Exam Questions PSM-I

Professional Scrum Master I

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NEW QUESTION 1
When does the second Sprint start?

A. Once the architectural changes for the second Sprint have been approved by the senior architect.
B. After the Product Backlog for the second Sprint has been selected.
C. Immediately after the first Sprint.
D. After the customer completes acceptance testing of the first Sprint.

Answer: C

Explanation:
The correct answer is C, because the second Sprint starts immediately after the first Sprint. The Scrum Guide states that "Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint."

NEW QUESTION 2
Which of the following are true about the length of the Sprint? (Choose two.)

A. The length of the Sprint should be proportional to the work that is done in between Sprints.
B. It is best to have Sprints of consistent length throughout a development effort.
C. Sprint length is determined during Sprint Planning, and should hold the time it will take to code the planned features in the upcoming Sprint, but does not include time for any testing.
D. Sprint length is determined during Sprint Planning, and should be long enough to make sure the Development Team can deliver what is to be accomplished in the upcoming Sprint.
E. All Sprints must be 1 month or less.

Answer: BE

Explanation:
The correct answers are B and E, because these statements are true about the length of the Sprint. It is best to have Sprints of consistent length throughout a development effort, as this helps establish a reliable rhythm and cadence for the Scrum Team and the stakeholders. All Sprints must be one month or less, as this ensures that the Scrum Team can inspect and adapt frequently and deliver value incrementally.

NEW QUESTION 3
When should a Sprint Goal be created?

A. It should have been created in the previous Sprint during Product Backlog refinement.
B. It must be established before Sprint Planning in order to begin planning.
C. A Sprint Goal is not mandatory in Scrum.
D. At any time during the Sprint.
E. During Sprint Planning.

Answer: E

Explanation:
According to the Scrum Guide1, one aspect of Scrum Teams inspecting how they work toward their Product Goal is that they create a Sprint Goal every 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 Developers on why it is building the Increment. It also provides a basis for inspecting and adapting during the Sprint Review and Sprint Retrospective. The Sprint Goal is created during the Sprint Planning event.
References: Scrum Guide

NEW QUESTION 4
Who is on the Scrum Team? (Choose all that apply.)

A. Scrum Master
B. Product Owner
C. Development Team member
D. Project Manager
E. None of the above

Answer: ABC

Explanation:
The Scrum Team consists of three roles: the Scrum Master, who coaches and facilitates the team; the Product Owner, who manages and prioritizes the Product Backlog; and the Development Team, who delivers a potentially releasable Increment at the end of each Sprint. A project manager is not part of the Scrum Team, as Scrum does not recognize titles or sub-teams. None of the above is also not a correct answer, as it implies that there is no Scrum Team at all.

NEW QUESTION 5
Which three questions might be answered by Development Team members at the Daily Scrum? (Choose three.)

A. How is the Sprint proceeding?
B. What did I do yesterday that helped the Development Team meet the Sprint Goal?
C. Why were you late?
D. What will I do today to help the Development Team meet the Sprint Goal?
E. How many hours did I spend on the project yesterday?
F. What will I be working on tomorrow?
G. Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

Answer: BDG

Explanation:
According to the Scrum Guide1, during each Daily Scrum, each Developer answers three questions:

> What did I do yesterday that helped meet our Sprint Goal?

> What will I do today to help meet our Sprint Goal?

> Do I see any impediment that prevents me or our Development Team from meeting our Sprint Goal? The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward achieving their Sprint Goal and producing a usable Increment. The other options are not relevant or appropriate for the Daily Scrum.
References: Scrum Guide

NEW QUESTION 6
Every Development Team should have:

A. At least one representative from each major software engineering discipline (like QA, Dev, UX).
B. The competencies and skills needed to deliver a Done Increment in a Sprint.
C. One Lead Developer and no more than 8 other members.

Answer: B

Explanation:
According to the Scrum Guide1, the Development Team consists of professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint. Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness. Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team. The team model in Scrum is designed to optimize flexibility, creativity, and productivity.
References: Scrum Guide

NEW QUESTION 7
When must a scrum Team release each increment? (choose the best answer)

A. when the Scrum Team finishes their work
B. Alter every Sprin
C. without exception
D. Whenever the product s tree of detects
E. When it makes sense to release It.

Answer: D

Explanation:
According to the Scrum Guide, a Scrum Team must release each Increment when it makes sense to do so, based on the value and feedback obtained from stakeholders. The decision to release an Increment is made by the Product Owner, who is responsible for maximizing the value of the product and the work of the Development Team. The other options are not valid, as they imply that releasing an Increment is either mandatory (such as after every Sprint), conditional (such as when the product is free of defects), or irrelevant (such as when the Scrum Team finishes their work).

NEW QUESTION 8
What techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply? (Choose the best two answers.)

A. Involve the complete Scrum Team in making a decision.
B. Use coaching techniques; such as open QUESTION NO:s and active listening.
C. Ask an external agile coach what they recommend.
D. Ask team members to take the issue up with to the company's Human Resources department.

Answer: AB

Explanation:
Two techniques that the Scrum Master could use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply are to involve the complete Scrum Team in making a decision, and to use coaching techniques such as open questions and active listening, as stated in [3]: "The Scrum Master should facilitate a constructive dialogue among the team members and help them reach a consensus on which agile practices to use. The Scrum Master should also use coaching techniques such as open questions and active listening to understand the underlying needs and motivations of each team member and to help them find common ground."

NEW QUESTION 9
In accordance with Scrum theory, how should a group of 100 people be divided into multiple Development Teams?

A. Understanding the product, the product vision and the rules of the Scrum framework, the group divides itself into teams.
B. It doesn't really matter because you can rotate the teams every Sprint to spread knowledge.
C. Check with the allocation department to see who has worked together before and make these the first teams.
D. Create a matrix of skills, seniority, and level of experience to assign people to teams.

Answer: A

Explanation:
The correct answer is A, because in accordance with Scrum theory, a group of 100 people should be divided into multiple Development Teams by understanding the product, the product vision and the rules of the Scrum framework, and then dividing itself into teams. This approach respects the self-organization and empowerment of the people who will do the work, and allows them to form cross-functional and collaborative teams that can deliver value.

NEW QUESTION 10
How much work Is required of the Developers to complete a Product Backlog Item selected during the Sprint Planning?
(choose the best answer)

A. All development work and at least some testing.
B. as much as is required to meet the Scrum Team's Definition of Done.
C. A proportional amount of time on analysis, design development and testing
D. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint

Answer: B

Explanation:
According to the Scrum Guide, the amount of work required of the Developers to complete a Product Backlog item selected during the Sprint Planning is as much as is required to meet the Scrum Team's Definition of Done. This means that the Developers must ensure that every item they work on is in a usable condition and meets all quality standards agreed upon by the team. The other options are not valid descriptions of the amount of work required, as they are either too vague (such as all development work and some testing or a proportional amount of time) or incorrect (such as fitting as much as possible or deferring work to the next Sprint).

NEW QUESTION 10
Who starts the Daily Scrum?

A. The person coming in las
B. This encourages people to be on time and helps to stay within the time-box.
C. Whoever the Development Team decides should start.
D. The person who has the token.
E. The Scrum Maste
F. This ensures that the Development Team has the meeting and stays within the time-box.
G. The person who last broke the build.

Answer: B

Explanation:
According to the Scrum Guide1, during each Daily Scrum, each Developer answers three questions:

≫ What did I do yesterday that helped meet our Sprint Goal?

≫ What will I do today to help meet our Sprint Goal?

≫ Do I see any impediment that prevents me or our Development Team from meeting our Sprint Goal? The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward achieving their Sprint Goal and producing a usable Increment. The Developers can start with any one person and proceed in any order.
References: Scrum Guide

NEW QUESTION 11
When a Development Team is having trouble delivering a working Increment because they don't understand a functional requirement, what should they do?

A. Add a specialist to the Development Team.
B. Partially complete the functionality, and discuss the remaining work at the Sprint Review.
C. Collaborate with the Product Owner to determine what is possible and acceptable.
D. Defer the work to a more appropriate Sprint.

Answer: C

Explanation:
The correct answer is C, because when a Development Team is having trouble delivering a working Increment because they don't understand a functional requirement, they should collaborate with the Product Owner to determine what is possible and acceptable. The Scrum Guide states that "the Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals." Therefore, the Product Owner should clarify the functional requirement and negotiate the scope of work with the Development Team.

NEW QUESTION 15
Who is responsible for managing the progress of work during a Sprint?

A. The Scrum Master.
B. The Development Team.
C. The Product Owner.
D. The most junior member of the Team.

Answer: B

Explanation:
The correct answer is B, because the Development Team is responsible for managing the progress of work during a Sprint. The Scrum Guide states that "the Development Team tracks this total work remaining at least for every Daily Scrum to project the likelihood of achieving the Sprint Goal. By tracking the remaining work throughout the Sprint, the Development Team can manage its progress."

NEW QUESTION 19
What are three benefits of self-organization? (Choose three.)

A. Increased creativity.
B. Increased rule compliance.
C. Increased accuracy of estimates.
D. Increased self-accountability

E. Increased commitment.

Answer: ADE

Explanation:
According to the Scrum Guide1, self-organization is one of the essential characteristics of Scrum Teams.
Self-organizing teams choose how best to accomplish their work, rather than being directed by others outside the team. Self-organization enables teams to deliver faster and better results by harnessing their creativity and skills. Some benefits of self-organization are:

> Increased creativity, as team members have more freedom and autonomy to explore new ideas and solutions.

