Exam : **PSM-I**

Title : Professional Scrum Master I

Vendor : Scrum

Version : V14.35

NO.1 What are three benefits of self-organization? (Choose three.)

A. Increased creativity.

B. Increased rule compliance.

C. Increased accuracy of estimates.

D. Increased self-accountability

E. Increased commitment.

Answer: A,D,E

Explanation:

According to the Scrum Guide1, self-organization is one of the essential characteristics of Scrum Teams. Self-organizing teams choose how best to accomplish their work, rather than being directed by others outside the team. Self-organization enables teams to deliver faster and better results by harnessing their creativity and skills. Some benefits of self-organization are:

Increased creativity, as team members have more freedom and autonomy to explore new ideas and solutions.

Increased self-accountability, as team members take ownership and responsibility for their work and outcomes.

Increased commitment, as team members are more engaged and motivated by having a say in how they work.

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

NO.2 Who determines how work is performed during the Sprint?

A. Architects.

B. The Development Team.

C. The Scrum Master.

D. Subject matter experts.

E. Development Team managers.

Answer: B

Explanation:

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

NO.3 Who is responsible for collaboration with stakeholders?

(choose the best answer)

A. The Business Analyst.

B. The Scrum Team.

C. The Team Manager.

D. The Project Manager.

E. The Developers.

Answer: B

NO.4 How should a Scrum Team deal with non-functional requirements?

(choose the best answer)

A. Manage them during the Integration Sprint prior to the Release Sprint.

B. Assign them to the lead developers on the team.

C. Ensure every Increment meets them.

D. Make sure the release department understands these requirements, but it is not the

Answer: C

Scrum Team's responsibility.

Explanation:

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

NO.5 Which two activities will a Product Owner engage in during a Sprint? (Choose two.)

A. Run the Daily Scrum.

B. Prioritize the Development Team's work on the Sprint Backlog.

C. Update management on what is being worked on.

D. Answer

Answer: C,D

Explanation:

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

NO.6 You have six teams using a traditional method to deliver a product. Your management has asked you to start using Scrum. In the initial project there were separate plans and teams for the layers of a software system, i.e. one for the front-end, one for the middle tier, one for the back-end, and one for the interfaces and services. This resembles what is known as component teams. But you have read that it's a good idea to have teams organized by feature.

What are the advantages of keeping component teams while starting Scrum?

A. There's less initial disruption than organizing into new teams. As they start, they will discover what works best, and how to potentially re-organize towards this.

B. Component teams generally have the skills needed to create a working Increment of software that provides business value.

C. Because they have worked together for some time, they are likely able to start producing shippable Increments faster that new feature teams would.

D. There are fewer cross-team dependencies than working in feature teams.

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

NO.7 You have just been hired by a company new to Scrum. Your management has assigned you to be the Scrum Master of six new Scrum Teams. These teams will build one product. Select two conditions you should strive for in this scenario. (Choose two.)

A. There should be six Product Owners, one for each Scrum Team.

B. There should be six Product Owners, reporting to a chief Product Owner.

C. The product has one Product Backlog.

D. Each Scrum Team should have a separate Product Backlog.

E. There should be only one Product Owner.

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

NO.8 user documentation is part ot your Definition ot Done. However, there are not enough technical writers for all teams. Your Scrum Team does not have a technical writer. What should the Scrum Team do?
(choose the best answer)

A. The Developers on the Scrum Team should write the user documentatiom

B. Wait until you have a technical writer on your Scrum Team to take care of this.

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

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

Answer: A
Explanation:
According to the Scrum Guide, the Developers on the Scrum Team should write the user documentation, as they are responsible for creating a "Done" Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that the user documentation can be deferred, ignored, or outsourced, which is not consistent with Scrum values and principles.

NO.9 A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won't be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help. What would be good advice to give the Product Owner?

A. Remind the Product Owner that his primary concern is the flow of value reflected in the ordering

of the Product Backlog.

B. Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.

C. Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.

Answer: A

Explanation:

According to the Scrum Guide1, ordering Product Backlog items is solely up to the Product Owner's discretion. The Product Owner orders items in the Product Backlog to best achieve goals and missions. To do this, they optimize value by considering various factors such as cost and benefit, risk, dependencies, date needed, etc.

NO.10 How is management external to the Scrum Team involved in the Daily Scrum? (Choose the best answer.)

A. The Scrum Master speaks on their behalf.

B. Managers are not required at the Daily Scrum.

C. Management gives an update at the start of each Daily Scrum.

D. The Product Owner represents their opinions.

Answer: B

Explanation:

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

NO.11 How much time is required after a Sprint to prepare for the next Sprint?

A. The break between Sprints is time-boxed to 1 week for 30 day Sprints, and usually less for shorter sprints.

B. Enough time for the requirements for the next Sprint to be determined and documented.

C. Enough time for the Development team to finish the testing from the last Sprint.

D. None. A new Sprint starts immediately following the end of the previous Sprint.

E. All of the above are allowed depending on the situation.

Answer: D

Explanation:

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

NO.12 Select two ways in which technical debt impacts transparency. (Choose two.)

A. When calculated and estimated, the total amount of technical debt shows exactly how long until the Product Owner can release the Increment.

B. It leads to false assumptions about the current state of the system, specifically of an Increment

being releasable at the end of a Sprint.

C. As development progresses and code is added, the system becomes more difficult to stabilize, which results in future work being slowed down in unpredictable ways.

D. It enhances transparency for the Product Owner as a Development Team is not allowed to do additional feature development in a Sprint as long as there is technical debt.

Answer: B,C

Explanation:

The correct answers are B and C, because technical debt impacts transparency in these ways. It leads to false assumptions about the current state of the system, specifically of an Increment being releasable at the end of a Sprint, as it may contain hidden defects or incomplete functionality. It also results in future work being slowed down in unpredictable ways, as development progresses and code is added, the system becomes more difficult to stabilize and maintain.

NO.13 During the Sprint Retrospective a Scrum Team has identified several high priority process improvements.

Which of the following statements is most accurate? (Choose the best answer.)

A. The Scrum Team may add items to the Sprint Backlog for the next Sprint.

B. The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.

C. The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.

D. The Scrum Master selects the most important process improvement and places it in the Sprint Backlog

Answer: A

Explanation:

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

NO.14 Multiple Scrum Teams working on the same project must have the same Sprint start date.

A. True

B. False

Answer: B

Explanation:

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

NO.15 You have just been hired by a company new to Scrum. Your management has assigned you to

be the Scrum Master of six new Scrum Teams. These teams will build one product Select two conditions you should strive tor in this scenario.

(choose the best two answers)

A. There should be six Product Owners, one tor each Scrum Team.

B. There should be six Product Owners, reporting to a Chief Product Owner.

C. The product has one Product Backlog.

D. Each Scrum Team should have a separate Product Backlog.

E. There should be only one Product Owner.

Answer: C,E

Explanation:

Correct answer: C and E

Short Explanation: According to the Scrum Guide 20201, the product has one Product Backlog, which is the single source of work undertaken by the Scrum Team. The Product Backlog is ordered by the Product Owner, who is accountable for maximizing the value of the product resulting from the work of the Scrum Team. There should be only one Product Owner per product, who may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner1. Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste in the Scrum process.

NO.16 What does it mean to say that an event has a time-box?

A. The event must happen at a set time.

B. The event must happen by a given time.

C. The event must take at least a minimum amount of time.

D. The event can take no more than a maximum amount of time.

Answer: D

Explanation:

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

NO.17 Which two things should the Scrum Team do during the first Sprint?

(choose the best two answers)

A. Define the major product features and a release plan architecture.

B. Build at least one piece of valuable functionality.

C. Create at least one valuable, useful Increment

D. Make up a plan tor the rest of the project

E. Analyze, describe, and document the requirements for the subsequent Sprints.

Answer: B,C

Explanation:

According to the Scrum Guide, two things that the Scrum Team should do during the first Sprint are

building at least one piece of valuable functionality and creating at least one valuable, useful Increment. These are the goals of every Sprint, regardless of its order. The other options are not things that the Scrum Team should do during the first Sprint, as they are either out of scope (such as defining major product features and a release plan architecture or making a plan for the rest of the project) or unnecessary (such as analyzing, describing, and documenting requirements for subsequent Sprints).

NO.18 A Development Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what "Done" means. (Choose two.)

A. All work the Development Team is willing to do.

B. Ready for integration.

C. No work left from the definition of "Done".

D. Whatever the Product Owner defines as quality.

E. All work to create software that is ready to be released to end users.

Answer: C,E

Explanation:

The correct answers are C and E, because these statements explain what "Done" means. No work left from the definition of "Done" means that all Product Backlog items selected for a Sprint meet the quality criteria agreed upon by the Scrum Team. All work to create software that is ready to be released to end users means that the Increment is potentially releasable at any time during the Sprint.

NO.19 The Product Owner must release each Increment to production.

A. When it makes sense.

B. To make sure the Development Team is done every Sprint.

C. Whenever the product is free of defects.

D. Without exception.

Answer: A

Explanation:

According to the Scrum Guide1, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value.

NO.20 When does a Sprint conclude?

(choose the best answer)

A. When the Product Owner decides enough has been delivered to meet the Sprint Goal.

B. When the Sprint Retrospective is complete.

C. When all the tasks are completed by the Developers.

D. When all Product Backlog items meet their Definition of Done.

Answer: B

Explanation:

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

NO.21 At the seventh Sprint Review, the stakeholders are disappointed and angry. They have determined that the product or system being built will not meet their needs and will cost more than they are willing to spend. What factors likely led to this? (Choose two.)

A. The Project Management Office (PMO) has not been engaged adequately.

B. The Product Owner has not been keeping the stakeholders aware of the progress of the project.

C. The stakeholders haven't been using the Sprint Reviews to inspect and evaluate progress.

D. The stakeholders were not allowed to enter the development area.

Answer: B,C

Explanation:

According to the Scrum Guide, the Sprint Review is a time for the Scrum Team and the stakeholders to inspect the product Increment and adapt the Product Backlog if needed. The Product Owner is responsible for keeping the stakeholders aware of the progress of the project and inviting them to the Sprint Review. If the Product Owner has not been doing this, or if the stakeholders have not been using the Sprint Review to inspect and evaluate progress, then they may be disappointed and angry at the seventh Sprint Review. The other options are not likely factors that led to this situation, as they are either irrelevant (such as the PMO or the development area) or incorrect (such as delaying the release).

NO.22 A new Developer is having continuing conflicts with existing members or the scrum Team, which is impacting the delivery of the Increment It necessary, who is responsible for removing the Developer from the Scrum Team?

(choose the best answer)

A. The Scrum Master is responsible, they remove impediments

B. The Product Owner is responsible, they control the return on investment (ROI)

C. The hiring manager is responsible, they hired the Developer

D. The Scrum Team is responsible

Answer: D

Explanation:

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

NO.23 When does the second Sprint start?

A. Once the architectural changes for the second Sprint have been approved by the senior architect.

B. After the Product Backlog for the second Sprint has been selected.

C. Immediately after the first Sprint.

D. After the customer completes acceptance testing of the first Sprint.

Answer: C

Explanation:

The correct answer is C, because the second Sprint starts immediately after the first Sprint. The Scrum Guide states that "Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint."

NO.24 Who is on the Scrum Team? (Choose all that apply.)

A. Scrum Master

B. Product Owner

C. Development Team member

D. Project Manager

E. None of the above

Answer: A,B,C

Explanation:

The Scrum Team consists of three roles: the Scrum Master, who coaches and facilitates the team; the Product Owner, who manages and prioritizes the Product Backlog; and the Development Team, who delivers a potentially releasable Increment at the end of each Sprint. A project manager is not part of the Scrum Team, as Scrum does not recognize titles or sub-teams. None of the above is also not a correct answer, as it implies that there is no Scrum Team at all.

NO.25 The Product Owner is not collaborating with the Development Team during the Sprint. What are two valuable actions for a Scrum Master to take? (Choose two.)

A. Inform the Product Owner's functional manager.

B. Stop the Sprint, send the Product Owner to a course and restart.

C. Bring up the problem in the Sprint Retrospective.

D. Coach the Product Owner in the values of Scrum and incremental delivery.

E. Nominate a proxy Product Owner.

Answer: C,D

Explanation:

According to the Scrum Guide1, collaboration between the Product Owner and Developers is essential for creating valuable products. The Product Owner is accountable for maximizing value resulting from work by Developers. Developers are accountable for creating a plan for the Sprint, which includes selecting items from Product Backlog that they can complete within a Sprint. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Therefore, two valuable actions for a Scrum Master to take if the Product Owner is not collaborating with the Development Team during the Sprint are:

Bring up the problem in the Sprint Retrospective, where the Scrum Team can inspect how they worked together and create a plan for improvements.

Coach the Product Owner in the values of Scrum and incremental delivery, and help them understand their role and responsibilities in collaborating with Developers.

The other options are not valuable actions, as they may undermine trust, respect, and self-organization within the Scrum Team.

NO.26 When is a Product Backlog item considered complete? (choose the best answer)

A. When the item passes ail acceptance criteria

B. When the item has gamed product sponsor approval

C. At the end of the Sprint

D. When the item meets the Definition of Done

Answer: D

Explanation:

A Product Backlog item is considered complete when it meets the Definition of Done, as stated in [5]: "When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. Although this varies significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency. This is the definition of "Done" for the Scrum Team and is used to assess when work is complete on the product Increment."

NO.27 For which is the Scrum Master responsible?

A. Managing the performance of the Scrum Team.

B. The meetings and the objectives that a Scrum Team sets for itself.

C. The Scrum framework being adopted and used properly.

D. Keeping track of resource allocation.

Answer: C

Explanation:

According to the Scrum Guide1, the Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

NO.28 What techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply? (Choose the best two answers.)

A. Involve the complete Scrum Team in making a decision.

B. Use coaching techniques; such as open

C. Ask an external agile coach what they recommend.

D. Ask team members to take the issue up with to the company's Human Resources department.

Answer: A,B

Explanation:

Two techniques that the Scrum Master could use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply are to involve the complete Scrum Team in making a decision, and to use coaching techniques such as open questions and active listening, as stated in [3]: "The Scrum Master should facilitate a constructive dialogue among the team members and help them reach a consensus on which agile practices to use. The Scrum Master should also use coaching techniques such as open questions and active listening to understand the underlying needs and motivations of each team member and to help them find common ground."

NO.29 Every Scrum Team should nave:

(choose the best answer)

A. One Lead Developer and no more than 8 other members.

B. The competencies and skills needed to deliver an Increment in a Sprint

C. At least one representative from each major department, such as, Quality Assurance, Development, and Marketing.

Answer: B

Explanation:

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

NO.30 When many Scrum Teams are working on a single product, what best describes the Definition of Done?

(Choose the best answer.)

A. Each Scrum Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.

B. The Scrum Masters from each Scrum Team define a common Definition of Done.

C. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.

D. All Scrum Teams must have a Definition of Done that makes their combined work potentially releasable.

Answer: D

Explanation:

According to the Scrum Guide, when many Scrum Teams are working on a single product, they must have a Definition of Done that makes their combined work potentially releasable. This ensures that there is a clear and consistent understanding of what "Done" means for the product and that there is no technical debt or unfinished work at the end of each Sprint. The other options are not valid descriptions of the Definition of Done for multiple Scrum Teams, as they either create inconsistency, confusion, or waste (such as having different definitions, discussing and reconciling differences during a hardening Sprint, or having the Scrum Masters define a common Definition of Done).

NO.31 What two factors are best considered when establishing the Sprint length? (Choose two.)

A. The organization has mandated similar length sprints.

B. The level of uncertainty over the technology to be used.

C. The frequency at which team formation can be changed.

D. The risk of being disconnected from the stakeholders.

Answer: B,D

Explanation:

The correct answers are B and D, because the length of the Sprint should be chosen based on the level of uncertainty over the technology to be used and the risk of being disconnected from the stakeholders. The Scrum Guide states that "Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint. Sprints enable predictability by ensuring inspection and adaptation of progress toward a Sprint Goal at least every calendar month. When a Sprint's horizon is too long the Sprint Goal may become invalid, complexity may rise, and risk may increase."

NO.32 Which are characteristics of the Daily Scrum?

