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NEW QUESTION: 1

The Scrum Team should have all the skills needed to: (Choose the best answer)

- A. Turn Product Backlog items into a valuable, useful Increment.
- 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: ([SHOW ANSWER](#))

Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required. The Scrum Team's goal is to deliver a "Done" Increment that meets the Definition of Done and the Sprint Goal.

NEW QUESTION: 2

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 3

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

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

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Scrum Master serves the Developers in several ways, including:

Coaching them in self-management and cross-functionality; Helping them to create high-value products; Removing impediments to their progress; Facilitating Scrum events as requested or needed; and, Coaching them in organizational environments in which Scrum is not yet fully adopted and understood.

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

Helping find techniques for effective Product Goal definition and Product Backlog management; Helping the Scrum Team understand the need for clear and concise Product Backlog items; Helping establish empirical product planning for a complex environment; and, Facilitating stakeholder collaboration as requested or needed. The Scrum Master serves the organization in several ways, including:

Leading, training, and coaching the organization in its Scrum adoption; Planning and advising Scrum implementations within the organization; Helping employees and stakeholders understand and enact an empirical approach for complex work; and, Removing barriers between stakeholders and Scrum Teams. Therefore, two things that are true about the Scrum Master role are:

The Scrum Master teaches the Development Team to keep the Scrum meetings to their time-box, as they help everyone understand Scrum theory and practice. The Scrum Master helps those outside the team interact with the Scrum Team, as they serve both the Product Owner and the organization.

The other options are not true about the Scrum Master role, as they imply that they have authority or responsibility over things that are not within their accountability.

NEW QUESTION: 4

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: ([SHOW ANSWER](#))

According to the Scrum Guide, the Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. No one tells them how to do their work. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The other roles are not responsible for making sure everyone on the Development Team does their tasks for the Sprint.

NEW QUESTION: 5

Which of these may a Scrum Team deliver at the end of a Sprint? (Choose the best answer)

- A. A single document, if that is what management asked for.
- B. A valuable, useful Increment that meets the Definition of Done.
- C. Failing unit tests, to identify acceptance tests for the next Sprint.
- D. An Increment of software with minor known bugs in it.

Answer: ([SHOW ANSWER](#))

An Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable. The Scrum Guide also states that "work cannot be considered part of an Increment unless it meets the Definition of Done. The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product." Therefore, a Scrum Team should deliver a valuable, useful Increment that meets the Definition of Done at the end of each Sprint. This ensures that the product is potentially releasable and that the stakeholders can inspect and provide feedback on it.

NEW QUESTION: 6

How frequently should scrum users inspect Scrum artifacts and progress toward a Sprint Goal?

- A. After the Daily Scrum
- B. At the Sprint Review
- C. As frequently as possible
- D. Frequently, but it should not get in the way of the work

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 7

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: ([SHOW ANSWER](#))

When the values of commitment, courage, focus, openness and respect are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come to life and build trust for everyone so if trust is lacking all the other values of the scrum are impacted.

NEW QUESTION: 8

What are the characteristics of a Development Team? Select three most appropriate choices.

- A. Scrum recognizes no sub-teams in the Development Team
- B. Having the Scrum Master as a part-time Developer in the Development Team
- C. Having at least one test engineer in the Development Team
- D. Scrum recognizes no titles for Development Team members
- E. Accountability belongs to the Development Team as a whole

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 9

When might a Sprint be cancelled? (Choose the best answer.)

- A. When the Sprint Goal becomes obsolete.
- B. When the sales department has an important new opportunity.
- C. When the Developers determine the product plan is infeasible.
- D. When it becomes clear that not everything will be finished by the end of the Sprint.

Answer: ([SHOW ANSWER](#))

A Sprint may be cancelled only if the Sprint Goal becomes obsolete. This makes Option A the correct answer. The Scrum Guide is very clear that only the Product Owner has the authority to cancel a Sprint, although that decision may be influenced by stakeholders, the Developers, or the Scrum Master. The reason for cancellation is not general disruption, poor forecasting, or the appearance of new work. It is specifically tied to the Sprint Goal no longer having value or relevance.

NEW QUESTION: 10

Who does the work to make sure Product Backlog items conform to the Definition of Done?
(choose the Best answer)

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 11

Who creates a Product Backlog Item's estimate?

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 12

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

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

Answer: ([SHOW ANSWER](#))

The correct answers are B and D, because adding non-functional requirements to the Product Backlog and keeping the Product Owner posted on the expected effort helps prioritize and plan them in alignment with the product vision and goals. Additionally, adding non-functional requirements to the definition of 'Done' ensures that they are met every Sprint and do not accumulate technical debt.

NEW QUESTION: 13

User documentation is part of your Definition of Done. However, there are not enough technical writers for all teams. Your Scrum Team does not have a technical writer. What should the Scrum Team do? (Choose the best answer)

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 14

What are the time-boxes for the Sprint Review and the Sprint Retrospective?

- A. 3 hour time-box for each
- B. 4 and 3 hours respectively
- C. 4 hour time-box for each
- D. 3 and 4 hours respectively

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 15

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 16

Who participates in the Sprint Planning? Select three.

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

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 17

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: ([**SHOW ANSWER**](#)**)**

According to the Scrum Guide, the Developers are accountable for tracking the remaining work toward the Sprint Goal, as they are responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that someone else outside the Development Team (such as the Scrum Master, the Product Owner, or the Project Manager) is accountable for tracking the remaining work, which is not consistent with Scrum values and principles.

NEW QUESTION: 18

A new Developer is having continuing conflicts with existing members of the Scrum Team, which is impacting the delivery of the Increment. If necessary, who is responsible for removing the Developer from the Scrum Team? (Choose the best answer.)

- A.** The Scrum Master is responsible, they remove impediments.
- B.** The Product Owner is responsible, they control the return on investment (ROI).
- C.** The hiring manager is responsible, they hired the Developer.
- D.** The Scrum Team is responsible.

Answer: ([**SHOW ANSWER**](#)**)**

Scrum defines accountabilities for product value, team effectiveness, and creating Done Increments, but it does not give the Scrum Master, Product Owner, or Scrum Team formal managerial authority to hire or fire people. Personnel decisions such as removing someone from a team are typically the responsibility of the organization and its management structure. In this case, the hiring manager or appropriate people manager would be responsible for removing the Developer if that becomes necessary.

NEW QUESTION: 19

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: ([SHOW ANSWER](#))

There are no activities that a Product Owner would typically undertake in the phase between the end of the current Sprint and the start of the next Sprint, because there is no such phase. The next Sprint starts immediately after the current Sprint, without any gaps or breaks. The other options are either activities that occur during a Sprint (such as refining the Product Backlog) or activities that are not consistent with Scrum (such as working with Quality Assurance departments or updating project plans).

NEW QUESTION: 20

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: ([SHOW ANSWER](#))

According to the Scrum Guide, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time.

NEW QUESTION: 21

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

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

Answer: C,D ([LEAVE A REPLY](#))

A Developer is accountable for creating a plan for the Sprint, the Sprint Backlog, and organizing the work required to meet the Sprint Goal, as stated in the Scrum Guide: "Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each

Sprint. The specific skills needed by the Developers are often broad and will vary with the domain of work.

