Exam : **PSM-II**

Title : Professional Scrum Master level II (PSM II)

Vendor : Scrum

Version : V12.35

QUESTION NO: 1

What should a Development Team do with non-functional requirements?

A. Ensure they are addressed in every Increment.

B. Assign them to the technical leads on the team.

C. They will be addressed in the Integration Sprints.

D. Add them to a separate non-functional requirements list.

Answer: A

Explanation:

Non-functional requirements should be worked on alongside functional development.

QUESTION NO: 2

Select the correct Scrum Team roles defined in Scrum.

A. Development Team, Scrum Master, Product Owner

B. Engineers, Business Analyst, Product Owner

C. Stakeholders, Scrum Master, Project Manager, Product Owner

D. Product Manager, Business Analyst, Development Team, Stakeholders

Answer: A

Explanation:

The Scrum Framework only recognizes these three roles although others may be needed to help the team build the most valuable product possible.

QUESTION NO: 3

Which stakeholder is the most important for the Product Owner to satisfy?

A. The company founder

B. The board of directors

C. The Head of Product

D. The Product's users

Answer: D

Explanation:

The highest priority is to satisfy the end users.

QUESTION NO: 4

A Development Team, that has remote team members, typically spends time before the Daily Scrum to setup the meeting rooms and conference calling equipment and tools in order to have their Daily Scrum.

How should the Scrum Master handle this situation?

A. Allow the Development Team to self-manage and decide for itself what to do.

B. Setup 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:

As a self-organized team, they will decide for themselves how to best manage communication between team members. The Scrum Master will only take action if requested

OR if he/she observes that there is a potential problem.

QUESTION NO: 5
What would be two boundaries, defined in Scrum, that give guidance for teams to effectively self-organize? (Choose two.)
A. Timeboxing the events in Scrum to allow for regular inspection and adaptation creating opportunities to adjust course in any given path.
B. Clearly defined functional teams within the Development Team to define handoff phases during development.
C. Creating an integrated and potentially shippable Increment by the end of each Sprint.
D. Having a mixture of different levels of skills and experience to promote domain knowledge sharing.
Answer: A,C
Explanation:
Time-boxing promotes regularity and focus for self-organized teams. Having shippable Increments allows teams to collaboratively make decisions on what needs to be done next.

QUESTION NO: 6
Who determines how to do the work during the Sprint?
A. The Scrum Master.
B. The Technical Architects.
C. The Development Team.
D. The Team Leads.
E. The engineering director.
Answer: C

QUESTION NO: 7
A high performing Scrum Team will have frequent Release Sprints.
A. True
B. False
Answer: B
Explanation:
There are no special Sprints. All Sprints are structured to produce potentially shippable product Increments.

QUESTION NO: 8
At the end of the eighth Sprint, the internal sponsors are upset and angry with the progress of the product being built. The current state of the product is not as expected and will require additional Sprints and more budget than originally anticipated at the start of the project. What factors may have led to this? (Choose three.)
A. The Product Owner has not been engaging with sponsors frequently enough and has not been kept aware of the overall progress of the project.
B. The sponsors haven't been using the Sprint Reviews to actively engage, and inspect and evaluate progress.

C. The scope changes have not been tracked adequately and the change request process has not been followed properly.

D. The stakeholders have not been using the Daily Scrum effectively to track the Development Team's progress.

E. The Scrum Master has not ensured transparency.

F. The project plan proposed to the sponsors at the start of the project followed stringently.

Answer: A,B,E

Explanation:

One of the principles of agility includes working closely with business people. In order to manage stakeholder expectation, there must be open communication (through collaboration and transparency) throughout the project cycle. This maximizes alignment, helps with making business decisions, and reduces risk.

Although, the Scrum Guide does not directly state that the Scrum Master is responsible for ensuring transparency it is implicit. The Scrum Master is responsible for the process in which Scrum is adopted and enacted. Scrum is founded on empiricism and the Scrum Master helps those inside and outside the team work in an empirical environment which includes transparency (one of the three pillars of empiricism).

QUESTION NO: 9

Three Development Teams are currently building a single product and pulling work from the same Product Backlog. All three teams have identified that they will need Dan, a database specialist, to work full time in their team for the next several Sprints.

What should Steven, the Scrum Master, do to solve this potential problem?

A. Manage the items in the Sprint Backlogs so that Dan can be utilized evenly for each team.

B. Assign Dan to the team with the most urgent tasks first and then move him to the next team and so on until the required support is completed.

C. Facilitate a discussion with all Development Teams on how they want to deal with this issue, and help them implement their preferred solution.

D. Ask Dan to work with the HR department to recruit and hire additional database specialists. In the meantime, have the Product Owner move items that do not depend on Dan to the top of the Product Backlog.

Answer: C

Explanation:

As a servant/leader, the Scrum Master facilitates conversations through open ended Question:s in order to help the team members make the best possible decisions according to what is known at the time. He/she does not approve or reject team decisions but ensures the team stays within the boundaries of the Scrum framework.

QUESTION NO: 10

Steven is a Scrum Master of a Development Team that has members working in different cities and time zones. Organizing the Scrum events is time consuming and requires a lot of effort to set up and run. The Development Team proposes to only hold the Daily Scrum on Mondays.

Which two responses would be most appropriate from Steven? (Choose two.)

A. Coach the team on why having a Daily Scrum every day is an important opportunity to update the Sprint plan and how it helps the team self-organize work toward achieving the Sprint Goal.

B. Ensure that there is an overall consensus by having the Development Team members vote.

C. Help the Development Team understand that lowering the frequency of communication will only increase the feeling of disconnect between the team members.

D. Acknowledge and support their decision.

Answer: A,C

Explanation:

The Scrum Master is responsible for ensuring that the Scrum Team understands the purpose and value of the Scrum events. Because the Daily Scrum is owned by the Development Team, it will decide how best to run the event. And if needed the Scrum Master will coach the team to ensure the decisions stay within the boundaries of the Scrum framework.

QUESTION NO: 11

What should a Development Team do if it realizes it has selected too much work after starting the Sprint?

A. Modify the definition of "Done" to ensure all Product Backlog items can be done by the end of the Sprint.

B. Work with the Product Owner to remove some work or Product Backlog items as soon as possible.

C. Add additional team members to handle the extra work.

D. Continue working and update the Product Owner at the Sprint Review.

Answer: B

Explanation:

The Sprint Backlog is a living artifact that evolves and changes as more is learned or discovered.

QUESTION NO: 12

What could be a reason for a Product Owner to delay the start of a new Sprint after the conclusion of the previous Sprint?

A. The QA team has not finished testing the previous Increment before declaring it ready to ship.

B. The stakeholders were disappointed with the Increment produced in the previous Sprint.

C. There is no acceptable reason. A new Sprint starts immediately after the conclusion of the previous Sprint.

D. The Product Owner needs additional time to identify the next initiatives.

E. There's not enough work in the Product Backlog to work on in the upcoming Sprint.

Answer: C

QUESTION NO: 13

Who manages the progress of work during a Sprint?

A. The Scrum Master

B. The Product Owner

C. The Team Lead

D. The Development Team

Answer: D

Explanation:

The Development Team is self-organized, thus manages and decides how to manage their own progress.

QUESTION NO: 14

What activities would a Product Owner do during an active Sprint?

A. Engage with the stakeholders and answer Question:s from the Development Team.

B. Prioritize the Sprint Backlog.

C. Participate at the Daily Scrum.

D. Update the burndown chart.

Answer: A

QUESTION NO: 15

Steven is a Scrum Master of a Scrum Team that is new to Scrum. At the halfway point of the Sprint, the Product Owner comes to Steven telling him that he is concerned the Development Team will not be able to complete the entire Sprint Backlog by the end of the Sprint.

What should Steven do in this situation?

A. Motivate the Development Team to meet their commitment to the Product Owner.

B. Coach the Product Owner that with complex software development, you cannot promise the entire scope that was forecast during Sprint Planning. As more is learned during the Sprint, work may emerge that affects the Sprint Backlog.

C. Advise the Product Owner that the Development Team owns the Sprint Backlog and it is up to them to meet their commitments. No one tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.

D. Add more people to the Development Team to meet the Product Owner's expectations.

Answer: B

Explanation:

Scrum is founded on empirical process control theory, or empiricism. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. The Sprint Backlog is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality into a 'Done' Increment. 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.

Why C is incorrect:

a) The Dev Team does not commit to finishing all items in the Sprint Backlog. Committing to completing all items would be fixed scope and fixed time leaving no room to adapt. They commit to the Sprint Goal and doing the right thing.

b) It's also incorrect for the PO to focus on completing the entire Sprint Backlog. Finishing everything should not be his main focus. Having a shippable increment that meets the Sprint

Goal is more important than trying to finish everything. The advice in option C is equivalent to "Don't worry, they'll get everything done." but because of the complex domain, you cannot guarantee everything will get done.

QUESTION NO: 16

Over the course of several Sprints, the relationship between the Product Owner and the Development team has suffered. The Development Team is upset with the Product Owner for the constantly changing the upcoming items for the product. The Product Owner is upset with the Development Team for changing the work that needs to be done during the Sprint.

What should Steven, the Scrum Master, do?

A. During the Sprint Retrospective, ask the Product Owner and the Development Team to address the issues.

Have the Team discuss why the changes occur and what impact they have on the value of the product.

B. The Scrum Master's responsibility is to ensure the Development Team has a stable velocity. Any changes that negatively impact the team's velocity will be rejected by the Scrum Master.

C. Take the time between Sprints to organize a team building session to rebuild the relationship.

D. Explain to the Development Team that the Product Owner is accountable for flow of value and needs to be followed in order to maximize the value delivered.

Answer: A

Explanation:

Conflicts are a natural occurrence and the Scrum Master coaches the Development Team on the value of resolving conflicts. Leaving conflicts unresolved can impact the Scrum values of openness and respect diminishing trust. Lower trust levels will impact the Scrum Team's effectiveness and can cause impediments in the future. It is the responsibility of the Scrum Master to remove impediments that hinder the team through conflict resolution and facilitation.

QUESTION NO: 17

Currently, your engineering department is organized in siloed teams that specialize by function (for example, design, front-end, back-end, database, and testing).

What would you consider when moving away from component teams towards feature teams?

A. You cannot begin Scrum without have feature teams. It is easier to measure and compare performance between feature teams. Feature teams should have an equal number of team members.

B. Members within feature teams require compatible personalities. Feature teams should have a mix of junior and senior members. Tasks are completed more quickly than component teams.

C. Moving from component teams to feature teams could reduce, productivity in the initial stages. Feature teams have less communication complexity. Getting the support from the business side makes the transition easier.

Answer: C

Explanation:

The initial phase of forming a new team could cause short-term disruption as they need time to discover how to best work together. Because all the skills and competencies are inside the team the communication overhead is reduced. Having an environment that supports the Scrum values reduces complexity.

QUESTION NO: 18

When multiple Scrum Teams are working from the same Product Backlog, also known as scaled Scrum, they must still work in conformance of the Scrum guide.

A. True

B. False

Answer: A

Explanation:

Scrum is a framework with built in flexibility to support multiple Scrum Teams working on a single product.

QUESTION NO: 19

During Sprint Planning, the Definition of Done will help the Development Team forecast the amount of work, selected from the Product Backlog, deemed feasible to make 'done' by the end of the Sprint.

Which two items best describes what 'done' means? (Choose two.)

A. All the work needed to prepare the Increment for User Acceptance Testing.

B. All the work needed to prepare the Increment for Integration Testing.

C. Having an Increment of working software that is potentially releasable to the end users.

D. All the work performed as defined in the Definition of Done.

E. All the work completed within the current skills and expertise in the Development Team.

Answer: C,D

Explanation:

When a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means. Although this may vary 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. The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done.

QUESTION NO: 20

Which of the following statements are true about the Scrum Master role?

A. The Scrum Master assigns the tasks to Development Team members and ensures they are completed within the committed timebox.

B. The Scrum Master helps those outside the Scrum Team understand which interactions are helpful and teaches the Development Team to keep the Scrum meetings within the timebox.

C. The Scrum Master is responsible for updating the Scrum board and ensuring team members avoid conflicts.

D. At the Sprint Review, the Scrum Master demonstrates the completed Increment and

answers any Question:s from the stakeholders.

Answer: B

Explanation:

The Scrum Master is responsible not only for coaching the Scrum Team but also the organization.

QUESTION NO: 21

What might be a valid reason for abnormally cancelling a Sprint?

A. When the Development Team discovers it cannot meet their Sprint commitments.

B. When the work becomes too difficult for the Development Team.

C. When the sales department discovers features that add more value than the current work being done.

D. When the Sprint Goal becomes obsolete.

Answer: D

QUESTION NO: 22

A new member has just joined an existing Development Team that has been together for several Sprints. During the Sprint, the individual has been trying to share his ideas and viewpoints but is continuously ignored by the rest of the Development Team.

