**Scrum**

# PSM-I

*Professional Scrum Master I*

Question #1

When many Scrum Teams are working on the same product, should all of their Increments be integrated every Sprint?

- A. Yes, but only for Scrum Teams whose work has dependencies.
- B. Yes, otherwise the Product Owners (and stakeholders) may not be able to accurately inspect what is done.
- C. No, each Scrum Team stands alone.
- D. No, that is far too hard and must be done in a hardening Sprint.

**Answer:** B

Question #2

When can a Development Team cancel a Sprint?

- A. It can،€™t. Only Product Owners can cancel Sprints.
- B. When functional expectations are not well understood.
- C. When the Product Owner is absent too often.
- D. When the selected Product Backlog items for the Sprint become unachievable.
- E. When a technical dependency cannot be resolved.

**Answer:** A

Question #3

Which output from Sprint Planning provides the Development Team with a target and overarching direction for the Sprint?

- A. The Sprint Backlog.
- B. The Sprint Goal
- C. The release plan.
- D. Sprint Review minutes.

**Answer:** B

Question #4

How should a Development Team deal with non-functional requirements?

- A. Ensure every Increment meets them.
- B. Make sure the release department understands these requirements, but it is not the Development Team،€™s responsibility.
- C. Handle them during the Integration Sprint preceding the Release Sprint.
- D. Assign them to the lead developers on the team.

**Answer:** A

Question #5

When is a Sprint over?

- A. When the Product Owner says it is done.
- B. When all Product Backlog items meet their definition of ،€Done،€.
- C. When all the tasks are completed.
- D. When the time-box expires.

**Answer:** D

Question #6

Scrum has a role called ג€Project Managerג€.

- A. True
- B. False

**Answer:** B

Question #7

What are two good ways for the Development Team to make non-functional requirements visible? (Choose two.)

- A. Put them on a separate list on the Scrum board, available for all to see.
- B. Add them to the Product Backlog and keep the Product Owner posted on the expected effort.
- C. Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.
- D. Add them to the definition of ג€Doneג€ so the work is taken care of every Sprint.

**Answer:** BD

Question #8

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

- A. The break between Sprints is time-boxed to 1 week for 30 day Sprints, and usually less for shorter sprints.
- B. Enough time for the requirements for the next Sprint to be determined and documented.
- C. Enough time for the Development team to finish the testing from the last Sprint.
- D. None. A new Sprint starts immediately following the end of the previous Sprint.
- E. All of the above are allowed depending on the situation.

**Answer:** D

Question #9

In the Sprint Planning meeting, the Product Owner and the Development Team were unable to reach a clear understanding about the highest order Product
Backlog items. Because of this, the Development Team couldnג€™t figure out how many Product Backlog items it could forecast for the upcoming Sprint. They were able to agree on a Sprint Goal, however.
Which of the following two actions should the Scrum Master support? (Choose two.)

- A. Cancel the Sprint. Send the entire team to an advanced Scrum training and then start a new Sprint.
- B. Forecast the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint.
- C. Continue the Sprint Planning meeting past its time-box until an adequate number of Product Backlog items are well enough understood for the Development Team to make a complete forecast. Then start the Sprint.
- D. Discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- E. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

**Answer:** BD

Question #10

Which answer best describes the topics covered in Sprint Planning?

- A. What to do and who will do it.
- B. How conditions have changed and how the Product Backlog should evolve.
- C. What can be done and how to do it.
- D. What went wrong in the last Sprint and what to do differently this Sprint.
- E. Who is on the team and what team member roles will be.

**Answer:** C

Question #11

Which of the following is required by Scrum?

- A. Sprint Retrospective.
- B. Members must be stand up at the Daily Scrum.
- C. Sprint Burndown Chart.
- D. Release planning.
- E. All of the above.

**Answer:** E

Question #12

What is the purpose of a Sprint Review?

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

**Answer:** B

Question #13

Who determines when it is appropriate to update the Sprint Backlog during a Sprint?

- A. The Project Manager.
- B. The Development Team.
- C. The Scrum Team.
- D. The Product Owner.

**Answer:** B

Question #14

Who must attend the Daily Scrum?

- A. The Scrum Master and Product Owner.
- B. The Development Team.
- C. The Development Team and Product Owner.
- D. The Scrum Team.
- E. The Development Team and Scrum Master.

**Answer:** B

Question #15

When do Development Team members take ownership of a Sprint Backlog item? (Choose the best answer.)

- A. At the Sprint planning meeting.
- B. During the Daily Scrum.

- C. Never. All Sprint Backlog Items are ﾂ€ownedﾂ€ by the entire Scrum Team.
- D. Whenever a team member can accommodate more work.

**Answer:** C

Question #16

The purpose of a Sprint is to produce a done Increment of product.

- A. True
- B. False

**Answer:** A

Question #17

Who creates the definition of ﾂ€Doneﾂ€?

- A. The Scrum Master as he/she is responsible for the Development Teamﾂ€™s productivity.
- B. The Scrum Team, in a collaborative effort where the result is the common denominator of all membersﾂ€™ definition.
- C. The Product Owner as he/she is responsible for the productﾂ€™s success.
- D. The development organization (or Development Team if none is available from the development organization).

**Answer:** D

Question #18

Five new Scrum Teams have been created to build one product. A few of the developers on one of the Development Teams ask the Scrum Master how to coordinate their work with the order teams. What should the Scrum Master do?

- A. Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.
- B. Teach them that it is their responsibility to work with the other teams to create an integrated Increment.
- C. Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.
- D. Visit the five teams each day to inspect that their Sprint Backlogs are aligned.

**Answer:** C

Question #19

Which two things should the Development Team do during the first Sprint? (Choose two.)

- A. Make up a plan for the rest of the project.
- B. Analyze, describe, and document the requirements for the subsequent Sprints.
- C. Develop at least one piece of functionality.
- D. Analyze, design, and describe the complete architecture and infrastructure.
- E. Create an increment of potentially releasable software.

**Answer:** CE

Question #20

What are three ways Scrum promotes self-organization? (Choose three.)

- A. By not allowing documentation.
- B. By the Development Team deciding what work to do in a Sprint.

- C. By preventing stakeholders from entering the development room.
- D. By removing titles for Development Team members.
- E. By being a lightweight framework.

**Answer:** BDE

Question #21

What is the key concern when multiple Development Teams are working from the same Product Backlog?

- A. Minimizing dependencies between teams.
- B. Clear definition of requirements.
- C. Meeting original scope projections.
- D. Making sure there€™s enough work for everyone on every team.
- E. Maximizing velocity.

**Answer:** B

Question #22

What does it mean to say that an event has a time-box?

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

**Answer:** D

Question #23

Which outcome is expected as Scrum Teams mature?

- A. They will improve their definition of €Done€ to include more stringent criteria.
- B. The Sprint Retrospectives will grow to be longer than 4 hours.
- C. There is no need for a time-boxed Sprint, since time-boxes are only for new Scrum Teams.
- D. Sprint Reviews will no longer be needed.
- E. A Scrum Master is no longer needed since they are a mature team now.

**Answer:** A

Question #24

The Product Owner must release each Increment to production.

