

Scrum.PSM-II.v2026-09-16.q125

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NEW QUESTION: 1

Which statement is correct about the length of the Sprints?

- A. All Sprints must be one month or less and it is optimal to have a consistent Sprint length.
- B. The Sprint Length is defined by the Scrum Master.
- C. The Sprint length is dependent on the development effort forecasted (amount of items selected) during Sprint Planning.
- D. The Sprint length is calculated by aggregating the time required to design, code and test.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 2

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

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 3

One Scrum Team is developing a product. They track how much software they produce as velocity. Their current velocity is 18 units of done work. A second team will be added to work on the same product. What is the most likely impact on the velocity of the original team? (Choose the best answer)

- A. Their velocity is likely to increase and be higher than 18.
- B. Their velocity is likely to decrease and be lower than 18.
- C. Their velocity is likely to be not affected and stay at 18.

Answer: ([SHOW ANSWER](#))

Adding a second team to work on the same product will introduce some challenges and overheads that can affect the velocity of the original team. For example, the teams will need to coordinate and communicate more frequently, integrate their work more often, resolve any

dependencies or conflicts, and align their standards and practices. These activities will consume some time and effort that could otherwise be spent on delivering value. Therefore, the velocity of the original team is likely to decrease and be lower than 18, at least in the short term.

NEW QUESTION: 4

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

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

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

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

- A.** You suggest working with the program manager and the other teams on the ordering and the value of your team's open Product Backlog items to redefine the possible delivery date.
- B.** You shorten your team's Sprints to be ready sooner.
- C.** You remove all items from the Product Backlog for which development is forecasted to be beyond the expected date. These are likely to be low value anyhow.
- D.** You suggest adding additional developers to the team in order to increase velocity and meet the original date.

Answer: ([SHOW ANSWER](#))

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

Finding techniques for effective Product Backlog management;

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

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

NEW QUESTION: 5

A new Developer joins the Development Team taking the total number to 10 people.

As a Scrum Master, What should you do?

- A.** Instruct the Development Team to split into 2 teams, they should decide the appropriate sizes
- B.** Instruct the Development Team to split into 2 teams with 5 Developers in each
- C.** Do nothing, the Development Team must fix its own issues
- D.** Raise the increased team size as a potential impediment and help the Development Team decide what to do about it

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 6

Another team's Scrum Master seeks your advice. The Daily Scrum always runs longer than 15 minutes. The Developers suggest splitting the Scrum Team into two teams. What is your response? (Choose the best answer)

- A.** You disagree -- there is not enough information to justify splitting a team into two teams. You ask if there is anything you can do to help your colleague, for example observe one of the Daily Scrums with them.
- B.** You agree - this is an appropriate solution to the problem.
- C.** You disagree - you tell the Scrum Master that as Scrum Master they need to manage the timebox better.
- D.** You agree - splitting the team into two teams is a good strategy to allow them to learn how to run Daily Scrums quickly and effectively. Once they have learned to limit the Daily Scrum to 15 minutes, you can combine the teams again.

Answer: ([SHOW ANSWER](#))

Splitting a team into two teams is a major decision that should not be taken lightly. It may have implications for the product vision, the product backlog, the sprint goal, the sprint backlog, the definition of done, and the team dynamics. It may also reduce the effectiveness of the Scrum Team by creating dependencies, communication overhead, and coordination challenges. Therefore, before considering such a drastic measure, it is advisable to explore other options to improve the quality and efficiency of the Daily Scrum. One option is to ask for help from another Scrum Master who can observe the Daily Scrum and provide feedback and suggestions.

NEW QUESTION: 7

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

- A.** Wherever the Development Team decides is most suitable.
- B.** In a room where management can attend.
- C.** In the same location where the Development Team is seated.
- D.** In front of the Scrum board.
- E.** Wherever the Scrum Master decides is best.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 8

Who should be present to review and adjust the selected Sprint work if the Development Team determines that it will not be able to finish the complete forecast?

- A.** The Product Owner and the Development Team.
- B.** The Development Team and Project Manager.
- C.** The Scrum Master, the Business Analyst and the Development Team.
- D.** The stakeholders and Scrum Master.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 9

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

- A. False. If a Product Owner is unavailable, he/she can be replaced by a Business Analyst.
- B. True. Their participation and availability will impact the outcomes produced by the Scrum Team.
- C. True. Each must be a full-time member on the Scrum Team.
- D. False. A Scrum Master is only necessary when requested or needed.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 10

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

- A. Add the item to the bottom of the Sprint Backlog.
- B. Replace an item in the current Sprint of equal size.
- C. Add the item to the top of the next Sprint Backlog.
- D. Inform the Product Owner so he/she can work with the person.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 11

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

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

- A. Each Scrum Team delivers Increments in its own code branch. After UAT is performed at the Sprint Review, the code branch is isolated until enough Increments are considered acceptable. All code branches will then be merged during the release phase.
- B. Each Scrum Team delivers functionality at the end of each Sprint. New Product Backlog items will then be added to the next Sprint Backlog to integrate their functionality with the other teams to create a unified Increment.
- C. All Scrum Teams agree on a mutual understanding of 'done' that defines all work necessary to deliver a potentially shippable Increment that includes all previous Increments delivered for the product.
- D. Wait until enough of the infrastructure and architecture is in place before starting the first Sprints. This will increase the success of delivering integrated Increments in Sprint 1.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 12

You are the Scrum Master for three Scrum Teams working on the same product. There is a single Product Backlog that all three Scrum Teams select from. Management is eager to improve the productivity of the teams and wants to standardize velocity across all three teams so that they can see how each team is delivering value. When responding to management, which two statements are appropriate? (Choose the best two answers)

- A.** Incentivizing teams based on velocity can boost the Scrum Team's motivation to create more value.
- B.** Standardizing velocity across teams can help with understanding which teams are creating more value.
- C.** Velocity has no direct relationship with value.
- D.** Velocity is the amount of business functionality that a Scrum Team creates in a Sprint. It is unique to that team and used as an input to Sprint Planning.

Answer: ([SHOW ANSWER](#))

This is a true statement, as velocity is a measure of the amount of work done by a Scrum Team in a Sprint, not the value or quality of that work. Velocity can vary depending on many factors, such as the size, complexity, and priority of the Product Backlog items, the skills and experience of the Developers, the Definition of Done, and the Sprint length. Therefore, velocity is not a reliable indicator of value creation or team performance.

This is a true statement, as velocity is a team-specific metric that reflects how much business functionality the Scrum Team can deliver in a Sprint. Velocity can help the Scrum Team to forecast how many Product Backlog items they can select for the next Sprint, based on their past performance and current capacity. However, velocity is not a goal or a target for the Scrum Team, and it should not be compared across teams.

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 needs to be done? (Choose the best answer)

- A.** Your Scrum Team is still accountable for creating user documentation. In this case, the Developers will write it.
- B.** Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.

C. 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.

Answer: ([SHOW ANSWER](#))

User documentation is part of your Definition of Done, which means that it is a requirement for delivering a potentially releasable product increment. Your Scrum Team cannot ignore or postpone this requirement, even if there are not enough technical writers for all teams. Your Scrum Team is responsible for creating and maintaining the user documentation, and the Developers are the ones who have the skills and authority to do so. The Scrum Master can help the Developers learn how to write effective user documentation, and the Product Owner can provide feedback on its quality and value.

NEW QUESTION: 14

Who should manage the tasks of Development Team during the Sprint?

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 15

Which statement best describes the responsibility of the Product Owner?

- A.** Optimizing the value of the work the Development Team does.
- B.** Managing the Development Team.
- C.** Ensuring that the work meets the commitments to the stakeholders.
- D.** Acting as the go-between for the stakeholders.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 16

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

- A.** The Scrum Team with the highest capacity will pull items from the Product Backlog first.
- B.** Each Scrum Team must have an equal amount of User Stories per Sprint.
- C.** The Product Owner separates the Product Backlog items for each team.
- D.** The Development Teams pull in work from a shared Product Backlog in agreement with the Product Owner and the other teams.

Answer: ([SHOW ANSWER](#))

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

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NEW QUESTION: 17

Which of the following is required in Scrum?

- A. All of the above
- B. Sprint Burndown Chart
- C. All Development Team members answering the three Question:s at the Daily Scrum
- D. Sprint Retrospective
- E. User Stories

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 18

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

While starting Scrum, what would be the advantages of keeping the existing component teams (e.g.

design, database, backend, frontend)?

- A. Component teams would have all the skills needed to focus on their specific technical layer.
- B. Component teams generally have all the skills needed to deliver shippable Increments that add business value.
- C. Because their productivity is already predictable, they can deliver shippable Increments more quickly than a newly formed team.
- D. Because they have been working together for some time, there will be less initial disruption than a newly formed team. As they begin working, they will discover what works best and how to move towards cross-functional teams.
- E. There is less communication overhead than working in feature teams.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 19

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

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

- A. Require all teams in the organization to start using Scrum as soon as possible.
- B. Arrange 1:1 coaching sessions to discuss any identified concerns Steven may have.
- C. Schedule formal trainings.
- D. Penalize any Scrum Team members who are not staying within the Scrum Framework.
- E. Educate stakeholders and clients about Scrum.
- F. Extend Retrospectives to include formal training.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 20

During a Sprint Review, the Product Owner determines that she is going to release the current Increment to production. The stakeholders ask to stop the Sprint to react more quickly to the user feedback that is expected after this release. The Product Owner prefers to continue the Sprint to make progress with the next release. You facilitate a discussion on how to proceed. What are two acceptable results of this discussion? (Choose the best two answers)

- A. Continue sprinting but shorten the Sprint length to allow for shorter feedback loops.
- B. Stop sprinting and let the Developers work on new customer requests as they arise.
- C. Continue sprinting and include the customer feedback in the Product Backlog.
- D. Continue sprinting but allow customer feedback to change the Sprint Goal within the Sprint.

