



Scrum

Exam Questions PSM-II

Professional Scrum Master II

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NEW QUESTION 1

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 t
- D. decide on acceptable performance standards as they own the Definition of Done.
- E. 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: D

Explanation:

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

NEW QUESTION 2

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
- B. They will inform Steven as a Scrum Master, so he can remove the impediments and help the team be more productive.
- C. 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
- D. 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.
- E. 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
- F. The reports will help in discussing how the Sprint went at the Sprint Review meeting
- G. 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.
- H. 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
- I. 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.
- J. During the Daily Scrum, the Development Team needs to update the Scrum board with their current status and progress, at a task level
- K. This is crucial to ensure that the Director of Engineering knows the team's actual progress and control the work being done.

Answer: AB

Explanation:

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 3

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 4

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 5

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 6

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 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 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 10

What should a Development Team do with non-functional requirements?

- A. Ensure they are addressed in every Increment.
- B. Assign them to the technical leads on the team.
- C. They will be addressed in the Integration Sprints.
- D. Add them to a separate non-functional requirements list.

Answer: A

Explanation:

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

NEW QUESTION 10

A new member has just joined an existing Development Team that has been together for several Sprints. During the Sprint, the individual has been trying to share his ideas and viewpoints but is continuously ignored by the rest of the Development Team. Which three Scrum Values has the Development Team been neglecting? (Choose three.)

- A. Commitment
- B. Respect
- C. Transparency
- D. Focus
- E. Openness
- F. Courage

Answer: BEF

Explanation:

The Scrum Team members have courage to do the right thing and work on challenging problems. The Scrum Team agree to be open (to speak and listen) about all the work and the challenges with performing the work. Scrum Team members respect each other's skills, experience, and opinions.

NEW QUESTION 11

A Development Team, that has remote team members, typically spends time before the Daily Scrum to setup the meeting rooms and conference calling equipment and tools in order to have their Daily Scrum. How should the Scrum Master handle this situation?

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

Answer: A

Explanation:

As a self-organized team, they will decide for themselves how to best manage communication between team members. The Scrum Master will only take action if requested OR if he/she observes that there is a potential problem.

NEW QUESTION 14

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 16

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: D

Explanation:

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

NEW QUESTION 17

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 18

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: AC

Explanation:

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 21

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

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

Answer: B

NEW QUESTION 25

Your organization requires all Increments to pass user acceptance testing (UAT) before it is allowed to be released to production. Is it a good idea to postpone UAT until the end of the project to prevent the Development Team from being disrupted during the Sprints?

- A. No, because the state of the Product Increment won't be transparent and the feedback loop would be too long.
- B. It depends on the team's Definition of Done.
- C. Yes, because the Development Team is a self-organizing team and should not be disrupted during development.
- D. Yes, because UAT is done in a hardening Sprint before the release Sprint.

Answer: A

Explanation:

The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done". 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". An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. If UAT is a part of the team or organizational standard, then any delay in this activity will reduce transparency and increase risk.

NEW QUESTION 27

At the eighth Sprint Review, the stakeholders are upset that the product being built is not what they expected and will incur additional costs that was not planned for.

What may have led to this?

- A. The Scrum Master has not been reporting on the progress of the Scrum Team
- B. The Product Owner has not been managing the Development Team's tasks effectively
- C. The Development Team has not been improving their velocity.
- D. The Scrum Master has not ensured that the project is transparent
- E. The Product Owner has not made the stakeholders aware of the progress of the project
- F. The stakeholders have not been attending the Sprint Reviews.
- G. The Scrum Master has not been attending the Daily Standup
- H. The Product Owner has not been using the Gantt chart correctly
- I. The Stakeholders have not been invited to the Sprint Retrospectives.

Answer: B

Explanation:

Scrum requires significant aspects of the process to be visible to those responsible for the outcome. This includes transparency with internal and external stakeholders.

NEW QUESTION 29

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 36

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 38

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

Who determines how to do the work during the Sprint?

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

Answer: C

NEW QUESTION 46

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
- D. In what ways will this decision impact transparency and quality?
- E. 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: CD

Explanation:

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

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 52

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 55

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 56

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
- D. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how to best run it.
- E. Steven coaches the Scrum Team about the purpose of the Daily Scrum.

Answer: AD

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.

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 57

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 59

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 63

What is the recommended size for a Development Team (within the Scrum Team)?

- A. 3 to 9
- B. Minimal 5
- C. 7 plus or minus 2
- D. 9

Answer: A

NEW QUESTION 64

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 69

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

- A. True
- B. False

Answer: B

NEW QUESTION 73

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 78

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: BCE

Explanation:

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

NEW QUESTION 82

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

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: B

Explanation:

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

NEW QUESTION 90

In Scrum, how would budgeting and financial forecasting be performed? (Choose two.)

