

# Exam Questions PSM-I

Professional Scrum Master I

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#### NEW QUESTION 1

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

#### NEW QUESTION 2

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 3

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

- A. True
- B. False

**Answer:** B

#### NEW QUESTION 4

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

#### NEW QUESTION 5

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 6

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

#### NEW QUESTION 7

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

#### NEW QUESTION 8

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

#### NEW QUESTION 9

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

#### NEW QUESTION 10

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:** A

#### NEW QUESTION 10

A Scrum Master is essentially the same thing as a traditional PM (Project Manager).

- A. True
- B. False

**Answer:** B

#### NEW QUESTION 14

Which of the following are true about the Product Owner role? (Choose two.)

- A. The Product Owner is one person.
- B. The Product Owner is accountable for ordering the Product Backlog.
- C. Multiple people can share the Product Owner role on a Scrum Team.
- D. The Product Owner role can be played by a committee or a team of people.

**Answer:** AB

#### NEW QUESTION 15

In order to achieve the benefits of Scrum, it is important to enact the value of commitment. What two actions demonstrate the commitment of Scrum Team members? (Choose two.)

- A. Always deliver the items in the Sprint forecast.
- B. Help the other Scrum Team members.
- C. Do your best
- D. Send out a daily status report.
- E. Work late.

**Answer:** BC

#### NEW QUESTION 16

You have six teams using a traditional method to deliver a product. Your management has asked you to start using Scrum. In the initial project there were separate plans and teams for the layers of a software system, i.e. one for the front-end, one for the middle tier, one for the back-end, and one for the interfaces and services. This resembles what is known as component teams. But you have read that it's a good idea to have teams organized by feature. What are the advantages of keeping component teams while starting Scrum?

- A. There's less initial disruption than organizing into new team
- B. As they start, they will discover what works best, and how to potentially re-organize towards this.
- C. Component teams generally have the skills needed to create a working Increment of software that provides business value.
- D. Because they have worked together for some time, they are likely able to start producing shippable Increments faster than new feature teams would.
- E. There are fewer cross-team dependencies than working in feature teams.

**Answer:** A

#### NEW QUESTION 18

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

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

**Answer:** A

#### NEW QUESTION 22

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

#### NEW QUESTION 25

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

#### NEW QUESTION 26

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

#### NEW QUESTION 31

A Scrum Master is keeping a list of open impediments, but it is growing and they have been able to resolve only a small portion of the impediments. Which two techniques would be most helpful in this situation?

(Choose two.)

- A. Discuss the impediments with the Development Team.
- B. Prioritize the list and work on them in order.
- C. Arrange a triage meeting with all project managers.
- D. Add each open impediment to the Product Backlog.

**Answer:** AB

#### NEW QUESTION 34

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

- A. True
- B. False

**Answer:** B

#### NEW QUESTION 35

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

#### NEW QUESTION 40

What are two good ways for the Development Team to make non-functional requirements visible? (Choose two.)

- A. Put them on a separate list on the Scrum board, available for all to see.
- B. Add them to the Product Backlog and keep the Product Owner posted on the expected effort.
- C. Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.
- D. Add them to the definition of “Done” so the work is taken care of every Sprint.

**Answer:** BD

#### NEW QUESTION 44

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

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

**Answer:** C

#### NEW QUESTION 47

If two Scrum Teams are added to the development of a product that previously had only one Scrum Team, what will be the immediate impact on the productivity of the original Scrum Team?

- A. Its productivity is likely to decrease.
- B. Its productivity is likely to stay the same.
- C. Its productivity is likely to increase.

**Answer:** B

#### NEW QUESTION 50

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

#### NEW QUESTION 51

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

#### NEW QUESTION 55

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

#### NEW QUESTION 59

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

#### NEW QUESTION 63

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:** AB

#### NEW QUESTION 65

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

#### NEW QUESTION 68

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

#### NEW QUESTION 69

Which statement best describes Scrum?

- A. A defined and predictive process that conforms 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

#### NEW QUESTION 70

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

#### NEW QUESTION 73

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

#### NEW QUESTION 74

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 other 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:** C

#### NEW QUESTION 78

Select two ways in which technical debt impacts transparency. (Choose two.)

- A. When calculated and estimated, the total amount of technical debt shows exactly how long until the Product Owner can release the Increment.
- B. It leads to false assumptions about the current state of the system, specifically of an Increment being releasable at the end of a Sprint.
- C. As development progresses and code is added, the system becomes more difficult to stabilize, which results in future work being slowed down in unpredictable ways.
- D. It enhances transparency for the Product Owner as a Development Team is not allowed to do additional feature development in a Sprint as long as there is technical debt.

**Answer:** BC

#### NEW QUESTION 83

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

#### NEW QUESTION 88

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

#### NEW QUESTION 92

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

#### NEW QUESTION 94

When should a Sprint Goal be created?

- A. It should have been created in the previous Sprint during Product Backlog refinement.
- B. It must be established before Sprint Planning in order to begin planning.
- C. A Sprint Goal is not mandatory in Scrum.
- D. At any time during the Sprint.
- E. During Sprint Planning.

