**Exam** : **PSM-II**

**Title** : Professional Scrum Master level II (PSM II)

**Vendor** : Scrum

**Version** : V12.95

**NO.1** How should requirements be distributed when multiple Scrum Teams work on the same product?

(choose the best answer)

**A.** They must be selected from one Product Backlog in such a way that each Scrum Team has an equal volume of requirements per Sprint.

**B.** The Scrum Teams pull in work from a shared Product Backlog in agreement with the Product Owner and the other teams.

**C.** The Scrum Team with the highest velocity pulls items from an overall Product Backlog first

**D.** The Product Owner decides by providing each team with its own Product Backlog.

*Answer:* B

Explanation

When multiple Scrum Teams work on the same product, they share one Product Backlog that contains all the requirements for the product. The Product Owner isresponsible for ordering and refining the Product Backlog items, but does not assign them to specific teams. Instead, the Scrum Teams pull in work from the Product Backlog in agreement with the Product Owner and the other teams, based on their capacity, skills, dependencies, and Sprint Goals. This way, the Scrum Teams can self-organize and collaborate to deliver a coherent and valuable product Increment.

References:

The Scrum Guide, November 2020, p. 7-8

Can two teams work on one product backlog?, Scrum.org, January 6, 2020

**NO.2** What is the primary concern when multiple Scrum Teams work from the same Product Backlog with the goal of creating a valuable and useful integrated Increment by the end of their Sprint?

(choose the best answer)

**A.** Minimizing dependencies between Scrum Teams.

**B.** Clearly defining all requirements three Sprints ahead.

**C.** Maximizing velocity.

**D.** Making sure there is enough work tor everyone on every team.

*Answer:* A

Explanation

When multiple Scrum Teams work from the same Product Backlog, they need to collaborate and coordinate their work to deliver a potentially releasable Increment that meets the Definition of Done. This requires minimizing dependencies between Scrum Teams, such as technical, functional, or organizational dependencies. Dependencies can cause delays, rework, waste, and lower quality. Scrum Teams should strive to be cross-functional and autonomous, and use techniques such as feature slicing, dependency mapping, and integration testing to reduce dependencies123.

References: 1:

https://www.scrum.org/resources/blog/dependencies-between-scrum-teams 2:

https://www.scrum.org/resources/blog/feature-slicing-how-make-it-work

3:https://www.scrum.org/resources/blo

**NO.3** During a Sprint Review, the Product Owner determines that she is going to release thecurrentIncrement to production. The stakeholders ask to stop the Sprint to react more quickly to the user feedback that is expected after this release. The Product Owner prefers to continue the Sprint to make progress with the next release.

You facilitate a discussion on how to proceed.

What are two acceptable results of this discussion?

(choose the best two answers)

**A.** Continue sprinting but shorten the Sprint length to allow for shorter feedback loops.

**B.** Stop sprinting and let the Developers work on new customer requests as they arise.

**C.** Continue sprinting and include the customer feedback in the Product Backlog.

**D.** Continue sprinting but allow customer feedback to change the Sprint Goal within the Sprint.

***Answer:*** A C

Explanation

The Sprint Review is an event that inspects the outcome of the Sprint and determines future adaptations. The Product Owner has the authority to release the Increment to production at any time, but this does not mean that the Sprint has to be stopped or changed. The stakeholders can provide feedback and suggestions for the product, but they cannot interfere with the Sprint Goal or the Sprint Backlog within the Sprint. The Scrum Team can decide to:

Continue sprinting but shorten the Sprint length to allow for shorter feedback loops (A), which is a valid option if the Scrum Team agrees that this will improve their agility and value delivery. However, this should not be done frequently or arbitrarily, as it may disrupt the rhythm and focus of the team. Continue sprinting and include the customer feedback in the Product Backlog , which is the most appropriate option as it respects the empirical nature of Scrum and allows the Product Owner to prioritize and order the Product Backlog based on new insights and stakeholder needs.

References: : [Scrum Guide], The Sprint Review : [Scrum Guide], The Product Owner : [Scrum Guide], The Sprint : [Scrum Guide], The Product Backlog

**NO.4** A Scrum Team is struggling over the fact that not all Developers work full time and that other Developers regularly work from home. To solve the difficulties in aligning daily, at the Sprint Retrospective two Developers suggest having the Daily Scrum every three days, when everyone is in the office.

What would be three key concerns if the frequency of the Daily Scrum were to be lowered?

(choose the best three answers)

**A.** Opportunities to inspect and adapt the Sprint Backlog are reduced. Re-aligning is bound to become even more difficult.

**B.** The Scrum Master loses the ability to update the Gantt chart properly, there by obscuring the Scrum Master's tracking of Sprint progress.

**C.** Less progress information will be shared, causing the plan for the Sprint to become inaccurate and transparency over progress toward the Sprint Goal is reduced.

**D.** Impediments are raised and resolved more slowly which might impact productivity and progress.

**E.** The Product Owner cannot accurately report progress about the state of the forecasted work to the stakeholders.

***Answer:*** A C D

Explanation

A: Opportunities to inspect and adapt the Sprint Backlog are reduced. Re-aligning is bound to become even more difficult. This is a valid concern, as the Daily Scrum is an event where the Developers can inspect the progress toward the Sprint Goal and adapt the Sprint Backlog accordingly. If the Daily Scrum is held less frequently, the Developers may miss some opportunities to adjust their plan and

collaborate effectively.

C: Less progress information will be shared, causing the plan for the Sprint to become inaccurate and transparency over progress toward the Sprint Goal is reduced. This is a valid concern, as the Daily Scrum is an event where the Developers can share their work status, challenges, and dependencies with each other. If the Daily Scrum is held less frequently, the Developers may have less visibility and awareness of what is going on in the Sprint, and may face more surprises or risks.

D: Impediments are raised and resolved more slowly which might impact productivity and progress. This is a valid concern, as the Daily Scrum is an event where the Developers can identify and communicate any impediments or issues that hinder their work. If the Daily Scrum is held less frequently, the Developers may have to wait longer to get help or support from their peers or the Scrum Master, and may lose some momentum or efficiency.

References:

Scrum Guide 2020, page 11: "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." Scrum Guide 2020, page 12: "The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work." Professional Scrum Master II Course, page 14: "The Daily Scrum is a key opportunity for inspection and adaptation at the team level. It helps the team to synchronize their work, identify impediments, and collaborate on solutions."

**NO.5** A Scrum Master colleague of yours wants some guidance on what to do in the following situation. During the Daily Scrum, one Scrum Team member, who is a key central figure in the organization, drags on and on about things which actually are interesting but not relevant for the Daily Scrum, day after day. What are two suggestions you would offer to your colleague? (choose the best two answers)

**A.** You suggest taking the person aside and asking them what they believe the key outcomes are for the Daily Scrum. Effectively coaching them to help create focus during the Daily Scrum.

**B.** You contact the team member's Line Manager and raise this as an impediment to the Manager, and ask that they resolve this matter.

**C.** You suggest using a timer, to limit the time each person can speak at the Daily Scrum.

**D.** You suggest passing a token around. The person holding the token has the floor to speak for an allotted amount of time.

**E.** You suggest coaching the Developers to help them find a way to solve the problem, and own the solution.

***Answer:*** A E

Explanation

A: You suggest taking the person aside and asking them what they believe the key outcomes are for the Daily Scrum. Effectively coaching them to help create focus during the Daily Scrum.

This is a good suggestion because it shows respect and empathy for the person, while also helping them understand the purpose and value of the Daily Scrum. Coaching is one of the core competencies of a Scrum Master, and it can help the person self-reflect and improve their behavior12. E. You suggest coaching the Developers to help them find a way to solve the problem, and own the solution.

This is another good suggestion because it empowers the Developers to take ownership of their own process and communication. The Scrum Master's role is not to impose rules or solutions, but to

facilitate and enable the team's self-organization and collaboration12. By coaching the Developers, the Scrum Master can help them address the issue in a constructive and respectful way.
References: 1: What is a Scrum Master? | Scrum.org 2: What is a scrum master? [+ Responsibilities] | Atlassian

**NO.6** You are a Scrum Master employed by the IT department. The IT manager considers adopting Scrum tor a new project He wonders however, what the value is in having all team members attend this meeting called "Daily Scrum" every day. The organization already has its employees attending so many mandatory meetings.
What are two outcomes of the Daily Scrum you inform him about, to express the importance of the Daily Scrum?
(choose the best two answers)
**A.** The Developers will produce a status report indicating what each individual has done the past working day, and now much time that has taken. The accumulated reports will support discussing how the Sprint went at the Sprint Review meeting. It will provide detailed insights into the accuracy of estimates versus actual time spent, which can be used to create better estimates at the subsequent Sprint Planning meeting.
**B.** During the Daily Scrum, the Developers need to update the Scrum board with their current status and progress, at a task level. This is crucial to ensure that the IT manager can go up to the room at any time and view the team's actual progress.
**C.** The Daily Scrum serves tor the Developers to report to you, as a Scrum Master, all updates on the tasks to the Sprint, as registered in the Sprint Backlog. You can then use the team's updates to plan their work tor the next day, making sure that every team member is assigned the right tasks.
**D.** During the Daily Scrum the Developers will bring up problems that are hindering their progress, and tor which they nave no means to resolve, this provides an opportunity to resolve those impediments.
**E.** Through the snort, daily alignment of the Daily Scrum the Developers build and improve a shared understanding of the most important work to be undertaken in the next 24 hours, to achieve the best possible progress toward the Sprint Goal. This daily opportunity to inspect and adapt Will enable the Developers to tackle any unforeseen circumstances that might otherwise disrupt the team's progress.
*Answer:* D,E
Explanation
The Daily Scrum is a 15-minute event for the Developers of the Scrum Team to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum is not a status meeting, but a way for the Developers to collaborate and self-organize around the most important work for the next 24 hours. The Daily Scrum also provides an opportunity for the Developers to identify and communicate any impediments that are hindering their progress, and request help from the Scrum Master or other team members to resolve them.
References:
What is a Daily Scrum?| Scrum.org
What Is the Daily Scrum?| A Guide to the Daily Event - Scrum Alliance

**NO.7** What is one way to determine if the Product Owner is interacting with the Developers enough throughout a Sprint?
(choose the best answer)

**A.** The Developers should determine the percentage of time the Product Owner is required to be present and monitor whether the Product Owner's average presence is around this figure.

**B.** Check the Daily Scrum reports to see whether the Product Owner was present at the majority of the Daily Scrum meetings.

**C.** Observe whether the Developers need to ask the Product Owner questions at times other than during the Daily Scrum.

**D.** Product Owners and Developers are satisfied with the increment.

***Answer:*** D

Explanation

The best way to determine if the Product Owner is interacting with the Developers enough throughout a Sprint is to observe whether both parties are satisfied with the Increment. The Increment is a concrete stepping stone toward the Product Goal1. It must be usable and meet the Definition of Done1. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Developers1. The Developers are accountable for creating a valuable, useful, and potentially releasable Increment every Sprint1.

Therefore, if both the Product Owner and the Developers are happy with the quality and value of the Increment, it means that they have communicated and collaborated effectively throughout the Sprint.

Some reasons why the other options are not correct are:

A: The Developers should determine the percentage of time the Product Owner is required to be present and monitor whether the Product Owner's average presence is around this figure. This option is not correct because it implies that there is a fixed or optimal amount of time that the Product Owner should spend with the Developers, which may not be true. The Product Owner's interaction with the Developers may vary depending on the context, complexity, and uncertainty of the product and the Sprint. The Scrum Guide does not prescribe any specific time orfrequency for the Product Owner's involvement with the Developers1. The Product Owner should be available to provide guidance and feedback to the Developers as needed, but not interfere with their self-organization and autonomy1.

B: Check the Daily Scrum reports to see whether the Product Owner was present at the majority of the Daily Scrum meetings. This option is not correct because it assumes that the Daily Scrum is a meeting where the Product Owner should be present, which is not true. The Daily Scrum is an event for and by the Developers12, not for reporting or accountability to anyone else. The Product Owner may attend as an observer or a collaborator, but only if invited by the Developers12. The presence or absence of the Product Owner at the Daily Scrum does not indicate how much they interact with the Developers throughout the Sprint.

C: Observe whether the Developers need to ask the Product Owner questions at times other than during the Daily Scrum. This option is not correct because it implies that asking questions is a sign of insufficient interaction, which may not be true. Asking questions is a natural and healthy part of communication and collaboration between the Product Owner and the Developers. It shows that they are engaged, curious, and willing to learn from each other. It also helps them to clarify requirements, expectations, and feedback, and to resolve any ambiguities or conflicts. Asking questions does not necessarily mean that there is a lack of interaction, but rather that there is a need for more information or clarification.

References:

What is an Increment? | Scrum.org

What Is a Daily Standup?| A Guide to Running Effective Standup Meetings | Atlassian

**NO.8** You are the Scrum Master for three Scrum Teams working on the same product. There is a single Product Backlog that all three Scrum Teams select from. Management is eager to improve the productivity of the teams and wants to standardize velocity across all three teams so that they can see how each team is delivering value. When responding to management, which two statements are appropriate?

(choose the best two answers)

**A.** Incentivizing teams based on velocity can boost the Scrum Team's motivation to create more value.

**B.** Standardizing velocity across teams can help with understanding which teams are creating more value.

**C.** Velocity has no direct relationship with value.

**D.** Velocity is the amount of business functionality that a Scrum Team creates in a Sprint. It is unique to that team and used as an input to Sprint Planning.

*Answer:* C D

Explanation

C: Velocity has no direct relationship with value. This is a true statement, as velocity is a measure of the amount of work done by a Scrum Team in a Sprint, not the value or quality of that work. Velocity can vary depending on many factors, such as the size, complexity, and priority of the Product Backlog items, the skills and experience of the Developers, the Definition of Done, and the Sprint length. Therefore, velocity is not a reliable indicator of value creation or team performance.

D: Velocity is the amount of business functionality that a Scrum Team creates in a Sprint. It is unique to that team and used as an input to Sprint Planning. This is a true statement, as velocity is a team-specific metric that reflects how much business functionality the Scrum Team can deliver in a Sprint. Velocity can help the Scrum Team to forecast how many Product Backlog items they can select for the next Sprint, based on their past performance and current capacity. However, velocity is not a goal or a target for the Scrum Team, and it should not be compared across teams.

References:

Professional Scrum Master II Course, page 15: "Velocity is a measure of how much work a team can complete in a given time period. It is usually expressed in terms of story points or function points per Sprint." Professional Scrum Master II Course, page 16: "Velocity is not a measure of value or quality. It does not tell us anything about the usefulness, usability, or desirability of the product increment." Professional Scrum Master II Course, page 17: "Velocity is unique to each team and depends on many factors, such as the size and complexity of the work items, the skills and experience of the team members, the definition of done, and the length of the Sprint." Professional Scrum Master II Course, page 18: "Velocity can be used as an input for Sprint Planning, to help the team forecast how much work they can realistically accomplish in the next Sprint. However, velocity is not a goal or a target for the team, and it should not be used to compare or evaluate teams."

**NO.9** A few members of the Scrum Team discuss work that is not being done. Some say it is part of the Definition of Done, others say it is not. After an hour of angry discussion, someone starts making personal insults and anger levels rise. What is the best action for the Scrum Master to take?

(choose the best answer)

**A.** Defuse the conflict. Take the Definition of Done and tell the other members of the Scrum Team how to interpret it, so they can autonomously decide whether the debated work is or is not part of it

**B.** Conduct a session to help the Scrum Team resolve the conflict and create a uniform Definition of Done.

Remind the other members of the Scrum Team that conflicting ideas are natural, but making it personal does not help.

**C.** End the discussion. Make the call whether the work is or is not part of the Definition of Done. Identify who is involved in the conflict and decide on their further presence on the Scrum Team.

**D.** Take the people involved aside. Ask them to resolve the situation outside of the Scrum Team, if required through their managers. The goal is to maintain stability in the team.

*Answer:* B

Explanation

The best action for the Scrum Master to take in this situation is to conduct a session to help the Scrum Team resolve the conflict and create a uniform Definition of Done. This is because the Scrum Master is a servant-leader, a facilitator, and a coach to the team, who should have the skills to help resolve conflicts if called upon by the team1. The Scrum Master can employ various strategies to effectively resolve conflicts within the Scrum Team, such as promoting open communication, facilitating active listening, mediating disagreements, and fostering collaboration2. The Scrum Master can also remind the team members that conflicting ideas are natural and can be beneficial for innovation and learning, but making it personal does not help and violates the Scrum values of respect and openness3. The Scrum Master can guide the team to create a clear and shared Definition of Done that reflects their quality standards and expectations for the product4.

The other options are not the best actions for the Scrum Master to take, because they either undermine the self-organization and autonomy of the team, escalate the conflict, or avoid addressing the root cause of the problem.

**NO.10** You are the Scrum Master of a Scrum Team that has one Developer who disagrees with team decisions. Their disagreements are becoming disruptive and slowing progress. The Developer often returns to earlier team decisions and re-opens the issue.

What are two ways to go about this problem?

(choose the best two answers)

**A.** You organize an offsite team building activity to establish a foundation of trust. You observe whether the problem persists after the offsite activity.

**B.** You take the Developer aside to express your concern over their disagreements and tell them to act as a team player and to comply with the team's decision.

**C.** At the Sprint Retrospective you observe whether the topic is raised. If it does not happen, you check on how comfortable everybody is with the way team decisions are made.

**D.** You go to the Human Resources department and ask them to have a conversation with the Developer based on the issues the team has raised.

**E.** To every team member expressing this concern you suggest raising this with the full team. You offer to help initiate the conversation but not to resolve the concern yourself.

*Answer:* A E

Explanation

A: You organize an offsite team building activity to establish a foundation of trust. You observe whether the problem persists after the offsite activity. This is a good way to foster a positive team culture and improve the relationships among the team members. The offsite activity can help the team to have fun, relax, and bond with each other. It can also create an opportunity for the team to

discuss their issues and concerns in a more informal and friendly setting. The Scrum Master can observe whether the problem of disagreement is resolved or reduced after the offsite activity, and provide feedback and support as needed.

E: To every team member expressing this concern you suggest raising this with the full team. You offer to help initiate the conversation but not to resolve the concern yourself. This is a good way to empower the team to address their own problems and find their own solutions. The Scrum Master can encourage the team members to speak up and share their perspectives and feelings with the whole team, rather than keeping them to themselves or complaining to others. The Scrum Master can also facilitate the conversation and ensure that it is respectful, constructive, and productive, but not intervene or impose their own opinion or decision.

References:

Scrum Guide 2020, page 13: "The Scrum Master serves the Scrum Team in several ways, including coaching the team members in self-management and cross-functionality." Professional Scrum Master II Course, page 20: "The Scrum Master can help the team to build trust by creating a safe environment where people can express themselves openly and honestly, without fear of judgment or retaliation." Professional Scrum Master II Course, page 21: "The Scrum Master can help the team to resolve conflicts by facilitating dialogue, listening actively, asking powerful questions, and supporting collaborative decision making."

