

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

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

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

Answer: A

NEW QUESTION 3

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 4

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

- A. True
- B. False

Answer: A

Explanation:

The Product Owner is also known as the value maximizer. He is responsible for maximizing the value of the work that the Development Team does. This is done through the ordering of the Product Backlog.

NEW QUESTION 5

Several Sprints into a project, a client is complaining to the Product Owner about the poor performance of the product.

As a Scrum Master, how can you help the Product Owner?

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

Answer: A

NEW QUESTION 6

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 7

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 8

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 9

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 10

Which two statements best describe a Sprint Goal? (Choose two.)

- A. Sprint Goals are defined when the completed work is reviewed at the end of a Sprint.
- B. Sprint Goals give the Development Teams flexibility and creativity on how to implement functionality during the Sprint.
- C. During the Sprint Planning, the entire Scrum Team collaboratively crafts a Sprint Goal based on a business objective that the Product Owner would like to achieve that Sprint.
- D. Sprint Goals can change as new insights emerge during the Sprint.

Answer: BC

Explanation:

The number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint.

The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment. It is created during the Sprint Planning meeting. The Sprint Goal gives the Development Team some flexibility regarding the functionality implemented within the Sprint. The selected Product Backlog items deliver one coherent function, which can be the Sprint Goal. The Sprint Goal can be any other coherence that causes the Development Team to work together rather than on separate initiatives.

NEW QUESTION 14

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 18

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 20

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 22

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 23

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 26

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 28

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 31

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

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

Answer: E

Explanation:

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

NEW QUESTION 36

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

- A. True
- B. False

Answer: B

NEW QUESTION 41

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

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

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

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

Answer: C

Explanation:

When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. If there are multiple Scrum Teams working on the system or product release, the Development Teams on all the Scrum Teams must mutually define the definition of "Done" to have a shared

understanding of what it means for work to be complete, to ensure transparency. Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.

NEW QUESTION 43

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

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

Answer: B

NEW QUESTION 45

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 48

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 51

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 53

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 54

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 56

A Scrum Team has requested a hardening Sprint to integrate the work produced in previous Sprints and test before releasing. What three scenarios has likely occurred? (Choose three.)

- A. The team’s Definition of Done is not being adhered to during every Sprint.
- B. The team’s Definition of Done is weak or incomplete causing a build up of technical debt.
- C. The Development Team is having difficulties with the ability to regularly release during a Sprint.
- D. Hardening Sprints are supported by the Scrum framework so this is acceptable.
- E. Scrum has been customized in a suitable manner to make the previous work releasable.

Answer: ABC

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.

NEW QUESTION 60

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 63

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 66

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 71

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

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

Answer: BD

Explanation:

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

NEW QUESTION 73

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

- A. True

B. False

Answer: B

NEW QUESTION 76

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 78

Which statement is FALSE in regards to the Sprint Goal?

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

Answer: A

Explanation:

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

NEW QUESTION 81

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 85

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 88

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 89

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 93

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 94

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 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 95

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 98

Which is the best description of a Product Owner?

- A. Requirements developer.

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

Answer: B

NEW QUESTION 99

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 103

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 108

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

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

Answer: C

Explanation:

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

NEW QUESTION 112

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 117

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 118

Which of the following are feedback loops in Scrum?

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

Answer: A

NEW QUESTION 120

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 124

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 125

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 129

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

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

Answer: A

NEW QUESTION 130

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

- A. Fals
- B. A Scrum Master is only necessary when requested or needed.

- C. Tru
- D. Each must be a full-time member on the Scrum Team.
- E. Tru
- F. Their participation and availability will impact the outcomes produced by the Scrum Team.
- G. Fals
- H. If a Product Owner is unavailable, he/she can be replaced by a Business Analyst.

Answer: C

Explanation:

A Product Owner or Scrum Master can be dedicated to one team OR participate as a member on more than one team. How much time they spend with each team will directly impact effectiveness of the team.

NEW QUESTION 131

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 132

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 135

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 140

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

- A. They are not related because technical debt is non-functional and velocity is calculated based on end user functionality.
- B. As the Development Team is working on new Product Backlog items, they may unexpectedly run into technical debt that will result the team's velocity dropping.
- C. A Development Team can artificially increase velocity by allowing technical debt to be incurred.
- D. Adding estimates to technical debt will allow the Development Team to maintain constant velocity therefore ensuring predictability.

Answer: BC

Explanation:

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

NEW QUESTION 143

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 144

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 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 145

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 149

The purpose of a Sprint is to produce a potentially releasable product Increment.

- A. True
- B. False

Answer: A

Explanation:

Sprints promote iterative and incremental development.

NEW QUESTION 153

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 155

What should a Development Team do if they don't understand a functional requirement?

- A. Request a specialist to be added to the Development Team.
- B. Move the item to a future Sprint.
- C. Complete as much as possible and add the remaining work as a new Product Backlog item.
- D. Work with the Product Owner to determine what is possible and acceptable.

Answer: D

NEW QUESTION 158

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 160

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 performancebetween 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 161

At the Sprint Planning, the Development Team is not able to forecast the number of Product Backlog items it can do in the upcoming Sprint due to unclear requirements. The Product Owner, however, was able to clearly define the business objective he hopes to achieve in the Sprint.

Which of the following two actions would you support? (Choose two.)

A. The Development Team forecasts the most likely Product Backlog items to meet the business objective and create a Sprint Backlog based on a likely initial design and pla

B. Once the time- box for the SprintPlanning meeting is over, they start implementation and continue to analyze, decompose, and create additional functionality during the Sprint.

C. If all agree they can extend the Sprint Planning until the Development Team can forecast enough Product Backlog items before starting the implementation.

D. Allow the Development Team members as much time as needed to review the Product Backlog items and reconvene with the Product Owner when they are confident enough to make a forecast for the Sprint.

E. They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.

Answer: AD

Explanation:

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

NEW QUESTION 162

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 167

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 172

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 175

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