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

**Answer:** A

Question #25

A properly functioning Scrum Team will have at least one Release Sprint and may well have several.

- A. True
- B. False

**Answer:** A

Question #26

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

- A. True
- B. False

**Answer:** B

Question #27

For which is the Scrum Master responsible?

- A. Managing the performance of the Scrum Team.
- B. The meetings and the objectives that a Scrum Team sets for itself.
- C. The Scrum framework being adopted and used properly.
- D. Keeping track of resource allocation.

**Answer:** C

Question #28

A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won;€™t be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help.
What would be good advice to give the Product Owner?

- A. Remind the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.
- B. Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.
- C. Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.

**Answer:** A

Question #29

As the Sprint Planning meeting progresses, the Development Team sees that the workload is greater than they can handle. Which two are valid actions? (Choose two.)

- A. Recruit additional Development Team members before the work can begin.
- B. The Development Team ensures that the Product Owner is aware, starts the Sprint, and monitors progress.
- C. Cancel the Sprint.
- D. Remove or change selected Product Backlog items.
- E. The Development Team works overtime during this Sprint.

**Answer:** BD

Question #30

Currently, your Development Teams are organized to address a single layer only (for example, front end, middle tier, back end, and interfaces). What are three things to consider when deciding to move away from such component teams toward feature teams? (Choose three.)

- A. You cannot do Scrum without feature teams.
- B. Productivity may suffer when making this kind of move.
- C. Getting support from the business side first helps.
- D. Feature teams have less communication overhead.

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

**Answer:** BCD

Question #31

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

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

**Answer:** B

Question #32

What is the main reason for the Scrum Master to be at the Daily Scrum?

- A. To gather status and progress information to report to management.
- B. To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burn-down.
- C. He or she does not have to be there; he or she only has to ensure the Development Team has a Daily Scrum.
- D. To make sure every team member answers the three questions.

**Answer:** C

Question #33

You have six teams using a traditional method to deliver a product. Your management has asked you to start using Scrum. In the initial project there were separate plans and teams for the layers of a software system, i.e. one for the front-end, one for the middle tier, one for the back-end, and one for the interfaces and services. This resembles what is known as component teams. But you have read that it's a good idea to have teams organized by feature. What are the advantages of keeping component teams while starting Scrum?

- A. There's less initial disruption than organizing into new teams. As they start, they will discover what works best, and how to potentially re-organize towards this.
- B. Component teams generally have the skills needed to create a working Increment of software that provides business value.
- C. Because they have worked together for some time, they are likely able to start producing shippable Increments faster that new feature teams would.
- D. There are fewer cross-team dependencies than working in feature teams.

**Answer:** A

Question #34

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

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

**Answer:** B

Question #35

How often should Scrum Team membership change?

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

**Answer:** A

Question #36

Who should make sure everyone on the Development Team does his or her tasks for the Sprint?

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

**Answer:** D

Question #37

When is it most appropriate for a Development Team to change the definition of ג€Doneג€?

- A. During Spring Planning.
- B. Prior to starting a new Sprint.
- C. During the Sprint Retrospective.
- D. Prior to starting a new project.

**Answer:** C

Question #38

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

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

**Answer:** ABF

Question #39

Which statement best describes Scrum?

- A. A defined and predictive process that conforms to the principles of Scientific Management.
- B. A complete methodology that defines how to develop software.
- C. A cookbook that defines best practices for software development.
- D. A framework within which complex products in complex environments are developed.

**Answer:** D

Question #40

Which Scrum Values are exhibited by not building Product Backlog items that have low business value? (Choose three.)

- A. Economic Value Added.
- B. Respect.
- C. Focus.
- D. Earned Value.
- E. Courage.

**Answer:** BCE

Question #41

Who creates a Product Backlog Itemג€™s estimate?

- A. The Development Team after clarifying requirements with the Product Owner.
- B. The Product Owner with input from the Development Team.
- C. The most senior people in the organization, including architects and subject matter experts.
- D. The Scrum Master.
- E. The Development Team, alone.

**Answer:** A

Question #42

Who starts the Daily Scrum?

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

**Answer:** B

Question #43

You are the Scrum Master on a newly formed Scrum Team. Which three of the following activities would probably help the team in starting up? (Choose three.)

- A. Introduce a bonus system for the top performers in the team.
- B. Have the Scrum Team members introduce themselves to each other and give a brief background of their skills and work history.
- C. Have the development managers for each Development Team member introduce their direct reports and go over their responsibilities on the Scrum Team.
- D. Ensure the Scrum Team members have compatible personalities.
- E. Ensure the team understands they need a definition of ג€Doneג€.
- F. Ask the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions.

**Answer:** BEF

Question #44

A Development Team selects a set of Product Backlog items for a Sprint Backlog with the intent to get the selected items ג€Doneג€ by the end of the Sprint. Which three phrases best describe the purpose of a definition of ג€Doneג€? (Choose three.)

A. It controls whether the developers have performed their tasks.
- B. It provides a template for elements that need to be included in the technical documentation.
- C. It creates transparency over the work inspected at the Sprint Review.
- D. It trucks the percent completeness of a Product Backlog item.
- E. It guides the Development Team is creating a forecast at the Sprint Planning.
- F. It defines what it takes for an Increment to be ready for release.

**Answer:** CDF

Question #45

Select two ways in which technical debt impacts transparency. (Choose two.)

- A. When calculated and estimated, the total amount of technical debt shows exactly how long until the Product Owner can release the Increment.
- B. It leads to false assumptions about the current state of the system, specifically of an Increment being releasable at the end of a Sprint.
- C. As development progresses and code is added, the system becomes more difficult to stabilize, which results in future work being slowed down in unpredictable ways.
- D. It enhances transparency for the Product Owner as a Development Team is not allowed to do additional feature development in a Sprint as long as there is technical debt.

**Answer:** BC

Question #46

Which of these may a Development Team deliver at the end of a Sprint?

- A. Failing unit tests, to identify acceptance tests for the next Sprint.
- B. An increment of software with minor known bugs in it.
- C. An increment of working software that is ג€doneג€.
- D. A single document, if that is what the Scrum Master asked for.

**Answer:** C

Question #47

How much of the Sprint Backlog must be defined during the Sprint Planning event?

- A. Just enough tasks for the Scrum Master to be confident in the Development Teamג€™s understanding of the Sprint.
- B. The entire Sprint Backlog must be identified and estimated by the end of the Sprint Planning meeting.
- C. Enough so the Development Team can create its best forecast of what is can do, and to start the first several days of the Sprint.
- D. Just enough to understand design and architectural implications.

**Answer:** C

Question #48

Who is responsible for managing the progress of work during a Sprint?

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

**Answer:** B

Question #49

A Development Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what ЖDoneЖ means. (Choose two.)

- A. All work the Development Team is willing to do.
- B. Ready for integration.
- C. No work left from the definition of ЖDoneЖ.
- D. Whatever the Product Owner defines as quality.
- E. All work to create software that is ready to be released to end users.

**Answer:** CE

Question #50

What two factors are best considered when establishing the Sprint length? (Choose two.)

- A. The organization has mandated similar length sprints.
- B. The level of uncertainty over the technology to be used.
- C. The frequency at which team formation can be changed.
- D. The risk of being disconnected from the stakeholders.