Which three Scrum Values has the Development Team been neglecting? (Choose three.)

A. Commitment

B. Respect

C. Transparency

D. Focus

E. Openness

F. Courage

Answer: B,E,F

Explanation:

The Scrum Team members have courage to do the right thing and work on challenging problems. The Scrum Team agree to be open (to speak and listen) about all the work and the challenges with performing the work. Scrum Team members respect each other's skills, experience, and opinions.

QUESTION NO: 23

What is the recommended size for a Development Team (within the Scrum Team)?

A. 3 to 9

B. Minimal 5

C. 7 plus or minus 2

D. 9

Answer: A

QUESTION NO: 24

During the Sprint Retrospective, the team is discussing the quality issues that prevented the team from delivering a releasable Increment at the end of the Sprint. The Development Team

does, however, mention that they were able to achieve a high velocity.

What are the best two responses for Steven, their Scrum Master, to take? (Choose two.)

A. Stress the value of working software over measured velocity.

B. Agree and acknowledge the Development Team's hard work, so they will be motivated to do even more in the next Sprint.

C. Acknowledge the hard work but remind the Development Team that they need to improve in order to do even more in the next Sprint.

D. Facilitate a discussion on how to improve the quality to a level high enough for the Increment to be releasable, even if the measured velocity drops in the next Sprint.

Answer: A,D

Explanation:

Scrum employs an iterative, incremental approach to optimize predictability and control risk. The primary objective of a Sprint (iteration) is to produce a potentially shippable product Increment. Having an Increment will allow the Scrum Team to know the right thing to do in the upcoming Sprint. Having a velocity is important but working software is the primary measure of progress.

QUESTION NO: 25

When does a new Sprint begin?

A. Immediately after the next Sprint Planning.

B. Immediately after the end of the previous Sprint.

C. It depends on the Product Owner.

D. Every Monday.

Answer: B

QUESTION NO: 26

Which three statements best describe the purpose of having a Definition of Done? (Choose three.)

A. It is a checklist to monitor the Development Team member's progress on a task.

B. It provides guidance to the Development Team when they are forecasting their Sprint Backlog during the Sprint Planning.

C. As the Development Team is doing the work, it provides guidance on the remaining work needed to create the potentially shippable Increment by the end of the Sprint.

D. It helps the Development Team defer any pending work to subsequent Sprints.

E. It creates transparency and provides a common understanding of the 'done' state of the Increment at the Sprint Review.

F. It helps the Scrum Team decide how much time is needed before the Sprint can end.

Answer: B,C,E

Explanation:

When a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means. Scrum Team members must have a shared understanding of what it means for work to be complete, to ensure transparency and is used to assess when work is complete on the product Increment. This Definition of Done provides the team guidance on what it takes to make the increment shippable.

QUESTION NO: 27

Every Development Team should have the competencies and skills needed to deliver a Done Increment in a Sprint.

A. True

B. False

Answer: A

Explanation:

Development Teams are self-organized and cross-functional.

QUESTION NO: 28

Steven, who is a Scrum Master, on one of the Scrum Teams has approached you asking for advice. Their Daily Scrum requires more than 15 minutes and the team has suggested dividing themselves into two separate teams in order to stay within the time box.

As another Scrum Master, what would be the best response?

A. Agree - this is an appropriate solution to the problem.

B. Disagree - as the root cause may not be that the team is too big.

C. Unsure - dividing a team into two cannot be decided based on this information. You offer to observe.

D. Agree - You agree that dividing the team into two is a good strategy to allow the teams to learn how to run Daily Scrums quickly and effectively. Once they've learned to limit the Daily Scrum to 15 minutes, you can merge the teams again.

Answer: C

Explanation:

The relationship between cause and effect can become more clear when more information emerges.

QUESTION NO: 29

What would be the responsibilities of a self-organizing Development Team?

A. Update stakeholders on the daily progress and keep the burn-down chart updated.

B. Select the Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.

C. Writing User Stories and reordering the Product Backlog.

D. Deciding on the value of the product features and value estimations.

Answer: B

QUESTION NO: 30

Which role is responsible for determining when it is most appropriate to update the Sprint Backlog?

A. The Product Owner

B. The Development Team

C. The Scrum Team

D. The Scrum Master

Answer: B

Explanation:
The Development Team is responsible for tracking the remaining work of the Sprint.

QUESTION NO: 31
A PO (Product Owner) is essentially the same thing as a traditional PM (Project Manager).
A. True
B. False
Answer: B

QUESTION NO: 32
At the Sprint Planning, the Development Team is not able to forecast the number of Product Backlog items it can do in the upcoming Sprint due to unclear requirements. The Product Owner, however, was able to clearly define the business objective he hopes to achieve in the Sprint.
Which of the following two actions would you support? (Choose two.)
A. The Development Team forecasts the most likely Product Backlog items to meet the business objective and create a Sprint Backlog based on a likely initial design and plan. Once the time- box for the Sprint Planning meeting is over, they start implementation and continue to analyze, decompose, and create additional functionality during the Sprint.
B. If all agree they can extend the Sprint Planning until the Development Team can forecast enough Product Backlog items before starting the implementation.
C. Allow the Development Team members as much time as needed to review the Product Backlog items and reconvene with the Product Owner when they are confident enough to make a forecast for the Sprint.
D. They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.
Answer: A,D
Explanation:
All events are time-boxed events, such that every event has a maximum duration. 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.

QUESTION NO: 33
A new Product Owner has joined an existing Scrum Team that has been working together for eight Sprints. The Development Team has grown to have a good understanding of the functionality and business for the product they have been building. The Product Owner, being new to the company, is unsure about his responsibilities.
As a Scrum Master explain what two acceptable ways of helping the Product Owner would be. (Choose two.)
A. You advise the Product Owner to start building a good relationship with the stakeholders of the product.
Ongoing interaction with them is important to regularly align with changing organizational or market expectations. The Product Owner is also expected to invite the right stakeholders to the Sprint Review meeting.

B. You inform the Product Owner that, in today's highly competitive markets, it is important that the Development Team is updated on changing business priorities on a daily basis. The Daily Scrum allows the Development Team to adapt to the changes in scope without delay.

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

D. You advise the Product Owner to rely on the Development Team and the stakeholders to formulate the Product Backlog, as they are the ones most knowledgeable. By asking Question:s and working with them the Product Owner will quickly be up to speed.

Answer: A,D

Explanation:

The ones that are closest to the work are the best ones to understand and explain what the work is and what the needs of the users and product are.

QUESTION NO: 34

What is management's role in Scrum?

A. To provide the necessary environment and support needed as defined by the Scrum Guide by providing insights and resources that help the Scrum Teams continue moving forward.

B. Identifying and removing people that are performing poorly.

C. Monitoring skill levels of the Development Team.

D. Monitoring the Development Team's velocity.

Answer: A

Explanation:

Getting the support from the business side helps facilitate the changes that fosters empiricism, self- organization, bottom-up intelligence, and intelligent release of software.

QUESTION NO: 35

Several Sprints into a project, a client is complaining to the Product Owner about the poor performance of the product.

As a Scrum Master, how can you help the Product Owner?

A. Coach the Product Owner on effective ways to communicate this concern to the Development Team and encourage the Product Owner to add the performance issue to the Product Backlog.

B. Tell the Product Owner performance is defined by the Development Team.

C. Note the issue for the next Sprint Retrospective.

D. Notify the team responsible for system performance.

Answer: A

QUESTION NO: 36

The purpose of a Sprint is to produce a potentially releasable product Increment.

A. True

B. False

Answer: A

Explanation:

Sprints promote iterative and incremental development.

QUESTION NO: 37

What would be good ways of creating Development Teams that would support the Scrum values?

A. Project Managers will allocate individuals to specific teams.

B. Bring all the developers or existing teams together and let them propose how to organize into the new structure and self-organize into Development Teams.

C. The operations manager determines the new team structures and assignments.

D. Direct managers personally re-assign current reports to new teams.

Answer: B

Explanation:

The ones that will be doing the work are the best ones to decide on what Development Team structures work best.

QUESTION NO: 38

A Scrum Master teaches those who are interested in the Development Team's progress that progress in Scrum comes from inspecting an Increment at the Sprint Review.

A. True

B. False

Answer: A

Explanation:

Working software is the primary measure of progress.

QUESTION NO: 39

If there are multiple Scrum Teams working on the same product, all of the Scrum Teams must mutually define a Definition of Ready (DoR). The DoR is a checklist that the Product Owner must fulfill before a Product Backlog item can be presented at the Sprint Planning. This protects the Development Team from interruptions and disruptions during the Sprint.

A. True

B. False

Answer: B

Explanation:

Product Backlog items should be clear enough and have enough information for the Product Owner and Development to understand the work that needs to be done and to create a forecast of Product Backlog items to implement the Sprint Goal. Nothing stops the flow of Sprints, for example, we do not delay the Sprint because the items are not ready. In such cases, the "unready" items would be selected for the Sprint anyway and refined during the Sprint.

In the case that the Product Backlog items are not clear enough, the Development Team forecasts 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. At the end of the Sprint, the Scrum Team can discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.

QUESTION NO: 40
Who should be present to review and adjust the selected Sprint work if the Development Team determines that it will not be able to finish the complete forecast?
A. The stakeholders and Scrum Master.
B. The Product Owner and the Development Team.
C. The Development Team and Project Manager.
D. The Scrum Master, the Business Analyst and the Development Team.
Answer: B

QUESTION NO: 41
A Scrum Team must have a Product Owner and Scrum Master.
A. False. A Scrum Master is only necessary when requested or needed.
B. True. Each must be a full-time member on the Scrum Team.
C. True. Their participation and availability will impact the outcomes produced by the Scrum Team.
D. False. If a Product Owner is unavailable, he/she can be replaced by a Business Analyst.
Answer: C
Explanation:
A Product Owner or Scrum Master can be dedicated to one team OR participate as a member on more than one team. How much time they spend with each team will directly impact effectiveness of the team.

QUESTION NO: 42
Successful use of Scrum depends on how well people behave and act in ways that reflect the Scrum values. What can the value of openness affect?
A. Collaboration efforts.
B. Level of product quality.
C. Team member happiness.
D. Time to market.
E. Trust from stakeholders.
F. All of the above.
Answer: F
Explanation:
The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work.

QUESTION NO: 43
A new Product Owner is hired to work on an existing product that has ongoing for five Sprints. He/she is unsure about all of the responsibilities of a Product Owner. Which of these

Product Owner's activities are defined in Scrum?

A. Writing User Stories.

B. Interacting with stakeholders and ensuring that the most valuable functionality is always produced first.

C. Describing features as Use Cases.

D. Ensuring work is completed within scope and time.

Answer: B

QUESTION NO: 44

An organization wants to apply Scrum to build a new product and has hired Steven to be the Scrum Master of three new teams that will build the first release. The organization is new to Scrum and asks Steven for advice on how to start.

Which two things should Steven first advise? (Choose two.)

A. Each Scrum Team has its own Product Backlog with items only their team will be working on.

B. One Product Backlog to represent all of the known work needed to be done for the product.

C. Three Product Owners, one for each Scrum Team.

D. Having one Product Owner to be accountable for maximizing the flow of value throughout the development process and provide transparency on the overall progress.

The Scrum Master serves the organization in several ways, including: Leading and coaching the organization in its Scrum adoption; Planning Scrum implementations within the organization; Helping employees and stakeholders understand and enact Scrum and empirical product development.

Answer: B,D

QUESTION NO: 45

The Sprint length 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 month.

D. All of these answers are correct.

Answer: D

QUESTION NO: 46

How should a Scrum Master divide a group of 100 people into multiple Development Teams?

A. Create teams based on their functional layer.

B. Have the resource manager assign the people to teams.

C. Ask the developers to divide themselves into teams.

Answer: C

Explanation:

A good first Question : for you to suggest the group thinking about when forming into teams is "How will we make sure all teams have the right amount of expertise?"

QUESTION NO: 47

Which statement best describes the responsibility of the Product Owner?

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

B. Managing the Development Team.

C. Ensuring that the work meets the commitments to the stakeholders.

D. Acting as the go-between for the stakeholders.

Answer: A

Explanation:

The Product Owner is accountable for the flow of value that the Development Team selects to work on.

QUESTION NO: 48

Peter is a new Product Owner on a newly formed Scrum Team. Peter has projected a product completion date based on an estimated velocity of 21 completed points per Sprint. After the first 3 Sprints, the team has determined that their maximum velocity is 15 points and they are unable to create shippable increments at the end of each Sprint.

What is the best way to proceed?

A. The Sprints have failed to produce shippable Increments there for opportunities to inspect and adapt is lost. The Scrum Master would encourage the organization to add more team members in order to increase the team's capacity.