However, the Developers are always accountable for:

Creating a plan for the Sprint, the Sprint Backlog;

Instilling quality by adhering to a Definition of Done; Adapting their plan each day toward the Sprint Goal; and, Holding each other accountable as professionals."

NEW QUESTION: 22

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

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

Answer: ([SHOW ANSWER](#))

The Scrum Master is responsible for coaching the Scrum Team to improve its skills, tools and environment over time and adjust the Definition of Done accordingly. The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done should be possible to achieve given current circumstances. Therefore, option B and E are appropriate for a Scrum Master to do, if the Scrum Team does not have the tools and environment to completely finish each selected Product Backlog item.

NEW QUESTION: 23

Who is responsible for the sizing of Product Backlog items? (Choose the best answer)

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 24

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

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

- B.** The entire Sprint Backlog must be identified and estimated by the end of the Sprint Planning meeting.
- C.** Enough so the Development Team can create its best forecast of what it can do, and to start the first several days of the Sprint.
- D.** Just enough to understand design and architectural implications.

Answer: ([SHOW ANSWER](#))

The correct answer is C, because the Scrum Guide states that "the Development Team usually starts by designing the system and the work needed to convert the Product Backlog into a working product Increment. Work planned for the first days of the Sprint by the Development Team is decomposed by the end of this meeting, often to units of one day or less. The Development Team self-organizes to undertake the work in the Sprint Backlog, both during Sprint Planning and as needed throughout the Sprint." Therefore, enough work should be defined during the Sprint Planning event so that the Development Team can create its best forecast of what it can do, and to start the first several days of the Sprint.

NEW QUESTION: 25

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: ([SHOW ANSWER](#))

The Sprint Backlog is a plan by and for the Developers.

The Sprint Backlog is updated throughout the Sprint as more is learned.

NEW QUESTION: 26

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

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

Answer: C,D,G ([LEAVE A REPLY](#))

According to the Scrum Guide, each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The

remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process. The time-boxed events in Scrum are:

Sprint Planning (eight hours or less for a one-month Sprint) Daily Scrum (15 minutes or less for a one-month Sprint) Sprint Review (four hours or less for a one-month Sprint) Sprint Retrospective (three hours or less for a one-month Sprint) The other options are not time-boxed events in Scrum.

NEW QUESTION: 27

When does a Developer become accountable for an item in the sprint Backlog? (Choose the best answer)

- A.** During the Daily Scrum
- B.** Never as Developers on the Scrum Team share accountability for items in the
- C.** As soon as a Developer on the Scrum Team can accommodate more work
- D.** At Sprint Planning when all of the Sprint Backlog items are split evenly across the Developers

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 28

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 29

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 30

What are two effective ways for a Scrum Team to ensure security concerns are satisfied?
(Choose the best two answers.)

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

Answer: ([SHOW ANSWER](#))

The correct answers are B and C because security is part of product quality and should be addressed within the Scrum Team's ongoing work, not delegated away or deferred to a later phase. Option B is correct because security concerns can and should be made visible in the Product Backlog when there is specific work needed to address them. This ensures transparency and allows the team to inspect, prioritize, and act on those concerns as part of product development.

Option C is also correct because if security is necessary for an Increment to be complete and releasable, it belongs in the Definition of Done. This ensures that security expectations are consistently applied every Sprint rather than treated as optional or postponed.

NEW QUESTION: 31

Who is responsible for monitoring progress toward high-level goals?

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

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 32

The Developers ask their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a component. Without that component, there will not be enough work in the next Sprint to occupy the full team. As the Scrum Master, what advice would you give the Product Owner? (Choose the best answer.)

- A.** Remind the Product Owner that their 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 Developers.

Answer: (SHOW ANSWER)

The correct answer is A because the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. Product Backlog ordering should therefore be driven primarily by value, not by keeping every Developer busy at all times. Scrum does not optimize for utilization. It optimizes for value delivery, learning, and progress toward the Product Goal.

The Scrum Master should coach the Product Owner to keep the Product Backlog ordered based on what delivers the most value and best supports product outcomes. External dependencies may influence sequencing, but they should not cause the Product Owner to abandon value-based ordering just to fill capacity. In Scrum, some inefficiency may temporarily occur due to uncertainty or dependency constraints, but that is not a reason to shift toward activity-based planning.

NEW QUESTION: 33

A Scrum Master is introducing Scrum to a new Team. The Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take? (Choose the best answer)

- A.** Comply with the decision of the self-managing team.
- B.** Begin facilitating productive and useful Sprint Retrospectives.
- C.** Call a meeting between the ScrumTeam and senior management
- D.** Consult with the Product Owner to see how they feel about the situation.

Answer: B ([LEAVE A REPLY](#))

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

NEW QUESTION: 34

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: ([SHOW ANSWER](#))

The correct answer is D, because the Scrum Guide states that "a Sprint is a container for all other events. Each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt." Therefore, a Sprint is over when its time-box expires, regardless of whether all Product Backlog items or tasks are completed or not.

NEW QUESTION: 35

True or False: The Product Owner makes sure the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders.

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the Product Owner does not make sure that the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Developers are responsible for selecting how much work they can do in a Sprint, based on their capacity and past performance. The Product Owner may influence them by ordering and clarifying the Product Backlog items, but does not control their selection.

NEW QUESTION: 36

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 37

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

- A. Add security to the definition of "Done".
- B. Tell the Product Owner to stop further development of features until the issues are fixed.
- C. Create a Product Backlog item for security.
- D. Go check with the testers.
- E. Ask the person to share the issue with the team as soon as possible.

Answer: ([SHOW ANSWER](#))

The Scrum Master should ask the person to share the issue with the team as soon as possible, as stated in: "The Scrum Master should encourage transparency and collaboration within the team and with other stakeholders. If there is a concern about data security issues, it should be brought up to the team and discussed openly. The team can then decide how to handle it, whether by creating a Product Backlog item, updating the definition of "Done", or taking some other action."

NEW QUESTION: 38

What is the function or purpose of management in Scrum? (Choose the best answer)

- A. To identify and remove people that are not working hard enough.
- B. To present the Scrum Teams with insights and resources that help them improve.
- C. To monitor the productivity of the Developers.
- D. To continually monitor staffing levels of the Scrum Team.

Answer: ([SHOW ANSWER](#))

The correct answer is B. To present the Scrum Teams with insights and resources that help them improve. According to the Scrum Guide, "The role of management in Scrum is to support the Product Owner with insights and information into high-value product and system capabilities." Management also helps the Scrum Team by providing an environment that fosters agility,

learning, and collaboration. Management does not directly control or monitor the work of the Developers, nor does it interfere with the self-organization and autonomy of the Scrum Team. Management's function in Scrum is to enable and empower the Scrum Team to deliver value and continuously improve.

