

## PSM-I Dumps

### 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 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:**

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**

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 3**

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 4**

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

- A. Sprint Retrospective.
- B. Members must 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 Guide<sup>1</sup>, 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 5**

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 6**

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

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

**Answer:** BDG

**Explanation:**

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

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

References: Scrum Guide

**NEW QUESTION 7**

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 8**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 9**

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

- A. when the Scrum Team finishes their work
- B. After every Sprint
- C. without exception
- D. Whenever the product's tree of defects
- 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 10**

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 10**

In accordance with Scrum theory, how should a group of 100 people be divided into multiple Development Teams?

- A. Understanding the product, the product vision and the rules of the Scrum framework, the group divides itself into teams.
- B. It doesn't really matter because you can rotate the teams every Sprint to spread knowledge.
- C. Check with the allocation department to see who has worked together before and make these the first teams.
- D. Create a matrix of skills, seniority, and level of experience to assign people to teams.

**Answer:** A

**Explanation:**

The correct answer is A, because in accordance with Scrum theory, a group of 100 people should be divided into multiple Development Teams by understanding the product, the product vision and the rules of the Scrum framework, and then dividing itself into teams. This approach respects the self-organization and empowerment of the people who will do the work, and allows them to form cross-functional and collaborative teams that can deliver value.

**NEW QUESTION 12**

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

- A. During the Daily Scrum
- B. Never am 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 16**

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 21**

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 22**

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 Guide<sup>1</sup>, 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 24**

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 29**

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 31**

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<sup>1</sup>, 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<sup>1</sup>. Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste in the Scrum process.



**NEW QUESTION 36**

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

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

**Answer:** AB

**Explanation:**

The correct answers are A and B, because these are true about the Product Owner role. The Product Owner is one person, not a committee or a team, who is accountable for ordering the Product Backlog and maximizing the value of the product. 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. ... For the Product Owner to succeed, the entire organization must respect his or her decisions.”

**NEW QUESTION 41**

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 42**

How much of the Sprint Backlog must be defined during the Sprint Planning event?

- A. Just enough tasks for the Scrum Master to be confident in the Development Team’s understanding of the Sprint.
- B. The entire Sprint Backlog must be identified and estimated by the end of the Sprint Planning meeting.
- C. Enough so the Development Team can create its best forecast of what it can do, and to start the first several days of the Sprint.
- D. Just enough to understand design and architectural implications.

**Answer:** C

**Explanation:**

The correct answer is C, because the Scrum Guide states that “the Development Team usually starts by designing the system and the work needed to convert the Product Backlog into a working product Increment. Work planned for the first days of the Sprint by the Development Team is decomposed by the end of this meeting, often to units of one day or less. The Development Team self-organizes to undertake the work in the Sprint Backlog, both during Sprint Planning and as needed throughout the Sprint.” Therefore, enough work should be defined during the Sprint Planning event so that the Development Team can create its best forecast of what it can do, and to start the first several days of the Sprint.

**NEW QUESTION 43**

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

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

**Answer:** AB

**Explanation:**

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

**NEW QUESTION 46**

Multiple Scrum Teams working on the same product or system all select work from the same Product Backlog.

- A. True
- B. False

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, when multiple Scrum Teams are working together on one product, they must coordinate their work with each other. One way to do this is through Nexus, a framework for scaling Scrum. Nexus helps to reduce cross-team dependencies and integration issues by making them more transparent.

Multiple Scrum Teams working on one product use one Product Backlog.  
References: Scrum Guide, Nexus Guide

**NEW QUESTION 49**

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

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

**Answer:** C

**Explanation:**

The correct answer is C. The Scrum Team creates the Definition of Done. According to the Scrum Guide<sup>1</sup>, “The Developers are required to conform to the Definition of Done, which is defined and evolves with the Scrum Team.” The Definition of Done is a commitment by the Developers for the Increment, but it is also a shared understanding within the whole Scrum Team, including the Product Owner and the Scrum Master<sup>2</sup>. The Scrum Team collaborates to create and update the Definition of Done as needed, based on the product and organizational standards<sup>3</sup>. The Definition of Done is not imposed by any external authority or individual.

**NEW QUESTION 50**

What are three ways Scrum promotes self-organization? (Choose three.)