Answer: ([SHOW ANSWER](#))

The Sprint Review is an event that inspects the outcome of the Sprint and determines future adaptations. The Product Owner has the authority to release the Increment to production at any time, but this does not mean that the Sprint has to be stopped or changed. The stakeholders can provide feedback and suggestions for the product, but they cannot interfere with the Sprint Goal or the Sprint Backlog within the Sprint. The Scrum Team can decide to:

Continue sprinting but shorten the Sprint length to allow for shorter feedback loops (A), which is a valid option if the Scrum Team agrees that this will improve their agility and value delivery.

However, this should not be done frequently or arbitrarily, as it may disrupt the rhythm and focus of the team. Continue sprinting and include the customer feedback in the Product Backlog, which is the most appropriate option as it respects the empirical nature of Scrum and allows the Product Owner to prioritize and order the Product Backlog based on new insights and stakeholder needs.

NEW QUESTION: 21

A Scrum Team selected a Product Backlog item during Sprint Planning. However, at the end of the Sprint the work does not meet the Definition of Done. What two things should happen with this incomplete Product Backlog item? (Choose the best two answers)

- A.** Review the item, add the done part of the estimate to the velocity and create a Story for the remaining work.
- B.** The item is not included in the Increment for this Sprint.
- C.** Only the stakeholders decide over acceptance of undone work and whether to release it.
- D.** It is put on the Product Backlog for the Product Owner to decide what to do with it.

Answer: ([SHOW ANSWER](#))

A Product Backlog item is a description of a feature or functionality that adds value to the product. It is selected by the Scrum Team during the Sprint Planning, based on the Product Owner's proposal and the Developers' forecast. It is expected that the Product Backlog item will be completed by the end of the Sprint, meaning that it meets the Definition of Done, which is a formal description of the state of the Increment when it meets the quality standards required for the product. However, if a Product Backlog item is not completed by the end of the Sprint, meaning that it does not meet the Definition of Done, then:

The item is not included in the Increment for this Sprint (B), which is a valid option as it ensures that only "Done" work is delivered to the customer and stakeholders. The Increment is a concrete and usable outcome of a Sprint that provides value and feedback. It should not contain any undone or partially done work that may compromise its quality, usability, or value. It is put on the Product Backlog for the Product Owner to decide what to do with it (D), which is another valid option as it respects the authority and accountability of the Product Owner to manage the Product Backlog, which is an ordered list of what is needed in the product. The Product Owner can decide whether to re-prioritize, re-estimate, refine, or remove the incomplete Product Backlog item based on new insights and stakeholder needs.

NEW QUESTION: 22

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

- A.** Maximum of one day for Sprints that are time-boxed to two weeks.
- B.** Enough time for the Product Owner to prepare the Product Backlog for Sprint Planning.
- C.** All of the above are allowed.
- D.** Enough time for the last Increment to finish testing.
- E.** None. A new Sprint starts immediately following the conclusion of the previous Sprint.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 23

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

- A.** When the Sprint Goal becomes obsolete.
- B.** When the sales department discovers features that add more value than the current work being done.

- C. When the Development Team discovers it cannot meet their Sprint commitments.
- D. When the work becomes too difficult for the Development Team.

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

NEW QUESTION: 24

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

- A. Modify the definition of "Done" to ensure all Product Backlog items can be done by the end of the Sprint.
- B. Work with the Product Owner to remove some work or Product Backlog items as soon as possible.
- C. Add additional team members to handle the extra work.
- D. Continue working and update the Product Owner at the Sprint Review.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 25

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

- A. Have the Development Team order the work instead of the Product Owner.
- B. Have the Product Owner order the items based on size, having the Development Team work on the smallest items first.
- C. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize the flow of value.
- D. Delegate the work to the Assistant Product Owner.
- E. Delay the Sprint in order for the Product Owner to have enough time to prioritize the Product Backlog.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 26

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

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 27

An important aspect of Scrum are timeboxes. Select two ways in which timeboxing reinforces the creation of value. (Choose the best two answers)

- A.** Timeboxing assures that a Product Owner does not interrupt the Developers during a Sprint.
- B.** Scrum Teams can determine on their own how much overtime is acceptable for a timebox- generally expressed as a percentage of the timebox.
- C.** Timeboxes encourage the people who are closest to the problem to create the best possible result in the time allotted, given the current context.
- D.** Timeboxes help everyone focus on the same problem at the same time.

Answer: ([SHOW ANSWER](#))

This is true because timeboxes limit the amount of time that can be spent on an activity, which forces the Scrum Team to focus on the most valuable and feasible outcomes. Timeboxes also empower the Scrum Team to make decisions based on their own expertise and experience, rather than relying on external authorities or instructions.

This is true because timeboxes create a shared sense of urgency and alignment among the Scrum Team and the stakeholders. Timeboxes also enable frequent feedback and inspection, which help the Scrum Team adapt to changing requirements and expectations.

NEW QUESTION: 28

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 Stella, an external specialist who is not a member of any of the four Scrum Teams. What would you consider acceptable solutions for the problem? (Choose the best three answers)

- A.** Organize a release Sprint in which Stella can thoroughly check and complete all the work done in her domain before considering the work releasable.
- B.** Developers with an interest in Stella's domain could volunteer to take on this work in their respective Scrum Teams.
- C.** Investigate whether additional techniques or frameworks for scaling Scrum would be appropriate for these Scrum Teams.
- D.** Have the Developers re-order the Product Backlog so Stella can serve one team full-time in a Sprint
- E.** Merge the Scrum Teams into one large Scrum Team for the next two Sprints. When the need for Stella's expertise is over, the teams can separate again
- F.** Ask Stella for a plan to hire and train additional people in her domain, and in the meantime work with the Product Owner and Scrum Teams to re-prioritize the work so that tasks not depending on Stella can be done first
- G.** Create a team with Stella and identify people from the Scrum Teams to temporarily work in Stella's domain to learn to better serve the existing teams

Answer: ([SHOW ANSWER](#))

This is a good solution because it is consistent with the Scrum value of commitment, which means that the Scrum Team members are willing to learn new skills and take on new challenges to deliver value. By volunteering to take on this work, the Developers can reduce the dependency on Stella, increase their cross-functionality, and collaborate more effectively within and across the Scrum Teams.

This is another good solution because it is consistent with the Scrum principle of empiricism, which means that the Scrum Team learns and adapts based on the actual outcomes and feedback, rather than following a predefined plan. By asking Stella for a plan to hire and train additional people, the Scrum Master can help address the root cause of the dependency and create more capacity and diversity in Stella's domain. By working with the Product Owner and Scrum Teams to re-prioritize the work, the Scrum Master can also help optimize the value and feasibility of the product backlog items, and enable the Scrum Teams to deliver valuable and functional increments every Sprint.

This is also a good solution because it is consistent with the Scrum value of respect, which means that the Scrum Team members appreciate and value each other's skills and perspectives. By creating a team with Stella, the Scrum Master can acknowledge and leverage Stella's expertise and experience in her domain. By identifying people from the Scrum Teams to temporarily work in Stella's domain, the Scrum Master can also facilitate knowledge transfer and skill development among the team members, which can improve their self-organization and collaboration.

NEW QUESTION: 29

What is one way to determine if the Product Owner is interacting with the Developers enough throughout a Sprint? (Choose the best answer)

- A.** The Developers should determine the percentage of time the Product Owner is required to be present and monitor whether the Product Owner's average presence is around this figure.
- B.** Check the Daily Scrum reports to see whether the Product Owner was present at the majority of the Daily Scrum meetings.
- C.** Observe whether the Developers need to ask the Product Owner questions at times other than during the Daily Scrum.
- D.** Product Owners and Developers are satisfied with the increment.

Answer: ([SHOW ANSWER](#))

The best way to determine if the Product Owner is interacting with the Developers enough throughout a Sprint is to observe whether both parties are satisfied with the Increment. The Increment is a concrete stepping stone toward the Product Goal. It must be usable and meet the Definition of Done. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Developers. The Developers are accountable for creating a valuable, useful, and potentially releasable Increment every Sprint. Therefore, if both the Product Owner and the Developers are happy with the quality and value of the Increment, it means that they have communicated and collaborated effectively throughout the Sprint.

NEW QUESTION: 30

Scrum is based on which of the following?

- A. Defined process.
- B. Complex process.
- C. Empiricism.
- D. Hybrid model

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 31

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

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

- A. All the work needed to prepare the Increment for User Acceptance Testing.
- B. All the work needed to prepare the Increment for Integration Testing.
- C. Having an Increment of working software that is potentially releasable to the end users.
- D. All the work performed as defined in the Definition of Done.
- E. All the work completed within the current skills and expertise in the Development Team.

Answer: ([SHOW ANSWER](#))

When a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means. Although this may vary significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency. This is the Definition of Done for the Scrum Team and is used to assess when work is complete on the product Increment. The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done.

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NEW QUESTION: 32

You are the Scrum Master for four 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 Phil, an external specialist. As the Scrum Master what should you do to solve this upcoming problem? (Choose the best answer)

- A.** Prepare the Sprint Backlogs each day for the teams so Phil can spend some time in each team.
- B.** Allocate Phil to one team per Sprint, so that over four Sprints every team will have had the support it requires.
- C.** As needed, consult with the Developers on how they want to manage this problem and help them implement their preferred solution.
- D.** Ask Phil for a plan to hire and train additional people in his domain, and in the meantime work with the Product Owner and Developers to re-prioritize the work so that tasks not depending on Phil can be done first.

