



Scrum

Exam Questions PSM-I

Professional Scrum Master I

NEW QUESTION 1

An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done? (Choose the best answer.)

- A. Without a new vocabulary as a reminder of the change, very little change may actually happen.
- B. The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.
- C. Management may feel less anxious.
- D. All answers apply.

Answer: D

Explanation:

According to the Scrum Guide, changing the terminology of Scrum may have negative consequences, such as losing the benefits of Scrum, not understanding what has changed, or having very little change at all. Therefore, all answers apply to this question. The Scrum Guide recommends using the same terminology as in the guide to avoid confusion and misunderstanding.

NEW QUESTION 2

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

Explanation:

Two techniques that would be most helpful in this situation are to discuss the impediments with the Development Team, and to prioritize the list and work on them in order, as stated in [3]: “The Scrum Master should facilitate a discussion with the Development Team to identify and prioritize the impediments that are blocking their progress. The Scrum Master should then work with the Development Team and other stakeholders to remove or mitigate these impediments as soon as possible.”

NEW QUESTION 3

Which of the following might the Scrum Team discuss during a Sprint Retrospective?

- A. Methods of communication.
- B. The way the Scrum Team does Sprint Planning.
- C. Skills needed to improve the Development Team’s ability to deliver.
- D. Its Definition of “Done”.
- E. All of the above.

Answer: E

Explanation:

The correct answer is E, because all of these topics can be discussed during a Sprint Retrospective. 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 Team can discuss any aspect of their process, communication, skills, or definition of ‘Done’ that may help them improve.

NEW QUESTION 4

Who is on the Scrum Team? (Choose all that apply.)

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

Answer: ABC

Explanation:

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

NEW QUESTION 5

Which of the following is required by Scrum? (Choose all that apply.)

- A. Sprint Retrospective.
- B. Members must be stand up at the Daily Scrum.
- C. Sprint Burndown Chart.
- D. Release planning.
- E. All of the above.

Answer: AD

Explanation:

explanation of Correct Answer: According to the Scrum Guide¹, the only required events in Scrum are Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective. These events enable transparency, inspection, and adaptation. The other options are not mandatory in Scrum, although they may be useful in some contexts.

References: Scrum Guide

NEW QUESTION 6

The Product Backlog is ordered by:

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

Answer: A

Explanation:

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

NEW QUESTION 7

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

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

Answer: DEF

Explanation:

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

NEW QUESTION 8

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

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

Answer: B

Explanation:

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

References: Scrum Guide

NEW QUESTION 9

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

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

Answer: BDG

Explanation:

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

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

NEW QUESTION 10

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

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

Answer: A

Explanation:

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

NEW QUESTION 10

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

NEW QUESTION 12

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

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

Answer: BE

NEW QUESTION 13

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

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

Answer: A

Explanation:

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

NEW QUESTION 16

Every Development Team should have:

- A. At least one representative from each major software engineering discipline (like QA, Dev, UX).
- B. The competencies and skills needed to deliver a Done Increment in a Sprint.
- C. One Lead Developer and no more than 8 other members.

Answer: B

Explanation:

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

References: Scrum Guide

NEW QUESTION 21

Who can abnormally terminate a Sprint?

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

Answer: C

Explanation:

According to the Scrum Guide¹, a Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master. A Sprint would be cancelled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be cancelled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense.

References: Scrum Guide

NEW QUESTION 24

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 29

How much work is required of the Developers to complete a Product Backlog Item selected during the Sprint Planning?
(choose the best answer)

- A. All development work and at least some testing.
- B. as much as is required to meet the Scrum Team's Definition of Done.
- C. A proportional amount of time on analysis, design development and testing
- D. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint

Answer: B

Explanation:

According to the Scrum Guide, the amount of work required of the Developers to complete a Product Backlog item selected during the Sprint Planning is as much as is required to meet the Scrum Team’s Definition of Done. This means that the Developers must ensure that every item they work on is in a usable condition and meets all quality standards agreed upon by the team. The other options are not valid descriptions of the amount of work required, as they are either too vague (such as all development work and some testing or a proportional amount of time) or incorrect (such as fitting as much as possible or deferring work to the next Sprint).