> Increased self-accountability, as team members take ownership and responsibility for their work and outcomes.

> Increased commitment, as team members are more engaged and motivated by having a say in how they work.
The other options are not benefits of self-organization, as they may imply external control or pressure. References: Scrum Guide

NEW QUESTION 24
True or False: Multiple scrum Teams working on the same product must have the same Sprint start date.

A. True
B. False

Answer: B

Explanation:
According to the Scrum Guide, multiple Scrum Teams working on the same product do not have to have the same Sprint start date. They may start their Sprints at different times, as long as they synchronize their work and integrate their Increments at least by the end of each Sprint. The other option is not valid, as it implies that having the same Sprint start date is mandatory for multiple Scrum Teams.

NEW QUESTION 29
Which of the following are topics for the Developers to discuss at the Daily scrum as they inspect their progress toward the Sprint Goal?
(choose the best three answers)

A. what have we learned since yesterday, and now should we modify our plan to increase our ability to meet the Sprint Goal?
B. Are mere any impediments Clocking progress toward the sprint Goal?
C. What will I be working on tomorrow?
D. Are mere any decisions that need to be made to maintain progress toward the sprint Goal?
E. Why were you late?
F. How many hours Old I spend on the project yesterday
G. win todays work negatively impact our ability to meet the sprint Goal for the Split following this one?

Answer: ABD

Explanation:
Three topics for the Developers to discuss at the Daily Scrum as they inspect their progress toward the Sprint Goal are:

> What have we learned since yesterday, and how should we modify our plan to increase our ability to meet the Sprint Goal?

> Are there any impediments blocking progress toward the Sprint Goal?

> Are there any decisions that need to be made to maintain progress toward the Sprint Goal?
These topics are suggested by [6]: "The structure of the meeting is set by the Developers and can be conducted in different ways if it focuses on progress toward the Sprint Goal. Some Development Teams will use questions, some will be more discussion based."

NEW QUESTION 31
user documentation is part ot your Definition ot Done. However, there are not enough technical writers for all teams. Your Scrum Team does not have a technical writer. What should the Scrum Team do?
(choose the best answer)

A. The Developers on the Scrum Team should write the user documentatiom
B. Wait until you have a technical writer on your Scrum Team to take care of this.
C. Form a separate team of technical writers that will work on an on-demand basis torthe various Product Owner
D. Work order will be first in, first out.
E. Let the user documentation remain undone and accumulate until after the last development Sprin
F. It will then be done by any available technical writers.

Answer: A

Explanation:
According to the Scrum Guide, the Developers on the Scrum Team should write the user documentation, as they are responsible for creating a "Done" Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that the user documentation can be deferred, ignored, or outsourced, which is not consistent with Scrum values and principles.

NEW QUESTION 33
Which of the following are true about the Product Owner role? (Choose two.)

A. The Product Owner is one person.
B. The Product Owner is accountable for ordering the Product Backlog.
C. Multiple people can share the Product Owner role on a Scrum Team.
D. The Product Owner role can be played by a committee or a team of people.

Answer: AB

Explanation:
The correct answers are A and B, because these are true about the Product Owner role. The Product Owner is one person, not a committee or a team, who is accountable for ordering the Product Backlog and maximizing the value of the product. The Scrum Guide states that "the Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals. … For the Product Owner to succeed, the entire organization must respect his or her decisions."

NEW QUESTION 38
What is the role of management in Scrum?

A. To facilitate the Scrum Teams with insights and resources that help them improve.
B. To monitor the Development Team's productivity.
C. To identify and remove people that aren't working hard enough.
D. To continually monitor staffing levels of the Development Team.

Answer: A

Explanation:
The correct answer is A, because the role of management in Scrum is to facilitate the Scrum Teams with insights and resources that help them improve. The Scrum Guide states that "the organization respects their self-organization by not telling them how they should do their work." Therefore, management should support the Scrum Teams by providing them with an environment that fosters collaboration, learning, and innovation.

NEW QUESTION 43
Who creates the definition of "Done"?

A. The Scrum Master as he/she is responsible for the Development Team's productivity.
B. The Scrum Team, in a collaborative effort where the result is the common denominator of all members' definition.
C. The Product Owner as he/she is responsible for the product's success.
D. The development organization (or Development Team if none is available from the development organization).

Answer: D

Explanation:
According to the Scrum Guide1, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition guides the Development Team in creating a "Done" Increment.
References: Scrum Guide

NEW QUESTION 46
When multiple Scrum Teams are working on a single product, what best describes the Definition of Done?
(choose the best answer)

A. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.
B. The Scrum Masters from each Scrum Team define a common Definition of Done.
C. When multiple Scrum Teams are working together on a product, they must mutuallydefine and comply with the same Definition of Done.
D. Each Scrum Team defines and uses its ow
E. The differences are discussed and reconciled during a hardening Sprint.

Answer: C

Explanation:
The best answer is C. When multiple Scrum Teams are working on a single product, they must mutually define and comply with the same Definition of Done1. This ensures that the product has a consistent level of quality and that the Increments delivered by different teams can be integrated seamlessly. Having different Definitions of Done for each team can lead to confusion, rework, and technical debt. The Scrum Guide says that the Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product2. Therefore, it is not something that can be decided by the Scrum Masters alone (B) or left to each team's discretion (A and D).

NEW QUESTION 49
A Scrum Team is a cohesive unit of professionals that consists of which of the following? (Choose all that apply.)

A. Users.
B. One Scrum Master.
C. Developers.
D. Customers.
E. One Product Owner.

Answer: BCE

Explanation:
A Scrum Team is a cohesive unit of professionals that consists of one Product Owner, one Scrum Master, and Developers, as stated in the Scrum Guide: "The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal."

NEW QUESTION 52
The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

A. True
B. False

Answer: A

Explanation:
According to the Scrum Guide1, 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 Developers on why it is building the Increment. It also provides a basis for inspecting and adapting during the Sprint Review and Sprint Retrospective. The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.
References: Scrum Guide

NEW QUESTION 57
When is a Sprint over?

A. When the Product Owner says it is done.
B. When all Product Backlog items meet their definition of "Done".
C. When all the tasks are completed.
D. When the time-box expires.

Answer: D

Explanation:
The correct answer is D, because the Scrum Guide states that "a Sprint is a container for all other events. Each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt." Therefore, a Sprint is over when its time-box expires, regardless of whether all Product Backlog items or tasks are completed or not.

NEW QUESTION 58
How much of the Sprint Backlog must be defined during the Sprint Planning event?

A. Just enough tasks for the Scrum Master to be confident in the Development Team's understanding of the Sprint.
B. The entire Sprint Backlog must be identified and estimated by the end of the Sprint Planning meeting.
C. Enough so the Development Team can create its best forecast of what is can do, and to start the first several days of the Sprint.
D. Just enough to understand design and architectural implications.

Answer: C

Explanation:
The correct answer is C, because the Scrum Guide states that "the Development Team usually starts by designing the system and the work needed to convert the Product Backlog into a working product Increment. Work planned for the first days of the Sprint by the Development Team is decomposed by the end of this meeting, often to units of one day or less. The Development Team self-organizes to undertake the work in the Sprint Backlog, both during Sprint Planning and as needed throughout the Sprint." Therefore, enough work should be defined during the Sprint Planning event so that the Development Team can create its best forecast of what it can do, and to start the first several days of the Sprint.

NEW QUESTION 59
Who creates the Definition of Done? (choose the best answer)

A. The Scrum Master
B. The Product Owner
C. The scrum Team
D. The Developers

Answer: C

Explanation:
The correct answer is C. The Scrum Team creates the Definition of Done. According to the Scrum Guide1, "The Developers are required to conform to the Definition of Done, which is defined and evolves with the Scrum Team." The Definition of Done is a commitment by the Developers for the Increment, but it is also a shared understanding within the whole Scrum Team, including the Product Owner and the Scrum Master2.
The Scrum Team collaborates to create and update the Definition of Done as needed, based on the product and organizational standards3. The Definition of Done is not imposed by any external authority or individual.

NEW QUESTION 61
Who is accountable for clearly expressing Product Backlog items? (Choose the best answer.)

A. The business analyst who represents the Product Owner.
B. The Product Owner.
C. The Scrum Master, or the Scrum Master may have the Developers do it.
D. The Scrum Master.

Answer: B

Explanation:
According to the Scrum Guide, the Product Owner is accountable for clearly expressing Product Backlog items, as he or she is responsible for managing and prioritizing the Product Backlog. The other options are not valid, as they imply that the Product Owner can be replaced by a business analyst, or that the Scrum Master or the Developers can express the Product Backlog items.

NEW QUESTION 65
Which of these may a Development Team deliver at the end of a Sprint?

A. Failing unit tests, to identify acceptance tests for the next Sprint.

B. An increment of software with minor known bugs in it.
C. An increment of working software that is "done".
D. A single document, if that is what the Scrum Master asked for.

Answer: C

Explanation:
The correct answer is C, because a Development Team should deliver an increment of working software that is "done" by the end of a Sprint. The Scrum Guide states that "the Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. 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 69
A Development Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what "Done" means. (Choose two.)

A. All work the Development Team is willing to do.
B. Ready for integration.
C. No work left from the definition of "Done".
D. Whatever the Product Owner defines as quality.
E. All work to create software that is ready to be released to end users.