Answer: ([SHOW ANSWER](#))

As the Scrum Master, your role is to serve the Scrum Team by helping them to work effectively and deliver value. You are not responsible for managing the work or assigning tasks to the Developers. You should respect the self-organization and autonomy of the Developers, and support them in finding their own solutions to the problem. You should also facilitate collaboration and communication among the Developers and with other stakeholders, such as Phil and the Product Owner.

NEW QUESTION: 33

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

- A.** The test team.
- B.** The Scrum Team.
- C.** The Scrum Master.
- D.** The Product Owner.
- E.** The Development Team.

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

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

NEW QUESTION: 34

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

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

- A.** Reject the decision as the long term maintainability of the product will be negatively impacted by modifying the Definition of Done.
- B.** Accept the decision as a mutual agreement has been made between the Development Team and the Product Owner.

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 35

During a Product Backlog refinement meeting, the Product Owner introduces a business objective that will be worked on for the next several Sprints. The Product Owner envisions several key features necessary to be delivered in order to meet the business objective. As the features will be using sensitive user data it will be subjected to external security audits. These non-functional security requirements were not applicable to previous Increments.

What are two good ways the Development Team can handle these high-security concerns?

(Choose two.)

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

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

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

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 36

How often should Development Team membership change?

A. Frequently in order to share knowledge.

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

- C. Never, as it conflicts with the Scrum process.
- D. As needed, as long as it doesn't impact productivity.

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

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

NEW QUESTION: 37

What would be the best two ways to identify that a Development Team is self-organizing? (Choose two.)

- A. Management is able to know which members are working on which items.
- B. Creativity thrives and new possibilities are explored.
- C. The Development Team members are cross-functional and knows what it needs to do to deliver the all tasks committed to the Sprint Planning.
- D. The Development Team is able to resolve internal conflicts between members in order to continue working.

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

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

NEW QUESTION: 38

Which two of these situations best demonstrate that a Scrum Team is self-managing? (Choose the best two answers)

- A. Developers collaboratively select and re-plan their work during the Sprint.
- B. The Scrum Team invites the right external people to the Sprint Planning to help them create a complete and detailed Sprint Backlog before the meeting timebox expires.
- C. The Developers create their own Sprint Backlog, reflecting all work that is part of the Definition of Done.
- D. Management is invited to the Daily Scrum for a progress update and subsequently works with the Scrum Master to optimize the plan for the next day.
- E. The Developers are strictly working within the boundaries of their function description, and are handing off work in a timely fashion to the other members within the team.

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

This situation demonstrates that the Scrum Team is self-managing, as it shows that the Developers have the autonomy and authority to decide how to best accomplish their work, without being directed by others outside the team. The Developers can also adapt their plan based on new insights, feedback, or impediments that arise during the Sprint.

This situation also demonstrates that the Scrum Team is self-managing, as it shows that the Developers have the responsibility and accountability to create a realistic and achievable plan for the Sprint, based on their understanding of the Sprint Goal and the Product Backlog items. The Developers also ensure that their work meets the quality standards defined by the Definition of Done.

NEW QUESTION: 39

A Development Team member has notified the Scrum Master of a potential data security risk. What action should the Scrum Master take?

- A. Notify the test team.
- B. Add a Product Backlog item to address the security issue.
- C. Ask the Development Team member to share the issue with the team as soon as possible.
- D. Wait until the Sprint Retrospective to add security to the definition of "Done".

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 40

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 41

According to Scrum theory, how should a group of fifty people be divided into multiple Development Teams?

- A. Understanding the product, the product vision and the Scrum framework, the group self-organizes into teams.
- B. Allow the team leads to divide and select teams.
- C. The teams will rotate members every Sprint to spread knowledge.
- D. Create a skills matrix, identify role levels, and years of experience to assign people to teams.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 42

Self-management is more effective when it happens within boundaries. Select two relevant boundaries for self-management provided by the Scrum framework. (Choose the best two answers)

- A. Timeboxing work to allow for frequent inspection.
- B. Clearly defining sub-responsibilities and handovers within the Scrum Team.
- C. Creating a valuable and useful Increment by the end of each Sprint.
- D. Having an even number of members in a Scrum Team to be able to do pair programming and be more productive.

Answer: ([SHOW ANSWER](#))

The best two answers are A and C.

This is a relevant boundary for self- management provided by the Scrum framework, as it helps the Scrum Team to organize their work into fixed-length Sprints and other events, such as the Daily Scrum, the Sprint Planning, the Sprint Review, and the Sprint Retrospective. Timeboxing enables the Scrum Team to inspect their progress, adapt their plan, and deliver value regularly and predictably.

This is also a relevant boundary for self-management provided by the Scrum framework, as it guides the Scrum Team to focus on delivering a product Increment that meets the Sprint Goal and the Definition of Done. Creating a valuable and useful Increment requires the Scrum Team to collaborate, communicate, and coordinate effectively, and to apply their skills and creativity to solve complex problems.

NEW QUESTION: 43

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

- A.** The Scrum Master knows who will be his back-up whenever he is unavailable, it saves the organization time and money, and the Development Team knows who to request tasks from.
- B.** It is clear who is accountable for the ultimate success of the product, the Development Team always knows who determines priorities, and it helps avoid barriers to effective communication and rapid decision- making.
- C.** It isn't important as multiple Product Owners can easily share a single Product Backlog.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 44

How much time should be spent carrying out Product Backlog Refinement?

- A.** As much as the Product Owner and Development Team agree is necessary to create enough ready Product Backlog Items
- B.** Up to 10% of the capacity of the Development Team in a typical Sprint, but as much as 90% in early Sprints
- C.** As much as the Product Owner deems necessary to create enough ready Product Backlog Items
- D.** No more than 10% of the capacity of the Development Team

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 45

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

- A.** Can be shared between multiple people on a Scrum Team, Is the same as a Project Manager. Is played by a committee or a team of people.
- B.** Is one person. Can be influenced by a committee. Is accountable for ordering the Product Backlog.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 46

The Sprint length should be:

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

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

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NEW QUESTION: 47

At the end of the eighth Sprint, the internal sponsors are upset and angry with the progress of the product being built. The current state of the product is not as expected and will require additional Sprints and more budget than originally anticipated at the start of the project.

What factors may have led to this? (Choose three.)

- A. The Product Owner has not been engaging with sponsors frequently enough and has not been kept aware of the overall progress of the project.
- B. The sponsors haven't been using the Sprint Reviews to actively engage, and inspect and evaluate progress.
- C. The scope changes have not been tracked adequately and the change request process has not been followed properly.
- D. The stakeholders have not been using the Daily Scrum effectively to track the Development Team's progress.
- E. The Scrum Master has not ensured transparency.
- F. The project plan proposed to the sponsors at the start of the project followed stringently.

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

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

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

NEW QUESTION: 48

In an environment where user acceptance testing is required before the Increment can be put into production, a development manager proposes to have user acceptance testing done every third Sprint, because the feedback from the user acceptance tests are disrupting work in Sprints. Is this a good idea? (Choose the best answer)

- A. It depends on what is stated in their Definition of Done.
- B. No, the Increment will not be transparent and the feedback loop is too long.
- C. Yes, the Scrum Team is a self-managing team.
- D. Yes, the Scrum Team needs stability in the Sprint.

Answer: ([SHOW ANSWER](#))

User acceptance testing is a process of verifying that the product meets the user's needs and expectations. It is an important feedback mechanism that helps the Scrum Team validate their assumptions, inspect the value and quality of the Increment, and adapt their plans accordingly. Scrum requires that the Increment be transparent, meaning that it is observable and understandable by anyone with a stake in the outcome. Scrum also requires that the feedback loop be short, meaning that the Scrum Team can receive and respond to feedback quickly and frequently. Therefore, it is not a good idea to have user acceptance testing done every third Sprint, because:

The Increment will not be transparent (B), meaning that the Scrum Team and the stakeholders will not have a clear and shared understanding of what has been done and what remains to be done. This may lead to misalignment, confusion, or conflict over the product vision, scope, and quality. The feedback loop is too long (B), meaning that the Scrum Team will not be able to inspect and adapt based on the user's feedback in a timely manner. This may lead to wasted effort, missed opportunities, or reduced value delivery.

NEW QUESTION: 49

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

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

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

based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint. At the end of the Sprint, the Scrum Team can discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.

NEW QUESTION: 50

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

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 51

Eight months ago your company started developing a new product consisting of several major components. You are the Scrum Master on the team building the "core" component of the product; your component also integrates all the other components. The Scrum Teams work in monthly Sprints, and the team has forecast that it will deliver the integrated product in three Sprints. Recently the team's progress slowed because of changes to the other components that they integrate. The program manager is extremely upset when they find out that the team will need two more Sprints. The project managers of the other components confirm their adherence to the original forecast. As a Scrum Master, what could you do to help the Product Owner?

(Choose the best answer)

- A. You calculate how many additional developers it would take to increase velocity to make the original date. You inform the program manager of the additional budget for these developers. This would then allow meeting the original forecast
- B. You remove all items from the Product Backlog for which development is forecast to be beyond the expected date.
- C. You suggest working with the program manager and the project managers of the other components on the ordering and the value of your open Product Backlog items to redefine the possible delivery date.
- D. You lengthen your Sprints to accommodate the delays.

