Scrum

Exam Questions PSM-II

Professional Scrum Master II

NEW QUESTION 1
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 resolv
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 Goa
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 Scru
F. The reports will help in discussing how theSprint went at the Sprint Review meetin
G. It will provide detailed insights into the accuracy of estimates versusactual 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 Backlo
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 leve
K. This is crucial to ensure that the Directory 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 2
Which of the following statements are true about the Scrum Master role?

A. The Scrum Master assigns the tasks to Development Team members and ensures they are completed within the committed timebox.
B. The Scrum Master helps those outside the Scrum Team understand which interactions are helpful and teaches the Development Team to keep the Scrum meetings within the timebox.
C. The Scrum Master is responsible for updating the Scrum board and ensuring team members avoid conflicts.
D. At the Sprint Review, the Scrum Master demonstrates the completed Increment and answers any QUESTION NO:s from the stakeholders.

Answer: B

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

NEW QUESTION 3
What Development Team structure is best suited to produce integrated increments?

A. Every Development Team has the abilities to develop functionality from beginning to end throughout all technical layers.
B. Each Development Team specializes in one technical layer of the system (e.
C. GUI, database, middle tier, interfaces).

Answer: A

NEW QUESTION 4
What Product Owner activities occur between the end of the current Sprint and the beginning of the next Sprint?

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

Answer: C

NEW QUESTION 5
How should a Scrum Master divide a group of 100 people into multiple Development Teams?

A. Create teams based on their functional layer.
B. Have the resource manager assign the people to teams.
C. Ask the developers to divide themselves into teams.

Answer: C

Explanation:
A good first QUESTION NO: for you to suggest the group thinking about when forming into teams is "How will we make sure all teams have the right amount of expertise?"

NEW QUESTION 6

What would be good ways of creating Development Teams that would support the Scrum values?

A. Project Managers will allocate individuals to specific teams.
B. Bring all the developers or existing teams together and let them propose how to organize into the new structure and self-organize into Development Teams.
C. The operations manager determines the new team structures and assignments.
D. Direct managers personally re-assign current reports to new teams.

Answer: B

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

NEW QUESTION 7
Scrum promotes self-organization.
Which of these statements would NOT support self-organizing?

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

Answer: B

NEW QUESTION 8
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 9
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 10
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 starte
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 adde
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 syste
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 10

A Scrum Team has been working on the same product for twelve Sprints. What would likely be the immediate impact on the original Scrum Team if two new Scrum Teams are to be added the same product?

A. Its productivity is likely to decrease.
B. Its productivity is likely to increase.
C. Its productivity is likely to stay the same.

Answer: A

Explanation:
The productivity of the original Scrum Team would likely decrease as they would need to take time to assist and support the new Scrum Teams in order for them to perform optimally.

NEW QUESTION 12
A PO (Product Owner) is essentially the same thing as a traditional PM (Project Manager).

A. True
B. False

Answer: B

NEW QUESTION 17
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 Tea
B. The Product Owner has not been managing the Development Team's tasks effectivel
C. The Development Team has not beenimproving their velocity.
D. The Scrum Master has not ensured that the project is transparen
E. The Product Owner has not made the stakeholders aware of the progress of the projec
F. The stakeholders have not been attending the Sprint Reviews.
G. The Scrum Master has not been attending the Daily Standu
H. The Product Owner has not been using the Gantt chart correctl
I. The Stakeholders has 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 20
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 Sprin
E. Any remaining work will be moved to a subsequent Sprint.

Answer: B

NEW QUESTION 25
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 28
The director of engineering in your organization always stresses the importance of meeting deadlines in order for the engineering department to be seen as a reliable source for the product management department. The director has calculated that the team's velocity needs to increase an additional 15% to meet the commitment he made to management for the release date of the product.
He asks Steven, the team's Scrum Master, to increase his team's velocity. Which would be the best two responses for Steven to take? (Choose two.)

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

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

Answer: AB

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

NEW QUESTION 32
Steven is a Scrum Master on a new Scrum Team.
What would be the best way for him to determine if the Product Owner is interacting enough with the Development Team during a Sprint?

A. Check whether the Product Owner is actively engaged at the Daily Scrums.
B. Check whether the Increment presented at the Sprint Review meets the Product Owner's expectations.
C. See whether the Product Owner has provided enough information at the Sprint Planning to make his/her presence optional during the Sprin
D. The level of autonomy within Development Team can be the resultof having the right presence from the Product Owner.
E. The Product Owner must always be present with the Development Tea
F. Unavailability of the Product Owner is prohibited in Scrum.

