

Scrum

Exam Questions PSM-II

Professional Scrum Master II



NEW QUESTION 1

Who can prematurely cancel a Sprint?

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

Answer: B

Explanation:

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

NEW QUESTION 2

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

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

Answer: A

NEW QUESTION 3

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

- A. True
- B. False

Answer: A

Explanation:

Technical debt is any shortcomings in the code. It is a natural by-product of software development (unavoidable) and can at best be managed. If neglected, it will compound and have a negative effect on the team's ability to 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 4

Peter, a Project Manager, has raised concerns about your Scrum Team's productivity and progress towards the objectives. Which is the best way to respond to Peter's concerns?

- A. Share the Product Backlog, the projections towards the release dates and ensure that Peter has access.
- B. Show the Profit & Loss (P&L) report.
- C. Share the current impediments.
- D. Share the last stakeholder status report prepared by the Scrum Master.

Answer: A

Explanation:

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

NEW QUESTION 5

Several Sprints into a project, a client is complaining to the Product Owner about the poor performance of the product. As a Scrum Master, how can you help the Product Owner?

- A. Coach the Product Owner on effective ways to communicate this concern to the Development Team and encourage the Product Owner to add the performance issue to the Product Backlog.
- B. Tell the Product Owner performance is defined by the Development Team.
- C. Note the issue for the next Sprint Retrospective.
- D. Notify the team responsible for system performance.

Answer: A

NEW QUESTION 6

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

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

Answer: B

Explanation:

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

NEW QUESTION 7

As a Scrum Master, you observe that the Product Owner is not collaborating with the Development Team effectively. What action would you take?

- A. Send the Product Owner to training.
- B. Nominate a proxy Product Owner.
- C. Act as the go-between.
- D. Coach the Product Owner.

Answer: D

Explanation:

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

NEW QUESTION 8

What are typical Product Owner activities during Sprint 0?

- A. Creating a project plan based on the defined timeline.
- B. Ensuring there is enough work to do for at least three Sprints.
- C. Creating User Stories based on the requirements document.
- D. Allocating enough resources before starting Sprint 1.
- E. There is no such thing as Sprint.

Answer: E

Explanation:

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

NEW QUESTION 9

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

- A. True
- B. False

Answer: A

Explanation:

Minimizing dependencies reduces complexity and enhances agility.

NEW QUESTION 10

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

- A. True
- B. False

Answer: A

Explanation:

Working software is the primary measure of progress.

NEW QUESTION 10

A time-box is:

- A. An event that starts at a specific time.
- B. An event with a minimum set time.
- C. An event that cannot take more than a maximum amount of time.
- D. An event that must happen by a specific time.

Answer: C

Explanation:

All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process.

NEW QUESTION 15

At the fifth Sprint Retrospective, the Product Owner mentions that he is surprised about the amount of technical debt that has built up in the system and that the product is not able to support an adequate number of users. Peter, the Product Owner, is upset that the product will need several more Sprints to address the scalability issues in order to meet his expectations.

What factors may have led to this?

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

- B. The Development Team has not been paying enough attention to technical quality.
- C. The Development Team and the Product Owner are not having conversations around technical debt.
- D. The Scrum Master has not ensured that the Scrum Team is transparent.
- E. All of the above.
- F. None of the above.

Answer: E

Explanation:

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

NEW QUESTION 20

A cross-functional Development Team is defined as:

- A. Cross-skilled individuals who are able to do all the work necessary to deliver a shippable Increment at the end of the Sprint.
- B. A team of engineers, testers, business analysts, technical architects and functional managers.
- C. A group of full-stack developers shared across multiple teams.
- D. A team of skilled developers that can effectively multi-task on multiple Product Backlog items at the same time.

Answer: A

Explanation:

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

NEW QUESTION 25

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.
- B. The Product Owner must first agree to this impact before allowing changes to the Definition of Done.
- C. Reducing the Definition of Done will introduce unknown errors as development progresses and functionality is added.
- D. 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.
- E. Releasing the version upon a reduced Definition of Done creates false assumptions about the actual state of the system.
- F. 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.
- G. 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: BC

Explanation:

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

NEW QUESTION 28

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

- A. True
- B. False

Answer: B

NEW QUESTION 32

Customer satisfaction should be measured:

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

Answer: D

Explanation:

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

NEW QUESTION 33

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

- A. True
- B. False

Answer: A

Explanation:

Development Teams are self-organized and cross-functional.

NEW QUESTION 34

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

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

Answer: D

Explanation:

The Product Owner is accountable for managing the Product Backlog.

NEW QUESTION 39

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

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

Answer: C

Explanation:

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

NEW QUESTION 42

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

- A. Ensure the Scrum Team members have compatible personalities, have the tech leads clarify the expectations and responsibilities of each role, and propose a performance rewards system.
- B. Have the Scrum Team members introduce their background experience with each other, ask the Product Owner to discuss the product and answer QUESTION NO:s, and ensure the team understands the need for a Definition of “Done.”