**Answer:** BD

Question #51

Which of the following are true about the length of the Sprint? (Choose two.)

- A. The length of the Sprint should be proportional to the work that is done in between Sprints.
- B. It is best to have Sprints of consistent length throughout a development effort.
- C. Sprint length is determined during Sprint Planning, and should hold the time it will take to code the planned features in the upcoming Sprint, but does not include time for any testing.
- D. Sprint length is determined during Sprint Planning, and should be long enough to make sure the Development Team can deliver what is to be accomplished in the upcoming Sprint.
- E. All Sprints must be 1 month or less.

**Answer:** BE

Question #52

What are two responsibilities of testers in a Scrum Team? (Choose two.)

- A. Verifying the work of programmers.
- B. Everyone in the Development Team is responsible for quality.
- C. Tracking quality metrics.
- D. Finding bugs.
- E. Scrum has no ЖtesterЖ role.

**Answer:** BE

Question #53

The CEO asks the Development Team to add a Жvery importantЖ item to a Sprint that is in progress. What should the Development Team do?

- A. Add the item to the current Sprint and drop an item of equal size.
- B. Add the item to the current Sprint without any adjustments.
- C. Inform the Product Owner so he/she can work with the CEO.
- D. Add the item to the next Sprint.

**Answer:** C

Question #54

What is the role of management in Scrum? (Choose the best answer.)

- A. To present the Scrum Teams with insights and resources that help them improve.
- B. To monitor the Development Teamג€™s productivity.
- C. To identify and remove people that arenג€™t working hard  enough.
- D. To continually monitor staffing levels of the Scrum  Team.

**Answer:** A

Question #55

Which technique is the best way the Scrum Master can ensure that the Development Team communicates effectively with the Product Owner?

- A. Monitor communications between them and facilitate direct  collaboration.
- B. Teach the Development Team to talk  in terms of business needs and objectives.
- C. Teach the Product Owner about the technologies employed during the Sprints.
- D. Act as a go-between for  them.

**Answer:** A

Question #56

The time-box for a Daily Scrum is:

- A. Two minutes per  person.
- B. 15 minutes.
- C. 15 minutes for a 4 week sprint. For shorter Sprints it is usually shorter.
- D. 4 hours.
- E. The same time of day every  day.

**Answer:** B

Question #57

Which phrase best describes a Product Owner?

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

**Answer:** A

Question #58

The length of a Sprint should be:

- A. Short enough to keep the business risk  acceptable to the Product Owner.
- B. Short enough to be able to synchronize the development work with other business events.
- C. No more than one calendar  month.
- D. All of these answers are  correct.

**Answer:** D

Question #59

During a Sprint Retrospective, for what is the Product Owner responsible?

- A. Participating as a Scrum Team member.
- B. Summarizing and reporting the discussions to the stakeholders that he/she represents in the Scrum Team.
- C. Capturing requirements for the Product Backlog.
- D. The Product Owner should not take part in Sprint Retrospectives.

**Answer:** A

Question #60

Marian is the Product Owner envisioning a project for a new release of her product. She made a projection of a release date based upon a sustained velocity of 17 completed units of work per Sprint. Over the first 3 Sprints, the average velocity was 13 for work that the Development Team estimated as 90% done. The
Development Teams, feeling the need to meet the plan, figured that a velocity of 17 was within their reach.
A good way to continue is:

- A. The Development Team makes sure that all of the selected scope per Sprint is as ג€Doneג€ as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesnג€™t mess up the Product Backlog.
- B. Add enough people to the Development Team for the deadline to be made.
- C. The opportunity to inspect and adapt is lost. Opaqueness has replaced transparency. Predictability has dropped below zero. The produced software is not usable. As the rules of Scrum have not been respected, it is the Scrum Masterג€™s duty to assess whether repair is possible, or a restart with a more reliable team. If not, the Scrum Master should cancel the project.
- D. The Development Team should remind Marian to find funding for enough Release Sprints in which the remaining work can be done.

**Answer:** A

Question #61

The Product Owner is not collaborating with the Development Team during the Sprint. What are two valuable actions for a Scrum Master to take? (Choose two.)

- A. Inform the Product Ownerג€™s functional manager.
- B. Stop the Sprint, send the Product Owner to a course and restart.
- C. Bring up the problem in the Sprint Retrospective.
- D. Coach the Product Owner in the values of Scrum and incremental delivery.
- E. Nominate a proxy Product Owner.

**Answer:** CD

Question #62

Multiple Scrum Teams working on the same product or system all select work from the same Product Backlog.

- A. True
- B. False

**Answer:** A

Question #63

For the purpose of transparency, when does Scrum say a valuable and useful increment must be available?

- A. After the acceptance testing phase.
- B. Before the release Sprint.

- C. Every 3 Sprints.
- D. At the end of every Sprint.
- E. When the Product Owner asks to create one.

**Answer:** D

Question #64

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

- A. True
- B. False

**Answer:** B

Question #65

What is a Development Team responsible for? (Choose two.)

- A. Resolving internal team conflicts.
- B. Reporting productivity.
- C. Selecting the Product Owner.
- D. Organizing the work required to meet the Sprint Goal.

**Answer:** AD

Question #66

Which two ways of creating Development Teams are consistent with Scrumג€™s values? (Choose two.)

- A. Existing teams propose how they would like to go about organizing into the new structure.
- B. Managers personally re-assign current subordinates to new teams.
- C. Managers collaborate to assign individuals to specific teams.
- D. Bring all the developers together and let them self-organize into Development Teams.
- E. The Chief Product Owner determines the new team structures and assignments.

**Answer:** AD

Question #67

A Scrum Master is essentially the same thing as a traditional PM (Project Manager).

- A. True
- B. False

**Answer:** B

Question #68

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

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

**Answer:** B

Question #69

What is the time-box for the Sprint Planning meeting?

- A. 4 Hours for a monthly Sprint.
- B. 8 Hours for a monthly Sprint.
- C. Monthly.
- D. Whenever it is done.

**Answer:** B

Question #70

Which Scrum Value is affected by a lack of trust in the Scrum Team?

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

**Answer:** F

Question #71

A Scrum Master is keeping a list of open impediments, but it is growing and he/she has been able to resolve only a small portion of the impediments. Which three techniques would be most helpful in this situation? (Choose three.)

- A. Consulting with the Development Team.
- B. Prioritizing the list and working on them in order.
- C. Arranging a triage meeting with all project managers.
- D. Alerting management to the impediments and their impact.

**Answer:** ABD

Question #72

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

- A. True
- B. False

**Answer:** B

Question #73

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

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

**Answer:** C

Question #74

How is management external to the Scrum Team involved in the Daily Scrum?

- A. The Scrum Master speaks on their behalf.
- B. The Development Team self-manages and is the only management required at the Daily Scrum.
- C. Management gives an update at the start of each Daily Scrum.
- D. The Product Owner represents their opinions.

**Answer:** B

Question #75

To get started in terms of what to build, Scrum requires no more than a Product Owner with enough ideas for a first Sprint, a Development Team to implement those ideas and a Scrum Master to help guide the process.

