



# Scrum

## Exam Questions PSM-II

Professional Scrum Master II

#### NEW QUESTION 1

Who can prematurely cancel a Sprint?

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

**Answer:** B

**Explanation:**

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

#### NEW QUESTION 2

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

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

**Answer:** A

#### NEW QUESTION 3

According to the Scrum Guide, where should the Daily Scrum be held?

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

**Answer:** A

**Explanation:**

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

#### NEW QUESTION 4

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

- A. True
- B. False

**Answer:** A

**Explanation:**

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

#### NEW QUESTION 5

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 6

What Development Team structure is best suited to produce integrated increments?

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

**Answer:** A

#### NEW QUESTION 7

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

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

**Answer:** A

#### NEW QUESTION 8

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 Sprint.
- 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 9

Which role is responsible for determining when it is most appropriate to update the Sprint Backlog?

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

**Answer:** B

#### Explanation:

The Development Team is responsible for tracking the remaining work of the Sprint.

#### 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 10

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

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 12

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 14

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

- A. True
- B. False

**Answer:** A

**Explanation:**

Minimizing dependencies reduces complexity and enhances agility.

#### NEW QUESTION 15

What would be good ways of creating Development Teams that would support the Scrum values?

- A. Project Managers will allocate individuals to specific teams.
- B. Bring all the developers or existing teams together and let them propose how to organize into the new structure and self-organize into Development Teams.
- C. The operations manager determines the new team structures and assignments.
- D. Direct managers personally re-assign current reports to new teams.

**Answer:** B

**Explanation:**

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

#### NEW QUESTION 17

What would be the main benefits of self-organization?

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

**Answer:** D

**Explanation:**

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

#### NEW QUESTION 22

At the fifth Sprint Retrospective, the Product Owner mentions that he is surprised about the amount of technical debt that has built up in the system and that the product is not able to support an adequate number of users. Peter, the Product Owner, is upset that the product will need several more Sprints to address the scalability issues in order to meet his expectations.

What factors may have led to this?

- A. The Scrum Team has not used the past Sprint Retrospectives effectively to inspect and adapt.
- B. The Development Team has not been paying enough attention to technical quality.
- C. The Development Team and the Product Owner are not having conversations around technical debt.
- D. The Scrum Master has not ensured that the Scrum Team is transparent.
- E. All of the above.
- F. None of the above.

**Answer:** E

**Explanation:**

Each component within the Scrum framework serves a specific purpose and is essential to Scrum's success and usage. Scrum's roles, events, artifacts, and rules are immutable and although implementing only parts of Scrum is possible, the result is not Scrum.

#### NEW QUESTION 23

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 26**

A cross-functional Development Team is defined as:

- A. Cross-skilled individuals who are able to do all the work necessary to deliver a shippable Increment at the end of the Sprint.
- B. A team of engineers, testers, business analysts, technical architects and functional managers.
- C. A group of full-stack developers shared across multiple teams.
- D. A team of skilled developers that can effectively multi-task on multiple Product Backlog items at the same time.

**Answer:** A

**Explanation:**

The objective of the Sprint is to produce a shippable Increment at the end of each Sprint so that the team can effectively inspect and adapt accordingly.

**NEW QUESTION 30**

Who should manage the tasks of Development Team during the Sprint?

- A. The Project Manager.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Development Team.
- E. All of the above.

**Answer:** D

**Explanation:**

The Development Team is responsible for managing and tracking the progress of their work during a Sprint

**NEW QUESTION 35**

Kevin is a senior developer that has recently joined an existing Scrum Team. The existing team members are unable to get along with Kevin and conclude that he is not a culture fit.

If necessary, who is responsible for removing the new team member, and why?

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 40**

Your company has notified the stakeholders that they will be delivering the first release of a new product within ten Sprints. On the seventh Sprint, the Scrum Team discovers that they will not be able to include all of the expected features within the first release. The Product Owner believes if they remove some items from the Definition of Done they will be able to accelerate the development process. The Development Team objects to this idea as it will lead to technical debt.

As a Scrum Master, what would be the best two ways to explain to the Product Owner the impact of technical debt? (Choose two.)