Answer: ([SHOW ANSWER](#))

As a Scrum Master, you could help the Product Owner by suggesting working with the program manager and the project managers of the other components on the ordering and the value of your open Product Backlog items to redefine the possible delivery date. This would allow you to collaborate with the stakeholders and align on the expectations and priorities of the product. You could also inspect and adapt your integration process and communication channels with the other teams to minimize the impact of changes and dependencies.

NEW QUESTION: 52

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

- A. Value of Commitment
- B. Increased Revenue
- C. Increased Profit
- D. Maximizing utilization
- E. High Performance

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 53

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

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

- A. Ask Paul to stop attending the Daily Scrum.
- B. Coach Paul and Development Team members on the purpose of the Scrum events and let them figure out what to do in this situation.
- C. Allow the Paul to participate in the Daily Scrum as he is responsible for the success of the product.
- D. Facilitate the Daily Scrums to avoid any conflicts between the Development Team members and Paul.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 54

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

- A. Estimates must be made in Story Points.
- B. Estimates must be in relative units.
- C. The Development Team is responsible for estimates.
- D. Estimates are made by the Product Owner.
- E. Estimates must follow the Fibonacci Sequence.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 55

A Development Team has members working from globally distributed locations. Conducting the Scrum events via a conference call is proving difficult and an impediment to the Development Team self-organising. As Scrum Master, you have raised this in the Sprint Retrospective Which two are the most appropriate things to do? Choose 2 answers

- A. Wait for the Development Team to choose and implement a solution
- B. Help the Development Team discuss, choose and introduce suitable communication tools
- C. Raise the impediment to management and challenge the distributed nature of the team
- D. Introduce the tools in use elsewhere in the organisation that have helped other teams

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 56

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

- A. Extend the Sprint Planning time-box until the Development Team can forecast enough items to begin the Sprint.
- B. Forecast the most likely Product Backlog items to meet the goal and discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- C. Request assistance from the technical architect.
- D. Postpone the Sprint in order for the Product Owner to refine the Product Backlog to the level needed.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 57

Who can abnormally terminate a Sprint?

- A. The Development Team or its members.
- B. The Product Owner
- C. The Scrum Master
- D. The Stakeholders

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 58

A Developer from the Scrum Team is always missing the Daily Scrum. She feels that if she is doing her job well, it does not matter whether she attends or not. The other Developers on the team have not done anything about it. As the Scrum Master how should you respond to this situation? (Choose the best answer)

- A. You do not intervene. The Developers own the Daily Scrum, so they should deal with any issues with attendance.

B. Ask the Developers, what value they get by having the Daily Scrum with all team members present and what might go wrong if all Developers do not attend.

C. Talk to the Developer who is missing the Daily Scrum and ask her to always attend the Daily Scrum.

D. Teach the Developers how to deal with this situation by attending the Daily Scrum yourself.

Answer: ([SHOW ANSWER](#))

As the Scrum Master, your role is to serve the Scrum Team by helping them to work effectively and deliver value. You are not responsible for managing the work or assigning tasks to the Developers. You should respect the self-organization and autonomy of the Developers, and support them in finding their own solutions to the problem. You should also facilitate collaboration and communication among the Developers and with other stakeholders.

Some reasons why option B is the correct answer are:

Asking the Developers what value they get by having the Daily Scrum with all team members present and what might go wrong if all Developers do not attend. This action will help the Scrum Team to understand the purpose and benefits of the Daily Scrum, and to identify and address the risks and consequences of missing it. The Daily Scrum is a 15-minute event for the Developers of the Scrum Team to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum also provides an opportunity for the Developers to identify and communicate any impediments that are hindering their progress, and request help from the Scrum Master or other team members to resolve them. The Daily Scrum improves communications, identifies impediments, promotes quick decision-making, and consequently eliminates the need for other meetings. The Daily Scrum is not a status meeting, but a way for the Developers to collaborate and self-organize around the most important work for the next 24 hours. If a Developer is missing the Daily Scrum, they may miss important information, feedback, or support from their peers, or they may cause delays, confusion, or conflicts for their team. The Scrum Master should encourage the Developers to share their perspectives and experiences on how the Daily Scrum helps them achieve their Sprint Goal and create a valuable Increment. The Scrum Master should also help the Developers to come up with their own solutions on how to ensure full attendance and participation in the Daily Scrum. The Scrum Master should not impose or dictate a solution, but rather coach and guide the Developers to find what works best for them. The Scrum Master should also help the Developers to agree on some ground rules or norms for their Daily Scrum, such as when, where, and how to conduct it, what topics to discuss, and how to handle any issues or conflicts that may arise.

NEW QUESTION: 59

Relationships between the Product Owner and Development team have been tense for many Sprints. The Product Owner has lost trust and respect for the Development Team as they consistently fail to achieve the Sprint Goal to her satisfaction by the end of each Sprint. The Development Team blame the Product Owner for increasing scope each Sprint making the Sprint Goal unachievable.

As a Scrum Master, what should you do?

- A.** Discuss the situation with the Scrum Team. Help them find improved ways to clarify and set a more realistic Sprint Goal
- B.** Take no action. Allow the Development Team to self organise to address the issue
- C.** Talk to the Product Owner and tell them not to increase scope mid Sprint
- D.** Speak to the line managers of the various Development Team members about their lack of productivity and ask them to take corrective action.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 60

Which statement best describes Scrum?

- A.** A clearly defined methodology that defines the software development process.
- B.** A manual for defining best practices for software development.
- C.** A clearly defined and predictable process that follows the principles of Computer Science.
- D.** A framework to address complex products in complex environments.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 61

Your organization has formed a new Scrum Team and has assigned you as the Scrum Master. In what ways would you help the team start?

- A.** Ensure the Scrum Team members have compatible personalities, have the tech leads clarify the expectations and responsibilities of each role, and propose a performance rewards system.
- B.** Have the Scrum Team members introduce their background experience with each other, ask the Product Owner to discuss the product and answer Question:s, and ensure the team understands the need for a Definition of "Done."

Answer: ([SHOW ANSWER](#))

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

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NEW QUESTION: 62

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

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

- A.** Coach the Development Team to help them find a way to solve the problem, and for them to take ownership of the solution.
- B.** Contact the team member's direct manager and to resolve this problem.
- C.** Suggest that the team members timebox the amount of time each person can speak at the Daily Scrum to a maximum of two minutes.
- D.** Suggest using a token to limit who is allowed to speak during the Daily Scrum.
- E.** Speak with the person privately and coach him on the purpose of the Daily Scrum.

Answer: ([SHOW ANSWER](#))

The Scrum Master serves the Development Team in several ways, including:

Coaching the Development Team in self-organization and cross-functionality; Facilitating Scrum events as requested or needed.

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

NEW QUESTION: 63

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

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

- A.** The Sprints are too long.
- B.** The Product Owner is not empowered to make decisions about items in the Product Backlog nor how they are ordered.
- C.** The Product Owner doesn't set objectives that he/she wants to achieve with upcoming Sprints.
- D.** Scrum might not be the best framework for this team.
- E.** The Development Team is too big.

Answer: ([SHOW ANSWER](#))

Many people misinterpret the Scrum Guide as stating the Development Team size is limited to 3-9 members. In reality, it only states that there is inherent risk attached to having less than 3 members and more than 9 members. As the number of members increases, the lines of communication also increase.

This can be calculated using the Group intercommunication formula: $n(n - 1) / 2$ where n is the number of members. Some teams are able to handle the risk and "synergize" whereas others might struggle.

Saying that, the relationship between defining a Sprint Goal and Development Team size is unclear.

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

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

NEW QUESTION: 64

Which two of these situations best demonstrate that a Scrum Team is self-managing? (Choose the best two answers)

- A.** Management is invited to the Daily Scrum for a progress update and subsequently works with the Scrum Master to optimize the plan for the next day.
- B.** The Developers are strictly working within the boundaries of their function description, and are handing off work in a timely fashion to the other members within the team.
- C.** The Developers create their own Sprint Backlog, reflecting all work that is part of the Definition of Done.
- D.** Developers collaboratively select and re-plan their work during the Sprint.
- E.** The Scrum Team invites the right external people to the Sprint Planning to help them create a complete and detailed Sprint Backlog before the meeting timebox expires.

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

A Scrum Team is self-managing, meaning that they have the autonomy and authority to organize and manage their own work within the boundaries of Scrum. A self-managing Scrum Team:
Creates their own Sprint Backlog, reflecting all work that is part of the Definition of Done (C), which is a valid option as it shows that the Developers are responsible for planning and executing the work needed to deliver a potentially releasable Increment at the end of each Sprint.
Collaboratively selects and re-plans their work during the Sprint (D), which is another valid option as it shows that the Developers are able to adapt to changing requirements, priorities, or circumstances within the Sprint, without relying on external instructions or approvals.

NEW QUESTION: 65

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

- A.** All development work and at least some testing.
- B.** As much as it has informed the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of "Done".

- C. An equal amount of time on analysis, design, programming, testing and documentation.
- D. As much as it can fit into the Sprint. Any remaining work will be moved to a subsequent Sprint.

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

NEW QUESTION: 66

What factors are best considered when defining the Sprint length?

- A. Having consistent Sprint length across all Scrum Teams.
- B. How often team membership changes and the size of the Development Team.
- C. The level of expertise over the technology to be used, ability to release an Increment to the end users, and the risk of being disconnected from the stakeholders.

