

Exam Questions PSM-I

Professional Scrum Master I

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NEW QUESTION 1

What may be included in the Sprint Backlog? (choose the best answer)

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

Answer: E

Explanation:

According to the Scrum Guide, the Sprint Backlog may include any items that are a decomposition of the selected Product Backlog items, such as user stories, tasks, use cases, tests, or others. The Sprint Backlog is the Developers' plan for the Sprint, and it contains all the work that they forecast they can do to achieve the Sprint Goal and create a "Done" Increment. The other options are not valid, as they are either too specific (such as user stories or tasks) or too vague (such as tests).

NEW QUESTION 2

Which of the following are true about the length of the Sprint? (Choose two.)

- A. The length of the Sprint should be proportional to the work that is done in between Sprints.
- B. It is best to have Sprints of consistent length throughout a development effort.
- C. Sprint length is determined during Sprint Planning, and should hold the time it will take to code the planned features in the upcoming Sprint, but does not include time for any testing.
- D. Sprint length is determined during Sprint Planning, and should be long enough to make sure the Development Team can deliver what is to be accomplished in the upcoming Sprint.
- E. All Sprints must be 1 month or less.

Answer: BE

Explanation:

The correct answers are B and E, because these statements are true about the length of the Sprint. It is best to have Sprints of consistent length throughout a development effort, as this helps establish a reliable rhythm and cadence for the Scrum Team and the stakeholders. All Sprints must be one month or less, as this ensures that the Scrum Team can inspect and adapt frequently and deliver value incrementally.

NEW QUESTION 3

When should a Sprint Goal be created?

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

Answer: E

Explanation:

According to the Scrum Guide¹, one aspect of Scrum Teams inspecting how they work toward their Product Goal is that they create a Sprint Goal every Sprint. 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 created during the Sprint Planning event.

References: Scrum Guide

NEW QUESTION 4

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

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

Answer: CE

Explanation:

The product has one Product Backlog, as it is a single source of requirements for any changes to be made to the product. There should be only one Product Owner, who is accountable for maximizing the value of the product and the work of the Development Team. Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste.

NEW QUESTION 5

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 6

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 7

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 8

Who is responsible for collaboration with stakeholders? (choose the best answer)

- A. The Business Analyst.
- B. The Scrum Team.
- C. The Team Manager.
- D. The Project Manager.
- E. The Developers.

Answer: B

NEW QUESTION 9

Which technique is the best way the Scrum Master can ensure that the Development Team communicates effectively with the Product Owner?

- A. Monitor communications between them and facilitate direct collaboration.
- B. Teach the Development Team to talk in terms of business needs and objectives.
- C. Teach the Product Owner about the technologies employed during the Sprints.
- D. Act as a go-between for them.

Answer: A

Explanation:

The correct answer is A, because the best way the Scrum Master can ensure that the Development Team communicates effectively with the Product Owner is to monitor communications between them and facilitate direct collaboration. The Scrum Guide states that “the Scrum Master serves the Product Owner in several ways, including ... facilitating Scrum events as requested or needed.” Therefore, the Scrum Master should help the Development Team and the Product Owner interact regularly and productively during the Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective events.

NEW QUESTION 10

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

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

Answer: B

Explanation:

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

NEW QUESTION 10

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 12

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

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

Answer: BD

Explanation:

The correct answers are B and D, because adding non-functional requirements to the Product Backlog and keeping the Product Owner posted on the expected effort helps prioritize and plan them in alignment with the product vision and goals. Additionally, adding non-functional requirements to the definition of ‘Done’ ensures that they are met every Sprint and do not accumulate technical debt.

References: Suggested Reading for Professional Scrum Master™ I

NEW QUESTION 17

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

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

Answer: D

Explanation:

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

NEW QUESTION 19

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 20

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

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

Answer: E

Explanation:

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

NEW QUESTION 21

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 24

When does a Developer become accountable for an item in the sprint Backlog? (choose the best answer)

- A. During the Daily Scrum
- B. Never as Developers on the Scrum Team share accountability for items in the
- C. As soon as a Developer on the Scrum Team can accommodate more work
- D. At Sprint Planning when all of the Sprint Backlog items are split evenly across the Developers

Answer: B

Explanation:

A Developer becomes accountable for an item in the Sprint Backlog never as Developers on the Scrum Team share accountability for items in the Sprint Backlog, as stated in the Scrum Guide: “The Developers can select whatever items they want as long as they feel they can complete the work by the end of the Sprint. The Scrum Team is responsible for all estimates. The Product Owner may influence the Developers by helping them understand and select trade-offs, but the people who will perform the work make the final estimate.”

