# Scrum

## Exam Questions PSM-II

Professional Scrum Master II

**NEW QUESTION 1**
After several Sprints, a key stakeholder starts using the product. The stakeholder is surprised by the slow performance and complains to the Product Owner. The Product Owner comes to the Scrum Master asking for advice.
What is the best action for a Scrum Master to take?

A. Wait until the next Sprint Retrospective as it is the most opportune time to modify the Definition of Done.
B. Bring the concern to the testers in the Development Team and ask them to include performance testing.
C. Explain to the Product Owner that it's up to the Development Team t
D. decide on acceptable performance standards as they own the Definition of Done.
E. Encourage the Product Owner to bring the performance concerns to the Development Team and work with them on how to improve performance, and ultimately have stronger Definition of Done.

**Answer:** D

**Explanation:**
The highest priority of agility is to satisfy the customer through early and continuous delivery of valuable software. Because the Development Team is the one doing the work and increments must meet performance standards, they can expand their Definition of Done to include more stringent criteria for higher quality.


**NEW QUESTION 2**
Steven is a Scrum Master employed by the engineering department. The Director of Engineering considers using Scrum for a new project but wonders about the value of having all of the Development Team members attend the Daily Scrum. He is concerned that the employees already attend a lot of mandatory company meetings.
What are two outcomes of the Daily Scrum that Steven should explain on why the Daily Scrum is important? (Choose two.)

A. During the Daily Scrum the members of the Development Team will inform of problems that are hindering their progress, and for which they have no means to resolv
B. They will inform Steven as a Scrum Master, so he can remove the impediments and help the team be more productive.
C. Through the short, daily alignment of the Daily Scrum the members of the Development Team grow and improve a shared understanding of the most important work to be undertaken in the next 24 hours to achieve the best possible progress toward the Sprint Goa
D. This daily opportunity to inspect and adapt will enable the Development Team to best tackle any unforeseen circumstances that might otherwise disrupt the team's progress.
E. The Development Team members will produce a daily status report indicating how much time was spent working on individual tasks since the last Daily Scru
F. The reports will help in discussing how theSprint went at the Sprint Review meetin
G. It will provide detailed insights into the accuracy of estimates versusactual time spent, which can be used to create better estimates at the next Sprint Planning.
H. The Daily Scrum serves for the Development Team to report to Steven, as a Scrum Master, all updates on the assigned tasks in the Sprint Backlo
I. He can then use the team's updates to plan their work for the next day, making sure that every team member is assigned the right tasks.
J. During the Daily Scrum, the Development Team needs to update the Scrum board with their current status and progress, at a task leve
K. This is crucial to ensure that the Directory of Engineering knows the team's actual progress and control the work being done.

**Answer:** AB

**Explanation:**
The Development Team uses the Daily Scrum to inspect progress toward the Sprint Goal and to inspect how progress is trending toward completing the work in the Sprint Backlog. The Daily Scrum optimizes the probability that the Development Team will meet the Sprint Goal. Every day, the Development Team should understand how it intends to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.


**NEW QUESTION 3**
The Product Owner's primary concern is the flow of value reflected in the ordering of the Product Backlog.

A. True
B. False

**Answer:** A

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


**NEW QUESTION 4**
According to the Scrum Guide, where should the Daily Scrum be held?

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

**Answer:** A

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


**NEW QUESTION 5**
Technical Debt can lead to false assumptions about the current state of the system and the Increment reviewed
at the end of the Sprint.

A. True
B. False

**Answer:** A

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

**NEW QUESTION 6**
Peter, a Project Manager, has raised concerns about your Scrum Team's productivity and progress towards the objectives.
Which is the best way to respond to Peter's concerns?

A. Share the Product Backlog, the projections towards the release dates and ensure that Peter has access.
B. Show the Profit & Loss (P&L) report.
C. Share the current impediments.
D. Share the last stakeholder status report prepared by the Scrum Master.

**Answer:** A

**Explanation:**
One of the key pillars that support the empirical process control is Transparency. Transparency will help manage stakeholder expectations and allow the teams to effectively adapt if and when needed.

