Scrum

Exam Questions PSM-II

Professional Scrum Master II

NEW QUESTION 1
Who can prematurely cancel a Sprint?

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

Answer: B

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

NEW QUESTION 2
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 3
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 4
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 5
What Development Team structure is best suited to produce integrated increments?

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

Answer: A

NEW QUESTION 6
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 7

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 8
As a Scrum Master, you observe that the Product Owner is not collaborating with the Development Team effectively.
What action would you take?

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

Answer: D

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

NEW QUESTION 9
What are typical Product Owner activities during Sprint 0?

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

Answer: E

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

NEW QUESTION 10
A Scrum Master teaches those who are interested in the Development Team's progress that progress in Scrum comes from inspecting an Increment at the Sprint Review.

A. True
B. False

Answer: A

Explanation:
Working software is the primary measure of progress.

NEW QUESTION 10
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 12
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 16

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 18
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 19
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 22
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 26
A Scrum Team has been working on the same product for twelve Sprints. What would likely be the immediate impact on the original Scrum Team if two new Scrum Teams are to be added the same product?

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

Answer: A

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

NEW QUESTION 30
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 31
Customer satisfaction should be measured:

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

Answer: D

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

NEW QUESTION 32
An organization is planning to form five new Scrum Teams to work on building a single product. A few of the future team members ask the Scrum Master who will coordinate the work between the different Scrum Teams.
What action should the Scrum Master take?

A. Visit the five Development Teams daily to ensure alignment and that all Sprint Backlogs remain synchronized.
B. Teach them that it is their responsibility to form the teams such that each team will have the necessary skills, knowledge, and competencies to create an integrated Increment by the end of every Sprint.
C. Advise the teams to minimize dependencies by working on separate development branches and integrate at the end of four Sprint cycles.
D. At the end of Sprint Planning, collect all Sprint tasks and create a consolidated plan for the entire Sprint.
E. Teach the Product Owner to work with the technical leads on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.

Answer: B

Explanation:
Development Teams are structured and empowered by the organization to organize and manage their own work. This includes deciding how to form teams when multiple teams are needed. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness. They are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.

NEW QUESTION 34
Your organization has formed a new Scrum Team and has assigned you as the Scrum Master. In what ways would you help the team start?

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

Answer: B

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

NEW QUESTION 35
Who determines how to do the work during the Sprint?

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

Answer: C

NEW QUESTION 37
The director of engineering in your organization always stresses the importance of meeting deadlines in order for the engineering department to be seen as a reliable source for the product management department. The director has calculated that the team's velocity needs to increase an additional 15% to meet the commitment he made to management for the release date of the product.
He asks Steven, the team's Scrum Master, to increase his team's velocity. Which would be the best two responses for Steven to take? (Choose two.)

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

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

Answer: AB

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

NEW QUESTION 38
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 40
You have been hired as a Scrum Master for a company that has been doing business for over fifty years. In order to stay competitive, they have started an initiative to digitize their legacy systems. The company has several Scrum Teams working on different components that will be integrated to a single back office platform.
Your team is responsible for building the back office platform and integrating all other components. The Scrum Teams work in two week Sprints and are expected to deliver all functionality in six Sprints.
During development the requirement changes in the other components have been slowing down your team's progress. Because of these changes, your team has estimated that they will not be able to deliver all expected work within the original timeframe. The Scrum Teams working on the other components confirm that they are still on track to meet the expected delivery date. The program manager in charge of the digitization initiative is upset and angry with your team.
As a Scrum Master, what could you do to help the Product Owner?

A. You suggest working with the program manager and the other teams on the ordering and the value of your team's open Product Backlog items to redefine the possible delivery date.
B. You shorten your team's Sprints to be ready sooner.
C. You remove all items from the Product Backlog for which development is forecasted to be beyond the expected dat
D. These are likely to be low value anyhow.
E. You suggest adding additional developers to the team in order to increase velocity and meet the original date.

Answer: A

Explanation:
The Scrum Master serves the Product Owner in several ways, including: Finding techniques for effective Product Backlog management;
Helping the Scrum Team understand the need for clear and concise Product Backlog items; Understanding product planning in an empirical environment;
Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value.

NEW QUESTION 42
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 45
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 49
At the end of the eighth Sprint, the internal sponsors are upset and angry with the progress of the product being built. The current state of the product is not as expected and will require additional Sprints and more budget than originally anticipated at the start of the project.
What factors may have led to this? (Choose three.)

A. The Product Owner has not been engaging with sponsors frequently enough and has not been kept aware of the overall progress of the project.
B. The sponsors haven't been using the Sprint Reviews to actively engage, and inspect and evaluateprogress.
C. The scope changes have not been tracked adequately and the change request process has not been followed properly.
D. The stakeholders have not been using the Daily Scrum effectively to track the Development Team's progress.
E. The Scrum Master has not ensured transparency.
F. The project plan proposed to the sponsors at the start of the project followed stringently.

Answer: ABE

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

NEW QUESTION 52
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 55
Peter is a new Product Owner on a newly formed Scrum Team. Peter has projected a product completion date based on an estimated velocity of 21 completed points per Sprint. After the first 3 Sprints, the team has determined that their maximum velocity is 15 points and they are unable to create shippable increments at the end of each Sprint.
What is the best way to proceed?

A. The Sprints have failed to produce shippable Increments there for opportunities to inspect and adapt is los
B. The Scrum Master would encourage the organization to add more team members in order toincrease the team's capacity.
C. The Scrum Master would coach the team on improving their estimations and commitment to completing the Sprint Backlog.
D. Extend the Sprint in order to complete the Sprint Backlog items.
E. Inform Peter that the projected completion date is not correc
F. The Development team would estimate the remaining work to produce a shippable Increment and suggest making it "Done" before working on new feature
G. Based on empirical data, Peter can adjust the completion date and decide how to continue.