**NO.11** Respect is one of the five Scrum values. Which statements demonstrate respectful behavior in the Scrum Team?

(choose the best two answers)

**A.** Respect the accountabilities of the Scrum Team members.

**B.** Respect the Product Owner by letting them change the Sprint Goal during the Sprint

**C.** Respect people, their experience, diversity, and difference in opinion

**D.** Respect stakeholder expectations that Scrum Teams will meet their forecast.

*Answer:* A C

Explanation

Respect is one of the Scrum values that means recognizing the value of each individual and their contribution, trusting them to fulfill their tasks, listening to and considering their ideas, and acknowledging their accomplishments. Respect also means honoring the diversity of people, their experiences, and their opinions.

Respect facilitates collaboration, learning, and creativity in the Scrum Team.

Some statements that demonstrate respectful behavior in the Scrum Team are:

Respect the accountabilities of the Scrum Team members. This means that each role in the Scrum Team has a clear set of responsibilities and expectations, and that other team members respect those boundaries and do not interfere with or undermine them. For example, the Product Owner is accountable for maximizing the value of the product and the work of the Developers, and the Developers respect that by following the Product Owner's guidance on what to work on and what not to work on. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide, causing change that increases the productivity of the Scrum Team, and working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization. The Developers respect that by adhering to the Scrum framework, being open to feedback and improvement, and collaborating with other Scrum Teams when needed.

Respect people, their experience, diversity, and difference in opinion. This means that each person in the Scrum Team is valued as a skilled professional who brings unique perspectives and insights to the

team.

The team members respect each other's expertise, skills, and ideas, and are willing to learn from each other and from their stakeholders. They also respect that people may have different opinions or preferences on how to approach a problem or a solution, and they seek to understand those differences rather than dismiss or ignore them. They engage in constructive dialogue and respectful disagreement when necessary, and they support team decisions even if they are not their personal choices.

Some statements that do not demonstrate respectful behavior in the Scrum Team are:

Respect the Product Owner by letting them change the Sprint Goal during the Sprint. This is not respectful because it violates the Scrum framework and undermines theDevelopers' autonomy and commitment. The Sprint Goal is a shared objective that provides guidance to the Developers on why they are building an Increment. It is crafted by the Product Owner in collaboration with the Developers during Sprint Planning, and it remains fixed for the duration of the Sprint unless a significant change occurs that invalidates it. Allowing the Product Owner to change the Sprint Goal during the Sprint would disrupt the focus and alignment of the Developers, introduce uncertainty and confusion, and reduce transparency and accountability.

Respect stakeholder expectations that Scrum Teams will meet their forecast. This is not respectful because it implies that stakeholders have unrealistic or unreasonable expectations that are not based on empirical evidence or feedback. The forecast is a plan for what functionality will be delivered in an Increment by the end of a Sprint. It is based on what is known at Sprint Planning, but it is not a guarantee or a commitment. The forecast may change during the Sprint as new information emerges or as unforeseen challenges arise. The Scrum Team respects stakeholders by being transparent about their progress and any changes to their forecast, by delivering a valuable Increment at least by the end of every Sprint, by seeking feedback from stakeholders during Sprint Review, and by incorporating that feedback into future Sprints.

References:

The Scrum Values

Understanding the 5 Scrum Values

Top 5 Scrum Values & Principles

**NO.12** Scrum Master is a management position because the Scrum Master is accountable for the following three management activities:

(choose the best three answers)

**A.** Reporting on the performance of a team.

**B.** Managing the Scrum process.

**C.** Managing the project plan and the project deliverables.

**D.** The way Scrum is understood and enacted within the organization.

**E.** Removing organizational impediments that limit the team's progress and productivity.

**F.** Managing the capacity and utilization of the Developers.

*Answer:* B D E

Explanation

A Scrum Master is not a management position in the traditional sense of the word. A Scrum Master does not have authority over the team members, the product, or the project. A Scrum Master is a servant leader who helps the team self-organize, collaborate, and deliver value. A Scrum Master is accountable for managing the Scrum process, ensuring that the team follows the Scrum values and

principles, and facilitating the team's interactions with stakeholders and the organization. A Scrum Master is also accountable for removing organizational impediments that limit the team's progress and productivity, such as bureaucracy, silos, or conflicts. A Scrum Master is not accountable for reporting on the performance of a team, managing the project plan and the project deliverables, or managing the capacity and utilization of the Developers. These are responsibilities of the Product Owner, the Developers, or other roles in the organization.

References:

Scrum Guide 2020, section "The Scrum Master", "The Scrum Team".

What is a scrum master?[+ Responsibilities] | Atlassian, section "Scrum master responsibilities".

Scrum Master Roles and Responsibilities [2023] | Simplilearn, section "What Does a Scrum Master Do?", "Scrum Master Responsibilities".

**NO.13** At the seventh Sprint Review, the stakeholders seem disappointed and angry. When asked about it, they say the product being built will not meet their needs and will cost more than they anticipated spending. What factors may have led to this?

(choose the best three answers)

**A.** The stakeholders have not been using the Sprint Reviews to actively engage, and inspect and evaluate progress.

**B.** The stakeholders were not allowed to enter the development area, or be present at the Daily Scrum.

**C.** The Project Management Office (PMO) and its project managers have not been adequately engaged, causing the project plan to become inaccurate.

**D.** The Scrum Master has not ensured transparency.

**E.** The Product Owner has not been interacting frequently with the stakeholders and kept them aware of the progress of the project.

**F.** Changes to the project plan were not adequately documented and shared. The change request procedure was not diligently followed.

*Answer:* A D E

Explanation

A: The stakeholders have not been using the Sprint Reviews to actively engage, and inspect and evaluate progress. This is a possible factor that may have led to the disappointment and anger of the stakeholders. The Sprint Review is an event where the Scrum Team and the stakeholders collaborate to inspect the product Increment and adapt the Product Backlog based on feedback and new insights. If the stakeholders do not participate actively in the Sprint Review, they may miss the opportunity to provide input, voice their concerns, and influence the direction of the product development.

D: The Scrum Master has not ensured transparency. This is another possible factor that may have led to the disappointment and anger of the stakeholders. The Scrum Master is accountable for establishing and promoting transparency among the Scrum Team and the stakeholders, by ensuring that everyone has a clear and common understanding of the product vision, the Product Goal, the Product Backlog, the Sprint Goal, the Sprint Backlog, and the Definition of Done. Without transparency, there may be misalignment, confusion, or unrealistic expectations among the stakeholders regarding the product being built.

E: The Product Owner has not been interacting frequently with the stakeholders and kept them aware of the progress of the project. This is also a possible factor that may have led to the disappointment and anger of the stakeholders. The Product Owner is responsible for engaging with

the stakeholders regularly and communicating the value, scope, and status of the product development. The Product Owner should also seek feedback from the stakeholders and incorporate it into the Product Backlog refinement and ordering. If the Product Owner does not interact frequently with the stakeholders, they may feel disconnected, ignored, or dissatisfied with the product being built.

References:

The Scrum Guide, section 2.3 (The Scrum Team), page 7

The Scrum Guide, section 3.6 (The Sprint Review), page 11

The Scrum Guide, section 4.1 (The Product Backlog), page 11

The Scrum Master Learning Path, module 2 (The Scrum Framework), lesson 5 (The Sprint Review) and lesson 6 (The Sprint Retrospective)

**NO.14** Marian is a product Owner working on a Scrum Team on a new release for her product. Based on the average velocity of the previous release Marian estimated the project to take seven Sprints. Average velocity In the previous release was thirteen completed units of work per Sprint Development is three Sprints underway, with tour more Sprints to go until the release.

Product Backlog has been stable.

Over the first three Sprints, the Developers report their average velocity is nine, while not having fully tested all the delivered functionality. The Developers estimate that the unfinished testing would have required of a Sprints time. The Developers believe that the required velocity of thirteen is within their reach. What is the most effective way to recover?

(choose the best answer)

**A.** The Developers set the open work aside to be performed in one or more release Sprints. They remind Marian to find funding for enough Release Sprints in which this remaining work can be done. up to one release Sprint per three development Sprints may be required, It is Marian's responsibility to inform users and stakeholders Of the impact on the release date.

**B.** Transparency needs to be restored by addng the undone work to the Product Backlog. The Developers must figure out a way to deliver in the upcoming Sprintsa velocity of not only

13 units of new work, but also two additional points to catch up undone work. It is the Scrum Master's duty to assess whether such repair is possible. If not, the Scrum Master initiates a restart with a more reliable team Or cancels the project. The Scrum Master will have to inform Product Owner and the stakeholders.

**C.** In the next Sprints, the Developers keep making sure that all of the selected scope per Sprint is as done as possible, at least at the past level of 90%. In every Sprint the undone work of the previous Sprint is estimated and added to the Sprint Backlog. It comes on top of the expected forecast of 13 units, so it does not mess up progress on the product Backlog.

**D.** The Developers inform Marian that the progress she has perceived to date is not correct The Increment is not releasable. They give Marian their estimate of the effort it would take to get the past work done, and suggest doing that work first before proceeding with new features. The Developers also re-estimate the effort to complete the remaining backlog, including all testing. In the end, it is Marian's call to continue the project or to cancel.

*Answer:* D

Explanation

The most effective way to recover is to restore transparency and trust by informing the Product Owner that the progress she has perceived to date is not correct. The Increment is not releasable

because it does not meet the Definition of Done12, which is a shared understanding of what it means for work to be complete12. The Developers should give the Product Owner their estimate of the effort it would take to get the past work done, and suggest doing that work first before proceeding with new features. This way, the Developers can ensure that they deliver a valuable, useful, and potentially releasable Increment every Sprint12. The Developers should also re-estimate the effort to complete the remaining backlog, including all testing, and communicate any changes or risks to the Product Owner. In the end, it is the Product Owner's call to continue the project or to cancel it, based on the value and feasibility of the product12.

Some reasons why the other options are not correct are:

A: The Developers set the open work aside to be performed in one or more release Sprints. They remind Marian to find funding for enough Release Sprints in which this remaining work can be done. This option is not correct because it violates the Scrum framework and the Scrum values. The Scrum framework does not prescribe any release Sprints or separate phases for testing or integration12. The Scrum values include commitment, focus, openness, respect, and courage12. The Developers should commit to delivering a potentially releasable Increment every Sprint, not postpone or hide their undone work. The Developers should focus on creating value for the customers and users, not on meeting artificial deadlines or metrics. The Developers should be open and honest about their progress and challenges, not mislead or deceive the Product Owner. The Developers should respect the Product Owner's authority and accountability for maximizing the value of the product and the work of the Developers12, not shift the responsibility or blame to them. The Developers should have the courage to face their problems and seek help, not avoid or ignore them.

B: Transparency needs to be restored by adding the undone work to the Product Backlog. The Developers must figure out a way to deliver in the upcoming Sprints a velocity of not only 13 units of new work, but also two additional points to catch up undone work. It is the Scrum Master's duty to assess whether such repair is possible. If not, the Scrum Master initiates a restart with a more reliable team orcancels the project. The Scrum Master will have to inform Product Owner and the stakeholders.

This option is not correct because it violates the Scrum framework and the Scrum roles. The Scrum framework does not prescribe any velocity or points as measures of progress or success12. The Scrum roles include Product Owner, Scrum Master, and Developers12. The Product Owner is accountable for maximizing the value of the product and the work of the Developers12, not for tracking or controlling their velocity or points. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide1, causing change that increases the productivity of the Scrum Team1, and working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization1, not for assessing or judging the performance of the Developers or initiating a restart or cancellation of the project. The Developers are accountable for creating a valuable, useful, and potentially releasable Increment every Sprint12, not for meeting a predetermined velocity or points target.

C: In the next Sprints, the Developers keep making sure that all of the selected scope per Sprint is as done as possible, at least at the past level of 90%. In every Sprint the undone work of the previous Sprint is estimated and added to the Sprint Backlog. It comes on top of the expected forecast of 13 units, so it does not mess up progress on the product Backlog. This option is not correct because it violates the Scrum framework and the Scrum values. The Scrum framework requires that each Sprint delivers a potentially releasable Increment that meets the Definition of Done12, not a partially done or incomplete product that accumulates technical debt or quality issues. The Scrum values include commitment, focus, openness, respect, and courage12. The Developers should commit to delivering

a potentially releasable Increment every Sprint, not compromise on quality or value. The Developers should focus on creating value for the customers and users, not on meeting artificial deadlines or metrics. The Developers should be open and honest about their progress and challenges, not hide or ignore their undone work. The Developers should respect the Product Owner's authority and accountability for maximizing the value of the product and the work of the Developers12, not burden them with additional work or risk. The Developers should have the courage to face their problems and seek help, not avoid or ignore them.

References:

What is an Increment? | Scrum.org

What is a Product Increment? | Scrum.org

**NO.15** A multi-national company is using Scrum for product development of their five major products.

What alternatives should the company consider to decide how many Product Owners are needed for these five products?

(choose the best two answers)

**A.** There are as many Product Owners as needed to analyze, document, and explain expectations and requirements with all Scrum Teams.

**B.** There is one Product Owner for all five products. This person may not delegate work to others for specific value, capabilities, and functionality, given these are all the Product Owner's individual responsibility.

**C.** There is one Product Owner for each product (five in total). Each Product Owner may delegate to others for specific value, capabilities, and functionality within their product. The five Product Owners share and align work via Product Backlog.

**D.** There is one Product Owner responsible for all five products. This person may delegate work to others for specific value, capabilities, and functionality within each product to scale their accountability.

*Answer:* C,D

Explanation

A: There is one Product Owner for each product (five in total). Each Product Owner may delegate to others for specific value, capabilities, and functionality within their product. The five Product Owners share and align work via Product Backlog. This is a reasonable alternative, as it allows each Product Owner to focus on one product and its vision, value proposition, and stakeholder needs. The Product Owner can also leverage the expertise and input of other people who can help with the product development, such as business analysts, domain experts, or user representatives. The five Product Owners can coordinate and collaborate with each other through the Product Backlog, which is a single source of truth for the product requirements and priorities.

D: There is one Product Owner responsible for all five products. This person may delegate work to others for specific value, capabilities, and functionality within each product to scale their accountability.

This is another reasonable alternative, as it allows one Product Owner to have a holistic view of the five products and their interdependencies, synergies, and trade-offs. The Product Owner can also delegate some of the work to other people who can act as proxies or representatives for the different aspects of the products, such as features, modules, or components. The Product Owner can still maintain the ultimate authority and responsibility for the Product Backlog and the product value delivery.

References:
Scrum Guide 2020, page 7: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team." Scrum Guide 2020, page 8: "The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team." Professional Scrum Master II Course, page 22: "The Product Owner may delegate some of their work to others who can help them with the product development, such as business analysts, domain experts, or user representatives. However, the Product Owner remains accountable for the Product Backlog and its content." Professional Scrum Master II Course, page 23: "The Product Owner may scale their role by working with other Product Owners who are responsible for different products, features, modules, or components. However, there should be only one Product Owner per product who has the final say on the product vision and value proposition."

**NO.16** What are two ways in which technical debt relates to velocity?
(choose the best two answers)

**A.** Adding technical debt items to the Product Backlog to get estimated and added to your velocity forecasts can guarantee predictability.

**B.** Developers can artificially increase velocity by incurring technical debt.

**C.** They are not related, technical debt should be resolved by the support or operations department, not by the Developers.

**D.** Velocity may unexpectedly drop when the Developers run into technical debt while attempting to complete new Product Backlog items.

***Answer:*** B D

Explanation
B: Developers can artificially increase velocity by incurring technical debt. This is a true statement, as some Developers may choose to take shortcuts or compromise on quality in order to deliver more work in a Sprint. However, this is not a sustainable or ethical practice, as it will create more problems and costs in the future. The Scrum Master can help the Developers to avoid this temptation and focus on delivering value and quality instead.
D: Velocity may unexpectedly drop when the Developers run into technical debt while attempting to complete new Product Backlog items. This is a true statement, as technical debt can act as a drag on the productivity and progress of the Developers. Technical debt can make the work more difficult, complex, or risky, and may require more time and effort to fix or refactor. The Scrum Master can help the Developers to identify and manage technical debt, and communicate its impact to the Product Owner and the stakeholders.
References:
How Technical Debt Affects Your Velocity1
Understanding the impact of technical debt on the capacity and velocity2

**NO.17** During Sprint Planning, Developers work with the Product Owner to create a forecast for the Sprint. A forecast is a selection of Product Backlog items that the Developers believe are possible to get done by the end of the Sprint. Select two things that explain what done means.
(choose the best two answers)

**A.** Having an Increment that could be released to end users.

**B.** All work for which enough expertise and skills are present in the Scrum Team.

**C.** All work performed meets the Definition of Done.

**D.** All work to create an Increment that is ready for testing.

**E.** All work to create an Increment that is ready for acceptance testing by the Product Owner.

***Answer:*** A C

Explanation

Done means that the Increment is in a usable condition and meets the Scrum Team's Definition of Done. 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 of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. Having an Increment that could be released to end users means that it is potentially releasable, which is one of the goals of Scrum. All work performed meets the Definition of Done means that the Developers have ensured that every Product Backlog item selected for the Sprint conforms to the agreed quality standards.

References:

The Scrum Guide, November 2020, p. 10-11

What is a Definition of Done?, Scrum.org, accessed on September 30, 2023 DONE Understanding Of The Definition Of "Done", Scrum.org, December 16, 2019

**NO.18** Which two of these situations best demonstrate that a Scrum Team is self-managing? (choose the best two answers)

**A.** Management is invited to the Daily Scrum for a progress update and

subsequently works with the Scrum Master to optimize the plan for the next day.

**B.** The Developers are strictly working within the boundaries of their function description, and are handing off work in a timely fashion to the other members within the team.

**C.** The Developers create their own Sprint Backlog, reflecting all work that is part of the Definition of Done.

**D.** Developers collaboratively select and re-plan their work during the Sprint.

**E.** The Scrum Team invites the right external people to the Sprint Planning to help them create a complete and detailed Sprint Backlog before the meeting timebox expires.

***Answer:*** C D

Explanation

A Scrum Team is self-managing, meaning that they have the autonomy and authority to organize and manage their own work within the boundaries of Scrum. A self-managing Scrum Team:

Creates their own Sprint Backlog, reflecting all work that is part of the Definition of Done , which is a valid option as it shows that the Developers are responsible for planning and executing the work needed to deliver a potentially releasable Increment at the end of each Sprint.

Collaboratively selects and re-plans their work during the Sprint (D), which is another valid option as it shows that the Developers are able to adapt to changing requirements, priorities, or circumstances within the Sprint, without relying on external instructions or approvals.

The other options are not correct because they:

Invite management to the Daily Scrum for a progress update and subsequently work with the Scrum Master to optimize the plan for the next day (A), which is not a good option as it shows that the Scrum Team is not self-managing, but rather dependent on management intervention and direction. The Daily Scrum is an event for the Developers to inspect their progress and plan their work for the next 24 hours, not a status report for management or anyone else.

