

Scrum.PSM-II.v2026-10-08.q134

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NEW QUESTION: 1

At the ninth Sprint Retrospective, the Product Owner is very disappointed and angry. She has determined that the technical debt has increased, and the product is not meeting her expectations. The product will need a few more Sprints to meet the scalability requirements.

Which of the following could be true? Select the best response. (Choose the best answer)

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 2

Respect is one of the five Scrum values. Which statements demonstrate respectful behavior in the Scrum Team? (Choose the best two answers)

- A. Respect the accountabilities of the Scrum Team members.
- B. Respect the Product Owner by letting them change the Sprint Goal during the Sprint
- C. Respect people, their experience, diversity, and difference in opinion
- D. Respect stakeholder expectations that Scrum Teams will meet their forecast.

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

Respect is one of the Scrum values that means recognizing the value of each individual and their contribution, trusting them to fulfill their tasks, listening to and considering their ideas, and acknowledging their accomplishments. Respect also means honoring the

diversity of people, their experiences, and their opinions. Respect facilitates collaboration, learning, and creativity in the Scrum Team.

Some statements that demonstrate respectful behavior in the Scrum Team are:

Respect the accountabilities of the Scrum Team members. This means that each role in the Scrum Team has a clear set of responsibilities and expectations, and that other team members respect those boundaries and do not interfere with or undermine them. For example, the Product Owner is accountable for maximizing the value of the product and the work of the Developers, and the Developers respect that by following the Product Owner's guidance on what to work on and what not to work on. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide, causing change that increases the productivity of the Scrum Team, and working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization. The Developers respect that by adhering to the Scrum framework, being open to feedback and improvement, and collaborating with other Scrum Teams when needed. Respect people, their experience, diversity, and difference in opinion. This means that each person in the Scrum Team is valued as a skilled professional who brings unique perspectives and insights to the team. The team members respect each other's expertise, skills, and ideas, and are willing to learn from each other and from their stakeholders. They also respect that people may have different opinions or preferences on how to approach a problem or a solution, and they seek to understand those differences rather than dismiss or ignore them. They engage in constructive dialogue and respectful disagreement when necessary, and they support team decisions even if they are not their personal choices.

Some statements that do not demonstrate respectful behavior in the Scrum Team are:

Respect the Product Owner by letting them change the Sprint Goal during the Sprint. This is not respectful because it violates the Scrum framework and undermines the Developers' autonomy and commitment. The Sprint Goal is a shared objective that provides guidance to the Developers on why they are building an Increment. It is crafted by the Product Owner in collaboration with the Developers during Sprint Planning, and it remains fixed for the duration of the Sprint unless a significant change occurs that invalidates it. Allowing the Product Owner to change the Sprint Goal during the Sprint would disrupt the focus and alignment of the Developers, introduce uncertainty and confusion, and reduce transparency and accountability. Respect stakeholder expectations that Scrum Teams will meet their forecast. This is not respectful because it implies that stakeholders have unrealistic or unreasonable expectations that are not based on empirical evidence or feedback. The forecast is a plan for what functionality will be delivered in an Increment by the end of a Sprint. It is based on what is known at Sprint Planning, but it is not a guarantee or a commitment. The forecast may change during the Sprint as new information emerges or as unforeseen challenges arise. The Scrum Team respects stakeholders by being transparent about their progress and any changes to their forecast, by delivering a valuable Increment at least by the end of every Sprint, by seeking feedback

from stakeholders during Sprint Review, and by incorporating that feedback into future Sprints.

NEW QUESTION: 3

Which way of creating Scrum Teams is consistent with the Scrum values? (Choose the best answer)

- A.** Providing boundaries that help the team members organize themselves into Scrum Teams.
- B.** Managers collaborating across their respective areas of responsibility to assign individuals to specific teams.
- C.** The Chief Product Owner determines the team structures and assigns who is needed in which Scrum Team based on skills, seniority and the business area.

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

This is the best answer because it is consistent with the Scrum values of commitment, courage, focus, openness, and respect. By providing boundaries, such as the product vision, the product backlog, the budget, and the timeline, the organization can enable the team members to self-organize and form cross-functional and collaborative Scrum Teams. This way, the team members can commit to their own goals, have the courage to face challenges, focus on delivering value, be open to feedback and learning, and respect each other's skills and perspectives.

NEW QUESTION: 4

Where should the Daily Scrum be held according to the Scrum Guide? (Choose the best answer)

- A.** Around the Scrum board.
- B.** In the coffee corner to confirm this is an informal gathering.
- C.** Wherever the Developers think is best.
- D.** In a room where management can listen in.
- E.** In the room that is reserved by the Scrum Master.

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

According to the Scrum Guide 2020, the Developers can choose the location and structure of their Daily Scrum, as long as it is consistent and conducive to inspection and adaptation. The Daily Scrum is an event for the Developers, not for the Scrum Master, the Product Owner, or the management. The Developers are responsible for planning their work for the next 24 hours and synchronizing their progress toward the Sprint Goal.

NEW QUESTION: 5

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: B,D (LEAVE A REPLY)

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: 6

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: 7

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 (LEAVE A REPLY)

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: 8

You are the Scrum Master for four teams working from the same Product Backlog. Several of the Developers come to you complaining that work identified for the upcoming two Sprints will require full time commitment from Phil, an external specialist. As the Scrum Master what should you do to solve this upcoming problem? (Choose the best answer)

- A.** Prepare the Sprint Backlogs each day for the teams so Phil can spend some time in each team.
- B.** Allocate Phil to one team per Sprint, so that over four Sprints every team will have had the support it requires.
- C.** As needed, consult with the Developers on how they want to manage this problem and help them implement their preferred solution.
- D.** Ask Phil for a plan to hire and train additional people in his domain, and in the meantime work with the Product Owner and Developers to re-prioritize the work so that tasks not depending on Phil can be done first.

Answer: C (LEAVE A REPLY)

As the Scrum Master, your role is to serve the Scrum Team by helping them to work effectively and deliver value. You are not responsible for managing the work or assigning tasks to the Developers. You should respect the self-organization and autonomy of the Developers, and support them in finding their own solutions to the problem. You should also facilitate collaboration and communication among the Developers and with other stakeholders, such as Phil and the Product Owner.

NEW QUESTION: 9

Peter, the Product Owner, has been giving positive recognition to individual Development Team members who have moved their work to 'done' during the Daily Scrum. Peter wants to ensure the team is adhering to the ideal guideline on the burndown chart.

What would be two valid actions for Steven, the Scrum Master, to take? (Choose two.)

- A.** Steven talks with Peter about concerns of how his behavior might impact the team members and request that he stop attending for now.
- B.** Steven coaches Peter on best practices for updating the burndown chart as it provides accurate information on how well the team is performing.
- C.** Nothing. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how to best run it.
- D.** Steven coaches the Scrum Team about the purpose of the Daily Scrum.

Answer: A,D (LEAVE A REPLY)

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.

The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps the Scrum Team understand which of their interactions are helpful and which aren't.

The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

NEW QUESTION: 10

At the ninth Sprint Retrospective, the Product Owner is very disappointed and angry. She has determined that the technical debt has increased, and the product is not meeting her

expectations. The product will need a few more Sprints to meet the scalability requirements.

Which of the following could be true? Select the best response. (Choose the best answer)

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

Answer: ([SHOW ANSWER](#))

The situation described in the question indicates that there are multiple problems in the Scrum Team that have led to the increase of technical debt and the dissatisfaction of the Product Owner.

These problems include:

The Scrum Team has not used the past Sprint Retrospectives effectively to inspect and adapt.

The Sprint Retrospective is an opportunity for the Scrum Team to reflect on their performance and identify improvements for the next Sprint. If the Scrum Team has not been using this event properly, they may have missed some issues or opportunities that could have improved their quality and value delivery.

The Developers have not been paying enough attention to quality. The Developers are accountable for creating a potentially releasable product increment that meets the Definition of Done and the Sprint Goal. If the Developers have not been focusing on quality, they may have introduced defects, errors, or inefficiencies that compromise the functionality and usability of the product. The Scrum Team is not having conversations around technical debt. Technical debt is the accumulation of work that needs to be done to ensure that a product is maintainable and extensible in the future. If the Scrum Team is not discussing and managing technical debt, they may be neglecting some important aspects of the product architecture, design, or code that could affect its scalability, performance, or security.

The Scrum Master has not ensured that the Scrum Team is being transparent. The Scrum Master is responsible for establishing an environment where transparency, inspection, and adaptation can occur. If the Scrum Master has not ensured that the Scrum Team is being transparent, they may have allowed some hidden problems or assumptions to persist that could affect the quality and value of the product.

NEW QUESTION: 11

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: 12

The relationship between the Product Owner and the Developers has degraded over time. The Developers are growing increasingly angry with the Product Owner for changing the requirements all the time and not being available enough. The Product Owner is angry with the Developers for changing requirements during implementation. What guidance should the Scrum Master offer?

(Choose the best answer)

- A.** Take everyone to a 2-day off-site event to relax and re-align. It is liberating to take people's minds away from work.
- B.** Ask each person's functional manager to instruct their employees that they must collaborate better, or be removed from the team.
- C.** Address why requirements change during the Sprint Retrospective. Ask the Developers and the Product Owner to talk about why the requirements are changing and consider the impact on value during this discussion.
- D.** Ask for a project manager or other external resource to mediate and temporarily take over for the Product Owner.

Answer: C (LEAVE A REPLY)

The Scrum Master is responsible for promoting and supporting Scrum, which includes helping the Scrum Team and the organization understand and enact Scrum values, principles, and practices.

The Scrum Master should offer guidance that:

Addresses the root cause of the conflict, not just the symptoms or the consequences.

Empowers the Scrum Team to self-organize and collaborate effectively, without relying on external intervention or authority.

Fosters a culture of transparency, inspection, and adaptation, where feedback is welcomed and used to improve the product and the process.