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

NEW QUESTION: 67

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

- A. True
- B. False

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

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

NEW QUESTION: 68

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

- A. True
- B. False

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

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

NEW QUESTION: 69

Scrum requires a Definition of Done. Which phrases describe the purpose of the Definition of Done? (Choose the best three answers)

- A. It serves to track the percent completeness of a Product Backlog item during the Sprint.
- B. During the Sprint it helps the Developers identify the work remaining for an Increment to be ready for release by the end of a Sprint.
- C. It creates transparency into the state of the Increment when it is inspected at the Sprint Review.

- D. It guides the Developers when creating a forecast at the Sprint Planning.
- E. It provides a template for the documentation of the product Increment.
- F. It is a checklist to inspect whether the Developers have performed their tasks by the end of a Sprint.

Answer: ([SHOW ANSWER](#))

The Definition of Done is a formal description of the state of the Increment when it meets the quality standards required for the product. The purpose of the Definition of Done is to:

During the Sprint, it helps the Developers identify the work remaining for an Increment to be ready for release by the end of a Sprint (B), by providing a clear and shared understanding of what "Done" means for each Product Backlog item and the Increment as a whole. It creates transparency into the state of the Increment when it is inspected at the Sprint Review, by ensuring that everyone involved in the product development has the same expectations and criteria for evaluating the value, usability, and quality of the Increment. It guides the Developers when creating a forecast at the Sprint Planning (D), by enabling them to estimate how much work they can realistically complete within a Sprint, based on their capacity, skills, and Definition of Done.

NEW QUESTION: 70

A Scrum Master colleague of yours wants some guidance on what to do in the following situation. During the Daily Scrum, one Scrum Team member, who is a key central figure in the organization, drags on and on about things which actually are interesting but not relevant for the Daily Scrum, day after day. What are two suggestions you would offer to your colleague?

(Choose the best two answers)

- A. You suggest taking the person aside and asking them what they believe the key outcomes are for the Daily Scrum. Effectively coaching them to help create focus during the Daily Scrum.
- B. You contact the team member's Line Manager and raise this as an impediment to the Manager, and ask that they resolve this matter.
- C. You suggest using a timer, to limit the time each person can speak at the Daily Scrum.
- D. You suggest passing a token around. The person holding the token has the floor to speak for an allotted amount of time.
- E. You suggest coaching the Developers to help them find a way to solve the problem, and own the solution.

Answer: ([SHOW ANSWER](#))

Effectively coaching them to help create focus during the Daily Scrum. This is a good suggestion because it shows respect and empathy for the person, while also helping them understand the purpose and value of the Daily Scrum. Coaching is one of the core competencies of a Scrum Master, and it can help the person self-reflect and improve their behavior.

This is another good suggestion because it empowers the Developers to take ownership of their own process and communication. The Scrum Master's role is not to impose rules or solutions, but to facilitate and enable the team's self-organization and collaboration. By coaching the Developers, the Scrum Master can help them address the issue in a constructive and respectful way.

NEW QUESTION: 71

Select the correct Scrum Team roles defined in Scrum.

- A. Development Team, Scrum Master, Product Owner
- B. Engineers, Business Analyst, Product Owner
- C. Stakeholders, Scrum Master, Project Manager, Product Owner
- D. Product Manager, Business Analyst, Development Team, Stakeholders

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 72

Your organization always stresses the importance of on-time delivery and reliability. A manager has detected that your team's progress is too slow. They feel that your team's velocity needs to be 10% higher. The organization expects you, as the Scrum Master, to make it happen. How do you respond? (Choose the best two answers)

- A. You educate management that it is the Scrum Team's responsibility to improve their velocity. You invite management to the next Sprint Retrospective to brainstorm on how they can improve.
- B. You inform management of organizational impediments that prevent the Scrum Team from being more productive. You enlist their help to remove these impediments.
- C. You explain how a Scrum Team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivity. You refer management to the Product Owner for all information concerning the progress of development.
- D. You tell management that this is not your accountability in Scrum. You direct them to the Product Owner to determine whether the forecast is accurate.
- E. You help management understand that it typically takes a few Sprints for a team to gradually increase the velocity up to the level expected. Meanwhile you present this to the team as a challenge and a company goal, leaving it however up to them to figure out exactly how to achieve this.

Answer: ([SHOW ANSWER](#))

This is a good answer because it is consistent with the Scrum Master's accountability to serve the Scrum Team and the organization by identifying and addressing the factors that hinder the team's effectiveness. By informing management of the organizational impediments, you can leverage their authority and influence to resolve them. By enlisting their help, you can also foster a collaborative and supportive relationship with them.

This is another good answer because it is consistent with the Scrum Master's accountability to educate and coach the organization on the Scrum framework and its principles. By explaining how velocity is used in Scrum, you can help management understand that it is not a reliable metric for measuring performance or comparing teams. By referring management to the Product Owner, you can also respect the Product Owner's accountability to manage the product backlog and communicate the value and status of the product³⁴.

NEW QUESTION: 73

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

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 74

How should requirements be distributed when multiple Scrum Teams work on the same product? (Choose the best answer)

- A. They must be selected from one Product Backlog in such a way that each Scrum Team has an equal volume of requirements per Sprint.
- B. The Scrum Teams pull in work from a shared Product Backlog in agreement with the Product Owner and the other teams.
- C. The Scrum Team with the highest velocity pulls items from an overall Product Backlog first
- D. The Product Owner decides by providing each team with its own Product Backlog.

Answer: ([SHOW ANSWER](#))

When multiple Scrum Teams work on the same product, they share one Product Backlog that contains all the requirements for the product. The Product Owner is responsible for ordering and refining the Product Backlog items, but does not assign them to specific teams. Instead, the Scrum Teams pull in work from the Product Backlog in agreement with the Product Owner and the other teams, based on their capacity, skills, dependencies, and Sprint Goals. This way, the Scrum Teams can self-organize and collaborate to deliver a coherent and valuable product Increment.

NEW QUESTION: 75

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

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

- A. Stop the Sprint and have the Development team work on the infrastructure before continuing.
- B. Encourage the Product Owner to accept partially done Increments and complete the work in the Hardening Sprint.
- C. Coach the Development Team to improve its skills, tools and infrastructure over time and establish a Definition of "Done" that is actually possible to achieve given the current circumstances.

Answer: (SHOW ANSWER)

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

NEW QUESTION: 76

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

- A.** The working relationships and skills of the people on the Scrum Team(s).
- B.** The complexity and stability of the technology.
- C.** The complexity of the requirements.

Answer: (SHOW ANSWER)

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

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NEW QUESTION: 77

Individual Development Team members have been approaching Steven, the Scrum Master, to complain about Chris. Chris has the most experience on the system they are building. He often Question:s the choices team members make in design and architecture making them feel bad. What are two good ways for Steven to address this problem? (Choose two.)

- A.** Steven observes whether this topic is raised at the Sprint Retrospective. If not, then he checks with the team on how comfortable they are with the way the design and architecture is being handled.
- B.** Steven suggests facilitating a session with the full team to help resolve the issue.
- C.** Steven tells the concerned members that Chris' opinions should be respected as he has the most experience and understands what is best for long term sustainability.
- D.** Steven shares his concerns with Chris and the impact on the other team members and that he should be a team player.
- E.** Steven takes the time between Sprints to organize a team building session to build a stronger relationship.

Answer: (SHOW ANSWER)

Conflicts are a natural occurrence and the Scrum Master coaches the Development Team on the value of resolving conflicts. Leaving conflicts unresolved can impact the Scrum values of openness and respect diminishing trust. Lower trust levels will impact the Scrum Team's

effectiveness and can cause impediments in the future. It is the responsibility of the Scrum Master to remove impediments that hinder the team through conflict resolution and facilitation.

NEW QUESTION: 78

During the Sprint Review of a scaled development effort, every Scrum Team should demonstrate its individual Increment separately.

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

During the Sprint Review of a scaled development effort, the Scrum Teams should demonstrate the integrated Increment that they have collectively delivered, not their individual Increments separately. This ensures that the stakeholders can provide feedback on the value and quality of the product as a whole, and that the Scrum Teams can inspect their alignment and collaboration.

NEW QUESTION: 79

You are the Scrum Master for a Scrum Team whose Daily Scrum is scheduled to start at 10:00 each day. Developers routinely turn up late, and once everyone has assembled, the Daily Scrum starts. By then it is typically 4 to 5 minutes later than scheduled. Other meetings in the organization typically allow 4 to 5 minutes for people to transport within the building. Some Developers complain that it is now hard to achieve the purpose of the Daily Scrum within the timebox, since there is only 10 or 11 minutes left after waiting for people to show up. The Developers ask for your advice. (Choose the best answer)

- A. You suggest an experiment: moving the event to a time that better suits the team.
- B. You escalate this issue to management since you are responsible for ensuring Scrum is understood and enacted.
- C. To incentivize showing up on time, you tell the Developers that when people come late to the Daily Scrum, they will pay a small fee.
- D. You turn the question back to the Developers and ask what they think should be done to ensure their Daily Scrum is effective and meets its purpose.
- E. You suggest that when someone shows up late they cannot join that day's Daily Scrum.

Answer: ([SHOW ANSWER](#))

This is the best answer because it empowers the Developers to take ownership of their own process and find a solution that works for them. The Scrum Master can facilitate the discussion and help the Developers understand the value and importance of the Daily Scrum, but not impose or dictate any specific action or rule. The Scrum Master can also support the Developers in conducting an experiment and evaluating the results, if they decide to do so.

NEW QUESTION: 80

How does the Scrum Master serve the Scrum Team? (Choose the best two answers)

- A. The Scrum Master coaches the Scrum Team and the organization how to work empirically.
- B. The Scrum Master resolves every impediment that the Developers run into

C. The Scrum Master never intervenes in matters of the Scrum Team, but allows them to maximize their autonomy and freedom.

