



Scrum

Exam Questions PSM-I

Professional Scrum Master I

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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

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 3

Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the quality of the product. What are two good options for the Scrum Master? (Choose the best two answers.)

- A. Wait to bring this up until the Sprint Retrospective.
- B. Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder’s concern to the Developers.
- C. Bring the concern to the testers to improve how the Product is verified.
- D. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.
- E. Coach the Product Owner on how to talk with the Developers about this concern.

Answer: BE

NEW QUESTION 4

When must a scrum Team release each increment? (choose the best answer)

- A. when the Scrum Team finishes their work
- B. After every Sprin
- C. without exception
- D. Whenever the product s tree of detects
- E. When it makes sense to release It.

Answer: D

Explanation:

According to the Scrum Guide, a Scrum Team must release each Increment when it makes sense to do so, based on the value and feedback obtained from stakeholders. The decision to release an Increment is made by the Product Owner, who is responsible for maximizing the value of the product and the work of the Development Team. The other options are not valid, as they imply that releasing an Increment is either mandatory (such as after every Sprint), conditional (such as when the product is free of defects), or irrelevant (such as when the Scrum Team finishes their work).

NEW QUESTION 5

Who starts the Daily Scrum?

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

Answer: B

Explanation:

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

- What did I do yesterday that helped meet our Sprint Goal?

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

NEW QUESTION 6

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 7

A product Increment must be released to production at the end of each Sprint.

- A. True
- B. False

Answer: B

Explanation:

The correct answer is B, because a product Increment does not have to be released to production at the end of each Sprint. 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, a product Increment must be potentially releasable, but the decision to release it is up to the Product Owner.

NEW QUESTION 8

Which of the following are topics for the Developers to discuss at the Daily scrum as they inspect their progress toward the Sprint Goal?
(choose the best three answers)

- A. what have we learned since yesterday, and now should we modify our plan to increase our ability to meet the Sprint Goal?
- B. Are there any impediments blocking progress toward the sprint Goal?
- C. What will I be working on tomorrow?
- D. Are there any decisions that need to be made to maintain progress toward the sprint Goal?
- E. Why were you late?
- F. How many hours did I spend on the project yesterday
- G. Will today's work negatively impact our ability to meet the sprint Goal for the Sprint following this one?

Answer: ABD

Explanation:

Three topics for the Developers to discuss at the Daily Scrum as they inspect their progress toward the Sprint Goal are:

- What have we learned since yesterday, and how should we modify our plan to increase our ability to meet the Sprint Goal?
- Are there any impediments blocking progress toward the Sprint Goal?
- Are there any decisions that need to be made to maintain progress toward the Sprint Goal?

These topics are suggested by [6]: "The structure of the meeting is set by the Developers and can be conducted in different ways if it focuses on progress toward the Sprint Goal. Some Development Teams will use questions, some will be more discussion based."

NEW QUESTION 9

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

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

Answer: A

Explanation:

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

NEW QUESTION 10

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 10

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

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

Answer: B

Explanation:

According to the Scrum Guide, the Product Owner has the final say on the order of the Product Backlog, as he or she is responsible for maximizing the value of the product and the work of the Development Team. The other roles do not have this authority, although they may provide input and suggestions to the Product Owner.

NEW QUESTION 12

When is a Sprint over?

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

Answer: D

Explanation:

The correct answer is D, because the Scrum Guide states that “a Sprint is a container for all other events. 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.” Therefore, a Sprint is over when its time-box expires, regardless of whether all Product Backlog items or tasks are completed or not.

NEW QUESTION 14

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 19

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 lost.
- D. Opaqueness has replaced transparency.
- E. Predictability has dropped below zero.
- F. The produced software is not usable.
- 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 team.

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 20

Who has the final decision about the order of items in the Product Backlog? (Choose the best answer.)

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

Answer: B

Explanation:

According to the Scrum Guide, the Product Owner has the final decision about the order of items in the Product Backlog, as he or she is responsible for maximizing the value of the product and the work of the Development Team. The other roles do not have this authority, although they may provide input and suggestions to the Product Owner.

NEW QUESTION 22

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 26

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 31

A Scrum Master is working with a Development Team that has members in different physical locations. The Development Team meets in a variety of meeting rooms and has much to do logistically (for example, set up conference calls) before the Daily Scrum. What action should the Scrum Master take?

