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 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 3
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 4
What factors are best considered when defining the Sprint length?

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

Answer: C

NEW QUESTION 5
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 6
According to the Scrum Guide, where should the Daily Scrum be held?

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

Answer: A

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

NEW QUESTION 7
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 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 8
Several Sprints into a project, a client is complaining to the Product Owner about the poor performance of the product.
As a Scrum Master, how can you help the Product Owner?

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

Answer: A

NEW QUESTION 9
Steven is a Scrum Master for three Scrum Teams building the same product and working from the same Product Backlog. Management wants to standardize how velocity is calculated across all three teams in order to identify which teams are high performing and which teams need more support.
What would be the best two responses Steven could provide to management? (Choose two.)

A. There is no direct relationship between velocity and value.
B. Standardizing velocity across teams is a good way to understand which teams are producing the most value.
C. Providing incentives based on velocity can increase the Scrum Team's motivation to produce more value.
D. Velocity is the amount of business functionality that a Scrum Team creates in a Sprin
E. It is unique to that team and used as an input to Sprint Planning.

Answer: AD

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

NEW QUESTION 10
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 10
During the Sprint, the Development Team realizes they might not be able to finish all of the items in the Sprint Backlog.

What should happen?

A. Product Backlog items are either 'done' or 'not done.' This helps with transparency, reduces complexity and allows for improved empiricism.
B. Continue Sprinting until the work is complete and redefine a new Sprint time-box based on the results of the current Sprint.
C. The Sprint length holds and the Development Team continuously learns what is actually possible to do within the time-box.

Answer: C

NEW QUESTION 14
If burndown charts are used to visualize progress, what does a trendline through a release burndown chart indicate?

A. When all work will be completed so the Scrum Team can start work on a new Product Backlog.
B. When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.
C. When the work remaining is projected to be completed if nothing changes on the Product Backlog or Development Team.
D. The evolution of the return of investment on the project.

Answer: C

Explanation:
The trendline is based on the team's average velocity and the projective completion to zero is based on the team's velocity. The burndown chart is a helpful tool for Development Teams to self-manage BUT it is not mandatory as the teams will decide the best way to manage their own progress and promote transparency.

NEW QUESTION 16
A key concern when multiple Development Teams are working for the same Product Backlog is minimizing dependencies between teams.

A. True
B. False

Answer: A

Explanation:
Minimizing dependencies reduces complexity and enhances agility.

NEW QUESTION 19
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 20
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 23
What would be the main benefits of self-organization?

A. Increased rule compliance, self-accountability, commitment.
B. Increased rule compliance, self-accountability, output.
C. Increased capacity, accuracy of estimates, output.
D. Increased creativity, self-accountability, commitment.

Answer: D

Explanation:
Self-organized teams allow teams to creatively solve difficult problems, be accountable for the work they do, and commit to each other and the goals of the team.

NEW QUESTION 25
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 26
Adding more resources in Scrum will proportionally increase the value delivered.

A. True
B. False

Answer: B

Explanation:
When working on complex problems in complex environments, adding more resources (people, money, tools, etc.) cannot guarantee increased value or success.

NEW QUESTION 28
Which of the following are time-boxed events in Scrum?

A. Sprint Planning
B. Daily Scrum
C. Sprint Review
D. Sprint Retrospective
E. All of the above

Answer: E

NEW QUESTION 32
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 37
Kevin is a senior developer that has recently joined an existing Scrum Team. The existing team members are unable to get along with Kevin and conclude that he is not a culture fit.
If necessary, who is responsible for removing the new team member, and why?

A. The Scrum Master because he/she is responsible for removing Impediments.
B. The Development Team is responsible because it is an internal team issue, and may request help from the Scrum Master.
C. The HR department, as they are responsible for the hiring process.
D. The Product Owner because he/she is responsible for managing the team.

Answer: B

Explanation:
The ones closest to the problem are the best ones to understand and solve the problems. The Scrum Master can remove members (if empowered). The QUESTION NO: is focused on the ownership of the root problem. The Development Team is responsible for addressing internal conflicts and may request help from the Scrum Master if needed. Because this is a localized issue, they are the ones that must initiate the actions for the results they desire.

NEW QUESTION 42
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 43
Stakeholders are only allowed to meet with the Scrum Team at Sprint Review.