D. The Scrum Master facilitates Scrum events as requested or needed

Answer: ([SHOW ANSWER](#))

The Scrum Master serves the Scrum Team by coaching them and the organization how to work empirically, which means using an evidence-based approach to inspect and adapt the product and the process. The Scrum Master also facilitates Scrum events as requested or needed, such as the Sprint Planning, the Daily Scrum, the Sprint Review, and the Sprint Retrospective. The Scrum Master ensures that these events are positive, productive, and kept within the timebox. The Scrum Master does not resolve every impediment that the Developers run into, but rather helps them to remove or overcome those impediments themselves. The Scrum Master also does not never intervene in matters of the Scrum Team, but rather balances between providing guidance and allowing autonomy. The Scrum Master is not a passive observer, but an active servant leader who supports the team in achieving their goals.

NEW QUESTION: 81

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

A. Create teams based on their functional layer.

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

C. Ask the developers to divide themselves into teams.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 82

You are a Scrum Master entering an organization that wants to "evolve" their product development to Scrum. The organization's teams are organized into component teams. This means that teams address one single application layer only (for example, front end, middle tier, back end, and interfaces). You introduce the concept of feature teams, where teams have the skills to work on multiple layers throughout a Sprint and deliver working software every Sprint. What are two things you take into consideration when moving away from component teams toward feature teams? (Choose the best two answers)

A. You cannot do Scrum without feature teams. Do not continue adopting Scrum until teams are reorganized in feature teams.

B. Productivity, in terms of lines of code or story points, will probably suffer during the transition, although even then delivery of business value is still likely to Increase.

C. Feature teams will require time to become productive as people from the different layers and components become accustomed to working and delivering unified functionality together, as one Scrum Team.

D. With feature teams, it is easier to calculate and compare the productivity per team. Incentives on productivity are likely to speed up the transition to feature teams, and therefore the adoption of Scrum.

Answer: ([SHOW ANSWER](#))

This is a realistic expectation, as the teams will need to learn new skills, collaborate more effectively, and adapt to changing requirements. However, the benefit of feature teams is that they can deliver working software that provides value to the customers and stakeholders every Sprint, rather than waiting for the integration of different components.

This is a natural consequence of changing the team structure and culture, as the teams will need to overcome some challenges and conflicts, build trust and rapport, and establish a shared vision and goal. The Scrum Master can help the teams with this transition by facilitating communication, coaching, and mentoring.

NEW QUESTION: 83

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

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

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

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

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

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

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

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

NEW QUESTION: 84

Which of the following affect the outcome of a Sprint? (Choose all that apply)

A. The complexity of the problem being solved.

B. The complexity of the requirements.

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

Answer: ([SHOW ANSWER](#))

The complexity of the problem being solved and the complexity of the requirements are both sources of uncertainty and variability that can impact the Sprint Goal and the Sprint Backlog. The skills and working relationships of the people on the Scrum Team(s) are also crucial for delivering a valuable product increment in a Sprint. The Scrum Master is accountable for establishing an

environment where the Scrum Team can be effective and improving the professionalism of the Scrum Team.

NEW QUESTION: 85

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

- A.** As long as there is still technical debt in the current release, feature development for the next release cannot be started. The Product Owner must first agree to this impact before allowing changes to the Definition of Done.
- B.** Reducing the Definition of Done will introduce unknown errors as development progresses and functionality is added. The system can become more difficult to stabilize as work progresses. Development for the actual release as well as future releases will be slowed down in unpredictable ways.
- C.** Releasing the version upon a reduced Definition of Done creates false assumptions about the actual state of the system. This will create many interruptions during the development of the next release as fixes will need to be done to the previous release caused from a reduction of quality.
- D.** The amount of technical debt will need to be analyzed in order to understand the impact on subsequent releases in order to allocate additional Sprints at the end of the project.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 86

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 87

Who determines how to do the work during the Sprint?

- A.** The Development Team.

- B. The Technical Architects.
- C. The Team Leads.
- D. The Scrum Master.
- E. The engineering director.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 88

A new Product Owner is hired to work on an existing product that has ongoing for five Sprints. He/she is unsure about all of the responsibilities of a Product Owner.

Which of these Product Owner's activities are defined in Scrum?

- A. Interacting with stakeholders and ensuring that the most valuable functionality is always produced first.
- B. Writing User Stories.
- C. Ensuring work is completed within scope and time.
- D. Describing features as Use Cases.

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

NEW QUESTION: 89

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 slow performance, a complaint that the Product Owner agrees with. As the Scrum Master, how will you move this forward?

(Choose the best answer)

- A. Encourage the Product Owner to bring the performance concerns to the rest of the Scrum Team and work together to improve the Definition of Done.
- B. Wait to bring this up in the next Sprint Retrospective as this is the appropriate time for the Developers to re-consider the Definition of Done.
- C. Bring the concern to the quality assurance members of the Scrum Team and ask them to improve how the system is tested.
- D. Explain to the Product Owner that it is up to the Developers to decide on acceptable performance standards as they own the Definition of Done.

Answer: ([SHOW ANSWER](#))

As a Scrum Master, you are accountable for establishing an environment where the Scrum Team can be effective and deliver valuable products. One of the ways to do this is by supporting the Product Owner in managing the Product Backlog and engaging with the stakeholders. In this situation, where there is a performance issue with the product, your best option is:

Encourage the Product Owner to bring the performance concerns to the rest of the Scrum Team and work together to improve the Definition of Done. This option aligns with the principle of empiricism, which is the foundation of Scrum. Empiricism means that you make decisions based on what is known, rather than what is assumed or predicted. By encouraging the Product Owner to bring the performance concerns to the rest of the Scrum Team, you are helping them inspect the product Increment and adapt the Product Backlog based on transparent feedback from the

stakeholder. You are also helping them collaborate on improving the Definition of Done, which is a shared understanding of what it means for a product Increment to be complete and potentially releasable. The Definition of Done should reflect the quality standards and expectations of the stakeholders, and should be updated as needed to ensure that the product meets their needs and delivers value.

NEW QUESTION: 90

During the Sprint Review, the Product Owner decides to release the current Increment to production. The stakeholders suggest temporarily delaying the next Sprint in order to respond more quickly to user feedback after the release. The Product Owner prefers to continue to the next Sprint and make progress towards the next release. Steven, the Scrum Master, begins facilitating the discussion. What would be two acceptable outcomes of the discussion? (Choose two.)

- A. Continue with the Sprints and include the customer feedback in the Product Backlog.
- B. Delay the next Sprint to allow the Development Team to work on new customer feedback.
- C. Continue with the Sprints but shorten the Sprint time-boxes to allow for shorter feedback loops.
- D. Continue with the Sprints but allow the Sprint Goal within the Sprint to change according to the customer feedback.

Answer: ([SHOW ANSWER](#))

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

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

NEW QUESTION: 91

When multiple Scrum Teams work on the same product, they should employ a "Definition of Ready" to maximize their velocity. A "Definition of Ready" ensures that Sprint Planning can end within its timebox. This has a positive effect on the team's velocity, as the team will have more time for productive work.

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

A Definition of Ready (DoR) is a set of agreements that lets everyone know when a product backlog item is ready to be taken into a sprint. A DoR can help the Scrum Team ensure that the product backlog items are clear, feasible, valuable, and testable. However, a DoR does not necessarily maximize the team's velocity, nor does it ensure that the sprint planning can end within its timebox. Velocity is a measure of how much work a team can complete in a sprint, and it depends on many factors, such as the team's capacity, skills, collaboration, and quality standards. A DoR may help the team avoid wasting time on unclear or incomplete items, but it does not guarantee that the team can deliver more value or faster. Similarly, a DoR may help the team prepare for the sprint planning, but it does not guarantee that the team can finish the

planning within its timebox. The sprint planning is an empirical and collaborative event, where the team inspects the product backlog, negotiates with the product owner, and crafts a sprint goal and a sprint backlog. A DoR may reduce some uncertainties and risks, but it does not eliminate them. The team still needs to adapt to changing requirements and expectations, and make realistic and meaningful commitments.

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NEW QUESTION: 92

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

- A. Facilitating Scrum Events as requested or needed.
- B. Coaching the Development Team, the Product Owner and the organization on how to work empirically.
- C. Staying away from internal Development Team interactions, maximizing their autonomy and freedom.
- D. Resolving every impediment for the Development Team.

Answer: (SHOW ANSWER)

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

may seem like the right thing to do but by doing

"Removing every impediment for the Development Team"

it this way, the Dev Team's ability to self-organize would be limited. There are some impediments that will depend solely on the Scrum Master and there will be some that require collaboration with the Dev Team.

The former might be working with the finance department to renew services that the team is using. The latter might be lack of skills to make a particular item done. The Scrum Master can coach the team on finding different solutions to resolve the issue.

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

NEW QUESTION: 93

A Scrum Team is struggling over the fact that not all Developers work full time and that other Developers regularly work from home. To solve the difficulties in aligning daily, at the Sprint

Retrospective two Developers suggest having the Daily Scrum every three days, when everyone is in the office. What would be three key concerns if the frequency of the Daily Scrum were to be lowered? (Choose the best three answers)

- A.** Opportunities to inspect and adapt the Sprint Backlog are reduced. Re-aligning is bound to become even more difficult.
- B.** The Scrum Master loses the ability to update the Gantt chart properly, thereby obscuring the Scrum Master's tracking of Sprint progress.
- C.** Less progress information will be shared, causing the plan for the Sprint to become inaccurate and transparency over progress toward the Sprint Goal is reduced.
- D.** Impediments are raised and resolved more slowly which might impact productivity and progress.
- E.** The Product Owner cannot accurately report progress about the state of the forecasted work to the stakeholders.