Focuses on delivering value to the customer and meeting the Sprint Goal, not on following a fixed plan or satisfying individual preferences.

Therefore, the best option is to address why requirements change during the Sprint Retrospective, which is an event that allows the Scrum Team to inspect how they worked together and create a plan for improvements. The Scrum Master should ask the Developers and the Product Owner to talk about why the requirements are changing and consider the impact on value during this discussion. This will help them understand each other's perspectives, clarify their expectations, and align their goals.

NEW QUESTION: 13

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: ([SHOW ANSWER](#))

Explanation

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: 14

Which of the following is required in Scrum?

- A.** All of the above
- B.** Sprint Burndown Chart
- C.** Sprint Retrospective
- D.** All Development Team members answering the three Question:s at the Daily Scrum
- E.** User Stories

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 15

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: ([SHOW ANSWER](#))

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 : 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: 16

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 (LEAVE A REPLY)

The people who will perform the work make the final estimates.

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NEW QUESTION: 17

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: A,B (LEAVE A REPLY)

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: 18

Peter, the Product Owner, has been giving positive recognition to individual Development Team members who have moved their work to 'done' during the Daily Scrum. Peter wants to ensure the team is adhering to the ideal guideline on the burndown chart.

What would be two valid actions for Steven, the Scrum Master, to take? (Choose two.)

- A.** Steven talks with Peter about concerns of how his behavior might impact the team members and request that he stop attending for now.
- B.** Steven coaches Peter on best practices for updating the burndown chart as it provides accurate information on how well the team is performing.
- C.** Nothing. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how to best run it.
- D.** Steven coaches the Scrum Team about the purpose of the Daily Scrum.

Answer: A,D (LEAVE A REPLY)

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.

The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps the Scrum Team understand which of their interactions are helpful and which aren't.

The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

NEW QUESTION: 19

A Scrum Team has been working together for nine Sprints. A new Product Owner comes in, unsure about his responsibilities. As the Scrum Master you have observed how the functional and business insights of the Developers have grown over the past Sprints. The Product Owner however is relatively new to the company and to the product. What are two activities you would direct the new Product Owner towards focusing on?

(choose the best two answers)

- A.** You advise the Product Owner to start building a good relationship with the stakeholders of the product. On-going interaction with them is important to regularly align with changing organizational or market expectations. The Product Owner is also expected to invite the appropriate stakeholders to the Sprint Review.
- B.** You inform the Product Owner that, in today's highly competitive markets, it is important that the Developers are updated on changing business priorities on a daily basis. It is why

Scrum has this daily meeting. At this Daily Scrum the Developers can adapt to the changes in scope without delay.

C. 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 Scrum Team. 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.

D. You advise the Product Owner to rely on others in the Scrum Team and the stakeholders to formulate the Product Backlog, as they are the ones that are up to speed. By questioning them and working with them the Product Owner will quickly become more productive.

Answer: ([SHOW ANSWER](#))

Explanation

The Product Owner is responsible for maximizing the value of the product and the work of the Developers.

The Product Owner is also accountable for managing the Product Backlog, which is an ordered list of what is needed in the product. The Product Owner should collaborate with the Developers and the stakeholders to create and refine the Product Backlog, as well as to define and communicate the product vision and goals.

Therefore, as a Scrum Master, you should direct the new Product Owner towards focusing on:

Building a good relationship with the stakeholders of the product (A), which is a valid option as it helps the Product Owner to understand and align with the changing organizational or market expectations, as well as to invite and receive feedback from the appropriate stakeholders during the Sprint Review, which is an event that inspects the outcome of the Sprint and determines future adaptations.

Relying on others in the Scrum Team and the stakeholders to formulate the Product Backlog (D), which is another valid option as it helps the Product Owner to leverage the functional and business insights of the Developers and the stakeholders, who are more familiar with the product and the customer needs. By questioning them and working with them, the Product Owner will quickly become more productive and effective.

The other options are not correct because they:

Inform the Product Owner that it is important that the Developers are updated on changing business priorities on a daily basis at the Daily Scrum (B), which is not a good option as it shows a misunderstanding of the purpose and format of the Daily Scrum, which is an event for the Developers to inspect their progress and plan their work for the next 24 hours, not a status report or a meeting for changing requirements or scope. The Product Owner should respect and support the Developers' commitment to their Sprint Goal and Sprint Backlog, and only introduce changes that do not endanger them.

Tell the Product Owner to make sure that there are no ambiguities or possible misunderstandings in the items on the Product Backlog by capturing the functional

requirements during an analysis phase, which is not a good option as it shows a misunderstanding of the nature and process of the Product Backlog, which is a dynamic and emergent artifact that can change as more is learned about the product, users, market, and technology. The Product Owner should collaborate with the Developers to refine and clarify the Product Backlog items throughout the product development, not create detailed documents that are considered as final outputs of analysis Sprints.

References: : [Scrum Guide], The Product Owner : [Scrum Guide], The Product Backlog : [Scrum Guide], The Sprint Review : [Scrum Guide], The Scrum Master : [Scrum Guide], The Developers : [Scrum Guide], The Daily Scrum

NEW QUESTION: 20

During the Sprint Retrospective, the team is discussing the quality issues that prevented the team from delivering a releasable Increment at the end of the Sprint. The Development Team does, however, mention that they were able to achieve a high velocity.

What are the best two responses for Steven, their Scrum Master, to take? (Choose two.)

- A.** Stress the value of working software over measured velocity.
- B.** Agree and acknowledge the Development Team's hard work, so they will be motivated to do even more in the next Sprint.
- C.** Acknowledge the hard work but remind the Development Team that they need to improve in order to do even more in the next Sprint.
- D.** Facilitate a discussion on how to improve the quality to a level high enough for the Increment to be releasable, even if the measured velocity drops in the next Sprint.

Answer: A,D (LEAVE A REPLY)

Scrum employs an iterative, incremental approach to optimize predictability and control risk. The primary objective of a Sprint (iteration) is to produce a potentially shippable product Increment.

Having an Increment will allow the Scrum Team to know the right thing to do in the upcoming Sprint. Having a velocity is important but working software is the primary measure of progress.

NEW QUESTION: 21

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: 22

During the implementation of an item in the Sprint Backlog, a conflict arises between team members about what work is needed to make the item 'done'. Some say it is a part of the Definition of Done and others say it isn't. Steven, the Scrum Master, observes a debate forming and members beginning to take sides.

What is the best action for Steven to take?

- A.** Bring the Development Team members together and interpret the Definition of Done for them so that there are no future conflicts on interpretation.
- B.** Immediately end the discussion before it becomes worse. Make the decision on what work is needed to make the item 'done' and teach the team about the importance of avoiding conflicts.
- C.** Facilitate a session with all members on the Scrum Team to help them resolve the conflict, refine the Definition of Done, and become effective again. Tell the team that conflicts are a natural occurrence and coach them on the value of resolving conflicts.
- D.** Bring the Product Owner to the discussion and have him/her decide the work needed to make the item 'done.' It is the Product Owner's responsibility to manage the Development Team members.

Answer: C (LEAVE A REPLY)

The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps the Scrum Team understand which of their interactions are helpful and which are not. The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

NEW QUESTION: 23

You are the Scrum Master for four teams working from the same Product Backlog. Several of the Developers come to you complaining that work identified for the upcoming two Sprints will require full time commitment from Phil, an external specialist. As the Scrum Master what should you do to solve this upcoming problem?

(choose the best answer)

- A.** Prepare the Sprint Backlogs each day for the teams so Phil can spend some time in each team.
- B.** Allocate Phil to one team per Sprint, so that over four Sprints every team will have had the support it requires.
- C.** As needed, consult with the Developers on how they want to manage this problem and help them implement their preferred solution.
- D.** Ask Phil for a plan to hire and train additional people in his domain, and in the meantime work with the Product Owner and Developers to re-prioritize the work so that tasks not depending on Phil can be done first.

Answer: C (LEAVE A REPLY)

Explanation

As the Scrum Master, your role is to serve the Scrum Team by helping them to work effectively and deliver value. You are not responsible for managing the work or assigning

tasks to the Developers. You should respect the self-organization and autonomy of the Developers, and support them in finding their own solutions to the problem. You should also facilitate collaboration and communication among the Developers and with other stakeholders, such as Phil and the Product Owner.

Some reasons why the other options are not correct are:

A: Preparing the Sprint Backlogs each day for the teams so Phil can spend some time in each team. This option is not correct because it violates the Scrum framework and the Scrum Master role. The Sprint Backlog is owned and managed by the Developers, not by the Scrum Master. The Scrum Master should not interfere with or dictate how the Developers plan and execute their work. The Scrum Master should also not impose a solution that may not be optimal or feasible for the teams or for Phil.

B: Allocate Phil to one team per Sprint, so that over four Sprints every team will have had the support it requires. This option is not correct because it violates the Scrum framework and the Scrum Master role.

The Scrum Master should not allocate resources or assign tasks to the teams or to Phil. The Scrum Master should also not impose a solution that may not be aligned with the Product Owner's priorities or the teams' needs.

D: Ask Phil for a plan to hire and train additional people in his domain, and in the meantime work with the Product Owner and Developers to re-prioritize the work so that tasks not depending on Phil can be done first. This option is not correct because it violates the Scrum framework and the Scrum Master role. The Scrum Master should not ask Phil to do something that may be beyond his authority or responsibility. The Scrum Master should also not work with the Product Owner and Developers to re-prioritize the work, as this is the Product Owner's accountability. The Scrum Master should respect the Product Owner's decisions on what is valuable and what is not, and support the Developers in delivering that value.

References:

What is a Scrum Master? | Scrum.org

What is a Sprint Backlog? | Scrum.org

Who is responsible for dependency management? | Scrum.org

[Managing Dependencies in Scrum - Scrum Alliance]

NEW QUESTION: 24

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

A. The test team.

B. The Scrum Team.

C. The Scrum Master.

D. The Product Owner.

E. The Development Team.

Answer: E (LEAVE A REPLY)

Explanation/Reference:

Explanation:

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

NEW QUESTION: 25

You are a Scrum Master helping to establish five Scrum Teams that will be building a product.