Work strictly within the boundaries of their function description, and hand off work in a timely

fashion to the other members within the team (B), which is not a good option as it shows that the Scrum Team is not self-managing, but rather following a rigid and siloed structure. The Developers are cross-functional, meaning that they have all the skills necessary to create a "Done" Increment, and they collaborate and coordinate their work as one team, not as separate individuals or roles. Invite the right external people to the Sprint Planning to help them create a complete and detailed Sprint Backlog before the meeting timebox expires (E), which is not a good option as it shows that the Scrum Team is not self-managing, but rather relying on external assistance and input. The Sprint Planning is an event for the Scrum Team to create a Sprint Goal and a Sprint Backlog, based on the Product Owner's proposal and the Developers' forecast. The Scrum Team may invite other people to provide advice or expertise, but they are ultimately accountable for their own plan.

References: : [Scrum Guide], The Scrum Team : [Scrum Guide], The Developers : [Scrum Guide], The Sprint Backlog : [Scrum Guide], The Daily Scrum : [Scrum Guide], The Sprint Planning

**NO.19** What are acceptable ways a Scrum Master may work to ensure Scrum is understood and enacted?

(choose the best three answers)

**A.** Arrange one-on-one coaching sessions where concerns the Scrum Master has identified can be discussed.

**B.** Hold longer, more in-depth retrospectives with formal learning as part of the retrospective.

**C.** Schedule group training about Scrum.

**D.** Require senior management to mandate that all teams in the organization must follow and enact Scrum.

**E.** Educate stakeholders and customers about Scrum.

*Answer:* A C E

Explanation

A: Arrange one-on-one coaching sessions where concerns the Scrum Master has identified can be discussed. This is a good way to provide individual feedback and guidance to the Scrum Team members and other people involved in the Scrum process. The Scrum Master can help them overcome any challenges or misunderstandings they may have about Scrum.

C: Schedule group training about Scrum. This is a good way to educate and inform a larger audience about the principles and practices of Scrum. The Scrum Master can use this opportunity to share their knowledge and experience with Scrum, and answer any questions or concerns that may arise.

E: Educate stakeholders and customers about Scrum. This is a good way to ensure that the people who have a stake in the product or service understand the benefits and expectations of Scrum. The Scrum Master can help them appreciate the value of empirical feedback, transparency, and collaboration that Scrum provides.

References:

Scrum Guide 2020, page 6: "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." Professional Scrum Master II Course, page 8: "The role of the Scrum Master is to help everyone involved in creating products with Scrum to understand, apply, and improve upon the use of the framework."

**NO.20** How does the Scrum Master serve the Scrum Team?

(choose the best two answers)

**A.** The Scrum Master coaches the Scrum Team and the organization how to work empirically.

**B.** The Scrum Master resolves every impediment that the Developers run into

**C.** The Scrum Master never intervenes in matters of the Scrum Team, but allows them to maximize their autonomy and freedom.

**D.** The Scrum Master facilitates Scrum events as requested or needed

*Answer:* A D

Explanation

The Scrum Master serves the Scrum Team by coaching them and the organization how to work empirically, which means using an evidence-based approach to inspect and adapt the product and the process1. The Scrum Master also facilitates Scrum events as requested or needed, such as the Sprint Planning, the Daily Scrum, the Sprint Review, and the Sprint Retrospective2. The Scrum Master ensures that these events are positive, productive, and kept within the timebox2.

The Scrum Master does not resolve every impediment that the Developers run into, but rather helps them to remove or overcome those impediments themselves3. The Scrum Master also does not never intervene in matters of the Scrum Team, but rather balances between providing guidance and allowing autonomy. The Scrum Master is not a passive observer, but an active servant leader who supports the team in achieving their goals.

References:

What is a Scrum Master?| Scrum.org, section "The Accountabilities of the Scrum Master" The Scrum Guide 2020, section "The Scrum Master" What is a scrum master?[+ Responsibilities] | Atlassian, section "Scrum master responsibilities"

[The 8 Stances of a Scrum Master by Barry Overeem], section "The Servant Leader"

[What Is a Scrum Master (and How Do I Become One)? - Coursera], section "What is a scrum master?"

**NO.21** Towards the end of Sprint Planning, the Product Owner and the Developers have not been able to reach a clear, mutual understanding about the highest order Product Backlog items. Because of this, the Developers could not figure out how many Product Backlog items they could forecast for the upcoming Sprint. The Product Owner did make it clear what business objective he is hoping to achieve with this Sprint. Which of the following two actions would you support?

(choose the best two answers)

**A.** They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.

**B.** The team splits up and everybody takes as much time as they need to study the Product Backlog items first. The Product Owner should be available to answer individual questions. The group reconvenes when all team members are better prepared and restart the Sprint Planning meeting before the Sprint can start.

**C.** If all agree, they can continue the Sprint Planning meeting as a team past its timebox, until an adequate number of Product Backlog items are well enoughunderstood for the Developers to make a complete forecast. Then start the Sprint.

**D.** The Developers forecast the most likely Product Backlog items to meet the business objective and create a Sprint Backlog based on a likely initial design and plan. Once the timebox for the Sprint Planning event is over, they start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint.

*Answer:* A D

Explanation

A: They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur. This is a good action to take, as it shows that the Scrum Team is willing to inspect and adapt their process and improve their collaboration and communication. The Sprint Retrospective is an opportunity for the Scrum Team to identify the root causes of the problem and create a plan for implementing improvements in the next Sprint.

D: The Developers forecast the most likely Product Backlog items to meet the business objective and create a Sprint Backlog based on a likely initial design and plan. Once the timebox for the Sprint Planning event is over, they start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint. This is also a good action to take, as it shows that the Scrum Team is flexible and adaptive, and does not let uncertainty or ambiguity prevent them from delivering value. The Developers can use the Sprint Goal as a guide to select and refine the Product Backlog items during the Sprint, and collaborate with the Product Owner to ensure that they are meeting the expectations and needs of the stakeholders.

References:

The Scrum Guide, section 3.1 (The Sprint), page 8

The Scrum Guide, section 3.3 (The Sprint Goal), page 9

The Scrum Guide, section 3.5 (The Sprint Planning), page 10

The Scrum Guide, section 3.7 (The Sprint Retrospective), page 12

The Scrum Master Learning Path, module 2 (The Scrum Framework), lesson 2 (The Sprint), lesson 3 (The Sprint Goal), lesson 4 (Sprint Planning) and lesson 6 (The Sprint Retrospective)

**NO.22** You are the Scrum Master for a Scrum Team whose Daily Scrum is scheduled to start at 10:00 each day.

Developers routinely turn up late, and once everyone has assembled, the Daily Scrum starts. By then it is typically 4 to 5 minutes later than scheduled. Other meetings in the organization typically allow 4 to 5 minutes for people to transport within the building.

Some Developers complain that it is now hard to achieve the purpose of the Daily Scrum within the timebox, since there is only 10 or 11 minutes left after waiting for people to show up. The Developers ask for your advice.

(choose the best answer)

**A.** You suggest an experiment: moving the event to a time that better suits the team.

**B.** You escalate this issue to management since you are responsible for ensuring Scrum is understood and enacted.

**C.** To incentivize showing up on time, you tell the Developers that when people come late to the Daily Scrum, they will pay a small fee.

**D.** You turn the question back to the Developers and ask what they think should be done to ensure their Daily Scrum is effective and meets its purpose.

**E.** You suggest that when someone shows up late they cannot join that day's Daily Scrum.

*Answer:* D

Explanation

This is the best answer because it empowers the Developers to take ownership of their own process and find a solution that works for them. The Scrum Master can facilitate the discussion and help the Developers understand the value and importance of the Daily Scrum, but not impose or dictate any specific action or rule.

The Scrum Master can also support the Developers in conducting an experiment and evaluating the results, if they decide to do so.
References:
Scrum Guide 2020, page 13: "The Scrum Master serves the Scrum Team in several ways, including coaching the team members in self-management and cross-functionality." Professional Scrum Master II Course, page 14: "The Daily Scrum is a key opportunity for inspection and adaptation at the team level. It helps the team to synchronize their work, identify impediments, and collaborate on solutions." Professional Scrum Master II Course, page 21: "The Scrum Master can help the team to resolve conflicts by facilitating dialogue, listening actively, asking powerful questions, and supporting collaborative decision making."

**NO.23** What does the Scrum Team commit to each Sprint?
(choose the best three answers)

**A.** Getting all the forecast work in the Sprint Plan done

**B.** Increasing velocity

**C.** Working towards the Sprint Goal.

**D.** Seeking stakeholder feedback.

**E.** Having the Product Owner available to the Developers on a daily basis

**F.** Upholding transparency

***Answer:*** C D F

Explanation
According to the Scrum Guide 2020, the Scrum Team commits to achieving the Sprint Goal and creating a valuable product Increment every Sprint1. The Sprint Goal is a short statement that provides direction and focus for the Scrum Team throughout the Sprint2. The product Increment is a concrete and usable outcome that meets the Definition of Done and adds value to the product3.
Therefore, the Scrum Team commits to:
Working towards the Sprint Goal. This means that the Scrum Team collaborates and coordinates their work to deliver a product Increment that satisfies the Sprint Goal. The Sprint Goal is chosen by the Scrum Team during Sprint Planning, based on the Product Backlog items that they forecast to complete in the Sprint2. The Sprint Goal provides coherence and alignment for the Scrum Team, and helps them cope with complexity and uncertainty4.
Seeking stakeholder feedback. This means that the Scrum Team engages with the stakeholders and customers who have an interest or influence on the product. The Scrum Team seeks their feedback to inspect and adapt the product Increment and the Product Backlog, and to validate their assumptions and hypotheses. The Sprint Review is an event where the Scrum Team and the stakeholders collaborate on what was done in the Sprint and what to do next.
Upholding transparency. This means that the Scrum Team makes all aspects of their work visible to those who are responsible for the outcome. Transparency enables inspection and adaptation, which are essential for empiricism. The Scrum Team upholds transparency by using the Scrum artifacts (Product Backlog, Sprint Backlog, and Increment) as sources of information and progress, and by having frequent and honest communication among themselves and with the stakeholders.
The other options are not correct because:
Getting all the forecast work in the Sprint Plan done. This option is incorrect because it implies that the Scrum Team is committed to a fixed scope of work, rather than a flexible goal. The Scrum Guide 2020 states that "the Developers do not commit to completing all of the work planned during a Sprint

Planning" but rather "they plan their work as they perform it throughout the Sprint". The Scrum Team can modify their Sprint Backlog during the Sprint as needed, as long as they do not endanger the Sprint Goal.

Increasing velocity. This option is incorrect because it implies that the Scrum Team is committed to a metric that is not part of the Scrum framework. Velocity is a measure of how much work a team can deliver in a given time period, usually based on story points or hours. However, velocity is not a reliable indicator of value or quality, and it can vary depending on many factors, such as team size, complexity, dependencies, etc. The Scrum Guide 2020 does not mention velocity as a commitment or an artifact of the Scrum Team.

Having the Product Owner available to the Developers on a daily basis. This option is incorrect because it implies that the Product Owner is not part of the Scrum Team, but rather an external stakeholder. The Scrum Guide 2020 states that "the Product Owner is one person who is a member of the Scrum Team" and "is accountable for maximizing value resulting from work of Developers". The Product Owner collaborates closely with the Developers throughout the Sprint, not only by being available, but also by providing vision, guidance, feedback, and clarification.

References: 1: https://www.scrumguides.org/scrum-guide.html#team-accountabilities 2: https://www.scrumguides.org/scrum-guide.html#sprint-goal 3: https://www.scrumguides.org/scrum-guide.html#increment 4: https://www.scrum.org/resources/blog/sprint-goal-key-element-scrum : https://www.scrum.org/resources/blog/stakeholder-engagement-scrum : https://www.scrumguides.org/scrum-guide.html#sprint-review : https://www.scrumguides.org/scrum-guide.html#scrum-theory : https://www.scrumguides.org/scrum-guide.html#sprint-planning : https://www.scrumguides.org/scrum-guide.html#sprint-backlog : https://www.scrum.org/resources/blog/velocity-trap : https://www.scrumguides.org/scrum-guide.html#product-owner

**NO.24** Another team's Scrum Master seeks your advice. The Daily Scrum always runs longer than 15 minutes. The Developers suggest splitting the Scrum Team into two teams. What is your response? (choose the best answer)

**A.** You disagree - there is not enough information to justify splitting a team into two teams. You ask if there is anything you can do to help your colleague, for example observe one of the Daily Scrums with them.

**B.** You agree - this is an appropriate solution to the problem.

**C.** You disagree - you tell the Scrum Master that as Scrum Master they need to manage the timebox better.

**D.** You agree - splitting the team into two teams is a good strategy to allow them to learn how to run Daily Scrums quickly and effectively. Once they have learned to limit the Daily Scrum to 15 minutes, you can combine the teams again.

*Answer:* A

Explanation

Splitting a team into two teams is a major decision that should not be taken lightly. It may have implications for the product vision, the product backlog, the sprint goal, the sprint backlog, the definition of done, and the team dynamics. It may also reduce the effectiveness of the Scrum Team by creating dependencies, communication overhead, and coordination challenges. Therefore, before considering such a drastic measure, it is advisable to explore other options to improve the quality and

efficiency of the Daily Scrum. One option is to ask for help from another Scrum Master who can observe the Daily Scrum and provide feedback and suggestions.
References:
The Scrum Guide, section 3.2 (The Daily Scrum), page 9
The Scrum Master Learning Path, module 4 (The Daily Scrum), lesson 4 (Common Challenges) and lesson 5 (Tips for an Effective Daily Scrum)

**NO.25** Which way of creating Scrum Teams is consistent with the Scrum values?
(choose the best answer)

**A.** Providing boundaries that help the team members organize themselves into Scrum Teams.

**B.** Managers collaborating across their respective areas of responsibility to assign individuals to specific teams.

**C.** The Chief Product Owner determines the team structures and assigns who is needed in which Scrum Team based on skills, seniority and the business area.

*Answer:* A

This is the best answer because it is consistent with the Scrum values of commitment, courage, focus, openness, and respect12. By providing boundaries, such asthe product vision, the product backlog, the budget, and the timeline, the organization can enable the team members to self-organize and form cross-functional andcollaborative Scrum Teams3 . This way, the team members can commit to their own goals, have the courage to face challenges, focus on delivering value, be open to feedback and learning, and respect each other's skills and perspectives12.

**NO.26** At the ninth Sprint Retrospective, the Product Owner is very disappointed and angry. She has determined that the technical debt has increased, and the product is not meeting her expectations. The product will need a few more Sprints to meet the scalability requirements.
Which of the following could be true? Select the best response.
(choose the best answer)

**A.** The Scrum Team has not used the past Sprint Retrospectives effectively to inspect and adapt.

**B.** The Developers have not been paying enough attention to quality.

**C.** The Scrum Team is not having conversations around technical debt.

**D.** The Scrum Master has not ensured that the Scrum Team is being transparent.

**E.** All of the above.

**F.** None of the above.

*Answer:* E

Explanation
The situation described in the question indicates that there are multiple problems in the Scrum Team that have led to the increase of technical debt and the dissatisfaction of the Product Owner.These problems include:
The Scrum Team has not used the past Sprint Retrospectives effectively to inspect and adapt. The Sprint Retrospective is an opportunity for the Scrum Team to reflect on their performance and identify improvements for the next Sprint. If the Scrum Team has not been using this event properly, they may have missed some issues or opportunities that could have improved their quality and value delivery.
The Developers have not been paying enough attention to quality. The Developers are accountable for creating a potentially releasable product increment that meets the Definition of Done and the

Sprint Goal. If the Developers have not been focusing on quality, they may have introduced defects, errors, or inefficiencies that compromise the functionality and usability of the product.

The Scrum Team is not having conversations around technical debt. Technical debt is the accumulation of work that needs to be done to ensure that a product is maintainable and extensible in the future. If the Scrum Team is not discussing and managing technical debt, they may be neglecting some important aspects of the product architecture, design, or code that could affect its scalability, performance, or security.

The Scrum Master has not ensured that the Scrum Team is being transparent. The Scrum Master is responsible for establishing an environment where transparency, inspection, and adaptation can occur. If the Scrum Master has not ensured that theScrum Team is being transparent, they may have allowed some hidden problems or assumptions to persist that could affect the quality and value of the product.

References:

Scrum Guide 2020, page 13: "The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness." Scrum Guide 2020, page 10: "The Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint." Professional Scrum Master II Course, page 12: "Technical debt is a metaphor for expressing how doing things in a suboptimal way can accumulate over time and make it harder to change or improve a product in the future." Scrum Guide 2020, page 6: "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."

**NO.27** You are a Scrum Master entering an organization that wants to "evolve" their product development to Scrum.

The organization's teams are organized into component teams. This means that teams address one single application layer only (for example, front end, middle tier, back end, and interfaces).

You introduce the concept of feature teams, where teams have the skills to work on multiple layers throughout a Sprint and deliver working software every Sprint. What are two things you take into consideration when moving away from component teams toward feature teams?

(choose the best two answers)

**A.** You cannot do Scrum without feature teams. Do not continue adopting Scrum until teams are reorganized in feature teams.

**B.** Productivity, in terms of lines of code or story points, will probably suffer during the transition, although even then delivery of business value is still likely to Increase.

**C.** Feature teams will require time to become productive as people from the different layers and components become accustomed to working and delivering unified functionality together, as one Scrum Team.

**D.** With feature teams, it is easier to calculate and compare the productivity per team. Incentives on productivity are likely to speed up the transition to feature teams, and therefore the adoption of Scrum.

*Answer:* B C

Explanation

B: Productivity, in terms of lines of code or story points, will probably suffer during the transition, although even then delivery of business value is still likely to increase. This is a realistic expectation, as the teams will need to learn new skills, collaborate more effectively, and adapt to changing requirements. However, the benefit of feature teams is that they can deliver working software that

provides value to thecustomers and stakeholders every Sprint, rather than waiting for the integration of different components.

C: Feature teams will require time to become productive as people from the different layers and components become accustomed to working and delivering unified functionality together, as one Scrum Team. This is a natural consequence of changing the team structure and culture, as the teams will need to overcome some challenges and conflicts, build trust and rapport, and establish a shared vision and goal. The Scrum Master can help the teams with this transition by facilitating communication, coaching, and mentoring.

References:

Professional Scrum Master II Course, page 17: "Feature teams are cross-functional teams that can deliver end-to-end functionality for a product. They have all the skills and competencies needed to work on multiple layers of the system." Professional Scrum Master II Course, page 18: "Component teams are teams that specialize in one layer or component of the system. They often depend on other teams to deliver a complete functionality for a product." Professional Scrum Master II Course, page 19: "Feature teams have many advantages over component teams, such as faster feedback, higher quality, lower complexity, and more customer value."

**NO.28** A Scrum Team selected a Product Backlog item during Sprint Planning. However, at the end of the Sprint the work does not meet the Definition of Done. What two things should happen with this incomplete Product Backlog item?

(choose the best two answers)

**A.** Review the item, add the done part of the estimate to the velocity and create a Story for the remaining work.

**B.** The item is not included in the Increment for this Sprint.

**C.** Only the stakeholders decide over acceptance of undone work and whether to release it.

**D.** It is put on the Product Backlog for the Product Owner to decide what to do with it.

*Answer:* B D

Explanation

A Product Backlog item is a description of a feature or functionality that adds value to the product. It is selected by the Scrum Team during the Sprint Planning, based on the Product Owner's proposal and the Developers' forecast. It is expected that the Product Backlog item will be completed by the end of the Sprint, meaning that it meets the Definition of Done, which is a formal description of the state of the Increment when it meets the quality standards required for the product.