- A. Allow the Development Team to self-manage and determine for itself what to do.
- B. Set up the meeting and tell the Development Team that is how it will be done.
- C. Ask the Development Team members to alternate who is responsible for meeting setup.
- D. Inform management and ask them to solve it.

Answer: A

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. The Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. Therefore, the Scrum Master should allow the Development Team to self-manage and determine for itself what to do regarding the logistical challenges of meeting in different locations.

References: Scrum Guide

NEW QUESTION 32

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 35

Which two things are appropriate for a Scrum Master to do if the Development Team doesn't have the engineering tools and infrastructure to completely finish each selected Product Backlog item? (Choose two.)

- A. Coach the Development Team to improve its skills, tools, and infrastructure over time and adjust the Definition of "Done" accordingly.
- B. Encourage the Product Owner to accept partially "Done" increments until the situation improves.
- C. Refocus the current Sprint on establishing the Development Team's infrastructure instead of delivering an increment.
- D. Declare the Development Team not ready for Scrum.
- E. Have the Development Team establish a Definition of "Done" that is actually possible to achieve given current circumstances.

Answer: AE

Explanation:

According to the Scrum Guide¹, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. Therefore, two things that are appropriate for a Scrum Master to do if the Development Team doesn't have the engineering tools and infrastructure to completely finish each selected Product Backlog item are:

- Coach the Development Team to improve its skills, tools, and infrastructure over time and adjust the Definition of "Done" accordingly.
- Have the Development Team establish a Definition of "Done" that is actually possible to achieve given current circumstances.

NEW QUESTION 36

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 for 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 37

Which two things should the Development Team do during the first Sprint? (Choose two.)

- A. Make up a plan for the rest of the project.
- B. Analyze, describe, and document the requirements for the subsequent Sprints.
- C. Develop at least one piece of functionality.
- D. Analyze, design, and describe the complete architecture and infrastructure.
- E. Create an increment of potentially releasable software.

Answer: CE

Explanation:

According to the Scrum Guide¹, each Sprint is a project with no more than a one-month horizon. The Sprint Goal gives guidance to why the Scrum Team is building an Increment. 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. Therefore, in the first Sprint, as in any other Sprint, the Development Team should develop at least one piece of functionality and create an increment of potentially releasable software. The other options are not consistent with Scrum values and principles.

References: Scrum Guide

NEW QUESTION 41

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

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

Answer: B

Explanation:

According to the Scrum Guide, management external to the Scrum Team is not involved in the Daily Scrum at all. The Daily Scrum is an internal event for the

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

NEW QUESTION 43

Who should make sure everyone on the scrum Team does their tasks for the sprint? (choose the best answer)

- A. The Project Manager
- B. The Product Owner
- C. The Scrum Master
- D. The Scrum Team
- E. All of the above

Answer: D

Explanation:

According to the Scrum Guide, the Scrum Team should make sure that everyone on the team does their tasks for the Sprint, as they are collectively accountable for creating valuable Increments that meet stakeholder needs and expectations. The other options are not valid, as they imply that someone else outside the Scrum Team (such as a project manager) or another role on the Scrum Team (such as the Product Owner or the Scrum Master) is responsible for making sure that everyone does their tasks for the Sprint.

NEW QUESTION 45

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 48

Which three of the following are feedback loops in Scrum? (Choose three.)

- A. Sprint Review.
- B. Release Planning.
- C. Sprint Retrospective.
- D. Refinement Meeting.
- E. Daily Scrum.

Answer: ACE

Explanation:

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

NEW QUESTION 49

In the Sprint Planning meeting, the Product Owner and the Development Team were unable to reach a clear understanding about the highest order Product Backlog items. Because of this, the Development Team couldn't figure out how many Product Backlog items it could forecast for the upcoming Sprint. They were able to agree on a Sprint Goal, however.

Which of the following two actions should the Scrum Master support? (Choose two.)

