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Exam : **PSM-I**

Title : Professional Scrum Master I

Vendor : Scrum

Version : DEMO

NO.1 Which of the following is an accountability of a Tester on a Scrum Team?

(choose the best answer)

- A. Executing tests, finding defects, and reporting them to the Developers.
- B. Refreshing and communicating the Definition of Done to the Product Owner.
- C. Scrum has no Tester accountability. The Developers are accountable for quality.
- D. Verifying the work of the Developers.
- E. Tracking defect rates to ensure they improve each Sprint.

Answer: C

Explanation:

In the Scrum framework, there is no specific role or accountability for a Tester. Instead, the responsibility for quality is shared across functional teams, where every team member contributes to all aspects of the development process, including test quality standards. This approach fosters collaboration, shared responsibility, and continuous improvement, aligning with Scrum's values.

NO.2 Which does a self-organizing Development Team choose?

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

Answer: C

NO.3 Which approach is best for Scrum Teams in order to produce valuable Increments? (Choose the best answer.)

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

Answer: D

NO.4 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 number 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 work."

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.

NO.5 Why does the Product Owner want the Development Team to adhere to its definition of "Done"?

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

Answer: A

Explanation:

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

Therefore, one reason why the Product Owner wants the Development Team to adhere to its definition of

"Done" is to have complete transparency into what has been done at the end of each Sprint.

References: Scrum Guide

NO.6 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 1 , 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

NO.7 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.

NO.8 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: D E F

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).

NO.9 What enhances the transparency of an increment?

- A.** Doing all work needed to meet the definition of "Done"
- B.** Reporting Sprint progress to the stakeholders daily
- C.** Keeping track of and estimating all undone work to be completed in a separate Sprint.
- D.** Updating Sprint tasks properly in the electronic tracking tool.

Answer: A

Explanation:

The correct answer is A, because doing all work needed to meet the definition of "Done" enhances the transparency of an increment. The Scrum Guide states that "when a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means." Therefore, by meeting the definition of "Done", an increment becomes transparent to all stakeholders and ready for release.

NO.10 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.

NO.11 What are three ways Scrum promotes self-management?

- A. By having the Scrum Master protect the Scrum Team.
- B. By the Scrum Team deciding what work to do in a Sprint.
- C. By being a lightweight framework.
- D. By removing titles for Scrum Team members.

Answer: A B C

Explanation:

Scrum promotes self-management by empowering the Scrum Team to take ownership of their work and processes. The best three answers are:

- A). By having the Scrum Master protect the Scrum Team: The Scrum Master plays a key role in shielding the team from external distractions and impediments, allowing the team to focus on self-management and delivering value.
- B). By the Scrum Team deciding what work to do in a Sprint: During Sprint Planning, the Scrum Team collaboratively selects and commits to the work they can accomplish within the Sprint, fostering self-organization and decision-making.
- C). By being a lightweight framework: Scrum 's simplicity and minimal structure provide the team with the flexibility to adapt and manage their work, encouraging self-management without imposing rigid controls.

NO.12 When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

- A. True
- B. False

Answer: B

Explanation:

The correct answer is B, because when multiple teams work together on the same product, they should not maintain separate Product Backlogs. The Scrum Guide states that "multiple Scrum Teams often work together on the same product. One product goal unites them. Therefore, they must mutually define and comply with a definition of 'Done' that applies to their combined work product. ... Multiple Scrum Teams working on the same product use the same Product Backlog."

NO.13 Marian is the Product Owner envisioning a project for a new release of her product. She

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

A good way to continue is:

A. The Development Team makes sure that all of the selected scope per Sprint is as "Done" as possible.

The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.

B. Add enough people to the Development Team for the deadline to be made.

C. The opportunity to inspect and adapt is lost. Opaqueness has replaced transparency. Predictability has dropped below zero. The produced software is not usable. As the rules of Scrum have not been respected, it is the Scrum Master's duty to assess whether repair is possible, or a restart with a more reliable team. If not, the Scrum Master should cancel the project.

D. The Development Team should remind Marian to find funding for enough Release Sprints in which the remaining work can be done.

Answer: A

Explanation:

According to the Scrum Guide 1 , each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, a good way to continue is for the Development Team to make sure that all of the selected scope per Sprint is as "Done" as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.

References: Scrum Guide

NO.14 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.g. GUI, database, middle tier, interfaces).