Answer: CE

Explanation:
The correct answers are C and E, because these statements explain what "Done" means. No work left from the definition of "Done" means that all Product Backlog items selected for a Sprint meet the quality criteria agreed upon by the Scrum Team. All work to create software that is ready to be released to end users means that the Increment is potentially releasable at any time during the Sprint.

NEW QUESTION 73
Marian is the Product Owner envisioning a project for a new release of her product. She made a projection of a release date based upon a sustained velocity of 17 completed units of work per Sprint. Over the first 3 Sprints, the average velocity was 13 for work that the Development Team estimated as 90% done. The Development Teams, feeling the need to meet the plan, figured that a velocity of 17 was within their reach.
A good way to continue is:

A. The Development Team makes sure that all of the selected scope per Sprint is as "Done" as possible.The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.
B. Add enough people to the Development Team for the deadline to be made.
C. The opportunity to inspect and adapt is los
D. Opaqueness has replaced transparenc
E. Predictability has dropped below zer
F. The produced software is not usabl
G. As the rules of Scrum have not been respected, it is the Scrum Master's duty to assess whether repair is possible, or a restart with a more reliable tea
H. If not, the Scrum Master should cancel the project.
I. The Development Team should remind Marian to find funding for enough Release Sprints in which the remaining work can be done.

Answer: A

Explanation:
According to the Scrum Guide1, each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, a good way to continue is for the Development Team to make sure that all of the selected scope per Sprint is as "Done" as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.
References: Scrum Guide

NEW QUESTION 75
The Product Owner determines how many Product Backlog items the Development Team selects for a Sprint.

A. False.
B. True, accordingly to what was committed to the stakeholders.
C. True, but only after confirmation by the resource manager that the Team has enough capacity.
D. True.
E. False, the Scrum Master does that.
F. False, capacity and commitment are the Project manager's responsibility.

Answer: A

Explanation:
The correct answer is A, because the Product Owner does not determine how many Product Backlog items the Development Team selects for a Sprint. The Scrum Guide states that "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." Therefore, the Development Team is responsible for choosing the scope of work for a Sprint.

NEW QUESTION 80
What are two ways that architecture and infrastructure are handled in Scrum? (Choose two.)

A. They are discussed, determined, and documented before the actual feature development Sprints.
B. They are implemented along with functional development of the product.
C. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.
D. They are built by a separate team through the creation of an architectural runway.

Answer: BC

Explanation:
Architecture and infrastructure are handled in Scrum by implementing them along with functional development of the product, and by adding them to the Product Backlog and addressing them in early Sprints, while always requiring at least some business functionality, no matter how small, as stated in [2]: "Scrum does not distinguish between developing functionality or architecture. They are developed together, as they are both important and support each other. Architecture is not a separate phase; it is part of the product development. Architecture is added to the Product Backlog as any other feature or functionality."

NEW QUESTION 85
What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the start of the next Sprint?

A. There are no such activitie
B. The next Sprint starts immediately after the current Sprint.
C. Refine the Product Backlog.
D. Work with the Quality Assurance departments on the Increment of the current Sprint.
E. Update the project plan with stakeholders.

Answer: A

Explanation:
There are no activities that a Product Owner would typically undertake in the phase between the end of the current Sprint and the start of the next Sprint, because there is no such phase. The next Sprint starts immediately after the current Sprint, without any gaps or breaks. The other options are either activities that occur during a Sprint (such as refining the Product Backlog) or activities that are not consistent with Scrum (such as working with Quality Assurance departments or updating project plans).

NEW QUESTION 90
Who has the final decision about the order of items in the Product Backlog? (Choose the best answer.)

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

Answer: B

Explanation:
According to the Scrum Guide, the Product Owner has the final decision about the order of items in the Product Backlog, as he or she is responsible for maximizing the value of the product and the work of the Development Team. The other roles do not have this authority, although they may provide input and suggestions to the Product Owner.

NEW QUESTION 95
Which answer best describes the topics covered in Sprint Planning? (Choose the best answer.)

A. What to do and who will do it.
B. How conditions have changed and how the Product Backlog should evolve.
C. What can be done and how to do it, and why to do it.
D. What went wrong in the last Sprint and what to do differently this Sprint.
E. Who is on the team and what team member roles will be.

Answer: C

NEW QUESTION 99
What is the recommended size for a Scrum Team? (Choose the best answer.)

A. At least 7.
B. 9
C. 10 or fewer.
D. 7 plus or minus 3.

Answer: C

Explanation:
The recommended size for a Scrum Team is 10 or fewer people, as stated in the Scrum Guide: "The recommended size of a Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people."

NEW QUESTION 104
A Product Owner wants advice from the Scrum Master about estimating work in Scrum. Which of these is the guideline that a Scrum Master should give? (Choose the best answer.)

A. Product Backlog items must be estimated in story points.
B. Estimates are made by the people doing the work.
C. Estimates must be in relative units.
D. Scrum forbids estimating.
E. Estimates are made by the Product Owner, but are best checked with the Development Team.

Answer: B

Explanation:
According to the Scrum Guide, estimates are made by the people doing the work, which is the Development Team. The Development Team is responsible for all estimates in the Product Backlog and the Sprint Backlog. The other options are not valid guidelines for estimating work in Scrum, as they are either too prescriptive (such as requiring story points or relative units), incorrect (such as forbidding estimating or having the Product Owner make estimates), or unnecessary (such as checking estimates with the Development Team).

NEW QUESTION 105
A Scrum Master is working with a Development Team that has members in different physical locations. The Development Team meets in a variety of meeting rooms and has much to do logistically (for example, set up conference calls) before the Daily Scrum. What action should the Scrum Master take?

A. Allow the Development Team to self-manage and determine for itself what to do.
B. Set up 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:
According to the Scrum Guide1, only people who are actively working on items in the Sprint Backlog participate in updating it during a Sprint; this includes tracking progress made on those items. This is typically done by Developers updating their remaining work every day after their Daily Scrum. The Development Team tracks this total work remaining at least for every Daily Scrum to project the likelihood of achieving their Sprint Goal. The Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. Therefore, the Scrum Master should allow the Development Team to self-manage and determine for itself what to do regarding the logistical challenges of meeting in different locations.
References: Scrum Guide

NEW QUESTION 109
Sprint burndown charts are an efficient tracking tool, because they show:

A. An estimate of the total work remaining for the Sprint.
B. How much effort has gone into a Sprint.
C. How many hours have been worked by each Development Team member.
D. How many Product Backlog items remain.

Answer: A

Explanation:
A Sprint burndown chart shows an estimate of the total work remaining for the Sprint, as stated in 3: "A sprint burndown chart tracks work remaining in a sprint. It shows how much work remains at any given point during a sprint. It helps teams monitor whether they will finish all planned tasks by the end of a sprint."

NEW QUESTION 112
What are the two primary ways a Scrum Master keeps a Development Team working at its highest level of productivity? (Choose two.)

A. By ensuring the meetings start and end at the proper time.
B. By removing impediments that hinder the Development Team.
C. By facilitating Development Team decisions.
D. By keeping high value features high in the Product Backlog.

Answer: BC

Explanation:
The correct answers are B and C, because these are the two primary ways a Scrum Master keeps a Development Team working at its highest level of productivity. The Scrum Guide states that "the Scrum Master serves the Development Team in several ways, including … removing impediments to the Development Team's progress; facilitating Scrum events as requested or needed; and coaching the Development Team in self-organization and cross-functionality." Therefore, by removing impediments and facilitating decisions, the Scrum Master helps the Development Team focus on their work and deliver value.

NEW QUESTION 116
Which Scrum Value is affected by a lack of trust in the Scrum Team?

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

Answer: F

Explanation:
The correct answer is F, because all of the Scrum Values are affected by a lack of trust in the Scrum Team. Trust is essential for the Scrum Team to work effectively and deliver value. Without trust, the Scrum Team may lose focus, respect, openness, courage, and commitment.

NEW QUESTION 119
Which topics should be discussed in the Sprint Review?

A. The Scrum process, and how it was used during the Sprint.
B. Coding and engineering practices.
C. Sprint results.

D. All of the above.

Answer: D

Explanation:
All of the above topics should be discussed in the Sprint Review, as stated in [4]: "The purpose of this meeting is to inspect what was delivered during this sprint and adapt what we want to deliver next. This means we will discuss three things:

- What did we do this sprint?
- How did we do it?
- What do we want to do next?"

NEW QUESTION 120
Which answer best describes the topics covered in Sprint Planning?

A. What to do and who will do it.
B. How conditions have changed and how the Product Backlog should evolve.
C. What can be done and how to do it.
D. What went wrong in the last Sprint and what to do differently this Sprint.
E. Who is on the team and what team member roles will be.

Answer: C

NEW QUESTION 124
Developers are self-managing, which of the following do they manage? (choose the best answer)

A. When lo release, based on this progress.
B. Stakeholders for the Sprint Review
C. Sprint Backlog.
D. Sprint length
E. Product Backlog ordering

Answer: C

Explanation:
According to the Scrum Guide, Developers are self-managing, which means that they manage their own Sprint Backlog. They decide how to organize their work and collaborate effectively to deliver a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that Developers manage things that are either determined by the Scrum framework (such as Sprint length), by collaboration with other roles (such as when to release or stakeholders for the Sprint Review), or by the Product Owner (such as Product Backlog ordering).