**NEW QUESTION 7**
Steven is a Scrum Master for three Scrum Teams building the same product and working from the same Product Backlog. Management wants to standardize how velocity is calculated across all three teams in order to identify which teams are high performing and which teams need more support.
What would be the best two responses Steven could provide to management? (Choose two.)

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

**Answer:** AD

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

**NEW QUESTION 8**
A Development Team has a total of six members, 4 members who work full time in the office and 2 members who work part time at home. The Development Team is complaining that it is too difficult to synchronize every day and has suggested having the Daily Scrum every other day instead.
What would be three key concerns if the Daily Scrum is held less frequently? (Choose three.)

A. Impediments are raised and resolved more slowly.
B. Opportunities to inspect and adapt the Sprint Backlog are reduced.
C. Less information about the progress will be shared causing the Sprint plan to become inaccurate and reducing transparency over progress toward the Sprint Goal.
D. The Scrum Master loses the ability to update the burndown chart adequately.
E. The Product Owner cannot accurately inspect utilization of the individual team members.

**Answer:** ABC

**Explanation:**
The Daily Scrum is an internal meeting for the Development Team to inspect progress toward the Sprint Goal and to inspect how progress is trending toward completing the work in the Sprint Backlog. The Daily Scrum optimizes the probability that the Development Team will meet the Sprint Goal. Every day, the Development Team should understand how it intends to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.
Reducing the frequency of the event will increase the length of the feedback loop and adds risk if the team deviates too far off course.

**NEW QUESTION 9**
Paul is a Product Owner for multiple products. Each product is allocated a dedicated Scrum Team and a set budget. Based on the average velocity of a previous product release, Paul had estimated a new product to take 9 Sprints to complete. The average velocity of the previous product release was 50 completed units of work per Sprint. Over the first 3 Sprints, the Development Team reported an average velocity of 40 completed units per Sprint, while not fully completing the required integration tests. The Development Team estimates that integration testing would require additional effort to make the increments shippable. The Development Team is unsure if the required velocity is achievable.
What is the most effective way to recover?

A. In the next Sprints, the Development Team strives to make the selected work as close to 'done' as possible and at the minimum 90% complete
B. Any undone work is divided into new Product Backlog Items that will be deferred to the last Sprint in order to maintain stable velocity.
C. The Development Team informs Paul that the progress he has perceived to date is not correc
D. The Increment is not releasabl
E. They give Paul their estimate of the effort it would take to get the previous work 'done', and suggest doing that work first before proceeding with new feature
F. The team also re- estimates the effort to make the remaining Product Backlog items 'done', including all integration effor
G. In the end, it is Paul's call to continue the project or to cancel.

H. The Scrum Master will manage the Sprint Backlog and assign work to the Development Team members to ensure maximum utilization of each membe
I. He/she will keep track of unused resources so that it does not impact the budge
J. Unused budget can be allocated for additional Sprints if needed.
K. The Scrum Master sets the open work aside to be performed in one or more release Sprint
L. They remind Paul to find funding for enough Release Sprints in which this remaining work can be don
M. Up to one release Sprint per three development Sprints may be require
N. It is Paul's role to inform users and stakeholders of the impact on the release date.

**Answer:** B

**Explanation:**
Scrum is founded on empirical process control and asserts that knowledge comes from experience and making decisions based on what is known. Scrum employs an iterative, incremental approach to optimize predictability and control risk. At the end of every Sprint, an increment of 'done' work must be available in order to inspect and adapt accordingly.

**NEW QUESTION 10**
How should a Scrum Master divide a group of 100 people into multiple Development Teams?

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

**Answer:** C

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

**NEW QUESTION 10**
A Scrum Master is not only a servant-leader to the Scrum Team and organization, it's also considered a management position.
Which three activities describe what a Scrum Master manages as reflected by the Scrum Guide? (Choose three.)

A. Reporting on the performance of the Sprint.
B. The way Scrum is understood and enacted within the organization.
C. Managing the capacity and utilization of each Development Team member.
D. Managing the process in which Scrum is applied.
E. Managing the Product Backlog items and work in the Sprint Backlog.
F. Removing organizational impediments that limits the team's progress and productivity.