Answer: B

Explanation:

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

NEW QUESTION 47

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

- A. An equal amount of time on analysis, design, programming, testing and documentation.
- B. As much as it has informed the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of “Done”.
- C. All development work and at least some testing.
- D. As much as it can fit into the Sprint
- E. Any remaining work will be moved to a subsequent Sprint.

Answer: B

NEW QUESTION 51

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.
- D. These are likely to be low value anyhow.
- E. You suggest adding additional developers to the team in order to increase velocity and meet the original date.

Answer: A

Explanation:

The Scrum Master serves the Product Owner in several ways, including: Finding techniques for effective Product Backlog management;

Helping the Scrum Team understand the need for clear and concise Product Backlog items; Understanding product planning in an empirical environment; Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value.

NEW QUESTION 55

Scrum is based on which of the following?

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

Answer: C

Explanation:

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

NEW QUESTION 56

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
- B. Is played by a committee or a team of people.
- C. Is one person
- D. Can be influenced by a committee
- E. Is accountable for ordering the Product Backlog.

Answer: B

NEW QUESTION 60

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

- A. Add Security Sprints to resolve security concerns when needed.
- B. Have the Scrum Team create Product Backlog items for each concern and/or add security concerns to the definition of "Done".
- C. Create a separate backlog for security items and only work on the items when a specialist becomes available.
- D. Delegate the work to an external team.

Answer: B

Explanation:

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

NEW QUESTION 64

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: ABE

Explanation:

One of the principles of agility includes working closely with business people. In order to manage stakeholder expectation, there must be open communication (through collaboration and transparency) throughout the project cycle. This maximizes alignment, helps with making business decisions, and reduces risk. Although, the Scrum Guide does not directly state that the Scrum Master is responsible for ensuring transparency it is implicit. The Scrum Master is responsible for the process in which Scrum is adopted and enacted. Scrum is founded on empiricism and the Scrum Master helps those inside and outside the team work in an empirical environment which includes transparency (one of the three pillars of empiricism).

NEW QUESTION 67

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 expectation
- B. The Product Owner is also expected to invite the right stakeholders to the Sprint Review meeting.
- C. 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
- D. The Daily Scrum allows the Development Team to adapt to the changes in scope without delay.
- E. 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
- F. 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.

G. 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.

H. By asking QUESTION NO:s and working with them the Product Owner will quickly be up to speed.

Answer: AD

Explanation:

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

NEW QUESTION 69

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: BD

Explanation:

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

NEW QUESTION 70

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

- A. Turn the Product Backlog items it selects into a potentially releasable product increment of functionality.
- B. Do all of the development work in order to handoff to the testers in the subsequent Sprint.
- C. Complete the project within the estimate as committed to the Product Owner.

Answer: A

NEW QUESTION 71

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: BD

Explanation:

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

NEW QUESTION 76

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

- A. By removing impediments that hinder the Development Team and facilitating Development Team decisions.
- B. By helping the Development Team with user acceptance tests and tracking defects.
- C. By ensuring each member takes turns speaking at the Daily Scrum and ending the event on time.
- D. By keeping the Scrum board and burn-down chart updated daily.

Answer: A

Explanation:

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

NEW QUESTION 79

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

- A. True

Answer: A

Explanation:

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

NEW QUESTION 81

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

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 86

Which statement is FALSE in regards to the Sprint Goal?

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

Answer: A

Explanation:

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

NEW QUESTION 88

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

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

Answer: D

Explanation:

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

NEW QUESTION 91

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

What should Steven, the Scrum Master, do?

- A. During the Sprint Retrospective, ask the Product Owner and the Development Team to address the issues. Have the Team discuss why the changes occur and what impact they have on the value of the product.
- B. The Scrum Master's responsibility is to ensure the Development Team has a stable velocity.
- C. Any changes that negatively impact the team's velocity will be rejected by the Scrum Master.
- D. Take the time between Sprints to organize a team building session to rebuild the relationship.
- E. Explain to the Development Team that the Product Owner is accountable for flow of value and needs to be followed in order to maximize the value delivered.

Answer: A

Explanation:

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

NEW QUESTION 96

Which is the best description of a Product Owner?

- A. Requirements developer.
- B. Value optimizer.
- C. Team leader.
- D. Go-between between development team and stakeholders.

Answer: B

NEW QUESTION 97

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

- A. Release burnup chart.
- B. Burndown chart.
- C. Version control.
- D. Project Gantt chart.

E. None of the above.

Answer: E

Explanation:

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

NEW QUESTION 99

What would be two boundaries, defined in Scrum, that give guidance for teams to effectively self-organize? (Choose two.)