NEW QUESTION 125
How is management external to the Scrum Team involved in the Daily Scrum? (Choose the best answer.)

A. The Scrum Master speaks on their behalf.
B. Managers are not required at the Daily Scrum.
C. Management gives an update at the start of each Daily Scrum.
D. The Product Owner represents their opinions.

Answer: B

Explanation:
According to the Scrum Guide, management external to the Scrum Team is not involved in the Daily Scrum at all. The Daily Scrum is an internal event for the Development Team to inspect their progress toward the Sprint Goal and plan their work for the next 24 hours. The other options are not valid ways for management to be involved in the Daily Scrum, as they are either intrusive (such as giving an update or speaking on behalf of others) or unnecessary (such as being represented by the Product Owner or the Scrum Master).

NEW QUESTION 126
During the Sprint Retrospective a Scrum Team has identified several high priority process improvements. Which of the following statements is most accurate? (Choose the best answer.)

A. The Scrum Team may add items to the Sprint Backlog for the next Sprint.
B. The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.
C. The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.
D. The Scrum Master selects the most important process improvement and places it in the Sprint Backlog

Answer: A

Explanation:
During the Sprint Retrospective, the Scrum Team may add items to the Sprint Backlog for the next Sprint, as stated in [5]: "The purpose of each Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team plans ways to implement improvements identified during this meeting into its way of working. By doing this it reinforces empiricism throughout its work. Improvements may be implemented at any time during a Sprint or they may be planned for subsequent Sprints."

NEW QUESTION 131
In order to achieve the benefits of Scrum, it is important to enact the value of commitment. What two actions demonstrate the commitment of Scrum Team members? (Choose two.)

A. Always deliver the items in the Sprint forecast.

B. Help the other Scrum Team members.
C. Do your best
D. Send out a daily status report.
E. Work late.

Answer: BC

Explanation:
According to the Scrum Guide1, there are five values that guide decisions within Scrum teams:

> Commitment

> Focus

> Openness

> Respect

> Courage

In order to achieve the benefits of Scrum, it is important to enact these values. Two actions that demonstrate the commitment of Scrum Team members are:

> Help the other Scrum Team members, as they work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.

> Do your best, as they strive to deliver a potentially releasable Increment that meets the definition of "Done" and provides value to the stakeholders.

NEW QUESTION 132
What does it mean for a Scrum Team to be cross-functional? (choose the best answer)

A. The Scrum Team includes not only developers but also business analysts, architects, and testers.
B. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint.
C. Developers on the Scrum Team work closely with business analysts, architects, developers, and testers who are not on the team.
D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers.

Answer: B

Explanation:
The correct answer is B. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint. According to the Scrum Guide1, "Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value in each Sprint." This does not mean that every individual has all the skills, but rather that the team as a whole does. Cross-functionality enables the Scrum Team to deliver a potentially releasable Increment of "Done" product at the end of each Sprint, without depending on others outside the team.

NEW QUESTION 136
In the Sprint Planning meeting, the Product Owner and the Development Team were unable to reach a clear understanding about the highest order Product Backlog items. Because of this, the Development Team couldn't figure out how many Product Backlog items it could forecast for the upcoming Sprint. They were able to agree on a Sprint Goal, however.
Which of the following two actions should the Scrum Master support? (Choose two.)

A. Cancel the Sprin
B. Send the entire team to an advanced Scrum training and then start a new Sprint.
C. Forecast the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and pla
D. Once the time-box for the Sprint Planning meeting is over, start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint.
E. Continue the Sprint Planning meeting past its time-box until an adequate number of Product Backlog items are well enough understood for the Development Team to make a complete forecas
F. Then start the Sprint.
G. Discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
H. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

Answer: BD

Explanation:
According to the Scrum Guide1, the Sprint Planning meeting has a time-box of eight hours or less for a one-month Sprint. The Scrum Master ensures that the meeting is time-boxed and keeps the Scrum Team
focused on the objective. If the Development Team cannot forecast how many Product Backlog items it can complete, it should still start the Sprint and work on the most likely items to meet the Sprint Goal. The Sprint Backlog can be updated throughout the Sprint as more is learned. The Scrum Master should also support the team to discuss the reasons for the lack of clarity in the Product Backlog items and how to prevent it from happening again in the next Sprint Retrospective.
References: Scrum Guide

NEW QUESTION 140
Which three purposes does the definition of "Done" serve? (Choose three.)

A. Guide the Development Team on how many Product Backlog items to select for the Sprint.
B. Create a shared understanding of when work is complete.
C. Describe the purpose, objecti ve, and time-box of each Scrum event.
D. Describe the work that must be done before the Sprint is allowed to end.
E. Increase transparency.

Answer: ABE

NEW QUESTION 142
Which does a self-organizing Development Team choose?

A. Sprint length.
B. How to best accomplish its work.
C. Stakeholders for the Sprint Review.
D. When to release, based on its progress.
E. Product Backlog ordering.

Answer: B

Explanation:
According to the Scrum Guide, a self-organizing Development Team chooses how to best accomplish its work, rather than being directed by others outside the team. The other options are not choices that a self-organizing Development Team makes, as they are either determined by the Scrum framework (such as Sprint length and Product Backlog ordering) or by collaboration with other roles (such as stakeholders for the Sprint Review and when to release).

NEW QUESTION 144
A Scrum Team is only allowed to meet with stakeholders during Sprint Review.

A. True
B. False

Answer: B

Explanation:
According to the Scrum Guide, a Scrum Team is not only allowed to meet with stakeholders during Sprint Review, but also during Sprint Planning and throughout the Sprint as needed. The Sprint Review is an opportunity for the Scrum Team and the stakeholders to collaborate on what was done in the Sprint and what to do next. However, it is not the only time that stakeholder feedback is welcomed and valued.

NEW QUESTION 145
Why does a Development Team need a Sprint Goal?

A. A Sprint Goal only gives purpose to Sprint 0.
B. Sprint Goals are not valuabl
C. Everything is known from the Product Backlog.
D. The Development Team is more focused with a common yet specific goal.
E. A Sprint Goal ensures that all of the Product Backlog items selected for the Sprint are implemented.

Answer: C

Explanation:
According to the Scrum Guide, a Development Team needs a Sprint Goal because it provides guidance and focus for building an Increment that delivers value. The other options are not valid reasons for having a Sprint Goal, as they are either incorrect (such as giving purpose only to Sprint 0 or ensuring implementation of all Product Backlog items) or irrelevant (such as knowing everything from the Product Backlog).

NEW QUESTION 149
What is the timebox for the sprint Review? (choose the best answer)

A. 1 day
B. 4 hours for a one-month Sprint.
C. As long as needed
D. 2 hours for a one-month Sprint.

Answer: B

Explanation:
The timebox for the Sprint Review is four hours for a one-month Sprint, as stated in [4]: "The Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next. The Product Owner explains what Product Backlog items have been "Done" and what has not been "Done"; additionally, they discuss any changes to scope or budget or potential value. The entire group then collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning. The Sprint Review is a working session and attendees should inspect based on facts. A Sprint Review is held at the end of every Sprint for a maximum duration of four hours for a one-month Sprint."

NEW QUESTION 154
How often should Development Team membership change?

A. As needed, while taking into account a short term reduction in productivity.
B. Never, because it reduces productivity.
C. As needed, with no special allowance for changes in productivity.
D. Every Sprint to promote shared learning.

Answer: A

Explanation:
The correct answer is A, because Development Team membership should change as needed, while taking into account a short term reduction in productivity. The Scrum Guide states that "development Teams are
cross-functional, with all of the skills as a team necessary to create a product Increment; development Teams 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." Therefore, changing Development Team membership may affect their cross-functionality and self-organization in the short term.

NEW QUESTION 156
True or False: The Product Owner makes sure the Developers select enough from the Product Backlog tor a Sprint to satisfy the stakeholders.

A. True
B. False

Answer: B

Explanation:
According to the Scrum Guide, the Product Owner does not make sure that the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Developers are responsible for selecting how much work they can do in a Sprint, based on their capacity and past performance. The Product Owner may influence them by ordering and clarifying the Product Backlog items, but does not control their selection.

NEW QUESTION 158
A Product Owner wants advice from the Scrum Master about estimating work in Scrum. Which of these is the guideline that a Scrum Master should give?

A. Product Backlog items must be estimated in story points.
B. Estimates are made by the Development Team.
C. Estimates must be in relative units.
D. Scrum forbids estimating.
E. Estimates are made by the Product Owner, but are best checked with the Development Team.

Answer: B

Explanation:
The correct answer is B, because the guideline that a Scrum Master should give is that estimates are made by the Development Team. The Scrum Guide states that "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." Therefore, the Development Team should estimate the work in Scrum, using any method or unit they prefer.

NEW QUESTION 161
The time-box for a Daily Scrum?

A. Two minutes per person.
B. 15 minutes.
C. 15 minutes for a 4 week sprin
D. For shorter Sprints it is usually shorter.
E. 4 hours.
F. The same time of day every day.

Answer: B

Explanation:
The correct answer is B, because the time-box for a Daily Scrum is 15 minutes. The Scrum Guide states that "the Daily Scrum is a 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next 24 hours."

NEW QUESTION 165
Which are appropriate topics for discussion in a Sprint Retrospective? (Choose the best three answers.)

A. Arranging the Sprint Backlog for the next Sprint.
B. The value of work currently represented in the Product Backlog.
C. Team relations
D. Definition of Done.
E. How the Scrum Team does its work.