- A. Cancel the Sprint
- B. Send the entire team to an advanced Scrum training and then start a new Sprint.
- C. Forecast the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and plan
- D. Once the time-box for the Sprint Planning meeting is over, start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint.
- E. Continue the Sprint Planning meeting past its time-box until an adequate number of Product Backlog items are well enough understood for the Development Team to make a complete forecast
- F. Then start the Sprint.
- G. Discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- H. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

Answer: BD

Explanation:

According to the Scrum Guide¹, the Sprint Planning meeting has a time-box of eight hours or less for a one-month Sprint. The Scrum Master ensures that the meeting is time-boxed and keeps the Scrum Team focused on the objective. If the Development Team cannot forecast how many Product Backlog items it can complete, it should still start the Sprint and work on the most likely items to meet the Sprint Goal. The Sprint Backlog can be updated throughout the Sprint as more is learned. The Scrum Master should also support the team to discuss the reasons for the lack of clarity in the Product Backlog items and how to prevent it from happening again in the next Sprint Retrospective.

References: Scrum Guide

NEW QUESTION 51

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

- A. Guide the Development Team on how many Product Backlog items to select for the Sprint.
- B. Create a shared understanding of when work is complete.
- C. Describe the purpose, objective, and time-box of each Scrum event.
- D. Describe the work that must be done before the Sprint is allowed to end.
- E. Increase transparency.

Answer: ABE

NEW QUESTION 54

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 58

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 59

When must the Product Owner participate in the Daily 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 60

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

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 64

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?

- A. Product Backlog items must be estimated in story points.
- B. Estimates are made by the Development Team.
- 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:

The correct answer is B, because the guideline that a Scrum Master should give is that estimates are made by the Development Team. 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 should estimate the work in Scrum, using any method or unit they prefer.

NEW QUESTION 65

Which statement best describes a Product Owner’s responsibility?

- A. Optimizing the value of the work the Development Team does.
- B. Managing the project and ensuring that the work meets the commitments to the stakeholders.
- C. Directing the Development Team.
- D. Keep stakeholders from distracting the Development Team.

Answer: A

Explanation:

According to the Scrum Guide¹, ordering Product Backlog items is solely up to the Product Owner's discretion. The Product Owner orders items in the Product Backlog to best achieve goals and missions. To do this, they optimize value by considering various factors such as cost and benefit, risk, dependencies, date needed, etc. The Product Owner is responsible for maximizing the value of the work the Development Team does.

References: Scrum Guide

NEW QUESTION 66

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 69

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 74

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 79

Who owns the Sprint Backlog?

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

Answer: D

Explanation:

Sprint Backlog is owned by the Development Team. 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. ... 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.”

NEW QUESTION 84

What is the best suited structure for Development Teams in order to produce integrated Increments?

- A. Each Development Team works only one technical layer of the system (e.
- B. GUI, database, middle tier, interfaces).
- C. Each Development Team develops functionality from beginning to end throughout all technical layers.

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, in order to produce integrated Increments that are potentially releasable, the best suited structure for Development Teams is to develop functionality from beginning to end throughout all technical layers.
References: Scrum Guide

NEW QUESTION 86

What is the typical size for a Scrum Team? (choose the best answer)

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

Answer: D

Explanation:

The correct answer is D. 10 or fewer. According to the Scrum Guide 2020¹, “The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people.” The other options are outdated or incorrect. Option A was based on the previous version of the Scrum Guide, which suggested a range of 3 to 9 developers². Option B is too vague and does not account for the upper limit of team size. Option C is too specific and does not allow for flexibility.

NEW QUESTION 90

Which two activities will a Product Owner engage in during a Sprint? (Choose two.)

- A. Run the Daily Scrum.
- B. Prioritize the Development Team’s work on the Sprint Backlog.
- C. Update the Sprint burndown chart.
- D. Answer questions from the Development Team about items in the current Sprint.
- E. Work with the stakeholders.

Answer: DE

Explanation:

The correct answers are D and E, because these are two activities that a Product Owner can engage in during a Sprint. The Scrum Guide states that “the Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team.” Therefore, the Product Owner can answer questions from the Development Team about items in the current Sprint, and work with the stakeholders to understand their needs and expectations.

NEW QUESTION 91

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

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

Answer: CDG

Explanation:

According to the Scrum 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-boxed events in Scrum are:

- Sprint Planning (eight hours or less for a one-month Sprint)
- Daily Scrum (15 minutes or less for a one-month Sprint)
- Sprint Review (four hours or less for a one-month Sprint)
- Sprint Retrospective (three hours or less for a one-month Sprint) The other options are not time-boxed events in Scrum.