- A. Frequently inspect the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent.
- B. A single release may be funded with several Sprints where every Sprint is producing shippable increments.
- C. Budgeting is not necessary as the only funding necessary is the operational costs of the Scrum Teams.
- D. Fixed budgets are not allowed in Scrum.

Answer: AB

Explanation:

The cost of developing, delivering, and sustaining products can impact how the flow of value is managed throughout the life of a product. Each Sprint is an opportunity to inspect the investment (financial, time, effort, etc.) against the returned value (customer satisfaction, revenue, etc.) of the work that has been delivered. The team can then decide on what it should do next to maximize the value of the investment.

NEW QUESTION 94

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: D

Explanation:

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

NEW QUESTION 95

Which Scrum Value is impacted by trust?

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

Answer: F

Explanation:

Without trust, team members will have difficulties acting and behaving in the ways that reflect the Scrum values and how effective they apply empiricism.

NEW QUESTION 97

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: D

Explanation:

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

NEW QUESTION 102

Steven is a Scrum Master of a Scrum Team that is new to Scrum. At the halfway point of the Sprint, the Product Owner comes to Steven telling him that he is concerned the Development Team will not be able to complete the entire Sprint Backlog by the end of the Sprint. What should Steven do in this situation?

- A. Motivate the Development Team to meet their commitment to the Product Owner.
- B. Coach the Product Owner that with complex software development, you cannot promise the entire scope that was forecast during Sprint Planning.
- C. As more is learned during the Sprint, work may emerge that affects the Sprint Backlog.
- D. Advise the Product Owner that the Development Team owns the Sprint Backlog and it is up to them to meet their commitment.
- E. No one tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.
- F. Add more people to the Development Team to meet the Product Owner's expectations.

Answer: B

Explanation:

Scrum is founded on empirical process control theory, or empiricism. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. The Sprint Backlog is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality into a 'Done' Increment. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.

Why C is incorrect:

- a) The Dev Team does not commit to finishing all items in the Sprint Backlog. Committing to completing all items would be fixed scope and fixed time leaving no room to adapt. They commit to the Sprint Goal and doing the right thing.
- b) It's also incorrect for the PO to focus on completing the entire Sprint Backlog. Finishing everything should not be his main focus. Having a shippable increment that meets the Sprint Goal is more important than trying to finish everything. The advice in option C is equivalent to "Don't worry, they'll get everything done." but because of the complex domain, you cannot guarantee everything will get done.

NEW QUESTION 105

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: C

Explanation:

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

NEW QUESTION 106

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

- A. True
- B. False

Answer: B

Explanation:

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 109

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 112

Who manages the progress of work during a Sprint?

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

Answer: D

Explanation:

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

NEW QUESTION 117

During the implementation of an item in the Sprint Backlog, a conflict arises between team members about what work is needed to make the item 'done'. Some say it is a part of the Definition of Done and others say it isn't. Steven, the Scrum Master, observes a debate forming and members beginning to take sides. What is the best action for Steven to take?

- A. Bring the Development Team members together and interpret the Definition of Done for them so that there are no future conflicts on interpretation.
- B. Immediately end the discussion before it becomes worse.
- C. Make the decision on what work is needed to make the item 'done' and teach the team about the importance of avoiding conflicts.
- D. Facilitate a session with all members on the Scrum Team to help them resolve the conflict, refine the Definition of Done, and become effective again.
- E. Tell the team that conflicts are a natural occurrence and coach them on the value of resolving conflicts.
- F. Bring the Product Owner to the discussion and have him/her decide the work needed to make the item 'done.' It is the Product Owner's responsibility to manage the Development Team members.

Answer: C

Explanation:

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 are not. The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

NEW QUESTION 122

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: CD

Explanation:

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.

NEW QUESTION 124

The Development Team can cancel the Sprint:

- A. When the availability of the Product Owner is less than expected.
- B. When the requirements for the work to be done become unclear or not understood.
- C. It can't.
- D. Only Product Owners can cancel Sprints.
- E. When the Sprint Backlog is determined to be unachievable.

F. When too many impediments occur.

Answer: C

NEW QUESTION 125

During the Sprint Review of a scaled development effort, each Scrum Team should demonstrate its individual Increment in a separate branch of the code.

- A. True
- B. False

Answer: B

Explanation:

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". Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.

NEW QUESTION 128

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

- A. True
- B. False

Answer: A

NEW QUESTION 130

Steven, who is a Scrum Master, on one of the Scrum Teams has approached you asking for advice. Their Daily Scrum requires more than 15 minutes and the team has suggested dividing themselves into two separate teams in order to stay within the time box. As another Scrum Master, what would be the best response?