NEW QUESTION: 39

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 ([LEAVE A REPLY](#))

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

NEW QUESTION: 40

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, and the Product Owner agrees with the stakeholder's assessment that the quality is low. How should the Scrum Master respond to the Product Owner? (Choose the best two answers)

- A.** Encourage the Product Owner to include quality specifications in the Product Backlog and to communicate the stakeholders' concerns to the Developers.
- B.** Bring the concern to the testers to improve how the Product is verified.
- C.** Work with the Product Owner to understand their desired resolution and help formulate an approach for raising the concern with the Developers.
- D.** Tell the Product Owner they have noted the concern and will raise this issue at the Sprint Retrospective.
- E.** Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.

Answer: ([SHOW ANSWER](#)**)**

If stakeholders are dissatisfied with quality, the Product Owner should ensure that quality expectations are transparent. Product Backlog items can include quality-related requirements, acceptance criteria, or other specifications. The Developers also need to understand the stakeholder feedback so they can inspect and adapt.

The Scrum Master serves the Product Owner by helping them communicate effectively with the Developers and facilitating resolution of impediments and concerns. Rather than solving the

problem alone, the Scrum Master helps the Product Owner and Developers collaborate on addressing the quality issue.

NEW QUESTION: 41

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 42

When is it most appropriate for a Scrum Team to change the Definition of Done? (Choose the best answer)

- A.** During Product Backlog refinement.
- B.** During the Sprint Retrospective.
- C.** During Sprint Planning.
- D.** Prior to starting a new project.

Answer: ([SHOW ANSWER](#))

The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done is created by the Developers and it is used to assess when work is complete on the product Increment.

The Scrum Guide also states that the Definition of Done may vary significantly per Scrum Team, depending on the context. The Definition of Done evolves over time and becomes more stringent as the Scrum Team matures. Therefore, it is important for the Scrum Team to regularly inspect and adapt the Definition of Done to reflect their current situation and needs. The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint.

NEW QUESTION: 43

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: ([SHOW ANSWER](#))

According to the Scrum Guide, the Development Team should do two things during the first Sprint:

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

NEW QUESTION: 44

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

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

Answer: (SHOW ANSWER)

The correct answer is B because the Daily Scrum is an event for the Developers. Its purpose is for the Developers to inspect progress toward the Sprint Goal and adapt their plan for the next day of work. Management external to the Scrum Team is not required for this event and should not be treated as the audience or driver of the discussion.

NEW QUESTION: 45

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

- A. Scrum implements self-management by replacing Project Managers with Scrum Masters.
- B. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.
- C. Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.
- D. Scrum is a framework for developing and sustaining complex products.
- E. Scrum is based on empiricism and lean thinking.

Answer: (SHOW ANSWER)

Three statements that are true about Scrum are:

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

Scrum is a framework for developing and sustaining complex products.

Scrum is based on empiricism and lean thinking.

These statements are supported by: "Scrum is not a process, technique, or definitive method.

Rather, it is a framework within which you can employ various processes and techniques. ... Each component within the framework serves a specific purpose and is essential to Scrum's success

and usage. ... The rules of Scrum bind together events, roles, artifacts, and rules governing their relationships. ... The three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation."

NEW QUESTION: 46

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 company's Human Resources department.

Answer: A,B (LEAVE A REPLY)

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

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NEW QUESTION: 47

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: (SHOW ANSWER)

According to the Scrum Guide, the Daily Scrum is an event for the Developers of the Scrum Team. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum

optimizes the probability that the Developers will meet the Sprint Goal. Every day, the Developers should understand how they intend to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint. Management external to the Scrum Team is not involved in the Daily Scrum, as they may interfere with the self-management and empowerment of the Developers.

NEW QUESTION: 48

Who is allowed to make changes in the Product Backlog? Select two options.

- A. The Key Stakeholders
- B. The Scrum Master
- C. The Product Owner
- D. The Development Team, but with permission of the Product Owner
- E. Anyone

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 49

Which three purposes does the definition of "Done" serve? (Choose three.)

- A. Create a shared understanding of when work is complete.
- B. Increase transparency.
- 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. Guide the Development Team on how many Product Backlog items to select for the Sprint.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 50

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: ([SHOW ANSWER](#))

The correct answer is B, because the time-box for the Sprint Planning meeting is 8 hours for a monthly Sprint. The Scrum Guide states that "Sprint Planning is time-boxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter."

NEW QUESTION: 51

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

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

D. Add the item to the next Sprint.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 52

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: ([SHOW ANSWER](#))

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

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

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

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

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

NEW QUESTION: 53

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

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

Answer: B,E ([LEAVE A REPLY](#))

The correct answers are B and E, because these statements are true about the length of the Sprint. It is best to have Sprints of consistent length throughout a development effort, as this helps establish a reliable rhythm and cadence for the Scrum Team and the stakeholders. All Sprints must be one month or less, as this ensures that the Scrum Team can inspect and adapt frequently and deliver value incrementally.

NEW QUESTION: 54

How long should the Sprint Planning be?

- A. Not more than 8 hours
- B. Until all the Items in the Sprint Backlog are decomposed to units of one day or less
- C. Not more than 10% of the capacity of the Development Team
- D. Not more than 4 hours

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 55

Who is responsible for creation of the Definition of "Done"?

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 56

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 ([LEAVE A REPLY](#))

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

NEW QUESTION: 57

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: ([SHOW ANSWER](#))

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

What did I do yesterday that helped meet our Sprint Goal? What will I do today to help meet our Sprint Goal?

Do I see any impediment that prevents me or our Development Team from meeting our Sprint Goal? The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward achieving their Sprint Goal and producing a usable Increment. The Developers can start with any one person and proceed in any order.

NEW QUESTION: 58

Which two ways of creating Scrum Teams are consistent with Scrum's values? (Choose the best two answers)

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

Answer: ([SHOW ANSWER](#))

The best two answers are A and C. These two ways of creating Scrum Teams are consistent with Scrum's values because they respect the self-organization and empowerment of the people who will be working in the teams. They also foster openness and courage by allowing the people to express their preferences and opinions about the new structure. B, D and E are not consistent with Scrum's values because they impose a top-down approach that does not involve the people who will be affected by the change. They also undermine the commitment and focus of the teams by assigning them to work on something they may not be interested in or passionate about.

NEW QUESTION: 59

What are Product Backlog features? Select three.

- A. It is never complete
- B. It is dynamic
- C. When the final version of a product is rolled out, its Product Backlog is dismissed
- D. A Product Backlog could be closed when it contains no items to include into the next Sprint
- E. As long as a product exists, its Product Backlog also exists

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 60

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

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

Answer: ([SHOW ANSWER](#))

The correct answers are B and E, because Scrum has no "tester" role and everyone in the Development Team is responsible for quality. The Scrum Guide states that "the Development Team consists of professionals who do the work of delivering a potentially releasable Increment of 'Done' product at the end of each Sprint. Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness."

NEW QUESTION: 61

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: ([SHOW ANSWER](#))

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

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NEW QUESTION: 62

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

- A. He/She doesn't need to be there.
- B. To hear about impediments in functionality.
- C. To represent the stakeholders' point of view.
- D. To participate as a Scrum Team member.