Answer: CDE

Explanation:
According to the Scrum Guide, the Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The topics that are appropriate for discussion are those that relate to how the team does its work, such as team relations, Definition of Done, and processes, tools, communication, collaboration, quality, etc. The other options are not appropriate topics for discussion in a Sprint Retrospective, as they belong to other Scrum events (such as arranging the Sprint Backlog for the next Sprint in the Sprint Planning or evaluating the value of work in the Product Backlog in the Sprint Review).

NEW QUESTION 167
Which phrase best describes a Product Owner?

A. Go-between development team and customers.
B. Value optimizer.
C. Requirements engineer.
D. Team manager.

Answer: B

Explanation:
The correct answer is B, because a Product Owner is best described as a value optimizer. The Scrum Guide states that "the Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team." Therefore, a Product Owner should focus on delivering value to the customers and stakeholders through the product.

NEW QUESTION 170
True or False: An increment must be released to customers or users at the end of each sprint.

A. True
B. False

Answer: B

Explanation:
According to the Scrum Guide, an Increment does not have to be released to customers or users at the end of each Sprint. However, it must be in a usable condition and meet the Definition of Done. The decision to release an Increment is made by the Product Owner, based on the value and feedback obtained from stakeholders. The other option is not valid, as it implies that releasing an Increment is mandatory at the end of each Sprint.

NEW QUESTION 175
During the Sprint. Me Scrum Master's role is to do which two of the following: (choose the best two answers)

A. Facilitate inspection and adaptation opportunities as requested or needed
B. Coaching the team members in self-management
C. Ensure the Product Owner attends all scrum events.
D. Escalate team conflicts to functional line managers
E. Monitor the progress of the Developers
F. Assign tasks with the Scrum team.

Answer: AB

Explanation:
During the Sprint, the Scrum Master's role is to facilitate inspection and adaptation opportunities as requested or needed, and to coach the team members in self-management, as stated in 3: "The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Scrum Master is accountable for the Scrum Team's effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework."

NEW QUESTION 177
What is the key concern when multiple Development Teams are working from the same Product Backlog?

A. Minimizing dependencies between teams.
B. Clear definition of requirements.
C. Meeting original scope projections.
D. Making sure there's enough work for everyone on every team.
E. Maximizing velocity.

Answer: A

Explanation:
According to the Scrum Guide1, when multiple Scrum Teams are working together on one product, they must coordinate their work with each other. One way to do this is through Nexus, a framework for scaling Scrum. Nexus helps to reduce cross-team dependencies and integration issues by making them more transparent. The key concern when multiple Development Teams are working from the same Product Backlog is minimizing dependencies between teams so that they can deliver an integrated Increment that meets the definition of "Done".
References: Scrum Guide, Nexus Guide

NEW QUESTION 182
Which of the following is a Developer accountable for? (Choose the best two answers.)

A. Selecting the Product Owner.
B. Reporting productivity.
C. Creating a plan for the Sprint, the Sprint Backlog.
D. Organizing the work required to meet the Sprint Goal.

Answer: CD

Explanation:
A Developer is accountable for creating a plan for the Sprint, the Sprint Backlog, and organizing the work required to meet the Sprint Goal, as stated in the Scrum Guide: "Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint. The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always accountable for:

> Creating a plan for the Sprint, the Sprint Backlog;

> Instilling quality by adhering to a Definition of Done;

> Adapting their plan each day toward the Sprint Goal; and,

> Holding each other accountable as professionals."

NEW QUESTION 185
Who owns the Sprint Backlog?

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

Answer: D

Explanation:
Sprint Backlog is owned by the Development Team. The Scrum Guide states that "the Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. … 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 188
A properly functioning Scrum Team will have at least one Release Sprint and may well have several.

A. True
B. False

Answer: B

Explanation:
According to the Scrum Guide1, there is no such thing as a Release Sprint in Scrum. A Release Sprint implies that there are other Sprints that don't produce a potentially releasable Increment, which violates the core principle of Scrum. Every Sprint should result in a "Done", useable, and potentially releasable product Increment.

NEW QUESTION 192
Who determines when it is appropriate to update the Sprint Backlog during a Sprint?

A. The Scrum Team.
B. The Product Owner.
C. The Developers.
D. The Project Manager.

Answer: C

NEW QUESTION 194
Who is accountable for managing the progress ot work during a Sprint? (choose the best answer)

A. The Product Owner.
B. The Developers.
C. The Scrum Master.
D. The most junior member ot the team.

Answer: B

Explanation:
According to the Scrum Guide, the Developers are accountable for managing the progress of work during a Sprint, as they are responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that the Product Owner, the Scrum Master, or the most junior member of the team are accountable for managing the progress of work, which is not consistent with Scrum.

NEW QUESTION 198
Which two of the following are true about the Scrum Master role? (Choose two.)

A. At the Sprint Review, the Scrum Master identifies what has been "done" and what has not been "done".
B. The Scrum Master teaches the Development Team to keep the Scrum meetings to their time-box.
C. The Scrum Master helps those outside the team interact with the Scrum Team.
D. The Scrum Master assigns tasks to Development Team members when they need work.
E. The Scrum Master is responsible for updating the Sprint Burndown.

Answer: BC

Explanation:
According to the Scrum Guide1, the Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Scrum Master serves the Developers in several ways, including:

➢ Coaching them in self-management and cross-functionality;

➢ Helping them to create high-value products;

➢ Removing impediments to their progress;

➢ Facilitating Scrum events as requested or needed; and,

➢ Coaching them in organizational environments in which Scrum is not yet fully adopted and understood. The Scrum Master serves the Product Owner in several ways, including:

➢ Helping find techniques for effective Product Goal definition and Product Backlog management;

➢ Helping the Scrum Team understand the need for clear and concise Product Backlog items;

➢ Helping establish empirical product planning for a complex environment; and,

➢ Facilitating stakeholder collaboration as requested or needed.
The Scrum Master serves the organization in several ways, including:

➢ Leading, training, and coaching the organization in its Scrum adoption;

➢ Planning and advising Scrum implementations within the organization;

➢ Helping employees and stakeholders understand and enact an empirical approach for complex work; and,

➢ Removing barriers between stakeholders and Scrum Teams.
Therefore, two things that are true about the Scrum Master role are:

> The Scrum Master teaches the Development Team to keep the Scrum meetings to their time-box, as they help everyone understand Scrum theory and practice.

> The Scrum Master helps those outside the team interact with the Scrum Team, as they serve both the Product Owner and the organization.

The other options are not true about the Scrum Master role, as they imply that they have authority or responsibility over things that are not within their accountability.

References: Scrum Guide

NEW QUESTION 201
Who determines how many Product Backlog items the Developers select tor a sprint? (choose the best answer)

A. The Scrum Master
B. The Scrum Team
C. The Developers
D. The stakeholders attending Sprint Planning
E. The Product Owner

Answer: C

Explanation:
The Developers determine how many Product Backlog items they select for a Sprint, as stated in the Scrum Guide: "The Developers select items from the Product Backlog to include in the current Sprint. The Scrum Team may refine these items during this process, which increases understanding and confidence."

NEW QUESTION 205
You are the Scrum Master on a newly formed Scrum Team. Which three of the following activities would probably help the team in starting up? (Choose three.)

A. Introduce a bonus system for the top performers in the team.
B. Have the Scrum Team members introduce themselves to each other and give a brief background of their skills and work history.
C. Have the development managers for each Development Team member introduce their direct reports and go over their responsibilities on the Scrum Team.
D. Ensure the Scrum Team members have compatible personalities.
E. Ensure the team understands they need a definition of "Done".
F. Ask the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions.

Answer: BEF

Explanation:
The correct answers are B, E, and F, because these activities would probably help the team in starting up. Having the Scrum Team members introduce themselves and give a brief background of their skills and work history helps build trust and rapport among them. Ensuring the team understands they need a definition of "Done" helps create transparency and alignment on the quality standards for the product. Asking the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions helps clarify the vision and value of the product.

References: [Suggested Reading for Professional Scrum Master™ I]

NEW QUESTION 208
What two factors are best considered when establishing the Sprint length? (Choose two.)

A. The organization has mandated similar length sprints.
B. The level of uncertainty over the technology to be used.
C. The frequency at which team formation can be changed.
D. The risk of being disconnected from the stakeholders.

Answer: BD

Explanation:
The correct answers are B and D, because the length of the Sprint should be chosen based on the level of uncertainty over the technology to be used and the risk of being disconnected from the stakeholders. The Scrum Guide states that "Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint. Sprints enable predictability by ensuring inspection and adaptation of progress toward a Sprint Goal at least every calendar month. When a Sprint's horizon is too long the Sprint Goal may become invalid, complexity may rise, and risk may increase."

NEW QUESTION 211
What are two responsibilities of testers in a Development Team? (Choose two.)

A. Verifying the work of programmers.
B. Everyone in the Development Team is responsible for quality.
C. Tracking quality metrics.
D. Finding bugs.
E. Scrum has no "tester" role.

Answer: BE

Explanation:
The correct answers are B and E, because Scrum has no "tester" role and everyone in the Development Team is responsible for quality. The Scrum Guide states that "the Development Team consists of professionals who do the work of delivering a potentially releasable Increment of 'Done' product at the end of each Sprint.
Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness."