**Answer:** E

#### NEW QUESTION 95

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?

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- 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

#### NEW QUESTION 99

For which is the Scrum Master responsible?

- A. Managing the performance of the Scrum Team.
- B. The meetings and the objectives that a Scrum Team sets for itself.
- C. The Scrum framework being adopted and used properly.
- D. Keeping track of resource allocation.

**Answer:** C

#### NEW QUESTION 102

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

#### NEW QUESTION 104

What does it mean to say that an event has a time-box?

- A. The event must happen at a set time.
- B. The event must happen by a given time.
- C. The event must take at least a minimum amount of time.
- D. The event can take no more than a maximum amount of time.

**Answer:** D

#### NEW QUESTION 109

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

#### NEW QUESTION 114

Which two ways of creating Development Teams are consistent with Scrum’s values? (Choose two.)

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

**Answer:** AD

#### NEW QUESTION 117

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

#### NEW QUESTION 121

You are the Scrum Master for four Scrum Teams working from the same Product Backlog. Several of the developers come to you complaining that work identified for the upcoming two Sprints will require full-time commitment from a technical specialist who is external to the teams. What are two key concerns for the Scrum Master to take into account in this situation? (Choose two.)

- A. The desire to maintain a stable velocity.
- B. The benefit of Development Teams figuring out a solution for themselves.
- C. The need to have enough work to keep all Development Team members busy.
- D. The ability of the Development Teams to produce integrated Increments.

**Answer:**



BD

#### NEW QUESTION 124

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

#### NEW QUESTION 125

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

#### NEW QUESTION 128

A properly functioning Scrum Team will have at least one Release Sprint and may well have several.

- A. True
- B. False

**Answer:** A

#### NEW QUESTION 130

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

#### NEW QUESTION 133

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

#### NEW QUESTION 134

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

#### NEW QUESTION 135

Which of the following are roles on a Scrum Team? (Choose all that apply.)

- A. Users
- B. Scrum Master
- C. Product Owner
- D. Development Team
- E. Customers

**Answer:** BCD

#### NEW QUESTION 136

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

#### NEW QUESTION 137

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

#### NEW QUESTION 139

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

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

**Answer:** ABG

#### NEW QUESTION 140

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

#### NEW QUESTION 141

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

#### NEW QUESTION 145

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

#### NEW QUESTION 146

What is the accountability of the Product Owner during Sprint 0? (Choose the best answer.)

- A. There is no such thing as Sprint 0.
- B. Gathering, eliciting, and analyzing the requirements that will be inserted into the Product Backlog.
- C. Make the complete project plan to commit date, budget, and scope to the stakeholders.
- D. Determine the composition of the Development Teams so they have the capacity to deliver the completed forecast.
- E. Make sure enough Product Backlog items are refined to fill the first 3 Sprints.

**Answer:** A

#### NEW QUESTION 149

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

- A. True
- B. False

**Answer:** B

#### NEW QUESTION 154

If burndown charts are used to visualize progress, what do they track?

- A. Accumulated cost.
- B. Individual worker productivity.
- C. Work remaining across time.
- D. Accumulated business value delivered to the customer.

**Answer:** C

#### NEW QUESTION 155

When might a Sprint be abnormally cancelled?

- A. When the Development Team feels that the work is too hard.
- B. When the Sprint Goal becomes obsolete.
- C. When the sales department has an important new opportunity.
- D. When it becomes clear that not everything will be finished by the end of the Sprint.

**Answer:** B

#### NEW QUESTION 156

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

#### NEW QUESTION 161

How should Product Backlog items be chosen when multiple Scrum Teams work from the same Product Backlog?

- A. The Scrum Team with the highest velocity pulls Product Backlog items first.
- B. The Development Teams pull in work in agreement with the Product Owner.
- C. The Product Owner should provide each team with its own Product Backlog.
- D. Each Scrum Team takes an equal numbers of items.
- E. The Product Owner decides.

**Answer:** B

#### NEW QUESTION 164

How is management external to the Scrum Team involved in the Daily Scrum?

- A. The Scrum Master speaks on their behalf.
- B. The Development Team self-manages and is the only management required at the Daily Scrum.
- C. Management gives an update at the start of each Daily Scrum.
- D. The Product Owner represents their opinions.

**Answer:** B

#### NEW QUESTION 165

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

#### NEW QUESTION 167

Which are appropriate topics for discussion in a Sprint Retrospective? (Choose the best three answers.)

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

**Answer:** BCE

#### NEW QUESTION 170

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

#### NEW QUESTION 175

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 it can do, and to start the first several days of the Sprint.
- D. Just enough to understand design and architectural implications.

**Answer:** C

#### NEW QUESTION 179

How do you know that a Scrum Team is cross-functional? (Choose the best answer.)

- A. Scrum Team has all the skills to create an increment by the end of every Sprint.
- B. A few of the Development Team members pair program and do Test Driven Development.
- C. There are no conflicts within the Scrum Team.
- D. Every member of the Scrum Team is able to perform every task.

**Answer:** A

#### NEW QUESTION 184

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