Answer: ([SHOW ANSWER](#))

The correct answer is A, because the Product Owner does not need to be present at the Daily Scrum. The Scrum Guide states that "the Daily Scrum is a 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next 24 hours. ... The structure of the meeting is set by the Development Team and can be conducted in different ways if it focuses on progress toward the Sprint Goal." Therefore, the Daily Scrum is an internal event for the Development Team, and the Product Owner can attend only if invited by the Development Team.

NEW QUESTION: 63

What are the three questions the Scrum Guide gives as an example that can be used at the Daily Scrum?

- A. What will I do today to help the Development Team meet the Sprint Goal?
- B. Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?
- C. Did I explain all the discovered issues I found yesterday to the Product Owner?
- D. Do I have complete understanding of the Sprint Backlog item I am working on?
- E. What did I do yesterday that helped the Development Team meet the Sprint Goal?

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 64

What part of the capacity of the Development Team does Product Backlog refinement usually consume?

- A. The Development Team is not authorized for Product Backlog refinement
- B. Not more than 20%
- C. Not more than 10%
- D. Not more than 5%

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 65

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 other 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: ([SHOW ANSWER](#))

According to the Scrum Guide, when multiple Scrum Teams are working together on the same product, they must mutually define and comply with the same definition of "Done", which includes creating an integrated Increment at least by the end of each Sprint. The Scrum Master should teach and coach the Developers that it is their responsibility to work with other Scrum Teams to create an integrated Increment that meets the definition of "Done". The other options are not aligned with Scrum values and principles.

NEW QUESTION: 66

A Scrum Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what done means.

- A.** Ready for integration.
- B.** All work the Developers are willing to do.
- C.** No work is left to meet the Definition of Done.
- D.** Ready to be released to end users.
- E.** Whatever the Product Owner defines as quality.

Answer: ([SHOW ANSWER](#))

In Scrum, the term "done" refers to the state where the Increment meets the Definition of Done (DoD), which is a shared understanding within the Scrum Team of what it means for work to be complete. The best two answers are:

No work is left to meet the Definition of Done: This statement aligns with the Scrum Guide, which states that the Increment must be in a usable condition and meet the DoD by the end of the Sprint. The DoD ensures that the work is fully completed, tested, and integrated, leaving no outstanding tasks.

Ready to be released to end users: This reflects the goal of Scrum that the Increment should be in a potentially releasable state at the end of each Sprint, meaning it is of sufficient quality and functionality to be delivered to users if the Product Owner chooses to do so.

NEW QUESTION: 67

What should the Scrum Team do during the first Sprint? (Choose the best answer.)

- A.** Analyze, describe, and document the requirements for the subsequent Sprints.

- B. Define the major product features and a release plan architecture.
- C. Make up a plan for the rest of the project.
- D. Create at least one valuable and useful Increment.

Answer: ([SHOW ANSWER](#))

The correct answer is D because every Sprint, including the first Sprint, should result in at least one valuable and useful Increment. Scrum is based on empiricism and incremental delivery. That means the team should not spend the first Sprint only on planning, documenting, or designing future work. Instead, they should create something usable that moves the product forward and provides an opportunity for inspection and adaptation.

NEW QUESTION: 68

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 69

When is the Sprint Backlog created? (Choose the best answer.)

- A. During Sprint Planning.
- B. Prior to Sprint Planning.
- C. During refinement.
- D. During the Sprint Retrospective.

Answer: ([SHOW ANSWER](#))

The correct answer is A because the Sprint Backlog is created during Sprint Planning. The Sprint Backlog is composed of the Sprint Goal, the Product Backlog items selected for the Sprint, and a plan for delivering them. During Sprint Planning, the Scrum Team collaborates to decide why the Sprint is valuable, what can be done during the Sprint, and how the chosen work will be accomplished. This is when the Sprint Backlog comes into existence.

NEW QUESTION: 70

Which statement best describes Scrum? (Choose the best answer)

- A. A defined and predictive process that conforms to the principles of Scientific Management
- B. A framework to generate value through adaptive solutions for complex problems.
- C. A cookbook that defines best practices for software development.
- D. A complete methodology that defines how to develop software.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, Scrum is a framework to generate value through adaptive solutions for complex problems. It is based on empiricism, self-organization, and collaboration. The other options are not accurate descriptions of Scrum, as they are either too rigid (such as a defined and predictive process or a complete methodology), too vague (such as a cookbook), or irrelevant (such as scientific management).

NEW QUESTION: 71

Which statement best describes a Product Owner's responsibility?

- A. Optimizing the value of the work the Development Team does.
- B. Managing the project and ensuring that the work meets the commitments to the stakeholders.
- C. Directing the Development Team.
- D. Keep stakeholders from distracting the Development Team.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 72

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 73

Who is allowed to change the Sprint Backlog during the Sprint?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 74

How much work is required of the Developers to complete a Product Backlog Item selected during the Sprint Planning? (Choose the best answer)

- A. All development work and at least some testing.
- B. as much as is required to meet the Scrum Team's Definition of Done.
- C. A proportional amount of time on analysis, design development and testing
- D. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 75

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

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

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that

they improve their definition of "Done" over time. Therefore, one good way for a Scrum Team to ensure security concerns are satisfied is to add security concerns to the definition of "Done". Another good way is to have the Scrum Team create Product Backlog items for each concern, as they are responsible for managing and refining the Product Backlog.

NEW QUESTION: 76

A Scrum Team is experiencing a growing list of impediments. Which techniques would be most helpful in this situation? (Choose the best two answers)

- A. As a Scrum Team, prioritize the list and work on them in order.
- B. The Scrum Master discusses the impediments with the Scrum Team.
- C. The Product Owner should add the open impediments to the Product Backlog.
- D. Arrange a triage meeting with management.

Answer: ([SHOW ANSWER](#))

The best two answers are A and B. As a Scrum Team, prioritizing the list and working on them in order is a good technique to tackle the impediments. This way, the team can focus on the most urgent and important issues first and avoid being overwhelmed by the number of impediments. The Scrum Master discusses the impediments with the Scrum Team is also a helpful technique, as it allows the team to share their perspectives, identify the root causes, and come up with possible solutions. The Scrum Master can also coach the team on how to remove or prevent impediments in the future.

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NEW QUESTION: 77

What is the Sprint Backlog?

- A. The Product Backlog items selected for this Sprint plus the plan for delivering them
- B. The Product Backlog items selected for this Sprint plus the Team Backlog items
- C. The plan for delivering Product Backlog items
- D. The Product Backlog items selected for this Sprint

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 78

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

- A. True

B. False

Answer: ([SHOW ANSWER](#))

The product increment should be usable and releasable at the end of every Sprint, but it does not have to be released.

NEW QUESTION: 79

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 80

True or False: The purpose of a Sprint is to produce a valuable useful Increment.

A. True

B. False

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the purpose of a Sprint is to produce a valuable useful Increment that meets the Definition of Done and the Sprint Goal. This means that the Developers work on items from the Product Backlog that deliver value to the stakeholders and align with the product vision. The other option is not valid, as it implies that producing an Increment is not the purpose of a Sprint.