- A. Agree – this is an appropriate solution to the problem.
- B. Disagree – as the root cause may not be that the team is too big.
- C. Unsure – dividing a team into two cannot be decided based on this information.
- D. You offer to observe.
- E. Agree – You agree that dividing the team into two is a good strategy to allow the teams to learn how to run Daily Scrums quickly and effectively.
- F. Once they've learned to limit the Daily Scrum to 15 minutes, you can merge the teams again.

Answer: C

Explanation:

The relationship between cause and effect can become more clear when more information emerges.

NEW QUESTION 132

Which three statements best describe the purpose of having a Definition of Done? (Choose three.)

- A. It is a checklist to monitor the Development Team member's progress on a task.
- B. It provides guidance to the Development Team when they are forecasting their Sprint Backlog during the Sprint Planning.
- C. As the Development Team is doing the work, it provides guidance on the remaining work needed to create the potentially shippable Increment by the end of the Sprint.
- D. It helps the Development Team defer any pending work to subsequent Sprints.
- E. It creates transparency and provides a common understanding of the 'done' state of the Increment at the Sprint Review.
- F. It helps the Scrum Team decide how much time is needed before the Sprint can end.

Answer: BCE

Explanation:

When a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means. Scrum Team members must have a shared understanding of what it means for work to be complete, to ensure transparency and is used to assess when work is complete on the product Increment. This Definition of Done provides the team guidance on what it takes to make the increment shippable.

NEW QUESTION 134

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 138

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

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 140

Which stakeholder is the most important for the Product Owner to satisfy?

- A. The company founder
- B. The board of directors
- C. The Head of Product
- D. The Product's users

Answer: D

Explanation:

The highest priority is to satisfy the end users.

NEW QUESTION 141

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 145

Which two statements are the most accurate in regards to scaling Scrum for large projects requiring multiple Scrum Teams? (Choose two.)

- A. A person focusing on the Sprint Backlog of a single Scrum Team is often more productive than that same person working on multiple Scrum Teams at the same time.
- B. A well-structured Product Backlog can minimize and often eliminate Development Team members working on multiple Scrum Teams during a Sprint.
- C. Team members must work full time on a single Scrum Team.
- D. Customizing the core Scrum framework is necessary to be successful with Scrum at large scale.

Answer: AB

Explanation:

A person or team working on a single problem at a time is typically more effective than one that is working on multiple problems congruently as they can fully focus and dedicate their energy to resolving the problem before moving to the next. Having a well-structured Product Backlog can help minimize dependencies and increase focus for each team.

NEW QUESTION 148

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 150

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: AE

Explanation:

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 152

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 155

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. Postpone the Sprint in order for the Product Owner to refine the Product Backlog to the level needed.
- B. Extend the Sprint Planning time-box until the Development Team can forecast enough items to begin the Sprint.
- C. 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.
- D. Request assistance from the technical architect.

Answer: C

NEW QUESTION 158

What action can the Scrum Master take to ensure communication between the Development Team and Product Owner is effective?

- A. Ensure all communication goes through the Scrum Master first.
- B. Teach the Product Owner to talk in terms of technology and technical requirements.
- C. Observe the communications between them and facilitate discussions if needed or by request.
- D. Translate the technologies used by the Development Team in order for the Product Owner to make decisions.

Answer: C

Explanation:

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

NEW QUESTION 160

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 162

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 164

What action should a Scrum Master take if the Development Team has decided that Retrospectives are no longer necessary?

- A. Start facilitating more productive and useful Retrospectives.
- B. Suggest reducing the frequency of the Retrospectives.
- C. Extend the Sprint time-box in order to fit the Retrospectives.

D. Comply with the team's decision.

Answer: A

NEW QUESTION 169

Currently, your engineering department is organized in siloed teams that specialize by function (for example, design, front-end, back-end, database, and testing). What would you consider when moving away from component teams towards feature teams?

- A. You cannot begin Scrum without have feature team
- B. It is easier to measure and compare performance between feature team
- C. Feature teams should have an equal number of team members.
- D. Members within feature teams require compatible personalitie
- E. Feature teams should have a mix of junior and senior member
- F. Tasks are completed more quickly than component teams.
- G. Moving from component teams to feature teams could reduce, productivity in the initial stage
- H. Feature teams have less communication complexit
- I. Getting the support from the business side makes the transition easier.

Answer: C

Explanation:

The initial phase of forming a new team could cause short-term disruption as they need time to discover how to best work together. Because all the skills and competencies are inside the team the communication overhead is reduced. Having an environment that supports the Scrum values reduces complexity.

NEW QUESTION 170

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: B

Explanation:

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

NEW QUESTION 172

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: B

Explanation:

All Product Backlog items selected for the Sprint are owned by the Development Team as a whole. Although individual members may work on specific tasks, the Development Team is still accountable for doing the work to deliver a shippable Increment.

NEW QUESTION 175

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 180

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: D

Explanation:

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.

NEW QUESTION 184

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