- A. True
- B. False

**Answer:** A

Question #76

What is the time-box for the Sprint Review?

- A. As long as needed.
- B. 2 hours for a monthly Sprint.
- C. 4 hours for a monthly Sprint.
- D. 4 hours and longer as needed.
- E. 1 day

**Answer:** C

Question #77

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

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

**Answer:** A

Question #78

What is the tactic a Scrum Master should use to divide a group of 100 people into multiple Development Teams?

- A. Create teams based on their skills across multiple layers (such as database, UI, etc.)
- B. Ask the Product Owner to assign the people to teams.
- C. Ask the developers to divide themselves into teams.

**Answer:** C

Question #79

Which statement best describes a Product Owner,€™s responsibility? (Choose the best answer.)

- A. Optimizing the value of the work the Scrum Team does.
- B. Ensuring that the work meets the commitments to the stakeholders.
- C. Directing the Development Team.
- D. Keep stakeholders from distracting the Development Team.

**Answer:** A

Question #80

The Sprint Review is mainly an inspect and adapt opportunity for which group?

- A. The Development Team and stakeholders.
- B. The Product Owner and Development Team.
- C. The Scrum Team and stakeholders.
- D. The Product Owner and management.
- E. The Development Team and management.
- F. The Product Owner and stakeholders.

**Answer:** C

Question #81

Which of the following best describes an increment of working software?

- A. A decomposition of all Product Backlog items into tasks for future Sprint Backlog lists.
- B. Additional features in a usable state that complement those delivered in previous iterations.
- C. A new user interface design for functionality delivered in previous iterations.
- D. An automated test suite to verify functionality delivered in previous iterations.
- E. UML diagrams that describe how to deliver functionality in future iterations.

**Answer:** B

Question #82

In order to achieve the benefits of Scrum, it is important to enact the value of commitment. What two actions demonstrate the commitment of Scrum Team members? (Choose two.)

- A. Always deliver the items in the Sprint forecast.
- B. Help the other Scrum Team members.
- C. Do your best.
- D. Send out a daily status report.
- E. Work late.

**Answer:** BC

Question #83

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

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

**Answer:** A

Question #84

Which three of the following are feedback loops in Scrum? (Choose three.)

- A. Sprint Review.
- B. Release Planning.

- C. Sprint Retrospective.
- D. Refinement Meeting.
- E. Daily Scrum.

**Answer:** ACE

Question #85

When a Development Team is having trouble delivering a working Increment because they donג€™t understand a functional requirement, what should they do?

- A. Add a specialist to the Development Team.
- B. Partially complete the functionality, and discuss the remaining work at the Sprint Review.
- C. Collaborate with the Product Owner to determine what is possible and acceptable.
- D. Defer the work to a more appropriate Sprint.

**Answer:** C

Question #86

When is the Sprint Backlog created?

- A. At the beginning of the project.
- B. During the Sprint Planning meeting.
- C. Prior to the Sprint Planning meeting.
- D. During the Sprint.

**Answer:** B

Question #87

Which of the following services are appropriate for a Scrum Master in regard to the Daily Scrum?

- A. Lead the discussions of the Development Team.
- B. Make sure that all 3 questions have been answered by each member of the team.
- C. Keep track of whether each team member has a chance to speak.
- D. Teach the Development Team to keep the Daily Scrum within the 15 minute time-box.
- E. All of the above.

**Answer:** D

Question #88

Which of the following might the Scrum Team discuss during a Sprint Retrospective?

- A. Methods of communication.
- B. The way the Scrum Team does Sprint Planning.
- C. Skills needed to improve the Development Teamג€™s ability to deliver.
- D. Its Definition of ג€Doneג€.
- E. All of the above.

**Answer:** E

Question #89

What are the two primary ways a Scrum Master keeps a Development Team working at its highest level of productivity? (Choose two.)

- A. By ensuring the meetings start and end at the proper time.
- B. By removing impediments that hinder the Development Team.

- C. By facilitating Development Team decisions.
- D. By keeping high value features high in the Product Backlog.

**Answer:** BC

Question #90

What is the recommended size for a Development Team?

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

**Answer:** D

Question #91

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

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

**Answer:** A

Question #92

Which two activities will a Product Owner engage in during a Sprint? (Choose two.)

- A. Run the Daily Scrum.
- B. Prioritize the Development Teamג€™s work on the Sprint Backlog.
- C. Update the Sprint burndown chart.
- D. Answer questions from the Development Team about items in the current Sprint.
- E. Work with the stakeholders.

**Answer:** DE

Question #93

Which three questions might be answered by Development Team members at the Daily Scrum? (Choose three.)

- A. How is the Sprint proceeding?
- B. What did I do yesterday that helped the Development Team meet the Sprint Goal?
- C. Why were you late?
- D. What will I do today to help the Development Team meet the Sprint Goal?
- E. How many hours did I spend on the project yesterday?
- F. What will I be working on tomorrow?
- G. Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

**Answer:** BDG

Question #94

Cross-functional teams are optimized to work on one technical layer of a system only (e.g. GUI, database, middle tier, interfaces).

- A. True

- B. False

**Answer:** B

Question #95

A Scrum Master is working with a Development Team that has members in different physical locations. The Development Team meets in a variety of meeting rooms and has much to do logistically (for example, set up conference calls) before the Daily Scrum. What action should the Scrum Master take?

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

**Answer:** A

Question #96

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

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

**Answer:** BE

Question #97

Which are properties of the Daily Scrum? (Choose two.)

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

**Answer:** CF

Question #98

Every Scrum Team must have a Product Owner and Scrum Master.

- A. True. Outcomes affected by their participation and availability.
- B. False. A Product Owner can be replaced by a business analyst in the Development Team.
- C. False. A Scrum Master is only required when asked for by the Development Team.
- D. True. Each must be 100% dedicated to the Scrum Team.

**Answer:** A

Question #99

Who can abnormally terminate a Sprint?

- A. The Scrum Master
- B. The Development Team or its members.

- C. The Product Owner
- D. The Stakeholders

**Answer:** C

Question #100

The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

- A. True
- B. False

**Answer:** A

Question #101

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

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

**Answer:** AC

Question #102

When should a Sprint Goal be created?

- A. It should have been created in the previous Sprint during Product Backlog refinement.
- B. It must be established before Sprint Planning in order to begin planning.
- C. A Sprint Goal is not mandatory in Scrum.
- D. At any time during the Sprint.
- E. During Sprint Planning.

**Answer:** E

Question #103

During a Sprint Retrospective, the Development Team proposes moving the Daily Scrum to only occur on Tuesdays and Thursdays. Which two are the most appropriate responses for the Scrum Master? (Choose two.)

- A. Consider the request and decide on which days the Daily Scrum should occur.
- B. Coach the team on why the Daily Scrum is important as an opportunity to update the plan.
- C. Have the developers vote.
- D. Learn why the Development Team wants this and work with them to improve the outcome of the Daily Scrum.
- E. Acknowledge and support the self-organizing teamג€™s decision.

**Answer:** BD

Question #104

As the Development Team starts work during the Sprint, it realizes it has selected too much work to finish in the Sprint. What should it do?