NEW QUESTION 31

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 34

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

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

Answer: B

Explanation:

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

NEW QUESTION 38

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

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

Answer: A

Explanation:

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

NEW QUESTION 43

Who should know the most about the progress toward a business objective or a release?

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

Answer: D

Explanation:

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

NEW QUESTION 48

True or False: Multiple scrum Teams working on the same product must have the same Sprint start date.

- A. True
- B. False

Answer: B

Explanation:

According to the Scrum Guide, multiple Scrum Teams working on the same product do not have to have the same Sprint start date. They may start their Sprints at different times, as long as they synchronize their work and integrate their Increments at least by the end of each Sprint. The other option is not valid, as it implies that having the same Sprint start date is mandatory for multiple Scrum Teams.

NEW QUESTION 53

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

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

Answer: A

Explanation:

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

NEW QUESTION 55

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 2020, 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 Owner. Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste in the Scrum process.

NEW QUESTION 57

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 58

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 59

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

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

Answer: D

Explanation:

The correct answer is D, because one of the services that a Scrum Master can provide in regard to the Daily Scrum is to teach the Development Team to keep the Daily Scrum within the 15 minute time-box. The Scrum Guide states that "the Scrum Master ensures that the Development Team has the meeting, but the Development Team is responsible for conducting the Daily Scrum. The Scrum Master teaches the Development Team to keep the Daily Scrum within the 15-minute time-box."

NEW QUESTION 60

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

- A. The hiring manager is responsible, because he/she hired the developer.
- B. The Scrum Manager is responsible, because he/she removes Impediments.
- C. The Development Team is responsible, and may need help from the Scrum Master.

D. The Product Owner is responsible, because he/she controls the return on investment (ROI).

Answer: C

Explanation:

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

NEW QUESTION 62

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

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

Answer: C

Explanation:

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

NEW QUESTION 64

A Scrum Team is a cohesive unit of professionals that consists of which of the following? (Choose all that apply.)

- A. Users.
- B. One Scrum Master.
- C. Developers.
- D. Customers.
- E. One Product Owner.

Answer: BCE

Explanation:

A Scrum Team is a cohesive unit of professionals that consists of one Product Owner, one Scrum Master, and Developers, as stated in the Scrum Guide: “The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal.”

NEW QUESTION 66

The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

- A. True
- B. False

Answer: A

Explanation:

According to the Scrum Guide¹, 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 Developers on why it is building the Increment. It also provides a basis for inspecting and adapting during the Sprint Review and Sprint Retrospective. The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

References: Scrum Guide

NEW QUESTION 69

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 73

During a Sprint Retrospective, the Development Team proposes moving the Daily Scrum to only occur on Tuesdays and Thursdays. Which two are the most

appropriate responses for the Scrum Master? (Choose two.)

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

Answer: BD

Explanation:

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

NEW QUESTION 78

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

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

Answer: BC

Explanation:

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

NEW QUESTION 81

When does the next Sprint begin?

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

Answer: B

Explanation:

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

NEW QUESTION 86

What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the start of the next Sprint?

- A. There are no such activities
- B. The next Sprint starts immediately after the current Sprint.
- C. Refine the Product Backlog.
- D. Work with the Quality Assurance departments on the Increment of the current Sprint.
- E. Update the project plan with stakeholders.

Answer: A

Explanation:

There are no activities that a Product Owner would typically undertake in the phase between the end of the current Sprint and the start of the next Sprint, because there is no such phase. The next Sprint starts immediately after the current Sprint, without any gaps or breaks. The other options are either activities that occur during a Sprint (such as refining the Product Backlog) or activities that are not consistent with Scrum (such as working with Quality Assurance departments or updating project plans).

NEW QUESTION 87

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 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

Explanation:

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

NEW QUESTION 92

Which outcome is expected as Scrum Teams mature?

- A. They will improve their definition of “Done” to include more stringent criteria.
- B. The Sprint Retrospectives will grow to be longer than 4 hours.
- C. There is no need for a time-boxed Sprint, since time-boxes are only for new Scrum Teams.
- D. Sprint Reviews will no longer be needed.
- E. A Scrum Master is no longer needed since they are a mature team now.

Answer: A

Explanation:

According to the Scrum Guide¹, the definition of “Done” is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a “Done” Increment. The definition of “Done” is created by the development organization (or Development Team if none is available from the development organization). The definition of “Done” may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of “Done” over time.