A. True
B. False

Answer: B

Explanation:
Getting feedback from Stakeholders is a crucial activity in Scrum. Working with stakeholders frequently ensures the team to focus on the right things to build. Although it is required to have Stakeholders at Sprint Review, they can also engage with the Scrum Team during Product Backlog Refinement, Sprint Planning or during the Sprint if the Scrum Team requires it.

NEW QUESTION 45
How should a Scrum Master coordinate the work when more than one Scrum Team is working on one product?

A. Teach them that it's their responsibility to coordinate with the other teams to integrate and create a shippable product Increment at the end of every Sprint.
B. Identify and manage the dependencies between Scrum Teams.
C. Have the Product Owner work with the tech leads of each team to parse the Product Backlog and minimize overlap in User Stories.
D. Merge the teams and work from a single Sprint Backlog.

Answer: A

Explanation:
One of the benefits of self-organized teams is the ability to decide how best to work together to produce a shippable Increment.

NEW QUESTION 47
A PO (Product Owner) is essentially the same thing as a traditional PM (Project Manager).

A. True
B. False

Answer: B

NEW QUESTION 48
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 50
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 54
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 56
Which statement is correct about the length of the Sprints?

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

Answer: A

NEW QUESTION 57
You are the Scrum Master for four Scrum Teams working on one product. Several of the developers notify you that their teams will need full-time help of an external technical specialist in the upcoming two Sprints.
What key concerns should the Scrum Master take into account?

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

Answer: B

NEW QUESTION 60
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 i
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 QUESTION NO:s in order to help the team members make the best possible decisions according to what is known at the time. He/she does not approve or reject team decisions but ensures the team stays within the boundaries of the Scrum framework.

NEW QUESTION 61
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 64
When does a new Sprint begin?

A. Immediately after the next Sprint Planning.
B. Immediately after the end of the previous Sprint.
C. It depends on the Product Owner.
D. Every Monday.

Answer: B

NEW QUESTION 68
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 Manage
B. Is played by a committee or a team of people.
C. Is one perso
D. Can be influenced by a committe
E. Is accountable for ordering the Product Backlog.

Answer: B

NEW QUESTION 72
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 73
An organization is using Scrum to build five new products.
What would be the best two options for the number of Product Owners the organization should have? (Choose two.)

A. There is one Product Owner for each product (so five in total). Each Product Owner may delegate, share and align work within their individual Product Backlog.
B. Enough Product Owners to delegate as much work needed to maximize utilization of all Development Team members.
C. There is one Product Owner responsible for all five product
D. This person is not allowed to delegate any of the Product Owner responsibilities as he/she is accountable for the success of each product.
E. There is one Product Owner responsible for all five product
F. In order to scale his/her role, he/she can delegate some of the individual Product Owner responsibilities to others within each product but would still remain accountable for the value of the work produced.

Answer: AD

Explanation:
The Product Owner is the sole person responsible for maximizing the value of the product through the ordering and management of the Product Backlog. This reduces complexity in communication and understanding who to go to when there are QUESTION NO:s about the product. The Product Owner may delegate his/her responsibilities but still remains accountable for the outcome of those responsibilities.

NEW QUESTION 74
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 77
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 80
A key measure of success for the Product Owner is velocity.

A. True

Answer: B

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

NEW QUESTION 84
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 89
Steven, the Scrum Master, observes that one of the Development Team members is not attending the Daily Scrum. The Development Team feels this is ok as they all sit in the same area and already have constant communication throughout the day.
Which is the best action for Steven to take?

A. Start running the Daily Scrum and require all members to be in attendance.
B. Talk to the Development Team member privately and tell him that he needs to be a team player.
C. Ask the Development Team, what value will result from having all team members present at the Daily Scrum and what are the risks if members don't attend.
D. The Daily Scrum is owned by the Development Team and it is their responsibility to decide which team members must participate.

Answer: C

Explanation:
The Scrum Master is responsible for ensuring that the Scrum Team understands the purpose and value of the Scrum events. Because the Daily Scrum is owned by the Development Team, it will decide how best to run the event. And if needed the Scrum Master will coach the team to ensure the decisions stay within the boundaries of the Scrum framework.

NEW QUESTION 90
Select the correct Scrum Team roles defined in Scrum.

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

Answer: A

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

NEW QUESTION 92
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 96
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 100
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 103
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 106
What should the Development Team do if they are approached by someone outside the team and asked to add a "very important" item to a Sprint that is in progress?