**Answer:** BDF

**Explanation:**
The Scrum Master must understand the principles and values behind agility as well as the Scrum theory. He/she also must act in ways that reflects the values of Scrum and creates an environment for others to also embrace those values. He/she is responsible for ensuring the team's process stays within the boundaries of the Scrum framework as well as helping and supporting the team with continuous improvement.

**NEW QUESTION 11**
As a Scrum Master, you observe that the Product Owner is not collaborating with the Development Team effectively.
What action would you take?

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

**Answer:** D

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

**NEW QUESTION 16**
What are typical Product Owner activities during Sprint 0?

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

**Answer:** E

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

**NEW QUESTION 19**
A Scrum Master teaches those who are interested in the Development Team's progress that progress in Scrum comes from inspecting an Increment at the Sprint Review.

A. True
B. False

**Answer:** A

**Explanation:**
Working software is the primary measure of progress.

**NEW QUESTION 23**
Which two statements best describe a Sprint Goal? (Choose two.)

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

**Answer:** BC

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

**NEW QUESTION 25**
A Development Team, that has remote team members, typically spends time before the Daily Scrum to setup the meeting rooms and conference calling equipment and tools in order to have their Daily Scrum.
How should the Scrum Master handle this situation?

A. Allow the Development Team to self-manage and decide for itself what to do.
B. Setup the meeting and tell the Development Team that is how it will be done.
C. Ask the Development Team members to alternate who is responsible for meeting setup.
D. Inform management and ask them to solve it.

**Answer:** A

**Explanation:**
As a self-organized team, they will decide for themselves how to best manage communication between team members. The Scrum Master will only take action if requested OR if he/she observes that there is a potential problem.

**NEW QUESTION 28**
Adding more resources in Scrum will proportionally increase the value delivered.

A. True
B. False

**Answer:** B

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

**NEW QUESTION 31**
During the Sprint Review, the Product Owner decides to release the current Increment to production. The stakeholders suggest temporarily delaying the next Sprint in order to respond more quickly to user feedback after the release. The Product Owner prefers to continue to the next Sprint and make progress towards the next release. Steven, the Scrum Master, begins facilitating the discussion. What would be two acceptable outcomes of the discussion? (Choose two.)

A. Continue with the Sprints and include the customer feedback in the Product Backlog.
B. Delay the next Sprint to allow the Development Team to work on new customer feedback.
C. Continue with the Sprints but shorten the Sprint time-boxes to allow for shorter feedback loops.
D. Continue with the Sprints but allow the Sprint Goal within the Sprint to change according to the customer feedback.

**Answer:** AC

**Explanation:**
A new Sprint starts immediately after the conclusion of the previous Sprint. Delaying the start of the next Sprint interrupts progress and can reduce the Time-to-Market. Shortening the Sprint length allows the team to respond quicker to changes outside of the Sprint plan and while still allowing delivery of business value. Adding user feedback to the Product Backlog helps the Product Owner with ordering the backlog to maximize the flow of value.
During the Sprint no changes are made that would endanger the Sprint Goal.

**NEW QUESTION 35**
According to Scrum theory, how should a group of fifty people be divided into multiple Development Teams?

A. Allow the team leads to divide and select teams.
B. Understanding the product, the product vision and the Scrum framework, the group self-organizes into teams.

C. Create a skills matrix, identify role levels, and years of experience to assign people to teams.
D. The teams will rotate members every Sprint to spread knowledge.

**Answer:** B

## NEW QUESTION 36
Who must ensure that the work done for a Product Backlog item conforms to the Definition of "Done?"

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

**Answer:** E

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

## NEW QUESTION 41
A PO (Product Owner) is essentially the same thing as a traditional PM (Project Manager).

A. True
B. False

**Answer:** B

## NEW QUESTION 45
Every Development Team should have the competencies and skills needed to deliver a Done Increment in a Sprint.