References: Scrum Guide

NEW QUESTION 93

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 97

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

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

Answer: CE

Explanation:

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

References: Scrum Guide

NEW QUESTION 99

Developers are self-managing, which of the following do they manage? (choose the best answer)

- A. When to release, based on this progress.
- B. Stakeholders for the Sprint Review
- C. Sprint Backlog.
- D. Sprint length
- E. Product Backlog ordering

Answer: C

Explanation:

According to the Scrum Guide, Developers are self-managing, which means that they manage their own Sprint Backlog. They decide how to organize their work and collaborate effectively to deliver a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that Developers manage things that are either determined by the Scrum framework (such as Sprint length), by collaboration with other roles (such as when to release or stakeholders for the Sprint Review), or by the Product Owner (such as Product Backlog ordering).

NEW QUESTION 100

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 103

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

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

Answer: C

Explanation:

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

NEW QUESTION 108

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

- A. True
- B. False

Answer: A

Explanation:

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

References: Scrum Guide

NEW QUESTION 111

What does n mean for a scrum Team to be cross-functional at? (choose the best answer)

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

Answer: A

Explanation:

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

NEW QUESTION 115

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

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

D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers.

Answer: B

Explanation:

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

NEW QUESTION 120

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

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

Answer: ACE

Explanation:

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

NEW QUESTION 121

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

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

Answer: ABE

NEW QUESTION 123

Which does a self-organizing Development Team choose?

- A. Sprint length.
- B. How to best accomplish its work.
- C. Stakeholders for the Sprint Review.
- D. When to release, based on its progress.
- E. Product Backlog ordering.

Answer: B

Explanation:

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

NEW QUESTION 128

Who is responsible for engaging the stakeholders?

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

Answer: E

Explanation:

The Product Owner is responsible for engaging the stakeholders, as stated in the Scrum Guide¹: “The Product Owner is one person, not a committee. The Product Owner may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item’s priority must address the Product Owner.”

NEW QUESTION 132

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 134

When must the Product Owner participate in the Daily Scrum? (choose the best answer)

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

Answer: A

Explanation:

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

NEW QUESTION 135

What is the timebox for the sprint Review? (choose the best answer)

- A. 1 day
- B. 4 hours for a one-month Sprint.
- C. As long as needed
- D. 2 hours for a one-month Sprint.

Answer: B

Explanation:

The timebox for the Sprint Review is four hours for a one-month Sprint, as stated in [4]: “The Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next. The Product Owner explains what Product Backlog items have been “Done” and what has not been “Done”; additionally, they discuss any changes to scope or budget or potential value. The entire group then collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning. The Sprint Review is a working session and attendees should inspect based on facts. A Sprint Review is held at the end of every Sprint for a maximum duration of four hours for a one-month Sprint.”

NEW QUESTION 138

Who is responsible for clearly expressing Product Backlog items?

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

Answer: C

Explanation:

According to the Scrum Guide¹, the Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. The Product Owner is accountable for maximizing value resulting from work by Developers. The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and
- Ensuring that the Product Backlog is transparent, visible and understood.

Therefore, the Product Owner is responsible for clearly expressing Product Backlog items. References: Scrum Guide

NEW QUESTION 143

A Product Owner wants advice from the Scrum Master about estimating work in Scrum. Which of these is the guideline that a Scrum Master should give?

- A. Product Backlog items must be estimated in story points.
- B. Estimates are made by the Development Team.
- C. Estimates must be in relative units.
- D. Scrum forbids estimating.
- E. Estimates are made by the Product Owner, but are best checked with the Development Team.

Answer: B

Explanation:

The correct answer is B, because the guideline that a Scrum Master should give is that estimates are made by the Development Team. The Scrum Guide states that “the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint.” Therefore, the Development Team should estimate the work in Scrum, using any method or unit they prefer.

NEW QUESTION 147

Which phrase best describes a Product Owner?

- A. Go-between development team and customers.
- B. Value optimizer.
- C. Requirements engineer.
- D. Team manager.

Answer: B

Explanation:

The correct answer is B, because a Product Owner is best described as a value optimizer. The Scrum Guide states that “the Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team.” Therefore, a Product Owner should focus on delivering value to the customers and stakeholders through the product.