B. The Scrum Master would coach the team on improving their estimations and commitment to completing the Sprint Backlog.

C. Extend the Sprint in order to complete the Sprint Backlog items.

D. Inform Peter that the projected completion date is not correct. The Development team would estimate the remaining work to produce a shippable Increment and suggest making it "Done" before working on new features. Based on empirical data, Peter can adjust the completion date and decide how to continue.

Answer: D

QUESTION NO: 49

Steven is a Scrum Master for three Scrum Teams building the same product and working from the same Product Backlog. Management wants to standardize how velocity is calculated across all three teams in order to identify which teams are high performing and which teams need more support.

What would be the best two responses Steven could provide to management? (Choose two.)

A. There is no direct relationship between velocity and value.

B. Standardizing velocity across teams is a good way to understand which teams are producing the most value.

C. Providing incentives based on velocity can increase the Scrum Team's motivation to produce more value.

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

Answer: A,D

Explanation:

Working software is the primary measure of progress. Scrum is based on empirical process control theory where delivering working software frequently and measuring the impact helps the Product Owner maximize opportunity for the business to deliver value.

QUESTION NO: 50

In what two ways is velocity and technical debt related? (Choose two.)

A. They are not related because technical debt is non-functional and velocity is calculated based on end user functionality.

B. As the Development Team is working on new Product Backlog items, they may unexpectedly run into technical debt that will result the team's velocity dropping.

C. A Development Team can artificially increase velocity by allowing technical debt to be incurred.

D. Adding estimates to technical debt will allow the Development Team to maintain constant velocity therefore ensuring predictability.

Answer: B,C

Explanation:

Technical debt is a natural occurrence when developing complex products. It is a concept in software development that reflects the implied cost of additional rework caused by choosing an easy solution now instead of using a better approach that would take longer. And how it is managed will depend on the team AND context of the situation.

QUESTION NO: 51

The Development Team should have all the skills and competencies needed to:

A. Turn the Product Backlog items it selects into a potentially releasable product increment of functionality.

B. Do all of the development work in order to handoff to the testers in the subsequent Sprint.

C. Complete the project within the estimate as committed to the Product Owner.

Answer: A

QUESTION NO: 52

A time-box is:

A. An event that starts at a specific time.

B. An event with a minimum set time.

C. An event that cannot take more than a maximum amount of time.

D. An event that must happen by a specific time.

Answer: C

Explanation:

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.

QUESTION NO: 53

Customer satisfaction should be measured:

A. Annually

B. Quarterly

C. Daily

D. Frequently

Answer: D

Explanation:

Frequent enough to ensure the team is building the right thing at the right time but not so frequent it hinders the team from the work.

QUESTION NO: 54

What factors are best considered when defining the Sprint length?

A. How often team membership changes and the size of the Development Team.

B. Having consistent Sprint length across all Scrum Teams.

C. The level of expertise over the technology to be used, ability to release an Increment to the end users, and the risk of being disconnected from the stakeholders.

Answer: C

QUESTION NO: 55

Steven is a Scrum Master that was hired to help an organization, that is new to Scrum, understands and enacts Scrum effectively.

Which three activities would be acceptable? (Choose three.)

A. Require all teams in the organization to start using Scrum as soon as possible.

B. Arrange 1:1 coaching sessions to discuss any identified concerns Steven may have.

C. Schedule formal trainings.

D. Penalize any Scrum Team members who are not staying within the Scrum Framework.

E. Educate stakeholders and clients about Scrum.

F. Extend Retrospectives to include formal training.

Answer: B,C,E

Explanation:

The Scrum Master serves the organization in several ways, including: Leading and coaching the organization in its Scrum adoption; Planning Scrum implementations within the organization; Helping employees and stakeholders understand and enact Scrum and empirical product development.

QUESTION NO: 56

What must the Development Team do during the first Sprint?

A. Create a potentially shippable product Increment that includes at least one piece of functionality.

B. Analyze and estimate the requirements for the subsequent Sprints.

C. Create a project plan in order to map functional development to Sprint dates.

D. Only design and develop the architecture and infrastructure.

Answer: A

Explanation:

Sprints promote iterative and incremental development.

QUESTION NO: 57

Which of the following is required in Scrum?

A. Sprint Retrospective

B. All Development Team members answering the three Question:s at the Daily Scrum

C. Sprint Burndown Chart

D. User Stories

E. All of the above

Answer: A

QUESTION NO: 58

What is a good way for a Scrum Team to ensure that security concerns are addressed and transparent?

A. Add Security Sprints to resolve security concerns when needed.

B. Have the Scrum Team create Product Backlog items for each concern and/or add security concerns to the definition of "Done".

C. Create a separate backlog for security items and only work on the items when a specialist becomes available.

D. Delegate the work to an external team.

Answer: B

Explanation:

The Product Backlog and the Definition of "Done" are artifacts that promote transparency.

QUESTION NO: 59

Which statement is correct about the length of the Sprints?

A. All Sprints must be one month or less and it is optimal to have a consistent Sprint length.

B. The Sprint length is dependent on the development effort forecasted (amount of items selected) during Sprint Planning.

C. The Sprint length is calculated by aggregating the time required to design, code and test.

D. The Sprint Length is defined by the Scrum Master.

Answer: A

QUESTION NO: 60

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 would be the LEAST helpful technique in this situation?

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: C

Explanation:

Scrum does not have project managers and arranging a triage meeting would not help accelerate the removal of impediments.

QUESTION NO: 61

By the end of the Sprint, a Product Backlog item in the Sprint Backlog does not meet the team's Definition of Done.

What two things should happen with the item? (Choose two.)

A. It will be inspected at the Sprint Review and if it is acceptable by the stakeholders then include it in the Increment.

B. Do not include the item in the Increment for the Sprint.

C. Split the item and add the estimation of the completed work to the current Sprint so not to impact the velocity and add the 'undone' work to the next Sprint.

D. Estimate the remaining work needed to make it 'done' and add it to the Product Backlog for the Product Owner to decide what to do with it.

Answer: B,D

Explanation:

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'. 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 it is used to assess when work is complete on the product Increment.

QUESTION NO: 62

A Scrum Master is not only a servant-leader to the Scrum Team and organization, it's also considered a management position.

Which three activities describe what a Scrum Master manages as reflected by the Scrum Guide? (Choose three.)

A. Reporting on the performance of the Sprint.

B. The way Scrum is understood and enacted within the organization.

C. Managing the capacity and utilization of each Development Team member.

D. Managing the process in which Scrum is applied.

E. Managing the Product Backlog items and work in the Sprint Backlog.

F. Removing organizational impediments that limits the team's progress and productivity.

Answer: B,D,F

Explanation:

The Scrum Master must understand the principles and values behind agility as well as the Scrum theory. He/ she also must act in ways that reflects the values of Scrum and creates an environment for others to also embrace those values. He/she is responsible for ensuring the team's process stays within the boundaries of the Scrum framework as well as helping and supporting the team with continuous improvement.

QUESTION NO: 63

Which two scenarios would best represent a self-organizing Development Team? (Choose two.)

A. The Development Team members are strictly focused on the work within their functional role and always handing off the work to other roles in a timely matter.

B. Management works with the Scrum Master to optimize the Development Team's progress during the Sprint.

C. Development Team members collaboratively select and re-plan their work throughout the Sprint.

D. The Development Team invites external people to the Sprint Planning to help them create a complete and detailed Sprint Backlog.

E. The Development Team creates its own Sprint Backlog, reflecting all work that is part of the Definition of Done.

Answer: C,E

Explanation:

A self-organized team is a team that is able to self-manage and decide how best to accomplish their work.

QUESTION NO: 64

Steven, the Scrum Master, is approached by one of the Development Team members saying that they are not completing regression tests for all of the work they are performing to the level defined in the Definition of Done. They have discussed this with the Product Owner and decided to remove regression testing from the Definition of Done.

Which two actions are the most appropriate for Steven to take? (Choose two.)

A. Reject the decision as the long term maintainability of the product will be negatively impacted by modifying the Definition of Done.

B. Accept the decision as a mutual agreement has been made between the Development Team and the Product Owner.

C. Ask the Development Team and the Product Owner what problem they are trying to solve by altering the Definition of Done and removing regression testing from it. In what ways will this decision impact transparency and quality?

D. Ask the Development Team and the Product Owner if they are still able to produce potentially shippable product increments by altering the Definition of Done?

Answer: C,D

Explanation:

As a servant/leader, the Scrum Master facilitates conversations through open ended Question:s in order to help the team members make the best possible decisions according to what is known at the time. He/she does not approve or reject team decisions but ensures the team stays within the boundaries of the Scrum framework.

QUESTION NO: 65

An organization is using Scrum to build five new products.

What would be the best two options for the number of Product Owners the organization should have? (Choose two.)

A. There is one Product Owner for each product (so five in total). Each Product Owner may delegate, share and align work within their individual Product Backlog.

B. Enough Product Owners to delegate as much work needed to maximize utilization of all Development Team members.

C. There is one Product Owner responsible for all five products. This person is not allowed to

delegate any of the Product Owner responsibilities as he/she is accountable for the success of each product.

D. There is one Product Owner responsible for all five products. In order to scale his/her role, he/she can delegate some of the individual Product Owner responsibilities to others within each product but would still remain accountable for the value of the work produced.

Answer: A,D

Explanation:

The Product Owner is the sole person responsible for maximizing the value of the product through the ordering and management of the Product Backlog. This reduces complexity in communication and understanding who to go to when there are Question:s about the product. The Product Owner may delegate his/her responsibilities but still remains accountable for the outcome of those responsibilities.

QUESTION NO: 66

Peter, a Project Manager, has raised concerns about your Scrum Team's productivity and progress towards the objectives.

Which is the best way to respond to Peter's concerns?

A. Share the Product Backlog, the projections towards the release dates and ensure that Peter has access.

B. Show the Profit & Loss (P&L) report.

C. Share the current impediments.

D. Share the last stakeholder status report prepared by the Scrum Master.

Answer: A

Explanation:

One of the key pillars that support the empirical process control is Transparency. Transparency will help manage stakeholder expectations and allow the teams to effectively adapt if and when needed.

QUESTION NO: 67

How much work must a Development Team do to a Product Backlog item it selects for a Sprint?

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

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

C. All development work and at least some testing.

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

Answer: B

QUESTION NO: 68

Which of these tools is mandatory for the Product Owner to use?

A. Release burnup chart.

B. Burndown chart.

C. Version control.

D. Project Gantt chart.

E. None of the above.

Answer: E

Explanation:

The Product Owner can use any tool, method or practice that he/she finds fit in order for him/her to make the best decisions possible.

QUESTION NO: 69

Scrum has a role called "Project Manager."

A. True

B. False

Answer: B

Explanation:

The Scrum Framework only recognizes three roles although others may be needed to help the team build the most valuable product possible.

QUESTION NO: 70

Adding more resources in Scrum will proportionally increase the value delivered.

A. True

B. False

Answer: B

Explanation:

When working on complex problems in complex environments, adding more resources (people, money, tools, etc.) cannot guarantee increased value or success.

QUESTION NO: 71

Steven is a Scrum Master employed by the engineering department. The Director of Engineering considers using Scrum for a new project but wonders about the value of having all of the Development Team members attend the Daily Scrum. He is concerned that the employees already attend a lot of mandatory company meetings.

What are two outcomes of the Daily Scrum that Steven should explain on why the Daily Scrum is important? (Choose two.)

A. During the Daily Scrum the members of the Development Team will inform of problems that are hindering their progress, and for which they have no means to resolve. They will inform Steven as a Scrum Master, so he can remove the impediments and help the team be more productive.

B. Through the short, daily alignment of the Daily Scrum the members of the Development Team grow and improve a shared understanding of the most important work to be undertaken in the next 24 hours to achieve the best possible progress toward the Sprint Goal. This daily opportunity to inspect and adapt will enable the Development Team to best tackle any unforeseen circumstances that might otherwise disrupt the team's progress.

C. The Development Team members will produce a daily status report indicating how much time was spent working on individual tasks since the last Daily Scrum. The reports will help in discussing how the Sprint went at the Sprint Review meeting. It will provide detailed insights

into the accuracy of estimates versus actual time spent, which can be used to create better estimates at the next Sprint Planning.

D. The Daily Scrum serves for the Development Team to report to Steven, as a Scrum Master, all updates on the assigned tasks in the Sprint Backlog. He can then use the team's updates to plan their work for the next day, making sure that every team member is assigned the right tasks.

E. During the Daily Scrum, the Development Team needs to update the Scrum board with their current status and progress, at a task level. This is crucial to ensure that the Directory of Engineering knows the team's actual progress and control the work being done.

Answer: A,B

Explanation:

The Development Team uses the Daily Scrum to inspect progress toward the Sprint Goal and to inspect how progress is trending toward completing the work in the Sprint Backlog. The Daily Scrum optimizes the probability that the Development Team will meet the Sprint Goal. Every day, the Development Team should understand how it intends to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.