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

This is a valid concern, as the Daily Scrum is an event where the Developers can inspect the progress toward the Sprint Goal and adapt the Sprint Backlog accordingly. If the Daily Scrum is held less frequently, the Developers may miss some opportunities to adjust their plan and collaborate effectively.

This is a valid concern, as the Daily Scrum is an event where the Developers can share their work status, challenges, and dependencies with each other. If the Daily Scrum is held less frequently, the Developers may have less visibility and awareness of what is going on in the Sprint, and may face more surprises or risks.

This is a valid concern, as the Daily Scrum is an event where the Developers can identify and communicate any impediments or issues that hinder their work. If the Daily Scrum is held less frequently, the Developers may have to wait longer to get help or support from their peers or the Scrum Master, and may lose some momentum or efficiency.

NEW QUESTION: 94

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

- A.** Having a separate group of business analysts and functional testers analyzing high-ordered Product Backlog items before Sprint Planning.
- B.** Having the Product Owner work with stakeholders between the end of the last Sprint and before beginning the next to prepare the Product Backlog items so not to interrupt the Development Team.
- C.** Having the business analysts in the Development Team create the upcoming Product Backlog items during a Sprint and adding them to the next Sprint's forecast.
- D.** Having the Development Team use some time during each Sprint to help the Product Owner analyze, estimate, and design items at the top of the Product Backlog that is projected to be worked on in the upcoming Sprint.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 95

What is the Development Team responsible for?

- A. Reporting productivity and selecting the Sprint time-box.
- B. Organizing the work required to meet the Sprint Goal and resolving internal team conflicts.
- C. Writing User Stories and ordering the Product Backlog.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 96

What does the Scrum Team commit to each Sprint? (Choose the best three answers)

- A. Getting all the forecast work in the Sprint Plan done
- B. Increasing velocity
- C. Working towards the Sprint Goal.
- D. Seeking stakeholder feedback.
- E. Having the Product Owner available to the Developers on a daily basis
- F. Upholding transparency

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide 2020, the Scrum Team commits to achieving the Sprint Goal and creating a valuable product Increment every Sprint. The Sprint Goal is a short statement that provides direction and focus for the Scrum Team throughout the Sprint. The product Increment is a concrete and usable outcome that meets the Definition of Done and adds value to the product. Therefore, the Scrum Team commits to:

Working towards the Sprint Goal. This means that the Scrum Team collaborates and coordinates their work to deliver a product Increment that satisfies the Sprint Goal. The Sprint Goal is chosen by the Scrum Team during Sprint Planning, based on the Product Backlog items that they forecast to complete in the Sprint. The Sprint Goal provides coherence and alignment for the Scrum Team, and helps them cope with complexity and uncertainty.

Seeking stakeholder feedback. This means that the Scrum Team engages with the stakeholders and customers who have an interest or influence on the product. The Scrum Team seeks their feedback to inspect and adapt the product Increment and the Product Backlog, and to validate their assumptions and hypotheses. The Sprint Review is an event where the Scrum Team and the stakeholders collaborate on what was done in the Sprint and what to do next. Upholding transparency. This means that the Scrum Team makes all aspects of their work visible to those who are responsible for the outcome. Transparency enables inspection and adaptation, which are

essential for empiricism. The Scrum Team upholds transparency by using the Scrum artifacts (Product Backlog, Sprint Backlog, and Increment) as sources of information and progress, and by having frequent and honest communication among themselves and with the stakeholders.

NEW QUESTION: 97

Using Scrum ensures that all resources on a project will be utilised in the most efficient way.

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 98

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

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

- A. Wait until the next Sprint Retrospective as it is the most opportune time to modify the Definition of Done.
- B. Bring the concern to the testers in the Development Team and ask them to include performance testing.
- C. Explain to the Product Owner that it's up to the Development Team to decide on acceptable performance standards as they own the Definition of Done.
- D. Encourage the Product Owner to bring the performance concerns to the Development Team and work with them on how to improve performance, and ultimately have stronger Definition of Done.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 99

The three pillars of empirical process control consist of:

- A. Planning, Inspection, Adaptation
- B. Inspection, Transparency, Adaptation
- C. Planning, Demonstration, Retrospective
- D. Respect For People, Kaizen, Eliminating Waste

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 100

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

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

- A.** It will be inspected at the Sprint Review and if it is acceptable by the stakeholders then include it in the Increment.
- B.** Do not include the item in the Increment for the Sprint.
- C.** Split the item and add the estimation of the completed work to the current Sprint so not to impact the velocity and add the 'undone' work to the next Sprint.
- D.** Estimate the remaining work needed to make it 'done' and add it to the Product Backlog for the Product Owner to decide what to do with it.

Answer: ([SHOW ANSWER](#))

At the end of a Sprint, the new Increment must be 'Done', which means it must be in useable condition and meet the Scrum Team's definition of 'Done'. Scrum Team members must have a shared understanding of what it means for work to be complete, to ensure transparency. This is the Definition of Done for the Scrum Team and it is used to assess when work is complete on the product Increment.

NEW QUESTION: 101

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

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

- A.** Steven talks with Peter about concerns of how his behavior might impact the team members and request that he stop attending for now.
- B.** Steven coaches Peter on best practices for updating the burndown chart as it provides accurate information on how well the team is performing.
- C.** Nothing. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how to best run it.
- D.** Steven coaches the Scrum Team about the purpose of the Daily Scrum.

Answer: ([SHOW ANSWER](#))

The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide.

Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.

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

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

NEW QUESTION: 102

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

- A. There is no acceptable reason. A new Sprint starts immediately after the conclusion of the previous Sprint.
- B. The stakeholders were disappointed with the Increment produced in the previous Sprint.
- C. There's not enough work in the Product Backlog to work on in the upcoming Sprint.
- D. The QA team has not finished testing the previous Increment before declaring it ready to ship.
- E. The Product Owner needs additional time to identify the next initiatives.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 103

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

- A. Updating stakeholders on project progress.
- B. There are no such activities. When the current Sprint ends, the new Sprint begins.
- C. Product Backlog refinement.
- D. Participate as a team member at the Sprint Retrospective.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 104

The Scrum Master is responsible for the process in which Scrum is adopted and enacted.

- A. False
- B. True

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 105

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

What is the best way to proceed?

- A. The Scrum Master would coach the team on improving their estimations and commitment to completing the Sprint Backlog.
- B. Extend the Sprint in order to complete the Sprint Backlog items.
- C. Inform Peter that the projected completion date is not correct. The Development team would estimate the remaining work to produce a shippable Increment and suggest making it "Done" before working on new features. Based on empirical data, Peter can adjust the completion date and decide how to continue.
- D. The Sprints have failed to produce shippable Increments there for opportunities to inspect and adapt is lost. The Scrum Master would encourage the organization to add more team members in order to increase the team's capacity.

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

NEW QUESTION: 106

You are the Scrum Master of a Scrum Team that has one Developer who disagrees with team decisions. Their disagreements are becoming disruptive and slowing progress. The Developer often returns to earlier team decisions and re-opens the issue. What are two ways to go about this problem? (Choose the best two answers)

- A.** You organize an offsite team building activity to establish a foundation of trust. You observe whether the problem persists after the offsite activity.
- B.** You take the Developer aside to express your concern over their disagreements and tell them to act as a team player and to comply with the team's decision.
- C.** At the Sprint Retrospective you observe whether the topic is raised. If it does not happen, you check on how comfortable everybody is with the way team decisions are made.
- D.** You go to the Human Resources department and ask them to have a conversation with the Developer based on the issues the team has raised.
- E.** To every team member expressing this concern you suggest raising this with the full team. You offer to help initiate the conversation but not to resolve the concern yourself.

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

This is a good way to foster a positive team culture and improve the relationships among the team members. The offsite activity can help the team to have fun, relax, and bond with each other. It can also create an opportunity for the team to discuss their issues and concerns in a more informal and friendly setting. The Scrum Master can observe whether the problem of disagreement is resolved or reduced after the offsite activity, and provide feedback and support as needed.

This is a good way to empower the team to address their own problems and find their own solutions. The Scrum Master can encourage the team members to speak up and share their perspectives and feelings with the whole team, rather than keeping them to themselves or complaining to others. The Scrum Master can also facilitate the conversation and ensure that it is respectful, constructive, and productive, but not intervene or impose their own opinion or decision.

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NEW QUESTION: 107

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

What key concerns should the Scrum Master take into account?

- A. The benefit of Development Teams solving the problem themselves and the ability to produce integrated Increments.
- B. Maintaining a consistent velocity.
- C. Hiring additional resources to fill the void in skillset.
- D. Having enough work for all Development Team members.

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

NEW QUESTION: 108

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

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

- A. Each Scrum Team has its own Product Backlog with items only their team will be working on.
- B. One Product Backlog to represent all of the known work needed to be done for the product.
- C. Three Product Owners, one for each Scrum Team.
- D. Having one Product Owner to be accountable for maximizing the flow of value throughout the development process and provide transparency on the overall progress.

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

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

NEW QUESTION: 109

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

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

Development Teams are self-organized and cross-functional.

NEW QUESTION: 110

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

- A. The Scrum Master assigns the tasks to Development Team members and ensures they are completed within the committed timebox.
- B. The Scrum Master helps those outside the Scrum Team understand which interactions are helpful and teaches the Development Team to keep the Scrum meetings within the timebox.