You discuss with them the high level of integration that the product Increment will require by the end of their first Sprint. It is a highly anticipated product, both by consumers and by the organization. Of the options raised by the future Scrum Team members, which option do you encourage? (Choose the best answer)

A. Each Scrum Team provides a separate Increment with the functionality added by the individual team. The Sprint Review is used to identify the work needed to integrate with the other Scrum Teams. This work is then added to the Product Backlog.

B. Each Scrum Team delivers done Increments in its own area of responsibility. Upon functional acceptance at the Sprint Review, the code is isolated for future stabilization. The release date is adjusted according to the expected work and time of such integration phase.

C. In the first Sprint, integration is less important. The goal is to deliver business value. Functionality that is not integrated with the work of other Scrum Teams by the end of a Sprint is still reviewed to assess its potential business value. It can still be released at the Product Owner's discretion, and silent consent of the stakeholders.

D. All Scrum Teams agree on a shared Definition of Done that describes all work needed to deliver an Increment that is the integrated sum of the work from all Scrum Teams.

Answer: D (LEAVE A REPLY)

The Scrum Guide states that "the moment a Product Backlog item meets the Definition of Done, an Increment is born" and that "the Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints". Therefore, to deliver a product Increment that is integrated and potentially releasable, all Scrum Teams must have a shared understanding of what "Done" means and ensure that their work meets that standard. This also enables transparency, inspection, and adaptation across the Scrum Teams.

NEW QUESTION: 26

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 (LEAVE A REPLY)

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

NEW QUESTION: 27

The Developers are waiting for an external supplier to deliver a specific product component that they need to integrate and use. Without that component there will not be enough work in the next Sprint to occupy the full team. They ask their Product Owner to re-order the Product Backlog. The Product Owner asks the Scrum Master for help. What would be good advice for the Product Owner?

(choose the best answer)

A. Tell the Product Owner that the Product Backlog needs to be re-ordered to maximize utilization of the Developers. It is important to keep productivity high through proper use of the capacity available

B. Tell the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog. Timeline of the flow might be influenced by such dependencies and require some level of Product Backlog re-ordering

C. Tell the Product Owner to remove all work involving the external component from the Product Backlog and create a new backlog for it. The work can then be planned in one or more separate Sprints as soon as the component is available.

Answer: B (LEAVE A REPLY)

Explanation

The Product Owner is responsible for maximizing the value of the product resulting from the work of the Scrum Team¹. One of the ways to do this is to order the Product Backlog in a way that reflects the flow of value to the stakeholders and customers². The Product Owner can use various factors to order the Product Backlog, such as value, risk, dependencies, learning opportunities, and feedback loops³.

However, sometimes the Product Owner may face challenges or constraints that affect the ordering of the Product Backlog, such as external dependencies, market changes, technical issues, or stakeholder requests⁴. In such cases, the Product Owner needs to balance between delivering value and managing risks. The Product Owner may need to adjust the Product Backlog ordering to account for these factors, but not at the expense of compromising the value delivery⁵.

In this scenario, the Developers are waiting for an external supplier to deliver a specific product component that they need to integrate and use. Without that component there will not be enough work in the next Sprint to occupy the full team. They ask their Product Owner to re-order the Product Backlog. The Product Owner asks the Scrum Master for help. A good advice for the Product Owner would be to tell them that their primary concern is the flow of value reflected in the ordering of the Product Backlog. Timeline of the flow

might be influenced by such dependencies and require some level of Product Backlog re-ordering.

This advice would help the Product Owner to focus on delivering value while also considering the impact of the external dependency. The Product Owner could work with the Developers and stakeholders to identify and prioritize other valuable work that can be done in the next Sprint without relying on the external component.

The Product Owner could also communicate with the external supplier and try to minimize or eliminate the dependency as much as possible.

The other options are not good advice for the Product Owner. Telling them that they need to re-order the Product Backlog to maximize utilization of the Developers would imply that keeping productivity high is more important than delivering value. This would go against the Scrum values of focus and respect. Telling them to remove all work involving the external component from the Product Backlog and create a new backlog for it would imply that they are ignoring or avoiding the dependency rather than managing it. This would go against the Scrum values of courage and openness.

References:

The Scrum Guide 2020, section "The Product Owner"

What is a Product Backlog? | Scrum.org, section "Ordering"

Product Backlog Ordering - Zen Ex Machina, section "Ordering by Value"

Product Backlog Ordering - Zen Ex Machina, section "Ordering by Risk"

Ordered Not Prioritized | Scrum.org, section "Ordering by Dependencies"

[The Scrum Values | Scrum.org], section "The Scrum Values"

NEW QUESTION: 28

Why is it important that there is only one Product Owner per product?

A. The Scrum Master knows who will be his back-up whenever he is unavailable, it saves the organization time and money, and the Development Team knows who to request tasks from.

B. It isn't important as multiple Product Owners can easily share a single Product Backlog.

C. It is clear who is accountable for the ultimate success of the product, the Development Team always knows who determines priorities, and it helps avoid barriers to effective communication and rapid decision-making.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 29

In the Daily Scrum, the Product Owner applauds every Developer who moves a Sprint Backlog item to completion. The Product Owner wants to encourage the Developers to make progress visible on the burn-down chart. Select the two best options for the Scrum Master to take.

(choose the best two answers)

A. Nothing. The Scrum Master does not attend the Daily Scrum.

B. Take the opportunity to create more energy and team spirit and encourage everyone to participate in the applause.

C. Coach the Scrum Team about the purpose of the Daily Scrum.

D. Tell the Product Owner your concerns about how his behavior may impact the Developers, and ask him to stop attending the Daily Scrum for some time.

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

Explanation

This is a good option because the Scrum Master's role is to help the Scrum Team understand and apply the Scrum framework and its principles¹². The Scrum Master should also facilitate and enable the team's self-organization and collaboration¹². By coaching the Scrum Team, the Scrum Master can help them realize that the Daily Scrum is not a status update or a performance review, but a time to inspect and adapt their progress toward the Sprint Goal³.

D) Tell the Product Owner your concerns about how his behavior may impact the Developers, and ask him to stop attending the Daily Scrum for some time.

This is another good option because the Scrum Master's role is to protect the Scrum Team from external interference and distractions¹². The Scrum Master should also coach the Product Owner on how to maximize the value of the product and collaborate effectively with the Developers¹². By telling the Product Owner your concerns, you can help him understand that his behavior may create pressure, dependency, or resentment among the Developers, which can harm their motivation, creativity, and autonomy . By asking him to stop attending the Daily Scrum for some time, you can give the Developers some space to self-manage their work and communication.

References: 1: What is a Scrum Master? | Scrum.org 2: What is a scrum master? [+ Responsibilities] | Atlassian 3: What's the role of the Product Owner at the Daily Scrum? | by Maarten Dalmijn | Serious Scrum | Medium : Scrum Guide | Scrum Guides : Product Owner's Role in a Daily Scrum: How to Support the ... - Eleken : The Power of Intrinsic Motivation - Forbes

NEW QUESTION: 30

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 ([LEAVE A REPLY](#))

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

NEW QUESTION: 31

When does a Sprint end?

- A. Immediately after the conclusion of the Sprint Review.
- B. When there is no work remaining in the Sprint Backlog.
- C. It depends on the Product Owner.
- D. When the time-box expires.

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

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NEW QUESTION: 32

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

Explanation/Reference:

NEW QUESTION: 33

A Scrum Team selected a Product Backlog item during Sprint Planning. However, at the end of the Sprint the work does not meet the Definition of Done. What two things should happen with this incomplete Product Backlog item? (Choose the best two answers)

- A. Review the item, add the done part of the estimate to the velocity and create a Story for the remaining work.
- B. The item is not included in the Increment for this Sprint.
- C. Only the stakeholders decide over acceptance of undone work and whether to release it.
- D. It is put on the Product Backlog for the Product Owner to decide what to do with it.

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

A Product Backlog item is a description of a feature or functionality that adds value to the product.

It is selected by the Scrum Team during the Sprint Planning, based on the Product Owner's proposal and the Developers' forecast. It is expected that the Product Backlog

item will be completed by the end of the Sprint, meaning that it meets the Definition of Done, which is a formal description of the state of the Increment when it meets the quality standards required for the product. However, if a Product Backlog item is not completed by the end of the Sprint, meaning that it does not meet the Definition of Done, then:

The item is not included in the Increment for this Sprint (B), which is a valid option as it ensures that only "Done" work is delivered to the customer and stakeholders. The Increment is a concrete and usable outcome of a Sprint that provides value and feedback. It should not contain any undone or partially done work that may compromise its quality, usability, or value. It is put on the Product Backlog for the Product Owner to decide what to do with it (D), which is another valid option as it respects the authority and accountability of the Product Owner to manage the Product Backlog, which is an ordered list of what is needed in the product. The Product Owner can decide whether to re-prioritize, re-estimate, refine, or remove the incomplete Product Backlog item based on new insights and stakeholder needs.

NEW QUESTION: 34

A Scrum Team is struggling over the fact that not all Developers work full time and that other Developers regularly work from home. To solve the difficulties in aligning daily, at the Sprint Retrospective two Developers suggest having the Daily Scrum every three days, when everyone is in the office. What would be three key concerns if the frequency of the Daily Scrum were to be lowered? (Choose the best three answers)

- A.** Opportunities to inspect and adapt the Sprint Backlog are reduced. Re-aligning is bound to become even more difficult.
- B.** The Scrum Master loses the ability to update the Gantt chart properly, thereby obscuring the Scrum Master's tracking of Sprint progress.
- C.** Less progress information will be shared, causing the plan for the Sprint to become inaccurate and transparency over progress toward the Sprint Goal is reduced.
- D.** Impediments are raised and resolved more slowly which might impact productivity and progress.
- E.** The Product Owner cannot accurately report progress about the state of the forecasted work to the stakeholders.