NEW QUESTION 28

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

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

Answer: B

Explanation:

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

NEW QUESTION 30

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 35

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

- A. True
- B. False

Answer: B

Explanation:

The correct answer is B, because a Scrum Master is not the same thing as a traditional PM (Project Manager). The Scrum Guide states that “the Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.” Therefore, a Scrum Master is not a manager, but a servant-leader and a coach for the Scrum Team and the organization.

NEW QUESTION 39

What are three benefits of self-organization? (Choose three.)

- A. Increased creativity.
- B. Increased rule compliance.
- C. Increased accuracy of estimates.
- D. Increased self-accountability
- E. Increased commitment.

Answer: ADE

Explanation:

According to the Scrum Guide¹, self-organization is one of the essential characteristics of Scrum Teams.

Self-organizing teams choose how best to accomplish their work, rather than being directed by others outside the team. Self-organization enables teams to deliver faster and better results by harnessing their creativity and skills. Some benefits of self-organization are:

- Increased creativity, as team members have more freedom and autonomy to explore new ideas and solutions.
- Increased self-accountability, as team members take ownership and responsibility for their work and outcomes.
- Increased commitment, as team members are more engaged and motivated by having a say in how they work.

The other options are not benefits of self-organization, as they may imply external control or pressure. References: Scrum Guide

NEW QUESTION 42

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 46

During a Sprint Retrospective, for what is the Scrum Master responsible?

- A. Prioritizing the resulting action items.
- B. Participating as a Scrum team member and facilitating as requested or needed.
- C. Acting as a scribe to capture the Development Team’s answers.
- D. Summarizing and reporting the discussions to management.

Answer: B

Explanation:

According to the Scrum Guide¹, the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. Inspected elements often vary with domain, practices, and people involved. The Scrum Team identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint. 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 Scrum Master is part of the Scrum Team and should participate as a Scrum team member and facilitate as requested or needed.

References: Scrum Guide

NEW QUESTION 51

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

- A. what have we learned since yesterday, and now should we modify our plan to increase our ability to meet the Sprint Goal?
- B. Are there any impediments blocking progress toward the sprint Goal?
- C. What will I be working on tomorrow?
- D. Are there any decisions that need to be made to maintain progress toward the sprint Goal?
- E. Why were you late?

- F. How many hours Old I spend on the project yesterday
G. win today's work negatively impact our ability to meet the sprint Goal for the Split following this one?

Answer: ABD

Explanation:

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

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

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

NEW QUESTION 54

For which is the Scrum Master responsible?

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

Answer: C

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.

NEW QUESTION 56

Currently, your Development Teams are organized to address a single layer only (for example, front end, middle tier, back end, and interfaces). What are three things to consider when deciding to move away from such component teams toward feature teams? (Choose three.)

- A. You cannot do Scrum without feature teams.
- B. Productivity may suffer when making this kind of move.
- C. Getting support from the business side first helps.
- D. Feature teams have less communication overhead.
- E. With feature teams, it is easier to calculate the productivity per team.

Answer: BCD

Explanation:

The correct answers are B, C, and D, because moving away from component teams toward feature teams may involve some challenges and trade-offs.

Productivity may suffer when making this kind of move, as teams need to learn new skills, coordinate with other teams, and deal with legacy code. Getting support from the business side first helps, as they can provide the vision, value, and feedback for the features. Feature teams have less communication overhead, as they can deliver end-to-end functionality without depending on other teams.

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

NEW QUESTION 61

A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities. Which two activities are part of the Product Owner role according to Scrum? (Choose two.)

- A. Ensuring that the most valuable functionality is produced first, at all times.
- B. Interacting with stakeholders.
- C. Providing the Development Team with detailed specifications.
- D. Describing features as Use Cases.
- E. Creating detailed functional test cases.