QUESTION NO: 72

The three pillars of empirical process control consist of:

A. Planning, Inspection, Adaptation

B. Inspection, Transparency, Adaptation

C. Planning, Demonstration, Retrospective

D. Respect For People, Kaizen, Eliminating Waste

Answer: B

Explanation:

These three pillars uphold every implementation of the empirical process control. Without them, Scrum cannot be implemented as intended.

QUESTION NO: 73

How should multiple Scrum Teams, working from the same Product Backlog, select the Product Backlog items their teams plan to work on?

A. The Product Owner will present the work and the Development Teams will select the items they will work on.

B. The Product Owner creates separate Product Backlogs for each Development Team.

C. Each Scrum Team would select an equal number of items.

D. The Product Owner assigns the work to each team.

E. The Scrum Team with the highest productivity will select the items first.

Answer: A

Explanation:

The ones doing the work are the best ones to decide what they can do and how to do it.

QUESTION NO: 74

As a Scrum Master, you observe that the Product Owner is not collaborating with the

Development Team effectively.

What action would you take?

A. Send the Product Owner to training.

B. Nominate a proxy Product Owner.

C. Act as the go-between.

D. Coach the Product Owner.

Answer: D

Explanation:

A Scrum Master coaches those inside and outside the team on the values of Scrum and incremental delivery.

QUESTION NO: 75

Kevin is a senior developer that has recently joined an existing Scrum Team. The existing team members are unable to get along with Kevin and conclude that he is not a culture fit.

If necessary, who is responsible for removing the new team member, and why?

A. The Scrum Master because he/she is responsible for removing Impediments.

B. The Development Team is responsible because it is an internal team issue, and may request help from the Scrum Master.

C. The HR department, as they are responsible for the hiring process.

D. The Product Owner because he/she is responsible for managing the team.

Answer: B

Explanation:

The ones closest to the problem are the best ones to understand and solve the problems. The Scrum Master can remove members (if empowered). The Question : is focused on the ownership of the root problem. The Development Team is responsible for addressing internal conflicts and may request help from the Scrum Master if needed. Because this is a localized issue, they are the ones that must initiate the actions for the results they desire.

QUESTION NO: 76

Who should manage the tasks of Development Team during 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:

The Development Team is responsible for managing and tracking the progress of their work during a Sprint

QUESTION NO: 77

Which of the following actions is appropriate for a Scrum Master at the Daily Scrum?

A. Making sure each member has an opportunity to answer all three Question:s.

B. Leading the Daily Scrum.

C. Teaching the Development Team to keep the Daily Scrum time-boxed to 15 minutes or less.

D. Updating the Scrum board.

E. All of the above.

Answer: C

QUESTION NO: 78

During the Sprint Review, one of the stakeholders announces that due to recent market changes, there is risk that funding might be reduced for the project. This triggers tensions to rise and arguments to break out between members.

As a Scrum Master, what would be the best two actions to take? (Choose two.)

A. Defend the original budget and request the stakeholders to adhere to the original agreed funding for the product.

B. Encourage the stakeholders and Product Owner to focus on delivering the highest value items for the next Sprint.

C. Be objective and request for a short break for people to calm down.

D. Avoid getting involved as it is the Product Owner's responsibility to manage stakeholder expectations.

E. Inform everyone that the team needs to stay busy until the information is formally announced.

Answer: B,C

Explanation:

The Scrum Master is responsible for promoting and supporting Scrum by helping everyone embody the values of commitment, courage, focus, openness and respect.

QUESTION NO: 79

Your company has notified the stakeholders that they will be delivering the first release of a new product within ten Sprints. On the seventh Sprint, the Scrum Team discovers that they will not be able to include all of the expected features within the first release. The Product Owner believes if they remove some items from the Definition of Done they will be able to accelerate the development process. The Development Team objects to this idea as it will lead to technical debt.

As a Scrum Master, what would be the best two ways to explain to the Product Owner the impact of technical debt? (Choose two.)

A. As long as there is still technical debt in the current release, feature development for the next release cannot be started. The Product Owner must first agree to this impact before allowing changes to the Definition of Done.

B. Reducing the Definition of Done will introduce unknown errors as development progresses and functionality is added. The system can become more difficult to stabilize as work progresses. Development for the actual release as well as future releases will be slowed down in unpredictable ways.

C. Releasing the version upon a reduced Definition of Done creates false assumptions about the actual state of the system. This will create many interruptions during the development of the next release as fixes will need to be done to the previous release caused from a

reduction of quality.

D. The amount of technical debt will need to be analyzed in order to understand the impact on subsequent releases in order to allocate additional Sprints at the end of the project.

Answer: B,C

Explanation:

The Definition of Done helps the Scrum Team have a shared understanding of what it means for work to be complete, to ensure transparency. The Definition of Done is used to assess when work is complete on the product Increment. It also ensures that the work that is done is in usable condition and meets the Development Teams quality standards for future sustainability.

QUESTION NO: 80

Paul, a Product Owner of one of the Scrum Teams, has been attending the Daily Scrum. During the Daily Scrum, the Development Team members have been reporting their daily work to Paul so that he is aware of their Sprint progress and what each member is working on.

What is the best action for the Scrum Master to take?

A. Ask Paul to stop attending the Daily Scrum.

B. Coach Paul and Development Team members on the purpose of the Scrum events and let them figure out what to do in this situation.

C. Allow the Paul to participate in the Daily Scrum as he is responsible for the success of the product.

D. Facilitate the Daily Scrums to avoid any conflicts between the Development Team members and Paul.

Answer: B

Explanation:

Because the Development Team is the ones doing the work, they are best suited to inspect and adapt the progress toward the Sprint Goal. At minimum, this is done every 24 hours through the Daily Scrum. It is the Scrum Master's responsibility to teach the Scrum Team the value and objective of each Scrum event in order for them to optimize the benefits of each event. Because the Daily Scrum is owned by the Development Team, it is up to them on how they should run it but the Scrum Master can provide guidance to ensure it adheres to the Scrum guidelines.

QUESTION NO: 81

Scrum addresses which of the following four risks in software development? (Choose four.)

A. The complexity and unpredictability of the requirements.

B. The stability and complexity of the technology.

C. The skills and working relationships of the people on the teams.

D. The timescale of the planned work.

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

F. The definition of incentive and bonus strategies by HR for all team members.

Answer: A,B,C,D

Explanation:

Scrum is a framework within which people can address complex adaptive problems, while productively and creatively developing, delivering, and sustaining complex products of the highest possible value. Scrum employs an iterative, incremental approach to optimize predictability and control risk.

QUESTION NO: 82

What would likely happen if management only changed the organization's current terminology to fit Scrum without the proper understanding and support of Scrum as defined in the Scrum Guide?

A. Very little change will happen as the vocabulary in Scrum is specifically defined for implementing Scrum.

B. The organization may not realize the real benefits of Scrum as there would be no real change on the way the teams work.

C. Organizations may feel less stressed as the behaviors would remain familiar to management.

D. All answers apply.

Answer: D

Explanation:

The defined terminology in Scrum was selected, designed, and defined specifically for supporting the Scrum Framework. Understanding the differences between traditional methods and the Scrum Framework will help move teams in the right direction in Scrum adoption.

QUESTION NO: 83

Which statement best describes Scrum?

A. A clearly defined methodology that defines the software development process.

B. A manual for defining best practices for software development.

C. A clearly defined and predictable process that follows the principles of Computer Science.

D. A framework to address complex products in complex environments.

Answer: D

Explanation:

Frameworks allow those closest to the problem the flexibility to creatively and productively deliver products of the highest possible value. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex projects.

QUESTION NO: 84

Your organization requires all Increments to pass user acceptance testing (UAT) before it is allowed to be released to production.

Is it a good idea to postpone UAT until the end of the project to prevent the Development Team from being disrupted during the Sprints?

A. No, because the state of the Product Increment won't be transparent and the feedback loop would be too long.

B. It depends on the team's Definition of Done.

C. Yes, because the Development Team is a self-organizing team and should not be disrupted during development.

D. Yes, because UAT is done in a hardening Sprint before the release Sprint.

Answer: A

Explanation:

The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done". 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. If UAT is a part of the team or organizational standard, then any delay in this activity will reduce transparency and increase risk.

QUESTION NO: 85

An organization has just hired you as a new Scrum Master to help them transition their teams from their current traditional process to Scrum. The teams are currently structured to specialize in a single function. This is also known as component teams where a team would only address a single layer (i.e. design, frontend, backend, database, testing, etc.). You've introduced the concept of cross-functional teams where all the skills needed to produce business functionality, from end to end, are inside of a single team.

What should you keep in mind when transitioning from siloed teams to cross-functional teams? (Choose two.)

A. It is easier to compare the performance between cross-functional teams in order to identify to which teams to assign tasks and which teams need additional coaching.

B. Newly formed teams will need time to stabilize before reaching their peak performance. During the initial stages of forming, performance will suffer and productivity may be low, although even then delivery of business value is still likely to increase.

C. Without feature teams, you cannot do Scrum. Postpone Scrum adoption until the teams are reorganized in feature teams.

D. People from the different layers and components will need time to become accustomed to working and delivering unified functionality together as one Scrum Team thus productivity may suffer.

Answer: B,D

Explanation:

Forming a team takes time, and members often go through recognizable stages as they change from being a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages. When you understand it, you can help your new team become effective more quickly.

QUESTION NO: 86

Which of the following is true about the Product Owner role?

A. Can be shared between multiple people on a Scrum Team, Is the same as a Project Manager. Is played by a committee or a team of people.

B. Is one person. Can be influenced by a committee. Is accountable for ordering the Product Backlog.

Answer: B

QUESTION NO: 87

You are the Scrum Master for four Scrum Teams working on one product. Several of the developers notify you that their teams will need full-time help of an external technical specialist in the upcoming two Sprints.

What key concerns should the Scrum Master take into account?

A. Having enough work for all Development Team members.

B. The benefit of Development Teams solving the problem themselves and the ability to produce integrated Increments.

C. Maintaining a consistent velocity.

D. Hiring additional resources to fill the void in skillset.

Answer: B

QUESTION NO: 88

Which is the best description of a Product Owner?

A. Requirements developer.

B. Value optimizer.

C. Team leader.

D. Go-between between development team and stakeholders.

Answer: B

QUESTION NO: 89

After several Sprints, a key stakeholder starts using the product. The stakeholder is surprised by the slow performance and complains to the Product Owner. The Product Owner comes to the Scrum Master asking for advice.

What is the best action for a Scrum Master to take?

A. Wait until the next Sprint Retrospective as it is the most opportune time to modify the Definition of Done.

B. Bring the concern to the testers in the Development Team and ask them to include performance testing.

C. Explain to the Product Owner that it's up to the Development Team to. decide on acceptable performance standards as they own the Definition of Done.

D. Encourage the Product Owner to bring the performance concerns to the Development Team and work with them on how to improve performance, and ultimately have stronger Definition of Done.

Answer: D

Explanation:

The highest priority of agility is to satisfy the customer through early and continuous delivery of valuable software. Because the Development Team is the one doing the work and increments must meet performance standards, they can expand their Definition of Done to include more stringent criteria for higher quality.

QUESTION NO: 90

During the implementation of an item in the Sprint Backlog, a conflict arises between team members about what work is needed to make the item 'done'. Some say it is a part of the Definition of Done and others say it isn't. Steven, the Scrum Master, observes a debate forming and members beginning to take sides.

What is the best action for Steven to take?

A. Bring the Development Team members together and interpret the Definition of Done for them so that there are no future conflicts on interpretation.

B. Immediately end the discussion before it becomes worse. Make the decision on what work is needed to make the item 'done' and teach the team about the importance of avoiding conflicts.

C. Facilitate a session with all members on the Scrum Team to help them resolve the conflict, refine the Definition of Done, and become effective again. Tell the team that conflicts are a natural occurrence and coach them on the value of resolving conflicts.

D. Bring the Product Owner to the discussion and have him/her decide the work needed to make the item 'done.' It is the Product Owner's responsibility to manage the Development Team members.

Answer: C

Explanation:

The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps the Scrum Team understand which of their interactions are helpful and which are not. The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

QUESTION NO: 91

Collaboration issues and technical dependencies between multiple Scrum Teams working on the same product can be fully resolved by using the correct version control tools.

A. True

B. False

Answer: B

Explanation:

When working on complex problems in complex environments, it cannot be guaranteed that applying a specific process or tool will fix the problem. Although, process and tools are important it's more important that people collaborate and try to find different solutions together and not rely solely on a tool to fix the problem.

QUESTION NO: 92

At the eighth Sprint Review, the stakeholders are upset that the product being built is not what they expected and will incur additional costs that was not planned for.

What may have led to this?

A. The Scrum Master has not been reporting on the progress of the Scrum Team. The Product Owner has not been managing the Development Team's tasks effectively. The Development Team has not been improving their velocity.