NEW QUESTION 151

Which statement best describes a Product Owner’s responsibility?

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

Answer: A

Explanation:

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

References: Scrum Guide

NEW QUESTION 154

During the Sprint. Me Scrum Master’s role is to do which two of the following: (choose the best two answers)

- A. Facilitate inspection and adaptation opportunities as requested or needed
- B. Coaching the team members in self-management
- C. Ensure the Product Owner attends all scrum events.
- D. Escalate team conflicts to functional line managers
- E. Monitor the progress of the Developers
- F. Assign tasks with the Scrum team.

Answer: AB

Explanation:

During the Sprint, the Scrum Master’s role is to facilitate inspection and adaptation opportunities as requested or needed, and to coach the team members in self-management, as stated in 3: “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. The Scrum Master is accountable for the Scrum Team’s effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework.”

NEW QUESTION 155

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 159

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

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

Answer: A

Explanation:

The correct answer is A, because a good first question for you to suggest the group thinks about when forming into teams is how will we make sure all teams have the right amount of expertise. This question helps the group consider the cross-functionality and self-organization of the Development Teams, which are essential

for delivering a potentially releasable Increment every Sprint.
References: [Suggested Reading for Professional Scrum Master™ I]

NEW QUESTION 161

The Development Team should have all the skills needed to:

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

Answer: A

Explanation:

According to the Scrum Guide¹, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, in order to turn Product Backlog items into an Increment of potentially releasable product functionality, the Development Team should have all the skills needed.
References: Scrum Guide

NEW QUESTION 166

What is the time-box for the Sprint Review?

- A. As long as needed.
- B. 2 hours for a monthly Sprint.
- C. 4 hours for a monthly Sprint.
- D. 4 hours and longer as needed.
- E. 1 day

Answer: C

Explanation:

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

NEW QUESTION 167

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

- A. True
- B. False

Answer: B

Explanation:

According to the Scrum Guide¹, there is no such thing as a Release Sprint in Scrum. A Release Sprint implies that there are other Sprints that don't produce a potentially releasable Increment, which violates the core principle of Scrum. Every Sprint should result in a "Done", useable, and potentially releasable product Increment.

NEW QUESTION 168

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 171

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 173

Which two of the following are true about the Scrum Master role? (Choose two.)

- A. At the Sprint Review, the Scrum Master identifies what has been “done” and what has not been “done”.
- B. The Scrum Master teaches the Development Team to keep the Scrum meetings to their time-box.
- C. The Scrum Master helps those outside the team interact with the Scrum Team.
- D. The Scrum Master assigns tasks to Development Team members when they need work.
- E. The Scrum Master is responsible for updating the Sprint Burndown.

Answer: BC

Explanation:

According to the Scrum Guide¹, the Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Scrum Master serves the Developers in several ways, including:

- Coaching them in self-management and cross-functionality;
- Helping them to create high-value products;
- Removing impediments to their progress;
- Facilitating Scrum events as requested or needed; and,
- Coaching them in organizational environments in which Scrum is not yet fully adopted and understood. The Scrum Master serves the Product Owner in several ways, including:
 - Helping find techniques for effective Product Goal definition and Product Backlog management;
 - Helping the Scrum Team understand the need for clear and concise Product Backlog items;
 - Helping establish empirical product planning for a complex environment; and,
 - Facilitating stakeholder collaboration as requested or needed.

The Scrum Master serves the organization in several ways, including:

- Leading, training, and coaching the organization in its Scrum adoption;
- Planning and advising Scrum implementations within the organization;
- Helping employees and stakeholders understand and enact an empirical approach for complex work; and,
- Removing barriers between stakeholders and Scrum Teams.

Therefore, two things that are true about the Scrum Master role are:

- The Scrum Master teaches the Development Team to keep the Scrum meetings to their time-box, as they help everyone understand Scrum theory and practice.
- The Scrum Master helps those outside the team interact with the Scrum Team, as they serve both the Product Owner and the organization.

The other options are not true about the Scrum Master role, as they imply that they have authority or responsibility over things that are not within their accountability.