Answer: AB

Explanation:

The Product Owner is responsible for ensuring that the most valuable functionality is produced first, at all times, by ordering and prioritizing the Product Backlog. The Product Owner also interacts with stakeholders to understand their needs and expectations, and to communicate the vision and progress of the product. The other options are not part of the Product Owner role according to Scrum, as they are either too prescriptive or too technical.

NEW QUESTION 65

The IT manager asks a Development Team for a status report describing the progress throughout the Sprint. The Development Team asks the Scrum Master for advice. The Scrum Master should:
(Choose the best answer.)

- A. Talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review.
- B. Tell the Development Team to figure it out themselves.
- C. Tell the Development Team to fit the report into the Sprint Backlog.
- D. Create and deliver the report to the manager herself.
- E. Ask the Product Owner to send the manager the report.

Answer: A

Explanation:

The Scrum Master should talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review, as stated in [5]:

“The Scrum Master should educate the IT manager about how Scrum works and how progress is measured. The Scrum Master should invite the IT manager to attend the Sprint Review where the Development Team demonstrates what was accomplished during the Sprint. The Scrum Master should also explain that status reports are not necessary in Scrum, as transparency is ensured by using artifacts such as Product Backlog, Sprint Backlog, and Increment.”

NEW QUESTION 67

Scrum has a role called “Project Manager”.

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 70

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 71

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

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 73

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

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

Answer: C

Explanation:

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

NEW QUESTION 76

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

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

Answer: C

Explanation:

The correct answer is C, because a Development Team should deliver an increment of working software that is “done” by the end of a Sprint. The Scrum Guide states that “the Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be ‘Done,’ which means it must be in useable condition and meet the Scrum Team’s definition of ‘Done’.”

NEW QUESTION 81

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

A good way to continue is:

- A. The Development Team makes sure that all of the selected scope per Sprint is as “Done” as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn’t mess up the Product Backlog.
- B. Add enough people to the Development Team for the deadline to be made.
- C. The opportunity to inspect and adapt is lost.
- D. Opaqueness has replaced transparency.
- E. Predictability has dropped below zero.
- F. The produced software is not usable.
- G. As the rules of Scrum have not been respected, it is the Scrum Master’s duty to assess whether repair is possible, or a restart with a more reliable team.
- H. If not, the Scrum Master should cancel the project.
- I. The Development Team should remind Marian to find funding for enough Release Sprints in which the remaining work can be done.

Answer: A

Explanation:

According to the Scrum Guide¹, each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, a good way to continue is for the Development Team to make sure that all of the selected scope per Sprint is as “Done” as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn’t mess up the Product Backlog.

References: Scrum Guide

NEW QUESTION 85

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 89

Which statement best describes the Sprint Review?

- A. It is used to congratulate the Development Team if it did what it forecast, or to punish the Development Team if it failed to meet its forecast.
- B. It is a demo at the end of the Sprint for everyone in the organization to check on the work done.
- C. It is a mechanism to control the Development Team’s activities during a Sprint.
- D. It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

Answer: D

Explanation:

The correct answer is D, because this statement best describes the Sprint Review. The Scrum Guide states that “a Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint.” Therefore, the Sprint Review is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

NEW QUESTION 94

User documentation is part of your definition of “Done”. However, there aren’t enough technical writers for all teams. Your Development Team doesn’t have a technical writer. What should you do?

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

Answer: D

Explanation:

According to the Scrum Guide, the Development Team is responsible for creating a “Done” Increment that meets the Definition of “Done”. User documentation is part of the Definition of “Done” in this scenario, so the Development Team must create it. The other options are not consistent with Scrum values and principles, such as self-organization, cross-functionality, and empiricism.

NEW QUESTION 95

A Product Owner wants advice from the Scrum Master about estimating work in Scrum. Which of these is the guideline that a Scrum Master should give? (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 99

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

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

Answer: A

Explanation:

According to the Scrum Guide¹, only people who are actively working on items in the Sprint Backlog participate in updating it during a Sprint; this includes tracking progress made on those items. This is typically done by Developers updating their remaining work every day after their Daily Scrum. The Development Team tracks this total work remaining at least for every Daily Scrum to project the likelihood of achieving their Sprint Goal. The Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. Therefore, the Scrum Master should allow the Development Team to self-manage and determine for itself what to do regarding the logistical challenges of meeting in different locations.