- A. Inform the Product Owner at the Sprint Review, but prior to the demonstration.
- B. Find another Scrum Team to give the excess work to.
- C. As soon as possible in the Sprint, work with the Product Owner to remove some work or Product Backlog items.

- D. Reduce the definition of ـ€Doneـ€ and get all of the Product Backlog items ـ€Doneـ€ by the new definition.

**Answer:** C

Question #105

In accordance with Scrum theory, how should a group of 100 people be divided into multiple Development Teams?

- A. Understanding the product, the product vision and the rules of the Scrum framework, the group divides itself into teams.
- B. It doesnـ€™t really matter because you can rotate the teams every Sprint to spread knowledge.
- C. Check with the allocation department to see who has worked together before and make these the first teams.
- D. Create a matrix of skills, seniority, and level of experience to assign people to teams.

**Answer:** A

Question #106

A Sprint Retrospective should be held:

- A. At the end of each Sprint.
- B. At the beginning of each Sprint.
- C. Only when the Scrum Team determines it needs one.
- D. At the end of the last Sprint in a project or a release.

**Answer:** A

Question #107

A new developer is having continuing conflicts with existing Development Team members and creating a hostile environment. If necessary, who is responsible for removing the team member?

- A. The hiring manager is responsible, because he/she hired the developer.
- B. The Scrum Manager is responsible, because he/she removes Impediments.
- C. The Development Team is responsible, and may need help from the Scrum Master.
- D. The Product Owner is responsible, because he/she controls the return on investment (ROI).

**Answer:** B

Question #108

Which three purposes does the definition of ـ€Doneـ€ serve? (Choose three.)

- A. Guide the Development Team on how many Product Backlog items to select for the Sprint.
- B. Create a shared understanding of when work is complete.
- C. Describe the purpose, objective, and time-box of each Scrum event.
- D. Describe the work that must be done before the Sprint is allowed to end.
- E. Increase transparency.

**Answer:** BCD

Question #109

The Product Owner makes sure the team selects enough from the Product Backlog for a Sprint to satisfy the stakeholders.

- A. True
- B. False

**Answer:** B

Question #110

Which statement best describes the Sprint Review?

- A. It is used to congratulate the Development Team if it did what it forecast, or to punish the Development Team if it failed to meet its forecast.
- B. It is a demo at the end of the Sprint for everyone in the organization to check on the work done.
- C. It is a mechanism to control the Development Teamג€™s activities during a Sprint.
- D. It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

**Answer:** D

Question #111

Who owns the Sprint Backlog?

- A. The Scrum Team.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Development Team.

**Answer:** D

Question #112

When might a Sprint be abnormally cancelled?

- A. When the Development Team feels that the work is too hard.
- B. When the Sprint Goal becomes obsolete.
- C. When the sales department has an important new opportunity.
- D. When it becomes clear that not everything will be finished by the end of the Sprint.

**Answer:** B

Question #113

Every Development Team should have:

- A. At least one representative from each major software engineering discipline; such as, Quality Assurance, Development, and User Experience.
- B. The competencies and skills needed to deliver a Done Increment in a Sprint.
- C. One Lead Developer and no more than 8 other members.

**Answer:** B

Question #114

Why does the Product Owner want the Development Team to adhere to its definition of ג€Doneג€?

- A. To have complete transparency into what has been done at the end of each Sprint.
- B. To be able to reprimand the team when they donג€™t meet their velocity goal for the Sprint.
- C. To know what the team will deliver over the next three Sprints.
- D. To predict the teamג€™s productivity over time.

**Answer:** A

Question #115

During a Sprint Retrospective, for what is the Scrum Master responsible?

- A. Prioritizing the resulting action items.
- B. Participating as a Scrum team member and facilitating as requested or needed.
- C. Acting as a scribe to capture the Development Team's answers.
- D. Summarizing and reporting the discussions to management.

**Answer:** B

Question #116

The Development Team should have all the skills needed to:

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

**Answer:** A

Question #117

The Scrum Master observes the Product Owner struggling with ordering the Product Backlog. What is an appropriate action for the Scrum Master to take?

- A. Suggest the Product Owner extend the Sprint, so he can have more time to order the Product Backlog.
- B. Suggest that the Development Team does the ordering to be sure that it is a feasible ordering of work.
- C. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value.
- D. Present the Product Owner with an ordered Product Backlog to use.
- E. Encourage the Product Owner to work with the Development Team to see which items technically are fastest to implement.

**Answer:** B

Question #118

Which two things are appropriate for a Scrum Master to do if the Scrum Team doesn't have the tools and environment to completely finish each selected Product
Backlog item? (Choose the best two answers.)

- A. Coach the ScrumTeam to improve its skills, tools, and infrastructure over time and adjust the Definition of Done accordingly.
- B. Encourage the Product Owner to accept partially Done increments until the situation improves.
- C. Refocus the current Sprint on establishing the Scrum Team's environment instead of delivering an Increment.
- D. Declare the Scrum Team not ready for Scrum.
- E. Have the Scrum Team establish a Definition of Done that is actually possible to achieve given current circumstances.

**Answer:** AE

Question #119

When is implementation of a Product Backlog item considered complete?

- A. At the end of the Sprint.

- B. When the item has no work remaining in order to be potentially released.
- C. When Quality Assurance reports that the item passes all acceptance criteria.
- D. When all work in the Sprint Backlog related to the item is finished.

**Answer:** B

Question #120

Choose two responsibilities of a self-organizing Development Team. (Choose two.)

- A. Reorder the Product Backlog.
- B. Pull Product Backlog items for the Sprint.
- C. Do the work planned in the Sprint Backlog.
- D. Increase velocity.
- E. Report daily progress to stakeholders.

**Answer:** BC

Question #121

If two Scrum Teams are added to the development of a product that previously had only one Scrum Team, what will be the immediate impact on the productivity of the original Scrum Team? (Choose the best answer.)

- A. Its productivity is likely to decrease.
- B. Its productivity is likely to stay the same.
- C. Its productivity is likely to increase.
- D. We do not know until a Sprint has run.

**Answer:** A

Question #122

A Scrum Master is introducing Scrum to a new Development Team. The Development Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

- A. Call a meeting between the Development Team and senior management.
- B. Comply with the decision of the self-organizing team.
- C. Consult with the Product Owner to see how he/she feels about the situation.
- D. Begin facilitating productive and useful Sprint Retrospectives.

**Answer:** D

Question #123

Which of the following are true about the Product Owner role? (Choose two.)

- A. The Product Owner is one person.
- B. The Product Owner is accountable for ordering the Product Backlog.
- C. Multiple people can share the Product Owner role on a Scrum Team.
- D. The Product Owner role can be played by a committee or a team of people.

**Answer:** AB

Question #124

When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

- A. True
- B. False

**Answer:** B

Question #125

When does the second Sprint start?

- A. Once the architectural changes for the second Sprint have been approved by the senior architect.
- B. After the Product Backlog for the second Sprint has been selected.
- C. Immediately after the first Sprint.
- D. After the customer completes acceptance testing of the first Sprint.

**Answer:** C

Question #126

What is included in the Sprint Backlog?