NEW QUESTION: 81

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: ([SHOW ANSWER](#))

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

NEW 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: ([SHOW ANSWER](#))

Aspect of commitment value in Scrum :

- commit to apply Scrum fully.
- commit to the success of the whole team.
- commit to continuous improvement through empirical process.
- commit to deliver value.
- commit to do our best in an unpredictable and complex environment.

NEW QUESTION: 83

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: ([SHOW ANSWER](#))

A burndown chart is a graphical representation of work left to do versus time. It is very useful for predicting when all of the work will be completed. It is often used in agile software development methodologies such as Scrum. However, burndown charts can be applied to any project containing measurable progress over time. A release burndown chart tracks progress across multiple Sprints towards a product release. It shows how much work remains in the Product Backlog at any given time during the release cycle. A trend line through a release burndown chart indicates when the work remaining will likely be completed if nothing changes on the Product Backlog or the Development Team.

NEW QUESTION: 84

When does a Sprint conclude? (Choose the best answer)

- A. When the Product Owner decides enough has been delivered to meet the Sprint Goal.
- B. When the Sprint Retrospective is complete.
- C. When all the tasks are completed by the Developers.
- D. When all Product Backlog items meet their Definition of Done.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 85

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: ([SHOW ANSWER](#))

According to the Scrum Guide, each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process. The time-box for the Daily Scrum is 15 minutes or less for a one-month Sprint. Its location and time remain constant.

NEW QUESTION: 86

Scrum has a role called "Project Manager".

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

The correct answer is B, because there is no role called "Project Manager" in Scrum. The Scrum Guide states that "Scrum recognizes no titles for Development Team members other than

Developer, regardless of the work being performed by the person; there are no exceptions to this rule." Therefore, Scrum has only three roles: Product Owner, Scrum Master, and Developer.

NEW QUESTION: 87

Who should make sure everyone on the scrum Team does their tasks for the sprint? (choose the best answer)

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

Answer: D ([LEAVE A REPLY](#))

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

NEW QUESTION: 88

The time-box for a Daily Scrum?

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

Answer: B ([LEAVE A REPLY](#))

The correct answer is B, because the time-box for a Daily Scrum is 15 minutes. The Scrum Guide states that "the Daily Scrum is a 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next 24 hours."

NEW QUESTION: 89

Which are characteristics of the Daily Scrum? (Choose the best two answers)

- A. Its location and time remain constant
- B. Its purpose is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog.
- C. It is tree form and designed to promote conversatiom
- D. It is facilitated by the team lead.
- E. It is held first thing in the morning.
- F. It consists of the Scrum Master asking the team tor status.

Answer: ([SHOW ANSWER](#)**)**

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

NEW QUESTION: 90

Who creates the Definition of Done? (Choose the best answer)

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 91

Which two things should the Scrum Team do during the first Sprint? (Choose the best two answers)

- A. Define the major product features and a release plan architecture.
- B. Build at least one piece of valuable functionality.
- C. Create at least one valuable, useful Increment
- D. Make up a plan for the rest of the project
- E. Analyze, describe, and document the requirements for the subsequent Sprints.

Answer: ([SHOW ANSWER](#))

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

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NEW QUESTION: 92

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

- A.** Understanding the product, the product vision and the rules of the Scrum framework, the group divides itself into teams.
- B.** It doesn't really matter because you can rotate the teams every Sprint to spread knowledge.
- C.** Check with the allocation department to see who has worked together before and make these the first teams.
- D.** Create a matrix of skills, seniority, and level of experience to assign people to teams.

Answer: (SHOW ANSWER)

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

NEW QUESTION: 93

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: (SHOW ANSWER)

According to the Scrum Guide, the Daily Scrum is an event for the Developers of the Scrum Team. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Scrum Master and Product Owner may attend as observers, but only if it is useful for the Developers.

NEW QUESTION: 94

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

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

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 95

Every Development Team should have:

A. At least one representative from each major software engineering discipline (like QA, Dev, UX).

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

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

Answer: B ([LEAVE A REPLY](#))

According to the Scrum Guide, the Development Team consists of professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint. Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness. Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team. The team model in Scrum is designed to optimize flexibility, creativity, and productivity.

NEW QUESTION: 96

Who is responsible for collaboration with stakeholders? (Choose the best answer)

A. The Project Manager.

B. The Business Analyst.

C. The Scrum Team.

D. The Team Manager.

E. The Developers.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 97

Marian is the Product Owner envisioning a project for a new release of her product. She made a projection of a release date based upon a sustained velocity of 17 completed units of work per Sprint. Over the first 3 Sprints, the average velocity was 13 for work that the Development Team

estimated as 90% done. The Development Teams, feeling the need to meet the plan, figured that a velocity of 17 was within their reach.

A good way to continue is:

A. The Development Team makes sure that all of the selected scope per Sprint is as "Done" as possible.

The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.

B. Add enough people to the Development Team for the deadline to be made.

C. The opportunity to inspect and adapt is lost. Opaqueness has replaced transparency.

Predictability has dropped below zero. The produced software is not usable. As the rules of Scrum have not been respected, it is the Scrum Master's duty to assess whether repair is possible, or a restart with a more reliable team. If not, the Scrum Master should cancel the project.

D. The Development Team should remind Marian to find funding for enough Release Sprints in which the remaining work can be done.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, a good way to continue is for the Development Team to make sure that all of the selected scope per Sprint is as "Done" as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.

NEW QUESTION: 98

How does Definition of "Done" help the Scrum Team? Select three most applicable items.

A. DoD helps to calculate velocity of the Scrum Team

B. DoD helps in inspection and adaptation

C. DoD ensures artifact transparency

D. DoD is used to assess when work is complete on the product Increment

E. DoD guides the Development Team in knowing how many Product Backlog items it can select during a Sprint Planning

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 99

Which of the following is an accountability of a Tester on a Scrum Team? (Choose the best answer)

A. Executing tests, finding defects, and reporting them to the Developers.

B. Refreshing and communicating the Definition of Done to the Product Owner.

- C. Scrum has no Tester accountability. The Developers are accountable for quality.
- D. Verifying the work of the Developers.
- E. Tracking defect rates to ensure they improve each Sprint.

Answer: ([SHOW ANSWER](#))

In the Scrum framework, there is no specific role or accountability for a Tester. Instead, the responsibility for quality lies with the entire Scrum Team, particularly the Developers. Scrum emphasizes cross-functional teams, where every team member contributes to all aspects of the development process, including testing. The Developers collectively ensure that the work meets the Definition of Done and maintains high-quality standards. This approach fosters collaboration, shared responsibility, and continuous improvement, aligning with the core principles of Scrum.

NEW QUESTION: 100

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 101

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: ([SHOW ANSWER](#))

According to the Scrum Guide, ordering Product Backlog items is solely up to the Product Owner's discretion. The Product Owner orders items in the Product Backlog to best achieve goals

and missions. To do this, they optimize value by considering various factors such as cost and benefit, risk, dependencies, date needed, etc.