References: Scrum Guide

NEW QUESTION 174

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

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

Answer: DE

Explanation:

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

NEW QUESTION 179

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

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

Answer: CDG

Explanation:

According to the Scrum Guide¹, each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The

remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process. The time-boxed events in Scrum are:

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

References: Scrum Guide

NEW QUESTION 180

Which of the following best describes an increment of working software?

- A. A decomposition of all Product Backlog items into tasks for future Sprint Backlog lists.
- B. Additional features in a usable state that complement those delivered in previous iterations.
- C. A new user interface design for functionality delivered in previous iterations.
- D. An automated test suite to verify functionality delivered in previous iterations.
- E. UML diagrams that describe how to deliver functionality in future iterations.

Answer: B

Explanation:

According to the Scrum Guide¹, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, the best description of an increment of working software is additional features in a usable state that complement those delivered in previous iterations.

References: Scrum Guide

NEW QUESTION 181

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

Explanation:

The correct answers are B and C, because technical debt impacts transparency in these ways. It leads to false assumptions about the current state of the system, specifically of an Increment being releasable at the end of a Sprint, as it may contain hidden defects or incomplete functionality. It also results in future work being slowed down in unpredictable ways, as development progresses and code is added, the system becomes more difficult to stabilize and maintain.

NEW QUESTION 185

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 187

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

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

Answer: C

Explanation:

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

NEW QUESTION 191

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 194

What two factors are best considered when establishing the Sprint length? (Choose two.)

- A. The organization has mandated similar length sprints.
- B. The level of uncertainty over the technology to be used.
- C. The frequency at which team formation can be changed.
- D. The risk of being disconnected from the stakeholders.

Answer: BD

Explanation:

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

NEW QUESTION 199

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 204

Which statement best describes the Sprint Backlog as the output of the Sprint Planning? (choose the best answer)

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

Answer: D

Explanation:

According to the Scrum Guide, the Sprint Backlog is the Developers’ plan for the Sprint, as it contains all the Product Backlog items selected for the Sprint and a plan for delivering them. The other options are not valid descriptions of the Sprint Backlog, as they are either incorrect (such as having a designated owner, being ordered by the Product Owner, or being a complete list of all work) or unnecessary (such as estimating each task in hours).

NEW QUESTION 207

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 210

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 212

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

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

Answer: CD

Explanation:

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

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

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

References: Scrum Guide

NEW QUESTION 215

For the purpose of transparency, when does Scrum say a new increment of working software must be available?

- A. After the acceptance testing phase.
- B. Before the release Sprint.
- C. Every 3 Sprints.
- D. At the end of every Sprint.
- E. When the Product Owner asks to create one.

Answer: D

Explanation:

According to the Scrum Guide¹, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. For the purpose of transparency, when does Scrum say a new increment of working software must be available? At the end of every Sprint.

References: Scrum Guide

NEW QUESTION 217

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

Explanation:

There is no such thing as Sprint 0 in Scrum, as stated in [7]: “Sprint 0 is a term used by some people who use Scrum to describe an initial period before starting Sprints where they do some upfront planning or analysis. However, this is not part of Scrum and contradicts its principles of empirical process control, iterative delivery, and responding to change.”

NEW QUESTION 222

The length of a Sprint should be:

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

Answer: D

Explanation:

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

References: Scrum Guide

NEW QUESTION 227

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 231

Who creates a Product Backlog Item's estimate?

- A. The Development Team after clarifying requirements with the Product Owner.
- B. The Product Owner with input from the Development Team.
- C. The most senior people in the organization, including architects and subject matter experts.
- D. The Scrum Master.
- E. The Development Team, alone.

Answer: A

Explanation:

According to the Scrum Guide¹, Product Backlog refinement is an ongoing activity in which Product Backlog items are reviewed and revised. The Developers who will be doing the work are responsible for sizing or estimating it. The Product Owner may influence them by helping them understand and select trade-offs.

NEW QUESTION 234

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

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

Answer: D

Explanation:

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

NEW QUESTION 239

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

(choose the best answer)

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

Answer: B

Explanation:

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

NEW QUESTION 240

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 242

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 244

Who determines how work is performed during the Sprint?

- A. Architects.
- B. The Development Team.
- C. The Scrum Master.
- D. Subject matter experts.
- E. Development Team managers.

