

# Scrum

## Exam Questions PSM-I

Professional Scrum Master I



#### NEW QUESTION 1

True or False: The purpose of a Sprint is to produce a valuable useful Increment.

- A. True
- B. False

**Answer:** A

#### Explanation:

According to the Scrum Guide, the purpose of a Sprint is to produce a valuable useful Increment that meets the Definition of Done and the Sprint Goal. This means that the Developers work on items from the Product Backlog that deliver value to the stakeholders and align with the product vision. The other option is not valid, as it implies that producing an Increment is not the purpose of a Sprint.

#### NEW QUESTION 2

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

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

**Answer:** BDG

#### Explanation:

According to the Scrum Guide<sup>1</sup>, during each Daily Scrum, each Developer answers three questions:

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

References: Scrum Guide

#### NEW QUESTION 3

A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won't be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help. What would be good advice to give the Product Owner?

- A. Remind the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.
- B. Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.
- C. Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.

**Answer:** A

#### Explanation:

According to the Scrum Guide<sup>1</sup>, 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.

#### NEW QUESTION 4

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 5

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

- A. True
- B. Outcomes affected by their participation and availability.
- C. False
- D. A Product Owner can be replaced by a subject matter expert in the Scrum Team.
- E. False
- F. A Scrum Master is only required when asked for by the Scrum Team.
- G. True

H. Each must be 100% dedicated to the Scrum Team.

**Answer:** A

**Explanation:**

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

**NEW QUESTION 6**

What techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply? (Choose the best two answers.)

- A. Involve the complete Scrum Team in making a decision.
- B. Use coaching techniques; such as open QUESTION NO:s and active listening.
- C. Ask an external agile coach what they recommend.
- D. Ask team members to take the issue up with to the company's Human Resources department.

**Answer:** AB

**Explanation:**

Two techniques that the Scrum Master could use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply are to involve the complete Scrum Team in making a decision, and to use coaching techniques such as open questions and active listening, as stated in [3]: "The Scrum Master should facilitate a constructive dialogue among the team members and help them reach a consensus on which agile practices to use. The Scrum Master should also use coaching techniques such as open questions and active listening to understand the underlying needs and motivations of each team member and to help them find common ground."

**NEW QUESTION 7**

A member of the Development Team takes the Scrum Master aside to express his concerns about data security issues. What should the Scrum Master do?

- A. Add security to the definition of "Done".
- B. Tell the Product Owner to stop further development of features until the issues are fixed.
- C. Create a Product Backlog item for security.
- D. Go check with the testers.
- E. Ask the person to share the issue with the team as soon as possible.

**Answer:** E

**Explanation:**

The Scrum Master should ask the person to share the issue with the team as soon as possible, as stated in [5]: "The Scrum Master should encourage transparency and collaboration within the team and with other stakeholders. If there is a concern about data security issues, it should be brought up to the team and discussed openly. The team can then decide how to handle it, whether by creating a Product Backlog item, updating the definition of "Done", or taking some other action."

**NEW QUESTION 8**

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 9**

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

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

**Answer:** CE

**Explanation:**

According to the Scrum Guide 20201, the product has one Product Backlog, which is the single source of work undertaken by the Scrum Team. The Product Backlog is ordered by the Product Owner, who is accountable for maximizing the value of the product resulting from the work of the Scrum Team. There should be only one Product Owner per product, who may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner1. Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste in the Scrum

process.

#### NEW QUESTION 10

What is the role of management in Scrum?

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 10

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

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

**Answer:** B

#### Explanation:

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

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

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

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

#### NEW QUESTION 15

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 16

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

- A. True
- B. False

**Answer:** B

#### Explanation:

The correct answer is B, because multiple Scrum Teams working on the same project do not have to have the same Sprint start date. The Scrum Guide states that "multiple Scrum Teams often work together on the same product. One product goal unites them. Therefore, they must mutually define and comply with a definition of 'Done' that applies to their combined work product." Therefore, the synchronization of multiple Scrum Teams is based on their shared product goal and definition of 'Done', not on their Sprint start date.