A. True
B. False

**Answer:** A

**Explanation:**
Development Teams are self-organized and cross-functional.

## NEW QUESTION 48
Who is responsible for ensuring the Product Backlog items are understood to the level needed?

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

**Answer:** D

**Explanation:**
The Product Owner is accountable for managing the Product Backlog.

## NEW QUESTION 53
An organization is planning to form five new Scrum Teams to work on building a single product. A few of the future team members ask the Scrum Master who will coordinate the work between the different Scrum Teams.
What action should the Scrum Master take?

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

**Answer:** B

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

## NEW QUESTION 57
Steven is a Scrum Master asked to assist in creating five new Scrum Teams that will be working to build a highly anticipated product. He talks with them about the importance of being able to integrate their Increments by the end of their Sprints. This includes the first Sprints. The product is very important to both the end users and the organization.
Of the choices raised by future team members, what would Steven encourage?

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

**Answer:** C

**Explanation:**
When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. If there are multiple Scrum Teams working on the system or product release, the Development Teams on all the Scrum Teams must mutually define the definition of "Done" to have a shared understanding of what it means for work to be complete, to ensure transparency. Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.


**NEW QUESTION 61**
How much work must a Development Team do to a Product Backlog item it selects for a Sprint?

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

**Answer:** B


**NEW QUESTION 63**
An organization has just hired you as a new Scrum Master to help them transition their teams from their current traditional process to Scrum. The teams are currently structured to specialize in a single function. This is also known as component teams where a team would only address a single layer (i.e. design, frontend, backend, database, testing, etc.). You've introduced the concept of cross-functional teams where all the skills needed to produce business functionality, from end to end, are inside of a single team.
What should you keep in mind when transitioning from siloed teams to cross-functional teams? (Choose two.)

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

**Answer:** BD

**Explanation:**
Forming a team takes time, and members often go through recognizable stages as they change from being a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages. When you understand it, you can help your new team become effective more quickly.


**NEW QUESTION 65**
A new Product Owner has joined an existing Scrum Team that has been working together for eight Sprints. The Development Team has grown to have a good understanding of the functionality and business for the product they have been building. The Product Owner, being new to the company, is unsure about his responsibilities.
As a Scrum Master explain what two acceptable ways of helping the Product Owner would be. (Choose two.)

A. You advise the Product Owner to start building a good relationship with the stakeholders of the product.Ongoing interaction with them is important to regularly align with changing organizational or market expectation
B. The Product Owner is also expected to invite the right stakeholders to the Sprint Review meeting.
C. You inform the Product Owner that, in today's highly competitive markets, it is important that the Development Team is updated on changing business priorities on a daily basi
D. The Daily Scrum allows the Development Team to adapt to the changes in scope without delay.
E. You tell the Product Owner to make sure that there are no ambiguities or possible misunderstandings in the items on the Product Backlog when they are handed over to the Development Tea
F. This is bestdone by capturing the functional requirements during an analysis phase, resulting in documents that are considered as the working product of such analysis Sprints.
G. You advise the Product Owner to rely on the Development Team and the stakeholders to formulate the Product Backlog, as they are the ones most knowledgeabl
H. By asking QUESTION NO:s and working with them the Product Owner will quickly be up to speed.

**Answer:** AD

**Explanation:**
The ones that are closest to the work are the best ones to understand and explain what the work is and what the needs of the users and product are.


**NEW QUESTION 66**
By the end of the Sprint, a Product Backlog item in the Sprint Backlog does not meet the team's Definition of Done.

What two things should happen with the item? (Choose two.)

A. It will be inspected at the Sprint Review and if it is acceptable by the stakeholders then include it in the Increment.
B. Do not include the item in the Increment for the Sprint.
C. Split the item and add the estimation of the completed work to the current Sprint so not to impact the velocity and add the 'undone' work to the next Sprint.
D. Estimate the remaining work needed to make it 'done' and add it to the Product Backlog for the Product Owner to decide what to do with it.