- A. As long as there is still technical debt in the current release, feature development for the next release cannot be starte
- B. The Product Owner must first agree to this impact before allowing changes to the Definition of Done.
- C. Reducing the Definition of Done will introduce unknown errors as development progresses and functionality is adde
- D. The system can become more difficult to stabilize as work progresses. Development for the actual release as well as future releases will be slowed down in unpredictable ways.
- E. Releasing the version upon a reduced Definition of Done creates false assumptions about the actual state of the syste
- F. This will create many interruptions during the development of the next release as fixes will need to be done to the previous release caused from a reduction of quality.
- G. The amount of technical debt will need to be analyzed in order to understand the impact on subsequent releases in order to allocate additional Sprints at the end of the project.

**Answer:** BC

**Explanation:**

The Definition of Done helps the Scrum Team have a shared understanding of what it means for work to be complete, to ensure transparency. The Definition of Done is used to assess when work is complete on the product Increment. It also ensures that the work that is done is in usable condition and meets the Development Teams quality standards for future sustainability.

**NEW QUESTION 45**

Stakeholders are only allowed to meet with the Scrum Team at Sprint Review.

- A. True
- B. False

**Answer:** B

**Explanation:**

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

**NEW QUESTION 46**

The outcome of a Sprint can be impacted by which of the following? (Choose all that apply.)

- A. The working relationships and skills of the people on the Scrum Team(s).
- B. The complexity and stability of the technology.
- C. The complexity of the requirements.

**Answer:** ABC

**Explanation:**

The knowledge, skills, behaviors of the team, and what's known and not known will impact not only how effective the team is but also the outcomes of what it can produce.

**NEW QUESTION 47**

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 52**

At the eighth Sprint Review, the stakeholders are upset that the product being built is not what they expected and will incur additional costs that was not planned for.

What may have led to this?

- A. The Scrum Master has not been reporting on the progress of the Scrum Team
- B. The Product Owner has not been managing the Development Team's tasks effectively
- C. The Development Team has not been improving their velocity.
- D. The Scrum Master has not ensured that the project is transparent
- E. The Product Owner has not made the stakeholders aware of the progress of the project
- F. The stakeholders have not been attending the Sprint Reviews.
- G. The Scrum Master has not been attending the Daily Standup
- H. The Product Owner has not been using the Gantt chart correctly
- I. The Stakeholders have not been invited to the Sprint Retrospectives.

**Answer:** B

**Explanation:**

Scrum requires significant aspects of the process to be visible to those responsible for the outcome. This includes transparency with internal and external stakeholders.

**NEW QUESTION 55**

Customer satisfaction should be measured:

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 59**

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

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

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



- G. Wait until enough of the infrastructure and architecture is in place before starting the first Sprint
- H. This will increase the success of delivering integrated Increments in Sprint 1.

**Answer:** C

**Explanation:**

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

**NEW QUESTION 62**

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

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

**Answer:** B

**NEW QUESTION 65**

The director of engineering in your organization always stresses the importance of meeting deadlines in order for the engineering department to be seen as a reliable source for the product management department. The director has calculated that the team’s velocity needs to increase an additional 15% to meet the commitment he made to management for the release date of the product.

He asks Steven, the team’s Scrum Master, to increase his team’s velocity. Which would be the best two responses for Steven to take? (Choose two.)

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

**Answer:** AB

**Explanation:**

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

**NEW QUESTION 66**

Steven is a Scrum Master on a new Scrum Team.

What would be the best way for him to determine if the Product Owner is interacting enough with the Development Team during a Sprint?

- A. Check whether the Product Owner is actively engaged at the Daily Scrums.
- B. Check whether the Increment presented at the Sprint Review meets the Product Owner’s expectations.
- C. See whether the Product Owner has provided enough information at the Sprint Planning to make his/her presence optional during the Sprint
- D. The level of autonomy within Development Team can be the result of having the right presence from the Product Owner.
- E. The Product Owner must always be present with the Development Team
- F. Unavailability of the Product Owner is prohibited in Scrum.

**Answer:** C

**Explanation:**

Outcomes of the Scrum Team are affected by the Product Owner’s participation and availability. During a Sprint he/she is responsible for answering questions from the Development Team about items in the current Sprint and optimizing the value of the work the Development Team does.

**NEW QUESTION 69**

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 performance
- 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 Scrum
- 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 74**

Which of the following is true about the Product Owner role?

- A. Can be shared between multiple people on a Scrum Team, Is the same as a Project Manager
- B. Is played by a committee or a team of people.
- C. Is one person
- D. Can be influenced by a committee
- E. Is accountable for ordering the Product Backlog.

**Answer:** B

**NEW QUESTION 76**

What is a good way for a Scrum Team to ensure that security concerns are addressed and transparent?