B. The Scrum Master has not ensured that the project is transparent. The Product Owner has not made the stakeholders aware of the progress of the project. The stakeholders have not been attending the Sprint Reviews.

C. The Scrum Master has not been attending the Daily Standup. The Product Owner has not been using the Gantt chart correctly. The Stakeholders has not been invited to the Sprint Retrospectives.

Answer: B

Explanation:

Scrum requires significant aspects of the process to be visible to those responsible for the outcome. This includes transparency with internal and external stakeholders.

QUESTION NO: 93

What Product Owner activities occur between the end of the current Sprint and the beginning of the next Sprint?

A. Product Backlog refinement.

B. Updating stakeholders on project progress.

C. There are no such activities. When the current Sprint ends, the new Sprint begins.

D. Participate as a team member at the Sprint Retrospective.

Answer: C

QUESTION NO: 94

What Development Team structure is best suited to produce integrated increments?

A. Every Development Team has the abilities to develop functionality from beginning to end throughout all technical layers.

B. Each Development Team specializes in one technical layer of the system (e.g. GUI, database, middle tier, interfaces).

Answer: A

QUESTION NO: 95

A key measure of success for the Product Owner is velocity.

A. True

B. False

Answer: B

Explanation:

Velocity only measures the team's average speed and does not reflect how much value is being delivered to the customers. Even when it's considered inside the project, while it's important, it's not the key measure of success. The Product Owner should be focused on how much value is delivered to the customers.

QUESTION NO: 96

The Product Owner's primary concern is the flow of value reflected in the ordering of the Product Backlog.

A. True

B. False

Answer: A

Explanation:

The Product Owner is also known as the value maximizer. He is responsible for maximizing

the value of the work that the Development Team does. This is done through the ordering of the Product Backlog.

QUESTION NO: 97
The Scrum Master is responsible for the process in which Scrum is adopted and enacted.
A. True
B. False
Answer: A

QUESTION NO: 98
Paul is a Product Owner for multiple products. Each product is allocated a dedicated Scrum Team and a set budget. Based on the average velocity of a previous product release, Paul had estimated a new product to take 9 Sprints to complete. The average velocity of the previous product release was 50 completed units of work per Sprint. Over the first 3 Sprints, the Development Team reported an average velocity of 40 completed units per Sprint, while not fully completing the required integration tests. The Development Team estimates that integration testing would require additional effort to make the increments shippable. The Development Team is unsure if the required velocity is achievable.
What is the most effective way to recover?
A. In the next Sprints, the Development Team strives to make the selected work as close to 'done' as possible and at the minimum 90% completed. Any undone work is divided into new Product Backlog Items that will be deferred to the last Sprint in order to maintain stable velocity.
B. The Development Team informs Paul that the progress he has perceived to date is not correct. The Increment is not releasable. They give Paul their estimate of the effort it would take to get the previous work 'done', and suggest doing that work first before proceeding with new features. The team also re- estimates the effort to make the remaining Product Backlog items 'done', including all integration effort. In the end, it is Paul's call to continue the project or to cancel.
C. The Scrum Master will manage the Sprint Backlog and assign work to the Development Team members to ensure maximum utilization of each member. He/she will keep track of unused resources so that it does not impact the budget. Unused budget can be allocated for additional Sprints if needed.
D. The Scrum Master sets the open work aside to be performed in one or more release Sprints. They remind Paul to find funding for enough Release Sprints in which this remaining work can be done. Up to one release Sprint per three development Sprints may be required. It is Paul's role to inform users and stakeholders of the impact on the release date.
Answer: B
Explanation:
Scrum is founded on empirical process control and asserts that knowledge comes from experience and making decisions based on what is known. Scrum employs an iterative, incremental approach to optimize predictability and control risk. At the end of every Sprint, an increment of 'done' work must be available in order to inspect and adapt accordingly.

QUESTION NO: 99

Which statement is FALSE in regards to the Sprint Goal?

A. It is only a forecast and changes during the Sprint as more is learned.

B. If it doesn't seem achievable, the Development Team has the courage to tell the Product Owner.

C. The Product Owner respects the Development Team's opinion on whether they can achieve it.

D. It helps increase focus.

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

F. The Development Team commits to it.

Answer: A

Explanation:

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.

QUESTION NO: 100

Who is responsible for ensuring the Product Backlog items are understood to the level needed?

A. The Business Analyst.

B. The Scrum Master.

C. The Development Team.

D. The Product Owner.

Answer: D

Explanation:

The Product Owner is accountable for managing the Product Backlog.

QUESTION NO: 101

On a project where multiple Scrum Teams are working from the same Product Backlog, how should the work be distributed between teams?

A. The Scrum Team with the highest capacity will pull items from the Product Backlog first.

B. Each Scrum Team must have an equal amount of User Stories per Sprint.

C. The Product Owner separates the Product Backlog items for each team.

D. The Development Teams pull in work from a shared Product Backlog in agreement with the Product Owner and the other teams.

Answer: D

Explanation:

During Sprint Planning the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team regardless of the number of Development Teams working from the same Product Backlog. Only the Development Team can assess what it can accomplish over the upcoming Sprint.

QUESTION NO: 102

At the fifth Sprint Retrospective, the Product Owner mentions that he is surprised about the amount of technical debt that has built up in the system and that the product is not able to

support an adequate number of users. Peter, the Product Owner, is upset that the product will need several more Sprints to address the scalability issues in order to meet his expectations.

What factors may have led to this?

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

B. The Development Team has not been paying enough attention to technical quality.

C. The Development Team and the Product Owner are not having conversations around technical debt.

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

E. All of the above.

F. None of the above.

Answer: E

Explanation:

Each component within the Scrum framework serves a specific purpose and is essential to Scrum's success and usage. Scrum's roles, events, artifacts, and rules are immutable and although implementing only parts of Scrum is possible, the result is not Scrum.

QUESTION NO: 103

The Scrum values promote Development Teams be cross-functional and have all the skills needed to build a product within the team.

While starting Scrum, what would be the advantages of keeping the existing component teams (e.g. design, database, backend, frontend)?

A. Component teams would have all the skills needed to focus on their specific technical layer.

B. Component teams generally have all the skills needed to deliver shippable Increments that add business value.

C. Because their productivity is already predictable, they can deliver shippable Increments more quickly than a newly formed team.

D. Because they have been working together for some time, there will be less initial disruption than a newly formed team. As they begin working, they will discover what works best and how to move towards cross- functional teams.

E. There is less communication overhead than working in feature teams.

Answer: D

Explanation:

The ones that will be doing the work are the best ones to decide on what Development Team structures work best.

QUESTION NO: 104

How much time is allowed between the conclusion of the current Sprint and the start of the next Sprint?

A. Maximum of one day for Sprints that are time-boxed to two weeks.

B. None. A new Sprint starts immediately following the conclusion of the previous Sprint.

C. Enough time for the last Increment to finish testing.

D. Enough time for the Product Owner to prepare the Product Backlog for Sprint Planning.

E. All of the above are allowed.

Answer: B

QUESTION NO: 105

When does a Sprint end?

A. When there is no work remaining in the Sprint Backlog.

B. When the time-box expires.

C. It depends on the Product Owner.

D. Immediately after the conclusion of the Sprint Review.

Answer: B

QUESTION NO: 106

Why is it important that there is only one Product Owner per product?

A. The Scrum Master knows who will be his back-up whenever he is unavailable, it saves the organization time and money, and the Development Team knows who to request tasks from.

B. It is clear who is accountable for the ultimate success of the product, the Development Team always knows who determines priorities, and it helps avoid barriers to effective communication and rapid decision- making.

C. It isn't important as multiple Product Owners can easily share a single Product Backlog.

Answer: B

QUESTION NO: 107

Select two ways in which Scrum uses time-boxing to promote self-organization? (Choose two.)

A. Time-boxes ensures that the Development Team commits to completing the items in the Sprint Backlog by the end of the Sprint.

B. Time-boxes encourage the ones closest to the problem make the best possible decisions within the time- frame given the current situation.

C. Time-boxes can help teams plan how many additional Sprints is needed for User Acceptance testing.

D. Time-boxes helps everybody concentrate on the same problem at the same time.

Answer: B,D

Explanation:

Time-boxes help everyone focus on the work of the Sprint and personally commit to achieving the goals of the Scrum Team.

QUESTION NO: 108

What action can the Scrum Master take to ensure communication between the Development Team and Product Owner is effective?

A. Ensure all communication goes through the Scrum Master first.

B. Teach the Product Owner to talk in terms of technology and technical requirements.

C. Observe the communications between them and facilitate discussions if needed or by request.

D. Translate the technologies used by the Development Team in order for the Product Owner to make decisions.

Answer: C

Explanation:

One of the primary responsibilities of a Scrum Master is the ability to facilitate regardless of the context or setting.

QUESTION NO: 109

What is the Development Team responsible for?

A. Writing User Stories and ordering the Product Backlog.

B. Reporting productivity and selecting the Sprint time-box.

C. Organizing the work required to meet the Sprint Goal and resolving internal team conflicts.

Answer: C

QUESTION NO: 110

In what ways does the Scrum Master keep a Development Team working at its highest level of productivity?

A. By removing impediments that hinder the Development Team and facilitating Development Team decisions.

B. By helping the Development Team with user acceptance tests and tracking defects.

C. By ensuring each member takes turns speaking at the Daily Scrum and ending the event on time.

D. By keeping the Scrum board and burn-down chart updated daily.

Answer: A

Explanation:

The Scrum Master serves the Development Team by removing impediments to the Development Team's progress and facilitating Scrum events as requested or needed.

QUESTION NO: 111

Individual Development Team members have been approaching Steven, the Scrum Master, to complain about Chris. Chris has the most experience on the system they are building. He often Question:s the choices team members make in design and architecture making them feel bad.

What are two good ways for Steven to address this problem? (Choose two.)

A. Steven observes whether this topic is raised at the Sprint Retrospective. If not, then he checks with the team on how comfortable they are with the way the design and architecture is being handled.

B. Steven suggests facilitating a session with the full team to help resolve the issue.

C. Steven tells the concerned members that Chris' opinions should be respected as he has the most experience and understands what is best for long term sustainability.

D. Steven shares his concerns with Chris and the impact on the other team members and that he should be a team player.

E. Steven takes the time between Sprints to organize a team building session to build a stronger relationship.

Answer: A,B

Explanation:

Conflicts are a natural occurrence and the Scrum Master coaches the Development Team on the value of resolving conflicts. Leaving conflicts unresolved can impact the Scrum values of openness and respect diminishing trust. Lower trust levels will impact the Scrum Team's effectiveness and can cause impediments in the future. It is the responsibility of the Scrum Master to remove impediments that hinder the team through conflict resolution and facilitation.

QUESTION NO: 112

A cross-functional Development Team is defined as:

A. Cross-skilled individuals who are able to do all the work necessary to deliver a shippable Increment at the end of the Sprint.

B. A team of engineers, testers, business analysts, technical architects and functional managers.

C. A group of full-stack developers shared across multiple teams.

D. A team of skilled developers that can effectively multi-task on multiple Product Backlog items at the same time.

Answer: A

Explanation:

The objective of the Sprint is to produce a shippable Increment at the end of each Sprint so that the team can effectively inspect and adapt accordingly.

QUESTION NO: 113

Which two behaviors would reflect Servant Leadership in a Scrum Master? (Choose two.)

A. Facilitating Scrum Events as requested or needed.

B. Coaching the Development Team, the Product Owner and the organization on how to work empirically.

C. Staying away from internal Development Team interactions, maximizing their autonomy and freedom.

D. Resolving every impediment for the Development Team.

Answer: A,B

Explanation:

The Scrum Master is responsible for serving the team by facilitating and removing impediments to ensure there are minimal roadblocks in the way of the team. The Scrum Master also coaches the Scrum Team and organization to ensure the benefits of Scrum is realized.

"Removing every impediment for the Development Team" may seem like the right thing to do but by doing it this way, the Dev Team's ability to self-organize would be limited. There are some impediments that will depend solely on the Scrum Master and there will be some that require collaboration with the Dev Team. The former might be working with the finance department to renew services that the team is using. The latter might be lack of skills to make a particular item done. The Scrum Master can coach the team on finding different solutions to resolve the issue.

"Removing impediments" is good. "Removing every impediment for the Development Team" is not so good and sometimes not even possible.

QUESTION NO: 114

Steven, a Scrum Master, has been hired by an organization that is new to Scrum. He has been invited to meet the IT and product management team to kick-off the project. During the meeting the Product Owner asks how many Sprints will be needed to address the entire architecture and infrastructure before working on the features for the new product.

What are the two best responses for Steven to explain how such work is handled in Scrum? (Choose two.)

A. You explain that product management should not worry about technical solutions. You inform them that the developers will work with the IT department when needed and keep the Product Owner updated on additional time required for each Sprint. The additional effort will be added to the top of the Sprint Backlog before Sprint Planning.