(choose the best two answers)

A. Its location and time remain constant

B. Its purpose is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog.

C. It is tree form and designed to promote conversatiom

D. It is facilitated by the team lead.

E. It is held first thing in the morning.

F. It consists of the Scrum Master asking the team tor status.

Answer: A,B

Explanation:

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

NO.33 When Goes a Developer become accountable for the value 01 a Product BacKlog item selected for the Sprint' (choose the best answer)

A. Never The entire Scrum Team is accountable for creating value every Sprint.

B. At the Sprint Planning Evented

C. Whenever a team member can accommodate more worn.

D. During the Daily scrum

Answer: B

Explanation:

According to the Scrum Guide, a Developer becomes accountable for the value of a Product Backlog item selected for the Sprint at the Sprint Planning event. This is when the Developers select items from the Product Backlog that they can commit to complete within a Sprint. The Developers are then responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they either imply that Developers are not accountable for value (such as never or whenever), or that they become accountable at a different time (such as during the Daily Scrum).

NO.34 What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the start of the next Sprint?

A. There are no such activities. The next Sprint starts immediately after the current Sprint.

B. Refine the Product Backlog.

C. Work with the Quality Assurance departments on the Increment of the current Sprint.

D. Update the project plan with stakeholders.

Answer: A

Explanation:

There are no activities that a Product Owner would typically undertake in the phase between the end of the current Sprint and the start of the next Sprint, because there is no such phase. The next Sprint starts immediately after the current Sprint, without any gaps or breaks. The other options are either

activities that occur during a Sprint (such as refining the Product Backlog) or activities that are not consistent with Scrum (such as working with Quality Assurance departments or updating project plans).

NO.35 User documentation is part of your definition of "Done". However, there aren't enough technical writers for all teams. Your Development Team doesn't have a technical writer. What should you do?

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

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. Wait until you have a technical writer on your Development Team to take care of this.

D. Your Development Team is still responsible for creating user documentation. In this case, the Development Team members will write it.

Answer: D

Explanation:

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

NO.36 A Scrum Team is only allowed to meet with stakeholders during Sprint Review.

A. True

B. False

Answer: B

Explanation:

According to the Scrum Guide, a Scrum Team is not only allowed to meet with stakeholders during Sprint Review, but also during Sprint Planning and throughout the Sprint as needed. The Sprint Review is an opportunity for the Scrum Team and the stakeholders to collaborate on what was done in the Sprint and what to do next. However, it is not the only time that stakeholder feedback is welcomed and valued.

NO.37 How much of the Sprint Backlog must be defined during the Sprint Planning event?

A. Just enough tasks for the Scrum Master to be confident in the Development Team's understanding of the Sprint.

B. The entire Sprint Backlog must be identified and estimated by the end of the Sprint Planning meeting.

C. Enough so the Development Team can create its best forecast of what is can do, and to start the first several days of the Sprint.

D. Just enough to understand design and architectural implications.

Answer: C

Explanation:

The correct answer is C, because the Scrum Guide states that "the Development Team usually starts by designing the system and the work needed to convert the Product Backlog into a working product Increment. Work planned for the first days of the Sprint by the Development Team is decomposed by

the end of this meeting, often to units of one day or less. The Development Team self-organizes to undertake the work in the Sprint Backlog, both during Sprint Planning and as needed throughout the Sprint." Therefore, enough work should be defined during the Sprint Planning event so that the Development Team can create its best forecast of what it can do, and to start the first several days of the Sprint.

NO.38 What is the best suited structure for Development Teams in order to produce integrated Increments?

A. Each Development Team works only one technical layer of the system (e.g. GUI, database, middle tier, interfaces).

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

Answer: B

Explanation:

According to the Scrum Guide1, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, in order to produce integrated Increments that are potentially releasable, the best suited structure for Development Teams is to develop functionality from beginning to end throughout all technical layers.

NO.39 You are the Scrum Master of a new, to be developed product. Development is going to require 45 people. What is a good first question for you to suggest the group thinks about when forming into teams?

A. How will we make sure all teams have the right amount or expertise?

B. What is the right mixture of senior and junior people on each team?

C. Who are going to be the team leads?

D. Who are the subject matter experts on each team?

Answer: A

Explanation:

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

NO.40 When might a Sprint be abnormally cancelled?

A. When the Development Team feels that the work is too hard.

B. When the Sprint Goal becomes obsolete.

C. When the sales department has an important new opportunity.

D. When it becomes clear that not everything will be finished by the end of the Sprint.

Answer: B

Explanation:

According to the Scrum Guide1, a Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master. A Sprint would be cancelled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be cancelled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense.

NO.41 What are two good ways for a Scrum Team to ensure security concerns are satisfied? (Choose two.)

A. Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.

B. Add security concerns to the definition of "Done".

C. Add a Sprint to specifically resolve all security concerns.

D. Delegate the work to the concerned department.

E. Have the Scrum Team create Product Backlog items for each concern.

Answer: B,E

Explanation:

According to the Scrum Guide1, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. Therefore, one good way for a Scrum Team to ensure security concerns are satisfied is to add security concerns to the definition of "Done". Another good way is to have the Scrum Team create Product Backlog items for each concern, as they are responsible for managing and refining the Product Backlog.

NO.42 How should a Development Team deal with non-functional requirements?

A. Ensure every Increment meets them.

B. Make sure the release department understands these requirements, but it is not the Development Team's responsibility.

C. Handle them during the Integration Sprint preceding the Release Sprint.

D. Assign them to the lead developers on the team.

Answer: A

Explanation:

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

NO.43 When is the Sprint Backlog created?

A. At the beginning of the project.

B. During the Sprint Planning meeting.

C. Prior to the Sprint Planning meeting.

D. During the Sprint.

Answer: B

Explanation:

The correct answer is B, because the Sprint Backlog is created during the Sprint Planning meeting. The Scrum Guide states that "the Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal."

NO.44 When must a Product Owner release each Increment? (Choose the best answer.)

A. When it makes sense.

B. When the Scrum Team finishes their work.

C. Whenever the product is free of defects.

D. After every Sprint, Without exception.

Answer: A

Explanation:

A Product Owner releases each Increment when it makes sense, as stated in [2]: "The Product Owner decides when to release an Increment. This can be done at any time during or after a Sprint. The Product Owner may choose to release an Increment when it delivers enough value to customers or users, when it meets a market opportunity, when it reduces risk or uncertainty, or when it aligns with other business goals."

NO.45 A Scrum Master is introducing Scrum to a new Development Team. The Development Team gas decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

A. Call a meeting between the Development Team and senior management.

B. Comply with the decision of the self-organizing team.

C. Consult with the Product Owner to see how he/she feels about the situation.

D. Begin facilitating productive and useful Sprint Retrospectives.

Answer: D

Explanation:

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

NO.46 Who has the final say on the order of the Product Backlog?

A. The Development Team.

B. The Product Owner.

C. The Scrum Master.

D. The Stakeholders.

E. The CEO.

Answer: B

Explanation:

According to the Scrum Guide, the Product Owner has the final say on the order of the Product Backlog, as he or she is responsible for maximizing the value of the product and the work of the Development Team. The other roles do not have this authority, although they may provide input and suggestions to the Product Owner.

NO.47 During a Sprint Retrospective, the Development Team proposes moving the Daily Scrum to only occur on Tuesdays and Thursdays. Which two are the most appropriate responses for the Scrum Master? (Choose two.)

A. Consider the request and decide on which days the Daily Scrum should occur.

B. Coach the team on why the Daily Scrum is important as an opportunity to update the plan.

C. Have the developers vote.

D. Learn why the Development Team wants this and work with them to improve the outcome of the Daily Scrum.

E. Acknowledge and support the self-organizing team's decision.

Answer: B,D

Explanation:

The correct answers are B and D, because these are the most appropriate responses for the Scrum Master. The Scrum Master should coach the team on why the Daily Scrum is important as an opportunity to update the plan, inspect the progress, and synchronize the activities of the Development Team. The Scrum Master should also learn why the Development Team wants this and work with them to improve the outcome of the Daily Scrum, rather than imposing a decision or accepting their request without question.

NO.48 Who determines when it is appropriate to update the Sprint Backlog during a Sprint?

A. The Scrum Team.

B. The Product Owner.

C. The Developers.

D. The Project Manager.

Answer: C

NO.49 A Product Owner wants advice from the Scrum Master about estimating work in Scrum. Which of these is the guideline that a Scrum Master should give?

A. Product Backlog items must be estimated in story points.

B. Estimates are made by the Development Team.

C. Estimates must be in relative units.

D. Scrum forbids estimating.

E. Estimates are made by the Product Owner, but are best checked with the Development Team.

Answer: B

Explanation:

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

NO.50 One of the Scrum events is the Daily Scrum. What are two intended outcomes ot the Daily Scrum?

(choose the best two answers)

A. An updated Scrum board to make Sprint progress transparent for the

stakeholders

B. Identification of impediments that may prevent the Developers from achieving the Sprint Goal.

C. A status report tor the upper management indicating what each individual has done, will be doing, and what is impeding him/her.

D. A shared understanding ot the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.

E. An update of completed tasks and ot the remaining work so the Scrum Master can plan the next day.

Answer: B,D

Explanation:

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

NO.51 The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

A. True

B. False

Answer: A

Explanation:

According to the Scrum Guide1, the Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Developers on why it is building the Increment. It also provides a basis for inspecting and adapting during the Sprint Review and Sprint Retrospective. The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

NO.52 What is the recommended size for a Development Team?

A. 7 plus or minus 3.

B. At least 7.

C. 9.

D. 3 to 9.

Answer: D

Explanation:

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

Teams generate too much complexity for an empirical process to be useful."

NO.53 True or False: A scrum Master Fulfills me same role as a traditional project Manager.

A. True

B. False

Answer: B

Explanation:

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

NO.54 Which three of the following are true about Scrum? (Choose the best three answers.)

A. Scrum implements self-management by replacing Project Managers with Scrum Masters.

B. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.

C. Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.

D. Scrum is a framework for developing and sustaining complex products.

E. Scrum is based on empiricism and lean thinking.

Answer: B,D,E

Explanation:

Three statements that are true about Scrum are:

Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.

Scrum is a framework for developing and sustaining complex products.

Scrum is based on empiricism and lean thinking.

These statements are supported by [6]: "Scrum is not a process, technique, or definitive method. Rather, it is a framework within which you can employ various processes and techniques. ... Each component within the framework serves a specific purpose and is essential to Scrum's success and usage. ... The rules of Scrum bind together events, roles, artifacts, and rules governing their relationships. ... The three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation."

NO.55 How do you know that a Development Team is cross-functional?

A. Development Team has all the skills to create a potentially releasable increment by the end of every Sprint.

B. A few of the Development Team members pair program and do Test Driven Development.

C. There are no conflicts within the Development Team.

D. Every member of the Development Team is able to perform every task.

Answer: A

Explanation:

According to the Scrum Guide, a Development Team is cross-functional if it has all the skills to create a potentially releasable Increment by the end of every Sprint. The other options are not indicators of

cross-functionality, as they are either specific practices (such as pair programming or test driven development) or irrelevant factors (such as conflicts within the team or ability to perform every task).

NO.56 What is the function or purpose of management in Scrum?

(choose the best answer)

A. To identify and remove people that are not working hard enough.

B. To monitor the productivity of the Developers.

C. To present the Scrum Teams with insights and resources that help them improve.

D. To continually monitor staffing levels of the Scrum Team.

Answer: C

Explanation:

The best answer is C. The function or purpose of management in Scrum is to present the Scrum Teams with insights and resources that help them improve. According to the article What is the Function or Purpose of Management in Scrum?, management is still critical to providing vision, securing resources, hiring talent, training teams, removing roadblocks, and continuously improving. Management also encourages collaboration and establishes Scrum Team autonomy, which are essential for Scrum's values and principles.

A, B and D are not good answers because they imply a command-and-control approach that contradicts Scrum's values of respect, openness, and self-organization. Management in Scrum is not supposed to micromanage, judge, or interfere with the work of the Developers, but rather support them and enable them to deliver value.

NO.57 A properly functioning Scrum Team will have at least one Release Sprint and may well have several.

A. True

B. False

Answer: B

Explanation:

According to the Scrum Guide1, there is no such thing as a Release Sprint in Scrum. A Release Sprint implies that there are other Sprints that don't produce a potentially releasable Increment, which violates the core principle of Scrum. Every Sprint should result in a "Done", useable, and potentially releasable product Increment.

NO.58 A Development Team selects a set of Product Backlog items for a Sprint Backlog with the intent to get the selected items "Done" by the end of the Sprint. Which three phrases best describe the purpose of a definition of "Done"? (Choose three.)

A. It controls whether the developers have performed their tasks.

B. It provides a template for elements that need to be included in the technical documentation.

C. It creates transparency over the work inspected at the Sprint Review.

D. It trucks the percent completeness of a Product Backlog item.

E. It guides the Development Team is creating a forecast at the Sprint Planning.

F. It defines what it takes for an Increment to be ready for release.

Answer: C,E,F

Explanation:

The correct answers are C, E, and F, because these phrases best describe the purpose of a definition

of "Done". It creates transparency over the work inspected at the Sprint Review, as it defines what it means for an Increment to be potentially releasable. It guides the Development Team in creating a forecast at the Sprint Planning, as it helps them estimate how much work they can accomplish in a Sprint. It defines what it takes for an Increment to be ready for release, as it ensures that the product meets the quality expectations of the stakeholders.

NO.59 Which topics should be discussed in the Sprint Review? (Choose the best answer.)

A. The Scrum process, and how it was used during the Sprint.

B. Coding and engineering practices.

C. The product Increment.

D. All of the above.

Answer: C

NO.60 What enhances the transparency of an increment?

A. Doing all work needed to meet the definition of "Done"

B. Reporting Sprint progress to the stakeholders daily

C. Keeping track of and estimating all undone work to be completed in a separate Sprint.

D. Updating Sprint tasks properly in the electronic tracking tool.

Answer: A

Explanation:

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

NO.61 What techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply? (Choose the best two answers.)

A. Involve the complete Scrum Team in making a decision.

B. Use coaching techniques; such as open

C. Ask an external agile coach what they recommend.

D. Ask team members to take the issue up with to the company's Human Resources department.

Answer: A,B

Explanation:

Two techniques that the Scrum Master could use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply are to involve the complete Scrum Team in making a decision, and to use coaching techniques such as open questions and active listening, as stated in [3]: "The Scrum Master should facilitate a constructive dialogue among the team members and help them reach a consensus on which agile practices to use. The Scrum Master should also use coaching techniques such as open questions and active listening to understand the underlying needs and motivations of each team member and to help them find common ground."

NO.62 Which three of the following are feedback loops in Scrum? (Choose three.)

A. Sprint Review.

B. Release Planning.

C. Sprint Retrospective.

D. Refinement Meeting.

E. Daily Scrum.

Answer: A,C,E

Explanation:

The correct answers are A, C, and E, because these are feedback loops in Scrum. The Sprint Review is a feedback loop that allows the Scrum Team and the stakeholders to inspect the Increment and adapt the Product Backlog. The Sprint Retrospective is a feedback loop that allows the Scrum Team to inspect itself and create a plan for improvements. The Daily Scrum is a feedback loop that allows the Development Team to inspect its progress and plan its work for the next 24 hours.

NO.63 When must the Product Owner participate in the Dairy Scrum? (choose the best answer)

A. When the Product Owner is actively working on items on the Sprint Backlog; however, they participate as a Developer

B. When the Product Owner needs to represent the stakeholders point of view to the Developers

C. When there are impediments to discuss

D. When the Scrum Master asks the Product Owner to attend

Answer: A

Explanation:

According to the Scrum Guide, the Product Owner must participate in the Daily Scrum when he or she is actively working on items on the Sprint Backlog; however, they participate as a Developer, not as an authority figure. This means that the Product Owner can share progress, plans, and impediments with the other Developers and collaborate with them on delivering value. The other options are not valid reasons for the Product Owner to participate in the Daily Scrum, as they are either irrelevant (such as representing stakeholders or discussing impediments) or inappropriate (such as being asked by the Scrum Master).

NO.64 Which two things should the Development Team do during the first Sprint? (Choose two.)

A. Make up a plan for the rest of the project.

B. Analyze, describe, and document the requirements for the subsequent Sprints.

C. Develop at least one piece of functionality.

D. Define the major product features and release plan architecture

E. Create an increment of potentially releasable software.

Answer: C,E

Explanation:

According to the Scrum Guide, the Development Team should do two things during the first Sprint: develop at least one piece of functionality and create an increment of potentially releasable software. These are the goals of every Sprint, regardless of its order. The other options are not things that the Development Team should do during the first Sprint, as they are either out of scope (such as making a plan for the rest of the project or defining major product features and release plan architecture) or unnecessary (such as analyzing, describing, and documenting requirements for subsequent Sprints).

