



# Scrum

## Exam Questions PSM-I

Professional Scrum Master I

#### NEW QUESTION 1

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

- A. True
- B. False

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 2

Which 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

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 4

Scrum is a methodology that tells in detail how to build software incrementally.

- A. True
- B. False

**Answer:** B

#### Explanation:

According to the Scrum Guide<sup>1</sup>, Scrum is not a process, technique, or definitive method. Rather, it is a framework within which you can employ various processes and techniques. Scrum makes clear the relative efficacy of your product management and work techniques so that you can continuously improve the product, the team, and the working environment.

#### NEW QUESTION 5

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 6

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 7

The Product Owner must release each Increment to production.

- A. When it makes sense.
- B. To make sure the Development Team is done every Sprint.
- C. Whenever the product is free of defects.
- D. Without exception.

**Answer:** A

#### 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, 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.

References: Scrum Guide

#### NEW QUESTION 8

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 9

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 10

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 10

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

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

**Answer:** B

#### Explanation:

The correct answer is B, because when multiple Scrum Teams work from the same Product Backlog, they should pull in work in agreement with the Product Owner. The Scrum Guide states that “multiple Scrum Teams often work together on the same product. One product goal unites them. Therefore, they must mutually define and comply with a definition of ‘Done’ that applies to their combined work product.” Therefore, they should collaborate and coordinate with each other and with the Product Owner to select Product Backlog items that align with their shared product goal.

#### NEW QUESTION 14

Who can abnormally terminate a Sprint?

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

**Answer:** C

#### Explanation:

According to the Scrum 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 15

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 is free 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 18

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 23

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 27**

Who starts the Daily Scrum?

- A. The person coming in last
- B. This encourages people to be on time and helps to stay within the time-box.
- C. Whoever the Development Team decides should start.
- D. The person who has the token.
- E. The Scrum Master
- F. This ensures that the Development Team has the meeting and stays within the time-box.
- G. The person who last broke the build.

**Answer:** B

**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 Developers can start with any one person and proceed in any order.

References: Scrum Guide

**NEW QUESTION 29**

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 33**

A product Increment must be released to production at the end of each Sprint.

- A. True
- B. False

**Answer:** B

**Explanation:**

The correct answer is B, because a product Increment does not have to be released to production at the end of each Sprint. The Scrum Guide states that "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'. An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. The increment is a step toward a vision or goal." Therefore, a product Increment must be potentially releasable, but the decision to release it is up to the Product Owner.

**NEW QUESTION 37**

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 38

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 Guide<sup>1</sup>, the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. Inspected elements often vary with domain, practices, and people involved. The Scrum Team identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint. 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 43

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 46

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

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

**Answer:** B

#### Explanation:

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

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

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

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

#### NEW QUESTION 51

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 54

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

- A. True
- B. False

**Answer:** B

**Explanation:**

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

**NEW QUESTION 59**

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 61**

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 62**

The Product Owner determines how many Product Backlog items the Development Team selects for a Sprint.

- A. False.
- B. True, accordingly to what was committed to the stakeholders.
- C. True, but only after confirmation by the resource manager that the Team has enough capacity.
- D. True.
- E. False, the Scrum Master does that.
- F. False, capacity and commitment are the Project manager’s responsibility.

**Answer:** A

**Explanation:**

The correct answer is A, because the Product Owner does not determine how many Product Backlog items the Development Team selects for a Sprint. The Scrum Guide states that “the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint.” Therefore, the Development Team is responsible for choosing the scope of work for a Sprint.

**NEW QUESTION 67**

What are two ways that architecture and infrastructure are handled in Scrum? (Choose two.)

- A. They are discussed, determined, and documented before the actual feature development Sprints.
- B. They are implemented along with functional development of the product.
- C. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.
- D. They are built by a separate team through the creation of an architectural runway.

**Answer:** BC

**Explanation:**

Architecture and infrastructure are handled in Scrum by implementing them along with functional development of the product, and by adding them to the Product Backlog and addressing them in early Sprints, while always requiring at least some business functionality, no matter how small, as stated in [2]: “Scrum does not distinguish between developing functionality or architecture. They are developed together, as they are both important and support each other. Architecture is not a separate phase; it is part of the product development. Architecture is added to the Product Backlog as any other feature or functionality.”