- A. Add Security Sprints to resolve security concerns when needed.
- B. Have the Scrum Team create Product Backlog items for each concern and/or add security concerns to the definition of "Done".
- C. Create a separate backlog for security items and only work on the items when a specialist becomes available.
- D. Delegate the work to an external team.

**Answer:** B

**Explanation:**

The Product Backlog and the Definition of "Done" are artifacts that promote transparency.

**NEW QUESTION 77**

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 basis
- 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 Team
- F. This is best done 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 knowledgeable
- H. By asking questions 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 79**

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 81**

A Scrum Team has requested a hardening Sprint to integrate the work produced in previous Sprints and test before releasing.

What three scenarios have likely occurred? (Choose three.)

- A. The team's Definition of Done is not being adhered to during every Sprint.
- B. The team's Definition of Done is weak or incomplete causing a build up of technical debt.
- C. The Development Team is having difficulties with the ability to regularly release during a Sprint.
- D. Hardening Sprints are supported by the Scrum framework so this is acceptable.



E. Scrum has been customized in a suitable manner to make the previous work releasable.

**Answer:** ABC

**Explanation:**

At the end of a Sprint, the new Increment must be 'Done', which means it must be in useable condition and meet the Scrum Team's Definition of Done.

**NEW QUESTION 83**

As a Scrum Master, what would you strive for if five new Scrum Teams were to work on one product?

- A. There should be five Product Owners, one for each Scrum Team.
- B. The product has one Product Backlog and one Product Owner.
- C. There should be five Product Backlogs and one Product Owner to manage them.
- D. There should be five Product Backlogs and five Product Owners.

**Answer:** B

**Explanation:**

For a single product there is one Product Backlog. For a single Product Backlog there is one Product Owner.

**NEW QUESTION 88**

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 93**

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

- A. True
- B. False

**Answer:** B

**NEW QUESTION 95**

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 97**

Select the correct Scrum Team roles defined in Scrum.

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 100**

What could be a reason for a Product Owner to delay the start of a new Sprint after the conclusion of the previous Sprint?

- A. The QA team has not finished testing the previous Increment before declaring it ready to ship.
- B. The stakeholders were disappointed with the Increment produced in the previous Sprint.

- C. There is no acceptable reason
- D. A new Sprint starts immediately after the conclusion of the previous Sprint.
- E. The Product Owner needs additional time to identify the next initiatives.
- F. There's not enough work in the Product Backlog to work on in the upcoming Sprint.

**Answer:** C

#### NEW QUESTION 102

Steven is a Scrum Master that was hired to help an organization, that is new to Scrum, understands and enacts Scrum effectively. Which three activities would be acceptable? (Choose three.)

- A. Require all teams in the organization to start using Scrum as soon as possible.
- B. Arrange 1:1 coaching sessions to discuss any identified concerns Steven may have.
- C. Schedule formal trainings.
- D. Penalize any Scrum Team members who are not staying within the Scrum Framework.
- E. Educate stakeholders and clients about Scrum.
- F. Extend Retrospectives to include formal training.

**Answer:** BCE

#### Explanation:

The Scrum Master serves the organization in several ways, including: Leading and coaching the organization in its Scrum adoption; Planning Scrum implementations within the organization; Helping employees and stakeholders understand and enact Scrum and empirical product development.

#### NEW QUESTION 103

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 106

What should a Development Team do if it realizes it has selected too much work after starting the Sprint?

- A. Modify the definition of "Done" to ensure all Product Backlog items can be done by the end of the Sprint.
- B. Work with the Product Owner to remove some work or Product Backlog items as soon as possible.
- C. Add additional team members to handle the extra work.
- D. Continue working and update the Product Owner at the Sprint Review.

**Answer:** B

#### Explanation:

The Sprint Backlog is a living artifact that evolves and changes as more is learned or discovered.

#### NEW QUESTION 110

Which statement best describes Scrum?

- A. A clearly defined methodology that defines the software development process.
- B. A manual for defining best practices for software development.
- C. A clearly defined and predictable process that follows the principles of Computer Science.
- D. A framework to address complex products in complex environments.

**Answer:** D

#### Explanation:

Frameworks allow those closest to the problem the flexibility to creatively and productively deliver products of the highest possible value. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex projects.

#### NEW QUESTION 114

Which Scrum Value is impacted by trust?

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

**Answer:** F

**Explanation:**

Without trust, team members will have difficulties acting and behaving in the ways that reflect the Scrum values and how effective they apply empiricism.