- A. Timeboxing the events in Scrum to allow for regular inspection and adaptation creating opportunities to adjust course in any given path.
- B. Clearly defined functional teams within the Development Team to define handoff phases during development.
- C. Creating an integrated and potentially shippable Increment by the end of each Sprint.
- D. Having a mixture of different levels of skills and experience to promote domain knowledge sharing.

Answer: AC

Explanation:

Time-boxing promotes regularity and focus for self-organized teams. Having shippable Increments allows teams to collaboratively make decisions on what needs to be done next.

NEW QUESTION 104

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

- A. The Product Owner will create a skills matrix according to what is needed for the project and work with the technical leads to allocate resources to the team.
- B. Work with the leadership team to allocate members according to skills, seniority and experience to ensure that all Development Teams are balanced fairly.
- C. Provide boundaries to the developers and allow them to self-organize into Development Teams.

Answer: C

Explanation:

When the values of commitment, courage, focus, openness and respect are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come to life and build trust for everyone and self-organizing teams will be enabled to choose how best to accomplish their work.

NEW QUESTION 107

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

- A. The Development Team members are strictly focused on the work within their functional role and always handing off the work to other roles in a timely matter.
- B. Management works with the Scrum Master to optimize the Development Team's progress during the Sprint.
- C. Development Team members collaboratively select and re-plan their work throughout the Sprint.
- D. The Development Team invites external people to the Sprint Planning to help them create a complete and detailed Sprint Backlog.
- E. The Development Team creates its own Sprint Backlog, reflecting all work that is part of the Definition of Done.

Answer: CE

Explanation:

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

NEW QUESTION 108

The three pillars of empirical process control consist of:

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

Answer: B

Explanation:

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

NEW QUESTION 111

A high performing Scrum Team will have frequent Release Sprints.

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 113

Which of the following are feedback loops in Scrum?

- A. Daily Scrum, Sprint Review, and Sprint Retrospective

- B. Daily Standup, Sprint Review, and Sprint Retrospective
- C. Release Planning, Daily Scrum, and Sprint Review
- D. Grooming, Daily Status, and Sprint Review

Answer: A

NEW QUESTION 115

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

- A. True
- B. False

Answer: A

Explanation:

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

NEW QUESTION 117

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

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

- A. Manage the items in the Sprint Backlogs so that Dan can be utilized evenly for each team.
- B. Assign Dan to the team with the most urgent tasks first and then move him to the next team and so on until the required support is completed.
- C. Facilitate a discussion with all Development Teams on how they want to deal with this issue, and help them implement their preferred solution.
- D. Ask Dan to work with the HR department to recruit and hire additional database specialist
- E. In the meantime, have the Product Owner move items that do not depend on Dan to the top of the Product Backlog.

Answer: C

Explanation:

As a servant/leader, the Scrum Master facilitates conversations through open ended QUESTION NO:s in order to help the team members make the best possible decisions according to what is known at the time. He/she does not approve or reject team decisions but ensures the team stays within the boundaries of the Scrum framework.

NEW QUESTION 118

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. Non
- C. A new Sprint starts immediately following the conclusion of the previous Sprint.
- D. Enough time for the last Increment to finish testing.
- E. Enough time for the Product Owner to prepare the Product Backlog for Sprint Planning.
- F. All of the above are allowed.

Answer: B

NEW QUESTION 120

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

- A. Engage with the stakeholders and answer QUESTION NO:s from the Development Team.
- B. Prioritize the Sprint Backlog.
- C. Participate at the Daily Scrum.
- D. Update the burndown chart.

Answer: A

NEW QUESTION 123

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

- A. Time-boxes ensures that the Development Team commits to completing the items in the Sprint Backlog by the end of the Sprint.
- B. Time-boxes encourage the ones closest to the problem make the best possible decisions within the time- frame given the current situation.
- C. Time-boxes can help teams plan how many additional Sprints is needed for User Acceptance testing.
- D. Time-boxes helps everybody concentrate on the same problem at the same time.

Answer: BD

Explanation:

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

NEW QUESTION 126

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

- A. When the Development Team discovers it cannot meet their Sprint commitments.
- B. When the work becomes too difficult for the Development Team.
- C. When the sales department discovers features that add more value than the current work being done.

D. When the Sprint Goal becomes obsolete.

Answer: D

NEW QUESTION 129

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 NO: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 Retrospectiv
- B. If not, then he checks with the team on how comfortable they are with the way the design and architecture is being handled.
- C. Steven suggests facilitating a session with the full team to help resolve the issue.
- D. 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.
- E. Steven shares his concerns with Chris and the impact on the other team members and that he should be a team player.
- F. Steven takes the time between Sprints to organize a team building session to build a stronger relationship.

