholders were not allowed to enter the development area.

Answer: BC

Explanation:
According to the Scrum Guide, the Sprint Review is a time for the Scrum Team and the stakeholders to inspect the product Increment and adapt the Product Backlog if needed. The Product Owner is responsible for keeping the stakeholders aware of the progress of the project and inviting them to the Sprint Review. If the Product Owner has not been doing this, or if the stakeholders have not been using the Sprint Review to inspect and evaluate progress, then they may be disappointed and angry at the seventh Sprint Review. The other options are not likely factors that led to this situation, as they are either irrelevant (such as the PMO or the development area) or incorrect (such as delaying the release).

NEW QUESTION 99
A Development Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what "Done" means. (Choose two.)

A. All work the Development Team is willing to do.
B. Ready for integration.
C. No work left from the definition of "Done".
D. Whatever the Product Owner defines as quality.
E. All work to create software that is ready to be released to end users.

Answer: CE

Explanation:
The correct answers are C and E, because these statements explain what "Done" means. No work left from the definition of "Done" means that all Product Backlog items selected for a Sprint meet the quality criteria agreed upon by the Scrum Team. All work to create software that is ready to be released to end users means that the Increment is potentially releasable at any time during the Sprint.

NEW QUESTION 100
Which best describes the Product Backlog?

A. It is allowed to grow and change as more is learned about the product and its customers.
B. It provides just enough information to enable a Scrum team to start the design phase of a product.
C. It contains all foreseeable tasks and requirements from which the Scrum team can develop and maintain a complete project plan.
D. It is baselined to follow change management processes.

Answer: A

Explanation:
According to the Scrum Guide, the Product Backlog is an ordered list of everything that is known to be needed in the product. It is allowed to grow and change as more is learned about the product and its customers. The other options are not accurate descriptions of the Product Backlog, as they are either too restrictive (such as providing just enough information or baselining to follow change management processes) or too comprehensive (such as containing all foreseeable tasks and requirements or enabling a complete project plan).

NEW QUESTION 103
Marian is the Product Owner envisioning a project for a new release of her product. She made a projection of a release date based upon a sustained velocity of 17 completed units of work per Sprint. Over the first 3 Sprints, the average velocity was 13 for work that the Development Team estimated as 90% done. The Development Teams, feeling the need to meet the plan, figured that a velocity of 17 was within their reach.
A good way to continue is:

A. The Development Team makes sure that all of the selected scope per Sprint is as "Done" as possible.The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.
B. Add enough people to the Development Team for the deadline to be made.
C. The opportunity to inspect and adapt is los
D. Opaqueness has replaced transparenc
E. Predictability has dropped below zer
F. The produced software is not usabl

G. As the rules of Scrum have not been respected, it is the Scrum Master's duty to assess whether repair is possible, or a restart with a more reliable tea

H. If not, the Scrum Master should cancel the project.

I. The Development Team should remind Marian to find funding for enough Release Sprints in which the remaining work can be done.

Answer: A

Explanation:
According to the Scrum Guide1, each Increment is additive to all prior Increments and thoroughly verified,
ensuring that all Increments work together. In order to provide value, the 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, a good way to continue is for the Development Team to make sure that all of the selected scope per Sprint is as "Done" as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.
References: Scrum Guide

NEW QUESTION 107
When does the next Sprint begin?

A. When the Product Owner is ready.
B. Immediately after the conclusion of the previous Sprint.
C. The Monday following the Sprint Review.
D. Immediately following the next Sprint Planning.

Answer: B

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

NEW QUESTION 112
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 115
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 117
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 Owner
B. Work order will be first in, first out.
C. Let the user documentation remain undone and accumulate until after the last development Sprin
D. It will then be done by any available technical writers.
E. Wait until you have a technical writer on your Development Team to take care of this.
F. Your Development Team is still responsible for creating user documentatio
G. In this case, the Development Team members will write it.