Answer: B

Explanation:

The correct answer is B, because the Development Team determines how work is performed during the Sprint. The Scrum Guide states that "development Teams are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality." Therefore, the Development Team has the autonomy and responsibility to organize and manage its own work.

NEW QUESTION 249

Who is responsible for tracking the remaining work of the Sprint?

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

Answer: A

Explanation:

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

References: Scrum Guide

NEW QUESTION 254

Every Scrum team must have a Product Owner and Scrum Master.

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

Answer: A

Explanation:

According to the Scrum Guide¹, there are three roles in a Scrum Team:

- The Product Owner
- The Developers
- The Scrum Master

The Product Owner is accountable for maximizing value resulting from work by Developers. Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Every Scrum team must have a Product Owner and Scrum Master, as outcomes are affected by their participation and availability. The other options are false, as they imply that the Product Owner and Scrum Master roles are optional or interchangeable.

References: Scrum Guide

NEW QUESTION 258

When is implementation of a Product Backlog item considered complete?

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

Answer: B

Explanation:

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

NEW QUESTION 259

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 263

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

- A. Each Development Team defines and uses its own
- B. The differences are discussed and reconciled during a hardening Sprint.
- C. It depends.
- D. Each Development Team uses its own but must make their definition clear to all other teams so the differences are known.
- E. All Development Teams must have a definition of "Done" that makes their combined work potentially releasable.

Answer: D

Explanation:

When many Development Teams are working on a single product, the definition of "Done" must be shared by all Development Teams and make their combined work potentially releasable, as stated in [4]: "When multiple teams work together on one product they must mutually define and comply with the same Definition of Done. This makes sure all Increments adhere to a consistent quality level."

NEW QUESTION 266

When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

- A. True
- B. False

Answer: B

Explanation:

The correct answer is B, because when multiple teams work together on the same product, they should not maintain separate Product Backlogs. 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. ... Multiple Scrum Teams working on the same product use the same Product Backlog."

NEW QUESTION 270

A new Developer is having continuing conflicts with existing members or the scrum Team, which is impacting the delivery of the Increment. It is 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 272

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

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

Answer: CDG

Explanation:

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

NEW QUESTION 274

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

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

Answer: B

Explanation:

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

NEW QUESTION 278

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

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

Answer: AE

Explanation:

According to the Scrum Guide, two intended outcomes of the Daily Scrum are a shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal, and new impediments for the Scrum Master to take care of. The other options are not intended outcomes of the Daily Scrum, as they are either irrelevant (such as updating a Scrum board) or inappropriate (such as providing an update or a status report).

NEW QUESTION 281

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

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

Answer: A

Explanation:

According to the Scrum Guide¹, the Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning. The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Product Owner is part of the Scrum Team and should participate as a Scrum Team member in the Sprint Retrospective.

References: Scrum Guide

NEW QUESTION 284

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

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

Answer: C

Explanation:

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

NEW QUESTION 288

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

NEW QUESTION 293

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 Guide¹, ordering Product Backlog items is solely up to the Product Owner's discretion. The Product Owner orders items in the Product Backlog to best achieve goals and missions. To do this, they optimize value by considering various factors such as cost and benefit, risk, dependencies, date needed, etc. The Product Owner is responsible for maximizing the value of the work the Development Team does. 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 296

Why does the Product Owner want the Development Team to adhere to its definition of “Done”?

- A. To have complete transparency into what has been done at the end of each Sprint.
- B. To be able to reprimand the team when they don't meet their velocity goal for the Sprint.
- C. To know what the team will deliver over the next three Sprints.
- D. To predict the team's productivity over time.

Answer: A

Explanation:

According to the Scrum Guide¹, the definition of “Done” is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a “Done” Increment. The definition of “Done” is created by the development organization (or Development Team if none is available from the development organization). The definition of “Done” may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of “Done” over time. Therefore, one reason why the Product Owner wants the Development Team to adhere to its definition of “Done” is to have complete transparency into what has been done at the end of each Sprint.
References: Scrum Guide

NEW QUESTION 301

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 303

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 304

When can a Development Team cancel a Sprint?

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

Answer: A

Explanation:

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

NEW QUESTION 305

.....

Thank You for Trying Our Product

We offer two products:

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

2nd - Questons 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](#)