NO.65 Which of the following services are appropriate for a Scrum Master in regard to the Daily Scrum?

A. Lead the discussions of the Development Team.

B. Make sure that all 3 questions have been answered by each member of the team.

C. Keep track of whether each team member has a chance to speak.

D. Teach the Development Team to keep the Daily Scrum within the 15 minute time-box.

E. All of the above.

Answer: D

Explanation:

The correct answer is D, because one of the services that a Scrum Master can provide in regard to the Daily Scrum is to teach the Development Team to keep the Daily Scrum within the 15 minute time-box. The Scrum Guide states that "the Scrum Master ensures that the Development Team has the meeting, but the Development Team is responsible for conducting the Daily Scrum. The Scrum Master teaches the Development Team to keep the Daily Scrum within the 15-minute time-box."

NO.66 The Sprint Review is mainly an inspect and adapt opportunity for which group?

A. The Development Team and stakeholders.

B. The Product Owner and Development Team.

C. The Scrum Team and stakeholders.

D. The Product Owner and management.

E. The Development Team and management.

F. The Product Owner and stakeholders.

Answer: C

Explanation:

According to the Scrum Guide1, the Sprint Review is an informal meeting at the end of the Sprint, where the Scrum Team and stakeholders collaborate about what was done in the Sprint. Based on that and any changes to the Product Backlog during the Sprint, attendees collaborate on what to do next. The Product Owner explains what Product Backlog items have been "Done" and what has not been "Done"; the Development Team discusses what went well during the Sprint, what problems it ran into, and how those problems were solved; and the Development Team demonstrates the work that it has "Done" and answers questions about the Increment. The entire group collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning. The Sprint Review is mainly an inspect and adapt opportunity for the Scrum Team and stakeholders.

NO.67 Which two activities will a Product Owner engage in during a Sprint? (Choose two.)

A. Answer questions from the Development Team about items in the current Sprint.

B. Update the Sprint burndown chart.

C. Prioritize the Development Team's work on the Sprint Backlog.

D. Run the Daily Scrum.

E. Work with the stakeholders.

Answer: A,E

Explanation:

The correct answers are D and E, because these are two activities that a Product Owner can engage in during a Sprint. The Scrum Guide states that "the Product Owner is responsible for maximizing the

value of the product resulting from work of the Development Team." Therefore, the Product Owner can answer questions from the Development Team about items in the current Sprint, and work with the stakeholders to understand their needs and expectations.

NO.68 Which statement best describes a Product Owner's responsibility?

A. Optimizing the value of the work the Development Team does.

B. Managing the project and ensuring that the work meets the commitments to the stakeholders.

C. Directing the Development Team.

D. Keep stakeholders from distracting the Development Team.

Answer: A

Explanation:

According to the Scrum Guide1, ordering Product Backlog items is solely up to the Product Owner's discretion. The Product Owner orders items in the Product Backlog to best achieve goals and missions. To do this, they optimize value by considering various factors such as cost and benefit, risk, dependencies, date needed, etc. The Product Owner is responsible for maximizing the value of the work the Development Team does.

NO.69 As the Sprint Planning meeting progresses, the Development Team sees that the workload is greater than they can handle. Which two are valid actions? (Choose two.)

A. Recruit additional Development Team members before the work can begin.

B. The Development Team ensures that the Product Owner is aware, starts the Sprint, and monitors progress.

C. Cancel the Sprint.

D. Remove or change selected Product Backlog items.

E. The Development Team works overtime during this Sprint.

Answer: B,D

Explanation:

The correct answers are B and D, because the Scrum Guide states that "the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint." Therefore, the Development Team can remove or change selected Product Backlog items in agreement with the Product Owner if they see that the workload is greater than they can handle. The Development Team should also ensure that the Product Owner is aware of the situation, start the Sprint, and monitor progress.

NO.70 What are three ways Scrum promotes self-organization? (Choose three.)

A. By not allowing documentation.

B. By the Development Team deciding what work to do in a Sprint.

C. By preventing stakeholders from entering the development room.

D. By removing titles for Development Team members.

E. By being a lightweight framework.

Answer: B,D,E

Explanation:

According to the Scrum Guide1, Scrum promotes self-organization by giving autonomy and empowerment to the Developers who decide how to do their work within a Sprint. The Developers

have no titles other than Developer, regardless of their specialization or skills. Scrum is a lightweight framework that minimizes prescription and maximizes flexibility and adaptability.

NO.71 A new developer is having continuing conflicts with existing Development Team members and creating the hostile environment. If necessary, who is responsible for removing the team member?

A. The hiring manager is responsible, because he/she hired the developer.

B. The Scrum Manager is responsible, because he/she removes Impediments.

C. The Development Team is responsible, and may need help from the Scrum Master.

D. The Product Owner is responsible, because he/she controls the return on investment (ROI).

Answer: C

Explanation:

The correct answer is C, because if necessary, the Development Team is responsible for removing a team member who is creating a hostile environment. The Scrum Guide states that "development Teams are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality." Therefore, the Development Team should manage its own composition and dynamics, and may need help from the Scrum Master to facilitate this process.

NO.72 Which two things should the Development Team do during the first Sprint? (Choose two.)

A. Make up a plan for the rest of the project.

B. Analyze, describe, and document the requirements for the subsequent Sprints.

C. Develop at least one piece of functionality.

D. Analyze, design, and describe the complete architecture and infrastructure.

E. Create an increment of potentially releasable software.

Answer: C,E

Explanation:

According to the Scrum Guide1, each Sprint is a project with no more than a one-month horizon. The Sprint Goal gives guidance to why the Scrum Team is building an Increment. The Development Team consists of professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint. Therefore, in the first Sprint, as in any other Sprint, the Development Team should develop at least one piece of functionality and create an increment of potentially releasable software. The other options are not consistent with Scrum values and principles.

NO.73 What are the two primary ways a Scrum Master keeps a Development Team working at its highest level of productivity? (Choose two.)

A. By ensuring the meetings start and end at the proper time.

B. By removing impediments that hinder the Development Team.

C. By facilitating Development Team decisions.

D. By keeping high value features high in the Product Backlog.

Answer: B,C

Explanation:

The correct answers are B and C, because these are the two primary ways a Scrum Master keeps a

Development Team working at its highest level of productivity. The Scrum Guide states that "the Scrum Master serves the Development Team in several ways, including ... removing impediments to the Development Team's progress; facilitating Scrum events as requested or needed; and coaching the Development Team in self-organization and cross-functionality." Therefore, by removing impediments and facilitating decisions, the Scrum Master helps the Development Team focus on their work and deliver value.

NO.74 What does it mean for a Scrum Team to be cross-functional?

(choose the best answer)

A. The Scrum Team includes not only developers but also business analysts, architects, and testers.

B. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint.

C. Developers on the Scrum Team work closely with business analysts, architects, developers, and testers who are not on the team.

D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers.

Answer: B

Explanation:

The correct answer is B. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint. According to the Scrum Guide1, "Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value in each Sprint." This does not mean that every individual has all the skills, but rather that the team as a whole does. Cross-functionality enables the Scrum Team to deliver a potentially releasable Increment of "Done" product at the end of each Sprint, without depending on others outside the team.

NO.75 When multiple Scrum Teams are working on the same product, should all of their Increments be integrated every Sprint? (choose the best answer)

A. Yes, but only for Scrum Teams whose work has dependencies.

B. No, that is tar too nard and must be done in a hardening Sprint

C. No, each Scrum Team stands alone.

D. Yes, in order to accurately inspect what is done.

Answer: D

Explanation:

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

NO.76 Which two activities will a Product Owner engage in during a Sprint? (Choose two.)

A. Run the Daily Scrum.

B. Prioritize the Development Team's work on the Sprint Backlog.

C. Update management on what is being worked on.

D. Answer

Answer: C,D

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

NO.77 The CEO asks the Development Team to add a "very important" item to a Sprint that is in progress. What should the Development Team do?

A. Add the item to the current Sprint and drop an item of equal size.

B. Add the item to the current Sprint without any adjustments.

C. Inform the Product Owner so he/she can work with the CEO.

D. Add the item to the next Sprint.

Answer: C

Explanation:
The correct answer is C, because the Development Team should inform the Product Owner so he/she can work with the CEO. The Scrum Guide states that "only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master." Therefore, if the CEO wants to add a "very important" item to a Sprint that is in progress, he or she should communicate with the Product Owner, who can then decide whether to cancel or continue the current Sprint.

NO.78 What is the timebox for the sprint Review? (choose the best answer)

A. 1 day

B. 4 hours for a one-month Sprint.

C. As long as needed

D. 2 hours for a one-month Sprint.

Answer: B

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

NO.79 How much work must a Development Team do to a Product Backlog item it selects for a Sprint?

A. A proportional amount of time on analysis, design, programming, testing, and documentation.

B. As much as it can fit into the Sprint. Any remaining work will be transferred to a subsequent Sprint.

C. All development work and at least some testing.

D. As much as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of "Done".

Answer: D

Explanation:

The Development Team must do as much work as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of "Done", as stated in the Scrum Guide1: "The Development Team works to forecast the functionality that will be developed during the Sprint. The Product Owner discusses the objective that the Sprint should achieve and the Product Backlog items that, if completed in the Sprint, would achieve the Sprint Goal. The entire Scrum Team collaborates on understanding the work of the Sprint."

NO.80 True or False Developers do not meet with stakeholders: only the Product Owner meets with stakeholders

A. True

B. False

Answer: B

Explanation:

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

NO.81 Choose two responsibilities of a self-organizing Development Team. (Choose two.)

A. Reorder the Product Backlog.

B. Pull Product Backlog items for the Sprint.

C. Do the work planned in the Sprint Backlog.

D. Increase velocity.

E. Report daily progress to stakeholders.

Answer: B,C

Explanation:

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

NO.82 Who creates a Product Backlog Item's estimate?

A. The Development Team after clarifying requirements with the Product Owner.

B. The Product Owner with input from the Development Team.

C. The most senior people in the organization, including architects and subject matter experts.

D. The Scrum Master.

E. The Development Team, alone.

Answer: A

Explanation:

According to the Scrum Guide1, Product Backlog refinement is an ongoing activity in which Product Backlog items are reviewed and revised. The Developers who will be doing the work are responsible for sizing or estimating it. The Product Owner may influence them by helping them understand and select trade-offs.

NO.83 Who does the work to make sure Product Backlog items conform to the Definition of Done? (choose the Best answer)

A. The Quality Assurance Team

B. The Scrum Team

C. The Product Owner

D. The Scrum Master

E. The Developers

Answer: E

Explanation:

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

NO.84 Which best describes the Product Backlog?

A. It is allowed to grow and change as more is learned about the product and its customers.

B. It provides just enough information to enable a Scrum team to start the design phase of a product.

C. It contains all foreseeable tasks and requirements from which the Scrum team can develop and maintain a complete project plan.

D. It is baselined to follow change management processes.

Answer: A

Explanation:

According to the Scrum Guide, the Product Backlog is an ordered list of everything that is known to be needed in the product. It is allowed to grow and change as more is learned about the product and its customers. The other options are not accurate descriptions of the Product Backlog, as they are either too restrictive (such as providing just enough information or baselining to follow change management processes) or too comprehensive (such as containing all foreseeable tasks and requirements or enabling a complete project plan).

NO.85 What are two ways that regulatory compliance issues are dealt with in Scrum? (choose the best two answers)

A. They are addressed by a separate team who is responsible for compliance issues.

B. They are addressed along with functional development of the product.

C. They are discussed, determined, and documented before the actual feature development Sprints.

D. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.

Answer: B,D

Explanation:

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

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

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

NO.86 When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

A. True

B. False

Answer: B

Explanation:

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

NO.87 Which two ways of creating Development Teams are consistent with Scrum's values? (Choose two.)

A. Existing teams propose how they would like to go about organizing into the new structure.

B. Managers personally re-assign current subordinates to new teams.

C. Managers collaborate to assign individuals to specific teams.

D. Bring all the developers together and let them self-organize into Development Teams.

E. The Chief Product Owner determines the new team structures and assignments.

Answer: A,D

Explanation:

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

NO.88 What is the purpose of a Sprint Review?

A. To take time to judge the validity of the project.

B. To inspect the product increment with the stakeholders and collect feedback on next steps.

C. To review the Scrum Team's activities and processes during the Sprint.

D. To build team sprint.

Answer: B

NO.89 A Scrum Master is keeping a list of open impediments, but it is growing and he/she has been able to resolve only a small portion of the impediments. Which three techniques would be most helpful in this situation? (Choose three.)

A. Consulting with the Development Team.

B. Prioritizing the list and working on them in order.

C. Arranging a triage meeting with all project managers.

D. Alerting management to the impediments and their impact.

Answer: A,B,D

Explanation:

The correct answers are A, B, and D, because these techniques would be most helpful in this situation. Consulting with the Development Team may help identify the root causes of the impediments and possible solutions. Prioritizing the list and working on them in order may help reduce the backlog and focus on the most important or urgent issues. Alerting management to the impediments and their impact may help escalate the problems and get support from the organization.

NO.90 In accordance with Scrum theory, how should a group of 100 people be divided into multiple Development Teams?

A. Understanding the product, the product vision and the rules of the Scrum framework, the group divides itself into teams.

B. It doesn't really matter because you can rotate the teams every Sprint to spread knowledge.

C. Check with the allocation department to see who has worked together before and make these the first teams.

D. Create a matrix of skills, seniority, and level of experience to assign people to teams.

Answer: A

Explanation:

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

NO.91 Which of the following are topics for the Developers to discuss at the Daily scrum as they inspect their progress toward the Sprint Goal?

(choose the best three answers)

A. what have we learned since yesterday, and now should we modify our plan to increase our ability to meet the Sprint Goal?

B. Are mere any impediments Clocking progress toward the sprint Goal?

C. What will I be working on tomorrow?

D. Are mere any decisions that need to be made to maintain progress toward the sprint Goal?

E. Why were you late?

F. How many hours Old I spend on the project yesterday

G. win todays work negatively impact our ability to meet the sprint Goal for the Split following this one?

Answer: A,B,D

Explanation:

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

What have we learned since yesterday, and how should we modify our plan to increase our ability to meet the Sprint Goal?

Are there any impediments blocking progress toward the Sprint Goal?

Are there any decisions that need to be made to maintain progress toward the Sprint Goal?

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

NO.92 The IT manager asks a Development Team for a status report describing the progress throughout the Sprint.

The Development Team asks the Scrum Master for advice. The Scrum Master should:

(Choose the best answer.)

A. Talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review.

B. Tell the Development Team to figure it out themselves.

C. Tell the Development Team to fit the report into the Sprint Backlog.

D. Create and deliver the report to the manager herself.

E. Ask the Product Owner to send the manager the report.

Answer: A

Explanation:

The Scrum Master should talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review, as stated in [5]: "The Scrum Master should educate the IT manager about how Scrum works and how progress is measured. The Scrum Master should invite the IT manager to attend the Sprint Review where the Development Team demonstrates what was accomplished during the Sprint. The Scrum Master should also explain that status reports are not necessary in Scrum, as transparency is ensured by using artifacts such as Product Backlog, Sprint Backlog, and Increment."

NO.93 Which of the following best describes an increment of working software?

A. A decomposition of all Product Backlog items into tasks for future Sprint Backlog lists.

B. Additional features in a usable state that complement those delivered in previous iterations.

C. A new user interface design for functionality delivered in previous iterations.

D. An automated test suite to verify functionality delivered in previous iterations.

E. UML diagrams that describe how to deliver functionality in future iterations.

Answer: B

Explanation:

According to the Scrum Guide1, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, the best description of an increment of working software is additional features in a usable state that complement those delivered in previous iterations.

NO.94 Which two things are appropriate for a Scrum Master to do if the Development Team doesn't have the engineering tools and infrastructure to completely finish each selected Product Backlog item? (Choose two.)

A. Coach the Development Team to improve its skills, tools, and infrastructure over time and adjust the Definition of "Done" accordingly.