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

This is a valid concern, as the Daily Scrum is an event where the Developers can inspect the progress toward the Sprint Goal and adapt the Sprint Backlog accordingly. If the Daily Scrum is held less frequently, the Developers may miss some opportunities to adjust their plan and collaborate effectively.

This is a valid concern, as the Daily Scrum is an event where the Developers can share their work status, challenges, and dependencies with each other. If the Daily Scrum is held less frequently, the Developers may have less visibility and awareness of what is going on in the Sprint, and may face more surprises or risks.

This is a valid concern, as the Daily Scrum is an event where the Developers can identify and communicate any impediments or issues that hinder their work. If the Daily Scrum is held less frequently, the Developers may have to wait longer to get help or support from their peers or the Scrum Master, and may lose some momentum or efficiency.

NEW QUESTION: 35

You join a new Scrum Team as Scrum Master. Up until now, the Product Owner has not been attending Sprint Retrospectives. The Development Team fear they will become too negative with the PO present.

As a Scrum Master, What should you do?

- A.** Respect the Development Teams wishes
- B.** Facilitate a discussion in the Scrum Team and allow them to decide what is best to do
- C.** Speak to the Product Owner and see what they think. Do what they suggest is best.
- D.** Explore further why the Development Team fear the presence of the PO. Work with the Scrum Team to find a safe way to introduce the Product Owner to the Sprint Retrospective to enable greater transparency.

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

NEW QUESTION: 36

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. He refers the director to the Product Owner for all information concerning the progress of development.
- B.** He informs the director of organizational impediments he is aware of that prevent the team from being more productive. He suggests collaborating with him on how to remove these impediments.
- C.** He educates his director how it is part of a team's self-organization to improve velocity. He invites the director to the next Sprint Retrospective to brainstorm on how they can improve.
- D.** 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. 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.

E. He tells the director that this is not his responsibility in Scrum. 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: A,B (LEAVE A REPLY)

Explanation

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: 37

A Developer from the Scrum Team is always missing the Daily Scrum. She feels that if she is doing her job well, it does not matter whether she attends or not. The other Developers on the team have not done anything about it. As the Scrum Master how should you respond to this situation? (Choose the best answer)

A. You do not intervene. The Developers own the Daily Scrum, so they should deal with any issues with attendance.

B. Ask the Developers, what value they get by having the Daily Scrum with all team members present and what might go wrong if all Developers do not attend.

C. Talk to the Developer who is missing the Daily Scrum and ask her to always attend the Daily Scrum.

D. Teach the Developers how to deal with this situation by attending the Daily Scrum yourself.

Answer: B (LEAVE A REPLY)

As the Scrum Master, your role is to serve the Scrum Team by helping them to work effectively and deliver value. You are not responsible for managing the work or assigning tasks to the Developers. You should respect the self-organization and autonomy of the Developers, and support them in finding their own solutions to the problem. You should also facilitate collaboration and communication among the Developers and with other stakeholders.

Some reasons why option B is the correct answer are:

Asking the Developers what value they get by having the Daily Scrum with all team members present and what might go wrong if all Developers do not attend. This action will help the Scrum Team to understand the purpose and benefits of the Daily Scrum, and to identify and address the risks and consequences of missing it. The Daily Scrum is a 15-minute event for the Developers of the Scrum Team to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum also provides an opportunity for the Developers to identify and communicate any impediments that are hindering their progress, and request help from the Scrum Master or other team members to resolve them. The Daily Scrum improves communications, identifies impediments, promotes quick decision-making, and

consequently eliminates the need for other meetings. The Daily Scrum is not a status meeting, but a way for the Developers to collaborate and self-organize around the most important work for the next 24 hours. If a Developer is missing the Daily Scrum, they may miss important information, feedback, or support from their peers, or they may cause delays, confusion, or conflicts for their team. The Scrum Master should encourage the Developers to share their perspectives and experiences on how the Daily Scrum helps them achieve their Sprint Goal and create a valuable Increment. The Scrum Master should also help the Developers to come up with their own solutions on how to ensure full attendance and participation in the Daily Scrum. The Scrum Master should not impose or dictate a solution, but rather coach and guide the Developers to find what works best for them. The Scrum Master should also help the Developers to agree on some ground rules or norms for their Daily Scrum, such as when, where, and how to conduct it, what topics to discuss, and how to handle any issues or conflicts that may arise.

NEW QUESTION: 38

A Scrum Master colleague of yours wants some guidance on what to do in the following situation. During the Daily Scrum, one Scrum Team member, who is a key central figure in the organization, drags on and on about things which actually are interesting but not relevant for the Daily Scrum, day after day. What are two suggestions you would offer to your colleague?

(choose the best two answers)

- A.** You suggest taking the person aside and asking them what they believe the key outcomes are for the Daily Scrum. Effectively coaching them to help create focus during the Daily Scrum.
- B.** You contact the team member's Line Manager and raise this as an impediment to the Manager, and ask that they resolve this matter.
- C.** You suggest using a timer, to limit the time each person can speak at the Daily Scrum.
- D.** You suggest passing a token around. The person holding the token has the floor to speak for an allotted amount of time.
- E.** You suggest coaching the Developers to help them find a way to solve the problem, and own the solution.

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

Explanation

A) You suggest taking the person aside and asking them what they believe the key outcomes are for the Daily Scrum. Effectively coaching them to help create focus during the Daily Scrum.

This is a good suggestion because it shows respect and empathy for the person, while also helping them understand the purpose and value of the Daily Scrum. Coaching is one of the core competencies of a Scrum Master, and it can help the person self-reflect and improve their behavior¹².

E) You suggest coaching the Developers to help them find a way to solve the problem, and own the solution.

This is another good suggestion because it empowers the Developers to take ownership of their own process and communication. The Scrum Master's role is not to impose rules or solutions, but to facilitate and enable the team's self-organization and collaboration¹². By coaching the Developers, the Scrum Master can help them address the issue in a constructive and respectful way.

References: 1: What is a Scrum Master? | Scrum.org 2: What is a scrum master? [+ Responsibilities] | Atlassian

NEW QUESTION: 39

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: 40

An organization is planning to form five new Scrum Teams to work on building a single product. A few of the future team members ask the Scrum Master who will coordinate the work between the different Scrum Teams.

What action should the Scrum Master take?

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

Answer: B (LEAVE A REPLY)

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: 41

Which two options describe how project budgeting and financial forecasting work in Scrum?

(choose the best two answers)

- A.** Scrum does not align with traditional accounting practices. The financial department needs to be given a fixed cost per Sprint per team.
- B.** Several Sprints may be funded as a single release, with the result of each Sprint being releasable product
- C.** The only funding is for the run cost (time and materials) of the Scrum Teams, so no budgeting process is needed_
- D.** It is ideally revisited as frequently as each Sprint to ensure value is being delivered for the investment spent.

Answer: (SHOW ANSWER)

Explanation

Short Explanation: Scrum is a framework for delivering value to customers and stakeholders in an iterative and incremental way. Scrum does not prescribe how project budgeting and financial forecasting should be performed, but it does provide some principles and practices that can help with this process.

One of these principles is that each Sprint should produce a potentially releasable product Increment that delivers value and meets the Definition of Done. This means that several Sprints may be funded as a single release, with the result of each Sprint being releasable

product¹². This allows the Product Owner to decide when to release the product based on the feedback from the customers and stakeholders, and the market conditions.

Another principle is that Scrum promotes transparency, inspection, and adaptation. This means that the budgeting and forecasting process should be revisited as frequently as each Sprint to ensure value is being delivered for the investment spent¹³. This allows the Scrum Team to inspect the outcomes of the delivered Sprint Increments, compare them with the expected benefits and costs, and adapt the product backlog and the release plan accordingly.

Scrum does not align with traditional accounting practices that require fixed scope, cost, and time. However, this does not mean that Scrum Teams do not need a budgeting process or that they only need to cover the run cost (time and materials) of the Scrum Teams. Scrum Teams still need to estimate the size and value of the product backlog items, forecast the delivery date and cost of the product or release, and track the actual spending and revenue of the product or release⁴³. The difference is that these estimates and forecasts are based on empirical data from previous Sprints, rather than on upfront assumptions or guesses. They are also subject to change as new information emerges or new requirements arise.

References:

Scrum Guide 2020, section "The Sprint", "The Increment", "Empiricism".

Tips for Effective Agile Budgeting and Forecasting | Toptal, section "Establish Context and Set Expectations", "Budget for Value".

Project forecasts and budgets | Microsoft Learn, section "Project forecasting".

Planning and Budgeting in Scrum Projects - PMHut, section "Budgeting in Scrum Projects".

NEW QUESTION: 42

Five new Scrum Teams have been created to build one product. A few of the Developers ask the Scrum Master who will coordinate the work between the different Scrum Teams. What should the Scrum Master do? (Choose the best answer)

- A.** Visit the five Scrum Teams each day to facilitate alignment and synchronization of their Sprint Backlogs.
- B.** Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.
- C.** Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.
- D.** Teach them that it is their responsibility to form Scrum Teams with the skills and knowledge to create an Increment by the end of every Sprint.
- E.** Advise the teams to reduce interdependence by working in separate branches and organizing a specific Sprint every four development Sprints to manage integration.

Answer: D (LEAVE A REPLY)

The Scrum Master should do this because it is the most effective way to ensure that the Scrum Teams are self-organizing, cross-functional, and collaborative. The Scrum Master can help the Scrum Teams to understand the benefits of working together as one integrated team, rather than as separate component teams. The Scrum Master can also facilitate the communication and coordination among the Scrum Teams, and support them in resolving any dependencies or conflicts that may arise.