**Answer:** BD

**Explanation:**
At the end of a Sprint, the new Increment must be 'Done', which means it must be in useable condition and meet the Scrum Team's definition of 'Done'. Scrum Team members must have a shared understanding of what it means for work to be complete, to ensure transparency. This is the Definition of Done for the Scrum Team and it is used to assess when work is complete on the product Increment.

**NEW QUESTION 71**
Successful use of Scrum depends on how well people behave and act in ways that reflect the Scrum values. What can the value of openness affect?

A. Collaboration efforts.
B. Level of product quality.
C. Team member happiness.
D. Time to market.
E. Trust from stakeholders.
F. All of the above.

**Answer:** F

**Explanation:**
The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work.

**NEW QUESTION 75**
What is the recommended size for a Development Team (within the Scrum Team)?

A. 3 to 9
B. Minimal 5
C. 7 plus or minus 2
D. 9

**Answer:** A

**NEW QUESTION 76**
What would be the best two ways to identify that a Development Team is self-organizing? (Choose two.)

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

**Answer:** BD

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

**NEW QUESTION 78**
Steven, the Scrum Master, observes that one of the Development Team members is not attending the Daily Scrum. The Development Team feels this is ok as they all sit in the same area and already have constant communication throughout the day.
Which is the best action for Steven to take?

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

**Answer:** C

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

**NEW QUESTION 82**
In order to start the first Sprint, Scrum only requires a Product Owner with enough ideas, a Development Team to execute on those ideas, and a Scrum Master to guide the process.

A. True

**Answer:** A

**Explanation:**
In complex domains, you are only able to know the outcomes in hindsight. Empiricism, from which Scrum was founded on, asserts that knowledge comes from experience and making decisions based on what is known. New knowledge will emerge as work is being done.

**NEW QUESTION 85**
Collaboration issues and technical dependencies between multiple Scrum Teams working on the same product can be fully resolved by using the correct version control tools.

A. True
B. False

**Answer:** B

**Explanation:**
When working on complex problems in complex environments, it cannot be guaranteed that applying a specific process or tool will fix the problem. Although, process and tools are important it's more important that people collaborate and try to find different solutions together and not rely solely on a tool to fix the problem.

**NEW QUESTION 86**
Which approach would you recommend to ensure that the Product Backlog items discussed at Sprint Planning are well understood, actionable, and easier to forecast?

A. Having a separate group of business analysts and functional testers analyzing high-ordered Product Backlog items before Sprint Planning.
B. Having the Product Owner work with stakeholders between the end of the last Sprint and before beginning the next to prepare the Product Backlog items so not to interrupt the Development Team.
C. Having the business analysts in the Development Team create the upcoming Product Backlog items during a Sprint and adding them to the next Sprint's forecast.
D. Having the Development Team use some time during each Sprint to help the Product Owner analyze, estimate, and design items at the top of the Product Backlog that is projected to be worked on in the upcoming Sprint.

**Answer:** D

**Explanation:**
Product Backlog refinement is the act of adding detail, estimates, and order to items in the Product Backlog. This is an ongoing process in which the Product Owner and the Development Team collaborate on the details of Product Backlog items. During Product Backlog refinement, items are reviewed and revised. The Scrum Team decides how and when refinement is done. Refinement usually consumes no more than 10% of the capacity of the Development Team. However, Product Backlog items can be updated at any time by the Product Owner or at the Product Owner's discretion.

**NEW QUESTION 88**
A Development Team member has notified the Scrum Master of a potential data security risk. What action should the Scrum Master take?

A. Notify the test team.
B. Add a Product Backlog item to address the security issue.
C. Ask the Development Team member to share the issue with the team as soon as possible.
D. Wait until the Sprint Retrospective to add security to the definition of "Done".

**Answer:** C

**Explanation:**
It is best to coach the Development Team members to collaborate on issues regardless of severity. They may consult the Scrum Master of Product Owner if needed.

**NEW QUESTION 90**
Multiple Scrum Teams working from the same Product Backlog must have the same Sprint start dates.

A. True
B. False

**Answer:** B

**Explanation:**
Multiple Scrum Teams could have the same Sprint start dates but it is not mandatory as the importance is on being able to integrate their shippable Increments at the end of their Sprints.