B. Encourage the Product Owner to accept partially "Done" increments until the situation improves.

C. Refocus the current Sprint on establishing the Development Team's infrastructure instead of delivering an increment.

D. Declare the Development Team not ready for Scrum.

E. Have the Development Team establish a Definition of "Done" that is actually possible to achieve given current circumstances.

Answer: A,E

Explanation:

According to the Scrum Guide1, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. Therefore, two things that are appropriate for a Scrum Master to do if the Development Team doesn't have the engineering tools and infrastructure to completely finish each selected Product Backlog item are:

Coach the Development Team to improve its skills, tools, and infrastructure over time and adjust the Definition of "Done" accordingly.

Have the Development Team establish a Definition of "Done" that is actually possible to achieve given current circumstances.

NO.95 The Daily Scrum is an event that happens every day. What would be three key concerns if the frequency were to be lowered to every two or three days? (Choose three.)

A. Opportunities to insect and adapt the Sprint Backlog are lost.

B. Impediments are raised and resolved more slowly.

C. The Product Owner cannot accurately report progress to the stakeholders.

D. Too much work is spent updating the Scrum board before the meeting.

E. The Scrum Master loses the ability to update the Gantt chart properly.

F. The Sprint plan may become inaccurate.

Answer: A,B,F

Explanation:

According to the Scrum Guide1, the Daily Scrum is an event for the Developers of the Scrum Team. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum optimizes the probability that the Developers will meet the Sprint Goal. Every day, the Developers should understand how they intend to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint. If the frequency of the Daily Scrum were to be lowered to every two or three days, some key concerns would be:

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

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

The Sprint plan may become inaccurate, as changes in requirements, risks, or priorities are not reflected in a timely manner.

The other options are not valid concerns, as they are not aligned with Scrum values and principles.

NO.96 Who starts the Daily Scrum?

A. The person coming in last. This encourages people to be on time and helps to stay within the time-box.

B. Whoever the Development Team decides should start.

C. The person who has the token.

D. The Scrum Master. This ensures that the Development Team has the meeting and stays within the time-box.

E. The person who last broke the build.

Answer: B

Explanation:

According to the Scrum Guide1, during each Daily Scrum, each Developer answers three questions:

What did I do yesterday that helped meet our Sprint Goal?

What will I do today to help meet our Sprint Goal?

Do I see any impediment that prevents me or our Development Team from meeting our Sprint Goal?

The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward achieving their Sprint Goal and producing a usable Increment. The Developers can start with any one person and proceed in any order.

NO.97 Which Scrum Values are exhibited by not building Product Backlog items that have low business value? (Choose three.)

A. Economic Value Added.

B. Respect.

C. Focus.

D. Earned Value.

E. Courage.

Answer: B,C,E

Explanation:

According to the Scrum Guide1, there are five values that guide decisions within Scrum teams:

Commitment

Focus

Openness

Respect

Courage

By not building Product Backlog items that have low business value, Scrum teams exhibit respect for their stakeholders and customers, as they deliver what is most valuable and relevant for them. They also exhibit focus, as they concentrate on what matters most for achieving their Product Goal and Sprint Goal. They also exhibit courage, as they are willing to say no to low-value work and face possible conflicts or disagreements.

NO.98 Which three of the following are time-boxed events in Scrum? (Choose the best three answers.)

A. Release Planning.

B. Release Retrospective.

C. Sprint Retrospective.

D. Sprint Planning.

E. Sprint Testing.

F. Sprint 0.

G. Daily Scrum.

Answer: C,D,G

Explanation:

According to the Scrum Guide, the time-boxed events in Scrum are Sprint Retrospective, Sprint Planning, and Daily Scrum. These events have a maximum duration that cannot be exceeded. The other options are not time-boxed events in Scrum, as they are either not part of Scrum (such as Release Planning, Release Retrospective, Sprint Testing, and Sprint 0) or not events at all (such as Definition of Done).

NO.99 Which of the following are true about the length of the Sprint? (Choose two.)

A. The length of the Sprint should be proportional to the work that is done in between Sprints.

B. It is best to have Sprints of consistent length throughout a development effort.

C. Sprint length is determined during Sprint Planning, and should hold the time it will take to code the planned features in the upcoming Sprint, but does not include time for any testing.

D. Sprint length is determined during Sprint Planning, and should be long enough to make sure the Development Team can deliver what is to be accomplished in the upcoming Sprint.

E. All Sprints must be 1 month or less.

Answer: B,E

Explanation:

The correct answers are B and E, because these statements are true about the length of the Sprint. It is best to have Sprints of consistent length throughout a development effort, as this helps establish a reliable rhythm and cadence for the Scrum Team and the stakeholders. All Sprints must be one

month or less, as this ensures that the Scrum Team can inspect and adapt frequently and deliver value incrementally.

NO.100 What may be included in the Sprint Backlog? (choose the best answer)

A. User Stones

B. Tasks

C. Use Cases

D. Tests

E. Any of the above (or others) which ate a decomposition of the selected Product Backlog items

Answer: E

Explanation:

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

NO.101 What does n mean tor a scrum Team to be cross-function at? (choose the best answer)

A. The Scrum Team includes skilled individuals who together have all the skins necessary to create value each sprint

B. Developers on the Scrum Team work closely with business analysis architects developers, and testers who are not on the team

C. The Scrum Team includes not only developers but also business analysts, architects, and testers

D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers

Answer: A

Explanation:

According to the Scrum Guide, a Scrum Team is cross-functional if it includes skilled individuals who together have all the skills necessary to create value each Sprint. This means that the Developers can work on any aspect of the product without depending on others outside the team. The other options are not valid descriptions of cross-functionality, as they either imply that the Developers work in silos or rely on external people (such as business analysts, architects, testers, or separate teams).

NO.102 Which two activities will a Product Owner engage in during a Sprint? (Choose two.)

A. Run the Daily Scrum.

B. Prioritize the Development Team's work on the Sprint Backlog.

C. Update the Sprint burndown chart.

D. Answer questions from the Development Team about items in the current Sprint.

E. Work with the stakeholders.

Answer: D,E

Explanation:

The correct answers are D and E, because these are two activities that a Product Owner can engage in during a Sprint. The Scrum Guide states that "the Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team." Therefore, the Product Owner

can answer questions from the Development Team about items in the current Sprint, and work with the stakeholders to understand their needs and expectations.

NO.103 If two Scrum Teams are added to the development of a product that previously had only one Scrum Team, what will be the immediate impact on the productivity of the original Scrum Team?

A. Its productivity is likely to decrease.

B. Its productivity is likely to stay the same.

C. Its productivity is likely to increase.

Answer: A

Explanation:

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

NO.104 Which Scrum Value is affected by a lack of trust in the Scrum Team?

A. Focus

B. Respect

C. Openness

D. Courage

E. Commitment.

F. All of the above

Answer: F

Explanation:

The correct answer is F, because all of the Scrum Values are affected by a lack of trust in the Scrum Team. Trust is essential for the Scrum Team to work effectively and deliver value. Without trust, the Scrum Team may lose focus, respect, openness, courage, and commitment.

NO.105 What is included in the Sprint Backlog?

A. User Stories.

B. Tasks.

C. Use Cases.

D. Tests.

E. Any of the above (or others) which are a decomposition of the selected Product Backlog items.

Answer: E

Explanation:

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

NO.106 During a Sprint Retrospective, for what is the Product Owner responsible?

A. Participating as a Scrum Team member.

B. Summarizing and reporting the discussions to the stakeholders that he/she represents in the Scrum Team.

C. Capturing requirements for the Product Backlog.

D. The Product Owner should not take part in Sprint Retrospectives.

Answer: A

Explanation:
According to the Scrum Guide1, the Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning. The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Product Owner is part of the Scrum Team and should participate as a Scrum Team member in the Sprint Retrospective.

NO.107 Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the quality of the product. What are two good options for the Scrum Master? (Choose the best two answers.)

A. Wait to bring this up until the Sprint Retrospective.

B. Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder's concern to the Developers.

C. Bring the concern to the testers to improve how the Product is verified.

D. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.

E. Coach the Product Owner on how to talk with the Developers about this concern.

Answer: B,E

NO.108 When is implementation of a Product Backlog item considered complete?

A. At the end of the Sprint.

B. When the item has no work remaining in order to be potentially released.

C. When QA reports that the item passes all acceptance criteria.

D. When all work in the Sprint Backlog related to the item is finished.

Answer: B

Explanation:
According to the Scrum Guide1, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, implementation of a Product Backlog item is considered complete when the item has no work remaining in order to be potentially released.

NO.109 Who creates the definition of "Done"?

A. The Scrum Master as he/she is responsible for the Development Team's productivity.

B. The Scrum Team, in a collaborative effort where the result is the common denominator of all

members' definition.

C. The Product Owner as he/she is responsible for the product's success.

D. The development organization (or Development Team if none is available from the development organization).

Answer: D

Explanation:

According to the Scrum Guide1, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition guides the Development Team in creating a "Done" Increment.

NO.110 Who has the final decision about the order of items in the Product Backlog? (Choose the best answer.)

A. The Stakeholders.

B. The Product Owner.

C. The Scrum Team.

D. The Scrum Master.

E. The Developers.

Answer: B

Explanation:

According to the Scrum Guide, the Product Owner has the final decision about the order of items in the Product Backlog, as he or she is responsible for maximizing the value of the product and the work of the Development Team. The other roles do not have this authority, although they may provide input and suggestions to the Product Owner.

NO.111 For the purpose of transparency, when does Scrum say a new increment of working software must be available?

A. After the acceptance testing phase.

B. Before the release Sprint.

C. Every 3 Sprints.

D. At the end of every Sprint.

E. When the Product Owner asks to create one.

Answer: D

Explanation:

According to the Scrum Guide1, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. For the purpose of transparency, when does Scrum say a new increment of working software must be available? At the end of every Sprint.

NO.112 Why is the Daily Scrum held at the same time and same place?

A. The consistency reduces complexity.

B. The place can be named.

C. The Product Owner demands it.

D. Rooms are hard to book and this lets it be booked in advance.

Answer: A

Explanation:

According to the Scrum Guide, the Daily Scrum is held at the same time and same place to reduce complexity and promote consistency. The other options are not valid reasons for holding the Daily Scrum at the same time and same place, as they are either irrelevant (such as naming the place) or incorrect (such as being demanded by the Product Owner or booking rooms in advance).

NO.113 When must a scrum Team release each increment? (choose the best answer)

A. when the Scrum Team finishes their work

B. Alter every Sprint. without exception

C. Whenever the product s tree of detects

D. When it makes sense to release It.

Answer: D

Explanation:

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

NO.114 What it the main reason for the Scrum Master to be at the Daily Scrum?

A. To gather status and progress information to report to management.

B. To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burn-down.

C. He or she does not have to be there; he or she only has to ensure the Development Team has a Daily Scrum.

D. To make sure every team member answers the three questions.

Answer: C

Explanation:

The correct answer is C, because the Scrum Guide states that "the Scrum Master ensures that the Development Team has the meeting, but the Development Team is responsible for conducting the Daily Scrum. The Scrum Master teaches the Development Team to keep the Daily Scrum within the 15-minute time-box." Therefore, the main reason for the Scrum Master to be at the Daily Scrum is to ensure that it happens, but he or she does not have to be there.

NO.115 Which statement best describes Scrum?

A. A defined and predictive process that confirms to the principles of Scientific Management.

B. A complete methodology that defines how to develop software.

C. A cookbook that defines best practices for software development.

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

Answer: D

Explanation:

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

NO.116 A Sprint Retrospective should be held:

A. At the end of each Sprint.

B. At the beginning of each Sprint.

C. Only when the Scrum Team determines it needs one.

D. At the end of the last Sprint in a project or a release.

Answer: A

Explanation:

The correct answer is A, because a Sprint Retrospective should be held at the end of each Sprint. The Scrum Guide states that "the Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. ... The Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning."

NO.117 Who determines how many Product Backlog items the Developers select tor a sprint? (choose the best answer)

A. The Scrum Master

B. The Scrum Team

C. The Developers

D. The stakeholders attending Sprint Planning

E. The Product Owner

Answer: C

Explanation:

The Developers determine how many Product Backlog items they select for a Sprint, as stated in the Scrum Guide: "The Developers select items from the Product Backlog to include in the current Sprint. The Scrum Team may refine these items during this process, which increases understanding and confidence."

NO.118 Which of these may a Development Team deliver at the end of a Sprint?

A. Failing unit tests, to identify acceptance tests for the next Sprint.

B. An increment of software with minor known bugs in it.

C. An increment of working software that is "done".

D. A single document, if that is what the Scrum Master asked for.

Answer: C

Explanation:

The correct answer is C, because a Development Team should deliver an increment of working software that is "done" by the end of a Sprint. The Scrum Guide states that "the Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all

previous Sprints. At the end of a Sprint, the new Increment must be 'Done,' which means it must be in useable condition and meet the Scrum Team's definition of 'Done'."

NO.119 What is the recommended size for a Scrum Team? (Choose the best answer.)

A. At least 7.

B. 9

C. 10 or fewer.

D. 7 plus or minus 3.

Answer: C

Explanation:

The recommended size for a Scrum Team is 10 or fewer people, as stated in the Scrum Guide: "The recommended size of a Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people."

NO.120 As the Development Team starts work during the Sprint, it realizes it has selected too much work to finish in the Sprint. What should it do?

A. Inform the Product Owner at the Sprint Review, but prior to the demonstration.

B. Find another Scrum Team to give the excess work to.

C. As soon as possible in the Sprint, work with the Product Owner to remove some work or Product Backlog items.

D. Reduce the definition of "Done" and get all of the Product Backlog items "Done" by the new definition.

Answer: C

Explanation:

The correct answer is C, because as soon as possible in the Sprint, the Development Team should work with the Product Owner to remove some work or Product Backlog items if they realize they have selected too much work to finish in the Sprint. The Scrum Guide states that "the Development Team may renegotiate the selected Product Backlog items with the Product Owner. If the Development Team realizes it has too much or too little work, it may renegotiate the selected Product Backlog items with the Product Owner. The Development Team may also invite other people to attend to provide technical or domain advice."

NO.121 Which does a self-organizing Development Team choose?

A. Sprint length.

B. How to best accomplish its work.

C. Stakeholders for the Sprint Review.

D. When to release, based on its progress.

E. Product Backlog ordering.

Answer: B

Explanation:

According to the Scrum Guide, a self-organizing Development Team chooses how to best accomplish its work, rather than being directed by others outside the team. The other options are not choices that a self-organizing Development Team makes, as they are either determined by the Scrum framework (such as Sprint length and Product Backlog ordering) or by collaboration with other roles

(such as stakeholders for the Sprint Review and when to release).

NO.122 The length of a Sprint should be:

A. Short enough to keep the business risk acceptable to the Product Owner.

B. Short enough to be able to synchronize the development work with other business events.

C. No more than one calendar month.

D. All of these answers are correct.

Answer: D

Explanation:

According to the Scrum Guide1, the heart of Scrum is a Sprint, a time-box of one month or less during which a "Done", useable, and potentially releasable product Increment is created. Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint. The length of a Sprint should be short enough to keep the business risk acceptable to the Product Owner, short enough to be able to synchronize the development work with other business events, and no more than one calendar month.

NO.123 When many Development Teams are working on a single product, what best describes the definition of "Done"? (Choose the best answer.)

A. Each Development Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.

B. It depends.

C. Each Development Team uses its own but must make their definition clear to all other teams so the differences are known.

D. All Development Teams must have a definition of "Done" that makes their combined work potentially releasable.

Answer: D

Explanation:

When many Development Teams are working on a single product, the definition of "Done" must be shared by all Development Teams and make their combined work potentially releasable, as stated in [4]: "When multiple teams work together on one product they must mutually define and comply with the same Definition of Done. This makes sure all Increments adhere to a consistent quality level."

NO.124 What are two good ways for the Development Team to make non-functional requirements visible? (Choose two.)

A. Put them on a separate list on the Scrum board, available for all to see.

B. Add them to the Product Backlog and keep the Product Owner posted on the expected effort.

C. Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.

D. Add them to the definition of "Done" so the work is taken care of every Sprint.

Answer: B,D

Explanation:

The correct answers are B and D, because adding non-functional requirements to the Product Backlog and keeping the Product Owner posted on the expected effort helps prioritize and plan them in alignment with the product vision and goals. Additionally, adding non-functional requirements to

the definition of 'Done' ensures that they are met every Sprint and do not accumulate technical debt.

NO.125 Which phrase best describes a Product Owner?

