

## PSM II

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PSM II



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## Exam A

### QUESTION 1

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



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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.

**Correct Answer:** BDF

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 2

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.

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- 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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

As a servant/leader, the Scrum Master facilitates conversations through open ended questions 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 3

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.

**Correct Answer:** BD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 4

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.

**Correct Answer:** ABC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 5**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 6**

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.

**Correct Answer:** AB

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 7**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 8**

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.

**Correct Answer:** ABC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 9**

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.

**Correct Answer:** F

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work.

**QUESTION 10**

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 11**

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

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 12**

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

### **QUESTION 13**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 14**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 15**

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.

**Correct Answer:** BD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 16**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 17**

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.

**Correct Answer:** BCE

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 18**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 19

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 20

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.

**Correct Answer:** AD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 21**

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.

**Correct Answer:** BC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 22**

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 questions and working with them the Product Owner will quickly be up to speed.

**Correct Answer:** AD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 23**

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 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 24**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 25**

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 26**

Scrum has a role called "Project Manager."

- A. True

B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 27**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 28**

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**



**Explanation/Reference:**

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 29**

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.

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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 30**

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.

**Correct Answer: AD**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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 31

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

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

### QUESTION 32

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.

**Correct Answer:** BD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 33**

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 34**

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.

**Correct Answer:** BD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 35**

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.

**Correct Answer:** BC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 36**

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.

**Correct Answer:** AB

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 37**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 38**

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 questions from the stakeholders.

**Correct Answer:** B

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 39**

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.

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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 40**

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".

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 41**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 42**

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 questions, and ensure the team understands the need for a Definition of "Done."

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 43**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 44**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 45**

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.

**Correct Answer:** ABC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 46**

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 47**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 48**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 49**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 50**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 51**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 52**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 53**

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 54**

A PO (Product Owner) is essentially the same thing as a traditional PM (Project Manager).

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 55**

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

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 56**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 57**

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 58**

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

The highest priority is to satisfy the end users.

**QUESTION 59**

Customer satisfaction should be measured:

- A. Annually
- B. Quarterly
- C. Daily
- D. Frequently

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 60**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 61**

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.

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 62**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 63**

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

- A. Engage with the stakeholders and answer questions from the Development Team.
- B. Prioritize the Sprint Backlog.
- C. Participate at the Daily Scrum.
- D. Update the burndown chart.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 64**

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

**Correct Answer:** D



**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 65**

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.

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 66**

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.

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 67**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 68**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 69**

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 70**

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.



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

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 71**

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.

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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**QUESTION 72**

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 73**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 74**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 75**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 76**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 77**

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

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 78**

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 79**

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

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 80**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 81**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 82**

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.

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 83**

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

- A. True
- B. False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



Minimizing dependencies reduces complexity and enhances agility.

**QUESTION 84**

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

- A. True
- B. False

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 85**

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.

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 86**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 87**

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.

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 88**

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 89**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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 90**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 91**

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 92**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 93**

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

- A. True
- B. False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

Sprints promote iterative and incremental development.



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