- A. User Stories.
- B. Tasks.
- C. Use Cases.
- D. Tests.
- E. Any of the above (or others) which are a decomposition of the selected Product Backlog items.

**Answer:** E

Question #127

What enhances the transparency of an Increment?

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

**Answer:** A

Question #128

Who determines how work is performed during the Sprint?

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

**Answer:** B

Question #129

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

- A. He/She doesnג€™t need to be there.
- B. To hear about impediments in functionality.
- C. To represent the stakeholdersג€™ point of view.
- D. To participate as a Scrum Team member.

**Answer:** A

Question #130

What two techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which development techniques to apply?
(Choose two.)

- A. Involve the complete Development Team.
- B. Use coaching techniques; such as open questions and active listening.
- C. Ask an external technical specialist to make the decision.
- D. Send every team member to the companyג€™s Human Resources department to express their concerns.

**Answer:** AB

Question #131

Who is responsible for clearly expressing Product Backlog items?

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

**Answer:** C

Question #132

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

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

**Answer:** B

Question #133

What are three benefits of self-organization? (Choose three.)

- A. Increased creativity.
- B. Increased rule compliance.
- C. Increased accuracy of estimates.
- D. Increased self-accountability
- E. Increased commitment.

**Answer:** ADE

Question #134

Which three of the following are time-boxed events in Scrum? (Choose three.)

- A. Release Testing.
- B. Release Retrospective.
- C. Sprint Retrospective.
- D. Sprint Planning.
- E. Sprint Testing.
- F. Sprint 0.
- G. Daily Scrum.

**Answer:** CDG

Question #135

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

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

**Answer:** BD

Question #136

Which two of the following are true about the Scrum Master role? (Choose two.)

- A. At the Sprint Review, the Scrum Master identifies what has been ۔€doneۂ€ and what has not been ۔€doneۂ€.
- B. The Scrum Master teaches the Development Team to keep the Scrum meetings to their time-box.
- C. The Scrum Master helps those outside the team interact with the Scrum Team.
- D. The Scrum Master assigns tasks to Development Team members when they need work.
- E. The Scrum Master is responsible for updating the Sprint Burndown.

**Answer:** BC

Question #137

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

- A. The evolution of the cost spent on the project.
- B. When all work will be completed to the Scrum Team can be released for other work.
- C. When the work remaining will likely be completed if nothing changes on the Product Backlog or the Development Team.
- D. When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.

**Answer:** C

Question #138

Who is responsible for engaging the stakeholders?

- A. The Business Analyst.
- B. The Development Team.
- C. The Team Manager.
- D. The Project Manager.
- E. The Product Owner.

**Answer:** E

Question #139

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

- A. A proportional amount of time on analysis, design, programming, testing, and documentation.
- B. As much as it can fit into the Sprint. Any remaining work will be transferred to a subsequent Sprint.
- C. All development work and at least some testing.

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

**Answer:** D

Question #140

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

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

**Answer:** A

Question #141

What does it mean for a Scrum Team to be cross-functional? (Choose the best answer.)

- A. The Scrum Team includes not only developers but also business analysts, architects, and testers.
- B. The Scrum Team includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an increment.
- C. Developers on the Scrum Team work closely with business analysts, architects, developers and testers who are not on the team.
- D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers and testers.

**Answer:** B

Question #142

Sprint burndown charts are an efficient tracking tool, because they show:

- A. An estimate of the total work remaining for the Sprint.
- B. How much effort has gone into a Sprint.
- C. How many hours have been worked by each Development Team member.
- D. How many Product Backlog items remain.

**Answer:** A

Question #143

Which topics should be discussed in the Sprint Review?

- A. The Scrum process, and how it was used during the Sprint.
- B. Coding and engineering practices.
- C. Sprint results.
- D. All of the above.

**Answer:** C

Question #144

A member of the Development Team takes the Scrum Master aside to express his concerns about data security issues. What should the Scrum Master do?

- A. Add security to the definition of ж€Doneж€.
- B. Tell the Product Owner to stop further development of features until the issues are fixed.

- C. Create a Product Backlog item for security.
- D. Go check with the testers.
- E. Ask the person to share the issue with the team as soon as possible.

**Answer:** E

Question #145

The Product Backlog is ordered by:

- A. The Product Owner with the most valuable items placed at the top.
- B. Risk, where safer items are at the top, and riskier items are at the bottom.
- C. Items are randomly arranged.
- D. Size, where small items are at the top and large items are at the bottom.

**Answer:** A

Question #146

What happens if the Development Team cannot complete its work by the end of the Sprint?

- A. The Sprint is extended and future Sprints use this new duration.
- B. The Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length.
- C. The Sprint is extended temporarily. Lessons are taken to ensure it doesnג€™t happen again.

**Answer:** B

Question #147

User documentation is part of your definition of ג€Doneג€. However, there aren't enough technical writers for all teams. Your Development Team doesn't have a technical writer. What should you do?

- A. Form a separate team of technical writers that will work on an on-demand basis for the various Product Owners. Work order will be first in, first out.
- B. Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.
- C. Wait until you have a technical writer on your Development Team to take care of this.
- D. Your Development Team is still responsible for creating user documentation. In this case, the Development Team members will write it.

**Answer:** D

Question #148

You are the Scrum Master for four Scrum Teams working from the same Product Backlog. Several of the developers come to you complaining that work identified for the upcoming two Sprints will require full-time commitment from a technical specialist who is external to the teams. What are two key concerns for the Scrum Master to take into account in this situation? (Choose two.)

- A. The desire to maintain a stable velocity.
- B. The benefit of Development Teams figuring out a solution for themselves.
- C. The need to have enough work to keep all Development Team members busy.
- D. The ability of the Scrum Teams to produce integrated Increments.

**Answer:** BD

Question #145

The Product Backlog is ordered by:

- A. The Product Owner with the most valuable items placed at the top.
- B. Risk, where safer items are at the top, and riskier items are at the bottom.
- C. Items are randomly arranged.
- D. Size, where small items are at the top and large items are at the bottom.

**Answer:** A

Question #146

What happens if the Development Team cannot complete its work by the end of the Sprint?

- A. The Sprint is extended and future Sprints use this new duration.
- B. The Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length.
- C. The Sprint is extended temporarily. Lessons are taken to ensure it doesnג€™t happen again.

**Answer:** B

Question #147

User documentation is part of your definition of ג€Doneג€. However, there aren't enough technical writers for all teams. Your Development Team doesn't have a technical writer. What should you do?

- A. Form a separate team of technical writers that will work on an on-demand basis for the various Product Owners. Work order will be first in, first out.
- B. Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.
- C. Wait until you have a technical writer on your Development Team to take care of this.
- D. Your Development Team is still responsible for creating user documentation. In this case, the Development Team members will write it.

**Answer:** D

Question #148

You are the Scrum Master for four Scrum Teams working from the same Product Backlog. Several of the developers come to you complaining that work identified for the upcoming two Sprints will require full-time commitment from a technical specialist who is external to the teams. What are two key concerns for the Scrum Master to take into account in this situation? (Choose two.)

- A. The desire to maintain a stable velocity.
- B. The benefit of Development Teams figuring out a solution for themselves.
- C. The need to have enough work to keep all Development Team members busy.
- D. The ability of the Scrum Teams to produce integrated Increments.