NEW QUESTION: 102

Who must attend the Daily Scrum? (Choose the best answer.)

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

Answer: ([SHOW ANSWER](#))

The correct answer is C because the Daily Scrum is specifically an event for the Developers of the Scrum Team. According to the Scrum Guide, the Daily Scrum is held by the Developers to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. This makes the Developers the only people who must attend.

The Scrum Master's responsibility is to ensure that the event takes place and that attendees understand its purpose, but the Scrum Master is not required to attend unless they are actively helping the Developers or are also participating as part of the team's work. The Product Owner is also not required to attend. While either the Scrum Master or Product Owner may be present, the Daily Scrum remains a Developers' event.

NEW QUESTION: 103

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 104

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

- A.** True

B. False

Answer: A ([LEAVE A REPLY](#))

According to the Scrum Guide, the heart of Scrum is a Sprint, a time-box of one month or less during which a "Done", useable, and potentially releasable product Increment is created. The Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together.

NEW QUESTION: 105

In the Sprint Planning meeting, the Product Owner and the Development Team were unable to reach a clear understanding about the highest order Product Backlog items. Because of this, the Development Team couldn't figure out how many Product Backlog items it could forecast for the upcoming Sprint. They were able to agree on a Sprint Goal, however.

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 106

What happens during the Sprint? Select three answers.

- A.** Sprint scope is defined at the Sprint Planning and cannot be changed
- B.** Scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned

- C. The Sprint Goal is changed frequently to reflect the status of the remaining work
- D. Quality goals do not decrease
- E. No changes are made that would endanger the Sprint Goal

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 107

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: ([SHOW ANSWER](#))

A Sprint burndown chart shows an estimate of the total work remaining for the Sprint, as stated in 3:

"A sprint burndown chart tracks work remaining in a sprint. It shows how much work remains at any given point during a sprint. It helps teams monitor whether they will finish all planned tasks by the end of a sprint."

NEW QUESTION: 108

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 109

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 110

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 in consultation with the Product Owner.
- E.** The Product Owner.

Answer: ([SHOW ANSWER](#))

At any point in time in a Sprint, the total work remaining in the Sprint Backlog can be summed. The Development Team tracks this total work remaining at least for every Daily Scrum to project the likelihood of achieving the Sprint Goal. By tracking the remaining work throughout the Sprint, the Development Team can manage its progress.

NEW QUESTION: 111

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** ([LEAVE A REPLY](#))

The correct answer is C, because if burndown charts are used to visualize progress, they track work remaining across time. A burndown chart is a graphical representation of the amount of work left to do versus the time available. It helps the Scrum Team monitor and forecast the progress toward the Sprint Goal.

NEW QUESTION: 112

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 113

What should be taken into account for the Definition of "Done"? Select the two most appropriate items.

- A. Definition of "Done" of other Scrum Teams working on other products
- B. Advice of the Scrum Master
- C. Definition of "Done" of other Scrum Teams working on the same Product
- D. Experience of the Product Owner
- E. Conventions, standards and guidelines of the Organization

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 114

The CEO asks the Developers to add a "very important" item to a Sprint that is in progress.

What should the Developers do? (Choose the best answer)

- A. Add the item to the Sprint Backlog for the next Sprint.
- B. Add the item to the top of the Product Backlog.
- C. Add the item to the current Sprint Backlog and begin work immediately since the request came from the CEO.
- D. Add the item to the current Sprint and drop an item of equal size.
- E. Discuss the item with the other members of the Scrum Team so the team can decide what to do.

Answer: E ([LEAVE A REPLY](#))

In Scrum, the Developers have the autonomy to manage their work and the Sprint Backlog. When an unexpected request comes in, even from someone as authoritative as the CEO, it should not be added directly to the Sprint Backlog without discussion. The correct approach is for the Developers to discuss the new item with the Product Owner and the rest of the Scrum Team to understand its impact on the current Sprint Goal and to collaboratively decide the best course of action. This is in line with the Scrum values of Courage, Focus, Commitment, Respect, and Openness. The team must have the courage to push back on changes that could disrupt their Sprint Goal, stay focused on their commitments, respect the agreed-upon process, and be open about the implications of introducing new work mid-Sprint.

The Scrum Guide also states that once the Sprint begins, no one can force the Development Team to work on different requirements than those they forecasted for the Sprint. If the CEO's request is deemed important enough to warrant a change in the Sprint's direction, it may lead to a negotiation of scope with the Product Owner or, in extreme cases, to the cancellation of the Sprint

if the Sprint Goal becomes obsolete. However, these are decisions that should be made collaboratively by the entire Scrum Team, not unilaterally by any single member, regardless of their position in the company.

NEW QUESTION: 115

Who creates the definition of "Done"?

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

Answer: ([SHOW ANSWER](#))

If the Definition of Done for an increment is part of the standards of the organization, all Scrum Teams must follow it as a minimum. If it is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product.

The Developers are required to conform to the Definition of Done. If there are multiple Scrum Teams working together on a product, they must mutually define and comply with the same Definition of Done.

NEW QUESTION: 116

For the purpose of transparency, when does Scrum say a new increment of working software must be available?

- A.** After the acceptance testing phase.
- B.** Before the release Sprint.
- C.** Every 3 Sprints.
- D.** At the end of every Sprint.
- E.** When the Product Owner asks to create one.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 117

Who determines how many Product Backlog items the Developers select for a sprint? (choose the best answer)

- A. The Scrum Master
- B. The Scrum Team
- C. The Developers
- D. The stakeholders attending Sprint Planning
- E. The Product Owner

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 118

What is the timebox for the Sprint Planning event? (Choose the best answer.)

- A. 4 hours for a one-month Sprint.
- B. Monthly.
- C. 8 hours for a one-month Sprint.
- D. Whenever it is done.

Answer: C ([LEAVE A REPLY](#))

The correct answer is C because Sprint Planning is timeboxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter. This timebox is defined in the Scrum Guide and helps ensure that planning is focused, efficient, and proportionate to the length of the Sprint.

Sprint Planning starts the Sprint by setting a clear direction for the work ahead. During this event, the Scrum Team discusses why the Sprint is valuable, what can be done during the Sprint, and how the chosen work will be accomplished. The outcome is the Sprint Goal, the selected Product Backlog items, and the initial Sprint Backlog plan.

NEW QUESTION: 119

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

- A. Stakeholders walking in at the Daily Scrum to check progress and work with the Scrum Master to optimize the functional scope for the Sprint.
- B. The Development Team members are working within the boundaries of their functional description and nicely handing off work from analyst to developer to tester to integration.
- C. The Product Owner doesn't need to be at Sprint Retrospectives.
- D. The Development Team creating their own sprint backlog, reflecting all work that is part of the definition of "Done".
- E. The Development Team has all the skills needed to create a releasable Increment.
- F. Development Team members collaboratively selecting their own work during the Sprint.
- G. The Development Team inviting external people to the Sprint Planning to ask them how to turn a Product Backlog item into an Increment via a complete and detailed Sprint Backlog.
- H. The Scrum Master is no longer needed.