NEW QUESTION: 43

You have just been hired as a Scrum Master by a company new to Scrum. The company wants to use Scrum to build a new product that was conceived by the product management department. You will be the Scrum Master of two new teams that will build a first version of the product. The product management department assigns two new Product Owners, but wants more advice about the required participation with the new Scrum Teams. Which two suggestions would you offer?

(choose the best two answers)

- A.** Having one Product Owner will improve the clarity of accountability to the teams and to the product management department.
- B.** Two Product Owners are necessary, one for each Scrum Team. They report to an overarching chief Product Owner.
- C.** Each Scrum Team has a separate Product Backlog, holding each team's assigned requirements.
- D.** A single Product Backlog should be maintained holding all requirements for the new product.

Answer: ([SHOW ANSWER](#))

Explanation

A: Having one Product Owner will improve the clarity of accountability to the teams and to the product management department. This is a good suggestion, as it ensures that there is a single person who is responsible for maximizing the value of the product and managing the Product Backlog. Having one Product Owner also avoids confusion, duplication, or conflict among multiple Product Owners who may have different visions, priorities, or expectations for the product.

D: A single Product Backlog should be maintained holding all requirements for the new product. This is also a good suggestion, as it ensures that there is a single source of truth for the product requirements and that they are transparent and visible to all stakeholders. Having a single Product Backlog also enables the Product Owner to order the items based on their value, risk, dependency, and urgency, and to collaborate with the Scrum Teams to select and refine the items for each Sprint.

References:

The Scrum Guide, section 2.3 (The Scrum Team), page 7

The Scrum Guide, section 4.1 (The Product Backlog), page 11

The Scrum Master Learning Path, module 2 (The Scrum Framework), lesson 4 (Sprint Planning) and lesson 5 (The Sprint Review)

NEW QUESTION: 44

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 ([LEAVE A REPLY](#))

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: 45

What should a Development Team do with non-functional requirements?

- A.** Ensure they are addressed in every Increment.
- B.** Assign them to the technical leads on the team.
- C.** They will be addressed in the Integration Sprints.
- D.** Add them to a separate non-functional requirements list.

Answer: (SHOW ANSWER)

Non-functional requirements should be worked on alongside functional development.

NEW QUESTION: 46

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.

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NEW QUESTION: 47

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.** Note the issue for the next Sprint Retrospective.
- B.** 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.
- C.** Tell the Product Owner performance is defined by the Development Team.
- D.** Notify the team responsible for system performance.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 48

How should multiple Scrum Teams, working from the same Product Backlog, select the Product Backlog items their teams plan to work on?

- A.** The Product Owner will present the work and the Development Teams will select the items they will work on.
- B.** The Product Owner creates separate Product Backlogs for each Development Team.
- C.** Each Scrum Team would select an equal number of items.
- D.** The Product Owner assigns the work to each team.
- E.** The Scrum Team with the highest productivity will select the items first.

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

The ones doing the work are the best ones to decide what they can do and how to do it.

NEW QUESTION: 49

At the Sprint Planning, the Development Team is not able to forecast the number of Product Backlog items it can do in the upcoming Sprint due to unclear requirements. The Product Owner, however, was able to clearly define the business objective he hopes to achieve in the Sprint.

Which of the following two actions would you support? (Choose two.)

- A.** The Development Team forecasts the most likely Product Backlog items to meet the business objective and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, they start implementation and continue to analyze, decompose, and create additional functionality during the Sprint.
- B.** If all agree they can extend the Sprint Planning until the Development Team can forecast enough Product Backlog items before starting the implementation.

C. Allow the Development Team members as much time as needed to review the Product Backlog items and reconvene with the Product Owner when they are confident enough to make a forecast for the Sprint.

D. They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.

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

All events are time-boxed events, such that every event has a maximum duration. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.

NEW QUESTION: 50

During Sprint Planning, Developers work with the Product Owner to create a forecast for the Sprint. A forecast is a selection of Product Backlog items that the Developers believe are possible to get done by the end of the Sprint. Select two things that explain what done means.

(choose the best two answers)

A. Having an Increment that could be released to end users.

B. All work for which enough expertise and skills are present in the Scrum Team.

C. All work performed meets the Definition of Done.

D. All work to create an Increment that is ready for testing.

E. All work to create an Increment that is ready for acceptance testing by the Product Owner.

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

Explanation

Done means that the Increment is in a usable condition and meets the Scrum Team's Definition of Done. The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. Having an Increment that could be released to end users means that it is potentially releasable, which is one of the goals of Scrum. All work performed meets the Definition of Done means that the Developers have ensured that every Product Backlog item selected for the Sprint conforms to the agreed quality standards.

References:

The Scrum Guide, November 2020, p. 10-11

What is a Definition of Done?, Scrum.org, accessed on September 30, 2023 DONE

Understanding Of The Definition Of "Done", Scrum.org, December 16, 2019

NEW QUESTION: 51

Which of the following are time-boxed events in Scrum?

- A. Sprint Review
- B. Daily Scrum
- C. Sprint Retrospective
- D. Sprint Planning
- E. All of the above

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

NEW QUESTION: 52

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: 53

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

- A. Having a separate group of business analysts and functional testers analyzing high-ordered Product Backlog items before Sprint Planning.
- B. Having the Product Owner work with stakeholders between the end of the last Sprint and before beginning the next to prepare the Product Backlog items so not to interrupt the Development Team.

C. Having the business analysts in the Development Team create the upcoming Product Backlog items during a Sprint and adding them to the next Sprint's forecast.

D. Having the Development Team use some time during each Sprint to help the Product Owner analyze, estimate, and design items at the top of the Product Backlog that is projected to be worked on in the upcoming Sprint.

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

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

NEW QUESTION: 54

The Developers are waiting for an external supplier to deliver a specific product component that they need to integrate and use. Without that component there will not be enough work in the next Sprint to occupy the full team. They ask their Product Owner to re-order the Product Backlog. The Product Owner asks the Scrum Master for help. What would be good advice for the Product Owner? (Choose the best answer)

A. Tell the Product Owner that the Product Backlog needs to be re-ordered to maximize utilization of the Developers. It is important to keep productivity high through proper use of the capacity available

B. Tell the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog. Timeline of the flow might be influenced by such dependencies and require some level of Product Backlog re-ordering

C. Tell the Product Owner to remove all work involving the external component from the Product Backlog and create a new backlog for it. The work can then be planned in one or more separate Sprints as soon as the component is available.

Answer: ([SHOW ANSWER](#))

The Product Owner is responsible for maximizing the value of the product resulting from the work of the Scrum Team. One of the ways to do this is to order the Product Backlog in a way that reflects the flow of value to the stakeholders and customers. The Product Owner can use various factors to order the Product Backlog, such as value, risk, dependencies, learning opportunities, and feedback loops. However, sometimes the Product Owner may face challenges or constraints that affect the ordering of the Product Backlog, such as external dependencies, market changes, technical issues, or stakeholder requests. In such cases, the Product Owner needs to balance between delivering value and managing risks. The Product Owner may need to adjust the Product Backlog ordering to account for these factors, but not at the expense of compromising the value delivery. In this scenario, the Developers are waiting for an external supplier to deliver a specific

product component that they need to integrate and use. Without that component there will not be enough work in the next Sprint to occupy the full team. They ask their Product Owner to re-order the Product Backlog. The Product Owner asks the Scrum Master for help. A good advice for the Product Owner would be to tell them that their primary concern is the flow of value reflected in the ordering of the Product Backlog. Timeline of the flow might be influenced by such dependencies and require some level of Product Backlog re-ordering.

This advice would help the Product Owner to focus on delivering value while also considering the impact of the external dependency. The Product Owner could work with the Developers and stakeholders to identify and prioritize other valuable work that can be done in the next Sprint without relying on the external component. The Product Owner could also communicate with the external supplier and try to minimize or eliminate the dependency as much as possible.

NEW QUESTION: 55

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: ([SHOW ANSWER](#))

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: 56

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 57

A Scrum Team consists of Developers working from globally distributed locations. Organizing the Scrum events requires conferencing tools that are not easily available within the organization. The Developers propose doing a Daily Scrum only on Tuesdays. Which are the most appropriate responses for their Scrum Master?

(choose the best two answers)

- A.** Help the Developers understand that lowering the frequency of communication will only increase the feeling of disconnect between the team members.
- B.** Coach the Developers on why a daily frequency is important as an opportunity to update the Sprint Plan and how it helps the team organize work toward achieving the Sprint Goal.
- C.** Acknowledge and support this self-managing team's decision
- D.** Have the Developers vote to make sure there is consensus within the team

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

Explanation

The Daily Scrum is a 15-minute event for the Developers of the Scrum Team to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work¹. It is one of the five events of the Scrum framework and enables the three pillars of the empirical process of Scrum:

transparency, inspection, and adaptation². The Daily Scrum is not a status meeting, but a chance for the Developers to collaborate, coordinate, and plan their work³.

As a Scrum Master, you could help the Developers understand that lowering the frequency of communication will only increase the feeling of disconnect between the team members, especially when they are working from globally distributed locations. You could also coach the Developers on why a daily frequency is important as an opportunity to update the Sprint Plan and how it helps the team organize work toward achieving the Sprint Goal. You could suggest alternative conferencing tools or methods that are easily available and effective for the team. You could also facilitate the Daily Scrum by ensuring that it is positive, productive, and focused on the Sprint Goal.

Acknowledging and supporting this self-managing team's decision might seem like a good option, but it would not help the team to improve their collaboration and alignment. Having the Developers vote to make sure there is consensus within the team might also seem like a democratic way to handle the situation, but it would not address the underlying issue of why the team wants to reduce the frequency of the Daily Scrum.

References:

The Scrum Guide 2020, section "The Daily Scrum"

What Is the Daily Scrum?, A Guide to the Daily Event - Scrum Alliance

The Importance of Daily Scrum Meetings | Grata Software

NEW QUESTION: 58

What factors are best considered when defining the Sprint length?