Answer: C

Explanation:
Outcomes of the Scrum Team are affected by the Product Owner's participation and availability. During a Sprint he/she is responsible for answering QUESTION NO:s from the Development Team about items in the current Sprint and optimizing the value of the work the Development Team does.

NEW QUESTION 36
An organization has just hired you as a new Scrum Master to help them transition their teams from their current traditional process to Scrum. The teams are currently structured to specialize in a single function. This is also known as component teams where a team would only address a single layer (i.e. design, frontend, backend, database, testing, etc.). You've introduced the concept of cross-functional teams where all the skills needed to produce business functionality, from end to end, are inside of a single team.
What should you keep in mind when transitioning from siloed teams to cross-functional teams? (Choose two.)

A. It is easier to compare the performance between cross-functional teams in order to identify to which teams to assign tasks and which teams need additional coaching.
B. Newly formed teams will need time to stabilize before reaching their peak performanc
C. During the initial stages of forming, performance will suffer and productivity may be low, although even then delivery of business value is still likely to increase.
D. Without feature teams, you cannot do Scru
E. Postpone Scrum adoption until the teams are reorganized in feature teams.
F. People from the different layers and components will need time to become accustomed to working and delivering unified functionality together as one Scrum Team thus productivity may suffer.

Answer: BD

Explanation:
Forming a team takes time, and members 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. When you understand it, you can help your new team become effective more quickly.

NEW QUESTION 39
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 42
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 evaluateprogress.
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 47
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 49
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 53
During the Sprint Retrospective, the team is discussing the quality issues that prevented the team from delivering a releasable Increment at the end of the Sprint.
The Development Team does, however, mention that they were able to achieve a high velocity.
What are the best two responses for Steven, their Scrum Master, to take? (Choose two.)

A. Stress the value of working software over measured velocity.
B. Agree and acknowledge the Development Team's hard work, so they will be motivated to do even more in the next Sprint.
C. Acknowledge the hard work but remind the Development Team that they need to improve in order to do even more in the next Sprint.
D. Facilitate a discussion on how to improve the quality to a level high enough for the Increment to be releasable, even if the measured velocity drops in the next Sprint.

Answer: AD

Explanation:
Scrum employs an iterative, incremental approach to optimize predictability and control risk. The primary objective of a Sprint (iteration) is to produce a potentially shippable product Increment. Having an Increment
will allow the Scrum Team to know the right thing to do in the upcoming Sprint. Having a velocity is important but working software is the primary measure of progress.

NEW QUESTION 57
Doing your best and helping other Scrum Team members demonstrates which of the following?

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

Answer: A

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

NEW QUESTION 58
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 59
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 Plannin
C. As more is learned during the Sprint, work may emerge thataffects 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 64
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 67
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 velocit
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 68
An organization wants to apply Scrum to build a new product and has hired Steven to be the Scrum Master of three new teams that will build the first release. The organization is new to Scrum and asks Steven for advice on how to start.
Which two things should Steven first advise? (Choose two.)

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

Answer: BD

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 72
Which of the following is required in Scrum?

A. Sprint Retrospective
B. All Development Team members answering the three QUESTION NO:s at the Daily Scrum
C. Sprint Burndown Chart
D. User Stories
E. All of the above

Answer: A

NEW QUESTION 77
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 79
What would be the responsibilities of a self-organizing Development Team?

A. Update stakeholders on the daily progress and keep the burn-down chart updated.
B. Select the Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.
C. Writing User Stories and reordering the Product Backlog.
D. Deciding on the value of the product features and value estimations.

Answer: B

NEW QUESTION 81
What would likely happen if management only changed the organization's current terminology to fit Scrum without the proper understanding and support of Scrum as defined in the Scrum Guide?

A. Very little change will happen as the vocabulary in Scrum is specifically defined for implementing Scrum.
B. The organization may not realize the real benefits of Scrum as there would be no real change on the way the teams work.
C. Organizations may feel less stressed as the behaviors would remain familiar to management.
D. All answers apply.

Answer: D

Explanation:
The defined terminology in Scrum was selected, designed, and defined specifically for supporting the Scrum Framework. Understanding the differences between traditional methods and the Scrum Framework will help move teams in the right direction in Scrum adoption.

NEW QUESTION 85
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 Sprin
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 86
When technical debt occurs, the system will become more unstable as development progresses and code is added resulting in future work being slowed down.

A. True

B. False

Answer: 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 the 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 90
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 92
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 96
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 98
What guideline should the Scrum Master provide if the Product Owner asks how estimations should be made in Scrum?

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

Answer: C

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

NEW QUESTION 100
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 104
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 105
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 107
What is the Development Team responsible for?

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

Answer: C

NEW QUESTION 109
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