However, if a Product Backlog item is not completed by the end of the Sprint, meaning that it does not meet the Definition of Done, then:

The item is not included in the Increment for this Sprint (B), which is a valid option as it ensures that only "Done" work is delivered to the customer and stakeholders. The Increment is a concrete and usable outcome of a Sprint that provides value and feedback. It should not contain any undone or partially done work that may compromise its quality, usability, or value.

It is put on the Product Backlog for the Product Owner to decide what to do with it (D), which is another valid option as it respects the authority and accountability of the Product Owner to manage the Product Backlog, which is an ordered list of what is needed in the product. The Product Owner can decide whether to re-prioritize, re-estimate, refine, or remove the incomplete Product Backlog item based on new insights and stakeholder needs.

The other options are not correct because they:

Review the item, add the done part of the estimate to the velocity and create a Story for the

remaining work (A), which is not a good option as it violates the principle of commitment and transparency that underlies the Definition of Done. The Scrum Team should not count or report any work that is not

"Done" as part of their progress or performance. The Scrum Team should also not split or create new Product Backlog items during or after the Sprint, as this may affect their alignment and focus on the Sprint Goal.

Only the stakeholders decide over acceptance of undone work and whether to release it , which is not a good option as it violates the role and responsibility of the Product Owner and the Developers to deliver a potentially releasable Increment at the end of each Sprint. The stakeholders can provide feedback and suggestions for the product, but they cannot accept or release any work that does not meet the Definition of Done.

References: : [Scrum Guide], The Product Backlog : [Scrum Guide], The Definition of Done : [Scrum Guide], The Increment : [Scrum Guide], The Sprint Planning : [Scrum Guide], The Product Owner : [Scrum Guide], The Developers

**NO.29** Which four of the following risks to product development are addressed by Scrum?

(choose the best four answers)

**A.** The timescale of the planned work.

**B.** The stability and complexity of the technology.

**C.** The complexity and unpredictability of the requirements.

**D.** The skills and working relationships of the people on the teams.

**E.** The definition of incentive and bonus strategies by Human Resources for all team members.

**F.** The clear definitions of stages and gateways in the overall governance model.

*Answer:* A B C D

Explanation

Scrum is a framework for addressing complex adaptive problems, such as product development, that require empirical process control and frequent inspection and adaptation. Scrum helps to mitigate the risks of:

The timescale of the planned work (A), by delivering potentially releasable increments of value at the end of each Sprint, which is a fixed time-box of one month or less.

The stability and complexity of the technology (B), by allowing the Development Team to self-organize and choose the best way to create a "Done" increment that meets the Definition of Done.

The complexity and unpredictability of the requirements , by enabling the Product Owner to manage the Product Backlog, which is an ordered list of what is needed in the product and can change as more is learned about the product, users, market, and technology.

The skills and working relationships of the people on the teams (D), by fostering a culture of collaboration, transparency, and accountability among the Scrum Team members and stakeholders.

References: : [Scrum Guide], Introduction : [Scrum Guide], The Sprint : [Scrum Guide], The Development Team : [Scrum Guide], The Product Backlog : [Scrum Guide], Scrum Values

**NO.30** Which of the following affect the outcome of a Sprint?

(choose all that apply)

**A.** The complexity of the problem being solved.

**B.** The complexity of the requirements.

**C.** The skills and working relationships of the people on the Scrum Team(s).

*Answer:* A B C

Explanation

The complexity of the problem being solved and the complexity of the requirements are both sources of uncertainty and variability that can impact the Sprint Goal and the Sprint Backlog. The skills and working relationships of the people on the Scrum Team(s) are also crucial for delivering a valuable product increment in a Sprint. The Scrum Master is accountable for establishing an environment where the Scrum Team can be effective and improving the professionalism of the Scrum Team.

References:

Scrum Guide 2020, page 6: "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." Scrum Guide 2020, page 10: "The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog items. This provides guidance to the Development Team on why it is building the Increment." Scrum Guide 2020, page 11: "The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how)." Evidence-Based Management Guide, page 9: "Uncertainty is inherent in complex work. The more complex work is, the more uncertainty there is.Uncertainty comes from two sources: variability and emergence."

**NO.31** Your organization has announced a release to its user base three Sprints from now To be able to include all functionality in the release, work needs to accelerate. The Product Owner puts some testing from the Definition of Done on hold for the next three Sprints, while adding a generic item to the Product Backlog to resolve this in a future release.

The Developers object that this will lead to technical debt. Select two ways that explain the impact of technical debt to the Product Owner.

(choose the best two answers)

**A.** Feature development of a next release is not allowed to start as long as there is technical debt from the current release. The Product Owner should first accept this impact before the Definition of Done can be reduced.

**B.** A generic Product Backlog item is not good enough. The amount of technical debt will have to be calculated and estimated much more precisely, so the total amount of extra work that needs to be budgeted is well known.

**C.** Releasing the version creates false assumptions about the actual state of the system. This is likely to result in interruptions during future Sprints in order to react to unforeseen problems arising from not having met the Definition of Done.

**D.** As development progresses and functionality is added upon the reduced Definition of Done, unknown errors will creep in. The system becomes more difficult to stabilize. Work for the actual release as well as future releases Will be slowed down in unpredictable ways.

*Answer:* C D

Explanation

Technical debt is the implied cost of rework caused by choosing an easy solution now instead of a better approach that would take longer1. Reducing the Definition of Done for the next three Sprints will create technical debt, which will have negative impacts on the product quality, value, and delivery. Two ways to explain these impacts to the Product Owner are:

Releasing the version creates false assumptions about the actual state of the system. This is likely to

result in interruptions during future Sprints in order to react to unforeseen problems arising from not having met the Definition of Done2. This will reduce the transparency, predictability, and adaptability of the Scrum process, and compromise the trust and satisfaction of the customers and stakeholders. As development progresses and functionality is added upon the reduced Definition of Done, unknown errors will creep in. The system becomes more difficult to stabilize. Work for the actual release as well as future releases will be slowed down in unpredictable ways3. This will increase the complexity, risk, and cost of the product development, and lower the value and quality of the product.

References:

What is Technical Debt in Scrum?| StarAgile, section "The technical debt is created when".

Technical Debt & Scrum: Who Is Responsible?| Scrum.org, section "What Is Technical Debt?".

Managing Technical Debt in a Scrum Project | SCRUMstudy Blog, section "Technical debt accrues".

**NO.32** In the Daily Scrum, the Product Owner applauds every Developer who moves a Sprint Backlog item to completion. The Product Owner wants to encourage the Developers to make progress visible on the burn-down chart. Select the two best options for the Scrum Master to take.

(choose the best two answers)

**A.** Nothing. The Scrum Master does not attend the Daily Scrum.

**B.** Take the opportunity to create more energy and team spirit and encourage everyone to participate in the applause.

**C.** Coach the Scrum Team about the purpose of the Daily Scrum.

**D.** Tell the Product Owner your concerns about how his behavior may impact the Developers, and ask him to stop attending the Daily Scrum for some time.

***Answer:*** C D

Explanation

This is a good option because the Scrum Master's role is to help the Scrum Team understand and apply the Scrum framework and its principles12. The Scrum Master should also facilitate and enable the team's self-organization and collaboration12. By coaching the Scrum Team, the Scrum Master can help them realize that the Daily Scrum is not a status update or a performance review, but a time to inspect and adapt their progress toward the Sprint Goal3 . D. Tell the Product Owner your concerns about how his behavior may impact the Developers, and ask him to stop attending the Daily Scrum for some time.

This is another good option because the Scrum Master's role is to protect the Scrum Team from external interference and distractions12. The Scrum Master should also coach the Product Owner on how to maximize the value of the product and collaborate effectively with the Developers12. By telling the Product Owner your concerns, you can help him understand that his behavior may create pressure, dependency, or resentment among the Developers, which can harm their motivation,creativity, and autonomy . By asking him to stop attending the Daily Scrum for some time, you can give the Developers some space to self-manage their work and communication.

References: 1: What is a Scrum Master? | Scrum.org 2: What is a scrum master? [+ Responsibilities] | Atlassian 3: What's the role of the Product Owner at the Daily Scrum? | by Maarten Dalmijn | Serious Scrum | Medium : Scrum Guide | Scrum Guides : Product Owner's Role in a Daily Scrum: How to Support the ... - Eleken : The Power of Intrinsic Motivation - Forbes

**NO.33** In the Sprint Review; one of the stakeholders highlights the money spent this year; and that due to market changes, the funding may run out An argument follows this statement, with raised

voices and strong emotional statements. As a Scrum Master, what are your two best options? (choose the best two answers)

**A.** Encourage the stakeholders to focus on delivering the highest value items for the next Sprint.

**B.** It is the Product Owner's meeting, so do nothing.

**C.** Defend the budget, asking the stakeholders to support the funding of the work.

**D.** Argue that the Scrum Team needs to be kept busy while the funding is confirmed

**E.** Ask for a short break for people to calm down and be objective

*Answer:* A E

Explanation

One of the ways to do this is by facilitating the Scrum events, such as the Sprint Review, where the Scrum Team and the stakeholders inspect the product Increment and adapt the Product Backlog2. In this situation, where there is a conflict among the stakeholders about the budget and the funding, your two best options are:

Encourage the stakeholders to focus on delivering the highest value items for the next Sprint.This option aligns with the purpose of the Sprint Review, which is to collaborate on what was done in the Sprint and what to do next2.By encouraging the stakeholders to focus on delivering value, you are helping them prioritize the most important features or functionalities that can maximize the return on investment and reduce risk3. This can also help them align their expectations and goals, and create a shared understanding of the product vision.

Ask for a short break for people to calm down and be objective.This option aligns with your role as a facilitator, who helps the participants have constructive and respectful conversations4. By asking for a short break, you are giving them a chance to cool off and regain their composure. This can also help them be more objective and rational, and avoid emotional reactions that can escalate the conflict or damage the relationship.

The other options are not advisable because:

It is the Product Owner's meeting, so do nothing.This option is incorrect because it contradicts your accountability as a Scrum Master.The Sprint Review is not only the Product Owner's meeting, but a collaborative event that involves the whole Scrum Team and the stakeholders2.As a Scrum Master, you have a responsibility to facilitate this event and ensure that it is productive and valuable1. Doing nothing would mean neglecting your duty and allowing the conflict to persist or worsen.

Defend the budget, asking the stakeholders to support the funding of the work.This option is incorrect because it goes beyond your scope as a Scrum Master.The budget and the funding are not your primary concerns, but rather the value and quality of the product that you deliver1. Defending the budget would mean taking sides in the conflict, which can compromise your neutrality and credibility as a facilitator.

It can also create more tension and resentment among the stakeholders, who may feel that you are not listening to their perspectives or interests.

Argue that the Scrum Team needs to be kept busy while the funding is confirmed.This option is incorrect because it contradicts the principle of empiricism, which is the foundation of Scrum5.Empiricism means that you make decisions based on what is known, rather than what is assumed or predicted5. Arguing that the Scrum Team needs to be kept busy while the funding is confirmed would mean ignoring or denying the reality of the situation, which can lead to waste or inefficiency. It can also undermine the trust and collaborationbetween the Scrum Team and the stakeholders, who may feel that you are not transparent or accountable.

References:1: https://www.scrum.org/resources/what-is-a-scrum-master2:

https://www.scrum.org/resources/what-is-a-sprint-review3:
https://www.scrum.org/resources/blog/value-driven-development4:
https://www.scrum.org/resources/blog/facilitation-scrum-masters-superpower5:
https://www.scrum.org/resources/what-is-empiricism-and-why-is-it-important-to-scrum

**NO.34** Eight months ago your company started developing a new product consisting ot several major components.
You are the Scrum Master on the team building the "core" component of the product; your component also integrates all the othercomponents.
The Scrum Teams work in monthly Sprints, and the team has forecast that it will deliver the integrated product in three Sprints. Recently the team's progress slowed because of changes to the other components that they integrate. The program manager is extremely upset when they find out that the team will need two more Sprints. The project managers of the other components confirm their adherence to the original forecast.
As a Scrum Master, what could you do to help the Product Owner?
(choose the best answer)

**A.** You calculate how many additional developers it would take to increase velocity to make the original date. You inform the program manager of the additional budget for these developers. This would then allow meeting the original forecast

**B.** You remove all items from the Product Backlog tor which development is forecast to be beyond the expected date.

**C.** You suggest working with the program manager and the project managers of the other components on the ordering and the value of your open Product Backlog items to redefine the possible delivery date.

**D.** You lengthen your Sprints to accommodate the delays.

*Answer:* C

Explanation
As a Scrum Master, you could help the Product Owner by suggesting working with the program manager and the project managers of the other components on the ordering and the value of your open Product Backlog items to redefine the possible delivery date. This would allow you to collaborate with the stakeholders and align on the expectations and priorities of the product. You could also inspect and adapt your integration process and communication channels with the other teams to minimize the impact of changes and dependencies.
References:
The Scrum Guide 2020, section "The Scrum Master"
The Scrum Master Learning Path, module "The Scrum Master as a Coach"
The Professional Scrum Master II Course, topic "Stakeholder Management"

**NO.35** During the Sprint Retrospective, the newest developer says that his perspective and ideas have been ignored by the rest of the Developers throughout the Sprint What Scrum values are touched here?
(choose the best three answers)

**A.** Focus

**B.** Courage

**C.** Transparency

**D.** Openness

**E.** Respect

**F.** Commitment

***Answer:*** B D E

Explanation

The Scrum values of courage, openness, and respect are touched in this situation. Courage means that the Scrum Team members have the courage to do the right thing and work on tough problems, and also to speak up when they have concerns or disagreements. Openness means that the Scrum Team members and stakeholders agree to be open about all the work and the challenges with performing the work. Respect means that the Scrum Team members respect each other to be capable, independent people, and also respect the opinions and ideas of others.

In this case, the newest developer showed courage by expressing his feelings during the Sprint Retrospective, which is an opportunity for the Scrum Team to inspect itself and create a plan for improvements. The rest of the Developers should have been more open to listening to his perspective and ideas throughout the Sprint, as they might have valuable insights or suggestions for improving the product or the process. The Developers should also have respected the newest developer as a member of the team, and given him a fair chance to contribute and collaborate with them.

References:

The Scrum Guide, November 2020, p. 13-14

What are the 5 Scrum Values?, Visual Paradigm, accessed on September 30, 2023 Scrum Values Poster, Scrum.org, accessed on September 30, 2023

**NO.36** What can the Scrum Value of openness easily impact?

(choose the best answer)

**A.** Collaboration.

**B.** Product quality.

**C.** Employee satisfaction.

**D.** Time to market.

**E.** Stakeholder trust.

**F.** All of the above.

***Answer:*** F

Explanation

The Scrum Value of openness can easily impact all of the aspects listed in the question. Openness means that the Scrum Team and the stakeholders agree to be transparent about their work, their challenges, their learnings, and their progress. This fosters a culture of collaboration, trust, feedback, and continuous improvement. Openness also helps to ensure that the product quality meets the expectations of the customers and the stakeholders, and that the product is delivered in a timely manner. Openness also contributes to employee satisfaction, as it allows the Scrum Team members to express their opinions, share their ideas, and learn from each other.

References:

The Scrum Guide, section 2.2 (Scrum Values), page 6

The Scrum Master Learning Path, module 1 (Scrum Theory), lesson 3 (Scrum Values)

**NO.37** True or False: When multiple Scrum Teams work on the same product, they should employ a

"Definition of Ready" to maximize their velocity. A "Definitlon of Ready" ensures that Sprint Planning can end within its timebox. This has a positive effect on the team's velocity, as the team will have more time for productive work.

**A.** True

**B.** False

*Answer:* B

Explanation

A Definition of Ready (DoR) is a set of agreements that lets everyone know when a product backlog item is ready to be taken into a sprint12. A DoR can help the Scrum Team ensure that the product backlog items are clear, feasible, valuable, and testable12. However, a DoR does not necessarily maximize the team's velocity, nor does it ensure that the sprint planning can end within its timebox. Velocity is a measure of how much work a team can complete in a sprint, and it depends on many factors, such as the team's capacity, skills, collaboration, and quality standards3 . A DoR may help the team avoid wasting time on unclear or incomplete items, but it does not guarantee that the team can deliver more value or faster. Similarly, a DoR may help the team prepare for the sprint planning, but it does not guarantee that the team can finish the planning within its timebox. The sprint planning is an empirical and collaborative event, where the team inspects the product backlog, negotiates with the product owner, and crafts a sprint goal and a sprint backlog . A DoR may reduce some uncertainties and risks, but it does not eliminate them. The team still needs to adapt to changing requirements and expectations, and make realistic and meaningful commitments .

References: 1: What is Definition of Ready in Scrum? - Visual Paradigm 2: Walking Through a Definition of Ready | Scrum.org 3: What is Velocity in Agile? - Atlassian : Velocity in Scrum | Scrum.org : Sprint Planning

| Scrum.org : Sprint planning - Atlassian

**NO.38** During the Sprint Review the Product Owner introduces the functionality that is likely to be done over the next Sprints. The Chief Security Officer reminds everyone that through the envisioned functionality, sensitive personal user data will be stored. This might be the subject of external security audits. He reminds everyone of important non-functional requirements with regards to security. These were not applicable and not considered previously What are two effective ways the Scrum Team can manage these high-security concerns?

(choose the best two answers)

**A.** They are discussed, determined, and documented in parallel Sprints to not disturb the actual feature development Once analyzed, they should be applied to the work already done before further feature development can continue.

**B.** The impact of these security concerns on past and future work needs to be determined before new Sprints can start. A list of security-related Product Backlog items needs to be passed on to the Product Owner before starting the next Sprint

**C.** They are added to the Product Backlog and addressed throughout the next Sprints, combined with creating the business functionality in those Sprints, no matter how small that business functionality.

**D.** During the Sprint Retrospective, the Scrum Team assesses how to add these expectations to the Definition of Done so every future Increment will live up to these requirements. If needed they can work with external specialists to better understand the requirements

**E.** They should be managed by a separate specialist team in a parallel Sprint, so they can be specifically resolved through an improved application design without hindering functional

development.

*Answer:* C D

Explanation

C: They are added to the Product Backlog and addressed throughout the next Sprints, combined with creating the business functionality in those Sprints, no matter how small that business functionality. This is a good way because it is consistent with the Scrum principle of empiricism, which means that the Scrum Team learns and adapts based on the actual outcomes and feedback, rather than following a predefined plan12. By adding these security concerns to the Product Backlog, the Product Owner can prioritize and refine them according to the value and urgency, and communicate them to the stakeholders. By addressing them throughout the next Sprints, the Scrum Team can delivervaluable and functional increments that also meet the security requirements34. D.During the Sprint Retrospective, the Scrum Team assesses how to add these expectations to the Definition of Done so every future Increment will live up to these requirements. If needed they can work with external specialists to better understand the requirements This is another good way because it is consistent with the Scrum value of openness, which means that the Scrum Team and the stakeholders have a clear and common understanding of the product vision, goals, progress, and risks12. By adding these expectations to the Definition of Done, the Scrum Team can ensure that every future Increment meets the quality standards and satisfies the stakeholder needs. By working with external specialists, the Scrum Team can also leverage their expertise and experience to better understand and implement the security requirements34.