**NEW QUESTION 69**

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 71**

During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?

- A. When the Product Owner identifies new work.
- B. As soon as possible after they are identified.
- C. When the Scrum Master has time to enter them.
- D. During the Daily Scrum after the Development Team approves them.

**Answer:** B

**Explanation:**

The correct answer is B, because the Scrum Guide states that “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.” Therefore, new work or further decomposition of work can be added to the Sprint Backlog as soon as possible after they are identified by the Development Team.

**NEW QUESTION 72**

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 75**

Which answer best describes the topics covered in Sprint Planning? (Choose the best answer.)

- 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, and why 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 76**

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 77**

Which outcome is expected as Scrum Teams mature?

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



- D. Sprint Reviews will no longer be needed.
- E. A Scrum Master is no longer needed since they are a mature team now.

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the definition of “Done” is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a “Done” Increment. The definition of “Done” is created by the development organization (or Development Team if none is available from the development organization). The definition of “Done” may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of “Done” over time.

References: Scrum Guide

**NEW QUESTION 78**

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 83**

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 84**

How is management external to the Scrum Team involved in the Daily Scrum? (Choose the best answer.)

- A. The Scrum Master speaks on their behalf.
- B. Managers are not required at the Daily Scrum.
- C. Management gives an update at the start of each Daily Scrum.
- D. The Product Owner represents their opinions.

**Answer:** B

**Explanation:**

According to the Scrum Guide, management external to the Scrum Team is not involved in the Daily Scrum at all. The Daily Scrum is an internal event for the Development Team to inspect their progress toward the Sprint Goal and plan their work for the next 24 hours. The other options are not valid ways for management to be involved in the Daily Scrum, as they are either intrusive (such as giving an update or speaking on behalf of others) or unnecessary (such as being represented by the Product Owner or the Scrum Master).

**NEW QUESTION 85**

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 88**

True or False A high-performance scrum Team ensures that each increment is complete by running a Release Sprint.

- A. True

B. False

**Answer:** B

**Explanation:**

According to the Scrum Guide, a high-performance Scrum Team does not run a Release Sprint, as this is not a Scrum event. A Release Sprint is a term used to describe a Sprint that is dedicated to finalizing the product for release, such as fixing bugs, polishing features, or integrating components. This is contrary to the Scrum principle of delivering a potentially releasable Increment at the end of each Sprint, regardless of whether it is actually released or not. Therefore, the answer is false.

**NEW QUESTION 90**

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 92**

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 93**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 98**

How often should Development Team membership change?

- A. As needed, while taking into account a short term reduction in productivity.
- B. Never, because it reduces productivity.
- C. As needed, with no special allowance for changes in productivity.
- D. Every Sprint to promote shared learning.

**Answer:** A

**Explanation:**

The correct answer is A, because Development Team membership should change as needed, while taking into account a short term reduction in productivity. The Scrum Guide states that “development Teams are cross-functional, with all of the skills as a team necessary to create a product Increment; 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, changing Development Team membership may affect their cross-functionality and self-organization in the short term.

**NEW QUESTION 102**

Who is responsible for clearly expressing Product Backlog items?

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

**Answer:** C

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. The Product Owner is accountable for maximizing value resulting from work by Developers. The Product Owner is also accountable for effective Product Backlog management, which includes:

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

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

**NEW QUESTION 105**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 108**

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

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

**Answer:** CDE

**Explanation:**

According to the Scrum Guide, 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 topics that are appropriate for discussion are those that relate to how the team does its work, such as team relations, Definition of Done, and processes, tools, communication, collaboration, quality, etc. The other options are not appropriate topics for discussion in a Sprint Retrospective, as they belong to other Scrum events (such as arranging the Sprint Backlog for the next Sprint in the Sprint Planning or evaluating the value of work in the Product Backlog in the Sprint Review).

**NEW QUESTION 111**

Which phrase best describes a Product Owner?

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 112**

Which statement best describes a Product Owner’s responsibility?

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

**Answer:** A

**Explanation:**

According to the Scrum 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.

References: Scrum Guide

#### NEW QUESTION 115

Who should make sure everyone on the Development Team does their tasks for the Sprint?

- A. The Project Manager.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Development Team.
- E. All of the above.

**Answer:** D

#### Explanation:

According to the Scrum Guide<sup>1</sup>, the Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. No one tells them how to do their work. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The other roles are not responsible for making sure everyone on the Development Team does their tasks for the Sprint.

References: Scrum Guide

#### NEW QUESTION 117

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 121

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 124

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

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 128

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

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



**Answer:** A

**Explanation:**

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

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

**NEW QUESTION 132**

The Development Team should have all the skills needed to:

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

**Answer:** A

**Explanation:**

According to the Scrum 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, in order to turn Product Backlog items into an Increment of potentially releasable product functionality, the Development Team should have all the skills needed.

References: Scrum Guide

**NEW QUESTION 134**

What is the best suited structure for Development Teams in order to produce integrated Increments?

- A. Each Development Team works only one technical layer of the system (e.
- B. GUI, database, middle tier, interfaces).
- C. Each Development Team develops functionality from beginning to end throughout all technical layers.

**Answer:** B

**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, in order to produce integrated Increments that are potentially releasable, the best suited structure for Development Teams is to develop functionality from beginning to end throughout all technical layers.

References: Scrum Guide

**NEW QUESTION 135**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 136**

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

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

**Answer:** C

**Explanation:**

The correct answer is C, because if burndown charts are used to visualize progress, they track work remaining across time. A burndown chart is a graphical representation of the amount of work left to do versus the time available. It helps the Scrum Team monitor and forecast the progress toward the Sprint Goal.

**NEW QUESTION 141**

Which statement best describes Scrum?

- A. A defined and predictive process that confirms to the principles of Scientific Management.
- B. A complete methodology that defines how to develop software.
- C. A cookbook that defines best practices for software development.



D. A framework within which complex products in complex environments are developed.

**Answer:** D

**Explanation:**

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

**NEW QUESTION 144**

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 145**

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 147**

What is the recommended size for a Development Team?

- A. 7 plus or minus 3.
- B. At least 7.
- C. 9.
- D. 3 to 9.

**Answer:** D

**Explanation:**

The correct answer is D, because the recommended size for a Development Team is 3 to 9 members. The Scrum Guide states that “fewer than three Development Team members decrease interaction and results in smaller productivity gains. Smaller Development Teams may encounter skill constraints during the Sprint, causing the Development Team to be unable to deliver a potentially releasable Increment. Having more than nine members requires too much coordination. Large Development Teams generate too much complexity for an empirical process to be useful.”

**NEW QUESTION 151**

How much time is required after a Sprint to prepare for the next Sprint?

- A. The break between Sprints is time-boxed to 1 week for 30 day Sprints, and usually less for shorter sprints.
- B. Enough time for the requirements for the next Sprint to be determined and documented.
- C. Enough time for the Development team to finish the testing from the last Sprint.
- D. Non
- E. A new Sprint starts immediately following the end of the previous Sprint.
- F. All of the above are allowed depending on the situation.

**Answer:** D

**Explanation:**

The correct answer is D, because there is no gap between Sprints in Scrum. The Scrum Guide states that “a new Sprint starts immediately after the conclusion of the previous Sprint.” Therefore, there is no time required after a Sprint to prepare for the next Sprint.

**NEW QUESTION 153**

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 157**

Which statement best describes the Sprint Backlog as outcome of the Sprint Planning?

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

**Answer:** D

**Explanation:**

The Sprint Backlog is the Development Team's plan for the Sprint, as stated in the Scrum Guide<sup>1</sup>: "The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint."

**NEW QUESTION 161**

What are two good ways for a Scrum Team to ensure security concerns are satisfied? (Choose two.)

- A. Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.
- B. Add security concerns to the definition of "Done".
- C. Add a Sprint to specifically resolve all security concerns.
- D. Delegate the work to the concerned department.
- E. Have the Scrum Team create Product Backlog items for each concern.

**Answer:** BE

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. Therefore, one good way for a Scrum Team to ensure security concerns are satisfied is to add security concerns to the definition of "Done". Another good way is to have the Scrum Team create Product Backlog items for each concern, as they are responsible for managing and refining the Product Backlog.

References: Scrum Guide

**NEW QUESTION 162**

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 165**

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 167**

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 171**

Who determines how work is performed during the Sprint?

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 174**

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

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

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, only people who are actively working on items in the Sprint Backlog participate in updating it during a Sprint; this includes tracking progress made on those items. This is typically done by Developers updating their remaining work every day after their Daily Scrum. The Development Team tracks this total work remaining at least for every Daily Scrum to project the likelihood of achieving their Sprint Goal.

References: Scrum Guide

**NEW QUESTION 175**

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 179**

What is the purpose of a Sprint Review?

- A. To take time to judge the validity of the project.
- B. To inspect the product increment with the stakeholders and collect feedback on next steps.
- C. To review the Scrum Team's activities and processes during the Sprint.
- D. To build team sprint.

**Answer:** B

#### NEW QUESTION 184

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

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

**Answer:** AC

#### Explanation:

According to the Scrum Guide<sup>1</sup>, the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. Inspected elements often vary with domain, practices, and people involved. The Scrum Team identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint. Therefore, two appropriate topics for discussion during a Sprint Retrospective are:

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

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

#### NEW QUESTION 188

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 193

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 196

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 199

At the end of a Sprint Product Backlog item worked on during the Sprint does not meet the definition of “Done”. What two things should happen with the undone Product Backlog item? (Choose two.)

- A. If the stakeholders agree, the Product Owner can accept it and release it to the users.
- B. Put it on the Product Backlog for the Product Owner to decide what to do with it.
- C. Review the item, add the “Done” part of the estimate to the velocity and create a Story for the remaining work.
- D. Do not include the item in the Increment this Sprint.

**Answer:** BD

#### Explanation:

According to the Scrum Guide<sup>1</sup>, the definition of “Done” is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a “Done” Increment. The definition of “Done” is created by the development organization (or Development Team if none is available from the development organization). The definition of “Done” may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of “Done” over time. Therefore, if a Product Backlog item worked on during the Sprint does not meet the definition of “Done”, two things that should happen with the undone Product Backlog item are:

➤ Put it on the Product Backlog for the Product Owner to decide what to do with it, as they are accountable for effective Product Backlog management and ordering.

➤ Do not include the item in the Increment this Sprint, as it does not meet the quality standards and may compromise value.

The other options are not appropriate, as they may compromise transparency, inspection, or adaptation. References: Scrum Guide

#### NEW QUESTION 202

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 203

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 204

The Daily Scrum is an event that happens every day. What would be three key concerns if the frequency were to be lowered to every two or three days? (Choose three.)

- A. Opportunities to inspect and adapt the Sprint Backlog are lost.
- B. Impediments are raised and resolved more slowly.
- C. The Product Owner cannot accurately report progress to the stakeholders.
- D. Too much work is spent updating the Scrum board before the meeting.
- E. The Scrum Master loses the ability to update the Gantt chart properly.
- F. The Sprint plan may become inaccurate.

**Answer:** ABF

#### Explanation:

According to the Scrum Guide<sup>1</sup>, the Daily Scrum is an event for the Developers of the Scrum Team. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum optimizes the probability that the Developers will meet the Sprint Goal. Every day, the Developers should understand how they intend to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint. If the frequency of the Daily Scrum were to be lowered to every two or three days, some key concerns would be:

➤ Opportunities to inspect and adapt the Sprint Backlog are lost, which may result in wasted work or missed dependencies.

➤ Impediments are raised and resolved more slowly, which may hinder the progress and quality of the work.



➤ The Sprint plan may become inaccurate, as changes in requirements, risks, or priorities are not reflected in a timely manner. The other options are not valid concerns, as they are not aligned with Scrum values and principles. References: Scrum Guide

#### NEW QUESTION 205

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 206

When can a Development Team cancel a Sprint?

- A. It can’
- 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 210

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