B. You explain that it is more effective when architecture and infrastructure emerge alongside the development of business functionality. The additional advantage is that business value is created more quickly and earlier.

C. You confirm that architecture and infrastructure is needed before starting on business functionality but the estimated budget will be difficult to estimate. You suggest that the first Sprint will be dedicated towards building the technical foundation in order to get an accurate estimation for any additional budget and time required.

D. You coach the Product Owner and Development Team to add this work to Product Backlog to ensure transparency, have the Development Team estimate the work and do this in early Sprints while also creating some business functionality in the early Sprints.

Answer: B,D

Explanation:

When working on complex problems in complex environments, it is difficult to fully predict all future needs and the best solutions will emerge as the work is being performed.

QUESTION NO: 115

Which two statements best describe a Sprint Goal? (Choose two.)

A. Sprint Goals are defined when the completed work is reviewed at the end of a Sprint.

B. Sprint Goals give the Development Teams flexibility and creativity on how to implement functionality during the Sprint.

C. During the Sprint Planning, the entire Scrum Team collaboratively crafts a Sprint Goal based on a business objective that the Product Owner would like to achieve that Sprint.

D. Sprint Goals can change as new insights emerge during the Sprint.

Answer: B,C

Explanation:

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.

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. It is created during the Sprint Planning meeting. The Sprint Goal gives the

Development Team some flexibility regarding the functionality implemented within the Sprint. The selected Product Backlog items deliver one coherent function, which can be the Sprint Goal. The Sprint Goal can be any other coherence that causes the Development Team to work together rather than on separate initiatives.

QUESTION NO: 116
What should a Development Team do if they don't understand a functional requirement?

A. Request a specialist to be added to the Development Team.

B. Move the item to a future Sprint.

C. Complete as much as possible and add the remaining work as a new Product Backlog item.

D. Work with the Product Owner to determine what is possible and acceptable.

Answer: D

QUESTION NO: 117
Scrum is based on which of the following?

A. Defined process.

B. Complex process.

C. Empiricism.

D. Hybrid model

Answer: C

Explanation:

Scrum addresses complex problems in complex environments and asserts that knowledge comes from experience and making decisions based on what is known. What is known can only be discovered in hindsight.

QUESTION NO: 118
What would be the best two ways to identify that a Development Team is self-organizing? (Choose two.)

A. Management is able to know which members are working on which items.

B. Creativity thrives and new possibilities are explored.

C. The Development Team members are cross-functional and knows what it needs to do to deliver the all tasks committed to the Sprint Planning.

D. The Development Team is able to resolve internal conflicts between members in order to continue working.

Answer: B,D

Explanation:

In self-organized teams creativity thrives, conflicts can be resolved, and new possibilities are explored.

QUESTION NO: 119
A Development Team member has notified the Scrum Master of a potential data security risk. What action should the Scrum Master take?

A. Notify the test team.

B. Add a Product Backlog item to address the security issue.

C. Ask the Development Team member to share the issue with the team as soon as possible.

D. Wait until the Sprint Retrospective to add security to the definition of "Done".

Answer: C

Explanation:

It is best to coach the Development Team members to collaborate on issues regardless of severity. They may consult the Scrum Master of Product Owner if needed.

QUESTION NO: 120

A key concern when multiple Development Teams are working for the same Product Backlog is minimizing dependencies between teams.

A. True

B. False

Answer: A

Explanation:

Minimizing dependencies reduces complexity and enhances agility.

QUESTION NO: 121

Cross-functional teams are specialized for working on specific system components (e.g. design, database, backend, frontend).

A. True

B. False

Answer: B

Explanation:

Cross-functional teams have all the skills and competencies needed to deliver end-to-end work.

QUESTION NO: 122

You have a Scrum Team that has been working together for over a year. The Development Team consists of eleven members who rarely collaborate and work within their functional boundaries. There are no Sprint Goals and most of the items in the Sprint Backlog are unrelated. The Scrum Team has concluded that it is not possible to create Sprint Goals based on the items in the Product Backlog.

What might explain why the Scrum Team is finding it difficult to craft Sprint Goals? (Choose all that apply.)

A. The Sprints are too long.

B. The Product Owner is not empowered to make decisions about items in the Product Backlog nor how they are ordered.

C. The Product Owner doesn't set objectives that he/she wants to achieve with upcoming Sprints.

D. Scrum might not be the best framework for this team.

E. The Development Team is too big.

Answer: B,C,D

Explanation:

Many people misinterpret the Scrum Guide as stating the Development Team size is limited to 3-9 members. In reality, it only states that there is inherent risk attached to having less than 3 members and more than 9 members. As the number of members increases, the lines of communication also increase. This can be calculated using the Group intercommunication formula: $n(n − 1) / 2$ where n is the number of members. Some teams are able to handle the risk and "synergize" whereas others might struggle. Saying that, the relationship between defining a Sprint Goal and Development Team size is unclear.

But the relationship between the ordering of the Product Backlog, the PO having clear objectives, and the Sprint Goal are direct. The Product Owner typically comes to the Sprint Planning with a business objective in mind and Product Backlog items related to the business objective. After deciding what can be done for the upcoming Sprint, the Scrum Team will craft a Sprint Goal that would be met through the implementation of the items. This is not dependent on the size of the team nor length of the Sprint.

Scrum is also a framework that's fit for purpose. Some projects/products are not fit for Scrum... or, better stated, Scrum is not suitable for all projects/products.

QUESTION NO: 123

What action should a Scrum Master take if the Development Team has decided that Retrospectives are no longer necessary?

A. Start facilitating more productive and useful Retrospectives.

B. Suggest reducing the frequency of the Retrospectives.

C. Extend the Sprint time-box in order to fit the Retrospectives.

D. Comply with the team's decision.

Answer: A

QUESTION NO: 124

How should a Scrum Master coordinate the work when more than one Scrum Team is working on one product?

A. Teach them that it's their responsibility to coordinate with the other teams to integrate and create a shippable product Increment at the end of every Sprint.

B. Identify and manage the dependencies between Scrum Teams.

C. Have the Product Owner work with the tech leads of each team to parse the Product Backlog and minimize overlap in User Stories.

D. Merge the teams and work from a single Sprint Backlog.

Answer: A

Explanation:

One of the benefits of self-organized teams is the ability to decide how best to work together to produce a shippable Increment.

QUESTION NO: 125

The Development Team has suggested to move the Daily Scrum to every other day instead of every day.

What is the most appropriate action for the Scrum Master to take?

A. Learn why the Development Team wants this, coach the team on why the Daily Scrum is important and work with them to improve the outcome of the Daily Scrum.

B. Support the self-organizing team's decision.

C. Have the Development Team members vote on which days the Daily Scrum should occur.

Answer: A

Explanation:

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.

QUESTION NO: 126

Technical Debt can lead to false assumptions about the current state of the system and the Increment reviewed at the end of the Sprint.

A. True

B. False

Answer: A

Explanation:

Technical debt is any shortcomings in the code. It is a natural by-product of software development (unavoidable) and can at best be managed. If neglected, it will compound and have a negative effect on the team's ability to the deliver value. A team can have an artificially high velocity by taking shortcuts or introducing technical, debt into the system. This can give a false assumption about the current state of the product. It can look good on the surface but underneath can be a mess.

QUESTION NO: 127

Steven, the Scrum Master, observes that one of the Development Team members is not attending the Daily Scrum. The Development Team feels this is ok as they all sit in the same area and already have constant communication throughout the day.

Which is the best action for Steven to take?

A. Start running the Daily Scrum and require all members to be in attendance.

B. Talk to the Development Team member privately and tell him that he needs to be a team player.

C. Ask the Development Team, what value will result from having all team members present at the Daily Scrum and what are the risks if members don't attend.

D. The Daily Scrum is owned by the Development Team and it is their responsibility to decide which team members must participate.

Answer: C

Explanation:

The Scrum Master is responsible for ensuring that the Scrum Team understands the purpose and value of the Scrum events. Because the Daily Scrum is owned by the Development Team, it will decide how best to run the event. And if needed the Scrum Master will coach the team to ensure the decisions stay within the boundaries of the Scrum framework.

QUESTION NO: 128

In order to start the first Sprint, Scrum only requires a Product Owner with enough ideas, a Development Team to execute on those ideas, and a Scrum Master to guide the process.

A. True

B. False

Answer: A

Explanation:

In complex domains, you are only able to know the outcomes in hindsight. Empiricism, from which Scrum was founded on, asserts that knowledge comes from experience and making decisions based on what is known. New knowledge will emerge as work is being done.

QUESTION NO: 129

A Scrum Team has been working on the same product for twelve Sprints. What would likely be the immediate impact on the original Scrum Team if two new Scrum Teams are to be added the same product?

A. Its productivity is likely to decrease.

B. Its productivity is likely to increase.

C. Its productivity is likely to stay the same.

Answer: A

Explanation:

The productivity of the original Scrum Team would likely decrease as they would need to take time to assist and support the new Scrum Teams in order for them to perform optimally.

QUESTION NO: 130

As a Scrum Master, what would you strive for if five new Scrum Teams were to work on one product?

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

B. The product has one Product Backlog and one Product Owner.

C. There should be five Product Backlogs and one Product Owner to manage them.

D. There should be five Product Backlogs and five Product Owners.

Answer: B

Explanation:

For a single product there is one Product Backlog. For a single Product Backlog there is one Product Owner.

QUESTION NO: 131

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

A. When all work will be completed so the Scrum Team can start work on a new Product Backlog.

B. When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.

C. When the work remaining is projected to be completed if nothing changes on the Product Backlog or Development Team.

D. The evolution of the return of investment on the project.

The trendline is based on the team's average velocity and the projective completion to zero is based on the team's velocity. The burndown chart is a helpful tool for Development Teams to

self-manage BUT it is not mandatory as the teams will decide the best way to manage their own progress and promote transparency.

Answer: C

QUESTION NO: 132

During Sprint Planning, the Development Team was not able to confidently forecast a Sprint Backlog but the Scrum Team was able to create a Sprint Goal for upcoming Sprint. What action should the Scrum Master take?

A. Postpone the Sprint in order for the Product Owner to refine the Product Backlog to the level needed.

B. Extend the Sprint Planning time-box until the Development Team can forecast enough items to begin the Sprint.

C. Forecast the most likely Product Backlog items to meet the goal and discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.

D. Request assistance from the technical architect.

Answer: C

QUESTION NO: 133

Steven, a Scrum Master, is approached by the Development Team members complaining that one of the senior engineers is using too much time during the Daily Scrums to share technical solutions.

Which are the best two actions for Steven to take? (Choose two.)

A. Coach the Development Team to help them find a way to solve the problem, and for them to take ownership of the solution.

B. Contact the team member's direct manager and to resolve this problem.

C. Suggest that the team members timebox the amount of time each person can speak at the Daily Scrum to a maximum of two minutes.

D. Suggest using a token to limit who is allowed to speak during the Daily Scrum.

E. Speak with the person privately and coach him on the purpose of the Daily Scrum.

Answer: A,E

Explanation:

The Scrum Master serves the Development Team in several ways, including: Coaching the Development Team in self-organization and cross-functionality; Facilitating Scrum events as requested or needed.

It is the Scrum Master's responsibility to teach the Scrum Team the value and objective of each Scrum event in order to help them maximize the benefits of each event in accordance to the Scrum values and theory.

QUESTION NO: 134

The Development Team can cancel the Sprint:

A. When the availability of the Product Owner is less than expected.

B. When the requirements for the work to be done become unclear or not understood.

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

D. When the Sprint Backlog is determined to be unachievable.

E. When too many impediments occur.

Answer: C

QUESTION NO: 135

Scrum promotes self-organization.

Which of these statements would NOT support self-organizing?

A. The Development Team deciding what work to do in a Sprint.

B. Removing the need for documentation.

C. Being a lightweight framework.

D. Removing titles for Development Team members.

Answer: B

QUESTION NO: 136

Which role is responsible for engaging with stakeholders?

A. The team lead

B. The business analyst

C. The project manager

D. The Development Team

E. The Product Owner

Answer: E

QUESTION NO: 137

Steven is a Scrum Master on a new Scrum Team.

What would be the best way for him to determine if the Product Owner is interacting enough with the Development Team during a Sprint?

A. Check whether the Product Owner is actively engaged at the Daily Scrums.

B. Check whether the Increment presented at the Sprint Review meets the Product Owner's expectations.

C. See whether the Product Owner has provided enough information at the Sprint Planning to make his/her presence optional during the Sprint. The level of autonomy within Development Team can be the result of having the right presence from the Product Owner.

D. The Product Owner must always be present with the Development Team. Unavailability of the Product Owner is prohibited in Scrum.