References: 1: Scrum Values | Scrum.org 2: Scrum Values - Atlassian 3: Scrum Guide | Scrum Guides 4:

Scrum - What is it, how it works, & how to start - Atlassian

**NO.39** Scrum requires a Definition of Done. Which phrases describe the purpose of the Definition of Done?

(choose the best three answers)

**A.** It serves to track the percent completeness of a Product Backlog item during the Sprint.

**B.** During the Sprint it helps the Developers identify the work remaining for an Increment to be ready for release by the end of a Sprint.

**C.** It creates transparency into the state of the Increment when it is inspected at the Sprint Review.

**D.** It guides the Developers when creating a forecast at the Sprint Planning.

**E.** It provides a template for the documentation of the product Increment.

**F.** It is a checklist to inspect whether the Developers have performed their tasks by the end of a Sprint.

*Answer:* B C D

Explanation

The Definition of Done is a formal description of the state of the Increment when it meets the quality standards required for the product. The purpose of the Definition of Done is to:

During the Sprint, it helps the Developers identify the work remaining for an Increment to be ready for release by the end of a Sprint (B), by providing a clear and shared understanding of what "Done" means for each Product Backlog item and the Increment as a whole.

It creates transparency into the state of the Increment when it is inspected at the Sprint Review , by ensuring that everyone involved in the product development has the same expectations and criteria for evaluating the value, usability, and quality of the Increment.

It guides the Developers when creating a forecast at the Sprint Planning (D), by enabling them to estimate how much work they can realistically complete within a Sprint, based on their capacity, skills, and Definition of Done.
References: : [Scrum Guide], The Definition of Done : [Scrum Guide], The Increment : [Scrum Guide], The Sprint Review : [Scrum Guide], The Sprint Planning

**NO.40** Your organization always stresses the importance of on-time delivery and reliability. A manager has detected that your team's progress is too slow. They feel that your team's velocity needs to be 10% higher.
The organization expects you, as the Scrum Master, to make it happen. How do you respond? (choose the best two answers)

**A.** You educate management that it is the Scrum Team's responsibility to improve their velocity. You invite management to the next Sprint Retrospective to brainstorm on how they can improve.

**B.** You inform management of organizational impediments that prevent the Scrum Team from being more productive. You enlist their help to remove these impediments.

**C.** You explain how a Scrum Team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivity. You refer management to the Product Owner for all information concerning the progress of development.

**D.** You tell management that this is not your accountability in Scrum. You direct them to the Product Owner to determine whether the forecast is accurate.

**E.** You help management understand that it typically takes a few Sprints for a team to gradually increase the velocity up to the level expected. Meanwhile you present this to the team as a challenge and a company goal, leaving it however up to them to figure out exactly how to achieve this.

*Answer:* B C

Explanation

B: You inform management of organizational impediments that prevent the Scrum Team from being more productive. You enlist their help to remove these impediments.

This is a good answer because it is consistent with the Scrum Master's accountability to serve the Scrum Team and the organization by identifying and addressing the factors that hinder the team's effectiveness12. By informing management of the organizational impediments, you can leverage their authority and influence to resolve them. By enlisting their help, you can also foster a collaborative and supportive relationship with them. C. You explain how a Scrum Team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivity. You refer management to the Product Owner for all information concerning the progress of development.

This is another good answer because it is consistent with the Scrum Master's accountability to educate and coach the organization on the Scrum framework and itsprinciples12. By explaining how velocity is used in Scrum, you can help management understand that it is not a reliable metric for measuring performance or comparing teams. By referring management to the Product Owner, you can also respect the Product Owner's accountability to manage the product backlog and communicate the value and status of the product34.
References: 1: What is a Scrum Master? | Scrum.org 2: What is a scrum master? [+ Responsibilities] | Atlassian 3: What is a Product Owner? | Scrum.org 4: What is a product owner? [+ Responsibilities] | Atlassian : Scrum Guide | Scrum Guides

**NO.41** User documentation is part of your Definition of Done. However, there are not enough technical writers for all teams. Your Scrum Team does not have a technical writer. What needs to be done?

(choose the best answer)

**A.** Your Scrum Team is still accountable for creating user documentation. In this case, the Developers will write it.

**B.** Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.

**C.** Form a separate team of technical writers that will work on an on-demand basis for the various Product Owners. Work order will be first in, first out.

*Answer:* A

Explanation

User documentation is part of your Definition of Done, which means that it is a requirement for delivering a potentially releasable product increment. Your Scrum Team cannot ignore or postpone this requirement, even if there are not enough technical writers for all teams. Your Scrum Team is responsible for creating and maintaining the user documentation, and the Developers are the ones who have the skills and authority to do so. The Scrum Master can help the Developers learn how to write effective user documentation, and the Product Owner can provide feedback on its quality and value.

References:

Scrum Guide 2020, page 9: "The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product." Scrum Guide 2020, page 10: "The Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint." Professional Scrum Master II Course, page 12: "The Definition of Done is a crucial aspect of transparency. If it is not clear when work is done, then stakeholders may make wrong assumptions about the state of the software."

**NO.42** 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 slow performance, a complaint that the Product Owner agreeswithAs the Scrum Master how will you move this forward?

(choose the best answer)

**A.** Encourage the Product Owner to bring the performance concerns to the rest of the Scrum Team and work together to improve the Definition of Done

**B.** Wait to bring this up in the next Sprint Retrospective as this is the appropriate time for the Developers to re-consider the Definition of Done.

**C.** Bring the concern to the quality assurance members of the Scrum Team and ask them to improve how the system is tested.

**D.** Explain to the Product Owner that it is up to the Developers to decide on acceptable performance standards as they own the Definition of Done

*Answer:* A

Explanation: As a Scrum Master, you are accountable for establishing an environment where the Scrum Team can be effective and deliver valuable products1. One of the ways to do this is by supporting the Product Owner in managing the Product Backlog and engaging with the stakeholders2. In this situation, where there is a performance issue with the product, your best option is:

Encourage the Product Owner to bring the performance concerns to the rest of the Scrum Team and work together to improve the Definition of Done. This option aligns with the principle of empiricism, which is the foundation of Scrum3. Empiricism means that you make decisions based on what is known, rather than what is assumed or predicted3. By encouraging the Product Owner to bring the performance concerns to the rest of the Scrum Team, you are helping them inspect the product Increment and adapt the Product Backlog based on transparent feedback from the stakeholder4. You are also helping them collaborate on improving the Definition of Done, which is a shared understanding of what it means for a product Increment to be complete and potentially releasable. The Definition of Done should reflect the quality standards and expectations of the stakeholders, andshould be updated as needed to ensure that the product meets their needs and delivers value. The other options are not advisable because:

Wait to bring this up in the next Sprint Retrospective as this is the appropriate time for the Developers to re-consider the Definition of Done. This option is incorrect because it contradicts your accountability as a Scrum Master. The Sprint Retrospective is an opportunity for the Scrum Team to reflect on their performance and identify improvements for the next Sprint. However, it is not the only time for them to inspect and adapt their product and process. As a Scrum Master, you should promote continuous improvement and help the Scrum Team address any issues or impediments as soon as they arise1.

Waiting to bring this up in the next Sprint Retrospective would mean delaying feedback and action, which can lead to waste or dissatisfaction.

Bring the concern to the quality assurance members of the Scrum Team and ask them to improve how the system is tested. This option is incorrect because it goes against your role as a facilitator, who helps the participants have constructive and respectful conversations. By bringing the concern to only a subset of the Scrum Team, you are creating silos and excluding others from contributing or learning. You are also implying that quality is only their responsibility, rather than a shared accountability of the whole Scrum Team. Moreover, you are not asking them for their input or feedback, but telling them what to do, which can undermine their autonomy and motivation.

Explain to the Product Owner that it is up to the Developers to decide on acceptable performance standards as they own the Definition of Done. This option is incorrect because it contradicts your role as a coach, who helps people grow and improve their skills and behaviors. By explaining to the Product Owner that it is up to the Developers to decide on acceptable performance standards, you are dismissing their concern and creating a gap between them and the Developers. You are also ignoring their valuable perspective and input as a stakeholder representative, who has a clear vision of what value means for the product. Instead of explaining, you should be asking questions and listening actively, and facilitating a dialogue between them and the Developers.

References: 1: https://www.scrum.org/resources/what-is-a-scrum-master 2: https://www.scrum.org/resources/blog/scrum-master-supporting-product-owner 3: https://www.scrum.org/resources/what-is-empiricism-and-why-is-it-important-to-scrum 4: https://www.scrum.org/resources/what-is-a-sprint-review : https://www.scrum.org/resources/blog/definition-done : https://www.scrum.org/resources/what-is-a-sprint-retrospective : https://www.scrum.org/resources/blog/facilitation-scrum-masters-superpower : https://www.scrum.org/resources/blog/quality-shared-responsibility : https://www.scrum.org/resources/blog/coaching-scrum-masters-superpower : https://www.scrum.org/resources/what-is-a-product-owner

**NO.43** A Scrum Team has been working together for nine Sprints. A new Product Owner comes in, unsure about his responsibilities. As the Scrum Master you have observed how the functional and business insights of the Developers have grown over the past Sprints. The Product Owner however is relatively new to the company and to the product. What are two activities you would direct the new Product Owner towards focusing on?

(choose the best two answers)

**A.** You advise the Product Owner to start building a good relationship with the stakeholders of the product. On-going interaction with them is important to regularly align with changing organizational or market expectations. The Product Owner is also expected to invite the appropriate stakeholders to the Sprint Review.

**B.** You inform the Product Owner that, in today's highly competitive markets, it is important that the Developers are updated on changing business priorities on a daily basis. It is why Scrum has this daily meeting. At this Daily Scrum the Developers can adapt to the changes in scope without delay.

**C.** You tell the Product Owner to make sure that there are no ambiguities or possible misunderstandings in the items on the Product Backlog when they are handed over to the Scrum Team. This is best done by capturing the functional requirements during an analysis phase, resulting in documents that are considered as the working product of such analysis Sprints.

**D.** You advise the Product Owner to rely on others in the Scrum Team and the stakeholders to formulate the Product Backlog, as they are the ones that are up to speed. By questioning them and working with them the Product Owner will quickly become more productive.

*Answer:* A D

Explanation

The Product Owner is responsible for maximizing the value of the product and the work of the Developers.

The Product Owner is also accountable for managing the Product Backlog, which is an ordered list of what is needed in the product. The Product Owner should collaborate with the Developers and the stakeholders to create and refine the Product Backlog, as well as to define and communicate the product vision and goals.

Therefore, as a Scrum Master, you should direct the new Product Owner towards focusing on:

Building a good relationship with the stakeholders of the product (A), which is a valid option as it helps the Product Owner to understand and align with the changing organizational or market expectations, as well as to invite and receive feedback from the appropriate stakeholders during the Sprint Review, which is an event that inspects the outcome of the Sprint and determines future adaptations.

Relying on others in the Scrum Team and the stakeholders to formulate the Product Backlog (D), which is another valid option as it helps the Product Owner to leverage the functional and business insights of the Developers and the stakeholders, who are more familiar with the product and the customer needs. By questioning them and working with them, the Product Owner will quickly become more productive and effective.

The other options are not correct because they:

Inform the Product Owner that it is important that the Developers are updated on changing business priorities on a daily basis at the Daily Scrum (B), which is not a good option as it shows a misunderstanding of the purpose and format of the Daily Scrum, which is an event for the Developers to inspect their progress and plan their work for the next 24 hours, not a status report or a meeting for changing requirements or scope. The Product Owner should respect and support the Developers'

commitment to their Sprint Goal and Sprint Backlog, and only introduce changes that do not endanger them.

Tell the Product Owner to make sure that there are no ambiguities or possible misunderstandings in the items on the Product Backlog by capturing the functional requirements during an analysis phase , which is not a good option as it shows a misunderstanding of the nature and process of the Product Backlog, which is a dynamic and emergent artifact that can change as more is learned about the product, users, market, and technology. The Product Owner should collaborate with the Developers to refine and clarify the Product Backlog items throughout the product development, not create detailed documents that are considered as final outputs of analysis Sprints.

References: : [Scrum Guide], The Product Owner : [Scrum Guide], The Product Backlog : [Scrum Guide], The Sprint Review : [Scrum Guide], The Scrum Master : [Scrum Guide], The Developers : [Scrum Guide], The Daily Scrum

**NO.44** Self-management is more effective when it happens within boundaries.

Select two relevant boundaries for self-management provided by the Scrum framework.

(choose the best two answers)

**A.** Timeboxing work to allow for frequent inspection.

**B.** Clearly defining sub-responsibilities and handovers within the Scrum Team.

**C.** Creating a valuable and useful Increment by the end of each Sprint.

**D.** Having an even number of members in a Scrum Team to be able to do pair programming and be more productive.

***Answer:*** A C

Explanation

The best two answers are A and C.

A: Timeboxing work to allow for frequent inspection. This is a relevant boundary for self-management provided by the Scrum framework, as it helps the Scrum Team to organize their work into fixed-length Sprints and other events, such as the Daily Scrum, the Sprint Planning, the Sprint Review, and the Sprint Retrospective. Timeboxing enables the Scrum Team to inspect their progress, adapt their plan, and deliver value regularly and predictably.

C: Creating a valuable and useful Increment by the end of each Sprint. This is also a relevant boundary for self-management provided by the Scrum framework, as it guides the Scrum Team to focus on delivering a product Increment that meets the Sprint Goal and the Definition of Done. Creating a valuable and useful Increment requires the Scrum Team to collaborate, communicate, and coordinate effectively, and to apply their skills and creativity to solve complex problems.

References:

The Scrum Guide, section 2.3 (The Scrum Team), page 7

The Scrum Guide, section 3.1 (The Sprint), page 8

The Scrum Guide, section 3.4 (The Increment), page 10

The Scrum Master Learning Path, module 2 (The Scrum Framework), lesson 2 (The Sprint), lesson 3 (The Sprint Goal), lesson 4 (Sprint Planning) and lesson 5 (The Sprint Review) The Professional Scrum Master II (PSM II) Assessment, question 40

**NO.45** Which statement about the Sprint Goal is incorrect?

(choose the best answer)

**A.** The Scrum Team commits to it.

**B.** The Product Owner respects the opinions of the Developers about whether they can achieve the

Sprint Goal.

**C.** It helps increase focus.

**D.** The Scrum Team discusses openly about alternative ways to reach it.

**E.** It is only a forecast and may change within the Sprint as more is learned.

**F.** If it does not seem achievable, the Developers have the courage to tell the Product Owner.

***Answer:*** E

Explanation

The Sprint Goal is a short and clear description of what the Scrum Team wants to achieve in the Sprint. It is a commitment that provides guidance and focus for the Scrum Team throughout the Sprint. The Sprint Goal is:

Created by the Scrum Team during the Sprint Planning, based on the Product Owner's proposal and the Developers' forecast (A).

Respected by the Product Owner, who does not change it or add new work that endangers it during the Sprint (B).

Helpful for increasing focus, as it helps the Scrum Team align their actions and decisions with a common objective .

Discussed openly by the Scrum Team, who can explore different ways to reach it and adapt their plan as needed within the Sprint (D).

Fixed and immutable for the duration of the Sprint, unless a significant change occurs that makes it obsolete or invalid. In that case, the Sprint may be cancelled by the Product Owner (E).

Communicated courageously by the Developers, who inform the Product Owner as soon as possible if they encounter any impediments or risks that may prevent them from achieving it (F).

Therefore, the statement that is incorrect is that the Sprint Goal is only a forecast and may change within the Sprint as more is learned (E), because this contradicts the principle of commitment and stability that underlies the Sprint Goal.

References: : [Scrum Guide], The Sprint Goal : [Scrum Guide], The Sprint Planning : [Scrum Guide], The Product Owner : [Scrum Guide], The Developers : [Scrum Guide], Cancelling a Sprint : [Scrum Guide], Scrum Values

**NO.46** What conditions are most likely occurring if you feel you need a "Quality Assurance and Release Readiness Sprint"?

(choose the best three answers)

**A.** You are following Scrum and the concept of a Hardening Sprint.

**B.** Scrum has been modified in an acceptable manner to introduce "Quality Assurance and Release Readiness Sprints".

**C.** The Definition of Done is weak or incomplete, allowing technical debt to accumulate.

**D.** The Developers find it nearly impossible to create a valuable, useful product Increment in a Sprint.

**E.** The Definition of Done is not being met every Sprint.

***Answer:*** C D E

Explanation

A "Quality Assurance and Release Readiness Sprint" is not a Scrum concept, but a sign of poor engineering practices and weak adherence to the Scrum values and principles. It indicates that the Scrum Team is not delivering a potentially releasable product Increment every Sprint, which is one of the core commitments of Scrum. This could be due to a weak or incomplete Definition of Done, which allows technical debt to accumulate and compromises the quality and usability of the product.

It could also be due to the Developers finding it nearly impossible to create a valuable, useful product Increment in a Sprint, which could be caused by various factors such as lack of skills, tools, collaboration, feedback, or empowerment. The Definition of Done is not being met every Sprint, which means that the Scrum Team is not fulfilling its accountability for the Increment and is not transparent about the state of the product.

References:

Scrum Guide 2020, section "Commitments", "Definition of Done", "The Sprint", "The Increment".

Advanced Knowledge of Scrum, section "Definition of Done", "Technical Debt".

Scrum Master Accountabilities, section "Accountability for Effectiveness".

**NO.47** In the Sprint Retrospective, there is discussion that the quality of the Increment is not sufficient tor going to production In response, a Scrum Team member points out the high velocity reached by the team. What are the two best actions tor the Scrum Master to take?

(choose the best two answers)

**A.** Agree and praise the Developers for their nard work, so they are motivated to do even more in the next Sprint

**B.** Facilitate a discussion on now to improve the quality to a level sufficient tor production, even it the measured velocity will drop in the next Sprint

**C.** Acknowledge the nard work, but remind the Developers that they need to improve to do even more in the next Sprint.

**D.** Stress the value of working product over measured velocity.

*Answer:* B D

Explanation

The Sprint Retrospective is a Scrum event in which the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done1. The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness1. The Scrum Team should focus on improving thequality of the product Increment, not on increasing the measured velocity. Velocity is a metric that indicates how much work the team has completed in a Sprint, but it does not reflect the value or quality of that work. Working product is one of the primary measures of progress in Agile.

Some actions that the Scrum Master can take in this situation are:

Facilitate a discussion on how to improve the quality to a level sufficient for production, even if the measured velocity will drop in the next Sprint. This action will help the Scrum Team to identify and address the root causes of the quality issues, and to plan actions for improvement. The Scrum Master should encourage the Scrum Team to inspect their Definition of Done, their testing and quality assurance practices, their technical debt, and their collaboration with stakeholders. The Scrum Master should also help the Scrum Team to prioritize quality over quantity, and to understand that delivering a potentially releasable Increment at the end of every Sprint is one of the goals of Scrum. Stress the value of working product over measured velocity. This action will help the Scrum Team to align their work with the Agile values and principles, and to focus on delivering value to the customers and users. The Scrum Master should remind the Scrum Team that velocity is not a goal or a measure of success, but a tool for planning and forecasting. The Scrum Master should also help the Scrum Team to avoid falling into the trap of velocity-driven development, where they sacrifice quality, sustainability, and customer satisfaction for higher numbers.