#### NEW QUESTION 17

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

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

**Answer:**

AB

**Explanation:**

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

**NEW QUESTION 21**

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 Guide<sup>1</sup>, “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 Master<sup>2</sup>. The Scrum Team collaborates to create and update the Definition of Done as needed, based on the product and organizational standards<sup>3</sup>. The Definition of Done is not imposed by any external authority or individual.

**NEW QUESTION 23**

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

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

**Answer: CE**

**Explanation:**

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

**NEW QUESTION 24**

Which best describes the Product Backlog?

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

**Answer: A**

**Explanation:**

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

**NEW QUESTION 27**

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 29**

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 Guide<sup>1</sup>, 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 33**

Sprint burndown charts are an efficient tracking tool, because they show:

- A. An estimate of the total work remaining for the Sprint.
- B. How much effort has gone into a Sprint.
- C. How many hours have been worked by each Development Team member.
- D. How many Product Backlog items remain.

**Answer:** A

**Explanation:**

A Sprint burndown chart shows an estimate of the total work remaining for the Sprint, as stated in 3: “A sprint burndown chart tracks work remaining in a sprint. It shows how much work remains at any given point during a sprint. It helps teams monitor whether they will finish all planned tasks by the end of a sprint.”

**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

**Explanation:**

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

**NEW QUESTION 38**

Which Scrum Value is affected by a lack of trust in the Scrum Team?

- A. Focus
- B. Respect
- C. Openness
- D. Courage
- E. Commitment.
- F. All of the above

**Answer:** F

**Explanation:**

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

**NEW QUESTION 41**

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 43**

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 Guide<sup>1</sup>, 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 47**

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 48**

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 52**

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

**Explanation:**

According to the Scrum Guide<sup>1</sup>, there are five values that guide decisions within Scrum teams:

- Commitment
- Focus
- Openness
- Respect
- Courage

In order to achieve the benefits of Scrum, it is important to enact these values. Two actions that demonstrate the commitment of Scrum Team members are:

- Help the other Scrum Team members, as they work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.
- Do your best, as they strive to deliver a potentially releasable Increment that meets the definition of "Done" and provides value to the stakeholders.

**NEW QUESTION 57**

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

- A. True

B. False

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the heart of Scrum is a Sprint, a time-box of one month or less during which a “Done”, useable, and potentially releasable product Increment is created. The Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together.

References: Scrum Guide

**NEW QUESTION 61**

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 Guide<sup>1</sup>: “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 66**

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

- A. True
- B. False

**Answer:** B

**Explanation:**

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

**NEW QUESTION 70**

To get started in terms of what to build, Scrum requires no more than a Product Owner with enough ideas for a first Sprint, a Development Team to implement those ideas and a Scrum Master to help guide the process.

- A. True
- B. False

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, Scrum does not require or provide any specific techniques or methods for product definition. Rather, Scrum provides a framework with roles, rules, and events within which complex products can be developed. To get started in terms of what to build, Scrum requires no more than a Product Owner with enough ideas for a first Sprint, a Development Team to implement those ideas and a Scrum Master to help guide the process.

References: Scrum Guide

**NEW QUESTION 74**

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 75**

The time-box for a Daily Scrum?

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

**Answer:** B

**Explanation:**

The correct answer is B, because the time-box for a Daily Scrum is 15 minutes. The Scrum Guide states that “the Daily Scrum is a 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next 24 hours.”

**NEW QUESTION 76**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 80**

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 Guide<sup>1</sup>, 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 85**

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

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 89**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 93**

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

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

E. Scrum is based on empiricism and lean thinking.

**Answer:** BDE

**Explanation:**

Three statements that are true about Scrum are:

- Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.
- Scrum is a framework for developing and sustaining complex products.
- Scrum is based on empiricism and lean thinking.

These statements are supported by [6]: "Scrum is not a process, technique, or definitive method. Rather, it is a framework within which you can employ various processes and techniques. ... Each component within the framework serves a specific purpose and is essential to Scrum's success and usage. ... The rules of Scrum bind together events, roles, artifacts, and rules governing their relationships. ... The three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation."