References: Scrum Guide

NEW QUESTION 100

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 101

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

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

Answer: CEF

Explanation:

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

NEW QUESTION 102

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 106

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 107

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 110

The time-box for a Daily Scrum?

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

Answer: B

Explanation:

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

NEW QUESTION 114

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

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 118

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 120

Which of the following is a Developer accountable for? (Choose the best two answers.)

- A. Selecting the Product Owner.
- B. Reporting productivity.
- C. Creating a plan for the Sprint, the Sprint Backlog.
- D. Organizing the work required to meet the Sprint Goal.

Answer: CD

Explanation:

A Developer is accountable for creating a plan for the Sprint, the Sprint Backlog, and organizing the work required to meet the Sprint Goal, as stated in the Scrum Guide: "Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint. The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always accountable for:

- Creating a plan for the Sprint, the Sprint Backlog;
- Instilling quality by adhering to a Definition of Done;
- Adapting their plan each day toward the Sprint Goal; and,
- Holding each other accountable as professionals."

NEW QUESTION 123

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 127

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

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

Answer: B

Explanation:

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

NEW QUESTION 131

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 135

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

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

Answer: D

Explanation:

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

NEW QUESTION 137

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 142

A Sprint Retrospective should be held:

- A. At the end of each Sprint.
- B. At the beginning of each Sprint.
- C. Only when the Scrum Team determines it needs one.
- D. At the end of the last Sprint in a project or a release.

Answer: A

Explanation:

The correct answer is A, because a Sprint Retrospective should be held at the end of each Sprint. The Scrum Guide states that "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."

NEW QUESTION 144

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 145

True or False: A Scrum Master fulfills the same role as a traditional project Manager.

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 150

Who does the work to make sure Product Backlog items conform to the Definition of Done? (choose the Best answer)

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

Answer: E

Explanation:

According to the Scrum Guide, the Developers do the work to make sure Product Backlog items conform to the Definition of Done, as they are responsible for creating a “Done” Increment that meets the Definition of Done. The other options are not valid, as they imply that the work is done by someone else outside the Development Team (such as Quality Assurance Team) or by another role on the Scrum Team (such as Product Owner or Scrum Master).

NEW QUESTION 153

What is a Development Team responsible for? (Choose two.)

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

Answer: AD

Explanation:

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

NEW QUESTION 155

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 159

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 162

What is included in the Sprint Backlog?

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

Answer:

E

Explanation:

The correct answer is E, because any of the above (or others) which are a decomposition of the selected Product Backlog items can be included in the Sprint Backlog. The Scrum Guide states that “the Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal.” Therefore, any work items that help the Development Team achieve the Sprint Goal can be part of the Sprint Backlog.

NEW QUESTION 165

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

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

Answer: AC

Explanation:

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

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

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

NEW QUESTION 166

A new Developer is having continuing conflicts with existing members of the Scrum Team, which is impacting the delivery of the Increment. If 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 170

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 173

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 178

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

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

Answer: B

Explanation:

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

NEW QUESTION 183

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

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

Answer: C

Explanation:

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

NEW QUESTION 185

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

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

Answer: D

Explanation:

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

NEW QUESTION 190

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

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

Answer: A

Explanation:

The correct answer is A, because keeping component teams while starting Scrum may cause less initial disruption than organizing into new teams. As they start using Scrum, they will discover what works best for them and how to potentially re-organize towards feature teams. However, component teams may face some challenges in delivering a working Increment of software that provides business value every Sprint, as they may depend on other teams or layers.

NEW QUESTION 193

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

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

Answer: CF

Explanation:

According to the Scrum Guide¹, each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process. The time-box for the Daily Scrum is 15 minutes or less for a one-month Sprint. Its location and time remain constant.

References: Scrum Guide

NEW QUESTION 194

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 196

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

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

Answer: BD

Explanation:

The best two answers are B and D. These two ways of dealing with regulatory compliance issues are consistent with Scrum's values and principles, as they allow the Scrum Team to deliver valuable and potentially releasable increments of the product while meeting the necessary standards and regulations. They also enable the Scrum Team to inspect and adapt their compliance strategy based on feedback and changing requirements.

A is not a good answer because it creates a separate silo of responsibility for compliance issues, which can lead to delays, conflicts, and inefficiencies. It also violates the Scrum value of transparency, as the compliance team may not have full visibility into the product development process.