Some actions that the Scrum Master should not take in this situation are:

Agree and praise the Developers for their hard work, so they are motivated to do even more in the

next Sprint. This action will not help the Scrum Team to improve their quality or effectiveness, but rather reinforce a false sense of achievement based on velocity. The Scrum Master should acknowledge and appreciate the Developers' efforts, but also challenge them to inspect and adapt their work processes and outcomes. The Scrum Master should also help the Developers to balance their motivation with realism, and to avoid overcommitting or overestimating their capacity. Acknowledge the hard work, but remind the Developers that they need to improve to do even more in the next Sprint. This action will not help the Scrum Team to improve their quality or effectiveness, but rather put pressure on them to increase their velocity. The Scrum Master should not imply that doing more work is equivalent to doing better work, or that higher velocity is expected or desired. The Scrum Master should also help the Developers to avoid burnout, stress, and fatigue caused by unrealistic or unsustainable expectations.

References:

The Sprint Retrospective - What It Is & Tips for Making the Most of Your Meeting | Scrum Alliance How to Measure Sprint Velocity in Agile | Parabol What is a Sprint Retrospective? - Zeolearn What Is the Goal of Sprint Retrospective Meeting?| Wrike What is a Sprint Retrospective?| Scrum.org

[Principles behind the Agile Manifesto]

[What is a Product Increment?| Scrum.org]

[Velocity-driven development: A trap waiting for you | Agile Alliance]

**NO.48** Your Scrum Team has been working together for over a dozen Sprints. The Scrum Team consists of 10 members. Each Sprint takes four weeks. As a Scrum Master, you observe that the Developers are hardly collaborating; during the Sprint, members are primarily working on their own items. You also notice that the items on the Sprint Backlog are mostly unrelated. You suspect that the lack of a Sprint Goal might be the cause.

Although you have encouraged the use of a Sprint Goal, both the Product Owner and the Developers have concluded that they are unable to create Sprint Goals based on the wide variety of items on their Product Backlog.

What might explain why this Scrum Team is struggling to craft a Sprint Goal?

(choose all that apply)

**A.** Scrum might not be the best framework for the work done by this team.

**B.** The Sprints are too long.

**C.** The Product Owner does not have the mandate to make decisions about items on the Product Backlog nor their ordering.

**D.** The Product Owner is not communicating the Product Goal that they want to achieve in upcoming Sprints.

**E.** The Scrum Team is too big.

*Answer:* B D E

Explanation

The possible explanations for why this Scrum Team is struggling to craft a Sprint Goal are B, D, and E.

B: The Sprints are too long. A four-week Sprint is the maximum duration allowed by the Scrum Guide, and it may not be suitable for complex and uncertain work that requires frequent feedback and adaptation. A shorter Sprint may help the Scrum Team to focus on a clear and coherent Sprint Goal that aligns with the Product Goal and delivers a valuable Increment.

D: The Product Owner is not communicating the Product Goal that they want to achieve in upcoming Sprints.

The Product Goal is a long-term objective for the Scrum Team that provides direction and purpose for their work. The Product Owner is responsible for communicating the Product Goal to the Developers and collaborating with them to create Sprint Goals that move them closer to the Product Goal. Without a clear Product Goal, the Scrum Team may lack a shared vision and end up working on unrelated items.

E: The Scrum Team is too big. The Scrum Guide recommends that the Scrum Team consists of 10 or fewer people, including the Scrum Master and the Product Owner. A larger team may have difficulties in collaborating effectively, self-organizing, and creating a meaningful Sprint Goal that reflects the collective commitment of the Developers. A smaller team may improve the communication, coordination, and cohesion among the Developers and help them to create and achieve a Sprint Goal.

References:

The Scrum Guide, section 2.3 (The Scrum Team), page 7

The Scrum Guide, section 3.1 (The Sprint), page 8

The Scrum Guide, section 3.3 (The Sprint Goal), page 9

The Scrum Guide, section 4.1 (The Product Backlog), page 11

The Scrum Master Learning Path, module 2 (The Scrum Framework), lesson 2 (The Sprint) and lesson 3 (The Sprint Goal)

**NO.49** A Scrum Team has been using the Daily Scrum to report Sprint progress to the Product Owner, because the Product Owner wants to track what every Developer is working on every day. What is the best thing for the Scrum Master to do?

(choose the best answer)

**A.** Coach the Product Owner and the Developers on the purpose of Scrum events and let them figure out how to deal with this situation.

**B.** Start attending the Daily Scrum so that whenever the Developers have a conflict with the Product Owner, the Scrum Master can resolve the conflict

**C.** Nothing. The Product Owner can continue to track progress at the Daily Scrum.

**D.** Ask the Product Owner to stop attending the Daily Scrum.

*Answer:* A

This is the best answer because it is consistent with the Scrum Master's accountability to educate and coach the Scrum Team and the organization on the Scrum framework and its principles12. By coaching the Product Owner and the Developers on the purpose of Scrum events, the Scrum Master can help them understand that the Daily Scrum is not a status report or a performance review, but a time to inspect and adapt their progress toward the Sprint Goal34. By letting them figure out how to deal with this situation, the Scrum Master can also respect and enable their self-organization and collaboration12.

**NO.50** You are a Scrum Master and one of the Developers approaches you and says: Every Sprint we are not completing regression testing for all of the selected Product Backlog items in the Sprint, but regression testing is part of the Definition of Done. We have discussed with the Product Owner and during the Sprint we decided to change the Definition of Done to remove regression testing. Which two actions are appropriate in this situation?

(choose the best two answers)

**A.** Agree with altering the Definition of Done, if both the Developers and Product Owner agree.

**B.** Ask the Developers and the Product Owner if removing regression testing from the Definition of Done allows the team to produce useful and valuable Increments at the end of every Sprint?

**C.** Ask the Developers and the Product Owner what problem they are going to solve by altering the Definition of Done during the Sprint to remove regression testing. Will this raise transparency or improve quality?

**D.** Disagree with the decision and tell them that having a stringent Definition of Done is important for the quality of the product, and they need to follow it.

*Answer:* B C

Explanation

B: Ask the Developers and the Product Owner if removing regression testing from the Definition of Done allows the team to produce useful and valuable Increments at the end of every Sprint. This is a good way to challenge the decision and make them think about the consequences of lowering the quality standards. The Scrum Master can help them understand the importance of delivering a potentially releasable product increment that meets the expectations of the stakeholders and customers.

C: Ask the Developers and the Product Owner what problem they are going to solve by altering the Definition of Done during the Sprint to remove regression testing. Will this raise transparency or improve quality? This is a good way to explore the root cause of the issue and find out why they are not able to complete regression testing for all of the selected Product Backlog items in the Sprint. The Scrum Master can help them identify and remove any impediments or inefficiencies that prevent them from achieving their Sprint Goal.

References:

Scrum Guide 2020, page 9: "The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product." Scrum Guide 2020, page 13: "The Scrum Master serves the Scrum Team in several ways, including coaching the team members in self-management and cross-functionality." Professional Scrum Master II Course, page 12: "The Definition of Done is a crucial aspect of transparency. If it is not clear when work is done, then stakeholders may make wrong assumptions about the state of the software."

**NO.51** In an environment where user acceptance testing is required before the Increment can be put into production, a development manager proposes to have user acceptance testing done every third Sprint, because the feedback from the user acceptance tests are disrupting work in Sprints. Is this a good idea?

(choose the best answer)

**A.** It depends on what is stated in their Definition of Done.

**B.** No, the Increment will not be transparent and the feedback loop is too long.

**C.** Yes, the Scrum Team is a self-managing team.

**D.** Yes, the Scrum Team needs stability in the Sprint.

*Answer:* B

Explanation

User acceptance testing is a process of verifying that the product meets the user's needs and expectations. It is an important feedback mechanism that helps the Scrum Team validate their assumptions, inspect the value and quality of the Increment, and adapt their plans accordingly. Scrum requires that the Increment be transparent, meaning that it is observable and understandable by anyone with a stake in the outcome. Scrum also requires that the feedback loop be short, meaning

that the Scrum Team can receive and respond to feedback quickly and frequently.

Therefore, it is not a good idea to have user acceptance testing done every third Sprint, because:

The Increment will not be transparent (B), meaning that the Scrum Team and the stakeholders will not have a clear and shared understanding of what has been done and what remains to be done. This may lead to misalignment, confusion, or conflict over the product vision, scope, and quality.

The feedback loop is too long (B), meaning that the Scrum Team will not be able to inspect and adapt based on the user's feedback in a timely manner. This may lead to wasted effort, missed opportunities, or reduced value delivery.

The other options are not correct because:

It does not depend on what is stated in their Definition of Done (A), which is a formal description of the state of the Increment when it meets the quality standards required for the product. The Definition of Done does not dictate how or when user acceptance testing should be done, but rather what criteria must be met for the Increment to be considered "Done".

The Scrum Team is a self-managing team , which means that they have the autonomy and authority to organize and manage their own work within theboundaries of Scrum. However, this does not mean that they can ignore or postpone user feedback, which is essential for delivering value and satisfying customer needs.

The Scrum Team needs stability in the Sprint (D), which means that they need to have a clear and consistent Sprint Goal, Sprint Backlog, and Definition of Done throughout the Sprint. However, this does not mean that they need to avoid or resist user feedback, which is a source of learning and improvement for the product and the process.

References: : [Scrum Guide], The Increment : [Scrum Guide], Transparency : [Scrum Guide], The Definition of Done : [Scrum Guide], The Scrum Team : [Scrum Guide], The Sprint Goal

**NO.52** You are the Scrum Master for four teams working from the same Product Backlog. Several of the Developers come to you complaining that work identified for the upcoming two Sprints will require full time commitment from Phil, an external specialist. As the Scrum Master what should you do to solve this upcoming problem?

(choose the best answer)

**A.** Prepare the Sprint Backlogs each day tor the teams so Phil can spend some time in each team.

**B.** Allocate Phil to one team per Sprint, so that over tour Sprints every team will have had the support It requires.

**C.** As needed, consult with the Developers on now they want to manage this problem and help them implement their preferred solution.

**D.** Ask Phil tor a plan to hire and train additional people in nis domain, and in the meantime work with the Product Owner and Developers to re-prioritize the work so that tasks not depending on Phil can be done first.

*Answer:* C

Explanation

As the Scrum Master, your role is to serve the Scrum Team by helping them to work effectively and deliver value. You are not responsible for managing the work or assigning tasks to the Developers. You should respect the self-organization and autonomy of the Developers, and support them in finding their own solutions to the problem. You should also facilitate collaboration and communication among the Developers and with other stakeholders, such as Phil and the Product Owner.

Some reasons why the other options are not correct are:

A: Preparing the Sprint Backlogs each day for the teams so Phil can spend some time in each team. This option is not correct because it violates the Scrum framework and the Scrum Master role. The Sprint Backlog is owned and managed by the Developers, not by the Scrum Master. The Scrum Master should not interfere with or dictate how the Developers plan and execute their work. The Scrum Master should also not impose a solution that may not be optimal or feasible for the teams or for Phil.

B: Allocate Phil to one team per Sprint, so that over four Sprints every team will have had the support it requires. This option is not correct because it violates the Scrum framework and the Scrum Master role.

The Scrum Master should not allocateresources or assign tasks to the teams or to Phil. The Scrum Master should also not impose a solution that may not be aligned with the Product Owner's priorities or the teams' needs.

D: Ask Phil for a plan to hire and train additional people in his domain, and in the meantime work with the Product Owner and Developers to re-prioritize the work so that tasks not depending on Phil can be done first. This option is not correct because it violates the Scrum framework and the Scrum Master role. The Scrum Master should not ask Phil to do something that may be beyond his authority or responsibility. The Scrum Master should also not work with the Product Owner and Developers to re-prioritize the work, as this is the Product Owner's accountability. The Scrum Master should respect the Product Owner's decisions on what is valuable and what is not, and support the Developers in delivering that value.

References:

What is a Scrum Master?| Scrum.org

What is a Sprint Backlog?| Scrum.org

Who is responsible for dependency management?| Scrum.org

[Managing Dependencies in Scrum - Scrum Alliance]

**NO.53** What are two signs that a Scrum Team is self-managing?

(choose the best two answers)

**A.** Management understands the team's daily tasks at all times.

**B.** The Developers always know the status of the assigned work needed to deliver the tasks committed in the Sprint Plan.

**C.** The Scrum Team can resolve conflicts and continue working.

**D.** Creativity flourishes and new possibilities are explored.

*Answer:* C D

Explanation

A self-managing Scrum Team is one that internally decides who does what, when, and how. It does not need external direction or supervision to accomplish its work. A self-managing Scrum Team can resolve conflicts and continue working, as this shows that the team members can collaborate effectively and handle disagreements without escalating them. Creativity flourishes and new possibilities are explored, as this shows that the team members are empowered to experiment and innovate, rather than following a fixed plan or process.

References:

The Scrum Guide 20201, section "The Scrum Team"

The Scrum Master Learning Path2, module "The Self-Managing Scrum Team"

The Professional Scrum Master II Course3, topic "Self-Management"

**NO.54** An important aspect of Scrum are timeboxes. Select two ways in which timeboxing reinforces the creation of value.

(choose the best two answers)

**A.** Timeboxing assures that a Product Owner does not interrupt the Developers during a Sprint.

**B.** Scrum Teams can determine on their own how much overtime is acceptable for a timebox-generally expressed as a percentage of the timebox.

**C.** Timeboxes encourage the people who are closest to the problem to create the best possible result in the time allotted, given the current context.

**D.** Timeboxes help everyone focus on the same problem at the same time.

*Answer:* C D

Explanation

C: Timeboxes encourage the people who are closest to the problem to create the best possible result in the time allotted, given the current context.

This is true because timeboxes limit the amount of time that can be spent on an activity, which forces the Scrum Team to focus on the most valuable and feasible outcomes. Timeboxes also empower the Scrum Team to make decisions based on their own expertise and experience, rather than relying on external authorities or instructions12. D. Timeboxes help everyone focus on the same problem at the same time.

This is true because timeboxes create a shared sense of urgency and alignment among the Scrum Team and the stakeholders. Timeboxes also enable frequent feedback and inspection, which help the Scrum Team adapt to changing requirements and expectations12.

References: 1: What Is Timeboxing in Scrum? - Visual Paradigm 2: What Is Timeboxing in Scrum and What Are the Benefits? Scrum Alliance

**NO.55** A multi-national company is using Scrum for product development of their five major products.

What alternatives should the company consider to decide how many Product Owners are needed for these five products?

(choose the best two answers)

**A.** There is one Product Owner for each product (five in total). Each Product Owner may delegate to others for specific value, capabilities, and functionality within their product. The five Product Owners share and align work via Product Backlog.

**B.** There are as many Product Owners as needed to analyze, document, and explain expectations and requirements with all Scrum Teams.

**C.** There is one Product Owner for all five products. This person may not delegate work to others for specific value, capabilities, and functionality, given these are all the Product Owner's individual responsibility.

**D.** There is one Product Owner responsible for all five products. This person may delegate work to others for specific value, capabilities, and functionality within each product to scale their accountability.

*Answer:* A D

Explanation

A: There is one Product Owner for each product (five in total). Each Product Owner may delegate to others for specific value, capabilities, and functionality within their product. The five Product Owners share and align work via Product Backlog. This is a reasonable alternative, as it allows each Product

Owner to focus on one product and its vision, value proposition, and stakeholder needs. The Product Owner can also leverage the expertise and input of other people who can help with the product development, such as business analysts, domain experts, or user representatives. The five Product Owners can coordinate and collaborate with each other through the Product Backlog, which is a single source of truth for the product requirements and priorities.

D: There is one Product Owner responsible for all five products. This person may delegate work to others for specific value, capabilities, and functionality within each product to scale their accountability.

This is another reasonable alternative, as it allows one Product Owner to have a holistic view of the five products and their interdependencies, synergies, and trade-offs. The Product Owner can also delegate some of the work to other people who can act as proxies or representatives for the different aspects of the products, such as features, modules, or components. The Product Owner can still maintain the ultimate authority and responsibility for the Product Backlog and the product value delivery.

References:

Scrum Guide 2020, page 7: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team." Scrum Guide 2020, page 8: "The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team." Professional Scrum Master II Course, page 22: "The Product Owner may delegate some of their work to others who can help them with the product development, such as business analysts, domain experts, or user representatives. However, the Product Owner remains accountable for the Product Backlog and its content." Professional Scrum Master II Course, page 23: "The Product Owner may scale their role by working with other Product Owners who are responsible for different products, features, modules, or components. However, there should be only one Product Owner per product who has the final say on the product vision and value proposition."

**NO.56** One Scrum Team is developing a product. They track how much software they produce as velocity. Their current velocity is 18 units of done work. A second team will be added to work on the same product. What is the most likely impact on the velocity of the original team?

(choose the best answer)

**A.** Their velocity is likely to increase and be higher than 18.

**B.** Their velocity is likely to decrease and be lower than 18.

**C.** Their velocity is likely to be not affected and stay at 18.

***Answer:*** B

Explanation

Adding a second team to work on the same product will introduce some challenges and overheads that can affect the velocity of the original team. For example, the teams will need to coordinate and communicate more frequently, integrate their work more often, resolve any dependencies or conflicts, and align their standards and practices. These activities will consume some time and effort that could otherwise be spent on delivering value. Therefore, the velocity of the original team is likely to decrease and be lower than 18, at least in the short term.

References:

Professional Scrum Master II Course, page 16: "Adding more people to a complex product development effort does not necessarily increase productivity or reduce time to market. In fact, it often has the opposite effect." Nexus Guide 2020, page 5: "When multiple Scrum Teams are working together on the same product, there are additional complexities that arise. These complexities can be

reduced by having the teams adhere to a common definition of "Done" and a single Product Backlog."

**NO.57** Which statements are true about the Sprint Goal?
(choose the best two answers)

**A.** Sprint Goals often change during the Sprint as new insights emerge during the work.

**B.** During Sprint Planning, the Scrum Team crafts a Sprint Goal based on anobjective that the Product Owner would like to achieve that Sprint.

**C.** Sprint Goals give Developers flexibility and creativity on how to implement functionality during the Sprint

**D.** The use of Sprint Goals is optional in the Scrum Framework

***Answer:*** B C

Explanation

According to the Scrum Guide 2020, the Sprint Goal is a short statement that provides direction and focus for the Scrum Team throughout the Sprint1. The Sprint Goal is chosenby the Scrum Team during Sprint Planning, based on the Product Backlog items that they forecast to complete in the Sprint1. The Sprint Goal also gives Developers flexibility and creativity on how to implement functionality during the Sprint, as long as they do not endanger the Sprint Goal1. Therefore, the statements that are true about the Sprint Goal are:

During Sprint Planning, the Scrum Team crafts a Sprint Goal based on an objective that the Product Owner would like to achieve that Sprint. This statement is true because it reflects the purpose and process of creating a Sprint Goal. The Product Owner proposes an objective for the Sprint, based on the current state of the product and the stakeholders' needs2. The Developers then select the Product Backlog items that support that objective, and craft a Sprint Goal that expresses what value they will deliver in the Sprint2.