A. Go-between development team and customers.

B. Value optimizer.

C. Requirements engineer.

D. Team manager.

Answer: B

Explanation:

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

NO.126 Who can abnormally terminate a Sprint?

A. The Scrum Master

B. The Development Team or its members.

C. The Product Owner

D. The Stakeholders

Answer: C

Explanation:

According to the Scrum Guide1, a Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master. A Sprint would be cancelled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be cancelled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense.

NO.127 When does the next Sprint begin?

A. When the Product Owner is ready.

B. Immediately after the conclusion of the previous Sprint.

C. The Monday following the Sprint Review.

D. Immediately following the next Sprint Planning.

Answer: B

Explanation:

The next Sprint begins immediately after the conclusion of the previous Sprint, as stated in the Scrum Guide: "Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint."

NO.128 Which output from Sprint Planning provides the Development Team with a target and overarching direction for the Sprint?

A. The Sprint Backlog.

B. The Sprint Goal

C. The release plan.

D. Sprint Review minutes.

Answer: B

Explanation:

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

NO.129 A Scrum Master is keeping a list of open impediments, but it is growing and they have been able to resolve only a small portion of the impediments. Which two techniques would be most helpful in this situation?

(Choose two.)

A. Discuss the impediments with the Development Team.

B. Prioritize the list and work on them in order.

C. Arrange a triage meeting with all project managers.

D. Add each open impediment to the Product Backlog.

Answer: A,B

Explanation:

Two techniques that would be most helpful in this situation are to discuss the impediments with the Development Team, and to prioritize the list and work on them in order, as stated in [3]: "The Scrum Master should facilitate a discussion with the Development Team to identify and prioritize the impediments that are blocking their progress. The Scrum Master should then work with the Development Team and other stakeholders to remove or mitigate these impediments as soon as possible."

NO.130 Currently, your Development Teams are organized to address a single layer only (for example, front end, middle tier, back end, and interfaces). What are three things to consider when deciding to move away from such component teams toward feature teams? (Choose three.)

A. You cannot do Scrum without feature teams.

B. Productivity may suffer when making this kind of move.

C. Getting support from the business side first helps.

D. Feature teams have less communication overhead.

E. With feature teams, it is easier to calculate the productivity per team.

Answer: B,C,D

Explanation:

The correct answers are B, C, and D, because moving away from component teams toward feature teams may involve some challenges and trade-offs. Productivity may suffer when making this kind of move, as teams need to learn new skills, coordinate with other teams, and deal with legacy code. Getting support from the business side first helps, as they can provide the vision, value, and feedback for the features. Feature teams have less communication overhead, as they can deliver end-to-end functionality without depending on other teams.

NO.131 In the Sprint Planning meeting, the Product Owner and the Development Team were unable to reach a clear understanding about the highest order Product Backlog items. Because of this, the Development Team couldn't figure out how many Product Backlog items it could forecast for the

upcoming Sprint. They were able to agree on a Sprint Goal, however.

Which of the following two actions should the Scrum Master support? (Choose two.)

A. Cancel the Sprint. Send the entire team to an advanced Scrum training and then start a new Sprint.

B. Forecast the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint.

C. Continue the Sprint Planning meeting past its time-box until an adequate number of Product Backlog items are well enough understood for the Development Team to make a complete forecast. Then start the Sprint.

D. Discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.

E. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

Answer: B,D

Explanation:

According to the Scrum Guide1, the Sprint Planning meeting has a time-box of eight hours or less for a one-month Sprint. The Scrum Master ensures that the meeting is time-boxed and keeps the Scrum Team focused on the objective. If the Development Team cannot forecast how many Product Backlog items it can complete, it should still start the Sprint and work on the most likely items to meet the Sprint Goal. The Sprint Backlog can be updated throughout the Sprint as more is learned. The Scrum Master should also support the team to discuss the reasons for the lack of clarity in the Product Backlog items and how to prevent it from happening again in the next Sprint Retrospective.

NO.132 The Product Owner determines how many Product Backlog items the Development Team selects for a Sprint.

A. False.

B. True, accordingly to what was committed to the stakeholders.

C. True, but only after confirmation by the resource manager that the Team has enough capacity.

D. True.

E. False, the Scrum Master does that.

F. False, capacity and commitment are the Project manager's responsibility.

Answer: A

Explanation:

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

NO.133 Who should make sure everyone on the scrum Team does their tasks for the sprint? (choose the best answer)

A. The Project Manager

B. The Product Owner

C. The Scrum Master

D. The Scrum Team

E. All of the above

Answer: D

Explanation:

According to the Scrum Guide, the Scrum Team should make sure that everyone on the team does their tasks for the Sprint, as they are collectively accountable for creating valuable Increments that meet stakeholder needs and expectations. The other options are not valid, as they imply that someone else outside the Scrum Team (such as a project manager) or another role on the Scrum Team (such as the Product Owner or the Scrum Master) is responsible for making sure that everyone does their tasks for the Sprint.

NO.134 What happens if the Development Team cannot complete its work by the end of the Sprint?

A. The Sprint is extended and future Sprints use this new duration.

B. The Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length.

C. The Sprint is extended temporarily. Lessons are taken to ensure it doesn't happen again.

Answer: B

Explanation:

If the Development Team cannot complete its work by the end of the Sprint, then the Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length, as stated in [7]: "If a Development Team determines it has overcommitted itself for a Sprint, one option is to collaborate with the Product Owner to negotiate removing or reducing scope. Another option is to simply work hard and do its best, without cutting quality or pressuring individuals. In either case, the Development Team learns from its experience and uses this learning when planning future Sprints."

NO.135 The Scrum Master observes the Product Owner struggling with ordering the Product Backlog. What is an appropriate action for the Scrum Master to take?

A. Suggest the Product Owner extend the Sprint, so he can have more time to order the Product Backlog.

B. Suggest that the Development Team does the ordering to be sure that it is a feasible ordering of work.

C. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value.

D. Present the Product Owner with an ordered Product Backlog to use.

E. Encourage the Product Owner to work with the Development Team to see which items technically are fastest to implement.

Answer: C

Explanation:

According to the Scrum Guide1, ordering Product Backlog items is solely up to the Product Owner's discretion. The Product Owner orders items in the Product Backlog to best achieve goals and missions. To do this, they optimize value by considering various factors such as cost and benefit, risk, dependencies, date needed, etc. The Product Owner is responsible for maximizing the value of the work the Development Team does. The Scrum Master is accountable for establishing Scrum as

defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Therefore, an appropriate action for the Scrum Master to take if the Product Owner is struggling with ordering the Product Backlog is to offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value.

NO.136 Who is accountable for managing the progress ot work during a Sprint?
(choose the best answer)

A. The Product Owner.

B. The Developers.

C. The Scrum Master.

D. The most junior member ot the team.

Answer: B

Explanation:

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

NO.137 In order to achieve the benefits of Scrum, it is important to enact the value of commitment. What two actions demonstrate the commitment of Scrum Team members? (Choose two.)

A. Always deliver the items in the Sprint forecast.

B. Help the other Scrum Team members.

C. Do your best

D. Send out a daily status report.

E. Work late.

Answer: B,C

Explanation:

According to the Scrum Guide1, there are five values that guide decisions within Scrum teams:

Commitment

Focus

Openness

Respect

Courage

In order to achieve the benefits of Scrum, it is important to enact these values. Two actions that demonstrate the commitment of Scrum Team members are:

Help the other Scrum Team members, as they work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.

Do your best, as they strive to deliver a potentially releasable Increment that meets the definition of "Done" and provides value to the stakeholders.

NO.138 During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?

A. When the Product Owner identifies new work.

B. As soon as possible after they are identified.

C. When the Scrum Master has time to enter them.

D. During the Daily Scrum after the Development Team approves them.

Answer: B

Explanation:

The correct answer is B, because the Scrum Guide states that "the Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal." Therefore, new work or further decomposition of work can be added to the Sprint Backlog as soon as possible after they are identified by the Development Team.

NO.139 You are the Scrum Master for four Scrum Teams working from the same Product Backlog. Several of the developers come to you complaining that work identified for the upcoming two Sprints will require full-time commitment from a technical specialist who is external to the teams. What are two key concerns for the Scrum Master to take into account in this situation? (Choose two.)

A. The desire to maintain a stable velocity.

B. The benefit of Development Teams figuring out a solution for themselves.

C. The need to have enough work to keep all Development Team members busy.

D. The ability of the Development Teams to produce integrated Increments.

Answer: B,D

Explanation:

The Scrum Master should be concerned about the ability of the Development Teams to produce integrated Increments, as this is one of the goals of Scrum. The Scrum Master should also encourage the Development Teams to figure out a solution for themselves, as this fosters self-management and collaboration. The other options are not relevant or important for the Scrum Master in this situation.

NO.140 Why does a Development Team need a Sprint Goal?

A. A Sprint Goal only gives purpose to Sprint 0.

B. Sprint Goals are not valuable. Everything is known from the Product Backlog.

C. The Development Team is more focused with a common yet specific goal.

D. A Sprint Goal ensures that all of the Product Backlog items selected for the Sprint are implemented.

Answer: C

Explanation:

According to the Scrum Guide, a Development Team needs a Sprint Goal because it provides guidance and focus for building an Increment that delivers value. The other options are not valid reasons for having a Sprint Goal, as they are either incorrect (such as giving purpose only to Sprint 0 or ensuring implementation of all Product Backlog items) or irrelevant (such as knowing everything from the Product Backlog).

NO.141 When is it most appropriate for a Development Team to change the definition of "Done"?

A. During Spring Planning.

B. Prior to starting a new Sprint.

C. During the Sprint Retrospective.

D. Prior to starting a new project.

Answer: C

Explanation:

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

NO.142 How is management external to the Scrum Team involved in the Daily Scrum?

A. The Scrum Master speaks on their behalf.

B. The Development Team self-manages and is the only management required at the Daily Scrum.

C. Management gives an update at the start of each Daily Scrum.

D. The Product Owner represents their opinions.

Answer: B

Explanation:

According to the Scrum Guide1, the Daily Scrum is an event for the Developers of the Scrum Team. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum optimizes the probability that the Developers will meet the Sprint Goal. Every day, the Developers should understand how they intend to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint. Management external to the Scrum Team is not involved in the Daily Scrum, as they may interfere with the self-management and empowerment of the Developers.

NO.143 Which of the following is a Developer accountable for? (Choose the best two answers.)

A. Selecting the Product Owner.

B. Reporting productivity.

C. Creating a plan for the Sprint, the Sprint Backlog.

D. Organizing the work required to meet the Sprint Goal.

Answer: C,D

Explanation:

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

Creating a plan for the Sprint, the Sprint Backlog;

Instilling quality by adhering to a Definition of Done;

Adapting their plan each day toward the Sprint Goal; and,

Holding each other accountable as professionals."

NO.144 When can a Development Team cancel a Sprint?

A. It can't. Only Product Owners can cancel Sprints.

B. When functional expectations are not well understood.

C. When the Product Owner is absent too often.

D. When the selected Product Backlog items for the Sprint become unachievable.

E. When a technical dependency cannot be resolved.

Answer: A

Explanation:

The correct answer is A, because the Scrum Guide states that "a Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master." Therefore, a Development Team cannot cancel a Sprint by itself.

NO.145 Which two of the following are appropriate topics for discussion during a Sprint Retrospective? (Choose two.)

A. Identifying high priority process improvements for the next Sprint.

B. The order of items in the Product Backlog.

C. How the team collaborates.

D. Documenting acceptance criteria for items in the next Sprint.

Answer: A,C

Explanation:

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

Identifying high priority process improvements for the next Sprint.

How the team collaborates.

The other options are not relevant or appropriate for the Sprint Retrospective.

NO.146 Who is responsible for clearly expressing Product Backlog items?

A. The Scrum Master, or the Scrum Master may have the Development Team do it.

B. The Scrum Master.

C. The Product Owner.

D. The business analyst who represents the Product Owner in the Development Team.

Answer: C

Explanation:

According to the Scrum Guide1, the Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. The Product Owner is accountable for maximizing value resulting from work by Developers. The Product Owner is also accountable for effective Product Backlog management, which includes:

Developing and explicitly communicating the Product Goal;

Creating and clearly communicating Product Backlog items;

Ordering Product Backlog items; and

Ensuring that the Product Backlog is transparent, visible and understood.

Therefore, the Product Owner is responsible for clearly expressing Product Backlog items.

NO.147 What factor should be considered when establishing the Sprint length?
(choose the best answer)

A. The organization has mandated similar length sprints.

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

C. The frequency at which team formation can be changed.

D. The organization's release schedule.

Answer: B

Explanation:

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

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

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

NO.148 Which answer best describes the topics covered in Sprint Planning? (Choose the best answer.)

A. What to do and who will do it.

B. How conditions have changed and how the Product Backlog should evolve.

C. What can be done and how to do it, and why to do it.

D. What went wrong in the last Sprint and what to do differently this Sprint.

E. Who is on the team and what team member roles will be.

Answer: C

NO.149 One of the Scrum events is the Daily Scrum. What are two intended outcomes of the Daily Scrum? (Choose two.)

A. A shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.

B. An update of completed tasks and of the remaining work so the Scrum Master can plan the next day.

C. A status report for the upper management indicating what each individual has done, will be doing, and what is impending him/her.

D. An updated Scrum board to make Sprint progress transparent for the stakeholders.

E. New impediments for the Scrum Master to take care of.

Answer: A,E

Explanation:
According to the Scrum Guide, two intended outcomes of the Daily Scrum are a shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal, and new impediments for the Scrum Master to take care of. The other options are not intended outcomes of the Daily Scrum, as they are either irrelevant (such as updating a Scrum board) or inappropriate (such as providing an update or a status report).

NO.150 Which are appropriate topics for discussion in a Sprint Retrospective? (Choose the best three answers.)

A. Arranging the Sprint Backlog for the next Sprint.

B. The value of work currently represented in the Product Backlog.

C. Team relations

D. Definition of Done.

E. How the Scrum Team does its work.

Answer: C,D,E

Explanation:
According to the Scrum Guide, the Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The topics that are appropriate for discussion are those that relate to how the team does its work, such as team relations, Definition of Done, and processes, tools, communication, collaboration, quality, etc. The other options are not appropriate topics for discussion in a Sprint Retrospective, as they belong to other Scrum events (such as arranging the Sprint Backlog for the next Sprint in the Sprint Planning or evaluating the value of work in the Product Backlog in the Sprint Review).

NO.151 What is the key concern when multiple Development Teams are working from the same Product Backlog?

A. Minimizing dependencies between teams.

B. Clear definition of requirements.

C. Meeting original scope projections.

D. Making sure there's enough work for everyone on every team.

E. Maximizing velocity.

Answer: A

Explanation:
According to the Scrum Guide1, when multiple Scrum Teams are working together on one product, they must coordinate their work with each other. One way to do this is through Nexus, a framework for scaling Scrum. Nexus helps to reduce cross-team dependencies and integration issues by making them more transparent. The key concern when multiple Development Teams are working from the same Product Backlog is minimizing dependencies between teams so that they can deliver an integrated Increment that meets the definition of "Done".

NO.152 Which are NOT appropriate topics for discussion in a Sprint Retrospective? (Choose all that apply.)

A. Definition of "Done".

B. How the team does its work.

C. Team relations.

D. The value of work currently represented in the Product Backlog.

E. Arranging the Sprint Backlog for the next Sprint.

Answer: D,E

Explanation:

The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The topics that are appropriate for discussion are those that relate to how the team does its work, such as processes, tools, communication, collaboration, quality, etc. The value of work currently represented in the Product Backlog and arranging the Sprint Backlog for the next Sprint are not appropriate topics for discussion in a Sprint Retrospective, as they belong to the Sprint Review and Sprint Planning events respectively.

NO.153 What does it mean for a Development Team to be cross-functional?

A. The Development Team includes not only developers but also business analysts, architects, and testers.

B. The Development Team includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an increment of software.

C. Developers on the Development Team work closely with business analysts, architects, developers and testers who are not on the team.

D. The Development Team is a virtual team drawing from separate teams of business analysts, architects, developers and testers.

Answer: B

Explanation:

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

NO.154 A product Increment must be released to production at the end of each Sprint.

A. True

B. False

Answer: B

Explanation:

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

NO.155 When a Development Team determines that it will not be able to finish the complete forecast, who has to be present when reviewing and adjusting the Sprint work selected? (Choose the best answer.)