**Answer:** BD

Question #149

You have just been hired by a company new to Scrum. Your management has assigned you to be the Scrum Master of six new Scrum Teams. These teams will build one product. Select two conditions you should strive for in this scenario. (Choose two.)

- A. There should be six Product Owners, one for each Scrum Team.
- B. There should be six Product Owners, reporting to a chief Product Owner.
- C. The product has one Product Backlog.
- D. Each Scrum Team should have a separate Product Backlog.

E. There should be only one Product Owner.

**Answer:** CE

Question #150

A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog.
However, he is unsure about his responsibilities. Which two activities are part of the Product Owner role according to Scrum? (Choose two.)

- A. Ensuring that the most valuable functionality is produced first, at all times.
- B. Interacting with stakeholders.
- C. Providing the Development Team with detailed specifications.
- D. Describing features as Use Cases.
- E. Creating detailed functional test cases.

**Answer:** AB

Question #151

Which are NOT appropriate topics for discussion in a Sprint Retrospective? (Choose two.)

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

**Answer:** DE

Question #152

What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the start of the next Sprint?

- A. There are no such activities. The next Sprint starts immediately after the current Sprint.
- B. Refine the Product Backlog.
- C. Work with the Quality Assurance departments on the Increment of the current Sprint.
- D. Update the project plan with stakeholders.

**Answer:** A

Question #153

Who is on the Scrum Team? (Choose three.)

- A. Scrum Master
- B. Product Owner
- C. Development Team member
- D. Project Manager
- E. None of the above

**Answer:** ABC

Question #154

Which of the following are roles on a Scrum Team? (Choose three.)

- A. Users

- B. Scrum Master
- C. Product Owner
- D. Development Team
- E. Customers

**Answer:** BCD

Question #155

Which does a self-organizing Development Team choose?

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

**Answer:** B

Question #156

A Scrum Team is only allowed to meet with stakeholders during Sprint Review.

- A. True
- B. False

**Answer:** B

Question #157

Why is the Daily Scrum held at the same time and same place?

- A. The consistency reduces complexity.
- B. The place can be named.
- C. The Product Owner demands it.
- D. Rooms are hard to book and this lets it be booked in advance.

**Answer:** A

Question #158

Which best describes the Product Backlog?

- A. It is allowed to grow and change as more is learned about the product and its customers.
- B. It provides just enough information to enable a Scrum team to start the design phase of a product.
- C. It contains all foreseeable tasks and requirements from which the Scrum team can develop and maintain a complete project plan.
- D. It is baselined to follow change management processes.

**Answer:** A

Question #159

One of the Scrum events is the Daily Scrum. What are two intended outcomes of the Daily Scrum? (Choose two.)

- A. A shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.
- B. An update of completed tasks and of the remaining work so the Scrum Master can plan the next day.
- C. A status report for the upper management indicating what each individual has done, will be doing, and what is impending him/her.

- D. An updated Scrum board to make Sprint progress transparent for the stakeholders.
- E. New impediments for the Scrum Master to take care of.

**Answer:** AE

Question #160

Who has the final say on the order of the Product Backlog?

- A. The Development Team.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Stakeholders.
- E. The CEO.

**Answer:** B

Question #161

How do you know that a Development Team is cross-functional?

- A. Development Team has all the skills to create a potentially releasable increment by the end of every Sprint.
- B. A few of the Development Team members pair program and do Test Driven Development.
- C. There are no conflicts within the Development Team.
- D. Every member of the Development Team is able to perform every task.

**Answer:** A

Question #162

Why does a Development Team need a Sprint Goal?

- A. A Sprint Goal only gives purpose to Sprint 0.
- B. Sprint Goals are not valuable. Everything is known from the Product Backlog.
- C. The Development Team is more focused with a common yet specific goal.
- D. A Sprint Goal ensures that all of the Product Backlog items selected for the Sprint are implemented.

**Answer:** C

Question #163

Which three behaviors demonstrate that a team is self-organizing? (Choose three.)

- A. Stakeholders walking in at the Daily Scrum to check progress and work with the Scrum Master to optimize the functional scope for the Sprint.
- B. The Development Team members are working within the boundaries of their functional description and nicely handing off work from analyst to developer to tester to integration.
- C. The Product Owner doesnג€™t need to be at Sprint Retrospectives.
- D. The Development Team creating their own sprint backlog, reflecting all work that is part of the definition of ג€Doneג€.
- E. The Development Team has all the skills needed to create a releasable Increment.
- F. Development Team members collaboratively selecting their own work during the Sprint.
- G. The Development Team inviting external people to the Sprint Planning to ask them how to turn a Product Backlog item into an Increment via a complete and detailed Sprint Backlog.
- H. The Scrum Master is no longer needed.

**Answer:** ABG

Question #164

When does the next Sprint begin?

- A. When the Product Owner is ready.
- B. Immediately after the conclusion of the previous Sprint.
- C. The Monday following the Sprint Review.
- D. Immediately following the next Sprint Planning.

**Answer:** B

Question #165

Who should know the most about the progress toward a business objective or a release?

- A. The Project Manager.
- B. The Scrum Master.
- C. The Development Team.
- D. The Product Owner.

**Answer:** D

Question #166

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

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

**Answer:** BC

Question #167

A Scrum Master is keeping a list of open impediments, but it is growing and they have been able to resolve only a small portion of the impediments. Which two techniques would be most helpful in this situation? (Choose two.)

- A. Discuss the impediments with the Development Team.
- B. Prioritize the list and work on them in order.
- C. Arrange a triage meeting with all project managers.
- D. Add each open impediment to the Product Backlog.

**Answer:** AB

Question #168

When many Development Teams are working on a single product, what best describes the definition of ג€Doneג€? (Choose the best answer.)

- A. Each Development Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.
- B. It depends.
- C. Each Development Team uses its own but must make their definition clear to all other teams so the differences are known.
- D. All Development Teams must have a definition of ג€Doneג€ that makes their combined work potentially releasable.

**Answer:** D

Question #169

The IT manager asks a Development Team for a status report describing the progress throughout the Sprint. The Development Team asks the Scrum Master for advice. The Scrum Master should:
(Choose the best answer.)

- A. Talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review.
- B. Tell the Development Team to figure it out themselves.
- C. Tell the Development Team to fit the report into the Sprint Backlog.
- D. Create and deliver the report to the manager herself.
- E. Ask the Product Owner to send the manager the report.

**Answer:** A

Question #170

When a Development Team determines that it will not be able to finish the complete forecast, who has to be present when reviewing and adjusting the Sprint work selected? (Choose the best answer.)

- A. The Development Team.
- B. The Product Owner and all stakeholders.
- C. The Product Owner and the Development Team.
- D. The Scrum Master, project manager and Development Team.

**Answer:** A

Question #171

What is the accountability of the Product Owner during Sprint 0? (Choose the best answer.)

- A. There is no such thing as Sprint 0.
- B. Gathering, eliciting, and analyzing the requirements that will be inserted into the Product Backlog.
- C. Make the complete project plan to commit date, budget, and scope to the stakeholders.
- D. Determine the composition of the Development Teams so they have the capacity to deliver the completed forecast.
- E. Make sure enough Product Backlog items are refined to fill the first 3 Sprints.