**NEW QUESTION 95**
Which of the following is required in Scrum?

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

**Answer:** A

**NEW QUESTION 99**

During Sprint Planning, the Definition of Done will help the Development Team forecast the amount of work, selected from the Product Backlog, deemed feasible to make 'done' by the end of the Sprint.
Which two items best describes what 'done' means? (Choose two.)

A. All the work needed to prepare the Increment for User Acceptance Testing.
B. All the work needed to prepare the Increment for Integration Testing.
C. Having an Increment of working software that is potentially releasable to the end users.
D. All the work performed as defined in the Definition of Done.
E. All the work completed within the current skills and expertise in the Development Team.

**Answer:** CD

**Explanation:**
When a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means. Although this may vary significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency. This is the Definition of Done for the Scrum Team and is used to assess when work is complete on the product Increment. The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done.

**NEW QUESTION 103**
Which two scenarios would best represent a self-organizing Development Team? (Choose two.)

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

**Answer:** CE

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

**NEW QUESTION 108**
What is a Product Owner responsibility that he/she might delegate?

A. Writing User Stories
B. Ordering the Product Backlog
C. Representing stakeholders to the Scrum team
D. Attending the Sprint Review

**Answer:** B

**Explanation:**
The Development Team may need to order the Product Backlog as they would know the most about technical limitations, risks, or dependencies between Product Backlog Items. As User Stories is a localized practice, Scrum does not govern it or dictate the practice. How the team describes the items is up to them as long as it has enough information to be transparent and understood.

**NEW QUESTION 110**
The Development Team can cancel the Sprint:

A. When the availability of the Product Owner is less than expected.
B. When the requirements for the work to be done become unclear or not understood.
C. It can'
D. Only Product Owners can cancel Sprints.
E. When the Sprint Backlog is determined to be unachievable.
F. When too many impediments occur.

**Answer:** C

**NEW QUESTION 115**
A high performing Scrum Team will have frequent Release Sprints.

A. True
B. False

**Answer:** B

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

**NEW QUESTION 120**
Which of the following are feedback loops in Scrum?

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

**Answer:** A

**NEW QUESTION 124**
Three Development Teams are currently building a single product and pulling work from the same Product Backlog. All three teams have identified that they will need Dan, a database specialist, to work full time in their team for the next several Sprints.
What should Steven, the Scrum Master, do to solve this potential problem?

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

**Answer:** C

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

**NEW QUESTION 128**
What activities would a Product Owner do during an active Sprint?

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

**Answer:** A

**NEW QUESTION 131**
Cross-functional teams are specialized for working on specific system components (e.g. design, database, backend, frontend).

A. True
B. False

**Answer:** B

**Explanation:**
Cross-functional teams have all the skills and competencies needed to deliver end-to-end work.

**NEW QUESTION 133**
A new Product Owner is hired to work on an existing product that has ongoing for five Sprints. He/she is unsure about all of the responsibilities of a Product Owner. Which of these Product Owner's activities are
defined in Scrum?

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

**Answer:** B

**NEW QUESTION 136**
Steven, a Scrum Master, is approached by the Development Team members complaining that one of the senior engineers is using too much time during the Daily Scrums to share technical solutions.
Which are the best two actions for Steven to take? (Choose two.)

A. Coach the Development Team to help them find a way to solve the problem, and for them to take ownership of the solution.
B. Contact the team member's direct manager and to resolve this problem.
C. Suggest that the team members timebox the amount of time each person can speak at the Daily Scrum to a maximum of two minutes.
D. Suggest using a token to limit who is allowed to speak during the Daily Scrum.
E. Speak with the person privately and coach him on the purpose of the Daily Scrum.

**Answer:** AE

**Explanation:**
The Scrum Master serves the Development Team in several ways, including: Coaching the Development Team in self-organization and cross-functionality; Facilitating Scrum events as requested or needed.
It is the Scrum Master's responsibility to teach the Scrum Team the value and objective of each Scrum event in order to help them maximize the benefits of each event in accordance to the Scrum values and theory.