Sprint Goals give Developers flexibility and creativity on how to implement functionality during the Sprint. This statement is true because it reflects the benefit and outcome of having a Sprint Goal. The Sprint Goal is not a fixed scope of work, but a flexible goal that guides the Developers' decisions and actions3. The Developers can modify their Sprint Backlog during the Sprint as needed, as long as they do not endanger the Sprint Goal1. The Sprint Goal also encourages the Developers to work together rather than on separate initiatives3.

The other statements are not true because:

Sprint Goals often change during the Sprint as new insights emerge during the work. This statement is false because it contradicts the Scrum framework, which defines the Sprint Goal as a commitment by the Developers that does not change during a Sprint1. The Sprint Goal provides coherence and alignment for the Scrum Team, and helps them cope with complexity and uncertainty3. Changing the Sprint Goal during a Sprint would undermine its value and impact, and create confusion and waste.

The use of Sprint Goals is optional in the Scrum Framework. This statement is false because it contradicts the Scrum framework, which defines the Sprint Goal as a mandatory element of each Sprint1. The Scrum Guide 2020 states that "the entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint" and "the Developers commit to achieving the Sprint Goal" 1. Without a Sprint Goal, there would be no clear direction or focus for the Scrum Team, and no way to measure their progress or success.

References: 1: https://www.scrumguides.org/scrum-guide.html#sprint-goal 2: https://www.scrumguides.org/scrum-guide.html#sprint-planning 3: https://www.scrum.org/resources/blog/sprint-goal-key-element-scrum

**NO.58** True or False: During the Sprint Review of a scaled development effort, every Scrum Team should demonstrate its individual Increment separately.

**A.** True

**B.** False

*Answer:* B

Explanation

During the Sprint Review of a scaled development effort, the Scrum Teams should demonstrate the integrated Increment that they have collectively delivered, not their individual Increments separately. This ensures that the stakeholders can provide feedback on the value and quality of the product as a whole, and that the Scrum Teams can inspect their alignment and collaboration.

References:

Scrum Guide 2020, page 14: "The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations. The Scrum Team presents the results of their work to key stakeholders and progress toward the Product Goal is discussed." Nexus Guide 2020, page 7: "The Nexus Sprint Review is an event where appropriate stakeholders review the Integrated Increment that has been built throughout the Sprint by all Scrum Teams in a Nexus."

**NO.59** You are the Scrum Master of a Scrum Team that is new to Scrum. The Product Owner comes to you halfway through the Sprint and says, "I do not feel like the De-velopers will be able to meet the forecast that they developed during Sprint Planning." What should you do in this situation? (choose the best answer)

**A.** Coach the Product Owner that achieving the Sprint Goal is the Scrum Team's objective. A forecast is only used to initially estimate the effort required to reach the Sprint Goal.

**B.** Agree to help the Product Owner by having a discussion with the Developers about the importance of meeting their forecast.

**C.** Add more people to the Scrum Team to meet the Product Owner's ex-pectations.

**D.** Talk to the Developers. Challenge and inspire them to complete all of the work so that they meet their forecast.

*Answer:* A

Explanation

Coach the Product Owner that achieving the Sprint Goal is the Scrum Team's objective. A forecast is only used to initially estimate the effort required to reach the Sprint Goal.

This is true because the Scrum Master's role is to help the Product Owner understand the Scrum framework and its principles, such as empiricism, self-organization, and collaboration12. The Scrum Master should also remind the Product Owner that the forecast is not a commitment, but a plan that can be adjusted based on the Sprint progress and feedback3 . The Scrum Master should focus on the value and outcome of the Sprint, rather than the output and scope.

References: 1: What is a Scrum Master? | Scrum.org 2: What is a scrum master? [+ Responsibilities] | Atlassian 3: [Scrum Guide | Scrum Guides] : What Is a Scrum Master (and How Do I Become One)? - Coursera

**NO.60** You are the Scrum Master for four Scrum Teams working from the same Product Backlog. Several of the Developers come to you complaining that work identified for the upcoming two Sprints will require full time commitment from Stella, an external specialist who is not a member of any of

the four Scrum Teams. What would you consider acceptable solutions for the problem?
(choose the best three answers)

**A.** Organize a release Sprint in which Stella can thoroughly check and complete all the work done in her domain before considering the work releasable.

**B.** Developers with an interest in Stella's domain could volunteer to take on this work in their respective Scrum Teams.

**C.** Investigate whether additional techniques or frameworks for scaling Scrum would be appropriate for these Scrum Teams.

**D.** Have the Developers re-order the Product Backlog so Stella can serve one team full-time in a Sprint

**E.** Merge the Scrum Teams into one large Scrum Team for the next two Sprints. When the need for Stella's expertise is over, the teams can separate again

**F.** Ask Stella for a plan to hire and train additional people in her domain, and in the meantime work with the Product Owner and Scrum Teams to re-prioritize the work so that tasks not depending on Stella can be done first

**G.** Create a team with Stella and identify people from the Scrum Teams to temporarily work in Stella's domain to learn to better serve the existing teams

*Answer:* B F G

Explanation

B: Developers with an interest in Stella's domain could volunteer to take on this work in their respective Scrum Teams.

This is a good solution because it is consistent with the Scrum value of commitment, which means that the Scrum Team members are willing to learn new skills and take on new challenges to deliver value12. By volunteering to take on this work, the Developers can reduce the dependency on Stella, increase their cross-functionality, and collaborate more effectively within and across the Scrum Teams34. F. Ask Stella for a plan to hire and train additional people in her domain, and in the meantime work with the Product Owner and Scrum Teams to re-prioritize the work so that tasks not depending on Stella can be done first This is another good solution because it is consistent with the Scrum principle of empiricism, which means that the Scrum Team learns and adapts based on the actual outcomes and feedback, rather than following a predefined plan12. By asking Stella for a plan to hire and train additional people, the Scrum Master can help address the root cause of the dependency and create more capacity and diversity in Stella's domain. By working with the Product Owner and Scrum Teams to re-prioritize the work, the Scrum Master can also help optimize the value and feasibility of the product backlog items, and enable the Scrum Teams to deliver valuable and functional increments every Sprint34. G. Create a team with Stella and identify people from the Scrum Teams to temporarily work in Stella's domain to learn to better serve the existing teams This is also a good solution because it is consistent with the Scrum value of respect, which means that the Scrum Team members appreciate and value eachother's skills and perspectives12. By creating a team with Stella, the Scrum Master can acknowledge and leverage Stella's expertise and experience in her domain. By identifying people from the Scrum Teams to temporarily work in Stella's domain, theScrum Master can also facilitate knowledge transfer and skill development among the team members, which can improve their self-organization and collaboration34.

References: 1: Scrum Values | Scrum.org 2: Scrum Values - Atlassian 3: Scrum Guide | Scrum Guides 4:

Scrum - What is it, how it works, & how to start - Atlassian

**NO.61** You are a Scrum Master employed by the IT department. The IT manager considers adopting Scrum tor a new project He wonders however, what the value is in having all team members attend this meeting called "Daily Scrum" every day. The organization already has its employees attending so many mandatory meetings.

What are two outcomes of the Daily Scrum you inform him about, to express the importance of the Daily Scrum?

(choose the best two answers)

**A.** During the Daily Scrum the Developers will bring up problems that are hindering their progress, and tor which they nave no means to resolve, this provides an opportunity to resolve those impediments.

**B.** The Daily Scrum serves tor the Developers to report to you, as a Scrum Master, all updates on the tasks to the Sprint, as registered in the Sprint Backlog. You can then use the team's updates to plan their work tor the next day, making sure that every team member is assigned the right tasks.

**C.** Through the snort, daily alignment of the Daily Scrum the Developers build and improve a shared understanding of the most important work to be undertaken in the next 24 hours, to achieve the best possible progress toward the Sprint Goal. This daily opportunity to inspect and adapt Will enable the Developers to tackle any unforeseen circumstances that might otherwise disrupt the team's progress.

**D.** During the Daily Scrum, the Developers need to update the Scrum board with their current status and progress, at a task level. This is crucial to ensure that the IT manager can go up to the room at any time and view the team's actual progress.

**E.** The Developers will produce a status report indicating what each individual has done the past working day, and now much time that has taken. The accumulated reports will support discussing how the Sprint went at the Sprint Review meeting. It will provide detailed insights into the accuracy of estimates versus actual time spent, which can be used to create better estimates at the subsequent Sprint Planning meeting.

*Answer:* A C

Explanation

The Daily Scrum is a 15-minute event for the Developers of the Scrum Team to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum is not a status meeting, but a way for the Developers to collaborate and self-organize around the most important work for the next 24 hours. The Daily Scrum also provides an opportunity for the Developers to identify and communicate any impediments that are hindering their progress, and request help from the Scrum Master or other team members to resolve them.

References:

What is a Daily Scrum?| Scrum.org

What Is the Daily Scrum?| A Guide to the Daily Event - Scrum Alliance

**NO.62** A Developer from the Scrum Team is always missing the Daily Scrum. She feels that if she is doing her job well, it does not matter whether she attends or not. The other Developers on the team have not done anything about it. As the Scrum Master how should you respond to this situation?

(choose the best answer)

**A.** You do not intervene. The Developers own the Daily Scrum, so they should deal with any issues with attendance.

**B.** Ask the Developers, what value they get by having the Daily Scrum with all team members present

and what might go wrong if all Developers do not attend.

**C.** Talk to the Developer who is missing the Daily Scrum and ask her to always attend the Daily Scrum
.

**D.** Teach the Developers how to deal with this situation by attending the Daily Scrum yourself.

***Answer:*** B

Explanation

As the Scrum Master, your role is to serve the Scrum Team by helping them to work effectively and deliver value. You are not responsible for managing the work or assigning tasks to the Developers. You should respect the self-organization and autonomy of the Developers, and support them in finding their own solutions to the problem. You should also facilitate collaboration and communication among the Developers and with other stakeholders.

Some reasons why option B is the correct answer are:

Asking the Developers what value they get by having the Daily Scrum with all team members present and what might go wrong if all Developers do not attend. This action will help the Scrum Team to understand the purpose and benefits of the Daily Scrum, and to identify and address the risks and consequences of missing it. The Daily Scrum is a 15-minute event for the Developers of the Scrum Team to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work12. The Daily Scrum also provides an opportunity for the Developers to identify and communicate any impediments that are hindering their progress, and request help from the Scrum Master or other team members to resolve them12. The Daily Scrum improves communications, identifies impediments, promotes quick decision-making, and consequently eliminates the need for other meetings12. The Daily Scrum is not a status meeting, but a way for the Developers to collaborate and self-organize around the most important work for the next 24 hours12. If a Developer is missing the Daily Scrum, they may miss important information, feedback, or support from their peers, or they may cause delays, confusion, or conflicts for their team. The Scrum Master should encourage the Developers to share their perspectives and experiences on how the Daily Scrum helps them achieve their Sprint Goal and create a valuable Increment.

The Scrum Master should also help the Developers to come up with their own solutions on how to ensure full attendance and participation in the Daily Scrum. The Scrum Master should not impose or dictate a solution, but rather coach and guide the Developers to find what works best for them. The Scrum Master should also help the Developers to agree on some ground rules or norms for their Daily Scrum, such as when, where, and how to conduct it, what topics to discuss, and how to handle any issues or conflicts that may arise.

Some reasons why the other options are not correct are:

A: You do not intervene. The Developers own the Daily Scrum, so they should deal with any issues with attendance. This option is not correct because it violates the Scrum Master role. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide1, causing change that increases the productivity of the Scrum Team1, and working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization1. The Scrum Master should not ignore or avoid a problem that affects the performance or well-being of the Scrum Team, but rather help them address it in a constructive and respectful way. The Scrum Master should also not assume that the Developers know how to deal with any issues with attendance, but rather teach them how to do so effectively.

C: Talk to the Developer who is missing the Daily Scrum and ask her to always attend the Daily Scrum. This option is not correct because it violates the Scrum framework and the Scrum Master role. The Daily Scrum is an event for and by the Developers12, not for reporting or accountability to anyone

else.

The Scrum Master should not interfere with or dictate how the Developers conduct their Daily Scrum, or make unilateral decisions on behalf of them. The Scrum Master should also not single out or confront a Developer who is missing the Daily Scrum, but rather involve all Developers in finding a solution that works for everyone.

D: Teach the Developers how to deal with this situation by attending the Daily Scrum yourself. This option is not correct because it violates the Scrum framework and the Scrum Master role. The Daily Scrum is an event for and by the Developers12, not for anyone else's inspection or intervention. The Scrum Master should notattend or participate in the Daily Scrum unless they are actively working on items in the Sprint Backlog12. The presence of an outsider may disrupt or influence the dynamics of the Developers' communication and collaboration. The Scrum Master should also not teach by doing, but rather by coaching and facilitating.

References:

What is a Daily Scrum?| Scrum.org

What Is a Daily Standup?| A Guide to Running Effective Standup Meetings | Atlassian

**NO.63** True or False: When scaling Scrum it is important to have multiple Scrum Teams working from one Product Backlog

**A.** True

**B.** False

***Answer:*** A

Explanation

When scaling Scrum, it is important to have multiple Scrum Teams working from one Product Backlog, because this ensures that they are aligned on the same product vision, goal, and value12. Having one Product Backlog also helps to reduce duplication, inconsistency, and waste, and to optimize the flow of work and feedback12. The Product Owner is accountable for managing the Product Backlog and ensuring that it is transparent, ordered, and refined for the multiple Scrum Teams3 . The Scrum Teams collaborate with the Product Owner and each other to deliver a single integrated product Increment every Sprint3 .

References: 1: What is Scaling Scrum? | Scrum.org 2: Scaling Scrum with Nexus | Scrum.org 3: Scrum Guide | Scrum Guides : The Nexus Framework for Scaling Scrum: Continuously Delivering an Integrated Product with Multiple Scrum Teams

**NO.64** Which two of these situations best demonstrate that a Scrum Team is self-managing? (choose the best two answers)

**A.** Developers collaboratively select and re-plan their work during the Sprint.

**B.** The Scrum Team invites the right external people to the Sprint Planning to help them create a complete and detailed Sprint Backlog before the meeting timebox expires.

**C.** The Developers create their own Sprint Backlog, reflecting all work that is part of the Definition of Done.

**D.** Management is invited to the Daily Scrum for a progress update and
subsequently works with the Scrum Master to optimize the plan for the next day.

**E.** The Developers are strictly working within the boundaries of their function description, and are handing off work in a timely fashion to the other members within the team.

***Answer:*** A C

Explanation
A: Developers collaboratively select and re-plan their work during the Sprint. This situation demonstrates that the Scrum Team is self-managing, as it shows that the Developers have the autonomy and authority to decide how to best accomplish their work, without being directed by others outside the team. The Developers can also adapt their plan based on new insights, feedback, or impediments that arise during the Sprint.
C: The Developers create their own Sprint Backlog, reflecting all work that is part of the Definition of Done.
This situation also demonstrates that the Scrum Team is self-managing, as it shows that the Developers have the responsibility and accountability to create a realistic and achievable plan for the Sprint, based on their understanding of the Sprint Goal and the Product Backlog items. The Developers also ensure that their work meets the quality standards defined by the Definition of Done.
References:
The Scrum Guide, section 2.3 (The Scrum Team), page 7
The Scrum Guide, section 3.2 (The Daily Scrum), page 9
The Scrum Guide, section 3.5 (The Sprint Planning), page 10
The Scrum Guide, section 3.6 (The Sprint Review), page 11
The Scrum Master Learning Path, module 2 (The Scrum Framework), lesson 2 (The Sprint), lesson 3 (The Sprint Goal), lesson 4 (Sprint Planning) and lesson 5 (The Sprint Review) The Professional Scrum Master II (PSM II) Assessment, question 39

**NO.65** The relationship between the Product Owner and the Developers has degraded over time. The Developers are growing increasingly angry with the Product Owner for changing the requirements all the time and not being available enough. The Product Owner is angry with the Developers for changing requirements during implementation. What guidance should the Scrum Master offer?
(choose the best answer)
**A.** Take everyone to a 2-day off-site event to relax and re-align. It is liberating to take people's minds away from work.
**B.** Ask each person's functional manager to instruct their employees that they must collaborate better, or be removed from the team.
**C.** Address why requirements change during the Sprint Retrospective. Ask the Developers and the Product Owner to talk about why the requirements are changing and consider the impact on value during this discussion.
**D.** Ask for a project manager or other external resource to mediate and temporarily take over for the Product Owner.
***Answer:*** C
Explanation
The Scrum Master is responsible for promoting and supporting Scrum, which includes helping the Scrum Team and the organization understand and enact Scrum values, principles, and practices. The Scrum Master should offer guidance that:
Addresses the root cause of the conflict, not just the symptoms or the consequences.
Empowers the Scrum Team to self-organize and collaborate effectively, without relying on external intervention or authority.
Fosters a culture of transparency, inspection, and adaptation, where feedback is welcomed and used

to improve the product and the process.

Focuses on delivering value to the customer and meeting the Sprint Goal, not on following a fixed plan or satisfying individual preferences.

Therefore, the best option is to address why requirements change during the Sprint Retrospective , which is an event that allows the Scrum Team to inspect how they worked together and create a plan for improvements.

The Scrum Master should ask the Developers and the Product Owner to talk about why the requirements are changing and consider the impact on value during this discussion. This will help them understand each other's perspectives, clarify their expectations, and align their goals.

The other options are not appropriate because they:

Take everyone to a 2-day off-site event to relax and re-align (A), which may be a nice gesture, but does not solve the underlying problem or help the Scrum Team improve their collaboration skills. It may also be seen as a distraction or a reward for poor performance.

Ask each person's functional manager to instruct their employees that they must collaborate better, or be removed from the team (B), which undermines the self-organization and autonomy of the Scrum Team and introduces a threat of punishment that may damage trust and motivation. It also violates the Scrum value of respect and the principle of servant leadership.

Ask for a project manager or other external resource to mediate and temporarily take over for the Product Owner (D), which creates a dependency on an outsider who may not have the necessary knowledge, authority, or vision to manage the product. It also violates the Scrum role of the Product Owner and the principle of single-wringable-neck.

References: : [Scrum Guide], The Scrum Master : [Scrum Guide], The Sprint Retrospective : [Scrum Guide], The Product Owner : [Scrum Guide], The Developers : [Scrum Guide], Scrum Values

**NO.66** Five new Scrum Teams have been created to build one product. A few of the Developers ask the Scrum Master who will coordinate the work between the different Scrum Teams. What should the Scrum Master do?

(choose the best answer)

**A.** Visit the five Scrum Teams each day to facilitate alignment and synchronization of their Sprint Backlogs.

**B.** Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.

**C.** Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.

**D.** Teach them that it is their responsibility to form Scrum Teams with the skills and knowledge to create an Increment by the end of every Sprint.