**Answer:** A

Question #172

At the seventh Sprint Review, the stakeholders are disappointed and angry. They have determined that the product or system being built will not meet their needs and will cost more than they are willing to spend. What factors likely led to this? (Choose two.)

- A. The Project Management Office (PMO) has not been engaged adequately.
- B. The Product Owner has not been keeping the stakeholders aware of the progress of the project.
- C. The stakeholders haven;€™t been using the Sprint Reviews to inspect and evaluate progress.
- D. The stakeholders were not allowed to enter the development area.

**Answer:** AB

Question #173

Every Scrum Team must have a Product Owner and Scrum Master. (Choose the best answer.)

A. True. Outcomes affected by their participation and availability.
- B. False. A Product Owner can be replaced by a subject matter expert in the Scrum Team.
- C. False. A Scrum Master is only required when asked for by the Scrum Team.
- D. True. Each must be 100% dedicated to the Scrum Team.

**Answer:** A

Question #174

Which two things should the Development Team do during the first Sprint? (Choose two.)

- A. Make up a plan for the rest of the project.
- B. Analyze, describe, and document the requirements for the subsequent Sprints.
- C. Develop at least one piece of functionality.
- D. Define the major product features and release plan architecture
- E. Create an increment of potentially releasable software.

**Answer:** CE

Question #175

Which two activities will a Product Owner engage in during a Sprint? (Choose two.)

- A. Run the Daily Scrum.
- B. Prioritize the Development Teamג€™s work on the Sprint Backlog.
- C. Update management on what is being worked on.
- D. Answer questions from the Development Team about items in the current Sprint.

**Answer:** CD

Question #176

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

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

**Answer:** B

Question #177

How do you know that a Scrum Team is cross-functional? (Choose the best answer.)

- A. Scrum Team has all the skills to create an increment by the end of every Sprint.
- B. A few of the Development Team members pair program and do Test Driven Development.
- C. There are no conflicts within the Scrum Team.
- D. Every member of the Scrum Team is able to perform every task.

**Answer:** A

Question #178

Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the quality of the product. What are two good options for the Scrum Master? (Choose the best two answers.)

- A. Wait to bring this up until the Sprint Retrospective.
- B. Encourage the Product Owner to put quality specifications on the Product Backlog and express the

stakeholder's concern to the Developers.
- C. Bring the concern to the testers to improve how the Product is verified.
- D. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.
- E. Coach the Product Owner on how to talk with the Developers about this concern.

**Answer:** BC

Question #179

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

- A. What to do and who will do it.
- B. How conditions have changed and how the Product Backlog should evolve.
- C. What can be done and how to do it, and why to do it.
- D. What went wrong in the last Sprint and what to do differently this Sprint.
- E. Who is on the team and what team member roles will be.

**Answer:** C

Question #180

Which topics should be discussed in the Sprint Review? (Choose the best answer.)

- A. The Scrum process, and how it was used during the Sprint.
- B. Coding and engineering practices.
- C. The product Increment.
- D. All of the above.

**Answer:** C

Question #181

A Scrum Team is a cohesive unit of professionals that consists of which of the following? (Choose all that apply.)

- A. Users.
- B. One Scrum Master.
- C. Developers.
- D. Customers.
- E. One Product Owner.

**Answer:** BCE

Question #182

Which of the following is a Developer accountable for? (Choose the best two answers.)

- A. Selecting the Product Owner.
- B. Reporting productivity.
- C. Creating a plan for the Sprint, the Sprint Backlog.
- D. Organizing the work required to meet the Sprint Goal.

**Answer:** CD

Question #183

What is the recommended size for a Scrum Team? (Choose the best answer.)

- A. At least 7.
- B. 9
- C. 10 or fewer.

- D. 7 plus or minus 3.

**Answer:** C

Question #184

When must a Product Owner release each Increment? (Choose the best answer.)

- A. When it makes sense.
- B. When the Scrum Team finishes their work.
- C. Whenever the product is free of defects.
- D. After every Sprint, Without exception.

**Answer:** A

Question #185

What techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply? (Choose the best two answers.)

- A. Involve the complete Scrum Team in making a decision.
- B. Use coaching techniques; such as open questions and active listening.
- C. Ask an external agile coach what they recommend.
- D. Ask team members to take the issue up with to the companyג€™s Human Resources department.

**Answer:** AB

Question #186

Which of the following is an example of an Increment? (Choose the best answer.)

- A. A plan for the overall product release.
- B. A mock-up of the product marketing materials.
- C. A design for the product.
- D. A product roll-out plan.
- E. A valuable, useful set of products featured.
- F. All of the above.

**Answer:** F

Question #187

During the Sprint Retrospective a Scrum Team has identified several high priority process improvements. Which of the following statements is most accurate?
(Choose the best answer.)

- A. The Scrum Team may add items to the Sprint Backlog for the next Sprint.
- B. The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.
- C. The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.
- D. The Scrum Master selects the most important process improvement and places it in the Sprint Backlog

**Answer:** A

Question #188

Which three of the following are true about Scrum? (Choose the best three answers.)

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

- B. Each component of Scrum serves a specific purpose and is essential to Scrumג€™s success and your usage of Scrum to develop complex  products.
- C. Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.
- D. Scrum is a framework for developing and sustaining complex products.
- E. Scrum is based on empiricism and lean  thinking.

**Answer:** BDE

Question #189

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

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

**Answer:** BCE

Question #190

When many Scrum Teams are working on a single product, what best describes the Definition of Done? (Choose the best answer.)

- A. Each Scrum Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.
- B. The Scrum Masters from each Scrum Team define a common Definition of Done.
- C. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.
- D. All Scrum Teams must have a Definition of Done that  makes their combined work potentially releasable.

**Answer:** D

Question #191

Who has the final decision about the order of items in the Product Backlog? (Choose the best answer.)

- A. The Stakeholders.
- B. The Product Owner.
- C. The Scrum Team.
- D. The Scrum Master.
- E. The Developers.

**Answer:** B

Question #192

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

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

**Answer:** B

Question #193

Who is accountable for tracking the remaining work toward the Sprint Goal? (Choose the best answer.)

- A. The Developers.
- B. The Scrum Master.
- C. The Product Owner.
- D. The Project Manager.

**Answer:** A

Question #194

Which approach is best for Scrum Teams in order to produce valuable Increments? (Choose the best answer.)

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

**Answer:** A

Question #195

Who is accountable for clearly expressing Product Backlog items? (Choose the best answer.)

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

**Answer:** B

Question #196

An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done? (Choose the best answer.)

- A. Without a new vocabulary as a reminder of the change, very little change may actually happen.
- B. The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.
- C. Management may feel less anxious.
- D. All answers apply.

**Answer:** D

Question #197

Which three of the following are time-boxed events in Scrum? (Choose the best three answers.)

- A. Release Planning.
- B. Release Retrospective.
- C. Sprint Retrospective.
- D. Sprint Planning.
- E. Sprint Testing.
- F. Sprint 0.
- G. Daily Scrum.

**Answer:** CDG