- A.** The level of expertise over the technology to be used, ability to release an Increment to the end users, and the risk of being disconnected from the stakeholders.
- B.** How often team membership changes and the size of the Development Team.
- C.** Having consistent Sprint length across all Scrum Teams.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 59

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: 60

You are the Scrum Master for four Scrum Teams working from the same Product Backlog. Several of the Developers come to you complaining that work identified for the upcoming two Sprints will require full time commitment from Stella, an external specialist who is not a member of any of the four Scrum Teams. What would you consider acceptable solutions for the problem?

(choose the best three answers)

- A.** Organize a release Sprint in which Stella can thoroughly check and complete all the work done in her domain before considering the work releasable.
- B.** Developers with an interest in Stella's domain could volunteer to take on this work in their respective Scrum Teams.
- C.** Investigate whether additional techniques or frameworks for scaling Scrum would be appropriate for these Scrum Teams.
- D.** Have the Developers re-order the Product Backlog so Stella can serve one team full-time in a Sprint

E. Merge the Scrum Teams into one large Scrum Team for the next two Sprints. When the need for Stella's expertise is over, the teams can separate again

F. Ask Stella for a plan to hire and train additional people in her domain, and in the meantime work with the Product Owner and Scrum Teams to re-prioritize the work so that tasks not depending on Stella can be done first

G. Create a team with Stella and identify people from the Scrum Teams to temporarily work in Stella's domain to learn to better serve the existing teams

Answer: B,F,G (LEAVE A REPLY)

Explanation

B: Developers with an interest in Stella's domain could volunteer to take on this work in their respective Scrum Teams.

This is a good solution because it is consistent with the Scrum value of commitment, which means that the Scrum Team members are willing to learn new skills and take on new challenges to deliver value¹². By volunteering to take on this work, the Developers can reduce the dependency on Stella, increase their cross-functionality, and collaborate more effectively within and across the Scrum Teams³⁴. **F.** Ask Stella for a plan to hire and train additional people in her domain, and in the meantime work with the Product Owner and Scrum Teams to re-prioritize the work so that tasks not depending on Stella can be done first This is another good solution because it is consistent with the Scrum principle of empiricism, which means that the Scrum Team learns and adapts based on the actual outcomes and feedback, rather than following a predefined plan¹². By asking Stella for a plan to hire and train additional people, the Scrum Master can help address the root cause of the dependency and create more capacity and diversity in Stella's domain. By working with the Product Owner and Scrum Teams to re-prioritize the work, the Scrum Master can also help optimize the value and feasibility of the product backlog items, and enable the Scrum Teams to deliver valuable and functional increments every Sprint³⁴. **G.** Create a team with Stella and identify people from the Scrum Teams to temporarily work in Stella's domain to learn to better serve the existing teams This is also a good solution because it is consistent with the Scrum value of respect, which means that the Scrum Team members appreciate and value each other's skills and perspectives¹². By creating a team with Stella, the Scrum Master can acknowledge and leverage Stella's expertise and experience in her domain. By identifying people from the Scrum Teams to temporarily work in Stella's domain, the Scrum Master can also facilitate knowledge transfer and skill development among the team members, which can improve their self-organization and collaboration³⁴.
References: 1: Scrum Values | Scrum.org 2: Scrum Values - Atlassian 3: Scrum Guide | Scrum Guides 4:

Scrum - What is it, how it works, & how to start - Atlassian

NEW QUESTION: 61

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.

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NEW QUESTION: 62

You are the Scrum Master of a Scrum Team that has one Developer who disagrees with team decisions. Their disagreements are becoming disruptive and slowing progress. The Developer often returns to earlier team decisions and re-opens the issue. What are two ways to go about this problem? (Choose the best two answers)

- A. You organize an offsite team building activity to establish a foundation of trust. You observe whether the problem persists after the offsite activity.
- B. You take the Developer aside to express your concern over their disagreements and tell them to act as a team player and to comply with the team's decision.
- C. At the Sprint Retrospective you observe whether the topic is raised. If it does not happen, you check on how comfortable everybody is with the way team decisions are made.
- D. You go to the Human Resources department and ask them to have a conversation with the Developer based on the issues the team has raised.
- E. To every team member expressing this concern you suggest raising this with the full team. You offer to help initiate the conversation but not to resolve the concern yourself.

Answer: (SHOW ANSWER)

This is a good way to foster a positive team culture and improve the relationships among the team members. The offsite activity can help the team to have fun, relax, and bond with each other. It can also create an opportunity for the team to discuss their issues and concerns in a more informal and friendly setting. The Scrum Master can observe whether the problem of disagreement is resolved or reduced after the offsite activity, and provide feedback and support as needed.

This is a good way to empower the team to address their own problems and find their own solutions. The Scrum Master can encourage the team members to speak up and share their perspectives and feelings with the whole team, rather than keeping them to themselves or complaining to others. The Scrum Master can also facilitate the conversation and ensure that it is respectful, constructive, and productive, but not intervene or impose their own opinion or decision.

NEW QUESTION: 63

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: ([SHOW ANSWER](#))

Explanation/Reference:

NEW QUESTION: 64

You are a Scrum Master employed by the IT department. The IT manager considers adopting Scrum for a new project. He wonders however, what the value is in having all team members attend this meeting called "Daily Scrum" every day. The organization already has its employees attending so many mandatory meetings.

What are two outcomes of the Daily Scrum you inform him about, to express the importance of the Daily Scrum?

(choose the best two answers)

- A.** During the Daily Scrum the Developers will bring up problems that are hindering their progress, and for which they have no means to resolve, this provides an opportunity to resolve those impediments.
- B.** The Daily Scrum serves for the Developers to report to you, as a Scrum Master, all updates on the tasks to the Sprint, as registered in the Sprint Backlog. You 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.
- C.** Through the short, daily alignment of the Daily Scrum the Developers build 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 Developers to tackle any unforeseen circumstances that might otherwise disrupt the team's progress.
- D.** During the Daily Scrum, the Developers need to update the Scrum board with their current status and progress, at a task level. This is crucial to ensure that the IT manager can go up to the room at any time and view the team's actual progress.

E. The Developers will produce a status report indicating what each individual has done the past working day, and now much time that has taken. The accumulated reports will support 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 subsequent Sprint Planning meeting.

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

Explanation

The Daily Scrum is a 15-minute event for the Developers of the Scrum Team to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum is not a status meeting, but a way for the Developers to collaborate and self-organize around the most important work for the next 24 hours. The Daily Scrum also provides an opportunity for the Developers to identify and communicate any impediments that are hindering their progress, and request help from the Scrum Master or other team members to resolve them.

References:

What is a Daily Scrum? | Scrum.org

What Is the Daily Scrum? | A Guide to the Daily Event - Scrum Alliance

NEW QUESTION: 65

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 66

Scrum requires a Definition of Done. Which phrases describe the purpose of the Definition of Done? (Choose the best three answers)

- A.** It serves to track the percent completeness of a Product Backlog item during the Sprint.
- B.** During the Sprint it helps the Developers identify the work remaining for an Increment to be ready for release by the end of a Sprint.
- C.** It creates transparency into the state of the Increment when it is inspected at the Sprint Review.
- D.** It guides the Developers when creating a forecast at the Sprint Planning.
- E.** It provides a template for the documentation of the product Increment.
- F.** It is a checklist to inspect whether the Developers have performed their tasks by the end of a Sprint.

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

The Definition of Done is a formal description of the state of the Increment when it meets the quality standards required for the product. The purpose of the Definition of Done is to: During the Sprint, it helps the Developers identify the work remaining for an Increment to be ready for release by the end of a Sprint (B), by providing a clear and shared understanding of what "Done" means for each Product Backlog item and the Increment as a whole. It creates transparency into the state of the Increment when it is inspected at the Sprint Review, by ensuring that everyone involved in the product development has the same expectations and criteria for evaluating the value, usability, and quality of the Increment. It guides the Developers when creating a forecast at the Sprint Planning (D), by enabling them to estimate how much work they can realistically complete within a Sprint, based on their capacity, skills, and Definition of Done.

NEW QUESTION: 67

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

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: 68

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

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: 69

Doing your best and helping other Scrum Team members demonstrates which of the following?

- A.** Value of Commitment
- B.** Increased Revenue
- C.** Increased Profit
- D.** Maximizing utilization
- E.** High Performance

Answer: ([SHOW ANSWER](#))

People personally commit to achieving the goals of the Scrum Team by doing their best and helping others.

NEW QUESTION: 70

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

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

Answer: ([SHOW ANSWER](#))

Explanation/Reference:

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: 71

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: B,C,E (LEAVE A REPLY)

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: 72

What are two signs that a Scrum Team is self-managing?

(choose the best two answers)

- A. Management understands the team's daily tasks at all times.
- B. The Developers always know the status of the assigned work needed to deliver the tasks committed in the Sprint Plan.
- C. The Scrum Team can resolve conflicts and continue working.
- D. Creativity flourishes and new possibilities are explored.

Answer: C,D (LEAVE A REPLY)

Explanation

A self-managing Scrum Team is one that internally decides who does what, when, and how. It does not need external direction or supervision to accomplish its work. A self-managing Scrum Team can resolve conflicts and continue working, as this shows that the team members can collaborate effectively and handle disagreements without escalating them. Creativity flourishes and new possibilities are explored, as this shows that the team members are empowered to experiment and innovate, rather than following a fixed plan or process.

References:

The Scrum Guide 2020¹, section "The Scrum Team"

The Scrum Master Learning Path², module "The Self-Managing Scrum Team"

The Professional Scrum Master II Course³, topic "Self-Management"

NEW QUESTION: 73

Another team's Scrum Master seeks your advice. The Daily Scrum always runs longer than 15 minutes. The Developers suggest splitting the Scrum Team into two teams. What is your response? (Choose the best answer)

A. You disagree -- there is not enough information to justify splitting a team into two teams. You ask if there is anything you can do to help your colleague, for example observe one of the Daily Scrums with them.