Answer: D

NEW QUESTION 59
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 63
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 68
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 70
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 71
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 72
Steven is a Scrum Master of a Scrum Team that is new to Scrum. At the halfway point of the Sprint, the Product Owner comes to Steven telling him that he is concerned the Development Team will not be able to complete the entire Sprint Backlog by the end of the Sprint.
What should Steven do in this situation?

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

Answer: B

Explanation:
Scrum is founded on empirical process control theory, or empiricism. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. The Sprint Backlog is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality into a 'Done' Increment. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.
Why C is incorrect:
a) The Dev Team does not commit to finishing all items in the Sprint Backlog. Committing to completing all items would be fixed scope and fixed time leaving no room to adapt. They commit to the Sprint Goal and doing the right thing.
b) It's also incorrect for the PO to focus on completing the entire Sprint Backlog. Finishing everything should not be his main focus. Having a shippable increment that meets the Sprint Goal is more important than trying to finish everything. The advice in option C is equivalent to "Don't worry, they'll get everything done." but because of the complex domain, you cannot guarantee everything will get done.

NEW QUESTION 77
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 82
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 84
What would be two boundaries, defined in Scrum, that give guidance for teams to effectively self-organize? (Choose two.)

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

Answer: AC

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

NEW QUESTION 85
The Scrum values promote Development Teams be cross-functional and have all the skills needed to build a product within the team.
While starting Scrum, what would be the advantages of keeping the existing component teams (e.g. design,
database, backend, frontend)?

A. Component teams would have all the skills needed to focus on their specific technical layer.
B. Component teams generally have all the skills needed to deliver shippable Increments that add business value.
C. Because their productivity is already predictable, they can deliver shippable Increments more quickly than a newly formed team.
D. Because they have been working together for some time, there will be less initial disruption than a newly formed tea
E. As they begin working, they will discover what works best and how to move towards cross- functional teams.
F. There is less communication overhead than working in feature teams.

Answer: D

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

NEW QUESTION 90
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 93
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 98
When multiple Scrum Teams are working from the same Product Backlog, also known as scaled Scrum, they must still work in conformance of the Scrum guide.

A. True
B. False

Answer: A

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

NEW QUESTION 100
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 105
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 108
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 109
What would likely happen if management only changed the organization's current terminology to fit Scrum without the proper understanding and support of Scrum as defined in the Scrum Guide?

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

Answer: D

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

NEW QUESTION 110
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 115
Which two statements are the most accurate in regards to scaling Scrum for large projects requiring multiple Scrum Teams? (Choose two.)

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

Answer: AB

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

NEW QUESTION 116
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 118
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 119
The Sprint length should be:

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

Answer: D

NEW QUESTION 122
What must the Development Team do during the first Sprint?

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

Answer: A

Explanation:
Sprints promote iterative and incremental development.

NEW QUESTION 123
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 128
When technical debt occurs, the system will become more unstable as development progresses and code is added resulting in future work being slowed down.

A. True
B. False

Answer: A

Explanation:
Technical debt is any shortcomings in the code. It is a natural by-product of software development (unavoidable) and can at best be managed. If neglected, it will compound and have a negative effect on the
team's ability to the deliver value. A team can have an artificially high velocity by taking shortcuts or introducing technical debt into the system. This can give a
false assumption about the current state of the product. It can look good on the surface but underneath can be a mess.

NEW QUESTION 131
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 136
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 137
During the Sprint Review, one of the stakeholders announces that due to recent market changes, there is risk that funding might be reduced for the project. This triggers tensions to rise and arguments to break out between members.
As a Scrum Master, what would be the best two actions to take? (Choose two.)

A. Defend the original budget and request the stakeholders to adhere to the original agreed funding for the product.
B. Encourage the stakeholders and Product Owner to focus on delivering the highest value items for the next Sprint.
C. Be objective and request for a short break for people to calm down.
D. Avoid getting involved as it is the Product Owner's responsibility to manage stakeholder expectations.
E. Inform everyone that the team needs to stay busy until the information is formally announced.

Answer: BC

Explanation:
The Scrum Master is responsible for promoting and supporting Scrum by helping everyone embody the values of commitment, courage, focus, openness and respect.

NEW QUESTION 139
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 144
The Development Team has suggested to move the Daily Scrum to every other day instead of every day. What is the most appropriate action for the Scrum Master to take?

A. Learn why the Development Team wants this, coach the team on why the Daily Scrum is important and work with them to improve the outcome of the Daily

Scrum.
B. Support the self-organizing team's decision.
C. Have the Development Team members vote on which days the Daily Scrum should occur.

Answer: A

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

NEW QUESTION 149
What action should a Scrum Master take if the Development Team has decided that Retrospectives are no longer necessary?

A. Start facilitating more productive and useful Retrospectives.
B. Suggest reducing the frequency of the Retrospectives.
C. Extend the Sprint time-box in order to fit the Retrospectives.
D. Comply with the team's decision.

Answer: A

NEW QUESTION 150
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 153
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 154
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 156
Which role is responsible for engaging with stakeholders?

A. The team lead

B. The business analyst
C. The project manager
D. The Development Team
E. The Product Owner

Answer: E

NEW QUESTION 157
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 158
What is the most appropriate action for the Scrum Master to take if the Product Owner is having difficulties managing the Product Backlog?

A. Have the Development Team order the work instead of the Product Owner.
B. Have the Product Owner order the items based on size, having the Development Team work on the smallest items first.
C. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize the flow of value.
D. Delegate the work to the Assistant Product Owner.
E. Delay the Sprint in order for the Product Owner to have enough time to prioritize the Product Backlog.

Answer: C

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

NEW QUESTION 159
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