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

NEW QUESTION 200

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 203

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

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

Answer: A

Explanation:

The correct answer is A. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done. According to the Scrum Guide¹, "If there are multiple Scrum Teams working on the system or product release, the development teams on all of the Scrum Teams

must mutually define the definition of “Done”. This ensures that the product increment is integrated, consistent, and potentially releasable at the end of each Sprint. The other options are incorrect because they allow for different Definitions of Done for different teams, which can lead to confusion, inconsistency, and technical debt.

NEW QUESTION 206

When is it most appropriate for a Development Team to change the definition of “Done”?

- A. During Spring Planning.
- B. Prior to starting a new Sprint.
- C. During the Sprint Retrospective.
- D. Prior to starting a new project.

Answer: C

Explanation:

According to the Scrum Guide¹, one aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of “Done” over time. The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. Therefore, it is most appropriate for a Development Team to change the definition of “Done” during the Sprint Retrospective.

References: Scrum Guide

NEW QUESTION 210

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 215

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

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

Answer: B

Explanation:

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

References: Scrum Guide

NEW QUESTION 220

A Scrum Master is keeping a list of open impediments, but it is growing and he/she has been able to resolve only a small portion of the impediments. Which three techniques would be most helpful in this situation? (Choose three.)

- A. Consulting with the Development Team.
- B. Prioritizing the list and working on them in order.
- C. Arranging a triage meeting with all project managers.
- D. Alerting management to the impediments and their impact.

Answer: ABD

Explanation:

The correct answers are A, B, and D, because these techniques would be most helpful in this situation.

Consulting with the Development Team may help identify the root causes of the impediments and possible solutions. Prioritizing the list and working on them in order may help reduce the backlog and focus on the most important or urgent issues. Alerting management to the impediments and their impact may help escalate the problems and get support from the organization.

NEW QUESTION 222

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

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

Answer: BD

Explanation:

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

NEW QUESTION 226

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

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

Answer: B

Explanation:

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

NEW QUESTION 228

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

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

Answer: AD

Explanation:

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

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

NEW QUESTION 231

During Sprint Planning the Product Owner and the Developers are unable to reach an understanding about the highest order Product Backlog items. Because of this, the Developers are unable to determine how many Product Backlog items they can forecast for the upcoming Sprint. However, the Product Owner and the Developers are able to agree on a Sprint Goal. Which of the following actions should the Scrum Master support? (choose the best two answers)

- A. Cancel the Sprint. Send the entire team to an advanced Scrum training and then start a new Sprint.
- B. During the next Sprint Retrospective, discuss why this happened and what changes will make it less likely to recur.
- C. Continue the Sprint Planning event past its timebox until an adequate number of Product Backlog items are well enough understood for the Developers to make a complete forecast. Then start the Sprint.
- D. Forecast the Product Backlog items that are most likely to meet the Sprint Goal and create the Sprint Backlog.
- E. Conclude Sprint Planning and start the development work.
- F. Continue to analyze, decompose, and create additional functionality during the Sprint.
- G. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

Answer: BD

Explanation:

According to the Scrum Guide, two actions that the Scrum Master should support in this scenario are forecasting the Product Backlog items that are most likely to meet the Sprint Goal and creating the Sprint Backlog, and discussing why this happened and what changes will make it less likely to recur during the next Sprint Retrospective. These actions are consistent with Scrum values and principles, such as empiricism, adaptation, and continuous improvement. The other options are not valid actions, as they are either wasteful (such as canceling the Sprint or continuing the Sprint Planning past its timebox) or ineffective (such as asking everyone to take more time to analyze the Product Backlog).

NEW QUESTION 235

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

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

Answer: AB

Explanation:

According to the Scrum Guide¹, the Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. No one tells them how to do their work. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Therefore, when the Scrum Team gets caught in an internal disagreement about which development techniques to apply, two techniques that the Scrum Master could use are:

- Involve the complete Development Team, as they are responsible for managing and refining their own work.
- Use coaching techniques, such as open questions and active listening, to help the Development Team resolve their conflict and reach a consensus.

The other options are not appropriate, as they may undermine the self-organization and empowerment of the Developers.

References: Scrum Guide

NEW QUESTION 239

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