**NEW QUESTION 118**

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

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

**Answer: B**

**Explanation:**

Scrum is founded on empirical process control theory, or empiricism. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. The Sprint Backlog is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality into a 'Done' Increment. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.

Why C is incorrect:

- a) The Dev Team does not commit to finishing all items in the Sprint Backlog. Committing to completing all items would be fixed scope and fixed time leaving no room to adapt. They commit to the Sprint Goal and doing the right thing.
- b) It's also incorrect for the PO to focus on completing the entire Sprint Backlog. Finishing everything should not be his main focus. Having a shippable increment that meets the Sprint Goal is more important than trying to finish everything. The advice in option C is equivalent to "Don't worry, they'll get everything done." but because of the complex domain, you cannot guarantee everything will get done.

**NEW QUESTION 122**

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 or Product Owner if needed.

**NEW QUESTION 125**

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 126**

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

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

**Answer: D**

**Explanation:**

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

**NEW QUESTION 128**

Which of these tools is mandatory for the Product Owner to use?

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

**Answer:** E

**Explanation:**

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

**NEW QUESTION 129**

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

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

**Answer:** AC

**Explanation:**

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

**NEW QUESTION 130**

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 134**

The three pillars of empirical process control consist of:

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 135**

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't
- 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 136**

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 139**

The Scrum Master is responsible for the process in which Scrum is adopted and enacted.

- A. True
- B. False

**Answer:** A

**NEW QUESTION 140**

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 141

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

- A. True
- B. False

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 142

What would be the responsibilities of a self-organizing Development Team?

- A. Update stakeholders on the daily progress and keep the burn-down chart updated.
- B. Select the Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.
- C. Writing User Stories and reordering the Product Backlog.
- D. Deciding on the value of the product features and value estimations.

**Answer:** B

#### NEW QUESTION 146

Steven, who is a Scrum Master, on one of the Scrum Teams has approached you asking for advice. Their Daily Scrum requires more than 15 minutes and the team has suggested dividing themselves into two separate teams in order to stay within the time box.

As another Scrum Master, what would be the best response?

- A. Agree – this is an appropriate solution to the problem.
- B. Disagree – as the root cause may not be that the team is too big.
- C. Unsure – dividing a team into two cannot be decided based on this informatio
- D. You offer to observe.
- E. Agree – You agree that dividing the team into two is a good strategy to allow the teams to learn how to run Daily Scrums quickly and effective
- F. Once they've learned to limit the Daily Scrum to 15 minutes, you can merge the teams again.

**Answer:** C

#### Explanation:

The relationship between cause and effect can become more clear when more information emerges.

#### NEW QUESTION 147

Which three statements best describe the purpose of having a Definition of Done? (Choose three.)

- A. It is a checklist to monitor the Development Team member's progress on a task.
- B. It provides guidance to the Development Team when they are forecasting their Sprint Backlog during the Sprint Planning.
- C. As the Development Team is doing the work, it provides guidance on the remaining work needed to create the potentially shippable Increment by the end of the Sprint.
- D. It helps the Development Team defer any pending work to subsequent Sprints.
- E. It creates transparency and provides a common understanding of the 'done' state of the Increment at the Sprint Review.
- F. It helps the Scrum Team decide how much time is needed before the Sprint can end.

**Answer:** BCE

#### Explanation:

When a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means. Scrum Team members must have a shared understanding of what it means for work to be complete, to ensure transparency and is used to assess when work is complete on the product Increment. This Definition of Done provides the team guidance on what it takes to make the increment shippable.

#### NEW QUESTION 149

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 150



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 153**

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

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 155**

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

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

**Answer:** BD

**Explanation:**

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

**NEW QUESTION 156**

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

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 158**

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

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

**Answer:** AB

**Explanation:**

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

**NEW QUESTION 161**

Individual Development Team members have been approaching Steven, the Scrum Master, to complain about Chris. Chris has the most experience on the system they are building. He often QUESTION NO:s the choices team members make in design and architecture making them feel bad.

What are two good ways for Steven to address this problem? (Choose two.)

- A. Steven observes whether this topic is raised at the Sprint Retrospective.
- B. If not, then he checks with the team on how comfortable they are with the way the design and architecture is being handled.
- C. Steven suggests facilitating a session with the full team to help resolve the issue.
- D. Steven tells the concerned members that Chris' opinions should be respected as he has the most experience and understands what is best for long term sustainability.
- E. Steven shares his concerns with Chris and the impact on the other team members and that he should be a team player.
- F. Steven takes the time between Sprints to organize a team building session to build a stronger relationship.

**Answer:** AB

**Explanation:**

Conflicts are a natural occurrence and the Scrum Master coaches the Development Team on the value of resolving conflicts. Leaving conflicts unresolved can impact the Scrum values of openness and respect diminishing trust. Lower trust levels will impact the Scrum Team's effectiveness and can cause impediments in the future. It is the responsibility of the Scrum Master to remove impediments that hinder the team through conflict resolution and facilitation.

**NEW QUESTION 162**

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 165**

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

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

**Answer:** BC

**Explanation:**

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

**NEW QUESTION 169**

The Sprint length should be:

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

**Answer:** D

**NEW QUESTION 172**

What must the Development Team do during the first Sprint?

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

**Answer:** A

**Explanation:**

Sprints promote iterative and incremental development.

**NEW QUESTION 173**

Steven, a Scrum Master, has been hired by an organization that is new to Scrum. He has been invited to meet the IT and product management team to kick-off the project. During the meeting the Product Owner asks how many Sprints will be needed to address the entire architecture and infrastructure before working on the features for the new product.

What are the two best responses for Steven to explain how such work is handled in Scrum? (Choose two.)

- A. You explain that product management should not worry about technical solution
- B. You inform them that the developers will work with the IT department when needed and keep the Product Owner updated on additional time required for each Sprint
- C. The additional effort will be added to the top of the Sprint Backlog before Sprint Planning.
- D. You explain that it is more effective when architecture and infrastructure emerge alongside the development of business functionality
- E. The additional advantage is that business value is created more quickly and earlier.
- F. You confirm that architecture and infrastructure is needed before starting on business functionality but the estimated budget will be difficult to estimate

G. You suggest that the first Sprint will be dedicated towards building the technical foundation in order to get an accurate estimation for any additional budget and time required.

H. You coach the Product Owner and Development Team to add this work to Product Backlog to ensure transparency, have the Development Team estimate the work and do this in early Sprints while also creating some business functionality in the early Sprints.

**Answer:** BD

**Explanation:**

When working on complex problems in complex environments, it is difficult to fully predict all future needs and the best solutions will emerge as the work is being performed.

**NEW QUESTION 177**

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 181**

Which statement best describes the responsibility of the Product Owner?

- A. Optimizing the value of the work the Development Team does.
- B. Managing the Development Team.
- C. Ensuring that the work meets the commitments to the stakeholders.
- D. Acting as the go-between for the stakeholders.

**Answer:** A

**Explanation:**

The Product Owner is accountable for the flow of value that the Development Team selects to work on.

**NEW QUESTION 184**

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 189**

During the Sprint Review, one of the stakeholders announces that due to recent market changes, there is risk that funding might be reduced for the project. This triggers tensions to rise and arguments to break out between members.

As a Scrum Master, what would be the best two actions to take? (Choose two.)

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

**Answer:** BC

**Explanation:**

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

**NEW QUESTION 191**

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 196**

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 199**

What is management's role in Scrum?

- A. To provide the necessary environment and support needed as defined by the Scrum Guide by providing insights and resources that help the Scrum Teams continue moving forward.
- B. Identifying and removing people that are performing poorly.
- C. Monitoring skill levels of the Development Team.
- D. Monitoring the Development Team's velocity.

**Answer:** A

**Explanation:**

Getting the support from the business side helps facilitate the changes that fosters empiricism, self- organization, bottom-up intelligence, and intelligent release of software.

**NEW QUESTION 201**

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 204**

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 207**

On a project where multiple Scrum Teams are working from the same Product Backlog, how should the work be distributed between teams?

- A. The Scrum Team with the highest capacity will pull items from the Product Backlog first.
- B. Each Scrum Team must have an equal amount of User Stories per Sprint.
- C. The Product Owner separates the Product Backlog items for each team.
- D. The Development Teams pull in work from a shared Product Backlog in agreement with the Product Owner and the other teams.

**Answer:** D

**Explanation:**

During Sprint Planning the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team regardless of the number of Development Teams working from the same Product Backlog. Only the Development Team can assess what it can accomplish over the upcoming Sprint.

**NEW QUESTION 208**

What is the Development Team responsible for?

- A. Writing User Stories and ordering the Product Backlog.
- B. Reporting productivity and selecting the Sprint time-box.
- C. Organizing the work required to meet the Sprint Goal and resolving internal team conflicts.

**Answer:** C

#### NEW QUESTION 213

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

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 216

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