Answer: C

Explanation:

Outcomes of the Scrum Team are affected by the Product Owner's participation and availability. During a Sprint he/she is responsible for answering Question:s from the Development Team about items in the current Sprint and optimizing the value of the work the Development Team does.

QUESTION NO: 138

The outcome of a Sprint can be impacted by which of the following? (Choose all that apply.)

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

B. The complexity and stability of the technology.

C. The complexity of the requirements.

Answer: A,B,C

Explanation:

The knowledge, skills, behaviors of the team, and what's known and not known will impact not only how effective the team is but also the outcomes of what it can produce.

QUESTION NO: 139

What would be typical Scrum Master activities during the Sprint?

A. Monitor the progress of the Development Team and assigning tasks.

B. Remove impediments and facilitating inspection and adaptation opportunities as requested or needed.

C. Avoiding conflicts and escalating to the line managers if conflicts occur.

Answer: B

QUESTION NO: 140

An organization is planning to form five new Scrum Teams to work on building a single product. A few of the future team members ask the Scrum Master who will coordinate the work between the different Scrum Teams.

What action should the Scrum Master take?

A. Visit the five Development Teams daily to ensure alignment and that all Sprint Backlogs remain synchronized.

B. Teach them that it is their responsibility to form the teams such that each team will have the necessary skills, knowledge, and competencies to create an integrated Increment by the end of every Sprint.

C. Advise the teams to minimize dependencies by working on separate development branches and integrate at the end of four Sprint cycles.

D. At the end of Sprint Planning, collect all Sprint tasks and create a consolidated plan for the entire Sprint.

E. Teach the Product Owner to work with the technical leads on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.

Answer: B

Explanation:

Development Teams are structured and empowered by the organization to organize and manage their own work. This includes deciding how to form teams when multiple teams are needed. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness. They 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.

QUESTION NO: 141

The Scrum Master is no longer needed when teams become self-organized.

A. True

B. False

Answer: B

QUESTION NO: 142

Your organization has formed a new Scrum Team and has assigned you as the Scrum Master.

In what ways would you help the team start?

A. Ensure the Scrum Team members have compatible personalities, have the tech leads clarify the expectations and responsibilities of each role, and propose a performance rewards system.

B. Have the Scrum Team members introduce their background experience with each other, ask the Product Owner to discuss the product and answer Question:s, and ensure the team understands the need for a Definition of "Done."

Answer: B

Explanation:

Scrum Teams should have all of the competencies and skills to do the work in the Product Backlog which includes understanding the goals and history of the product and ensuring that they all know what "done" means.

QUESTION NO: 143

Which Scrum Value is impacted by trust?

A. Respect

B. Courage

C. Commitment

D. Openness

E. Focus

F. All of the above

Answer: F

Explanation:

Without trust, team members will have difficulties acting and behaving in the ways that reflect the Scrum values and how effective they apply empiricism.

QUESTION NO: 144

In Scrum, how would budgeting and financial forecasting be performed? (Choose two.)

A. Frequently inspect the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent.

B. A single release may be funded with several Sprints where every Sprint is producing shippable increments.

C. Budgeting is not necessary as the only funding necessary is the operational costs of the Scrum Teams.

D. Fixed budgets are not allowed in Scrum.

Answer: A,B

Explanation:

The cost of developing, delivering, and sustaining products can impact how the flow of value is managed throughout the life of a product. Each Sprint is an opportunity to inspect the

investment (financial, time, effort, etc.) against the returned value (customer satisfaction, revenue, etc.) of the work that has been delivered. The team can then decide on what it should do next to maximize the value of the investment.

QUESTION NO: 145

How often should Development Team membership change?

A. Frequently in order to share knowledge.

B. As needed, while taking into account a short term reduction in productivity.

C. Never, as it conflicts with the Scrum process.

D. As needed, as long as it doesn't impact productivity.

Answer: B

Explanation:

It is not mandatory that the same team stay together, although it must be understood that any changes to the team will impact how they work together.

QUESTION NO: 146

Steven is a Scrum Master asked to assist in creating five new Scrum Teams that will be working to build a highly anticipated product. He talks with them about the importance of being able to integrate their Increments by the end of their Sprints. This includes the first Sprints. The product is very important to both the end users and the organization.

Of the choices raised by future team members, what would Steven encourage?

A. Each Scrum Team delivers Increments in its own code branch. After UAT is performed at the Sprint Review, the code branch is isolated until enough Increments are considered acceptable. All code branches will then be merged during the release phase.

B. Each Scrum Team delivers functionality at the end of each Sprint. New Product Backlog items will then be added to the next Sprint Backlog to integrate their functionality with the other teams to create a unified Increment.

C. All Scrum Teams agree on a mutual understanding of 'done' that defines all work necessary to deliver a potentially shippable Increment that includes all previous Increments delivered for the product.

D. Wait until enough of the infrastructure and architecture is in place before starting the first Sprints. This will increase the success of delivering integrated Increments in Sprint 1.

Answer: C

Explanation:

When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. If there are multiple Scrum Teams working on the system or product release, the Development Teams on all the Scrum Teams must mutually define the definition of "Done" to have a shared understanding of what it means for work to be complete, to ensure transparency. Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.

QUESTION NO: 147

Stakeholders are only allowed to meet with the Scrum Team at Sprint Review.

A. True

B. False

Answer: B

Explanation:

Getting feedback from Stakeholders is a crucial activity in Scrum. Working with stakeholders frequently ensures the team to focus on the right things to build. Although it is required to have Stakeholders at Sprint Review, they can also engage with the Scrum Team during Product Backlog Refinement, Sprint Planning or during the Sprint if the Scrum Team requires it.

QUESTION NO: 148

During the Sprint Review of a scaled development effort, each Scrum Team should demonstrate its individual Increment in a separate branch of the code.

A. True

B. False

Answer: B

Explanation:

If there are multiple Scrum Teams working on the system or product release, the Development Teams on all the Scrum Teams must mutually define the definition of "Done". Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.

QUESTION NO: 149

Part of the team's Definition of "Done" requires creating or updating technical documentation in order to maintain the product and/or features in the future. The team's technical writer will be on vacation during the Sprint.

What should you do?

A. Encourage the technical writers from other teams to form a specialized team to organize and plan the work for multiple teams.

B. The Development Team members will write it as they are still responsible for creating the documentation to make the Increment done in conformance with their Definition of "Done."

C. Wait until the technical writer returns before continuing with related items.

D. Complete all development work first while adding technical documentation to the Product Backlog to be done in a subsequent Sprint.

Answer: B

Explanation:

All Product Backlog items selected for the Sprint are owned by the Development Team as a whole. Although individual members may work on specific tasks, the Development Team is still accountable for doing the work to deliver a shippable Increment.

QUESTION NO: 150

A Scrum Team has been working on a product for several iterations and has an average velocity of 55 units of 'done' work per Sprint. A second team will be added to work on the same product.

What might be the impact on the original team?

A. Their velocity is likely not affected and will remain at 55.

B. Their velocity is likely to drop and be less than 55.

C. Their velocity is likely to rise and be more than 55.

Answer: B

Explanation:

Similar to membership changes within a single Scrum Team, adding or removing additional Scrum Teams working on the same product will impact productivity in the short term. Adding additional teams often go through recognizable stages as they change from being a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages.

QUESTION NO: 151

Which of the following are feedback loops in Scrum?

A. Daily Scrum, Sprint Review, and Sprint Retrospective

B. Daily Standup, Sprint Review, and Sprint Retrospective

C. Release Planning, Daily Scrum, and Sprint Review

D. Grooming, Daily Status, and Sprint Review

Answer: A

QUESTION NO: 152

Steven is a Scrum Master for three different teams building a single product from the same Product Backlog. Development Team members from each team have approached Steven complaining that their teams need Nicole, an external specialist, to commit full time for their next Sprint.

Which three acceptable solutions would Steven consider? (Choose three.)

A. For Sprints that require Nicole's expertise for more than one team, combine the teams into one and separate when they no longer need to share her services.

B. Investigate whether applying additional techniques or frameworks for scaling Scrum would be appropriate for this product team in the future, since you have multiple Scrum Teams working on the same product, with dependencies between the teams.

C. People from the Development Teams with an interest in Nicole's domain could volunteer to take on this work in their respective teams.

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

E. Have the Development Team re-order the Product Backlog so Nicole can serve one team full-time in a Sprint.

F. Create a team with Nicole and people from the teams to temporarily work in Nicole's domain to serve the existing teams.

Answer: B,C,E

Explanation:

The Scrum Master is responsible for removing impediments within the current context of the situation AND boundaries defined by the Scrum framework.

QUESTION NO: 153

What is the most appropriate action for the Scrum Master to take if the Product Owner is having difficulties managing the Product Backlog?

A. Have the Development Team order the work instead of the Product Owner.

B. Have the Product Owner order the items based on size, having the Development Team work on the smallest items first.

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

D. Delegate the work to the Assistant Product Owner.

E. Delay the Sprint in order for the Product Owner to have enough time to prioritize the Product Backlog.

Answer: C

Explanation:

The Product Owner's primary concern is the flow of value reflected in the ordering of the Product Backlog.

QUESTION NO: 154

How should a Scrum Master respond if the Product Owner plans the first Sprint to only focus on setting up the infrastructure and architecture in order to work on functionality in a subsequent Sprint?

A. Help the Product Owner understand the value of including business functionality into every Sprint and explain to him/her that the best architecture and infrastructure emerge alongside the development of the functionality.

B. Support the Product Owner's decision as he/she is accountable for maximizing the value of the work that the Development Team does.

C. Explain that one Sprint may be too short to finish the architecture and he should pre-allocate subsequent Sprints just in case.

D. Add at least one technical architect to the Development Team to ensure the architecture can be completed in the first Sprint.

Answer: A

Explanation:

Getting feedback from the Users and Stakeholders is a crucial activity in Scrum. It reduces waste from building items that add no value. Saying that, the best architectures, requirements, and designs emerge from self- organizing teams.

QUESTION NO: 155

Which two statements are the most accurate in regards to scaling Scrum for large projects requiring multiple Scrum Teams? (Choose two.)

A. A person focusing on the Sprint Backlog of a single Scrum Team is often more productive than that same person working on multiple Scrum Teams at the same time.

B. A well-structured Product Backlog can minimize and often eliminate Development Team members working on multiple Scrum Teams during a Sprint.

C. Team members must work full time on a single Scrum Team.

D. Customizing the core Scrum framework is necessary to be successful with Scrum at large scale.

Answer: A,B

Explanation:

A person or team working on a single problem at a time is typically more effective than one that is working on multiple problems congruently as they can fully focus and dedicate their energy to resolving the problem before moving to the next. Having a well-structured Product Backlog can help minimize dependencies and increase focus for each team.

QUESTION NO: 156

When technical debt occurs, the system will become more unstable as development progresses and code is added resulting in future work being slowed down.

A. True

B. False

Answer: A

Explanation:

Technical debt is any shortcomings in the code. It is a natural by-product of software development (unavoidable) and can at best be managed. If neglected, it will compound and have a negative effect on the team's ability to the deliver value. A team can have an artificially high velocity by taking shortcuts or introducing technical debt into the system. This can give a false assumption about the current state of the product. It can look good on the surface but underneath can be a mess.

QUESTION NO: 157

What is a Product Owner responsibility that he/she might delegate?

A. Writing User Stories

B. Ordering the Product Backlog

C. Representing stakeholders to the Scrum team

D. Attending the Sprint Review

Answer: B

Explanation:

The Development Team may need to order the Product Backlog as they would know the most about technical limitations, risks, or dependencies between Product Backlog Items. As User Stories is a localized practice, Scrum does not govern it or dictate the practice. How the team describes the items is up to them as long as it has enough information to be transparent and understood.

QUESTION NO: 158

The director of engineering in your organization always stresses the importance of meeting deadlines in order for the engineering department to be seen as a reliable source for the product management department. The director has calculated that the team's velocity needs to increase an additional 15% to meet the commitment he made to management for the release date of the product.

He asks Steven, the team's Scrum Master, to increase his team's velocity. Which would be the best two responses for Steven to take? (Choose two.)

A. He explains how a team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivity. He refers the director to the Product Owner

for all information concerning the progress of development.

B. He informs the director of organizational impediments he is aware of that prevent the team from being more productive. He suggests collaborating with him on how to remove these impediments.

C. He educates his director how it is part of a team's self-organization to improve velocity. He invites the director to the next Sprint Retrospective to brainstorm on how they can improve.

D. He helps the director understand that it typically takes a few Sprints for a team to gradually increase the velocity up to the level expected. Meanwhile he presents this to the team as a challenge and a company goal, leaving it however up to them to figure out exactly how to achieve this.

E. He tells the director that this is not his responsibility in Scrum. He tells the director to work with the Product Owner to check whether the estimates on the Product Backlog are being respected during implementation.

Answer: A,B

Explanation:

The Scrum Master serves the organization by helping employees and stakeholders understand and enact Scrum and empirical product development and causing change that increases the productivity of the Scrum Team.