Answer: D

Explanation:
According to the Scrum Guide, the Development Team is responsible for creating a "Done" Increment that meets the Definition of "Done". User documentation is

part of the Definition of "Done" in this scenario, so the Development Team must create it. The other options are not consistent with Scrum values and principles, such as self-organization, cross-functionality, and empiricism.

NEW QUESTION 120
Which answer best describes the topics covered in Sprint Planning? (Choose the best answer.)

A. What to do and who will do it.
B. How conditions have changed and how the Product Backlog should evolve.
C. What can be done and how to do it, and why to do it.
D. What went wrong in the last Sprint and what to do differently this Sprint.
E. Who is on the team and what team member roles will be.

Answer: C

NEW QUESTION 124
What is the recommended size for a Scrum Team? (Choose the best answer.)

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

Answer: C

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

NEW QUESTION 129
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

Explanation:
According to the Scrum Guide, estimates are made by the people doing the work, which is the Development Team. The Development Team is responsible for all estimates in the Product Backlog and the Sprint Backlog. The other options are not valid guidelines for estimating work in Scrum, as they are either too prescriptive (such as requiring story points or relative units), incorrect (such as forbidding estimating or having the Product Owner make estimates), or unnecessary (such as checking estimates with the Development Team).

NEW QUESTION 132
What are the two primary ways a Scrum Master keeps a Development Team working at its highest level of productivity? (Choose two.)

A. By ensuring the meetings start and end at the proper time.
B. By removing impediments that hinder the Development Team.
C. By facilitating Development Team decisions.
D. By keeping high value features high in the Product Backlog.

Answer: BC

Explanation:
The correct answers are B and C, because these are the two primary ways a Scrum Master keeps a Development Team working at its highest level of productivity. The Scrum Guide states that "the Scrum Master serves the Development Team in several ways, including … removing impediments to the Development Team's progress; facilitating Scrum events as requested or needed; and coaching the Development Team in self-organization and cross-functionality." Therefore, by removing impediments and facilitating decisions, the Scrum Master helps the Development Team focus on their work and deliver value.

NEW QUESTION 136
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 138
Which answer best describes the topics covered in Sprint Planning?

A. What to do and who will do it.
B. How conditions have changed and how the Product Backlog should evolve.
C. What can be done and how to do it.
D. What went wrong in the last Sprint and what to do differently this Sprint.
E. Who is on the team and what team member roles will be.

Answer: C

NEW QUESTION 143
Which two things should the Scrum Team do during the first Sprint?
(choose the best two answers)

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

Answer: BC

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

NEW QUESTION 146
A Development Team selects a set of Product Backlog items for a Sprint Backlog with the intent to get the selected items "Done" by the end of the Sprint. Which three phrases best describe the purpose of a definition of "Done"? (Choose three.)

A. It controls whether the developers have performed their tasks.
B. It provides a template for elements that need to be included in the technical documentation.
C. It creates transparency over the work inspected at the Sprint Review.
D. It trucks the percent completeness of a Product Backlog item.
E. It guides the Development Team is creating a forecast at the Sprint Planning.
F. It defines what it takes for an Increment to be ready for release.

Answer: CEF

Explanation:
The correct answers are C, E, and F, because these phrases best describe the purpose of a definition of "Done". It creates transparency over the work inspected at the Sprint Review, as it defines what it means for an Increment to be potentially releasable. It guides the Development Team in creating a forecast at the Sprint Planning, as it helps them estimate how much work they can accomplish in a Sprint. It defines what it takes for an Increment to be ready for release, as it ensures that the product meets the quality expectations of the stakeholders.

NEW QUESTION 148
As the Development Team starts work during the Sprint, it realizes it has selected too much work to finish in the Sprint. What should it do?

A. Inform the Product Owner at the Sprint Review, but prior to the demonstration.
B. Find another Scrum Team to give the excess work to.
C. As soon as possible in the Sprint, work with the Product Owner to remove some work or Product Backlog items.
D. Reduce the definition of "Done" and get all of the Product Backlog items "Done" by the new definition.