NEW QUESTION 213
When many Scrum Teams are working on the same product, should all of their increments be integrated every Sprint?

A. Yes, but only for Scrum Teams whose work has dependencies.
B. Yes, otherwise the Product Owners (and stakeholders) may not be able to accurately inspect what is done.
C. No, each Scrum Team stands alone.
D. No, that is far too hard and must be done in a hardening Sprint.

Answer: B

Explanation:
The correct answer is B, because the Scrum Guide states that "at the end of a Sprint, the new Increment must be 'Done,' which means it must be in useable condition and meet the Scrum Team's definition of 'Done'. An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. The increment is a step toward a vision or goal." Therefore, all the increments from different Scrum Teams working on the same product should be integrated every Sprint to enable inspection and adaptation by the Product Owner and stakeholders.

NEW QUESTION 216
Which of the following are roles on a Scrum Team? (Choose all that apply.)

A. Users
B. Scrum Master
C. Product Owner
D. Development Team
E. Customers

Answer: BCD

Explanation:
According to the Scrum Guide, the Scrum Team consists of three roles: the Scrum Master, who coaches and facilitates the team; the Product Owner, who manages and prioritizes the Product Backlog; and the Development Team, who delivers a potentially releasable Increment at the end of each Sprint. Users and customers are not roles on the Scrum Team, but they are stakeholders who may provide feedback and input to the product.

NEW QUESTION 221
A Sprint Retrospective should be held:

A. At the end of each Sprint.
B. At the beginning of each Sprint.
C. Only when the Scrum Team determines it needs one.
D. At the end of the last Sprint in a project or a release.

Answer: A

Explanation:
The correct answer is A, because a Sprint Retrospective should be held at the end of each Sprint. The Scrum Guide states that "the Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. … The Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning."

NEW QUESTION 224
When might a Sprint be abnormally cancelled?

A. When the Development Team feels that the work is too hard.
B. When the Sprint Goal becomes obsolete.
C. When the sales department has an important new opportunity.
D. When it becomes clear that not everything will be finished by the end of the Sprint.

Answer: B

Explanation:
According to the Scrum Guide1, a Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master. A Sprint would be cancelled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be cancelled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense.
References: Scrum Guide

NEW QUESTION 226
How do you know that a Scrum Team is cross-functional? (Choose the best answer.)

A. Scrum Team has all the skills to create an increment by the end of every Sprint.
B. A few of the Development Team members pair program and do Test Driven Development.
C. There are no conflicts within the Scrum Team.
D. Every member of the Scrum Team is able to perform every task.

Answer: A

NEW QUESTION 230
When many Scrum Teams are working on a single product, what best describes the Definition of Done? (Choose the best answer.)

A. Each Scrum Team defines and uses its ow
B. The differences are discussed and reconciled during a hardening Sprint.
C. The Scrum Masters from each Scrum Team define a common Definition of Done.

D. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.
E. All Scrum Teams must have a Definition of Done that makes their combined work potentially releasable.

Answer: D

Explanation:
According to the Scrum Guide, when many Scrum Teams are working on a single product, they must have a Definition of Done that makes their combined work potentially releasable. This ensures that there is a clear and consistent understanding of what "Done" means for the product and that there is no technical debt or unfinished work at the end of each Sprint. The other options are not valid descriptions of the Definition of Done for multiple Scrum Teams, as they either create inconsistency, confusion, or waste (such as having different definitions, discussing and reconciling differences during a hardening Sprint, or having the Scrum Masters define a common Definition of Done).

NEW QUESTION 233
How much time is required after a Sprint to prepare for the next Sprint?

A. The break between Sprints is time-boxed to 1 week for 30 day Sprints, and usually less for shorter sprints.
B. Enough time for the requirements for the next Sprint to be determined and documented.
C. Enough time for the Development team to finish the testing from the last Sprint.
D. Non
E. A new Sprint starts immediately following the end of the previous Sprint.
F. All of the above are allowed depending on the situation.

Answer: D

Explanation:
The correct answer is D, because there is no gap between Sprints in Scrum. The Scrum Guide states that "a new Sprint starts immediately after the conclusion of the previous Sprint." Therefore, there is no time required after a Sprint to prepare for the next Sprint.

NEW QUESTION 236
Which statement best describes the Sprint Backlog as outcome of the Sprint Planning?

A. It is a complete list of all work to be done in a Sprint.
B. Every item has a designated owner.
C. Each task is estimated in hours.
D. It is the Development Team's plan for the Sprint.
E. It is ordered by the Product Owner.

Answer: D

Explanation:
The Sprint Backlog is the Development Team's plan for the Sprint, as stated in the Scrum Guide1: "The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint."

NEW QUESTION 239
For the purpose of transparency, when does Scrum say a new increment of working software must be available?

A. After the acceptance testing phase.
B. Before the release Sprint.
C. Every 3 Sprints.
D. At the end of every Sprint.
E. When the Product Owner asks to create one.

Answer: D

Explanation:
According to the Scrum Guide1, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. For the purpose of transparency, when does Scrum say a new increment of working software must be available? At the end of every Sprint.
References: Scrum Guide

NEW QUESTION 240
What is the accountability of the Product Owner during Sprint 0? (Choose the best answer.)

A. There is no such thing as Sprint 0.
B. Gathering, eliciting, and analyzing the requirements that will be inserted into the Product Backlog.
C. Make the complete project plan to commit date, budget, and scope to the stakeholders.
D. Determine the composition of the Development Teams so they have the capacity to deliver the completed forecast.
E. Make sure enough Product Backlog items are refined to fill the first 3 Sprints.

Answer: A

Explanation:
There is no such thing as Sprint 0 in Scrum, as stated in [7]: "Sprint 0 is a term used by some people who use Scrum to describe an initial period before starting Sprints where they do some upfront planning or analysis. However, this is not part of Scrum and contradicts its principles of empirical process control, iterative delivery, and responding to change."

NEW QUESTION 243
What are two good ways for a Scrum Team to ensure security concerns are satisfied? (Choose two.)

A. Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.
B. Add security concerns to the definition of "Done".
C. Add a Sprint to specifically resolve all security concerns.
D. Delegate the work to the concerned department.
E. Have the Scrum Team create Product Backlog items for each concern.

Answer: BE

Explanation:
According to the Scrum Guide1, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. Therefore, one good way for a Scrum Team to ensure security concerns are satisfied is to add security concerns to the definition of "Done". Another good way is to have the Scrum Team create Product Backlog items for each concern, as they are responsible for managing and refining the Product Backlog.
References: Scrum Guide

NEW QUESTION 247
You are the Scrum Master for four Scrum Teams working from the same Product Backlog. Several of the developers come to you complaining that work identified for the upcoming two Sprints will require full-time commitment from a technical specialist who is external to the teams. What are two key concerns for the Scrum Master to take into account in this situation? (Choose two.)

A. The desire to maintain a stable velocity.
B. The benefit of Development Teams figuring out a solution for themselves.
C. The need to have enough work to keep all Development Team members busy.
D. The ability of the Development Teams to produce integrated Increments.

Answer: BD

Explanation:
The Scrum Master should be concerned about the ability of the Development Teams to produce integrated Increments, as this is one of the goals of Scrum. The Scrum Master should also encourage the Development Teams to figure out a solution for themselves, as this fosters self-management and collaboration. The other options are not relevant or important for the Scrum Master in this situation.

NEW QUESTION 248
Choose two responsibilities of a self-organizing Development Team. (Choose two.)

A. Reorder the Product Backlog.
B. Pull Product Backlog items for the Sprint.
C. Do the work planned in the Sprint Backlog.
D. Increase velocity.
E. Report daily progress to stakeholders.

Answer: BC

Explanation:
The correct answers are B and C, because these are two responsibilities of a self-organizing Development Team. The Scrum Guide states that "the Development Team consists of professionals who do the work of delivering a potentially releasable Increment of 'Done' product at the end of each Sprint. Development Teams are structured and empowered by the organization to organize and manage their own work." Therefore, the Development Team should pull Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.

NEW QUESTION 250
Who creates a Product Backlog Item's estimate?

A. The Development Team after clarifying requirements with the Product Owner.
B. The Product Owner with input from the Development Team.
C. The most senior people in the organization, including architects and subject matter experts.
D. The Scrum Master.
E. The Development Team, alone.

Answer: A

Explanation:
According to the Scrum Guide1, Product Backlog refinement is an ongoing activity in which Product Backlog items are reviewed and revised. The Developers who will be doing the work are responsible for sizing or estimating it. The Product Owner may influence them by helping them understand and select trade-offs.

NEW QUESTION 254
The CEO asks the Development Team to add a "very important" item to a Sprint that is in progress. What should the Development Team do?

A. Add the item to the current Sprint and drop an item of equal size.
B. Add the item to the current Sprint without any adjustments.
C. Inform the Product Owner so he/she can work with the CEO.
D. Add the item to the next Sprint.

Answer:

C

Explanation:
The correct answer is C, because the Development Team should inform the Product Owner so he/she can work with the CEO. The Scrum Guide states that "only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master." Therefore, if the CEO wants to add a "very important" item to a Sprint that is in progress, he or she should communicate with the Product Owner, who can then decide whether to cancel or continue the current Sprint.

NEW QUESTION 256
Who can cancel a Sprint? (choose the best answer)

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

Answer: D

Explanation:
According to the Scrum Guide, the Product Owner can cancel a Sprint, as he or she is responsible for maximizing the value of the product and the work of the Development Team. The other roles do not have this authority, although they may provide input and suggestions to the Product Owner.