B. You agree - this is an appropriate solution to the problem.

C. You disagree - you tell the Scrum Master that as Scrum Master they need to manage the timebox better.

D. You agree - splitting the team into two teams is a good strategy to allow them to learn how to run Daily Scrums quickly and effectively. Once they have learned to limit the Daily Scrum to 15 minutes, you can combine the teams again.

Answer: ([SHOW ANSWER](#))

Splitting a team into two teams is a major decision that should not be taken lightly. It may have implications for the product vision, the product backlog, the sprint goal, the sprint backlog, the definition of done, and the team dynamics. It may also reduce the effectiveness of the Scrum Team by creating dependencies, communication overhead, and coordination challenges.

Therefore, before considering such a drastic measure, it is advisable to explore other options to improve the quality and efficiency of the Daily Scrum. One option is to ask for help from another Scrum Master who can observe the Daily Scrum and provide feedback and suggestions.

NEW QUESTION: 74

Your organization always stresses the importance of on-time delivery and reliability. A manager has detected that your team's progress is too slow. They feel that your team's velocity needs to be 10% higher.

The organization expects you, as the Scrum Master, to make it happen. How do you respond?

(choose the best two answers)

A. You educate management that it is the Scrum Team's responsibility to improve their velocity. You invite management to the next Sprint Retrospective to brainstorm on how they can improve.

B. You inform management of organizational impediments that prevent the Scrum Team from being more productive. You enlist their help to remove these impediments.

C. You explain how a Scrum Team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivity. You refer management to the Product Owner for all information concerning the progress of development.

D. You tell management that this is not your accountability in Scrum. You direct them to the Product Owner to determine whether the forecast is accurate.

E. You help management understand that it typically takes a few Sprints for a team to gradually increase the velocity up to the level expected. Meanwhile you present 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.

Answer: B,C (LEAVE A REPLY)

Explanation

B: You inform management of organizational impediments that prevent the Scrum Team from being more productive. You enlist their help to remove these impediments.

This is a good answer because it is consistent with the Scrum Master's accountability to serve the Scrum Team and the organization by identifying and addressing the factors that hinder the team's effectiveness¹². By informing management of the organizational impediments, you can leverage their authority and influence to resolve them. By enlisting their help, you can also foster a collaborative and supportive relationship with them. C. You explain how a Scrum Team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivity. You refer management to the Product Owner for all information concerning the progress of development.

This is another good answer because it is consistent with the Scrum Master's accountability to educate and coach the organization on the Scrum framework and its principles¹². By explaining how velocity is used in Scrum, you can help management understand that it is not a reliable metric for measuring performance or comparing teams. By referring management to the Product Owner, you can also respect the Product Owner's accountability to manage the product backlog and communicate the value and status of the product³⁴.

References: 1: What is a Scrum Master? | Scrum.org 2: What is a scrum master? [+ Responsibilities] | Atlassian 3: What is a Product Owner? | Scrum.org 4: What is a product owner? [+ Responsibilities] | Atlassian : Scrum Guide | Scrum Guides

NEW QUESTION: 75

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: B,D (LEAVE A REPLY)

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

NEW QUESTION: 76

At the seventh Sprint Review, the stakeholders seem disappointed and angry. When asked about it, they say the product being built will not meet their needs and will cost more than they anticipated spending. What factors may have led to this? (Choose the best three answers)

- A.** The stakeholders have not been using the Sprint Reviews to actively engage, and inspect and evaluate progress.
- B.** The stakeholders were not allowed to enter the development area, or be present at the Daily Scrum.
- C.** The Project Management Office (PMO) and its project managers have not been adequately engaged, causing the project plan to become inaccurate.
- D.** The Scrum Master has not ensured transparency.
- E.** The Product Owner has not been interacting frequently with the stakeholders and kept them aware of the progress of the project.
- F.** Changes to the project plan were not adequately documented and shared. The change request procedure was not diligently followed.

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

This is a possible factor that may have led to the disappointment and anger of the stakeholders.

The Sprint Review is an event where the Scrum Team and the stakeholders collaborate to inspect the product Increment and adapt the Product Backlog based on feedback and new insights. If the stakeholders do not participate actively in the Sprint Review, they may miss the opportunity to provide input, voice their concerns, and influence the direction of the product development.

This is another possible factor that may have led to the disappointment and anger of the stakeholders. The Scrum Master is accountable for establishing and promoting transparency among the Scrum Team and the stakeholders, by ensuring that everyone has a clear and common understanding of the product vision, the Product Goal, the Product Backlog, the Sprint Goal, the Sprint Backlog, and the Definition of Done. Without transparency, there may be misalignment, confusion, or unrealistic expectations among the stakeholders regarding the product being built.

This is also a possible factor that may have led to the disappointment and anger of the stakeholders. The Product Owner is responsible for engaging with the stakeholders regularly and communicating the value, scope, and status of the product development. The Product Owner should also seek feedback from the stakeholders and incorporate it into the Product Backlog refinement and ordering. If the Product Owner does not interact frequently with the stakeholders, they may feel disconnected, ignored, or dissatisfied with the product being built.

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NEW QUESTION: 77

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 ([LEAVE A REPLY](#))

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: 78

A Scrum Team has been working on a product for several iterations and has an average velocity of 55 units of

'done' work per Sprint. A second team will be added to work on the same product.

What might be the impact on the original team?

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

Answer: (SHOW ANSWER)

Explanation

Explanation:

Similar to membership changes within a single Scrum Team, adding or removing additional Scrum Teams working on the same product will impact productivity in the short term.

Adding additional teams often go through recognizable stages as they change from being a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages.

NEW QUESTION: 79

You are the Scrum Master for three Scrum Teams working on the same product. There is a single Product Backlog that all three Scrum Teams select from. Management is eager to improve the productivity of the teams and wants to standardize velocity across all three teams so that they can see how each team is delivering value. When responding to management, which two statements are appropriate?

(choose the best two answers)

- A. Incentivizing teams based on velocity can boost the Scrum Team's motivation to create more value.

- B.** Standardizing velocity across teams can help with understanding which teams are creating more value.
- C.** Velocity has no direct relationship with 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: ([SHOW ANSWER](#))

Explanation

C: Velocity has no direct relationship with value. This is a true statement, as velocity is a measure of the amount of work done by a Scrum Team in a Sprint, not the value or quality of that work. Velocity can vary depending on many factors, such as the size, complexity, and priority of the Product Backlog items, the skills and experience of the Developers, the Definition of Done, and the Sprint length. Therefore, velocity is not a reliable indicator of value creation or team performance.

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. This is a true statement, as velocity is a team-specific metric that reflects how much business functionality the Scrum Team can deliver in a Sprint. Velocity can help the Scrum Team to forecast how many Product Backlog items they can select for the next Sprint, based on their past performance and current capacity. However, velocity is not a goal or a target for the Scrum Team, and it should not be compared across teams.

References:

Professional Scrum Master II Course, page 15: "Velocity is a measure of how much work a team can complete in a given time period. It is usually expressed in terms of story points or function points per Sprint." Professional Scrum Master II Course, page 16: "Velocity is not a measure of value or quality. It does not tell us anything about the usefulness, usability, or desirability of the product increment." Professional Scrum Master II Course, page 17: "Velocity is unique to each team and depends on many factors, such as the size and complexity of the work items, the skills and experience of the team members, the definition of done, and the length of the Sprint." Professional Scrum Master II Course, page 18: "Velocity can be used as an input for Sprint Planning, to help the team forecast how much work they can realistically accomplish in the next Sprint. However, velocity is not a goal or a target for the team, and it should not be used to compare or evaluate teams."

NEW QUESTION: 80

Which two options describe how project budgeting and financial forecasting work in Scrum?

(Choose the best two answers)

- A.** Scrum does not align with traditional accounting practices. The financial department needs to be given a fixed cost per Sprint per team.
- B.** Several Sprints may be funded as a single release, with the result of each Sprint being releasable product

C. The only funding is for the run cost (time and materials) of the Scrum Teams, so no budgeting process is needed_

D. It is ideally revisited as frequently as each Sprint to ensure value is being delivered for the investment spent.

Answer: (SHOW ANSWER)

Short Scrum is a framework for delivering value to customers and stakeholders in an iterative and incremental way. Scrum does not prescribe how project budgeting and financial forecasting should be performed, but it does provide some principles and practices that can help with this process. One of these principles is that each Sprint should produce a potentially releasable product Increment that delivers value and meets the Definition of Done. This means that several Sprints may be funded as a single release, with the result of each Sprint being releasable product. This allows the Product Owner to decide when to release the product based on the feedback from the customers and stakeholders, and the market conditions.

Another principle is that Scrum promotes transparency, inspection, and adaptation. This means that the budgeting and forecasting process should be revisited as frequently as each Sprint to ensure value is being delivered for the investment spent. This allows the Scrum Team to inspect the outcomes of the delivered Sprint Increments, compare them with the expected benefits and costs, and adapt the product backlog and the release plan accordingly. Scrum does not align with traditional accounting practices that require fixed scope, cost, and time. However, this does not mean that Scrum Teams do not need a budgeting process or that they only need to cover the run cost (time and materials) of the Scrum Teams. Scrum Teams still need to estimate the size and value of the product backlog items, forecast the delivery date and cost of the product or release, and track the actual spending and revenue of the product or release. The difference is that these estimates and forecasts are based on empirical data from previous Sprints, rather than on upfront assumptions or guesses. They are also subject to change as new information emerges or new requirements arise.

NEW QUESTION: 81

A Scrum Team has been working on a product for several iterations and has an average velocity of 55 units of 'done' work per Sprint. A second team will be added to work on the same product.

What might be the impact on the original team?

A. Their velocity is likely not affected and will remain at 55.

B. Their velocity is likely to drop and be less than 55.

C. Their velocity is likely to rise and be more than 55.

Answer: B (LEAVE A REPLY)

Similar to membership changes within a single Scrum Team, adding or removing additional Scrum Teams working on the same product will impact productivity in the short term.