Answer: C

Explanation:
The correct answer is C, because as soon as possible in the Sprint, the Development Team should work with the Product Owner to remove some work or Product Backlog items if they realize they have selected too much work to finish in the Sprint. The Scrum Guide states that "the Development Team may renegotiate the selected Product Backlog items with the Product Owner. If the Development Team realizes it has too much or too little work, it may renegotiate the selected Product Backlog items with the Product Owner. The Development Team may also invite other people to attend to provide technical or domain advice."

NEW QUESTION 152
True or False A high-performance scrum Team ensures that each increment is complete by running a Release Sprint.

A. True
B. False

Answer: B

Explanation:
According to the Scrum Guide, a high-performance Scrum Team does not run a Release Sprint, as this is not a Scrum event. A Release Sprint is a term used to describe a Sprint that is dedicated to finalizing the product for release, such as fixing bugs, polishing features, or integrating components. This is contrary to the Scrum principle of delivering a potentially releasable Increment at the end of each Sprint, regardless of whether it is actually released or not. Therefore, the answer is false.

NEW QUESTION 155
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 159
True or False A scrum Master fulfills the same role as a traditional Project Manager

A. True
B. False

Answer: B

Explanation:
According to the Scrum Guide, a Scrum Master fulfills a different role from a traditional project manager. A
Scrum Master is a servant-leader and a coach for the Scrum Team and the organization, not a manager or a supervisor. A Scrum Master does not assign tasks, set deadlines, or monitor progress, but rather facilitates self-organization, collaboration, and empiricism within the Scrum Team and the organization.

NEW QUESTION 161
What does n mean tor a scrum Team to be cross-function at? (choose the best answer)

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

Answer: A

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

NEW QUESTION 165
What does it mean for a Scrum Team to be cross-functional? (choose the best answer)

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

Answer: B

Explanation:
The correct answer is B. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint. According to the Scrum Guide1, "Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value in each Sprint." This does not mean that every individual has all the skills, but rather that the team as a whole does. Cross-functionality enables the Scrum Team to deliver a potentially releasable Increment of "Done" product at the end of each Sprint, without depending on others outside the team.

NEW QUESTION 170
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 175

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 176
A Scrum Team is only allowed to meet with stakeholders during Sprint Review.

A. True
B. False

Answer: B

Explanation:
According to the Scrum Guide, a Scrum Team is not only allowed to meet with stakeholders during Sprint Review, but also during Sprint Planning and throughout the Sprint as needed. The Sprint Review is an opportunity for the Scrum Team and the stakeholders to collaborate on what was done in the Sprint and what to do next. However, it is not the only time that stakeholder feedback is welcomed and valued.

NEW QUESTION 181
When must the Product Owner participate in the Dairy Scrum? (choose the best answer)

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

Answer: A

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

NEW QUESTION 185
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

Explanation:
According to the Scrum Guide1, Scrum does not require or provide any specific techniques or methods for product definition. Rather, Scrum provides a framework with roles, rules, and events within which complex products can be developed. 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.
References: Scrum Guide

NEW QUESTION 186
The time-box for a Daily Scrum?

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

Answer: B

Explanation:
The correct answer is B, because the time-box for a Daily Scrum is 15 minutes. 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."

NEW QUESTION 189
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 193
True or False: An increment must be released to customers or users at the end of each sprint.

A. True
B. False

Answer: B

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

NEW QUESTION 196
What is the key concern when multiple Development Teams are working from the same Product Backlog?

A. Minimizing dependencies between teams.
B. Clear definition of requirements.
C. Meeting original scope projections.
D. Making sure there's enough work for everyone on every team.
E. Maximizing velocity.

Answer: A

Explanation:
According to the Scrum Guide1, when multiple Scrum Teams are working together on one product, they must coordinate their work with each other. One way to do this is through Nexus, a framework for scaling Scrum. Nexus helps to reduce cross-team dependencies and integration issues by making them more transparent. The key concern when multiple Development Teams are working from the same Product Backlog is minimizing dependencies between teams so that they can deliver an integrated Increment that meets the definition of "Done".
References: Scrum Guide, Nexus Guide

NEW QUESTION 197
You are the Scrum Master of a new, to be developed product. Development is going to require 45 people. What is a good first question for you to suggest the group thinks about when forming into teams?

A. How will we make sure all teams have the right amount or expertise?
B. What is the right mixture of senior and junior people on each team?
C. Who are going to be the team leads?
D. Who are the subject matter experts on each team?

Answer: A

Explanation:
The correct answer is A, because a good first question for you to suggest the group thinks about when forming into teams is how will we make sure all teams have the right amount of expertise. This question helps the group consider the cross-functionality and self-organization of the Development Teams, which are essential for delivering a potentially releasable Increment every Sprint.
References: [Suggested Reading for Professional Scrum Master™ I]

NEW QUESTION 202
The Development Team should have all the skills needed to:

A. Turn Product Backlog items into an Increment of potentially releasable product functionality.
B. Do all of the development work, except for specialized testing that requires additional tools and environments.
C. Complete the project within the date and cost as calculated by the Product Owner.

Answer: A

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, in order to turn Product Backlog items into an Increment of potentially releasable product functionality, the Development Team should have all the skills needed.
References: Scrum Guide

NEW QUESTION 207
Who determines when it is appropriate to update the Sprint Backlog during a Sprint?

A. The Scrum Team.
B. The Product Owner.
C. The Developers.
D. The Project Manager.

Answer: C

NEW QUESTION 208
What it the main reason for the Scrum Master to be at the Daily Scrum?

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

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 210
Who is accountable for managing the progress ot work during a Sprint? (choose the best answer)

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

Answer: B

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

NEW QUESTION 212
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

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, the best description of an increment of working software is additional features in a usable state that complement those delivered in previous iterations.
References: Scrum Guide

NEW QUESTION 215
Which three of the following are true about Scrum? (Choose the best three answers.)

A. Scrum implements self-management by replacing Project Managers with Scrum Masters.
B. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.
C. Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.
D. Scrum is a framework for developing and sustaining complex products.
E. Scrum is based on empiricism and lean thinking.

Answer: BDE

Explanation:
Three statements that are true about Scrum are:

> Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.

> Scrum is a framework for developing and sustaining complex products.

> Scrum is based on empiricism and lean thinking.

These statements are supported by [6]: "Scrum is not a process, technique, or definitive method. Rather, it is a framework within which you can employ various processes and techniques. … Each component within the framework serves a specific purpose and is essential to Scrum's success and usage. … The rules of

Scrum bind together events, roles, artifacts, and rules governing their relationships. … The three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation."

NEW QUESTION 218
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 219
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 222
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: BD

Explanation:
The correct answers are B and D, because the length of the Sprint should be chosen based on the level of uncertainty over the technology to be used and the risk of being disconnected from the stakeholders. The Scrum Guide states that "Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint. Sprints enable predictability by ensuring inspection and adaptation of progress toward a Sprint Goal at least every calendar month. When a Sprint's horizon is too long the Sprint Goal may become invalid, complexity may rise, and risk may increase."

NEW QUESTION 224
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 229
What enhances the transparency of an increment?

A. Doing all work needed to meet the definition of "Done"
B. Reporting Sprint progress to the stakeholders daily
C. Keeping track of and estimating all undone work to be completed in a separate Sprint.
D. Updating Sprint tasks properly in the electronic tracking tool.

Answer: A

Explanation:
he correct answer is A, because doing all work needed to meet the definition of "Done" enhances the transparency of an increment. The Scrum Guide states that "when a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means." Therefore, by meeting the definition of "Done", an increment becomes transparent to all stakeholders and ready for release.

NEW QUESTION 231
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 236
When many Scrum Teams are working on the same product, should all of their increments be integrated every Sprint?

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

Answer: B

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

NEW QUESTION 241
Who must attend the Daily Scrum?

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

Answer: D

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 Scrum Master and Product Owner may attend as observers, but only if it is useful for the Developers.
References: Scrum Guide

NEW QUESTION 244
How much time is required after a Sprint to prepare for the next Sprint?