A. The Development Team.

B. The Product Owner and all stakeholders.

C. The Product Owner and the Development Team.

D. The Scrum Master, project manager and Development Team.

Answer: C

Explanation:

When a Development Team determines that it will not be able to finish the complete forecast, both the Product Owner and the Development Team have to be present when reviewing and adjusting the Sprint work selected, as stated in [6]: "If there is not enough work remaining for all members of a Development Team then they can renegotiate scope with their Product Owner. If there is too much work remaining then they can also renegotiate scope with their Product Owner."

NO.156 Every Scrum Team must have a Product Owner and Scrum Master. (Choose the best answer.)

A. True. Outcomes affected by their participation and availability.

B. False. A Product Owner can be replaced by a subject matter expert in the Scrum Team.

C. False. A Scrum Master is only required when asked for by the Scrum Team.

D. True. Each must be 100% dedicated to the Scrum Team.

Answer: A

Explanation:

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

NO.157 Which statement best describes the Sprint Backlog as the output ot the Sprint Planning? (choose the best answer)

A. Every item nas a designated owner.

B. It is ordered by the Product Owner.

C. Each task is estimated in hours.

D. It is the Developers plan for the Sprint

E. It is a complete list of all work to be done in a Sprint.

Answer: D

Explanation:

According to the Scrum Guide, the Sprint Backlog is the Developers' plan for the Sprint, as it contains all the Product Backlog items selected for the Sprint and a plan for delivering them. The other options are not valid descriptions of the Sprint Backlog, as they are either incorrect (such as having a designated owner, being ordered by the Product Owner, or being a complete list of all work) or unnecessary (such as estimating each task in hours).

NO.158 Why does the Product Owner want the Development Team to adhere to its definition of "Done"?

A. To have complete transparency into what has been done at the end of each Sprint.

B. To be able to reprimand the team when they don't meet their velocity goal for the Sprint.

C. To know what the team will deliver over the next three Sprints.

D. To predict the team's productivity over time.

Answer: A

Explanation:

According to the Scrum Guide1, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. Therefore, one reason why the Product Owner wants the Development Team to adhere to its definition of "Done" is to have complete transparency into what has been done at the end of each Sprint.

NO.159 Which technique is the best way the Scrum Master can ensure that the Development Team communicates effectively with the Product Owner?

A. Monitor communications between them and facilitate direct collaboration.

B. Teach the Development Team to talk in terms of business needs and objectives.

C. Teach the Product Owner about the technologies employed during the Sprints.

D. Act as a go-between for them.

Answer: A

Explanation:

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

NO.160 What are two ways that architecture and infrastructure are handled in Scrum? (Choose two.)

A. They are discussed, determined, and documented before the actual feature development Sprints.

B. They are implemented along with functional development of the product.

C. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.

D. They are built by a separate team through the creation of an architectural runway.

Answer: B,C

Explanation:

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

NO.161 During a Sprint Retrospective, for what is the Scrum Master responsible?

A. Prioritizing the resulting action items.

B. Participating as a Scrum team member and facilitating as requested or needed.

C. Acting as a scribe to capture the Development Team's answers.

D. Summarizing and reporting the discussions to management.

Answer: B

Explanation:

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

NO.162 When multiple Scrum Teams are working on a single product, what best describes the Definition of Done?

(choose the best answer)

A. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.

B. The Scrum Masters from each Scrum Team define a common Definition of Done.

C. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done.

D. Each Scrum Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.

Answer: C

Explanation:

The best answer is C. When multiple Scrum Teams are working on a single product, they must mutually define and comply with the same Definition of Done1. This ensures that the product has a consistent level of quality and that the Increments delivered by different teams can be integrated seamlessly. Having different Definitions of Done for each team can lead to confusion, rework, and technical debt. The Scrum Guide says that the Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product2. Therefore, it is not something that can be decided by the Scrum Masters alone (B) or left to each team's discretion (A and D).

NO.163 Who can cancel a Sprint?

(choose the best answer)

A. The Scrum Master

B. The Scrum Team.

C. The Stakeholders.

D. The Product Owner.

Answer: D

Explanation:

According to the Scrum Guide, the Product Owner can cancel a Sprint, as he or she is responsible for maximizing the value of the product and the work of the Development Team. The other roles do not have this authority, although they may provide input and suggestions to the Product Owner.

NO.164 How should Product Backlog items be chosen when multiple Scrum Teams work from the same Product Backlog?

A. The Scrum Team with the highest velocity pulls Product Backlog items first.

B. The Development Teams pull in work in agreement with the Product Owner.

C. The Product Owner should provide each team with its own Product Backlog.

D. Each Scrum Team takes an equal numbers of items.

E. The Product Owner decides.

Answer: B

Explanation:

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

NO.165 When does a Developer become accountable for an item in the sprint Backlog?
(choose the best answer)

A. During the Daily Scrum

B. Never am Developers on the Scrum Team share accountability tor items in the

C. As soon as a Developer on the Scrum Team can accommodate more work

D. At Sprint Planning when all of the Sprint Backlog items are split evenly across the Developers

Answer: B

Explanation:

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

NO.166 True or False A high-performance scrum Team ensures that each increment is complete by running a Release Sprint.

A. True

B. False

Answer: B

Explanation:

According to the Scrum Guide, a high-performance Scrum Team does not run a Release Sprint, as this is not a Scrum event. A Release Sprint is a term used to describe a Sprint that is dedicated to finalizing

the product for release, such as fixing bugs, polishing features, or integrating components. This is contrary to the Scrum principle of delivering a potentially releasable Increment at the end of each Sprint, regardless of whether it is actually released or not. Therefore, the answer is false.

NO.167 What is the accountability of the Product Owner during Sprint 0? (Choose the best answer.)

A. There is no such thing as Sprint 0.

B. Gathering, eliciting, and analyzing the requirements that will be inserted into the Product Backlog.

C. Make the complete project plan to commit date, budget, and scope to the stakeholders.

D. Determine the composition of the Development Teams so they have the capacity to deliver the completed forecast.

E. Make sure enough Product Backlog items are refined to fill the first 3 Sprints.

Answer: A

Explanation:

There is no such thing as Sprint 0 in Scrum, as stated in [7]: "Sprint 0 is a term used by some people who use Scrum to describe an initial period before starting Sprints where they do some upfront planning or analysis. However, this is not part of Scrum and contradicts its principles of empirical process control, iterative delivery, and responding to change."

NO.168 Who owns the Sprint Backlog?

A. The Scrum Team.

B. The Product Owner.

C. The Scrum Master.

D. The Development Team.

Answer: D

Explanation:

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

NO.169 Who is responsible for tracking the remaining work of the Sprint?

A. The Development Team.

B. The Scrum Master.

C. The Project Manager.

D. The Development Team is consultation with the Product Owner.

E. The Product Owner.

Answer: A

Explanation:

According to the Scrum Guide1, only people who are actively working on items in the Sprint Backlog participate in updating it during a Sprint; this includes tracking progress made on those items. This is typically done by Developers updating their remaining work every day after their Daily Scrum. The Development Team tracks this total work remaining at least for every Daily Scrum to project the

likelihood of achieving their Sprint Goal.

NO.170 When do Development Team members take ownership of a Sprint Backlog item?

A. At the Sprint planning meeting.

B. During the Daily Scrum.

C. Never. All Sprint Backlog Items are "owned" by the entire Development Team, even though each one may be done by an individual Development Team member.

D. Whenever a team member can accommodate more work.

Answer: C

Explanation:

According to the Scrum Guide1, the Sprint Backlog is the property of the Developers and no one else can tell them which items they should work on. The Developers can select any item from the Product Backlog that they forecast they can complete within a Sprint. The Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. Therefore, no one owns a Sprint Backlog item, but the entire Development Team is accountable for it.

NO.171 Which three behaviors demonstrate that a team is self-organizing? (Choose three.)

A. Stakeholders walking in at the Daily Scrum to check progress and work with the Scrum Master to optimize the functional scope for the Sprint.

B. The Development Team members are working within the boundaries of their functional description and nicely handing off work from analyst to developer to tester to integration.

C. The Product Owner doesn't need to be at Sprint Retrospectives.

D. The Development Team creating their own sprint backlog, reflecting all work that is part of the definition of "Done".

E. The Development Team has all the skills needed to create a releasable Increment.

F. Development Team members collaboratively selecting their own work during the Sprint.

G. The Development Team inviting external people to the Sprint Planning to ask them how to turn a Product Backlog item into an Increment via a complete and detailed Sprint Backlog.

H. The Scrum Master is no longer needed.

Answer: D,E,F

Explanation:

According to the Scrum Guide, three behaviors that demonstrate that a team is self-organizing are creating their own sprint backlog, having all the skills needed to create a releasable Increment, and collaboratively selecting their own work during the Sprint. The other options are not behaviors that demonstrate self-organization, as they are either contrary to Scrum values and principles (such as stakeholders walking in at the Daily Scrum or working within functional boundaries) or unnecessary for self-organization (such as the Product Owner not being at Sprint Retrospectives or the Development Team inviting external people to the Sprint Planning).

NO.172 Scrum has a role called "Project Manager".

A. True

B. False

Answer: B

Explanation:

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

NO.173 The Product Backlog is ordered by:

A. The Product Owner with the most valuable items placed at the top.

B. Risk, where safer items are at the top, and riskier items are at the bottom.

C. Items are randomly arranged.

D. Size, where small items ale at the top and large items are at the bottom.

Answer: A

Explanation:

The Product Backlog is ordered by the Product Owner with the most valuable items placed at the top, as stated in [6]: "The Product Owner is responsible for ordering items on their product backlog based on their value to customers and users. Value can be measured by various factors, such as business value, customer satisfaction, risk reduction, learning opportunities, etc. The most valuable items are placed at the top of the product backlog so that they can be delivered sooner by the development team."

NO.174 A Scrum Master is introducing Scrum to a new Team. The Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

(choose the best answer)

A. Comply with the decision of the self-managing team.

B. Begin facilitating productive and useful Sprint Retrospectives.

C. Call a meeting between the ScrumTeam and senior management

D. Consult with the Product Owner to see how they feel about the situation.

Answer: B

Explanation:

According to the Scrum Guide, the action that the Scrum Master should take when the Team decides that a Sprint Retrospective is unnecessary is to begin facilitating productive and useful Sprint Retrospectives. The Sprint Retrospective is an essential event for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The Scrum Master is responsible for ensuring that this event takes place and that positive outcomes are achieved. The other options are not valid actions, as they either imply that the Scrum Master complies with or ignores the decision of the Team (such as complying with it, calling a meeting with senior management, or consulting with the Product Owner), which is not consistent with Scrum values and principles.

NO.175 Which three purposes does the definition of "Done" serve? (Choose three.)

A. Guide the Development Team on how many Product Backlog items to select for the Sprint.

B. Create a shared understanding of when work is complete.

C. Describe the purpose, objecti ve, and time-box of each Scrum event.

D. Describe the work that must be done before the Sprint is allowed to end.

E. Increase transparency.

Answer: A,B,E

NO.176 An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done? (Choose the best answer.)

A. Without a new vocabulary as a reminder of the change, very little change may actually happen.

B. The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.

C. Management may feel less anxious.

D. All answers apply.

Answer: D

Explanation:

According to the Scrum Guide, changing the terminology of Scrum may have negative consequences, such as losing the benefits of Scrum, not understanding what has changed, or having very little change at all. Therefore, all answers apply to this question. The Scrum Guide recommends using the same terminology as in the guide to avoid confusion and misunderstanding.

NO.177 Developers are self-managing, which of the following do they manage? (choose the best answer)

A. When lo release, based on this progress.

B. Stakeholders for the Sprint Review

C. Sprint Backlog.

D. Sprint length

E. Product Backlog ordering

Answer: C

Explanation:

According to the Scrum Guide, Developers are self-managing, which means that they manage their own Sprint Backlog. They decide how to organize their work and collaborate effectively to deliver a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that Developers manage things that are either determined by the Scrum framework (such as Sprint length), by collaboration with other roles (such as when to release or stakeholders for the Sprint Review), or by the Product Owner (such as Product Backlog ordering).

NO.178 Which statement best describes the Sprint Review?

A. It is used to congratulate the Development Team if it did what it forecast, or to punish the Development Team if it failed to meet its forecast.

B. It is a demo at the end of the Sprint for everyone in the organization to check on the work done.

C. It is a mechanism to control the Development Team's activities during a Sprint.

D. It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

Answer: D

Explanation:

The correct answer is D, because this statement best describes the Sprint Review. The Scrum Guide states that "a Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the

Product Backlog if needed. During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint." Therefore, the Sprint Review is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

NO.179 Sprint burndown charts are an efficient tracking tool, because they show:

A. An estimate of the total work remaining for the Sprint.

B. How much effort has gone into a Sprint.

C. How many hours have been worked by each Development Team member.

D. How many Product Backlog items remain.

Answer: A

Explanation:

A Sprint burndown chart shows an estimate of the total work remaining for the Sprint, as stated in 3: "A sprint burndown chart tracks work remaining in a sprint. It shows how much work remains at any given point during a sprint. It helps teams monitor whether they will finish all planned tasks by the end of a sprint."

NO.180 Which answer best describes the topics covered in Sprint Planning?

A. What to do and who will do it.

B. How conditions have changed and how the Product Backlog should evolve.

C. What can be done and how to do it.

D. What went wrong in the last Sprint and what to do differently this Sprint.

E. Who is on the team and what team member roles will be.

Answer: C

NO.181 How do you know that a Scrum Team is cross-functional? (Choose the best answer.)

A. Scrum Team has all the skills to create an increment by the end of every Sprint.

B. A few of the Development Team members pair program and do Test Driven Development.

C. There are no conflicts within the Scrum Team.

D. Every member of the Scrum Team is able to perform every task.

Answer: A

NO.182 Who is responsible for managing the progress of work during a Sprint?

A. The Scrum Master.

B. The Development Team.

C. The Product Owner.

D. The most junior member of the Team.

Answer: B

Explanation:

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

NO.183 Which topics should be discussed in the Sprint Review?

A. The Scrum process, and how it was used during the Sprint.

B. Coding and engineering practices.

C. Sprint results.

D. All of the above.

Answer: D

Explanation:

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

What did we do this sprint?

How did we do it?

What do we want to do next?"

NO.184 How much work Is required of the Developers to complete a Product Backlog Item selected during the Sprint Planning?

(choose the best answer)

A. All development work and at least some testing.

B. as much as is required to meet the Scrum Team's Definition of Done.

C. A proportional amount of time on analysis, design development and testing

D. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint

Answer: B

Explanation:

According to the Scrum Guide, the amount of work required of the Developers to complete a Product Backlog item selected during the Sprint Planning is as much as is required to meet the Scrum Team's Definition of Done. This means that the Developers must ensure that every item they work on is in a usable condition and meets all quality standards agreed upon by the team. The other options are not valid descriptions of the amount of work required, as they are either too vague (such as all development work and some testing or a proportional amount of time) or incorrect (such as fitting as much as possible or deferring work to the next Sprint).

NO.185 During the Sprint. Me Scrum Master's role is to do which two of the following: (choose the best two answers)

A. Facilitate inspection and adaptation opportunities as requested or needed

B. Coaching the team members in self-management

C. Ensure the Product Owner attends all scrum events.

D. Escalate team conflicts to functional line managers

E. Monitor the progress of the Developers

F. Assign tasks with the Scrum team.

Answer: A,B

Explanation:

During the Sprint, the Scrum Master's role is to facilitate inspection and adaptation opportunities as requested or needed, and to coach the team members in self-management, as stated in 3: "The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by

helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Scrum Master is accountable for the Scrum Team's effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework."

NO.186 When a Development Team is having trouble delivering a working Increment because they don't understand a functional requirement, what should they do?

A. Add a specialist to the Development Team.

B. Partially complete the functionality, and discuss the remaining work at the Sprint Review.

C. Collaborate with the Product Owner to determine what is possible and acceptable.

D. Defer the work to a more appropriate Sprint.

Answer: C

Explanation:

The correct answer is C, because when a Development Team is having trouble delivering a working Increment because they don't understand a functional requirement, they should collaborate with the Product Owner to determine what is possible and acceptable. The Scrum Guide states that "the Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals." Therefore, the Product Owner should clarify the functional requirement and negotiate the scope of work with the Development Team.

NO.187 Who creates the Definition of Done?