QUESTION NO: 159

What guideline should the Scrum Master provide if the Product Owner asks how estimations should be made in Scrum?

A. Estimates must be made in Story Points.

B. Estimates must be in relative units.

C. The Development Team is responsible for estimates.

D. Estimates are made by the Product Owner.

E. Estimates must follow the Fibonacci Sequence.

Answer: C

Explanation:

The people who will perform the work make the final estimates.

QUESTION NO: 160

Multiple Scrum Teams working from the same Product Backlog must have the same Sprint start dates.

A. True

B. False

Answer: B

Explanation:

Multiple Scrum Teams could have the same Sprint start dates but it is not mandatory as the importance is on being able to integrate their shippable Increments at the end of their Sprints.

QUESTION NO: 161

During the Sprint, the Development Team realizes they might not be able to finish all of the items in the Sprint Backlog.

What should happen?

A. Product Backlog items are either 'done' or 'not done.' This helps with transparency, reduces complexity and allows for improved empiricism.

B. Continue Sprinting until the work is complete and redefine a new Sprint time-box based on the results of the current Sprint.

C. The Sprint length holds and the Development Team continuously learns what is actually possible to do within the time-box.

Answer: C

QUESTION NO: 162

What would be the main benefits of self-organization?

A. Increased rule compliance, self-accountability, commitment.

B. Increased rule compliance, self-accountability, output.

C. Increased capacity, accuracy of estimates, output.

D. Increased creativity, self-accountability, commitment.

Answer: D

Explanation:

Self-organized teams allow teams to creatively solve difficult problems, be accountable for the work they do, and commit to each other and the goals of the team.

QUESTION NO: 163

What should the Development Team do if they are approached by someone outside the team and asked to add a "very important" item to a Sprint that is in progress?

A. Add the item to the bottom of the Sprint Backlog.

B. Replace an item in the current Sprint of equal size.

C. Add the item to the top of the next Sprint Backlog.

D. Inform the Product Owner so he/she can work with the person.

Answer: D

Explanation:

Allow the Product Owner to decide what to do with the item as he/she is responsible for the flow of value.

QUESTION NO: 164

According to the values of Scrum, which is the best way to create Development Teams?

A. The Product Owner will create a skills matrix according to what is needed for the project and work with the technical leads to allocate resources to the team.

B. Work with the leadership team to allocate members according to skills, seniority and experience to ensure that all Development Teams are balanced fairly.

C. Provide boundaries to the developers and allow them to self-organize into Development Teams.

Answer: C

Explanation:

When the values of commitment, courage, focus, openness and respect are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come

to life and build trust for everyone and self- organizing teams will be enabled to choose how best to accomplish their work.

QUESTION NO: 165

A Development Team has a total of six members, 4 members who work full time in the office and 2 members who work part time at home. The Development Team is complaining that it is too difficult to synchronize every day and has suggested having the Daily Scrum every other day instead.

What would be three key concerns if the Daily Scrum is held less frequently? (Choose three.)

A. Impediments are raised and resolved more slowly.

B. Opportunities to inspect and adapt the Sprint Backlog are reduced.

C. Less information about the progress will be shared causing the Sprint plan to become inaccurate and reducing transparency over progress toward the Sprint Goal.

D. The Scrum Master loses the ability to update the burndown chart adequately.

E. The Product Owner cannot accurately inspect utilization of the individual team members.

Answer: A,B,C

Explanation:

The Daily Scrum is an internal meeting for the Development Team to inspect progress toward the Sprint Goal and to inspect how progress is trending toward completing the work in the Sprint Backlog. The Daily Scrum optimizes the probability that the Development Team will meet the Sprint Goal. Every day, the Development Team should understand how it intends to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.

Reducing the frequency of the event will increase the length of the feedback loop and adds risk if the team deviates too far off course.

QUESTION NO: 166

Doing your best and helping other Scrum Team members demonstrates which of the following?

A. Value of Commitment

B. Increased Revenue

C. Increased Profit

D. Maximizing utilization

E. High Performance

Answer: A

Explanation:

People personally commit to achieving the goals of the Scrum Team by doing their best and helping others.

QUESTION NO: 167

The Development Team discovers that it doesn't have the tools and infrastructure to make each selected Product Backlog item done.

What is the most appropriate action for the Scrum Master to take?

A. Stop the Sprint and have the Development team work on the infrastructure before

continuing.

B. Encourage the Product Owner to accept partially done Increments and complete the work in the Hardening Sprint.

C. Coach the Development Team to improve its skills, tools and infrastructure over time and establish a Definition of "Done" that is actually possible to achieve given the current circumstances.

Answer: C

Explanation:

The Scrum Master serves the Development Team by coaching it in self-organization and cross-functionality.

QUESTION NO: 168

Who must ensure that the work done for a Product Backlog item conforms to the Definition of "Done?"

A. The test team.

B. The Scrum Team.

C. The Scrum Master.

D. The Product Owner.

E. The Development Team.

Answer: E

Explanation:

The Development Team owns the Definition of "Done" and is accountable for the quality of the Product Backlog items.

QUESTION NO: 169

According to the Scrum Guide, where should the Daily Scrum be held?

A. Wherever the Development Team decides is most suitable.

B. In a room where management can attend.

C. In the same location where the Development Team is seated.

D. In front of the Scrum board.

E. Wherever the Scrum Master decides is best.

Answer: A

Explanation:

Because the Daily Scrum is owned and managed by the Development Team, it is up to them to decide on the most effective place and time to hold the Daily Scrum.

QUESTION NO: 170

Peter, the Product Owner, has been giving positive recognition to individual Development Team members who have moved their work to 'done' during the Daily Scrum. Peter wants to ensure the team is adhering to the ideal guideline on the burndown chart.

What would be two valid actions for Steven, the Scrum Master, to take? (Choose two.)

A. Steven talks with Peter about concerns of how his behavior might impact the team members and request that he stop attending for now.

B. Steven coaches Peter on best practices for updating the burndown chart as it provides

accurate information on how well the team is performing.

C. Nothing. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how to best run it.

D. Steven coaches the Scrum Team about the purpose of the Daily Scrum.

Answer: A,D

Explanation:

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.

The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps the Scrum Team understand which of their interactions are helpful and which aren't.

The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

QUESTION NO: 171

Who can prematurely cancel a Sprint?

A. The Development Team

B. The Product Owner

C. The Stakeholders

D. The Scrum Master

Answer: B

Explanation:

Only the Product Owner can determine when items being worked on are obsolete.

QUESTION NO: 172

Which of the following are time-boxed events in Scrum?

A. Sprint Planning

B. Daily Scrum

C. Sprint Review

D. Sprint Retrospective

E. All of the above

Answer: E

QUESTION NO: 173

During the Sprint Review, the Product Owner decides to release the current Increment to production. The stakeholders suggest temporarily delaying the next Sprint in order to respond more quickly to user feedback after the release. The Product Owner prefers to continue to the next Sprint and make progress towards the next release. Steven, the Scrum Master, begins facilitating the discussion.

What would be two acceptable outcomes of the discussion? (Choose two.)

A. Continue with the Sprints and include the customer feedback in the Product Backlog.

B. Delay the next Sprint to allow the Development Team to work on new customer feedback.

C. Continue with the Sprints but shorten the Sprint time-boxes to allow for shorter feedback loops.

D. Continue with the Sprints but allow the Sprint Goal within the Sprint to change according to the customer feedback.

Answer: A,C

Explanation:

A new Sprint starts immediately after the conclusion of the previous Sprint. Delaying the start of the next Sprint interrupts progress and can reduce the Time-to-Market. Shortening the Sprint length allows the team to respond quicker to changes outside of the Sprint plan and while still allowing delivery of business value. Adding user feedback to the Product Backlog helps the Product Owner with ordering the backlog to maximize the flow of value.

During the Sprint no changes are made that would endanger the Sprint Goal.

QUESTION NO: 174

You have been hired as a Scrum Master for a company that has been doing business for over fifty years. In order to stay competitive, they have started an initiative to digitize their legacy systems. The company has several Scrum Teams working on different components that will be integrated to a single back office platform.

Your team is responsible for building the back office platform and integrating all other components. The Scrum Teams work in two week Sprints and are expected to deliver all functionality in six Sprints.

During development the requirement changes in the other components have been slowing down your team's progress. Because of these changes, your team has estimated that they will not be able to deliver all expected work within the original timeframe. The Scrum Teams working on the other components confirm that they are still on track to meet the expected delivery date. The program manager in charge of the digitization initiative is upset and angry with your team.

As a Scrum Master, what could you do to help the Product Owner?

A. You suggest working with the program manager and the other teams on the ordering and the value of your team's open Product Backlog items to redefine the possible delivery date.

B. You shorten your team's Sprints to be ready sooner.

C. You remove all items from the Product Backlog for which development is forecasted to be beyond the expected date. These are likely to be low value anyhow.

D. You suggest adding additional developers to the team in order to increase velocity and meet the original date.

Answer: A

Explanation:

The Scrum Master serves the Product Owner in several ways, including:

Finding techniques for effective Product Backlog management;

Helping the Scrum Team understand the need for clear and concise Product Backlog items;

Understanding product planning in an empirical environment; Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value.

QUESTION NO: 175

Which role would know the most about the progress toward a business objective or a release, and be able to explain clearly the alternatives?

A. The Product Owner

B. The Release Manager

C. The Development Team

D. The Scrum Master

Answer: A

QUESTION NO: 176

A Scrum Team has requested a hardening Sprint to integrate the work produced in previous Sprints and test before releasing.

What three scenarios has likely occurred? (Choose three.)

A. The team's Definition of Done is not being adhered to during every Sprint.

B. The team's Definition of Done is weak or incomplete causing a build up of technical debt.

C. The Development Team is having difficulties with the ability to regularly release during a Sprint.

D. Hardening Sprints are supported by the Scrum framework so this is acceptable.

E. Scrum has been customized in a suitable manner to make the previous work releasable.

Answer: A,B,C

Explanation:

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.

QUESTION NO: 177

Which approach would you recommend to ensure that the Product Backlog items discussed at Sprint Planning are well understood, actionable, and easier to forecast?

A. Having a separate group of business analysts and functional testers analyzing high-ordered Product Backlog items before Sprint Planning.

B. Having the Product Owner work with stakeholders between the end of the last Sprint and before beginning the next to prepare the Product Backlog items so not to interrupt the Development Team.

C. Having the business analysts in the Development Team create the upcoming Product Backlog items during a Sprint and adding them to the next Sprint's forecast.

D. Having the Development Team use some time during each Sprint to help the Product Owner analyze, estimate, and design items at the top of the Product Backlog that is projected to be worked on in the upcoming Sprint.

Answer: D

Explanation:

Product Backlog refinement is the act of adding detail, estimates, and order to items in the Product Backlog. This is an ongoing process in which the Product Owner and the Development Team collaborate on the details of Product Backlog items. During Product Backlog refinement, items are reviewed and revised. The Scrum Team decides how and when refinement is done. Refinement usually consumes no more than 10% of the capacity of the Development Team. However, Product Backlog items can be updated at any time by the Product Owner or at the Product Owner's discretion.

QUESTION NO: 178

During a Product Backlog refinement meeting, the Product Owner introduces a business objective that will be worked on for the next several Sprints. The Product Owner envisions several key features necessary to be delivered in order to meet the business objective. As the features will be using sensitive user data it will be subjected to external security audits. These non-functional security requirements were not applicable to previous Increments. What are two good ways the Development Team can handle these high-security concerns? (Choose two.)

A. They should be planned in parallel Sprints so not to disrupt the Development Team during feature development. After security concerns have been finalized, they will be applied to the work that is already completed before new feature development can continue.

B. They should be handled in a parallel Sprint by a separate security team so that security can be resolved through application enhancements without impacting the functional development.

C. A complete list of security-related Product Backlog items needs to be created before starting a new Sprint.

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

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

Answer: D,E

Explanation:

In order to ensure transparency, work that must be done to the product must be visible in either the Product Backlog or the Definition of Done.

QUESTION NO: 179
What are typical Product Owner activities during Sprint 0?
A. Creating a project plan based on the defined timeline.
B. Ensuring there is enough work to do for at least three Sprints.
C. Creating User Stories based on the requirements document.
D. Allocating enough resources before starting Sprint 1.
E. There is no such thing as Sprint.

Answer: E

Explanation:

There are no special Sprints. All Sprints are structured to produce potentially shippable product Increments.

QUESTION NO: 180
According to Scrum theory, how should a group of fifty people be divided into multiple Development Teams?
A. Allow the team leads to divide and select teams.
B. Understanding the product, the product vision and the Scrum framework, the group self-

organizes into teams.

C. Create a skills matrix, identify role levels, and years of experience to assign people to teams.

D. The teams will rotate members every Sprint to spread knowledge.

Answer: B