A. The break between Sprints is time-boxed to 1 week for 30 day Sprints, and usually less for shorter sprints.
B. Enough time for the requirements for the next Sprint to be determined and documented.
C. Enough time for the Development team to finish the testing from the last Sprint.
D. Non
E. A new Sprint starts immediately following the end of the previous Sprint.
F. All of the above are allowed depending on the situation.

Answer: D

Explanation:
The correct answer is D, because there is no gap between Sprints in Scrum. The Scrum Guide states that "a new Sprint starts immediately after the conclusion of the previous Sprint." Therefore, there is no time required after a Sprint to prepare for the next Sprint.

NEW QUESTION 249
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

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. For the purpose of transparency, when does Scrum say a new increment of working software must be available? At the end of every Sprint.
References: Scrum Guide

NEW QUESTION 250
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 255
Choose two responsibilities of a self-organizing Development Team. (Choose two.)

A. Reorder the Product Backlog.
B. Pull Product Backlog items for the Sprint.
C. Do the work planned in the Sprint Backlog.
D. Increase velocity.
E. Report daily progress to stakeholders.

Answer: BC

Explanation:
The correct answers are B and C, because these are two responsibilities of a self-organizing Development Team. 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." Therefore, the Development Team should pull Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.

NEW QUESTION 256
As the Sprint Planning progresses, the Developers realize that the workload may be greater than their capacity to complete the work. Which two are valid actions? (choose the best two answers)

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

Answer: BE

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

NEW QUESTION 258
True or False: A scrum Master Fulfills me same role as a traditional project Manager.

A. True
B. False

Answer: B

Explanation:
A Scrum Master fulfills a different role than a traditional project manager, as stated in 2: "A project manager helps manage the project timeline, resources, and scope in order to meet business requirements. A Scrum Master, however, helps ensure the Scrum Team follows Scrum theory, practices, and rules. The Scrum Master is a servant-leader who helps optimize the value created by the Scrum Team."

NEW QUESTION 261
When is the Sprint Backlog created?

A. At the beginning of the project.
B. During the Sprint Planning meeting.
C. Prior to the Sprint Planning meeting.
D. During the Sprint.

Answer: B

Explanation:
The correct answer is B, because the Sprint Backlog is created during the Sprint Planning meeting. The Scrum Guide states that "the Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal."

NEW QUESTION 265
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 268
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 269
What is a Development Team responsible for? (Choose two.)

A. Resolving internal team conflicts.
B. Reporting productivity.
C. Selecting the Product Owner.
D. Organizing the work required to meet the Sprint Goal.

Answer: AD

Explanation:
The correct answers are A and D, because a Development Team is responsible for resolving internal team conflicts and organizing the work required to meet the Sprint Goal. The Scrum Guide states that "development Teams are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality." Therefore, a Development Team should manage its own work and resolve its own issues.

NEW QUESTION 271
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: A

Explanation:
The correct answer is A, because if two Scrum Teams are added to the development of a product that previously had only one Scrum Team, the immediate impact on the productivity of the original Scrum Team is likely to decrease. This is because adding more teams may introduce some challenges and trade-offs, such as increased communication and coordination overhead, reduced alignment and cohesion, and potential conflicts or dependencies.
References: [Suggested Reading for Professional Scrum Master™ I]

NEW QUESTION 272
Who is responsible for tracking the remaining work of the Sprint?

A. The Development Team.

B. The Scrum Master.
C. The Project Manager.
D. The Development Team is consultation with the Product Owner.
E. The Product Owner.

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 275
Which topics should be discussed in the Sprint Review? (Choose the best answer.)

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

Answer: C

NEW QUESTION 277
Every Scrum team must have a Product Owner and Scrum Master.

A. Tru
B. Outcomes affected by their participation and availability.
C. Fals
D. A Product Owner can be replaced by a business analyst in the Development Team.
E. Fals
F. A Scrum Master is only required when asked for by the Development Team.
G. Tru
H. Each must be 100% dedicated to the Scrum Team.