**NEW QUESTION 98**

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

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

**Answer:** A

**Explanation:**

According to the Scrum Guide, the Developers are accountable for tracking the remaining work toward the Sprint Goal, as they are responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that someone else outside the Development Team (such as the Scrum Master, the Product Owner, or the Project Manager) is accountable for tracking the remaining work, which is not consistent with Scrum values and principles.

**NEW QUESTION 102**

What does it mean for a Development Team to be cross-functional?

- A. The Development Team includes not only developers but also business analysts, architects, and testers.
- B. The Development Team includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an increment of software.
- C. Developers on the Development Team work closely with business analysts, architects, developers and testers who are not on the team.
- D. The Development Team is a virtual team drawing from separate teams of business analysts, architects, developers and testers.

**Answer:** B

**Explanation:**

A cross-functional Development Team is one that includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an increment of software, as stated in the Scrum Guide1: "Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team."

**NEW QUESTION 103**

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

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

**Answer:** AB

**Explanation:**

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

**NEW QUESTION 107**

Which statement best describes Scrum?

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 109**

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

**Explanation:**

According to the Scrum Guide, the Scrum Team consists of three roles: the Scrum Master, who coaches and facilitates the team; the Product Owner, who manages and prioritizes the Product Backlog; and the Development Team, who delivers a potentially releasable Increment at the end of each Sprint. Users and customers are not roles on the Scrum Team, but they are stakeholders who may provide feedback and input to the product.

**NEW QUESTION 111**

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 115**

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 120**

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 Guide<sup>1</sup>, 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 124**

The length of a Sprint should be:

- A. Short enough to keep the business risk acceptable to the Product Owner.
- B. Short enough to be able to synchronize the development work with other business events.
- C. No more than one calendar month.
- D. All of these answers are correct.

**Answer:** D

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the heart of Scrum is a Sprint, a time-box of one month or less during which a "Done", useable, and potentially releasable product Increment is created. Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint. The length of a Sprint should be short enough to keep the business risk acceptable to the Product Owner, short enough to be able to synchronize the development work with other business events, and no more than one calendar month.

References: Scrum Guide

#### NEW QUESTION 126

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

#### Explanation:

The Scrum Master should be concerned about the ability of the Development Teams to produce integrated Increments, as this is one of the goals of Scrum. The Scrum Master should also encourage the Development Teams to figure out a solution for themselves, as this fosters self-management and collaboration. The other options are not relevant or important for the Scrum Master in this situation.

#### NEW QUESTION 131

Choose two responsibilities of a self-organizing Development Team. (Choose two.)

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

**Answer:** BC

#### Explanation:

The correct answers are B and C, because these are two responsibilities of a self-organizing Development Team. The Scrum Guide states that “the Development Team consists of professionals who do the work of delivering a potentially releasable Increment of ‘Done’ product at the end of each Sprint. Development Teams are structured and empowered by the organization to organize and manage their own work.” Therefore, the Development Team should pull Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.

#### NEW QUESTION 135

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 138

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

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

**Answer:** A

#### Explanation:

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

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

#### NEW QUESTION 140

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

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

**Answer:** B

**Explanation:**

If the Development Team cannot complete its work by the end of the Sprint, then the Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length, as stated in [7]: "If a Development Team determines it has overcommitted itself for a Sprint, one option is to collaborate with the Product Owner to negotiate removing or reducing scope. Another option is to simply work hard and do its best, without cutting quality or pressuring individuals. In either case, the Development Team learns from its experience and uses this learning when planning future Sprints."

**NEW QUESTION 143**

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 148**

What is included in the Sprint Backlog?

- A. User Stories.
- B. Tasks.
- C. Use Cases.
- D. Tests.
- E. Any of the above (or others) which are a decomposition of the selected Product Backlog items.

**Answer:** E

**Explanation:**

The correct answer is E, because any of the above (or others) which are a decomposition of the selected Product Backlog items can be included in the Sprint Backlog. 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." Therefore, any work items that help the Development Team achieve the Sprint Goal can be part of the Sprint Backlog.