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

Answer: D

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

NEW QUESTION 110
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 115
Which of these tools is mandatory for the Product Owner to use?

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

Answer: E

Explanation:

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

NEW QUESTION 119
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 120
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 123
Steven is a Scrum Master of a Development Team that has members working in different cities and time zones. Organizing the Scrum events is time consuming and requires a lot of effort to set up and run. The Development Team proposes to only hold the Daily Scrum on Mondays.
Which two responses would be most appropriate from Steven? (Choose two.)

A. Coach the team on why having a Daily Scrum every day is an important opportunity to update the Sprint plan and how it helps the team self-organize work toward achieving the Sprint Goal.
B. Ensure that there is an overall consensus by having the Development Team members vote.
C. Help the Development Team understand that lowering the frequency of communication will only increase the feeling of disconnect between the team members.
D. Acknowledge and support their decision.

Answer: AC

Explanation:
The Scrum Master is responsible for ensuring that the Scrum Team understands the purpose and value of the Scrum events. Because the Daily Scrum is owned by the Development Team, it will decide how best to run the event. And if needed the Scrum Master will coach the team to ensure the decisions stay within the boundaries of the Scrum framework.

NEW QUESTION 128
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 130
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 wors
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 agai
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 131
Which two scenarios would best represent a self-organizing Development Team? (Choose two.)

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

Answer: CE

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

NEW QUESTION 135
The three pillars of empirical process control consist of:

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

Answer: B

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

NEW QUESTION 140
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'
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 142
A high performing Scrum Team will have frequent Release Sprints.

A. True
B. False

Answer: B

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

NEW QUESTION 145
During a Product Backlog refinement meeting, the Product Owner introduces a business objective that will be worked on for the next several Sprints. The Product Owner envisions several key features necessary to be delivered in order to meet the business objective. As the features will be using sensitive user data it will be subjected to external security audits. These non-functional security requirements were not applicable to previous Increments.
What are two good ways the Development Team can handle these high-security concerns? (Choose two.)

A. They should be planned in parallel Sprints so not to disrupt the Development Team during feature developmen
B. After security concerns have been finalized, they will be applied to the work that is already completed before new feature development can continue.
C. They should be handled in a parallel Sprint by a separate security team so that security can be resolved through application enhancements without impacting the functional development.
D. A complete list of security-related Product Backlog items needs to be created before starting a new Sprint.
E. During the Sprint Retrospective, the Development Team assesses how to add these expectations to their Definition of Done so every future Increment will meet these security requirement
F. If needed they can work with external specialists to better understand the requirements.
G. They are added to the Product Backlog and addressed throughout the next Sprints, combined with creating the business functionality in those Sprints, no matter how small the business functionality.

Answer: DE

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

NEW QUESTION 148

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 151
Three Development Teams are currently building a single product and pulling work from the same Product Backlog. All three teams have identified that they will need Dan, a database specialist, to work full time in their team for the next several Sprints.
What should Steven, the Scrum Master, do to solve this potential problem?

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

Answer: C

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

NEW QUESTION 156
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 informatio
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 effectivel
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 161
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 165
Scrum has a role called "Project Manager."

A. True
B. False

Answer: B

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

NEW QUESTION 170
Select two ways in which Scrum uses time-boxing to promote self-organization? (Choose two.)

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

Answer: BD

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

NEW QUESTION 171
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 173
A new Product Owner is hired to work on an existing product that has ongoing for five Sprints. He/she is unsure about all of the responsibilities of a Product Owner. Which of these Product Owner's activities are
defined in Scrum?

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

Answer: B

NEW QUESTION 175
Who should be present to review and adjust the selected Sprint work if the Development Team determines that it will not be able to finish the complete forecast?

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

Answer: B

NEW QUESTION 179
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 184
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 185
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 188
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 193
Steven is a Scrum Master for three different teams building a single product from the same Product Backlog. Development Team members from each team have approached Steven complaining that their teams need Nicole, an external specialist, to commit full time for their next Sprint.
Which three acceptable solutions would Steven consider? (Choose three.)

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

Answer: BCE

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

NEW QUESTION 196
How often should Development Team membership change?

A. Frequently in order to share knowledge.
B. As needed, while taking into account a short term reduction in productivity.
C. Never, as it conflicts with the Scrum process.
D. As needed, as long as it doesn't impact productivity.

Answer: B

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

NEW QUESTION 201
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 206
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 208
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