(choose the best answer)

A. The Scrum Master

B. The Product Owner

C. The scrum Team

D. The Developers

Answer: C

Explanation:

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

NO.188 True or False: Multiple scrum Teams working on the same product must have the same Sprint start date.

A. True

B. False

Answer: B

Explanation:

According to the Scrum Guide, multiple Scrum Teams working on the same product do not have to have the same Sprint start date. They may start their Sprints at different times, as long as they synchronize their work and integrate their Increments at least by the end of each Sprint. The other

option is not valid, as it implies that having the same Sprint start date is mandatory for multiple Scrum Teams.

NO.189 Which of the following are roles on a Scrum Team? (Choose all that apply.)

A. Users

B. Scrum Master

C. Product Owner

D. Development Team

E. Customers

Answer: B,C,D

Explanation:

According to the Scrum Guide, the Scrum Team consists of three roles: the Scrum Master, who coaches and facilitates the team; the Product Owner, who manages and prioritizes the Product Backlog; and the Development Team, who delivers a potentially releasable Increment at the end of each Sprint. Users and customers are not roles on the Scrum Team, but they are stakeholders who may provide feedback and input to the product.

NO.190 Which of the following is an example of an Increment? (Choose the best answer.)

A. A plan for the overall product release.

B. A mock-up of the product marketing materials.

C. A design for the product.

D. A product roll-out plan.

E. A valuable, useful set of products featured.

F. All of the above.

Answer: E

Explanation:

An example of an Increment is a valuable, useful set of product features, as stated in [4]: "An Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, each Increment must be usable."

NO.191 When should a Sprint Goal be created?

A. It should have been created in the previous Sprint during Product Backlog refinement.

B. It must be established before Sprint Planning in order to begin planning.

C. A Sprint Goal is not mandatory in Scrum.

D. At any time during the Sprint.

E. During Sprint Planning.

Answer: E

Explanation:

According to the Scrum Guide1, one aspect of Scrum Teams inspecting how they work toward their Product Goal is that they create a Sprint Goal every Sprint. The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Developers on why it is building the Increment. It also provides a basis for inspecting and adapting during the Sprint Review and Sprint Retrospective. The Sprint Goal is created during the Sprint

Planning event.

NO.192 As the Sprint Planning progresses, the Developers realize that the workload may be greater than their capacity to complete the work. Which two are valid actions?

(choose the best two answers)

A. Recruit additional Developers before the work can begim

B. The Developers ensure that the Scrum Team is aware, start the Sprint, and monitor progress.

C. The Developers work overtime during this Sprint

D. Cancel the Sprint

E. Remove or change selected Product Backlog items.

Answer: B,E

Explanation:

According to the Scrum Guide, two valid actions that the Developers can take when they realize that the workload may be greater than their capacity to complete the work are ensuring that the Scrum Team is aware, starting the Sprint, and monitoring progress, and removing or changing selected Product Backlog items. These actions are consistent with Scrum values and principles, such as transparency, adaptation, and collaboration. The other options are not valid actions, as they are either wasteful (such as recruiting additional Developers or canceling the Sprint) or unsustainable (such as working overtime).

NO.193 A Scrum Master is essentially the same thing as a traditional PM (Project Manager).

A. True

B. False

Answer: B

Explanation:

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

NO.194 A Scrum Team is experiencing a growing list of impediments. Which techniques would be most helpful in this situation?

(choose the best two answers)

A. As a Scrum Team, prioritize the list and work on them in order.

B. The Scrum Master discusses the impediments with the Scrum Team.

C. The Product Owner should add the open impediments to the Product Backlog.

D. Arrange a triage meeting with management.

Answer: A,B

Explanation:

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

solutions. The Scrum Master can also coach the team on how to remove or prevent impediments in the future.

NO.195 What is a Development Team responsible for? (Choose two.)

A. Resolving internal team conflicts.

B. Reporting productivity.

C. Selecting the Product Owner.

D. Organizing the work required to meet the Sprint Goal.

Answer: A,D

Explanation:

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

NO.196 What is the time-box for the Sprint Review?

A. As long as needed.

B. 2 hours for a monthly Sprint.

C. 4 hours for a monthly Sprint.

D. 4 hours and longer as needed.

E. 1 day

Answer: C

Explanation:

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

NO.197 A Product Owner wants advice from the Scrum Master about estimating work in Scrum. Which of these is the guideline that a Scrum Master should give? (Choose the best answer.)

A. Product Backlog items must be estimated in story points.

B. Estimates are made by the people doing the work.

C. Estimates must be in relative units.

D. Scrum forbids estimating.

E. Estimates are made by the Product Owner, but are best checked with the Development Team.

Answer: B

Explanation:

According to the Scrum Guide, estimates are made by the people doing the work, which is the Development Team. The Development Team is responsible for all estimates in the Product Backlog

and the Sprint Backlog. The other options are not valid guidelines for estimating work in Scrum, as they are either too prescriptive (such as requiring story points or relative units), incorrect (such as forbidding estimating or having the Product Owner make estimates), or unnecessary (such as checking estimates with the Development Team).

NO.198 A Scrum Team is a cohesive unit of professionals that consists of which of the following? (Choose all that apply.)

A. Users.

B. One Scrum Master.

C. Developers.

D. Customers.

E. One Product Owner.

Answer: B,C,E

Explanation:

A Scrum Team is a cohesive unit of professionals that consists of one Product Owner, one Scrum Master, and Developers, as stated in the Scrum Guide: "The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal."

NO.199 Who should make sure everyone on the Development Team does their tasks for the Sprint?

A. The Project Manager.

B. The Product Owner.

C. The Scrum Master.

D. The Development Team.

E. All of the above.

Answer: D

Explanation:

According to the Scrum Guide1, the Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. No one tells them how to do their work. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The other roles are not responsible for making sure everyone on the Development Team does their tasks for the Sprint.

NO.200 When many Scrum Teams are working on the same product, should all of their increments be integrated every Sprint?

A. Yes, but only for Scrum Teams whose work has dependencies.

B. Yes, otherwise the Product Owners (and stakeholders) may not be able to accurately inspect what is done.

C. No, each Scrum Team stands alone.

D. No, that is far too hard and must be done in a hardening Sprint.

Answer: B

Explanation:

The correct answer is B, because the Scrum Guide states that "at the end of a Sprint, the new Increment must be 'Done,' which means it must be in useable condition and meet the Scrum Team's

definition of 'Done'. An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. The increment is a step toward a vision or goal." Therefore, all the increments from different Scrum Teams working on the same product should be integrated every Sprint to enable inspection and adaptation by the Product Owner and stakeholders.

NO.201 Which two of the following are true about the Scrum Master role? (Choose two.)

A. At the Sprint Review, the Scrum Master identifies what has been "done" and what has not been "done".

B. The Scrum Master teaches the Development Team to keep the Scrum meetings to their time-box.

C. The Scrum Master helps those outside the team interact with the Scrum Team.

D. The Scrum Master assigns tasks to Development Team members when they need work.

E. The Scrum Master is responsible for updating the Sprint Burndown.

Answer: B,C

Explanation:

According to the Scrum Guide1, the Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Scrum Master serves the Developers in several ways, including:

Coaching them in self-management and cross-functionality;

Helping them to create high-value products;

Removing impediments to their progress;

Facilitating Scrum events as requested or needed; and,

Coaching them in organizational environments in which Scrum is not yet fully adopted and understood.

The Scrum Master serves the Product Owner in several ways, including:

Helping find techniques for effective Product Goal definition and Product Backlog management;

Helping the Scrum Team understand the need for clear and concise Product Backlog items; Helping establish empirical product planning for a complex environment; and, Facilitating stakeholder collaboration as requested or needed.

The Scrum Master serves the organization in several ways, including:

Leading, training, and coaching the organization in its Scrum adoption; Planning and advising Scrum implementations within the organization; Helping employees and stakeholders understand and enact an empirical approach for complex work; and, Removing barriers between stakeholders and Scrum Teams.

Therefore, two things that are true about the Scrum Master role are:

The Scrum Master teaches the Development Team to keep the Scrum meetings to their time-box, as they help everyone understand Scrum theory and practice.

The Scrum Master helps those outside the team interact with the Scrum Team, as they serve both the Product Owner and the organization.

The other options are not true about the Scrum Master role, as they imply that they have authority or responsibility over things that are not within their accountability.

NO.202 The Product Owner makes sure the team selects enough from the Product Backlog for a Sprint to satisfy the stakeholders.

A. True

B. False

Answer: B

Explanation:

The correct answer is B, because the Product Owner does not make sure the team selects enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Scrum Guide states that "the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint." Therefore, the Development Team is responsible for choosing the scope of work for a Sprint.

NO.203 You are the Scrum Master on a newly formed Scrum Team. Which three of the following activities would probably help the team in starting up? (Choose three.)

A. Introduce a bonus system for the top performers in the team.

B. Have the Scrum Team members introduce themselves to each other and give a brief background of their skills and work history.

C. Have the development managers for each Development Team member introduce their direct reports and go over their responsibilities on the Scrum Team.

D. Ensure the Scrum Team members have compatible personalities.

E. Ensure the team understands they need a definition of "Done".

F. Ask the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions.

Answer: B,E,F

Explanation:

The correct answers are B, E, and F, because these activities would probably help the team in starting up. Having the Scrum Team members introduce themselves and give a brief background of their skills and work history helps build trust and rapport among them. Ensuring the team understands they need a definition of "Done" helps create transparency and alignment on the quality standards for the product. Asking the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions helps clarify the vision and value of the product.

NO.204 Which approach is best for Scrum Teams in order to produce valuable Increments? (Choose the best answer.)

A. Each Developer works on the component where they feel that they can contribute.

B. Each Scrum Team is accountable for developing functionality from beginning to end.

C. Each Scrum Team works on an independent set of components.

D. Each Scrum Member works only as an independent layer of the system.

Answer: A

Explanation:

According to the Scrum Guide, the best approach for Scrum Teams in order to produce valuable Increments is to have each Developer work on the component where they feel that they can contribute. This means that the Developers can self-organize and collaborate effectively to deliver a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid approaches, as they either imply that the Developers work in silos or rely on external people (such as developing functionality from beginning to end, working on an independent set of components, or working only as an independent layer of the system).

NO.205 Which of the following are true about the Product Owner role? (Choose two.)

A. The Product Owner is one person.

B. The Product Owner is accountable for ordering the Product Backlog.

C. Multiple people can share the Product Owner role on a Scrum Team.

D. The Product Owner role can be played by a committee or a team of people.

Answer: A,B

Explanation:

The correct answers are A and B, because these are true about the Product Owner role. The Product Owner is one person, not a committee or a team, who is accountable for ordering the Product Backlog and maximizing the value of the product. The Scrum Guide states that "the Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals. ... For the Product Owner to succeed, the entire organization must respect his or her decisions."

NO.206 Every Development Team should have:

A. At least one representative from each major software engineering discipline (like QA, Dev, UX).

B. The competencies and skills needed to deliver a Done Increment in a Sprint.

C. One Lead Developer and no more than 8 other members.

Answer: B

Explanation:

According to the Scrum Guide1, the Development Team consists of professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint. Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness. Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team. The team model in Scrum is designed to optimize flexibility, creativity, and productivity.

NO.207 What is the function or purpose of management in Scrum?

(choose the best answer)

A. To identify and remove people that are not working hard enough.

B. To present the Scrum Teams with insights and resources that help them improve.

C. To monitor the productivity of the Developers.

D. To continually monitor staffing levels of the Scrum Team.

Answer: B

Explanation:

The correct answer is B. To present the Scrum Teams with insights and resources that help them improve. According to the Scrum Guide1, "The role of management in Scrum is to support the Product Owner with insights and information into high-value product and system capabilities." Management also helps the Scrum Team by providing an environment that fosters agility, learning, and collaboration2. Management does not directly control or monitor the work of the Developers, nor does it interfere with the self-organization and autonomy of the Scrum Team3. Management's function in Scrum is to enable and empower the Scrum Team to deliver value and continuously improve.

NO.208 Who must attend the Daily Scrum?

A. The Scrum Master and Product Owner.

B. The Development Team.

C. The Development Team and Product Owner.

D. The Scrum Team.

E. The Development Team and Scrum Master.

Answer: D

Explanation:

According to the Scrum Guide1, the Daily Scrum is an event for the Developers of the Scrum Team. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Scrum Master and Product Owner may attend as observers, but only if it is useful for the Developers.

NO.209 How should a Scrum Team deal with non-functional requirements?

(choose the best answer)

A. Make sure the release department understands these requirements, but it is not the

B. Ensure every Increment meets them.

C. Manage them during the Integration Sprint prior to the Release Sprint.

D. Assign them to the lead developers on the team.

Answer: B

Scrum Team's responsibility.

Explanation:

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

NO.210 Which statement best describes the Sprint Backlog as outcome of the Sprint Planning?

A. It is a complete list of all work to be done in a Sprint.

B. Every item has a designated owner.

C. Each task is estimated in hours.

D. It is the Development Team's plan for the Sprint.

E. It is ordered by the Product Owner.

Answer: D

Explanation:

The Sprint Backlog is the Development Team's plan for the Sprint, as stated in the Scrum Guide1: "The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint."

NO.211 Which three questions might be answered by Development Team members at the Daily Scrum? (Choose three.)

A. How is the Sprint proceeding?

B. What did I do yesterday that helped the Development Team meet the Sprint Goal?

C. Why were you late?

D. What will I do today to help the Development Team meet the Sprint Goal?

E. How many hours did I spend on the project yesterday?

F. What will I be working on tomorrow?

G. Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

Answer: B,D,G

Explanation:

According to the Scrum Guide1, during each Daily Scrum, each Developer answers three questions:

What did I do yesterday that helped meet our Sprint Goal?

What will I do today to help meet our Sprint Goal?

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

NO.212 Which outcome is expected as Scrum Teams mature?

A. They will improve their definition of "Done" to include more stringent criteria.

B. The Sprint Retrospectives will grow to be longer than 4 hours.

C. There is no need for a time-boxed Sprint, since time-boxes are only for new Scrum Teams.

D. Sprint Reviews will no longer be needed.

E. A Scrum Master is no longer needed since they are a mature team now.

Answer: A

Explanation:

According to the Scrum Guide1, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time.

NO.213 What is the typical size for a Scrum Team?

(choose the best answer)

A. 7 plus or minus 3.

B. At least 7.

C. 9

D. 10 or fewer.

Answer: D

Explanation:

The correct answer is D. 10 or fewer. According to the Scrum Guide 20201, "The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10

or fewer people." The other options are outdated or incorrect. Option A was based on the previous version of the Scrum Guide, which suggested a range of 3 to 9 developers2. Option B is too vague and does not account for the upper limit of team size. Option C is too specific and does not allow for flexibility.

NO.214 The purpose of a Sprint is to produce a done Increment of product.

A. True

B. False

Answer: A

Explanation:

According to the Scrum Guide1, the heart of Scrum is a Sprint, a time-box of one month or less during which a "Done", useable, and potentially releasable product Increment is created. The Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together.

NO.215 When is a Sprint over?

A. When the Product Owner says it is done.

B. When all Product Backlog items meet their definition of "Done".

C. When all the tasks are completed.

D. When the time-box expires.

Answer: D

Explanation:

The correct answer is D, because the Scrum Guide states that "a Sprint is a container for all other events. Each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt." Therefore, a Sprint is over when its time-box expires, regardless of whether all Product Backlog items or tasks are completed or not.

NO.216 Who is accountable for clearly expressing Product Backlog items? (Choose the best answer.)

A. The business analyst who represents the Product Owner.

B. The Product Owner.

C. The Scrum Master, or the Scrum Master may have the Developers do it.

D. The Scrum Master.

Answer: B

Explanation:

According to the Scrum Guide, the Product Owner is accountable for clearly expressing Product Backlog items, as he or she is responsible for managing and prioritizing the Product Backlog. The other options are not valid, as they imply that the Product Owner can be replaced by a business analyst, or that the Scrum Master or the Developers can express the Product Backlog items.

NO.217 True or False: An increment must be released to customers or users at the end of each sprint.

A. True

B. False

Answer: B

Explanation:

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

NO.218 Who is accountable for tracking the remaining work toward the Sprint Goal? (Choose the best answer.)