B. Each Development Team develops functionality from beginning to end throughout all technical layers.

Answer: B

Explanation:

According to the Scrum Guide 1 , 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

NO.15 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).

NO.16 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.

NO.17 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."

NO.18 If two Scrum Teams are added to the development of a product that previously had only one Scrum Team, what will be the immediate impact on the productivity of the original Scrum Team?

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

Answer: A

Explanation:

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

References: [Suggested Reading for Professional Scrum Master I]

NO.19 What does it mean to say that an event has a time-box?

- A. The event must happen at a set time.
- B. The event must happen by a given time.
- C. The event must take at least a minimum amount of time.
- D. The event can take no more than a maximum amount of time.

Answer: D

Explanation:

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

References: Scrum Guide

NO.20 Which Scrum Value is affected by a lack of trust in the Scrum Team?

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

Answer: F

Explanation:

The correct answer is F, because all of the Scrum Values are affected by a lack of trust in the Scrum Team.

Trust is essential for the Scrum Team to work effectively and deliver value. Without trust, the Scrum Team may lose focus, respect, openness, courage, and commitment.

NO.21 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 1 , 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

NO.22 Which are properties of the Daily Scrum? (Choose two.)

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

Answer: C F

Explanation:

According to the Scrum Guide 1 , each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process. The time-box for the Daily Scrum is 15 minutes or less for a one-month Sprint. Its location and time remain constant.

References: Scrum Guide

NO.23 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 1 , 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

NO.24 A Scrum Master is working with a Development Team that has members in different physical locations. The Development Team meets in a variety of meeting rooms and has much to do logistically (for example, set up conference calls) before the Daily Scrum. What action should the Scrum Master take?

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

Answer: A

Explanation:

According to the Scrum Guide 1 , only people who are actively working on items in the Sprint Backlog participate in updating it during a Sprint; this includes tracking progress made on those items. This is typically done by Developers updating their remaining work every day after their Daily Scrum. The Development Team tracks this total work remaining at least for every Daily Scrum to project the likelihood of achieving their Sprint Goal. The Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. Therefore, the Scrum Master should allow the Development Team to self-manage and determine for itself what to do regarding the logistical challenges of meeting in different locations.

References: Scrum Guide

NO.25 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: C E

Explanation:

Short Explanation: According to the Scrum Guide 2020 1 , 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 1 . Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste in the Scrum process.

NO.26 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 questions from the Development Team about items in the current Sprint.

Answer: C D

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).

NO.27 How much work must a Development Team do to a Product Backlog item it selects for a Sprint?

- A. A proportional amount of time on analysis, design, programming, testing, and documentation.
- B. As much as it can fit into the Sprint. Any remaining work will be transferred to a subsequent Sprint.
- C. All development work and at least some testing.
- D. As much as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of "Done".

Answer: D

Explanation:

The Development Team must do as much work as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of "Done", as stated in the Scrum Guide 1 :

"The Development Team works to forecast the functionality that will be developed during the Sprint. The Product Owner discusses the objective that the Sprint should achieve and the Product Backlog items that, if completed in the Sprint, would achieve the Sprint Goal. The entire Scrum Team collaborates on understanding the work of the Sprint."

NO.28 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.

NO.29 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."

NO.30 (Who should make sure everyone on the Scrum Team does their tasks for the Sprint?

Choose the best answer.)

A. The Project Manager.

B. The Product Owner.

C. The Scrum Master.

D. The Scrum Team.

E. All of the above.

Answer: D

Explanation:

The correct answer is D because Scrum Teams are self-managing. That means the Scrum Team, and especially the Developers with respect to Sprint Backlog execution, manages its own work rather than relying on a project manager, Product Owner, or Scrum Master to make sure individuals complete assigned tasks.

Scrum does not operate through command-and-control task enforcement. Instead, the team collaborates to achieve the Sprint Goal and holds itself collectively accountable.

Option A is incorrect because Scrum does not define a Project Manager role responsible for directing daily task completion. Option B is incorrect because the Product Owner is accountable for maximizing value, not managing the team's day-to-day task execution. Option C is incorrect because the Scrum Master coaches and facilitates Scrum but does not supervise or police whether each person does their tasks. Option E is incorrect because the roles listed do not all share this responsibility.

A key Scrum principle is collective accountability. The Scrum Team organizes its own work, inspects progress, and adapts as needed. Rather than focusing on whether each individual completes personal assignments, Scrum emphasizes whether the team is progressing toward the Sprint Goal and delivering a Done Increment.