References: Scrum Guide

NEW QUESTION 94

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 99

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

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

Answer: C

Explanation:

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

NEW QUESTION 103

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 104

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 106

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

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

Answer: D

Explanation:

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

NEW QUESTION 108

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

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

Answer: D

Explanation:

According to the Scrum Guide, when many Scrum Teams are working on a single product, they must have a Definition of Done that makes their combined work potentially releasable. This ensures that there is a clear and consistent understanding of what “Done” means for the product and that there is no technical debt or unfinished work at the end of each Sprint. The other options are not valid descriptions of the Definition of Done for multiple Scrum Teams, as they either create inconsistency, confusion, or waste (such as having different definitions, discussing and reconciling differences during a hardening Sprint, or having the Scrum Masters define a common Definition of Done).

NEW QUESTION 110

The Product Owner is not collaborating with the Development Team during the Sprint. What are two valuable actions for a Scrum Master to take? (Choose two.)

- A. Inform the Product Owner’s functional manager.
- B. Stop the Sprint, send the Product Owner to a course and restart.
- C. Bring up the problem in the Sprint Retrospective.
- D. Coach the Product Owner in the values of Scrum and incremental delivery.
- E. Nominate a proxy Product Owner.

Answer: CD

Explanation:

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

- Bring up the problem in the Sprint Retrospective, where the Scrum Team can inspect how they worked together and create a plan for improvements.
- Coach the Product Owner in the values of Scrum and incremental delivery, and help them understand their role and responsibilities in collaborating with Developers.

The other options are not valuable actions, as they may undermine trust, respect, and self-organization within the Scrum Team.

References: Scrum Guide

NEW QUESTION 111

Which statement best describes the Sprint Backlog as outcome of the Sprint Planning?

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

Answer: D

Explanation:

The Sprint Backlog is the Development Team’s plan for the Sprint, as stated in the Scrum Guide¹: “The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint.”

NEW QUESTION 114

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 119

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

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

Answer: BE

Explanation:

According to the Scrum Guide¹, the definition of “Done” is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a “Done” Increment. The definition of “Done” is created by the development organization (or Development Team if none is available from the development organization). The definition of “Done” may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of “Done” over time. Therefore, one good way for a Scrum Team to ensure security concerns are satisfied is to add security concerns to the definition of “Done”. Another good way is to have the Scrum Team create Product Backlog items for each concern, as they are responsible for managing and refining the Product Backlog.

References: Scrum Guide

NEW QUESTION 120

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 begin
- 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 122

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 124

Who can cancel a Sprint? (choose the best answer)

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

Answer: D

Explanation:

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

NEW QUESTION 129

A Scrum Master is introducing Scrum to a new Team. The Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

(choose the best answer)

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

Answer: B

Explanation:

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

NEW QUESTION 131

Which of the following is an example of an Increment? (Choose the best answer.)

- A. A plan for the overall product release.
- B. A mock-up of the product marketing materials.
- C. A design for the product.
- D. A product roll-out plan.
- E. A valuable, useful set of products featured.
- F. All of the above.

Answer: E

Explanation:

An example of an Increment is a valuable, useful set of product features, as stated in [4]: “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, each Increment must be usable.”

NEW QUESTION 132

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 137

When is implementation of a Product Backlog item considered complete?

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

Answer: B

Explanation:

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

NEW QUESTION 140

What is the purpose of a Sprint Review?

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

Answer: B

NEW QUESTION 141

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 143

Which two things should the Development Team do during the first Sprint? (Choose two.)

- A. Make up a plan for the rest of the project.
- B. Analyze, describe, and document the requirements for the subsequent Sprints.
- C. Develop at least one piece of functionality.
- D. Define the major product features and release plan architecture
- E. Create an increment of potentially releasable software.

Answer: CE

Explanation:

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

NEW QUESTION 145

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

- A. Identifying high priority process improvements for the next Sprint.
- B. The order of items in the Product Backlog.
- C. How the team collaborates.
- D. Documenting acceptance criteria for items in the next Sprint.

Answer: AC

Explanation:

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

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

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

NEW QUESTION 149

A new Developer is having continuing conflicts with existing members or the scrum Team, which is impacting the delivery of the Increment It necessary, who is responsible for removing the Developer from the Scrum Team? (choose the best answer)

- A. The Scrum Master is responsible, they remove impediments
- B. The Product Owner is responsible, they control the return on investment (ROI)
- C. The hiring manager is responsible, they hired the Developer
- D. The Scrum Team is responsible

Answer: D

Explanation:

According to the Scrum Guide, the Scrum Team is responsible for removing a Developer from the Scrum Team if necessary, as they are self-managing and accountable for creating valuable Increments. The other options are not valid, as they imply that someone else outside the Scrum Team has the authority to remove a Developer (such as the Scrum Master, the Product Owner, or the hiring manager), which is not consistent with Scrum values and principles.

NEW QUESTION 154

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

- A. Release Planning.
- B. Release Retrospective.
- C. Sprint Retrospective.

- D. Sprint Planning.
- E. Sprint Testing.
- F. Sprint 0.
- G. Daily Scrum.

Answer: CDG

Explanation:

According to the Scrum Guide, the time-boxed events in Scrum are Sprint Retrospective, Sprint Planning, and Daily Scrum. These events have a maximum duration that cannot be exceeded. The other options are not time-boxed events in Scrum, as they are either not part of Scrum (such as Release Planning, Release Retrospective, Sprint Testing, and Sprint 0) or not events at all (such as Definition of Done).

NEW QUESTION 157

During a Sprint Retrospective, for what is the Product Owner responsible?

- A. Participating as a Scrum Team member.
- B. Summarizing and reporting the discussions to the stakeholders that he/she represents in the Scrum Team.
- C. Capturing requirements for the Product Backlog.
- D. The Product Owner should not take part in Sprint Retrospectives.

Answer: A

Explanation:

According to the Scrum Guide¹, 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 Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning. The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Product Owner is part of the Scrum Team and should participate as a Scrum Team member in the Sprint Retrospective.

References: Scrum Guide

NEW QUESTION 161

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

- A. At the Sprint planning meeting.
- B. During the Daily Scrum.
- C. Never
- D. All Sprint Backlog Items are “owned” by the entire Development Team, even though each one may be done by an individual Development Team member.
- E. Whenever a team member can accommodate more work.

Answer: C

Explanation:

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

References: Scrum Guide

NEW QUESTION 162

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

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

Answer: C

Explanation:

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

NEW QUESTION 164

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

- A. A proportional amount of time on analysis, design, programming, testing, and documentation.
- B. As much as it can fit into the Sprint
- C. Any remaining work will be transferred to a subsequent Sprint.
- D. All development work and at least some testing.
- E. As much as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of “Done”.

Answer: D

Explanation:

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

NEW QUESTION 166

A Scrum Master is introducing Scrum to a new Development Team. The Development Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

- A. Call a meeting between the Development Team and senior management.
- B. Comply with the decision of the self-organizing team.
- C. Consult with the Product Owner to see how he/she feels about the situation.
- D. Begin facilitating productive and useful Sprint Retrospectives.

Answer: D

Explanation:

The correct answer is D, because if a new Development Team decides that a Sprint Retrospective is unnecessary, the Scrum Master should begin facilitating productive and useful Sprint Retrospectives. The Scrum Guide states that “the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. ... During each Sprint Retrospective, the Scrum Team plans ways to improve product quality by adapting the definition of ‘Done’ as appropriate.” Therefore, the Scrum Master should help the Development Team understand the value and importance of the Sprint Retrospective, and make it an engaging and constructive event.

NEW QUESTION 169

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 171

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 175

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

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

Answer: A

Explanation:

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

NEW QUESTION 178

The Sprint Review is mainly an inspect and adapt opportunity for which group?

- A. The Development Team and stakeholders.
- B. The Product Owner and Development Team.
- C. The Scrum Team and stakeholders.
- D. The Product Owner and management.
- E. The Development Team and management.
- F. The Product Owner and stakeholders.

Answer: C

Explanation:

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

References: Scrum Guide

NEW QUESTION 182

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

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

Answer: ABF

Explanation:

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

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

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

NEW QUESTION 183

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

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

Answer: BD

Explanation:

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

NEW QUESTION 184

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 186

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 188

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 191

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