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

D. At the Sprint Review, the Scrum Master demonstrates the completed Increment and answers any Question:s from the stakeholders.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 111

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

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

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

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 112

An organization is using Scrum to build five new products.

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

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

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

C. There is one Product Owner responsible for all five products. This person is not allowed to delegate any of the Product Owner responsibilities as he/she is accountable for the success of each product.

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

Answer: ([SHOW ANSWER](#))

The Product Owner is the sole person responsible for maximizing the value of the product through the ordering and management of the Product Backlog. This reduces complexity in communication and understanding who to go to when there are Question:s about the product.

The Product Owner may delegate his/her responsibilities but still remains accountable for the outcome of those responsibilities.

NEW QUESTION: 113

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

- A. Their velocity is likely not affected and will remain at 55.
- B. Their velocity is likely to drop and be less than 55.
- C. Their velocity is likely to rise and be more than 55.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 114

Which statement is FALSE in regards to the Sprint Goal?

- A. It is only a forecast and changes during the Sprint as more is learned.
- B. If it doesn't seem achievable, the Development Team has the courage to tell the Product Owner.
- C. The Product Owner respects the Development Team's opinion on whether they can achieve it.
- D. It helps increase focus.
- E. The Scrum Team discusses openly about alternative ways to reach it.
- F. The Development Team commits to it.

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

The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment.

NEW QUESTION: 115

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

- A. Release burnup chart.
- B. Burndown chart.
- C. Version control.
- D. Project Gantt chart.
- E. None of the above.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 116

Scrum Master is a management position because the Scrum Master is accountable for the following three management activities: (Choose the best three answers)

- A. Reporting on the performance of a team.
- B. Managing the Scrum process.
- C. Managing the project plan and the project deliverables.
- D. The way Scrum is understood and enacted within the organization.
- E. Removing organizational impediments that limit the team's progress and productivity.
- F. Managing the capacity and utilization of the Developers.

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

A Scrum Master is not a management position in the traditional sense of the word. A Scrum Master does not have authority over the team members, the product, or the project. A Scrum Master is a servant leader who helps the team self-organize, collaborate, and deliver value. A Scrum Master is accountable for managing the Scrum process, ensuring that the team follows the Scrum values and principles, and facilitating the team's interactions with stakeholders and the organization. A Scrum Master is also accountable for removing organizational impediments that limit the team's progress and productivity, such as bureaucracy, silos, or conflicts. A Scrum Master is not accountable for reporting on the performance of a team, managing the project plan and the project deliverables, or managing the capacity and utilization of the Developers. These are responsibilities of the Product Owner, the Developers, or other roles in the organization.

NEW QUESTION: 117

The director of engineering in your organization always stresses the importance of meeting deadlines in order for the engineering department to be seen as a reliable source for the product management department. The director has calculated that the team's velocity needs to increase an additional 15% to meet the commitment he made to management for the release date of the product. He asks Steven, the team's Scrum Master, to increase his team's velocity. Which would be the best two responses for Steven to take? (Choose two.)

- A. He explains how a team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivity. He refers the director to the Product Owner for all information concerning the progress of development.
- B. He informs the director of organizational impediments he is aware of that prevent the team from being more productive. He suggests collaborating with him on how to remove these impediments.
- C. He educates his director how it is part of a team's self-organization to improve velocity. He invites the director to the next Sprint Retrospective to brainstorm on how they can improve.
- D. He helps the director understand that it typically takes a few Sprints for a team to gradually increase the velocity up to the level expected. Meanwhile he presents this to the team as a challenge and a company goal, leaving it however up to them to figure out exactly how to achieve this.

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

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

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

NEW QUESTION: 118

Customer satisfaction should be measured:

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 119

Scrum promotes self-organization.

Which of these statements would NOT support self-organizing?

- A. Removing titles for Development Team members.
- B. The Development Team deciding what work to do in a Sprint.
- C. Removing the need for documentation.
- D. Being a lightweight framework.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 120

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

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

- A. During the Daily Scrum the members of the Development Team will inform of problems that are hindering their progress, and for which they have no means to resolve. They will inform Steven as a Scrum Master, so he can remove the impediments and help the team be more productive.
- B. Through the short, daily alignment of the Daily Scrum the members of the Development Team grow and improve a shared understanding of the most important work to be undertaken in the next 24 hours to achieve the best possible progress toward the Sprint Goal. This daily opportunity

to inspect and adapt will enable the Development Team to best tackle any unforeseen circumstances that might otherwise disrupt the team's progress.

C. The Development Team members will produce a daily status report indicating how much time was spent working on individual tasks since the last Daily Scrum. The reports will help in discussing how the Sprint went at the Sprint Review meeting. It will provide detailed insights into the accuracy of estimates versus actual time spent, which can be used to create better estimates at the next Sprint Planning.

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

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

Answer: (SHOW ANSWER)

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

NEW QUESTION: 121

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

What should happen?

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

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

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

Answer: (SHOW ANSWER)

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NEW QUESTION: 122

A new Product Owner has joined an existing Scrum Team that has been working together for eight Sprints. The Development Team has grown to have a good understanding of the functionality and business for the product they have been building. The Product Owner, being new to the company, is unsure about his responsibilities.

As a Scrum Master explain what two acceptable ways of helping the Product Owner would be. (Choose two.)

- A.** You advise the Product Owner to start building a good relationship with the stakeholders of the product. Ongoing interaction with them is important to regularly align with changing organizational or market expectations. The Product Owner is also expected to invite the right stakeholders to the Sprint Review meeting.
- B.** You inform the Product Owner that, in today's highly competitive markets, it is important that the Development Team is updated on changing business priorities on a daily basis. The Daily Scrum allows the Development Team to adapt to the changes in scope without delay.
- C.** You tell the Product Owner to make sure that there are no ambiguities or possible misunderstandings in the items on the Product Backlog when they are handed over to the Development Team. This is best done by capturing the functional requirements during an analysis phase, resulting in documents that are considered as the working product of such analysis Sprints.
- D.** You advise the Product Owner to rely on the Development Team and the stakeholders to formulate the Product Backlog, as they are the ones most knowledgeable. By asking questions and working with them the Product Owner will quickly be up to speed.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 123

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

What should you do?

- A.** Encourage the technical writers from other teams to form a specialized team to organize and plan the work for multiple teams.
- B.** The Development Team members will write it as they are still responsible for creating the documentation to make the Increment done in conformance with their Definition of "Done."
- C.** Wait until the technical writer returns before continuing with related items.
- D.** Complete all development work first while adding technical documentation to the Product Backlog to be done in a subsequent Sprint.

Answer: ([SHOW ANSWER](#))

All Product Backlog items selected for the Sprint are owned by the Development Team as a whole.

Although individual members may work on specific tasks, the Development Team is still accountable for doing the work to deliver a shippable Increment.

NEW QUESTION: 124

At the Sprint Planning, the Development Team is not able to forecast the number of Product Backlog items it can do in the upcoming Sprint due to unclear requirements. The Product Owner, however, was able to clearly define the business objective he hopes to achieve in the Sprint. Which of the following two actions would you support? (Choose two.)

- A.** The Development Team forecasts the most likely Product Backlog items to meet the business objective and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, they start implementation and continue to analyze, decompose, and create additional functionality during the Sprint.
- B.** If all agree they can extend the Sprint Planning until the Development Team can forecast enough Product Backlog items before starting the implementation.
- C.** Allow the Development Team members as much time as needed to review the Product Backlog items and reconvene with the Product Owner when they are confident enough to make a forecast for the Sprint.
- D.** They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.

Answer: ([SHOW ANSWER](#))

All events are time-boxed events, such that every event has a maximum duration. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.

NEW QUESTION: 125

At the seventh Sprint Review, the stakeholders seem disappointed and angry. When asked about it, they say the product being built will not meet their needs and will cost more than they anticipated spending. What factors may have led to this? (Choose the best three answers)

- A.** The stakeholders have not been using the Sprint Reviews to actively engage, and inspect and evaluate progress.
- B.** The stakeholders were not allowed to enter the development area, or be present at the Daily Scrum.
- C.** The Project Management Office (PMO) and its project managers have not been adequately engaged, causing the project plan to become inaccurate.
- D.** The Scrum Master has not ensured transparency.
- E.** The Product Owner has not been interacting frequently with the stakeholders and kept them aware of the progress of the project.
- F.** Changes to the project plan were not adequately documented and shared. The change request procedure was not diligently followed.

Answer: ([SHOW ANSWER](#))

This is a possible factor that may have led to the disappointment and anger of the stakeholders. The Sprint Review is an event where the Scrum Team and the stakeholders collaborate to inspect the product Increment and adapt the Product Backlog based on feedback and new insights. If the stakeholders do not participate actively in the Sprint Review, they may miss the opportunity to provide input, voice their concerns, and influence the direction of the product development.

This is another possible factor that may have led to the disappointment and anger of the stakeholders. The Scrum Master is accountable for establishing and promoting transparency among the Scrum Team and the stakeholders, by ensuring that everyone has a clear and common understanding of the product vision, the Product Goal, the Product Backlog, the Sprint Goal, the Sprint Backlog, and the Definition of Done. Without transparency, there may be misalignment, confusion, or unrealistic expectations among the stakeholders regarding the product being built.

This is also a possible factor that may have led to the disappointment and anger of the stakeholders. The Product Owner is responsible for engaging with the stakeholders regularly and communicating the value, scope, and status of the product development. The Product Owner should also seek feedback from the stakeholders and incorporate it into the Product Backlog refinement and ordering. If the Product Owner does not interact frequently with the stakeholders, they may feel disconnected, ignored, or dissatisfied with the product being built.

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