**NEW QUESTION 139**
The Development Team discovers that it doesn't have the tools and infrastructure to make each selected Product Backlog item done.
What is the most appropriate action for the Scrum Master to take?

A. Stop the Sprint and have the Development team work on the infrastructure before continuing.
B. Encourage the Product Owner to accept partially done Increments and complete the work in the Hardening Sprint.
C. Coach the Development Team to improve its skills, tools and infrastructure over time and establish a Definition of "Done" that is actually possible to achieve given the current circumstances.

**Answer:** C

**Explanation:**
The Scrum Master serves the Development Team by coaching it in self-organization and cross-functionality.


**NEW QUESTION 144**
What action can the Scrum Master take to ensure communication between the Development Team and Product Owner is effective?

A. Ensure all communication goes through the Scrum Master first.
B. Teach the Product Owner to talk in terms of technology and technical requirements.
C. Observe the communications between them and facilitate discussions if needed or by request.
D. Translate the technologies used by the Development Team in order for the Product Owner to make decisions.

**Answer:** C

**Explanation:**
One of the primary responsibilities of a Scrum Master is the ability to facilitate regardless of the context or setting.


**NEW QUESTION 146**
When technical debt occurs, the system will become more unstable as development progresses and code is added resulting in future work being slowed down.

A. True
B. False

**Answer:** A

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


**NEW QUESTION 149**
Scrum addresses which of the following four risks in software development? (Choose four.)

A. The complexity and unpredictability of the requirements.
B. The stability and complexity of the technology.
C. The skills and working relationships of the people on the teams.
D. The timescale of the planned work.
E. The clear definitions of stages and gateways in the overall governance model.
F. The definition of incentive and bonus strategies by HR for all team members.

**Answer:** ABCD

**Explanation:**
Scrum is a framework within which people can address complex adaptive problems, while productively and creatively developing, delivering, and sustaining complex products of the highest possible value. Scrum employs an iterative, incremental approach to optimize predictability and control risk.


**NEW QUESTION 153**
What guideline should the Scrum Master provide if the Product Owner asks how estimations should be made in Scrum?

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

**Answer:** C

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


**NEW QUESTION 154**
The Development Team has suggested to move the Daily Scrum to every other day instead of every day. What is the most appropriate action for the Scrum Master to take?

A. Learn why the Development Team wants this, coach the team on why the Daily Scrum is important and work with them to improve the outcome of the Daily Scrum.
B. Support the self-organizing team's decision.
C. Have the Development Team members vote on which days the Daily Scrum should occur.

**Answer:** A

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

**NEW QUESTION 155**
Steven is a Scrum Master for three different teams building a single product from the same Product Backlog. Development Team members from each team have approached Steven complaining that their teams need Nicole, an external specialist, to commit full time for their next Sprint.
Which three acceptable solutions would Steven consider? (Choose three.)

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

**Answer:** BCE

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

**NEW QUESTION 158**
A Scrum Team has been working on a product for several iterations and has an average velocity of 55 units of 'done' work per Sprint. A second team will be added to work on the same product.
What might be the impact on the original team?

A. Their velocity is likely not affected and will remain at 55.
B. Their velocity is likely to drop and be less than 55.
C. Their velocity is likely to rise and be more than 55.

**Answer:** B

**Explanation:**
Similar to membership changes within a single Scrum Team, adding or removing additional Scrum Teams working on the same product will impact productivity in the short term. Adding additional teams often go through recognizable stages as they change from being a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages.

**NEW QUESTION 159**
Which role is responsible for engaging with stakeholders?

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

**Answer:** E

**NEW QUESTION 161**
Which of the following actions is appropriate for a Scrum Master at the Daily Scrum?

A. Making sure each member has an opportunity to answer all three QUESTION NO:s.
B. Leading the Daily Scrum.
C. Teaching the Development Team to keep the Daily Scrum time-boxed to 15 minutes or less.
D. Updating the Scrum board.
E. All of the above.

**Answer:** C

**NEW QUESTION 166**
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