**NEW QUESTION 153**

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 Guide<sup>1</sup>, 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 155**

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 159**

When Does a Developer become accountable for the value of a Product Backlog item selected for the Sprint? (choose the best answer)

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

**Answer:** B

**Explanation:**

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

#### NEW QUESTION 160

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 Guide<sup>1</sup>, 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 165

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 166

Every Scrum Team should have: (choose the best answer)

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

**Answer:** B

#### Explanation:

According to the Scrum Guide, every Scrum Team should have the competencies and skills needed to deliver an Increment in a Sprint. This means that the Developers can work on any aspect of the product without depending on others outside the team. The other options are not valid descriptions of what every Scrum Team should have, as they either imply that the Developers work in silos or rely on external people (such as a lead developer or representatives from different departments).

#### NEW QUESTION 167

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 Guide<sup>1</sup>, 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 171

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

- A. The Development Team.

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 176**

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 177**

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 Guide<sup>1</sup>, 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 180**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 182**

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 Guide<sup>1</sup>, 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 185**

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**

#### **Explanation:**

According to the Scrum Guide<sup>1</sup>, 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. References: Scrum Guide

#### **NEW QUESTION 186**

The Scrum Master observes the Product Owner struggling with ordering the Product Backlog. What is an appropriate action for the Scrum Master to take?

- A. Suggest the Product Owner extend the Sprint, so he can have more time to order the Product Backlog.
- B. Suggest that the Development Team does the ordering to be sure that it is a feasible ordering of work.
- C. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value.
- D. Present the Product Owner with an ordered Product Backlog to use.
- E. Encourage the Product Owner to work with the Development Team to see which items technically are fastest to implement.

**Answer: C**

#### **Explanation:**

According to the Scrum Guide<sup>1</sup>, 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. 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, an appropriate action for the Scrum Master to take if the Product Owner is struggling with ordering the Product Backlog is to offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value. References: Scrum Guide

#### **NEW QUESTION 188**

What is the tactic a Scrum Master should use to divide a group of 100 people into multiple Development Teams?

- A. Create teams based on their skills across multiple layers (such as database, UI, etc.)
- B. Ask the Product Owner to assign the people to teams.
- C. Ask the developers to divide themselves into teams.

**Answer: C**

#### **Explanation:**

According to the Nexus Guide<sup>2</sup>, which is a framework for scaling Scrum, one way to form multiple Development Teams from a large group of people is to ask them to self-organize into teams based on dependencies, skills, domain knowledge, and personal preferences. This approach respects the autonomy and empowerment of the Developers and allows them to choose how they want to work together. References: Nexus Guide

#### **NEW QUESTION 189**

What is the timebox for a Sprint Planning event? (choose the best answer)

- A. Monthly.
- B. 8 hours for a one-month Sprint
- C. Whenever it's done
- D. 4 hours for a one-month Sprint

**Answer: B**

#### **Explanation:**

According to the Scrum Guide, the timebox for a Sprint Planning event is 8 hours for a one-month Sprint, proportionally shorter for shorter Sprints. The other options are not valid, as they are either too long (such as monthly), too vague (such as whenever it's done), or too short (such as 4 hours for a one-month Sprint).

#### **NEW QUESTION 193**

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 194**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 196**

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

**Explanation:**

The correct answers are A and D, because these ways of creating Development Teams are consistent with Scrum’s values. Allowing existing teams to propose how they would like to organize into the new structure respects their self-organization and empowerment. Bringing all the developers together and letting them self-organize into Development Teams also respects their autonomy and collaboration.

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

**NEW QUESTION 200**

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 Guide<sup>1</sup>, 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 204**

.....

## **Thank You for Trying Our Product**

### **We offer two products:**

1st - We have Practice Tests Software with Actual Exam Questions

2nd - Questions and Answers in PDF Format

### **PSM-I Practice Exam Features:**

- \* PSM-I Questions and Answers Updated Frequently
- \* PSM-I Practice Questions Verified by Expert Senior Certified Staff
- \* PSM-I Most Realistic Questions that Guarantee you a Pass on Your FirstTry
- \* PSM-I Practice Test Questions in Multiple Choice Formats and Updatesfor 1 Year

**100% Actual & Verified — Instant Download, Please Click**  
**[Order The PSM-I Practice Test Here](#)**