A. The Developers.

B. The Scrum Master.

C. The Product Owner.

D. The Project Manager.

Answer: A

Explanation:

According to the Scrum Guide, the Developers are accountable for tracking the remaining work toward the Sprint Goal, as they are responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that someone else outside the Development Team (such as the Scrum Master, the Product Owner, or the Project Manager) is accountable for tracking the remaining work, which is not consistent with Scrum values and principles.

NO.219 Every Scrum team must have a Product Owner and Scrum Master.

A. True. Outcomes affected by their participation and availability.

B. False. A Product Owner can be replaced by a business analyst in the Development Team.

C. False. A Scrum Master is only required when asked for by the Development Team.

D. True. Each must be 100% dedicated to the Scrum Team.

Answer: A

Explanation:

According to the Scrum Guide1, there are three roles in a Scrum Team:

The Product Owner

The Developers

The Scrum Master

The Product Owner is accountable for maximizing value resulting from work by Developers. Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Every Scrum team must have a Product Owner and Scrum Master, as outcomes are affected by their participation and availability. The other options are false, as they imply that the Product Owner and Scrum Master roles are optional or interchangeable.

NO.220 Which three of the following are time-boxed events in Scrum? (Choose three.)

A. Release Testing.

B. Release Retrospective.

C. Sprint Retrospective.

D. Sprint Planning.

E. Sprint Testing.

F. Sprint 0.

G. Daily Scrum.

Answer: C,D,G

Explanation:

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

Sprint Planning (eight hours or less for a one-month Sprint)

Daily Scrum (15 minutes or less for a one-month Sprint)

Sprint Review (four hours or less for a one-month Sprint)

Sprint Retrospective (three hours or less for a one-month Sprint)

The other options are not time-boxed events in Scrum.

NO.221 Which of the following is required by Scrum? (Choose all that apply.)

A. Sprint Retrospective.

B. Members must be stand up at the Daily Scrum.

C. Sprint Burndown Chart.

D. Release planning.

E. All of the above.

Answer: A,D

Explanation:

Explanation of Correct answer: According to the Scrum Guide1, the only required events in

NO.222 What is the time-box for the Sprint Planning meeting?

A. 4 Hours for a monthly Sprint.

B. 8 Hours for a monthly Sprint.

C. Monthly.

D. Whenever it is done.

Answer: B

Explanation:

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

NO.223 If burndown charts are used to visualize progress, what do they track?

A. Accumulated cost.

B. Individual worker productivity.

C. Work remaining across time.

D. Accumulated business value delivered to the customer.

Answer: C

Explanation:

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

NO.224 Which statement best describes Scrum?

(choose the best answer)

A. A defined and predictive process that conforms to the principles of Scientific Management

B. A framework to generate value through adaptive solutions tor complex problems.

C. A cookbook that defines best practices tor software development.

D. A complete methodology that defines how to develop software.

Answer: B

Explanation:

According to the Scrum Guide, Scrum is a framework to generate value through adaptive solutions for complex problems. It is based on empiricism, self-organization, and collaboration. The other options are not accurate descriptions of Scrum, as they are either too rigid (such as a defined and predictive process or a complete methodology), too vague (such as a cookbook), or irrelevant (such as scientific management).

NO.225 To get started in terms of what to build, Scrum requires no more than a Product Owner with enough ideas for a first Sprint, a Development Team to implement those ideas and a Scrum Master to help guide the process.

A. True

B. False

Answer: A

Explanation:

According to the Scrum Guide1, Scrum does not require or provide any specific techniques or methods for product definition. Rather, Scrum provides a framework with roles, rules, and events within which complex products can be developed. To get started in terms of what to build, Scrum requires no more than a Product Owner with enough ideas for a first Sprint, a Development Team to implement those ideas and a Scrum Master to help guide the process.

NO.226 A Scrum Master is working with a Development Team that has members in different physical locations. The Development Team meets in a variety of meeting rooms and has much to do logistically (for example, set up conference calls) before the Daily Scrum. What action should the Scrum Master take?

A. Allow the Development Team to self-manage and determine for itself what to do.

B. Set up the meeting and tell the Development Team that is how it will be done.

C. Ask the Development Team members to alternate who is responsible for meeting setup.

D. Inform management and ask them to solve it.

Answer: A

Explanation:

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

NO.227 Why should the Product Owner be present at the Daily Scrum?

A. He/She doesn't need to be there.

B. To hear about impediments in functionality.

C. To represent the stakeholders' point of view.

D. To participate as a Scrum Team member.

Answer: A

Explanation:

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

NO.228 A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities. Which two activities are part of the Product Owner role according to Scrum? (Choose two.)

A. Ensuring that the most valuable functionality is produced first, at all times.

B. Interacting with stakeholders.

C. Providing the Development Team with detailed specifications.

D. Describing features as Use Cases.

E. Creating detailed functional test cases.

Answer: A,B

Explanation:

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

NO.229 What is the timebox for a Sprint Planning event? (choose the best answer)

A. Monthly.

B. 8 hours for a one-month Sprint

C. Whenever ills done

D. 4 hours for a one-month Sprint

Answer: B

Explanation:

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

NO.230 Cross-functional teams are optimized to work on one technical layer of a system only (e.g. GUI, database, middle tier, interfaces).

A. True

B. False

Answer: B

Explanation:

According to the Scrum Guide1, the Development Team consists of professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint. Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness. Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team. The team model in Scrum is designed to optimize flexibility, creativity, and productivity.

NO.231 True or False: The purpose of a Sprint Is lo produce a valuable useful Inclement.

A. True

B. False

Answer: A

Explanation:

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

NO.232 During Sprint Planning the Product Owner and the Developers are unable to reach an understanding about the highest order Product Backlog items. Because of this, the Developers are unable to determine how many Product Backlog items they can forecast for the upcoming Sprint However, the Product Owner and the Developers are able to agree on a Sprint Goal.

Which of the following actions should the Scrum Master support?

(choose the best two answers)

A. Cancel the Sprint Send the entire team to an advanced Scrum training and then start a new Sprint

B. During the next Sprint Retrospective discuss why this happened and what changes will make it less likely to recur.

C. Continue the Sprint Planning event past its timebox until an adequate number ot Product Backlog items are well enough understood for the Developers to make a complete forecast Then start the Sprint

D. Forecast the Product Backlog items that are most likely to meet the Sprint Goal and create the Sprint Backlog. Conclude Sprint Planning and start the development work. Continue to analyze, decompose, and create additional functionality during the Sprint

E. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

Answer: B,D

Explanation:

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

NO.233 How often should Development Team membership change?

A. As needed, while taking into account a short term reduction in productivity.

B. Never, because it reduces productivity.

C. As needed, with no special allowance for changes in productivity.

D. Every Sprint to promote shared learning.

Answer: A

Explanation:

The correct answer is A, because Development Team membership should change as needed, while taking into account a short term reduction in productivity. The Scrum Guide states that "development Teams are cross-functional, with all of the skills as a team necessary to create a product Increment; development Teams are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality." Therefore, changing Development Team membership may affect their cross-functionality and self-organization in the short term.

NO.234 What is the tactic a Scrum Master should use to divide a group of 100 people into multiple Development Teams?

A. Create teams based on their skills across multiple layers (such as database, UI, etc.)

B. Ask the Product Owner to assign the people to teams.

C. Ask the developers to divide themselves into teams.

Answer: C

Explanation:

According to the Nexus Guide2, which is a framework for scaling Scrum, one way to form multiple Development Teams from a large group of people is to ask them to self-organize into teams based on dependencies, skills, domain knowledge, and personal preferences. This approach respects the autonomy and empowerment of the Developers and allows them to choose how they want to work together.

NO.235 A member of the Development Team takes the Scrum Master aside to express his concerns

about data security issues. What should the Scrum Master do?

A. Add security to the definition of "Done".

B. Tell the Product Owner to stop further development of features until the issues are fixed.

C. Create a Product Backlog item for security.

D. Go check with the testers.

E. Ask the person to share the issue with the team as soon as possible.

Answer: E

Explanation:

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

NO.236 What two techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which development techniques to apply? (Choose two.)

A. Involve the complete Development Team.

B. Use coaching techniques; such as open questions and active listening.

C. Ask an external technical specialist to make the decision.

D. Send every team member to the company's HR department to express their concerns.

Answer: A,B

Explanation:

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

Involve the complete Development Team, as they are responsible for managing and refining their own work.

Use coaching techniques, such as open questions and active listening, to help the Development Team resolve their conflict and reach a consensus.

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

NO.237 Which of the following might the Scrum Team discuss during a Sprint Retrospective?

A. Methods of communication.

B. The way the Scrum Team does Sprint Planning.

C. Skills needed to improve the Development Team's ability to deliver.

D. Its Definition of "Done".

E. All of the above.

Answer: E

Explanation:

The correct answer is E, because all of these topics can be discussed during a Sprint Retrospective. The Scrum Guide states that "the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. ... During each Sprint Retrospective, the Scrum Team plans ways to improve product quality by adapting the definition of 'Done' as appropriate." Therefore, the Scrum Team can discuss any aspect of their process, communication, skills, or definition of 'Done' that may help them improve.

NO.238 At the end of a Sprint Product Backlog item worked on during the Sprint does not meet the definition of "Done". What two things should happen with the undone Product Backlog item? (Choose two.)

A. If the stakeholders agree, the Product Owner can accept it and release it to the users.

B. Put it on the Product Backlog for the Product Owner to decide what to do with it.

C. Review the item, add the "Done" part of the estimate to the velocity and create a Story for the remaining work.

D. Do not include the item in the Increment this Sprint.

Answer: B,D

Explanation:

According to the Scrum Guide1, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. Therefore, if a Product Backlog item worked on during the Sprint does not meet the definition of "Done", two things that should happen with the undone Product Backlog item are:

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

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

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

NO.239 Which two ways of creating Scrum Teams are consistent with Scrum's values? (choose the best two answers)

A. Bring all the people together and let them organize into Scrum Teams

B. Managers personally re-assign current subordinates to new teams.

C. Existing teams propose how they would like to go about organizing into the new structure.

D. Managers collaborate to assign individuals to specific teams.

E. The Chief Product Owner determines the new team structures and assignments.

Answer: A,C

Explanation:

The best two answers are A and C. These two ways of creating Scrum Teams are consistent with Scrum's values because they respect the self-organization and empowerment of the people who will be working in the teams. They also foster openness and courage by allowing the people to express

their preferences and opinions about the new structure.

B, D and E are not consistent with Scrum's values because they impose a top-down approach that does not involve the people who will be affected by the change. They also undermine the commitment and focus of the teams by assigning them to work on something they may not be interested in or passionate about.

NO.240 True or False: The Product Owner makes sure the Developers select enough from the Product Backlog tor a Sprint to satisfy the stakeholders.

A. True

B. False

Answer: B

Explanation:

According to the Scrum Guide, the Product Owner does not make sure that the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Developers are responsible for selecting how much work they can do in a Sprint, based on their capacity and past performance. The Product Owner may influence them by ordering and clarifying the Product Backlog items, but does not control their selection.

NO.241 The time-box for a Daily Scrum?

A. Two minutes per person.

B. 15 minutes.

C. 15 minutes for a 4 week sprint. For shorter Sprints it is usually shorter.

D. 4 hours.

E. The same time of day every day.

Answer: B

Explanation:

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

NO.242 Scrum is a methodology that tells in detail how to build software incrementally.

A. True

B. False

Answer: B

Explanation:

According to the Scrum Guide1, Scrum is not a process, technique, or definitive method. Rather, it is a framework within which you can employ various processes and techniques. Scrum makes clear the relative efficacy of your product management and work techniques so that you can continuously improve the product, the team, and the working environment.

NO.243 What is the role of management in Scrum?

A. To facilitate the Scrum Teams with insights and resources that help them improve.

B. To monitor the Development Team's productivity.

C. To identify and remove people that aren't working hard enough.

D. To continually monitor staffing levels of the Development Team.

Answer: A

Explanation:

The correct answer is A, because the role of management in Scrum is to facilitate the Scrum Teams with insights and resources that help them improve. The Scrum Guide states that "the organization respects their self-organization by not telling them how they should do their work." Therefore, management should support the Scrum Teams by providing them with an environment that fosters collaboration, learning, and innovation.

NO.244 When multiple Scrum Teams are working on a single product, what best describes the Definition of Done?

(choose the best answer)

A. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done.

B. Each Scrum Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.

C. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.

D. The Scrum Masters from each Scrum Team define a common Definition of Done.

Answer: A

Explanation:

The correct answer is A. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done. According to the Scrum Guide1, "If there are multiple Scrum Teams working on the system or product release, the development teams on all of the Scrum Teams must mutually define the definition of "Done"." This ensures that the product increment is integrated, consistent, and potentially releasable at the end of each Sprint. The other options are incorrect because they allow for different Definitions of Done for different teams, which can lead to confusion, inconsistency, and technical debt.

NO.245 True or False A scrum Master fulfills the same role as a traditional Project Manager

A. True

B. False

Answer: B

Explanation:

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

NO.246 Who should know the most about the progress toward a business objective or a release?

A. The Project Manager.

B. The Scrum Master.

C. The Development Team.

D. The Product Owner.

Answer: D

Explanation:

The Product Owner should know the most about the progress toward a business objective or a release, as stated in the Scrum Guide: "The Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals."

NO.247 Which are properties of the Daily Scrum? (Choose two.)

A. It is facilitated by the team lead.

B. It is held first thing in the morning.

C. It is fifteen minutes or less in duration.

D. It is free from and designed to promote conversation.

E. It consists of the Scrum Master asking the Team members the three questions.

F. Its location and time remain constant.

Answer: C,F

Explanation:

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

NO.248 The Development Team should have all the skills needed to:

A. Turn Product Backlog items into an Increment of potentially releasable product functionality.

B. Do all of the development work, except for specialized testing that requires additional tools and environments.

C. Complete the project within the date and cost as calculated by the Product Owner.

Answer: A

Explanation:

According to the Scrum Guide1, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, in order to turn Product Backlog items into an Increment of potentially releasable product functionality, the Development Team should have all the skills needed.

NO.249 Marian is the Product Owner envisioning a project for a new release of her product. She made a projection of a release date based upon a sustained velocity of 17 completed units of work per Sprint. Over the first 3 Sprints, the average velocity was 13 for work that the Development Team estimated as 90% done. The Development Teams, feeling the need to meet the plan, figured that a velocity of 17 was within their reach.

A good way to continue is:

A. The Development Team makes sure that all of the selected scope per Sprint is as "Done" as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.

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

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

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

Answer: A

Explanation:

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

NO.250 Who is responsible for engaging the stakeholders?

A. The Business Analyst.

B. The Development Team.

C. The Team Manager.

D. The Project Manager.

E. The Product Owner.

Answer: E

Explanation:

The Product Owner is responsible for engaging the stakeholders, as stated in the Scrum Guide1: "The Product Owner is one person, not a committee. The Product Owner may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner."

NO.251 If burndown charts are used to visualize progress, what does a trend line through a release burndown chart indicate?

A. The evolution of the cost spent on the project.

B. When all work will be completed to the Scrum Team can be released for other work.

C. When the work remaining will likely be completed if nothing changes on the Product Backlog or the Development Team.

D. When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.

Answer: C

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

NO.252 Five new Scrum Teams have been created to build one product. A few of the developers on one of the Development Teams ask the Scrum Master how to coordinate their work with the order teams. What should the Scrum Master do?

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

B. Teach them that it is their responsibility to work with the other teams to create an integrated Increment.

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

D. Visit the five teams each day to inspect that their Sprint Backlogs are aligned.

Answer: B

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

NO.253 Multiple Scrum Teams working on the same product or system all select work from the same Product Backlog.

A. True

B. False

Answer: A

Explanation:
According to the Scrum Guide1, when multiple Scrum Teams are working together on one product, they must coordinate their work with each other. One way to do this is through Nexus, a framework for scaling Scrum. Nexus helps to reduce cross-team dependencies and integration issues by making them more transparent. Multiple Scrum Teams working on one product use one Product Backlog.

NO.254 What are two responsibilities of testers in a Development Team? (Choose two.)

A. Verifying the work of programmers.

B. Everyone in the Development Team is responsible for quality.

C. Tracking quality metrics.

D. Finding bugs.

E. Scrum has no "tester" role.

Answer: B,E

Explanation:

The correct answers are B and E, because Scrum has no "tester" role and everyone in the Development Team is responsible for quality. The Scrum Guide states that "the Development Team consists of professionals who do the work of delivering a potentially releasable Increment of 'Done' product at the end of each Sprint. Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness."