

Scrum.PSM-II.v2022-07-04.q75

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NEW QUESTION: 1

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: A,B (LEAVE A REPLY)

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: 2

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. Writing User Stories and reordering the Product Backlog.
- C. Select the Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.
- D. Deciding on the value of the product features and value estimations.

Answer: (SHOW ANSWER)

NEW QUESTION: 3

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: ([SHOW ANSWER](#))

NEW QUESTION: 4

Who determines how to do the work during the Sprint?

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

Answer: C ([LEAVE A REPLY](#))

Explanation/Reference:

NEW QUESTION: 5

Who manages the progress of work during a Sprint?

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

Answer: D ([LEAVE A REPLY](#))

Explanation/Reference:

Explanation:

The Development Team is self-organized, thus manages and decides how to manage their own progress.

NEW QUESTION: 6

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 7

Which two behaviors would reflect Servant Leadership in a Scrum Master? (Choose two.)

- A.** Facilitating Scrum Events as requested or needed.
- B.** Coaching the Development Team, the Product Owner and the organization on how to work empirically.
- C.** Staying away from internal Development Team interactions, maximizing their autonomy and freedom.
- D.** Resolving every impediment for the Development Team.

Answer: ([SHOW ANSWER](#))

Explanation

Explanation:

The Scrum Master is responsible for serving the team by facilitating and removing impediments to ensure there are minimal roadblocks in the way of the team. The Scrum Master also coaches the Scrum Team and organization to ensure the benefits of Scrum is realized.

"Removing every impediment for the Development Team" may seem like the right thing to do but by doing it this way, the Dev Team's ability to self-organize would be limited. There are some impediments that will depend solely on the Scrum Master and there will be some that require collaboration with the Dev Team. The former might be working with the finance department to renew services that the team is using. The latter might be lack of skills to make a particular item done. The Scrum Master can coach the team on finding different solutions to resolve the issue.

"Removing impediments" is good. "Removing every impediment for the Development Team" is not so good and sometimes not even possible.

NEW QUESTION: 8

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: [\(SHOW ANSWER\)](#)

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

NEW QUESTION: 9

In Scrum, how would budgeting and financial forecasting be performed? (Choose two.)

A. Frequently inspect the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent.

B. A single release may be funded with several Sprints where every Sprint is producing shippable increments.

C. Budgeting is not necessary as the only funding necessary is the operational costs of the Scrum Teams.

D. Fixed budgets are not allowed in Scrum.

Answer: **A,B** [\(LEAVE A REPLY\)](#)

The cost of developing, delivering, and sustaining products can impact how the flow of value is managed throughout the life of a product. Each Sprint is an opportunity to inspect the investment (financial, time, effort, etc.) against the returned value (customer satisfaction, revenue, etc.) of the work that has been delivered. The team can then decide on what it should do next to maximize the value of the investment.

NEW QUESTION: 10

Paul, a Product Owner of one of the Scrum Teams, has been attending the Daily Scrum. During the Daily Scrum, the Development Team members have been reporting their daily work to Paul so that he is aware of their Sprint progress and what each member is working on.

What is the best action for the Scrum Master to take?

A. Ask Paul to stop attending the Daily Scrum.

B. Coach Paul and Development Team members on the purpose of the Scrum events and let them figure out what to do in this situation.

C. Allow the Paul to participate in the Daily Scrum as he is responsible for the success of the product.

D. Facilitate the Daily Scrums to avoid any conflicts between the Development Team members and Paul.

Answer: **B** [\(LEAVE A REPLY\)](#)

Because the Development Team is the ones doing the work, they are best suited to inspect and adapt the progress toward the Sprint Goal. At minimum, this is done every 24 hours through the Daily Scrum. It is the Scrum Master's responsibility to teach the Scrum

Team the value and objective of each Scrum event in order for them to optimize the benefits of each event. Because the Daily Scrum is owned by the Development Team, it is up to them on how they should run it but the Scrum Master can provide guidance to ensure it adheres to the Scrum guidelines.

NEW QUESTION: 11

How much time is allowed between the conclusion of the current Sprint and the start of the next Sprint?

- A.** Enough time for the last Increment to finish testing.
- B.** Enough time for the Product Owner to prepare the Product Backlog for Sprint Planning.
- C.** Maximum of one day for Sprints that are time-boxed to two weeks.
- D.** None. A new Sprint starts immediately following the conclusion of the previous Sprint.
- E.** All of the above are allowed.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 12

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: ([SHOW ANSWER](#))

Working software is the primary measure of progress.

NEW QUESTION: 13

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 ([LEAVE A REPLY](#))

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

NEW QUESTION: 14

During a Product Backlog refinement meeting, the Product Owner introduces a business objective that will be worked on for the next several Sprints. The Product Owner envisions several key features necessary to be delivered in order to meet the business objective. As the features will be using sensitive user data it will be subjected to external security audits. These non-functional security requirements were not applicable to previous Increments. What are two good ways the Development Team can handle these high-security concerns? (Choose two.)

- A.** They should be planned in parallel Sprints so not to disrupt the Development Team during feature development. After security concerns have been finalized, they will be applied to the work that is already completed before new feature development can continue.
- B.** They should be handled in a parallel Sprint by a separate security team so that security can be resolved through application enhancements without impacting the functional development.
- C.** A complete list of security-related Product Backlog items needs to be created before starting a new Sprint.
- D.** During the Sprint Retrospective, the Development Team assesses how to add these expectations to their Definition of Done so every future Increment will meet these security requirements. If needed they can work with external specialists to better understand the requirements.
- E.** They are added to the Product Backlog and addressed throughout the next Sprints, combined with creating the business functionality in those Sprints, no matter how small the business functionality.

Answer: D,E (LEAVE A REPLY)

In order to ensure transparency, work that must be done to the product must be visible in either the Product Backlog or the Definition of Done.

NEW QUESTION: 15

What might be a valid reason for abnormally cancelling a Sprint?

- A.** When the Development Team discovers it cannot meet their Sprint commitments.
- B.** When the Sprint Goal becomes obsolete.
- C.** When the sales department discovers features that add more value than the current work being done.
- D.** When the work becomes too difficult for the Development Team.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 16

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 (LEAVE A REPLY)

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

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NEW QUESTION: 17

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 (LEAVE A REPLY)

Sprints promote iterative and incremental development.

NEW QUESTION: 18

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 (LEAVE A REPLY)

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: 19

The Development Team should have all the skills and competencies needed to:

- A.** Do all of the development work in order to handoff to the testers in the subsequent Sprint.
- B.** Turn the Product Backlog items it selects into a potentially releasable product increment of functionality.

C. Complete the project within the estimate as committed to the Product Owner.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 20

How much time is allowed between the conclusion of the current Sprint and the start of the next Sprint?

A. Maximum of one day for Sprints that are time-boxed to two weeks.

B. None. A new Sprint starts immediately following the conclusion of the previous Sprint.

C. Enough time for the last Increment to finish testing.

D. Enough time for the Product Owner to prepare the Product Backlog for Sprint Planning.

E. All of the above are allowed.

Answer: B ([LEAVE A REPLY](#))

Explanation/Reference:

NEW QUESTION: 21

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 ([LEAVE A REPLY](#))

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

NEW QUESTION: 22

When does a Sprint end?

A. When there is no work remaining in the Sprint Backlog.

B. When the time-box expires.

C. It depends on the Product Owner.

D. Immediately after the conclusion of the Sprint Review.

Answer: B ([LEAVE A REPLY](#))

Explanation/Reference:

NEW QUESTION: 23

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 (LEAVE A REPLY)

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

NEW QUESTION: 24

The Development Team can cancel the Sprint:

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 25

An organization is using Scrum to build five new products.

What would be the best two options for the number of Product Owners the organization should have? (Choose two.)

- A.** There is one Product Owner for each product (so five in total). Each Product Owner may delegate, share and align work within their individual Product Backlog.
- B.** Enough Product Owners to delegate as much work needed to maximize utilization of all Development Team members.
- C.** There is one Product Owner responsible for all five products. This person is not allowed to delegate any of the Product Owner responsibilities as he/she is accountable for the success of each product.
- D.** There is one Product Owner responsible for all five products. In order to scale his/her role, he/she can delegate some of the individual Product Owner responsibilities to others within each product but would still remain accountable for the value of the work produced.

Answer: A,D (LEAVE A REPLY)

The Product Owner is the sole person responsible for maximizing the value of the product through the ordering and management of the Product Backlog. This reduces complexity in communication and understanding who to go to when there are Questions about the product. The Product Owner may delegate his/her responsibilities but still remains accountable for the outcome of those responsibilities.

NEW QUESTION: 26

During the Sprint, the Development Team realizes they might not be able to finish all of the items in the Sprint Backlog.

What should happen?

- A.** The Sprint length holds and the Development Team continuously learns what is actually possible to do within the time-box.
- B.** Continue Sprinting until the work is complete and redefine a new Sprint time-box based on the results of the current Sprint.
- C.** Product Backlog items are either 'done' or 'not done.' This helps with transparency, reduces complexity and allows for improved empiricism.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 27

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: ([SHOW ANSWER](#))

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: 28

You have a Scrum Team that has been working together for over a year. The Development Team consists of eleven members who rarely collaborate and work within their functional boundaries. There are no Sprint Goals and most of the items in the Sprint Backlog are unrelated. The Scrum Team has concluded that it is not possible to create Sprint Goals based on the items in the Product Backlog.

What might explain why the Scrum Team is finding it difficult to craft Sprint Goals?

(Choose all that apply.)

- A.** The Sprints are too long.
- B.** The Product Owner is not empowered to make decisions about items in the Product Backlog nor how they are ordered.
- C.** The Product Owner doesn't set objectives that he/she wants to achieve with upcoming Sprints.
- D.** Scrum might not be the best framework for this team.
- E.** The Development Team is too big.

Answer: B,C,D ([LEAVE A REPLY](#))

Many people misinterpret the Scrum Guide as stating the Development Team size is limited to 3-9 members. In reality, it only states that there is inherent risk attached to having less than 3 members and more than 9 members. As the number of members increases, the lines of communication also increase. This can be calculated using the Group intercommunication formula: $n(n - 1) / 2$ where n is the number of members. Some teams are able to handle the risk and "synergize" whereas others might struggle. Saying

that, the relationship between defining a Sprint Goal and Development Team size is unclear.

But the relationship between the ordering of the Product Backlog, the PO having clear objectives, and the Sprint Goal are direct. The Product Owner typically comes to the Sprint Planning with a business objective in mind and Product Backlog items related to the business objective. After deciding what can be done for the upcoming Sprint, the Scrum Team will craft a Sprint Goal that would be met through the implementation of the items. This is not dependent on the size of the team nor length of the Sprint.

Scrum is also a framework that's fit for purpose. Some projects/products are not fit for Scrum... or, better stated, Scrum is not suitable for all projects/products.

NEW QUESTION: 29

Adding more resources in Scrum will proportionally increase the value delivered.

A. True

B. False

Answer: B (LEAVE A REPLY)

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

NEW QUESTION: 30

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 (LEAVE A REPLY)

A good first Question : 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: 31

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% completed. Any undone work is divided into new Product Backlog Items that will be deferred to the last Sprint in order to maintain stable velocity.

B. The Development Team informs Paul that the progress he has perceived to date is not correct. The Increment is not releasable. 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 features. The team also re-estimates the effort to make the remaining Product Backlog items 'done', including all integration effort. In the end, it is Paul's call to continue the project or to cancel.

C. The Scrum Master will manage the Sprint Backlog and assign work to the Development Team members to ensure maximum utilization of each member. He/she will keep track of unused resources so that it does not impact the budget. Unused budget can be allocated for additional Sprints if needed.