NEW QUESTION 257
Who does the work to make sure Product Backlog items conform to the Definition of Done? (choose the Best answer)

A. The Quality Assurance Team
B. The Scrum Team
C. The Product Owner
D. The Scrum Master
E. The Developers

Answer: E

Explanation:
According to the Scrum Guide, the Developers do the work to make sure Product Backlog items conform to the Definition of Done, as they are responsible for creating a "Done" Increment that meets the Definition of Done. The other options are not valid, as they imply that the work is done by someone else outside the Development Team (such as Quality Assurance Team) or by another role on the Scrum Team (such as Product Owner or Scrum Master).

NEW QUESTION 261
Which of the following is an example of an Increment? (Choose the best answer.)

A. A plan for the overall product release.
B. A mock-up of the product marketing materials.
C. A design for the product.
D. A product roll-out plan.
E. A valuable, useful set of products featured.
F. All of the above.

Answer: E

Explanation:
An example of an Increment is a valuable, useful set of product features, as stated in [4]: "An Increment is a
concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, each Increment must be usable."

NEW QUESTION 266
Every Scrum team must have a Product Owner and Scrum Master.

A. Tru
B. Outcomes affected by their participation and availability.
C. Fals
D. A Product Owner can be replaced by a business analyst in the Development Team.
E. Fals
F. A Scrum Master is only required when asked for by the Development Team.
G. Tru
H. Each must be 100% dedicated to the Scrum Team.

Answer: A

Explanation:
According to the Scrum Guide1, there are three roles in a Scrum Team:
❯ The Product Owner
❯ The Developers
❯ The Scrum Master
The Product Owner is accountable for maximizing value resulting from work by Developers. Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Every Scrum team must have a Product Owner and Scrum Master, as outcomes are affected by their participation and availability. The other options are false, as they imply that the Product Owner and Scrum Master roles are optional or

interchangeable.
References: Scrum Guide

NEW QUESTION 268
When is implementation of a Product Backlog item considered complete?

A. At the end of the Sprint.
B. When the item has no work remaining in order to be potentially released.
C. When QA reports that the item passes all acceptance criteria.
D. When all work in the Sprint Backlog related to the item is finished.

Answer: B

Explanation:
According to the Scrum Guide1, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, implementation of a Product Backlog item is considered complete when the item has no work remaining in order to be potentially released.

NEW QUESTION 272
Which are NOT appropriate topics for discussion in a Sprint Retrospective? (Choose all that apply.)

A. Definition of "Done".
B. How the team does its work.
C. Team relations.
D. The value of work currently represented in the Product Backlog.
E. Arranging the Sprint Backlog for the next Sprint.

Answer: DE

Explanation:
The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The topics that are appropriate for discussion are those that relate to how the team does its work, such as processes, tools, communication, collaboration, quality, etc. The value of work currently represented in the Product Backlog and arranging the Sprint Backlog for the next Sprint are not appropriate topics for discussion in a Sprint Retrospective, as they belong to the Sprint Review and Sprint Planning events respectively.

NEW QUESTION 277
Which two of the following are appropriate topics for discussion during a Sprint Retrospective? (Choose two.)

A. Identifying high priority process improvements for the next Sprint.
B. The order of items in the Product Backlog.
C. How the team collaborates.
D. Documenting acceptance criteria for items in the next Sprint.

Answer: AC

Explanation:
According to the Scrum Guide1, the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. Inspected elements often vary with domain, practices, and people involved. The Scrum Team identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint. Therefore, two appropriate topics for discussion during a Sprint Retrospective are:
≫ Identifying high priority process improvements for the next Sprint.
≫ How the team collaborates.
The other options are not relevant or appropriate for the Sprint Retrospective. References: Scrum Guide

NEW QUESTION 278
A new Developer is having continuing conflicts with existing members or the scrum Team, which is impacting the delivery of the Increment It necessary, who is responsible for removing the Developer from the Scrum Team? (choose the best answer)

A. The Scrum Master is responsible, they remove impediments
B. The Product Owner is responsible, they control the return on investment (ROI)
C. The hiring manager is responsible, they hired the Developer
D. The Scrum Team is responsible

Answer: D

Explanation:
According to the Scrum Guide, the Scrum Team is responsible for removing a Developer from the Scrum Team if necessary, as they are self-managing and accountable for creating valuable Increments. The other options are not valid, as they imply that someone else outside the Scrum Team has the authority to remove a Developer (such as the Scrum Master, the Product Owner, or the hiring manager), which is not consistent with Scrum values and principles.

NEW QUESTION 279
What is the function or purpose of management in Scrum? (choose the best answer)

A. To identify and remove people that are not working hard enough.
B. To present the Scrum Teams with insights and resources that help them improve.

C. To monitor the productivity of the Developers.
D. To continually monitor staffing levels of the Scrum Team.

Answer: B

Explanation:
The correct answer is B. To present the Scrum Teams with insights and resources that help them improve. According to the Scrum Guide1, "The role of management in Scrum is to support the Product Owner with insights and information into high-value product and system capabilities." Management also helps the Scrum Team by providing an environment that fosters agility, learning, and collaboration2. Management does not directly control or monitor the work of the Developers, nor does it interfere with the self-organization and autonomy of the Scrum Team3. Management's function in Scrum is to enable and empower the Scrum Team to deliver value and continuously improve.

NEW QUESTION 284
One of the Scrum events is the Daily Scrum. What are two intended outcomes of the Daily Scrum? (Choose two.)

A. A shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.
B. An update of completed tasks and of the remaining work so the Scrum Master can plan the next day.
C. A status report for the upper management indicating what each individual has done, will be doing, and what is impending him/her.
D. An updated Scrum board to make Sprint progress transparent for the stakeholders.
E. New impediments for the Scrum Master to take care of.

Answer: AE

Explanation:
According to the Scrum Guide, two intended outcomes of the Daily Scrum are a shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal, and new impediments for the Scrum Master to take care of. The other options are not intended outcomes of the Daily Scrum, as they are either irrelevant (such as updating a Scrum board) or inappropriate (such as providing an update or a status report).

NEW QUESTION 288
Every Scrum Team should nave: (choose the best answer)

A. One Lead Developer and no more than 8 other members.
B. The competencies and skills needed to deliver an Increment in a Sprint
C. At least one representative from each major department, such as, Quality Assurance, Development, and Marketing.

Answer: B

Explanation:
According to the Scrum Guide, every Scrum Team should have the competencies and skills needed to deliver an Increment in a Sprint. This means that the Developers can work on any aspect of the product without depending on others outside the team. The other options are not valid descriptions of what every Scrum Team should have, as they either imply that the Developers work in silos or rely on external people (such as a lead developer or representatives from different departments).

NEW QUESTION 290
How do you know that a Development Team is cross-functional?

A. Development Team has all the skills to create a potentially releasable increment by the end of every Sprint.
B. A few of the Development Team members pair program and do Test Driven Development.
C. There are no conflicts within the Development Team.
D. Every member of the Development Team is able to perform every task.

Answer: A

Explanation:
According to the Scrum Guide, a Development Team is cross-functional if it has all the skills to create a potentially releasable Increment by the end of every Sprint. The other options are not indicators of
cross-functionality, as they are either specific practices (such as pair programming or test driven development) or irrelevant factors (such as conflicts within the team or ability to perform every task).

NEW QUESTION 294
How should a Scrum Team deal with non-functional requirements? (choose the best answer)

A. Manage them during the Integration Sprint prior to the Release Sprint.
B. Assign them to the lead developers on the team.
C. Ensure every Increment meets them.
D. Make sure the release department understands these requirements, but it is not the Scrum Team's responsibility.

Answer: C

Explanation:
The best answer is C. Ensure every Increment meets them. Non-functional requirements (NFRs) are system qualities that guide the design of the solution and often serve as constraints across the relevant
backlogs1. NFRs are persistent qualities and constraints typically revisited as part of the definition of done (DoD) for each Iteration, PI, or release1. The Scrum Team should ensure that every Increment meets the NFRs, as they are part of the product requirements and affect the value delivery and customer satisfaction.

NEW QUESTION 297
If burndown charts are used to visualize progress, what does a trend line through a release burndown chart indicate?

A. The evolution of the cost spent on the project.
B. When all work will be completed to the Scrum Team can be released for other work.
C. When the work remaining will likely be completed if nothing changes on the Product Backlog or the Development Team.
D. When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.

Answer: C

Explanation:
a burndown chart is a graphical representation of work left to do versus time. It is very useful for predicting
when all of the work will be completed. It is often used in agile software development methodologies such as Scrum. However, burndown charts can be applied to any project containing measurable progress over time. A release burndown chart tracks progress across multiple Sprints towards a product release. It shows how much work remains in the Product Backlog at any given time during the release cycle. A trend line through a release burndown chart indicates when the work remaining will likely be completed if nothing changes on the Product Backlog or the Development Team.

NEW QUESTION 300
You have six teams using a traditional method to deliver a product. Your management has asked you to start using Scrum. In the initial project there were separate plans and teams for the layers of a software system, i.e. one for the front-end, one for the middle tier, one for the back-end, and one for the interfaces and services. This resembles what is known as component teams. But you have read that it's a good idea to have teams organized by feature.
What are the advantages of keeping component teams while starting Scrum?