Answer: D,E,F ([LEAVE A REPLY](#))

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

NEW QUESTION: 120

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: ([SHOW ANSWER](#))

According to the Scrum Guide, there are three roles in a Scrum Team:

The Product Owner

The Developers

The Scrum Master

The Product Owner is accountable for maximizing value resulting from work by Developers. Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Every Scrum team must have a Product Owner and Scrum Master, as outcomes are affected by their participation and availability. The other options are false, as they imply that the Product Owner and Scrum Master roles are optional or interchangeable.

NEW QUESTION: 121

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

- A.** True
- B.** False

Answer: ([SHOW ANSWER](#))

A scrum master is a coach and a facilitator while a traditional project manager is the one who manages a project in terms of scope, timelines, resources, budget and amount of work. A PM's focus is on Project while a Scrum Master's focus is on Team and Team members.

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NEW QUESTION: 122

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.** Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder's concern to the Developers.
- B.** Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.
- C.** Coach the Product Owner on how to talk with the Developers about this concern.
- D.** Bring the concern to the testers to improve how the Product is verified.
- E.** Wait to bring this up until the Sprint Retrospective.

Answer: ([**SHOW ANSWER**](#)**)**

NEW QUESTION: 123

What is the result of the Sprint Review?

- A.** A revised Product Backlog that defines the probable Product Backlog items for the next Sprint
- B.** Common understanding of what can be delivered in the Increment and how will the work needed to deliver the Increment be achieved
- C.** Common understanding of progress toward the Sprint Goal and how progress is trending toward completing the work in the Sprint Backlog
- D.** A list of improvements that the Scrum Team will implement in the next Sprint

Answer: ([**SHOW ANSWER**](#)**)**

NEW QUESTION: 124

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

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

Answer: ([**SHOW ANSWER**](#)**)**

The correct answer is A, because a good first question for you to suggest the group thinks about when forming into teams is how will we make sure all teams have the right amount of expertise.

This question helps the group consider the cross-functionality and self-organization of the Development Teams, which are essential for delivering a potentially releasable Increment every Sprint.

NEW QUESTION: 125

What is the timebox for a Sprint Planning event? (choose the best answer)

- A. Monthly.
- B. 8 hours for a one-month Sprint
- C. Whenever it's done
- D. 4 hours for a one-month Sprint

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the timebox for a Sprint Planning event is 8 hours for a one-month Sprint, proportionally shorter for shorter Sprints. The other options are not valid, as they are either too long (such as monthly), too vague (such as whenever it's done), or too short (such as 4 hours for a one-month Sprint).

NEW QUESTION: 126

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 ([LEAVE A REPLY](#))

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

NEW QUESTION: 127

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

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

Answer: ([SHOW ANSWER](#))

The correct answers are B, E, and F, because these activities would probably help the team in starting up. Having the Scrum Team members introduce themselves and give a brief background of their skills and work history helps build trust and rapport among them. Ensuring the team understands they need a definition of "Done" helps create transparency and alignment on the quality standards for the product. Asking the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions helps clarify the vision and value of the product.

NEW QUESTION: 128

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 129

What are three ways Scrum promotes self-management?

- A.** By having the Scrum Master protect the Scrum Team.
- B.** By the Scrum Team deciding what work to do in a Sprint.
- C.** By being a lightweight framework.
- D.** By removing titles for Scrum Team members.

Answer: **A,B,C** ([LEAVE A REPLY](#))

Scrum promotes self-management by empowering the Scrum Team to take ownership of their work and processes. The best three answers are:

By having the Scrum Master protect the Scrum Team: The Scrum Master plays a key role in shielding the team from external distractions and impediments, allowing the team to focus on self-management and delivering value.

By the Scrum Team deciding what work to do in a Sprint: During Sprint Planning, the Scrum Team collaboratively selects and commits to the work they can accomplish within the Sprint, fostering self-organization and decision-making.

By being a lightweight framework: Scrum's simplicity and minimal structure provide the team with the flexibility to adapt and manage their work, encouraging self-management without imposing rigid controls.

NEW QUESTION: 130

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 131

What are the two essential features a Scrum Team should possess?

- A. It should have all competencies needed to accomplish the work without depending on others not part of the team
- B. It should use tools, processes and techniques approved by the Organization
- C. It should be flexible enough to complete all the work planned for the Sprint even if some team members are on vacation
- D. It should choose how best to accomplish their work, rather than being directed by others outside the team

Answer: A,D ([LEAVE A REPLY](#))

NEW QUESTION: 132

Which answer best describes the topics covered in Sprint Planning?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 133

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

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

Answer: (SHOW ANSWER)

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

NEW QUESTION: 134

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: (SHOW ANSWER)

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

NEW QUESTION: 135

Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder has just started using the product. The stakeholder is unhappy with the quality of the product, and the Product Owner agrees with the stakeholder's assessment that the quality is low. How should the Scrum Master respond to the Product Owner? (Choose the best two answers.)

- A.** Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.
- B.** Encourage the Product Owner to include quality specifications in the Product Backlog and to communicate the stakeholders' concerns to the Developers.
- C.** Work with the Product Owner to understand their desired resolution and help formulate an approach for raising the concern with the Developers.
- D.** Bring the concern to the testers to improve how the product is verified.

E. Tell the Product Owner they have noted the concern and will raise this issue at the Sprint Retrospective.

Answer: ([SHOW ANSWER](#))

The best answers are B and C because the Scrum Master serves both the Product Owner and the Scrum Team by helping address quality concerns in a constructive, transparent, and Scrum-consistent way. Quality in Scrum is not handled outside the team or delegated only to testers. When a stakeholder raises a concern about low quality, the issue should be made visible and addressed through the Product Backlog, the Definition of Done, and direct collaboration within the Scrum Team.

Option B is correct because quality expectations and stakeholder concerns should be reflected in Product Backlog items when appropriate, and the Developers need to understand those concerns clearly. Option C is also correct because the Scrum Master helps the Product Owner find an effective way to work with the Developers and address the issue empirically.

NEW QUESTION: 136

What are two ways that regulatory compliance issues are dealt with in Scrum? (Choose the best two answers)

- A.** They are addressed by a separate team who is responsible for compliance issues.
- B.** They are addressed along with functional development of the product.
- C.** They are discussed, determined, and documented before the actual feature development Sprints.
- D.** They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.

Answer: ([SHOW ANSWER](#))

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

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

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

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NEW QUESTION: 137

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

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

Answer: (SHOW ANSWER)

According to the Scrum Guide, the Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. No one tells them how to do their work. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Therefore, when the Scrum Team gets caught in an internal disagreement about which development techniques to apply, two techniques that the Scrum Master could use are: Involve the complete Development Team, as they are responsible for managing and refining their own work.

Use coaching techniques, such as open questions and active listening, to help the Development Team resolve their conflict and reach a consensus.

The other options are not appropriate, as they may undermine the self-organization and empowerment of the Developers.