D. The Scrum Master sets the open work aside to be performed in one or more release Sprints. They remind Paul to find funding for enough Release Sprints in which this remaining work can be done. Up to one release Sprint per three development Sprints may be required. It is Paul's role to inform users and stakeholders of the impact on the release date.

Answer: B (LEAVE A REPLY)

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.

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NEW QUESTION: 32

Who manages the progress of work during a Sprint?

A. The Scrum Master

B. The Product Owner

C. The Team Lead

D. The Development Team

Answer: D (LEAVE A REPLY)

Explanation

Explanation:

The Development Team is self-organized, thus manages and decides how to manage their own progress.

NEW QUESTION: 33

Which stakeholder is the most important for the Product Owner to satisfy?

- A. The company founder
- B. The board of directors
- C. The Head of Product
- D. The Product's users

Answer: ([SHOW ANSWER](#))

The highest priority is to satisfy the end users.

NEW QUESTION: 34

Scrum has a role called "Project Manager."

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 35

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. The level of autonomy within Development Team can be the result of having the right presence from the Product Owner.
- D. The Product Owner must always be present with the Development Team. Unavailability of the Product Owner is prohibited in Scrum.

Answer: C ([LEAVE A REPLY](#))

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: 36

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 solutions. 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. The additional effort will be added to the top of the Sprint Backlog before Sprint Planning.
- B.** You explain that it is more effective when architecture and infrastructure emerge alongside the development of business functionality. The additional advantage is that business value is created more quickly and earlier.
- C.** You confirm that architecture and infrastructure is needed before starting on business functionality but the estimated budget will be difficult to estimate. 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.
- D.** 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: B,D (LEAVE A REPLY)

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: 37

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 resolve. They will inform Steven as a Scrum Master, so he can remove the impediments and help the team be more productive.
- B.** 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 Goal. 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.

C. The Development Team members will produce a daily status report indicating how much time was spent working on individual tasks since the last Daily Scrum. The reports will help in discussing how the Sprint went at the Sprint Review meeting. It will provide detailed insights into the accuracy of estimates versus actual time spent, which can be used to create better estimates at the next Sprint Planning.

D. 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 Backlog. 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.

E. During the Daily Scrum, the Development Team needs to update the Scrum board with their current status and progress, at a task level. This is crucial to ensure that the Directory of Engineering knows the team's actual progress and control the work being done.

Answer: A,B (LEAVE A REPLY)

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: 38

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. There's not enough work in the Product Backlog to work on in the upcoming Sprint.

B. The QA team has not finished testing the previous Increment before declaring it ready to ship.

C. There is no acceptable reason. A new Sprint starts immediately after the conclusion of the previous Sprint.

D. The Product Owner needs additional time to identify the next initiatives.

E. The stakeholders were disappointed with the Increment produced in the previous Sprint.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 39

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D. 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 Backlog. 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.

E. During the Daily Scrum, the Development Team needs to update the Scrum board with their current status and progress, at a task level. This is crucial to ensure that the Directory of Engineering knows the team's actual progress and control the work being done.

Answer: [\(SHOW ANSWER\)](#)

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: 40

Which role is responsible for engaging with stakeholders?

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

Answer: **C** [\(LEAVE A REPLY\)](#)

NEW QUESTION: 41

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: B,C,E (LEAVE A REPLY)

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

NEW QUESTION: 42

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 (LEAVE A REPLY)

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

NEW QUESTION: 43

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 (LEAVE A REPLY)

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: 44

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

A. False

B. True

Answer: A (LEAVE A REPLY)

NEW QUESTION: 45

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. The teams will rotate members every Sprint to spread knowledge.

C. Understanding the product, the product vision and the Scrum framework, the group self-organizes into teams.

D. Create a skills matrix, identify role levels, and years of experience to assign people to teams.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 46

Currently, your engineering department is organized in siloed teams that specialize by function (for example, design, front-end, back-end, database, and testing).

What would you consider when moving away from component teams towards feature teams?

A. You cannot begin Scrum without have feature teams. It is easier to measure and compare performance between feature teams. Feature teams should have an equal number of team members.

B. Members within feature teams require compatible personalities. Feature teams should have a mix of junior and senior members. Tasks are completed more quickly than component teams.

C. Moving from component teams to feature teams could reduce, productivity in the initial stages. Feature teams have less communication complexity. Getting the support from the business side makes the transition easier.

Answer: C (LEAVE A REPLY)

The initial phase of forming a new team could cause short-term disruption as they need time to discover how to best work together. Because all the skills and competencies are inside the team the communication overhead is reduced. Having an environment that supports the Scrum values reduces complexity.

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NEW QUESTION: 47

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 (LEAVE A REPLY)

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

NEW QUESTION: 48

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 (LEAVE A REPLY)

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: 49

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: A,B,C,D (LEAVE A REPLY)

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: 50

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: B,C (LEAVE A REPLY)

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: 51

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

- A.** Participate at the Daily Scrum.
- B.** Prioritize the Sprint Backlog.
- C.** Update the burndown chart.
- D.** Engage with the stakeholders and answer Question:s from the Development Team.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 52

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. It is unique to that team and used as an input to Sprint Planning.

Answer: A,D ([LEAVE A REPLY](#))

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: 53

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:s.
- B.** Updating the Scrum board.
- C.** Leading the Daily Scrum.
- D.** All of the above.
- E.** Teaching the Development Team to keep the Daily Scrum time-boxed to 15 minutes or less.

Answer: E ([LEAVE A REPLY](#))

NEW QUESTION: 54

During the Sprint Review of a scaled development effort, each Scrum Team should demonstrate its individual Increment in a separate branch of the code.

- A.** True
- B.** False

Answer: B ([LEAVE A REPLY](#))

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". Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.

NEW QUESTION: 55

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: ([SHOW ANSWER](#))

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: 56

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** ([LEAVE A REPLY](#))

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: 57

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

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

Answer: C (LEAVE A REPLY)

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

NEW QUESTION: 58

How should a Scrum Master respond if the Product Owner plans the first Sprint to only focus on setting up the infrastructure and architecture in order to work on functionality in a subsequent Sprint?

- A.** Help the Product Owner understand the value of including business functionality into every Sprint and explain to him/her that the best architecture and infrastructure emerge alongside the development of the functionality.
- B.** Support the Product Owner's decision as he/she is accountable for maximizing the value of the work that the Development Team does.
- C.** Explain that one Sprint may be too short to finish the architecture and he should pre-allocate subsequent Sprints just in case.
- D.** Add at least one technical architect to the Development Team to ensure the architecture can be completed in the first Sprint.

Answer: A (LEAVE A REPLY)

Getting feedback from the Users and Stakeholders is a crucial activity in Scrum. It reduces waste from building items that add no value. Saying that, the best architectures, requirements, and designs emerge from self-organizing teams.

NEW QUESTION: 59

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: ([SHOW ANSWER](#))

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: 60

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: ([SHOW ANSWER](#))

Explanation/Reference:

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: 61

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

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 62

If there are multiple Scrum Teams working on the same product, all of the Scrum Teams must mutually define a Definition of Ready (DoR). The DoR is a checklist that the Product Owner must fulfill before a Product Backlog item can be presented at the Sprint Planning. This protects the Development Team from interruptions and disruptions during the Sprint.

A. True

B. False

Answer: (SHOW ANSWER)

Explanation

Explanation:

Product Backlog items should be clear enough and have enough information for the Product Owner and Development to understand the work that needs to be done and to create a forecast of Product Backlog items to implement the Sprint Goal. Nothing stops the flow of Sprints, for example, we do not delay the Sprint because the items are not ready. In such cases, the "unready" items would be selected for the Sprint anyway and refined during the Sprint.

In the case that the Product Backlog items are not clear enough, the Development Team forecasts the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint. At the end of the Sprint, the Scrum Team can discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.

NEW QUESTION: 63

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

A. False

B. True

Answer: B (LEAVE A REPLY)

NEW QUESTION: 64

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: ([SHOW ANSWER](#))

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: 65

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

A. True

B. False

Answer: ([SHOW ANSWER](#))

Development Teams are self-organized and cross-functional.

NEW QUESTION: 66

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. Describing features as Use Cases.

B. Writing User Stories.

C. Ensuring work is completed within scope and time.

D. Interacting with stakeholders and ensuring that the most valuable functionality is always produced first.

Answer: **D** ([LEAVE A REPLY](#))

NEW QUESTION: 67

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: **B,D** ([LEAVE A REPLY](#))

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

NEW QUESTION: 68

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

- A.** As much as it can fit into the Sprint. Any remaining work will be moved to a subsequent Sprint.
- B.** An equal amount of time on analysis, design, programming, testing and documentation.
- C.** 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".
- D.** All development work and at least some testing.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 69

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: ([SHOW ANSWER](#))

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: 70

Which Scrum Value is impacted by trust?

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

Answer: **F** ([LEAVE A REPLY](#))

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: 71

A new member has just joined an existing Development Team that has been together for several Sprints. During the Sprint, the individual has been trying to share his ideas and viewpoints but is continuously ignored by the rest of the Development Team.

Which three Scrum Values has the Development Team been neglecting? (Choose three.)

- A.** Commitment
- B.** Respect
- C.** Transparency
- D.** Focus
- E.** Openness
- F.** Courage

Answer: [\(SHOW ANSWER\)](#)

The Scrum Team members have courage to do the right thing and work on challenging problems. The Scrum Team agree to be open (to speak and listen) about all the work and the challenges with performing the work. Scrum Team members respect each other's skills, experience, and opinions.

NEW QUESTION: 72

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** [\(LEAVE A REPLY\)](#)

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: 73

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 ([LEAVE A REPLY](#))

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: 74

Your organization requires all Increments to pass user acceptance testing (UAT) before it is allowed to be released to production.

Is it a good idea to postpone UAT until the end of the project to prevent the Development Team from being disrupted during the Sprints?

- A.** No, because the state of the Product Increment won't be transparent and the feedback loop would be too long.
- B.** It depends on the team's Definition of Done.
- C.** Yes, because the Development Team is a self-organizing team and should not be disrupted during development.
- D.** Yes, because UAT is done in a hardening Sprint before the release Sprint.

Answer: ([SHOW ANSWER](#)**)**

The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done". At the end of a Sprint, the new Increment must be "Done", which means it must be in useable condition and meet the Scrum Team's definition of "Done". An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. If UAT is a part of the team or organizational standard, then any delay in this activity will reduce transparency and increase risk.

NEW QUESTION: 75

At the end of the eighth Sprint, the internal sponsors are upset and angry with the progress of the product being built. The current state of the product is not as expected and will require additional Sprints and more budget than originally anticipated at the start of the project.

What factors may have led to this? (Choose three.)

- A.** The Product Owner has not been engaging with sponsors frequently enough and has not been kept aware of the overall progress of the project.
- B.** The sponsors haven't been using the Sprint Reviews to actively engage, and inspect and evaluate progress.
- C.** The scope changes have not been tracked adequately and the change request process has not been followed properly.

D. The stakeholders have not been using the Daily Scrum effectively to track the Development Team's progress.

E. The Scrum Master has not ensured transparency.

F. The project plan proposed to the sponsors at the start of the project followed stringently.

Answer: A,B,E (LEAVE A REPLY)

Explanation/Reference:

Explanation:

One of the principles of agility includes working closely with business people. In order to manage stakeholder expectation, there must be open communication (through collaboration and transparency) throughout the project cycle. This maximizes alignment, helps with making business decisions, and reduces risk.

Although, the Scrum Guide does not directly state that the Scrum Master is responsible for ensuring transparency it is implicit. The Scrum Master is responsible for the process in which Scrum is adopted and enacted. Scrum is founded on empiricism and the Scrum Master helps those inside and outside the team work in an empirical environment which includes transparency (one of the three pillars of empiricism).

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