A. There's less initial disruption than organizing into new team
B. As they start, they will discover what works best, and how to potentially re-organize towards this.
C. Component teams generally have the skills needed to create a working Increment of software that provides business value.
D. Because they have worked together for some time, they are likely able to start producing shippable Increments faster that new feature teams would.
E. There are fewer cross-team dependencies than working in feature teams.

Answer: A

Explanation:
The correct answer is A, because keeping component teams while starting Scrum may cause less initial disruption than organizing into new teams. As they start using Scrum, they will discover what works best for them and how to potentially re-organize towards feature teams. However, component teams may face some challenges in delivering a working Increment of software that provides business value every Sprint, as they may depend on other teams or layers.

NEW QUESTION 301
At the end of a Sprint Product Backlog item worked on during the Sprint does not meet the definition of "Done". What two things should happen with the undone Product Backlog item? (Choose two.)

A. If the stakeholders agree, the Product Owner can accept it and release it to the users.
B. Put it on the Product Backlog for the Product Owner to decide what to do with it.
C. Review the item, add the "Done" part of the estimate to the velocity and create a Story for the remaining work.
D. Do not include the item in the Increment this Sprint.

Answer: BD

Explanation:
According to the Scrum Guide1, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. Therefore, if a Product Backlog item worked on during the Sprint does not meet the definition of "Done", two things that should happen with the undone Product Backlog item are:
≫ Put it on the Product Backlog for the Product Owner to decide what to do with it, as they are accountable for effective Product Backlog management and ordering.
≫ Do not include the item in the Increment this Sprint, as it does not meet the quality standards and may compromise value.
The other options are not appropriate, as they may compromise transparency, inspection, or adaptation. References: Scrum Guide

NEW QUESTION 303
The Scrum Master observes the Product Owner struggling with ordering the Product Backlog. What is an appropriate action for the Scrum Master to take?

A. Suggest the Product Owner extend the Sprint, so he can have more time to order the Product Backlog.
B. Suggest that the Development Team does the ordering to be sure that it is a feasible ordering of work.
C. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value.
D. Present the Product Owner with an ordered Product Backlog to use.
E. Encourage the Product Owner to work with the Development Team to see which items technically are fastest to implement.

Answer: C

Explanation:
According to the Scrum Guide1, ordering Product Backlog items is solely up to the Product Owner's discretion. The Product Owner orders items in the Product Backlog to best achieve goals and missions. To do this, they optimize value by considering various factors such as cost and benefit, risk, dependencies, date needed, etc. The Product Owner is responsible for maximizing the value of the work the Development Team does. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Therefore, an appropriate action for the Scrum Master to take if the Product Owner is struggling with ordering the Product Backlog is to offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value.
References: Scrum Guide

NEW QUESTION 306
Which two activities will a Product Owner engage in during a Sprint? (Choose two.)

A. Run the Daily Scrum.
B. Prioritize the Development Team's work on the Sprint Backlog.
C. Update management on what is being worked on.
D. Answer QUESTION NO:s from the Development Team about items in the current Sprint.

Answer: CD

Explanation:
According to the Scrum Guide, two activities that a Product Owner may engage in during a Sprint are updating management on what is being worked on and answering questions from the Development Team about items in the current Sprint. These activities are part of the Product Owner's responsibilities to manage and prioritize the Product Backlog, communicate with stakeholders, and collaborate with the Development Team. The other options are not activities that a Product Owner should engage in during a Sprint, as they are either done by the Scrum Master (such as running the Daily Scrum) or by the Development Team (such as prioritizing their work on the Sprint Backlog).

NEW QUESTION 311
What is the timebox for a Sprint Planning event? (choose the best answer)

A. Monthly.
B. 8 hours for a one-month Sprint
C. Whenever ills done
D. 4 hours for a one-month Sprint

Answer: B

Explanation:
According to the Scrum Guide, the timebox for a Sprint Planning event is 8 hours for a one-month Sprint, proportionally shorter for shorter Sprints. The other options are not valid, as they are either too long (such as monthly), too vague (such as whenever it's done), or too short (such as 4 hours for a one-month Sprint).

NEW QUESTION 316
The Sprint Review is mainly an inspect and adapt opportunity for which group?

A. The Development Team and stakeholders.
B. The Product Owner and Development Team.
C. The Scrum Team and stakeholders.
D. The Product Owner and management.
E. The Development Team and management.
F. The Product Owner and stakeholders.

Answer: C

Explanation:
According to the Scrum Guide1, the Sprint Review is an informal meeting at the end of the Sprint, where the Scrum Team and stakeholders collaborate about what was done in the Sprint. Based on that and any changes to the Product Backlog during the Sprint, attendees collaborate on what to do next. The Product Owner explains what Product Backlog items have been "Done" and what has not been "Done"; the Development Team discusses what went well during the Sprint, what problems it ran into, and how those problems were solved; and the Development Team demonstrates the work that it has "Done" and answers questions about the Increment. The entire group collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning. The Sprint Review is mainly an inspect and adapt opportunity for the Scrum Team and stakeholders.
References: Scrum Guide

NEW QUESTION 320
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 three techniques would be most helpful in this situation? (Choose three.)

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: ABD

Explanation:
The correct answers are A, B, and D, because these techniques would be most helpful in this situation.
Consulting with the Development Team may help identify the root causes of the impediments and possible solutions. Prioritizing the list and working on them in order may help reduce the backlog and focus on the most important or urgent issues. Alerting management to the impediments and their impact may help escalate the problems and get support from the organization.

NEW QUESTION 325
One of the Scrum events is the Daily Scrum. What are two intended outcomes ot the Daily Scrum?
(choose the best two answers)

A. An updated Scrum board to make Sprint progress transparent for the stakeholders
B. Identification of impediments that may prevent the Developers from achieving the Sprint Goal.
C. A status report tor the upper management indicating what each individual has done, will be doing, and what is impeding him/her.
D. A shared understanding ot the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.
E. An update of completed tasks and ot the remaining work so the Scrum Master can plan the next day.

Answer: BD

Explanation:

According to the Scrum Guide, two intended outcomes of the Daily Scrum are identification of impediments that may prevent the Developers from achieving the Sprint Goal and a shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint Goal. These outcomes help the Developers to inspect their progress, plan their work, and collaborate effectively. The other options are not intended outcomes of the Daily Scrum, as they are either irrelevant (such as updating a Scrum board) or inappropriate (such as providing a status report or an update of completed tasks).

NEW QUESTION 329
Which output from Sprint Planning provides the Development Team with a target and overarching direction for the Sprint?

A. The Sprint Backlog.
B. The Sprint Goal
C. The release plan.
D. Sprint Review minutes.

Answer: B

Explanation:
The correct answer is B, because the Scrum Guide states that "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." Therefore, the Sprint Goal provides the Development Team with a target and overarching direction for the Sprint.

NEW QUESTION 332
Why is the Daily Scrum held at the same time and same place?

A. The consistency reduces complexity.
B. The place can be named.
C. The Product Owner demands it.
D. Rooms are hard to book and this lets it be booked in advance.

Answer: A

Explanation:
According to the Scrum Guide, the Daily Scrum is held at the same time and same place to reduce complexity and promote consistency. The other options are not valid reasons for holding the Daily Scrum at the same time and same place, as they are either irrelevant (such as naming the place) or incorrect (such as being demanded by the Product Owner or booking rooms in advance).

NEW QUESTION 335
Which Scrum Values are exhibited by not building Product Backlog items that have low business value? (Choose three.)

A. Economic Value Added.
B. Respect.
C. Focus.
D. Earned Value.
E. Courage.

Answer: BCE

Explanation:
According to the Scrum Guide1, there are five values that guide decisions within Scrum teams:
➢ Commitment
➢ Focus
➢ Openness
➢ Respect
➢ Courage

By not building Product Backlog items that have low business value, Scrum teams exhibit respect for their stakeholders and customers, as they deliver what is most valuable and relevant for them. They also exhibit focus, as they concentrate on what matters most for achieving their Product Goal and Sprint Goal. They also exhibit courage, as they are willing to say no to low-value work and face possible conflicts or disagreements.

NEW QUESTION 337
When can a Development Team cancel a Sprint?

A. It can'
B. Only Product Owners can cancel Sprints.
C. When functional expectations are not well understood.
D. When the Product Owner is absent too often.
E. When the selected Product Backlog items for the Sprint become unachievable.
F. When a technical dependency cannot be resolved.

Answer: A

Explanation:
The correct answer is A, because the Scrum Guide states that "a Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master." Therefore, a Development Team cannot cancel a Sprint by itself.

NEW QUESTION 339
What two techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which development techniques to apply?

(Choose two.)

A. Involve the complete Development Team.
B. Use coaching techniques; such as open questions and active listening.
C. Ask an external technical specialist to make the decision.
D. Send every team member to the company's HR department to express their concerns.

Answer: AB

Explanation:
According to the Scrum Guide1, the Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. No one tells them how to do their work. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both
within the Scrum Team and the organization. Therefore, when the Scrum Team gets caught in an internal disagreement about which development techniques to apply, two techniques that the Scrum Master could use are:

≫ Involve the complete Development Team, as they are responsible for managing and refining their own work.

≫ Use coaching techniques, such as open questions and active listening, to help the Development Team resolve their conflict and reach a consensus.
The other options are not appropriate, as they may undermine the self-organization and empowerment of the Developers.
References: Scrum Guide

NEW QUESTION 344
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