NEW QUESTION: 138

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

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

Answer: A,B,D (LEAVE A REPLY)

The correct answers are A, B, and D, because these techniques would be most helpful in this situation. Consulting with the Development Team may help identify the root causes of the

impediments and possible solutions. Prioritizing the list and working on them in order may help reduce the backlog and focus on the most important or urgent issues. Alerting management to the impediments and their impact may help escalate the problems and get support from the organization.

NEW QUESTION: 139

Who is responsible for promoting and supporting Scrum? Select the best choice.

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 140

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: ([SHOW ANSWER](#))

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

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

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

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

NEW QUESTION: 141

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

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

Answer: ([SHOW ANSWER](#))

The correct answer is C, because a Development Team should deliver an increment of working software that is "done" by the end of a Sprint. The Scrum Guide states that "the Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be 'Done,' which means it must be in useable condition and meet the Scrum Team's definition of 'Done'."

NEW QUESTION: 142

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 ([LEAVE A REPLY](#))

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

NEW QUESTION: 143

When must a scrum Team release each increment? (choose the best answer)

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 144

What is the time-box for the Daily Scrum?

- A. Not limited. Every Development Team member should have enough time to answer the three Main Questions.
- B. 20 minutes
- C. 15 minutes
- D. 25 minutes

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 145

How should a Scrum Team deal with non-functional requirements? (Choose the best answer)

- A. Manage them during the Integration Sprint prior to the Release Sprint.
- B. Assign them to the lead developers on the team.
- C. Ensure every Increment meets them.
- D. Make sure the release department understands these requirements, but it is not the Scrum Team's responsibility.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 146

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

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

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. Therefore, if a Product Backlog item worked on

during the Sprint does not meet the definition of "Done", two things that should happen with the undone Product Backlog item are:

Put it on the Product Backlog for the Product Owner to decide what to do with it, as they are accountable for effective Product Backlog management and ordering. Do not include the item in the Increment this Sprint, as it does not meet the quality standards and may compromise value. The other options are not appropriate, as they may compromise transparency, inspection, or adaptation.

NEW QUESTION: 147

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

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

Answer: ([SHOW ANSWER](#))

The correct answers are D and E, because these are two activities that a Product Owner can engage in during a Sprint. The Scrum Guide states that "the Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team." Therefore, the Product Owner can answer questions from the Development Team about items in the current Sprint, and work with the stakeholders to understand their needs and expectations.

NEW QUESTION: 148

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: ([SHOW ANSWER](#))

An example of an Increment is a valuable, useful set of product features, as stated in [4]: "An Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, each Increment must be usable."

NEW QUESTION: 149

How does the Scrum Master serve the Development Team? Select the three most appropriate answers.

- A. Removing impediments to the Development Team's progress
- B. Coaching the Development Team in self-organization and cross-functionality

- C. Adding or removing developers from the Development Team in accordance with team velocity changes
- D. Helping the Development Team as the team leader
- E. Helping the Development Team to create high-value products

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 150

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

- A. False
- B. True

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 151

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

- A. An updated Scrum board to make Sprint progress transparent for the stakeholders
- B. Identification of impediments that may prevent the Developers from achieving the Sprint Goal.
- C. A status report for the upper management indicating what each individual has done, will be doing, and what is impeding him/her.
- D. A shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.
- E. An update of completed tasks and of the remaining work so the Scrum Master can plan the next day.

Answer: ([SHOW ANSWER](#))

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

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NEW QUESTION: 152

Which outcome is expected as a Scrum Team matures? (Choose the best answer.)

- A.** The Sprint Retrospectives will grow to be longer than 4 hours.
- B.** They will improve their Definition of Done to include more stringent criteria.
- C.** A Scrum Master is no longer needed since they are a mature team now.
- D.** There will be no need for a timeboxed Sprint.
- E.** Sprint Reviews will no longer be needed.

Answer: ([SHOW ANSWER](#))

The correct answer is B because as a Scrum Team matures, it is expected to strengthen its quality standards and improve its Definition of Done. The Scrum Guide explains that the Definition of Done creates transparency by making clear what it means for work to be complete.

As the team becomes more capable, disciplined, and technically proficient, it often raises those standards to ensure higher quality, greater releasability, and more dependable Increments.

This improvement reflects empirical learning. A mature Scrum Team does not become less Scrum-like. It usually becomes more effective at applying Scrum. That means the team may refine engineering practices, strengthen testing, improve integration, and include more rigorous completion criteria in the Definition of Done.

NEW QUESTION: 153

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 154

True or False Developers do not meet with stakeholders: only the Product Owner meets with stakeholders

- A.** True
- B.** False

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 155

The Definition of Done serves which three purposes? (Choose the best three answers.)

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

Answer: ([SHOW ANSWER](#))

The Definition of Done creates transparency by making everyone understand what it means for work to be complete. That makes Option C correct. It also creates a shared understanding of completion, which makes Option E correct. This is essential in Scrum because inspection is only meaningful when there is clarity about whether a Product Backlog item or Increment is actually done.

Option A is also correct because the Definition of Done helps Developers determine how much work they can realistically select during Sprint Planning. If the team understands the full quality criteria required for completion, they can make better decisions about how many Product Backlog items fit within the Sprint.

NEW QUESTION: 156

The CEO asks the Developers to add a "very important" item to a Sprint that is in progress. What should the Developers do? (Choose the best answer)

- A.** Add the item to the top of the Product Backlog.
- B.** Add the item to the current Sprint Backlog and begin work immediately since the request came from the CEO.
- C.** Add the item to the Sprint Backlog for the next Sprint.
- D.** Discuss the item with the other members of the Scrum Team so the team can decide what to do.
- E.** Add the item to the current Sprint and drop an item of equal size.

Answer: ([SHOW ANSWER](#))

The Product Owner is responsible for managing the Product Backlog, which includes prioritizing and adding new items. However, when a new item is introduced during a Sprint, it is crucial to involve the entire Scrum Team in the decision-making process. This ensures that the team can assess the impact of the new item on the current Sprint goals, capacity, and workload. By discussing the item with the team, they can collectively decide whether to include it in the current

Sprint, defer it to a future Sprint, or handle it in another way. This collaborative approach aligns with the principles of transparency, inspection, and adaptation, which are core to Scrum.

NEW QUESTION: 157

Who is accountable for managing the progress of work during a Sprint? (Choose the best answer)

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 158

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

- A. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each sprint
- B. Developers on the Scrum Team work closely with business analysts, architects, and testers who are not on the team
- C. The Scrum Team includes not only developers but also business analysts, architects, and testers
- D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 159

Which phrase best describes a Product Owner?

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

Answer: ([SHOW ANSWER](#))

What are the three most applicable characteristics of the Product Owner?

- * Product Value Maximizer
- * Lead Facilitator of Key Stakeholder Involvement
- * Product Marketplace Expert

NEW QUESTION: 160

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: (SHOW ANSWER)

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

NEW QUESTION: 161

Who is responsible for tracking the total work remaining in the Sprint Backlog to project the likelihood of achieving the Sprint Goal?

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

Answer: (SHOW ANSWER)

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