Answer: A

Explanation:
According to the Scrum Guide1, there are three roles in a Scrum Team:
> The Product Owner
> The Developers
> The Scrum Master

The Product Owner is accountable for maximizing value resulting from work by Developers. Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. 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. Every Scrum team must have a Product Owner and Scrum Master, as outcomes are affected by their participation and availability. The other options are false, as they imply that the Product Owner and Scrum Master roles are optional or interchangeable.
References: Scrum Guide

NEW QUESTION 282
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 283
When Goes a Developer become accountable for the value 01 a Product BacKlog item selected for the Sprint' (choose the best answer)

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

Answer: B

Explanation:
According to the Scrum Guide, a Developer becomes accountable for the value of a Product Backlog item selected for the Sprint at the Sprint Planning event. This

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

NEW QUESTION 287
Every Scrum Team should nave: (choose the best answer)

A. One Lead Developer and no more than 8 other members.
B. The competencies and skills needed to deliver an Increment in a Sprint
C. At least one representative from each major department, such as, Quality Assurance, Development, and Marketing.

Answer: B

Explanation:
According to the Scrum Guide, every Scrum Team should have the competencies and skills needed to deliver an Increment in a 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 what every Scrum Team should have, as they either imply that the Developers work in silos or rely on external people (such as a lead developer or representatives from different departments).

NEW QUESTION 291
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

Explanation:
According to the Scrum Guide, a Development Team is cross-functional if it has all the skills to create a potentially releasable Increment by the end of every Sprint. The other options are not indicators of
cross-functionality, as they are either specific practices (such as pair programming or test driven development) or irrelevant factors (such as conflicts within the team or ability to perform every task).

NEW QUESTION 296
When do Development Team members take ownership of a Sprint Backlog item?

A. At the Sprint planning meeting.
B. During the Daily Scrum.
C. Neve
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 300
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 302
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

Explanation:
The correct answer is B, because the time-box for the Sprint Planning meeting is 8 hours for a monthly Sprint. The Scrum Guide states that "Sprint Planning is time-boxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter."

NEW QUESTION 303
Which are properties of the Daily Scrum? (Choose two.)

A. It is facilitated by the team lead.
B. It is held first thing in the morning.
C. It is fifteen minutes or less in duration.
D. It is free from and designed to promote conversation.
E. It consists of the Scrum Master asking the Team members the three questions.
F. Its location and time remain constant.

Answer: CF

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 Daily Scrum is 15 minutes or less for a one-month Sprint. Its location and time remain constant.
References: Scrum Guide

NEW QUESTION 304
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 305
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: BD

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, if a Product Backlog item worked on during the Sprint does not meet the definition of "Done", two things that should happen with the undone Product Backlog item are:
≫ Put it on the Product Backlog for the Product Owner to decide what to do with it, as they are accountable for effective Product Backlog management and ordering.
≫ Do not include the item in the Increment this Sprint, as it does not meet the quality standards and may compromise value.
The other options are not appropriate, as they may compromise transparency, inspection, or adaptation. References: Scrum Guide

NEW QUESTION 306
What are two ways that regulatory compliance issues are dealt with in Scrum? (choose the best two answers)

A. They are addressed by a separate team who is responsible for compliance issues.
B. They are addressed along with functional development of the product.
C. They are discussed, determined, and documented before the actual feature development Sprints.
D. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.

Answer: BD

Explanation:
The best two answers are B and D. These two ways of dealing with regulatory compliance issues are consistent with Scrum's values and principles, as they allow the Scrum Team to deliver valuable and potentially releasable increments of the product while meeting the necessary standards and regulations. They also enable the Scrum Team to inspect and adapt their compliance strategy based on feedback and changing requirements.
A is not a good answer because it creates a separate silo of responsibility for compliance issues, which can lead to delays, conflicts, and inefficiencies. It also violates the Scrum value of transparency, as the compliance team may not have full visibility into the product development process.

C is not a good answer because it implies a waterfall approach that assumes all the compliance requirements are known and fixed upfront, which is rarely the case. It also reduces the flexibility and responsiveness of the Scrum Team, as they may have to follow a rigid plan that does not reflect the current reality of the product or the market.

NEW QUESTION 308
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 309
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 310
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 312
Five new Scrum Teams have been created to build one product. A few of the developers on one of the Development Teams ask the Scrum Master how to coordinate their work with the order teams. What should the Scrum Master do?

A. Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.
B. Teach them that it is their responsibility to work with the other teams to create an integrated Increment.
C. Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.
D. Visit the five teams each day to inspect that their Sprint Backlogs are aligned.

Answer: B

Explanation:
According to the Scrum Guide1, when multiple Scrum Teams are working together on the same product, they must mutually define and comply with the same definition of "Done", which includes creating an integrated Increment at least by the end of each Sprint. The Scrum Master should teach and coach the Developers that it is their responsibility to work with other Scrum Teams to create an integrated Increment that meets the definition of "Done". The other options are not aligned with Scrum values and principles.
References: Scrum Guide

NEW QUESTION 314
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 315
One of the Scrum events is the Daily Scrum. What are two intended outcomes ot the Daily Scrum?
(choose the best two answers)

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

Answer: BD

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

NEW QUESTION 316
Which output from Sprint Planning provides the Development Team with a target and overarching direction for the Sprint?

A. The Sprint Backlog.
B. The Sprint Goal
C. The release plan.
D. Sprint Review minutes.

Answer: B

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

NEW QUESTION 318
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 319
As the Sprint Planning meeting progresses, the Development Team sees that the workload is greater than they can handle. Which two are valid actions? (Choose two.)

A. Recruit additional Development Team members before the work can begin.
B. The Development Team ensures that the Product Owner is aware, starts the Sprint, and monitors progress.
C. Cancel the Sprint.
D. Remove or change selected Product Backlog items.
E. The Development Team works overtime during this Sprint.

Answer: BD

Explanation:
The correct answers are B and D, because 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 can remove or change selected Product Backlog items in agreement with the Product Owner if they see that the workload is greater than they can handle. The Development Team should also ensure that the Product Owner is aware of the situation, start the Sprint, and monitor progress.

NEW QUESTION 320

Which Scrum Values are exhibited by not building Product Backlog items that have low business value? (Choose three.)

A. Economic Value Added.
B. Respect.
C. Focus.
D. Earned Value.
E. Courage.

Answer: BCE

Explanation:
According to the Scrum Guide1, there are five values that guide decisions within Scrum teams:

➢ Commitment
➢ Focus
➢ Openness
➢ Respect
➢ Courage

By not building Product Backlog items that have low business value, Scrum teams exhibit respect for their stakeholders and customers, as they deliver what is most valuable and relevant for them. They also exhibit focus, as they concentrate on what matters most for achieving their Product Goal and Sprint Goal. They also exhibit courage, as they are willing to say no to low-value work and face possible conflicts or disagreements.

NEW QUESTION 321
When can a Development Team cancel a Sprint?

A. It can'
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 326
What two techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which development techniques to apply? (Choose two.)

A. Involve the complete Development Team.
B. Use coaching techniques; such as open questions and active listening.
C. Ask an external technical specialist to make the decision.
D. Send every team member to the company's HR department to express their concerns.

Answer: AB

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 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, when the Scrum Team gets caught in an internal disagreement about which development techniques to apply, two techniques that the Scrum Master could use are:

➢ Involve the complete Development Team, as they are responsible for managing and refining their own work.

➢ Use coaching techniques, such as open questions and active listening, to help the Development Team resolve their conflict and reach a consensus.
The other options are not appropriate, as they may undermine the self-organization and empowerment of the Developers.
References: Scrum Guide

NEW QUESTION 329
......

Relate Links

100% Pass Your PSM-I Exam with Exambible Prep Materials

https://www.exambible.com/PSM-I-exam/

Contact us

We are proud of our high-quality customer service, which serves you around the clock 24/7.

Viste - https://www.exambible.com/