- A. By not allowing documentation.
- B. By the Development Team deciding what work to do in a Sprint.
- C. By preventing stakeholders from entering the development room.
- D. By removing titles for Development Team members.
- E. By being a lightweight framework.

**Answer:** BDE

**Explanation:**

According to the Scrum Guide<sup>1</sup>, Scrum promotes self-organization by giving autonomy and empowerment to the Developers who decide how to do their work within a Sprint. The Developers have no titles other than Developer, regardless of their specialization or skills. Scrum is a lightweight framework that minimizes prescription and maximizes flexibility and adaptability.  
References: Scrum Guide

**NEW QUESTION 54**

Which topics should be discussed in the Sprint Review?

- A. The Scrum process, and how it was used during the Sprint.
- B. Coding and engineering practices.
- C. Sprint results.
- D. All of the above.

**Answer:** D

**Explanation:**

All of the above topics should be discussed in the Sprint Review, as stated in [4]: "The purpose of this meeting is to inspect what was delivered during this sprint and adapt what we want to deliver next. This means we will discuss three things:

- What did we do this sprint?
- How did we do it?
- What do we want to do next?"

**NEW QUESTION 57**

Which answer best describes the topics covered in Sprint Planning?

- A. What to do and who will do it.
- B. How conditions have changed and how the Product Backlog should evolve.
- C. What can be done and how to do it.
- D. What went wrong in the last Sprint and what to do differently this Sprint.
- E. Who is on the team and what team member roles will be.

**Answer:** C

**NEW QUESTION 61**

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 Guide<sup>1</sup>, 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 62

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 64

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

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

**Answer:** A

#### Explanation:

During the Sprint Retrospective, the Scrum Team may add items to the Sprint Backlog for the next Sprint, as stated in [5]: “The purpose of each Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team plans ways to implement improvements identified during this meeting into its way of working. By doing this it reinforces empiricism throughout its work. Improvements may be implemented at any time during a Sprint or they may be planned for subsequent Sprints.”

#### NEW QUESTION 67

True or False A scrum Master fulfills the same role as a traditional Project Manager

- A. True
- B. False

**Answer:** B

#### Explanation:

According to the Scrum Guide, a Scrum Master fulfills a different role from a traditional project manager. A Scrum Master is a servant-leader and a coach for the Scrum Team and the organization, not a manager or a supervisor. A Scrum Master does not assign tasks, set deadlines, or monitor progress, but rather facilitates self-organization, collaboration, and empiricism within the Scrum Team and the organization.

#### NEW QUESTION 71

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 Guide<sup>1</sup>, “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 75

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 79**

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

A. True

B. False

**Answer:** A

**Explanation:**

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

References: Scrum Guide

**NEW QUESTION 80**

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 82**

Who owns the Sprint Backlog?

A. The Scrum Team.

B. The Product Owner.

C. The Scrum Master.

D. The Development Team.

**Answer:** D

**Explanation:**

Sprint Backlog is owned by the Development Team. The Scrum Guide states that "the Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. ... The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal."

**NEW QUESTION 85**

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 Guide<sup>1</sup>, each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process. The time-box for the Sprint Review is four hours for a one-month Sprint.

References: Scrum Guide

**NEW QUESTION 89**

What it 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 91**

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 Guide<sup>1</sup>, 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 92**

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 Guide<sup>1</sup>: “Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team.”

**NEW QUESTION 97**

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 far 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 98**

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

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

**Answer:** AB

**Explanation:**

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

**NEW QUESTION 102**

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 107**

When might a Sprint be abnormally cancelled?

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

**Answer:** B

**Explanation:**

According to the Scrum Guide<sup>1</sup>, 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 111**

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 112**

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 Guide<sup>1</sup>, 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 115**

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 Guide<sup>1</sup>, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. 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 117**

The length of a Sprint should be:

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

**Answer:** D

**Explanation:**

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

References: Scrum Guide

**NEW QUESTION 119**

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 123**

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

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



**Answer:** BC

**Explanation:**

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

**NEW QUESTION 126**

True or False: A scrum Master Fulfills me 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 131**

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 Guide<sup>1</sup>, 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 134**

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 139**

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 142**

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 145**

Which topics should be discussed in the Sprint Review? (Choose the best answer.)

- A. The Scrum process, and how it was used during the Sprint.
- B. Coding and engineering practices.
- C. The product Increment.
- D. All of the above.

**Answer:** C

**NEW QUESTION 149**

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

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

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, 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 152**

When is implementation of a Product Backlog item considered complete?

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

**Answer:** B

**Explanation:**

According to the Scrum Guide<sup>1</sup>, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, implementation of a Product Backlog item is considered complete when the item has no work remaining in order to be potentially released.

**NEW QUESTION 154**

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

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 158**

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 Guide<sup>1</sup>, “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 collaboration<sup>2</sup>. 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 Team<sup>3</sup>. Management’s function in Scrum is to enable and empower the Scrum Team to deliver value and continuously improve.

**NEW QUESTION 160**

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 163**

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 168**

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

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

**Answer:** C

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the Sprint Backlog is the property of the Developers and no one else can tell them which items they should work on. The Developers can select any item from the Product Backlog that they forecast they can complete within a Sprint. The Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. Therefore, no one owns a Sprint Backlog item, but the entire Development Team is accountable for it.  
References: Scrum Guide

**NEW QUESTION 170**

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 backlogs<sup>1</sup>. NFRs are persistent qualities and constraints typically revisited as part of the definition of done (DoD) for each Iteration, PI, or release<sup>1</sup>. 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 171**

If burndown charts are used to visualize progress, what does a trend line through a release burndown chart indicate?

- A. The evolution of the cost spent on the project.
- B. When all work will be completed to the Scrum Team can be released for other work.
- C. When the work remaining will likely be completed if nothing changes on the Product Backlog or the Development Team.
- D. When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.

**Answer:** C

**Explanation:**

a burndown chart is a graphical representation of work left to do versus time. It is very useful for predicting when all of the work will be completed. It is often used in agile software development methodologies such as Scrum. However, burndown charts can be applied to any project containing measurable progress over time. A release burndown chart tracks progress across multiple Sprints towards a product release. It shows how much work remains in the Product Backlog at any given time during the release cycle. A trend line through a release burndown chart indicates when the work remaining will likely be completed if nothing changes on the Product Backlog or the Development Team.

**NEW QUESTION 172**

What is the time-box for the Sprint Planning meeting?

- A. 4 Hours for a monthly Sprint.
- B. 8 Hours for a monthly Sprint.
- C. Monthly.
- D. Whenever it is done.

**Answer:** B

**Explanation:**

The correct answer is B, because the time-box for the Sprint Planning meeting is 8 hours for a monthly Sprint. The Scrum Guide states that “Sprint Planning is time-boxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.”

**NEW QUESTION 177**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 179**

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

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

**Answer:** C

**Explanation:**

According to the Scrum Guide<sup>1</sup>, ordering Product Backlog items is solely up to the Product Owner's discretion. The Product Owner orders items in the Product Backlog to best achieve goals and missions. To do this, they optimize value by considering various factors such as cost and benefit, risk, dependencies, date needed, etc. The Product Owner is responsible for maximizing the value of the work the Development Team does. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Therefore, an appropriate action for the Scrum Master to take if the Product Owner is struggling with ordering the Product Backlog is to offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value.

References: Scrum Guide

**NEW QUESTION 181**

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 Guide<sup>1</sup>, “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 184**

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 management on what is being worked on.
- D. Answer QUESTION NO:s from the Development Team about items in the current Sprint.

**Answer:** CD

**Explanation:**

According to the Scrum Guide, two activities that a Product Owner may engage in during a Sprint are updating management on what is being worked on and answering questions from the Development Team about items in the current Sprint. These activities are part of the Product Owner’s responsibilities to manage and prioritize the Product Backlog, communicate with stakeholders, and collaborate with the Development Team. The other options are not activities that a Product Owner should engage in during a Sprint, as they are either done by the Scrum Master (such as running the Daily Scrum) or by the Development Team (such as prioritizing their work on the Sprint Backlog).

**NEW QUESTION 185**

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 Guide<sup>1</sup>, 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 186**

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

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

**Answer:** B

**Explanation:**

According to the Scrum Guide<sup>1</sup>, 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 189**

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 190**

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 194**

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