Answer: AB

Explanation:

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

NEW QUESTION 133

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

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

Answer: B

NEW QUESTION 135

The Development Team discovers that it doesn't have the tools and infrastructure to make each selected Product Backlog item done. What is the most appropriate action for the Scrum Master to take?

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

Answer: C

Explanation:

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

NEW QUESTION 140

The Sprint length should be:

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

Answer: D

NEW QUESTION 145

What must the Development Team do during the first Sprint?

- A. Create a potentially shippable product Increment that includes at least one piece of functionality.
- B. Analyze and estimate the requirements for the subsequent Sprints.
- C. Create a project plan in order to map functional development to Sprint dates.
- D. Only design and develop the architecture and infrastructure.

Answer: A

Explanation:

Sprints promote iterative and incremental development.

NEW QUESTION 146

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

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

- A. You explain that product management should not worry about technical solution
- B. You inform them that the developers will work with the IT department when needed and keep the Product Owner updated on additional time required for each Sprint
- C. The additional effort will be added to the top of the Sprint Backlog before Sprint Planning.
- D. You explain that it is more effective when architecture and infrastructure emerge alongside the development of business functionalit
- E. The additional advantage is that business value is created more quickly and earlier.
- F. You confirm that architecture and infrastructure is needed before starting on business functionality butthe estimated budget will be difficult to estimat
- G. You suggest that the first Sprint will be dedicated towards building the technical foundation in order to get an accurate estimation for any additional budget and time required.
- H. You coach the Product Owner and Development Team to add this work to Product Backlog to ensure transparency, have the Development Team estimate the work and do this in early Sprints while also creating some business functionality in the early Sprints.

Answer: BD

Explanation:

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

NEW QUESTION 147

When does a Sprint end?

- A. When there is no work remaining in the Sprint Backlog.
- B. When the time-box expires.
- C. It depends on the Product Owner.
- D. Immediately after the conclusion of the Sprint Review.

Answer: B

NEW QUESTION 152

Which statement best describes the responsibility of the Product Owner?

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

Answer: A

Explanation:

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

NEW QUESTION 154

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

- A. The complexity and unpredictability of the requirements.
- B. The stability and complexity of the technology.
- C. The skills and working relationships of the people on the teams.
- D. The timescale of the planned work.
- E. The clear definitions of stages and gateways in the overall governance model.
- F. The definition of incentive and bonus strategies by HR for all team members.

Answer: ABCD

Explanation:

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

NEW QUESTION 159

The Development Team has suggested to move the Daily Scrum to every other day instead of every day. What is the most appropriate action for the Scrum Master to take?

- A. Learn why the Development Team wants this, coach the team on why the Daily Scrum is important and work with them to improve the outcome of the Daily Scrum.
- B. Support the self-organizing team's decision.
- C. Have the Development Team members vote on which days the Daily Scrum should occur.

Answer: A

Explanation:

The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.

NEW QUESTION 164

What is management's role in Scrum?

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

- B. Identifying and removing people that are performing poorly.
- C. Monitoring skill levels of the Development Team.
- D. Monitoring the Development Team's velocity.

Answer: A

Explanation:

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

NEW QUESTION 165

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

- A. For Sprints that require Nicole's expertise for more than one team, combine the teams into one and separate when they no longer need to share her services.
- B. Investigate whether applying additional techniques or frameworks for scaling Scrum would be appropriate for this product team in the future, since you have multiple Scrum Teams working on the same product, with dependencies between the teams.
- C. People from the Development Teams with an interest in Nicole's domain could volunteer to take on this work in their respective teams.
- D. Ask Nicole for a plan to hire and train additional people in her domain, and in the meantime work with the Product Owner and Development Teams to re-prioritize the work so that tasks not depending on Nicole can be done first.
- E. Have the Development Team re-order the Product Backlog so Nicole can serve one team full-time in a Sprint.
- F. Create a team with Nicole and people from the teams to temporarily work in Nicole's domain to serve the existing teams.

Answer: BCE

Explanation:

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

NEW QUESTION 167

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.
- B. 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.
- C. If all agree they can extend the Sprint Planning until the Development Team can forecast enough Product Backlog items before starting the implementation.
- D. 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.
- E. They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.

Answer: AD

Explanation:

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

NEW QUESTION 171

Which role is responsible for engaging with stakeholders?

- A. The team lead
- B. The business analyst
- C. The project manager
- D. The Development Team
- E. The Product Owner

Answer: E

NEW QUESTION 174

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

- A. Making sure each member has an opportunity to answer all three QUESTION NO:s.
- B. Leading the Daily Scrum.
- C. Teaching the Development Team to keep the Daily Scrum time-boxed to 15 minutes or less.
- D. Updating the Scrum board.
- E. All of the above.

Answer: C

NEW QUESTION 178

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