**E.** Advise the teams to reduce interdependence by working in separate branches and organizing a specific Sprint every four development Sprints to manage integration.

***Answer:*** D

Explanation

The Scrum Master should do this because it is the most effective way to ensure that the Scrum Teams are self-organizing, cross-functional, and collaborative. The Scrum Master can help the Scrum Teams to understand the benefits of working together as one integrated team, rather than as separate component teams.

The Scrum Master can also facilitate the communication and coordination among the Scrum Teams,

and support them in resolving any dependencies or conflicts that may arise.
References:
Scrum Guide 2020, page 7: "Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value in each Sprint." Scrum Guide 2020, page 7: "Scrum Teams are self-managing, meaning they internally decide who does what, when, and how." Nexus Guide 2020, page 5: "When multiple Scrum Teams are working together on the same product, there are additional complexities that arise. These complexities can be reduced by having the teams adhere to a common definition of "Done" and a single Product Backlog."

**NO.67** Where should the Daily Scrum be held according to the Scrum Guide?
(choose the best answer)

**A.** Around the Scrum board.

**B.** In the coffee corner to confirm this is an informal gathering.

**C.** Wherever the Developers think is best.

**D.** In a room where management can listen in.

**E.** In the room that is reserved by the Scrum Master.

*Answer:* C

Explanation

According to the Scrum Guide 2020, the Developers can choose the location and structure of their Daily Scrum, as long as it is consistent and conducive to inspection and adaptation. The Daily Scrum is an event for the Developers, not for the Scrum Master, the Product Owner, or the management. The Developers are responsible for planning their work for the next 24 hours and synchronizing their progress toward the Sprint Goal.
References:
Scrum Guide 2020, page 11: "The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work." Scrum Guide 2020, page 12: "The Daily Scrum is held at the same time and place each day to reduce complexity."

**NO.68** True or False: Using Scrum ensures that adding more resources to a project proportionally increases the value delivered.

**A.** True

**B.** False

*Answer:* B

Explanation

Using Scrum does not ensure that adding more resources to a project proportionally increases the value delivered. In fact, adding more resources may have the opposite effect, as it can introduce more complexity, communication overhead, coordination challenges, and integration issues12. Scrum values quality over quantity, and focuses on delivering the most valuable and feasible outcomes in a given timebox3 . Scrum also encourages teams to be self-organizing and cross-functional, which means that they can work autonomously and collaboratively without relying on external resources or dependencies3 .
References: 1: Adding more resources in Scrum will proportionally increase the value … 2: The Mythical Man-Month - Wikipedia 3: Scrum - What is it, how it works, & how to start - Atlassian : H ow Scrum Teams can Complement Scrum by Adding Practices, Tools and …

**NO.69** A Scrum Team consists of Developers working from globally distributed locations. Organizing the Scrum events requires conferencing tools that are not easily available within the organization. The Developers propose doing a Daily Scrum only on Tuesdays. Which are the most appropriate responses for their Scrum Master?

(choose the best two answers)

**A.** Help the Developers understand that lowering the frequency of communication will only increase the feeling of disconnect between the team members.

**B.** Coach the Developers on why a daily frequency is important as an opportunity to update the Sprint Plan and how it helps the team organize work toward achieving the Sprint Goal.

**C.** Acknowledge and support this self-managing team's decision

**D.** Have the Developers vote to make sure there is consensus within the team

*Answer:* A B

Explanation

The Daily Scrum is a 15-minute event for the Developers of the Scrum Team to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work1. It is one of the five events of the Scrum framework and enables the three pillars of the empirical process of Scrum:

transparency, inspection, and adaptation2. The Daily Scrum is not a status meeting, but a chance for the Developers to collaborate, coordinate, and plan their work3.

As a Scrum Master, you could help the Developers understand that lowering the frequency of communication will only increase the feeling of disconnect between the team members, especially when they are working from globally distributed locations. You could also coach the Developers on why a daily frequency is important as an opportunity to update the Sprint Plan and how it helps the team organize work toward achieving the Sprint Goal. You could suggest alternative conferencing tools or methods that are easily available and effective for the team. You could also facilitate the Daily Scrum by ensuring that it is positive, productive, and focused on the Sprint Goal.

Acknowledging and supporting this self-managing team's decision might seem like a good option, but it would not help the team to improve their collaboration and alignment. Having the Developers vote to make sure there is consensus within the team might also seem like a democratic way to handle the situation, but it would not address the underlying issue of why the team wants to reduce the frequency of the Daily Scrum.

References:

The Scrum Guide 2020, section "The Daily Scrum"

What Is the Daily Scrum?, A Guide to the Daily Event - Scrum Alliance

The Importance of Daily Scrum Meetings | Grata Software

**NO.70** You have just been hired as a Scrum Master by a company new to Scrum. The company wants to use Scrum to build a new product that was conceived by the product management department. You will be the Scrum Master of two new teams that will build a first version of the product. The product management department assigns two new Product Owners, but wants more advice about the required participationwith the new Scrum Teams. Which two suggestions would you offer?

(choose the best two answers)

**A.** Having one Product Owner will improve the clarity of accountability to the teams and to the product management department.

**B.** Two Product Owners are necessary, one for each Scrum Team. They report to an overarching chief Product Owner.

**C.** Each Scrum Team has a separate Product Backlog, holding each team's assigned requirements.

**D.** A single Product Backlog should be maintained holding all requirements for the new product.

*Answer:* A D

Explanation

A: Having one Product Owner will improve the clarity of accountability to the teams and to the product management department. This is a good suggestion, as it ensures that there is a single person who is responsible for maximizing the value of the product and managing the Product Backlog. Having one Product Owner also avoids confusion, duplication, or conflict among multiple Product Owners who may have different visions, priorities, or expectations for the product.

D: A single Product Backlog should be maintained holding all requirements for the new product. This is also a good suggestion, as it ensures that there is a single source of truth for the product requirements and that they are transparent and visible to all stakeholders. Having a single Product Backlog also enables the Product Owner to order the items based on their value, risk, dependency, and urgency, and to collaborate with the Scrum Teams to select and refine the items for each Sprint.

References:

The Scrum Guide, section 2.3 (The Scrum Team), page 7

The Scrum Guide, section 4.1 (The Product Backlog), page 11

The Scrum Master Learning Path, module 2 (The Scrum Framework), lesson 4 (Sprint Planning) and lesson 5 (The Sprint Review)

**NO.71** You are a Scrum Master helping to establish five Scrum Teams that will be building a product. You discuss with them the high level of integration that the product Increment will require by the end of their first Sprint. It is a highly anticipated product, both by consumers and by the organization. Of the options raised by the future Scrum Team members, which option do you encourage?

(choose the best answer)

**A.** Each Scrum Team provides a separate Increment with the functionality added by the individual team.

The Sprint Review is used to identify the work needed to integrate with the other Scrum Teams. This work is then added to the Product Backlog.

**B.** Each Scrum Team delivers done Increments in its own area of responsibility. Upon functional acceptance at the Sprint Review, the code is isolated for future stabilization. The release date is adjusted according to the expected work and time of such integration phase.

**C.** In the first Sprint, integration is less important. The goal is to deliver business value. Functionality that is not integrated with the work of other Scrum Teams by the end of a Sprint is still reviewed to assess its potential business value. It can still be released at the Product Owner's discretion, and silent consent of the stakeholders.

**D.** All Scrum Teams agree on a shared Definition of Done that describes all work needed to deliver an Increment that is the integrated sum of the work from all Scrum Teams.

*Answer:* D

Explanation

The Scrum Guide states that "the moment a Product Backlog item meets the Definition of Done, an Increment is born" and 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". Therefore, to deliver a

product Increment that is integrated and potentially releasable, all Scrum Teams must have a shared understanding of what "Done" means and ensure that their work meets that standard. This also enables transparency, inspection, and adaptation across the Scrum Teams.

References:

The Scrum Guide, section 3.4 (The Increment), page 10

The Scrum Master Learning Path, module 5 (The Increment), lesson 1 (What is an Increment?) and lesson 2 (Definition of Done)

**NO.72** Which two options describe how project budgeting and financial forecasting work in Scrum? (choose the best two answers)

**A.** Scrum does not align with traditional accounting practices. The financial department needs to be given a fixed cost per Sprint per team.

**B.** Several Sprints may be funded as a single release, with the result of each Sprint being releasable product

**C.** The only funding is for the run cost (time and materials) of the Scrum Teams, so no budgeting process is needed_

**D.** It is ideally revisited as frequently as each Sprint to ensure value is being delivered for the investment spent.

***Answer:*** B D

Explanation

Short Explanation: Scrum is a framework for delivering value to customers and stakeholders in an iterative and incremental way. Scrum does not prescribe how project budgeting and financial forecasting should be performed, but it does provide some principles and practices that can help with this process.

One of these principles is that each Sprint should produce a potentially releasable product Increment that delivers value and meets the Definition of Done.This means that several Sprints may be funded as a single release, with the result of each Sprint being releasable product12. This allows the Product Owner to decide when to release the product based on the feedback from the customers and stakeholders, and the market conditions.

Another principle is that Scrum promotes transparency, inspection, and adaptation.This means that the budgeting and forecasting process should be revisited as frequently as each Sprint to ensure value is being delivered for the investment spent13. This allows the Scrum Team to inspect the outcomes of the delivered Sprint Increments, compare them with the expected benefits and costs, and adapt the product backlog and the release plan accordingly.

Scrum does not align with traditional accounting practices that require fixed scope, cost, and time. However, this does not mean that Scrum Teams do not need a budgeting process or that they only need to cover the run cost (time and materials) of the Scrum Teams.Scrum Teams still need to estimate the size and value of the product backlog items, forecast the delivery date and cost of the product or release, and track the actual spending and revenue of the product or release43. The difference is that these estimates and forecasts are based on empirical data from previous Sprints, rather than on upfrontassumptions or guesses. They are also subject to change as new information emerges or new requirements arise.

References:

Scrum Guide 2020, section "The Sprint", "The Increment", "Empiricism".

Tips for Effective Agile Budgeting and Forecasting | Toptal, section "Establish Context and Set Expectations", "Budget for Value".

Project forecasts and budgets | Microsoft Learn, section "Project forecasting".
Planning and Budgeting in Scrum Projects - PMHut, section "Budgeting in Scrum Projects".

**NO.73** How does the Scrum Master serve the Scrum Team?
(choose the best two answers)
**A.** The Scrum Master never intervenes in matters of the Scrum Team, but allows them to maximize their autonomy and freedom.
**B.** The Scrum Master coaches the Scrum Team and the organization how to work empirically.
**C.** The Scrum Master facilitates Scrum events as requested or needed.
**D.** The Scrum Master resolves every impediment that the Developers run into.
*Answer:* B C
Explanation
B: The Scrum Master coaches the Scrum Team and the organization how to work empirically. This is a true statement, as the Scrum Master is responsible for helpingeveryone understand and apply the principles and practices of Scrum, which is based on empirical process control. The Scrum Master can teach the Scrum Team and the organization how to use transparency, inspection, and adaptation to deliver valuable products in a complex environment.
C: The Scrum Master facilitates Scrum events as requested or needed. This is a true statement, as the Scrum Master is responsible for ensuring that all Scrum events take place and are positive, productive, and kept within the timebox. The Scrum Master can facilitate the communication and collaboration among the Scrum Team and the stakeholders during the Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective.
References:
Scrum Guide 2020, page 6: "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." Scrum Guide 2020, page 13: "The purpose of each event in Scrum is to create an opportunity for inspection and adaptation. These events are specifically designed to enable critical transparency and inspection." Professional Scrum Master II Course, page 13: "The Scrum Master serves the Scrum Team by facilitating the Scrum events and ensuring that they are effective and valuable."

**NO.74** The Developers are waiting for an external supplier to deliver a specific product component that they need to integrate and use. Without that component there will not be enough work in the next Sprint to occupy the full team. They ask their Product Owner to re-order the Product Backlog. The Product Owner asks the Scrum Master for help. What would be good advice for the Product Owner?
(choose the best answer)
**A.** Tell the Product Owner that the Product Backlog needs to be re-ordered to maximize utilization of the Developers. It is important to keep productivity high through proper use of the capacity available
**B.** Tell the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog. Timeline of the flow might be influenced by such dependencies and require some level of Product Backlog re-ordering
**C.** Tell the Product Owner to remove all work involving the external component from the Product Backlog and create a new backlog for it. The work can then be planned in one or more separate Sprints as soon as the component is available.

*Answer:* B

Explanation

The Product Owner is responsible for maximizing the value of the product resulting from the work of the Scrum Team1. One of the ways to do this is to order the Product Backlog in a way that reflects the flow of value to the stakeholders and customers2. The Product Owner can use various factors to order the Product Backlog, such as value, risk, dependencies, learning opportunities, and feedback loops3.

However, sometimes the Product Owner may face challenges or constraints that affect the ordering of the Product Backlog, such as external dependencies, market changes, technical issues, or stakeholder requests4. In such cases, the Product Owner needs to balance between delivering value and managing risks. The Product Owner may need to adjust the Product Backlog ordering to account for these factors, but not at the expense of compromising the value delivery5.

In this scenario, the Developers are waiting for an external supplier to deliver a specific product component that they need to integrate and use. Without that component there will not be enough work in the next Sprint to occupy the full team. They ask their Product Owner to re-order the Product Backlog. The Product Owner asks the Scrum Master for help. A good advice for the Product Owner would be to tell them that their primary concern is the flow of value reflected in the ordering of the Product Backlog. Timeline of the flow might be influenced by such dependencies and require some level of Product Backlog re-ordering.

This advice would help the Product Owner to focus on delivering value while also considering the impact of the external dependency. The Product Owner could work with the Developers and stakeholders to identify and prioritize other valuable work that can be done in the next Sprint without relying on the external component.

The Product Owner could also communicate with the external supplier and try to minimize or eliminate the dependency as much as possible.

The other options are not good advice for the Product Owner. Telling them that they need to re-order the Product Backlog to maximize utilization of the Developers would imply that keeping productivity high is more important than delivering value. This would go against the Scrum values of focus and respect. Telling them to remove all work involving the external component from the Product Backlog and create a new backlog for it would imply that they are ignoring or avoiding the dependency rather than managing it. This would go against the Scrum values of courage and openness.

References:

The Scrum Guide 2020, section "The Product Owner"

What is a Product Backlog?| Scrum.org, section "Ordering"

Product Backlog Ordering - Zen Ex Machina, section "Ordering by Value"

Product Backlog Ordering - Zen Ex Machina, section "Ordering by Risk"

Ordered Not Prioritized | Scrum.org, section "Ordering by Dependencies"

[The Scrum Values | Scrum.org], section "The Scrum Values"

**NO.75** Which two statements are true regarding the nature of large-scale product development with Scrum?

(choose the best two answers)

**A.** A well-structured Product Backlog can minimize and often eliminate Developers working on multiple Scrum Teams during a Sprint.

**B.** Changes to the core Scrum framework are needed to be successful with Scrum at large scale.

**C.** A person working on multiple Scrum Teams at the same time is often less productive than when that person can focus on the Sprint Backlog of a single Scrum Team.

**D.** Scrum Team members must be working full time on a team.

***Answer:*** A C

Explanation

According to the Large-Scale Scrum (LeSS) framework, one of the principles for scaling agile development is to descale the organization, which means simplifying the structure and reducing dependencies and handoffs. A well-structured Product Backlog can help achieve this by enabling feature teams, which are cross-functional and cross-component teams that can deliver a complete customer-centric feature. Feature teams minimize and often eliminate Developers working on multiple Scrum Teams during a Sprint, as they can focus on one Product Backlog item at a time. This also improves productivity, quality, and learning, as Developers can avoid context switching and multitasking, which are known to reduce efficiency and effectiveness. A person working on multiple Scrum Teams at the same time is often less productive than when that person can focus on the Sprint Backlog of a single Scrum Team.

The Large-Scale Scrum (LeSS) framework also states that Scrum does not change when scaling up to multiple teams. The core Scrum framework remains intact, with one Product Owner, one Product Backlog, and potentially releasable Increments every Sprint. The only changes are adding a few coordination practices to cope with the increased complexity and interdependencies. Therefore, changes to the core Scrum framework are not needed to be successful with Scrum at large scale. Scrum Team members do not have to be working full time on a team, as long as they are committed to the Sprint Goal and deliver a Done Increment every Sprint. However, it is recommended that they spend as much time as possible with their team, as this fosters collaboration, communication, and alignment.

References:

The Large-Scale Scrum (LeSS) framework | Atlassian, accessed on September 30, 2023 Overview - Large Scale Scrum (LeSS), accessed on September 30, 2023 Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum, Craig Larman and Bas Vodde, 2010 Leading Large Scale Product Development with Large-Scale Scrum (LeSS), Kamlesh Ravlani, 2015

**NO.76** After some small experiments with Scrum, your company decides to do a complete project with Scrum. As Scrum Master; you have been invited to the "project kick-off meeting" with IT and product management The Product Owner asks how many Sprints IT will need to first figure out architecture and infrastructure issues. What are two options to explain how such work is managed using Scrum?

(choose the best two answers)

**A.** You explain that product management should not worry about such typical IT work. You inform them that you will assure that the team members reach out to the right people within the IT organization when needed During each Sprint Planning event they will keep the Product Owner updated about the additional effort it will take for that Sprint. That effort will come on top of the effort for the forecasted functional development.

**B.** You explain that technical risks are best controlled when architecture and infrastructure emerge alongside the development of functionality. The additional advantage is that business value is created faster and sooner.

**C.** You thank product management for understanding that these efforts indeed require effort and budget You confirm that architecture and infrastructure are best addressed before starting Scrum, but that the exact budget is difficult to calculate upfront You say you will organize this work in timeboxed Sprints of no more than 30 days to limit risk and be transparent toward product management on the actual progress.

**D.** You educate the Product Owner to add this work to the Product Backlog to uphold transparency. Ask the Developers to plan work during the first several Sprints to estimate these items, while also creating some business functionality in these early Sprints

***Answer:*** B D

Explanation

B: You explain that technical risks are best controlled when architecture and infrastructure emerge alongside the development of functionality. The additional advantage is that business value is created faster and sooner.

This is a good option because it is consistent with the Scrum principle of empiricism, which means that the Scrum Team learns and adapts based on the actual outcomes and feedback, rather than following a predefined plan12. By allowing the architecture and infrastructure to emerge iteratively and incrementally, the Scrum Team can address the most important and uncertain aspects first, and deliver valuable and functional increments every Sprint34. D. You educate the Product Owner to add this work to the Product Backlog to uphold transparency. Ask the Developers toplan work during the first several Sprints to estimate these items, while also creating some business functionality in these early Sprints This is another good option because it is consistent with the Scrum value of transparency, which means that the Scrum Team and the stakeholders have a clear and common understanding of the product vision, goals, progress, and risks12. By adding this work to the Product Backlog, the Product Owner can prioritize and refine it according to the value and urgency, and communicate it to the stakeholders. By asking the Developers to plan work during the first several Sprints, they can estimate these items based on their actual experience and capacity, while also delivering some business functionality in these early Sprints34.