Adding additional teams often go through recognizable stages as they change from being

a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages.

NEW QUESTION: 82

During a Sprint Review, the Product Owner determines that she is going to release the current Increment to production. The stakeholders ask to stop the Sprint to react more quickly to the user feedback that is expected after this release. The Product Owner prefers to continue the Sprint to make progress with the next release.

You facilitate a discussion on how to proceed.

What are two acceptable results of this discussion?

(choose the best two answers)

- A. Continue sprinting but shorten the Sprint length to allow for shorter feedback loops.
- B. Stop sprinting and let the Developers work on new customer requests as they arise.
- C. Continue sprinting and include the customer feedback in the Product Backlog.
- D. Continue sprinting but allow customer feedback to change the Sprint Goal within the Sprint.

Answer: A,C (LEAVE A REPLY)

Explanation

The Sprint Review is an event that inspects the outcome of the Sprint and determines future adaptations. The Product Owner has the authority to release the Increment to production at any time, but this does not mean that the Sprint has to be stopped or changed. The stakeholders can provide feedback and suggestions for the product, but they cannot interfere with the Sprint Goal or the Sprint Backlog within the Sprint. The Scrum Team can decide to:

Continue sprinting but shorten the Sprint length to allow for shorter feedback loops (A), which is a valid option if the Scrum Team agrees that this will improve their agility and value delivery. However, this should not be done frequently or arbitrarily, as it may disrupt the rhythm and focus of the team.

Continue sprinting and include the customer feedback in the Product Backlog, which is the most appropriate option as it respects the empirical nature of Scrum and allows the Product Owner to prioritize and order the Product Backlog based on new insights and stakeholder needs.

References: : [Scrum Guide], The Sprint Review : [Scrum Guide], The Product Owner : [Scrum Guide], The Sprint : [Scrum Guide], The Product Backlog

NEW QUESTION: 83

Using Scrum ensures that adding more resources to a project proportionally increases the value delivered.

- A. True
- B. False

Answer: B (LEAVE A REPLY)

Using Scrum does not ensure that adding more resources to a project proportionally increases the value delivered. In fact, adding more resources may have the opposite effect, as it can introduce more complexity, communication overhead, coordination challenges, and integration issues. Scrum values quality over quantity, and focuses on delivering the most valuable and feasible outcomes in a given timebox. Scrum also encourages teams to be self-organizing and cross-functional, which means that they can work autonomously and collaboratively without relying on external resources or dependencies.

NEW QUESTION: 84

Steven, the Scrum Master, is approached by one of the Development Team members saying that they are not completing regression tests for all of the work they are performing to the level defined in the Definition of Done. They have discussed this with the Product Owner and decided to remove regression testing from the Definition of Done.

Which two actions are the most appropriate for Steven to take? (Choose two.)

- A.** Reject the decision as the long term maintainability of the product will be negatively impacted by modifying the Definition of Done.
- B.** Accept the decision as a mutual agreement has been made between the Development Team and the Product Owner.
- C.** Ask the Development Team and the Product Owner what problem they are trying to solve by altering the Definition of Done and removing regression testing from it. In what ways will this decision impact transparency and quality?
- D.** Ask the Development Team and the Product Owner if they are still able to produce potentially shippable product increments by altering the Definition of Done?

Answer: C,D (LEAVE A REPLY)

As a servant/leader, the Scrum Master facilitates conversations through open ended Question:s in order to help the team members make the best possible decisions according to what is known at the time. He/she does not approve or reject team decisions but ensures the team stays within the boundaries of the Scrum framework.

NEW QUESTION: 85

In an environment where user acceptance testing is required before the Increment can be put into production, a development manager proposes to have user acceptance testing done every third Sprint, because the feedback from the user acceptance tests are disrupting work in Sprints. Is this a good idea? (Choose the best answer)

- A.** It depends on what is stated in their Definition of Done.
- B.** No, the Increment will not be transparent and the feedback loop is too long.
- C.** Yes, the Scrum Team is a self-managing team.
- D.** Yes, the Scrum Team needs stability in the Sprint.

Answer: B (LEAVE A REPLY)

User acceptance testing is a process of verifying that the product meets the user's needs and expectations. It is an important feedback mechanism that helps the Scrum Team validate their assumptions, inspect the value and quality of the Increment, and adapt their plans accordingly.

Scrum requires that the Increment be transparent, meaning that it is observable and understandable by anyone with a stake in the outcome. Scrum also requires that the feedback loop be short, meaning that the Scrum Team can receive and respond to feedback quickly and frequently. Therefore, it is not a good idea to have user acceptance testing done every third Sprint, because:

The Increment will not be transparent (B), meaning that the Scrum Team and the stakeholders will not have a clear and shared understanding of what has been done and what remains to be done. This may lead to misalignment, confusion, or conflict over the product vision, scope, and quality. The feedback loop is too long (B), meaning that the Scrum Team will not be able to inspect and adapt based on the user's feedback in a timely manner. This may lead to wasted effort, missed opportunities, or reduced value delivery.

NEW QUESTION: 86

A time-box is:

- A.** An event that starts at a specific time.
- B.** An event with a minimum set time.
- C.** An event that cannot take more than a maximum amount of time.
- D.** An event that must happen by a specific time.

Answer: (SHOW ANSWER)

All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process.

NEW QUESTION: 87

Steven is a Scrum Master of a Development Team that has members working in different cities and time zones. Organizing the Scrum events is time consuming and requires a lot of effort to set up and run. The Development Team proposes to only hold the Daily Scrum on Mondays.

Which two responses would be most appropriate from Steven? (Choose two.)

- A.** Coach the team on why having a Daily Scrum every day is an important opportunity to update the Sprint plan and how it helps the team self-organize work toward achieving the Sprint Goal.
- B.** Ensure that there is an overall consensus by having the Development Team members vote.
- C.** Help the Development Team understand that lowering the frequency of communication will only increase the feeling of disconnect between the team members.

D. Acknowledge and support their decision.

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

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: 88

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: 89

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

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

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

NEW QUESTION: 90

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. 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.
- C.** Without feature teams, you cannot do Scrum. Postpone Scrum adoption until the teams are reorganized in feature teams.
- D.** 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: B,D (LEAVE A REPLY)

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: 91

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: B,E,F (LEAVE A REPLY)

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.

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NEW QUESTION: 92

An organization is planning to form five new Scrum Teams to work on building a single product. A few of the future team members ask the Scrum Master who will coordinate the work between the different Scrum Teams.

What action should the Scrum Master take?

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

Answer: B (LEAVE A REPLY)

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: 93

The Development Team can cancel the Sprint:

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 94

User documentation is part of your Definition of Done. However, there are not enough technical writers for all teams. Your Scrum Team does not have a technical writer. What needs to be done?

(Choose the best answer)

- A.** Your Scrum Team is still accountable for creating user documentation. In this case, the Developers will write it.
- B.** Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.
- C.** Form a separate team of technical writers that will work on an on-demand basis for the various Product Owners. Work order will be first in, first out.

Answer: A (LEAVE A REPLY)

User documentation is part of your Definition of Done, which means that it is a requirement for delivering a potentially releasable product increment. Your Scrum Team cannot ignore or postpone this requirement, even if there are not enough technical writers for all teams. Your Scrum Team is responsible for creating and maintaining the user documentation, and the Developers are the ones who have the skills and authority to do so. The Scrum Master can help the Developers learn how to write effective user documentation, and the Product Owner can provide feedback on its quality and value.

NEW QUESTION: 95

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: B,E,F (LEAVE A REPLY)

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: 96

Eight months ago your company started developing a new product consisting of several major components. You are the Scrum Master on the team building the "core" component of the product; your component also integrates all the other components. The Scrum Teams work in monthly Sprints, and the team has forecast that it will deliver the integrated product in three Sprints. Recently the team's progress slowed because of changes to the other components that they integrate. The program manager is extremely upset when they

find out that the team will need two more Sprints. The project managers of the other components confirm their adherence to the original forecast. As a Scrum Master, what could you do to help the Product Owner?

(Choose the best answer)

- A.** You calculate how many additional developers it would take to increase velocity to make the original date. You inform the program manager of the additional budget for these developers. This would then allow meeting the original forecast
- B.** You remove all items from the Product Backlog for which development is forecast to be beyond the expected date.
- C.** You suggest working with the program manager and the project managers of the other components on the ordering and the value of your open Product Backlog items to redefine the possible delivery date.
- D.** You lengthen your Sprints to accommodate the delays.

Answer: C (LEAVE A REPLY)

As a Scrum Master, you could help the Product Owner by suggesting working with the program manager and the project managers of the other components on the ordering and the value of your open Product Backlog items to redefine the possible delivery date. This would allow you to collaborate with the stakeholders and align on the expectations and priorities of the product. You could also inspect and adapt your integration process and communication channels with the other teams to minimize the impact of changes and dependencies.

NEW QUESTION: 97

What are acceptable ways a Scrum Master may work to ensure Scrum is understood and enacted? (Choose the best three answers)

- A.** Arrange one-on-one coaching sessions where concerns the Scrum Master has identified can be discussed.
- B.** Hold longer, more in-depth retrospectives with formal learning as part of the retrospective.
- C.** Schedule group training about Scrum.
- D.** Require senior management to mandate that all teams in the organization must follow and enact Scrum.
- E.** Educate stakeholders and customers about Scrum.

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

This is a good way to provide individual feedback and guidance to the Scrum Team members and other people involved in the Scrum process. The Scrum Master can help them overcome any challenges or misunderstandings they may have about Scrum.

This is a good way to educate and inform a larger audience about the principles and practices of Scrum. The Scrum Master can use this opportunity to share their knowledge and experience with Scrum, and answer any questions or concerns that may arise.

This is a good way to ensure that the people who have a stake in the product or service understand the benefits and expectations of Scrum. The Scrum Master can help them appreciate the value of empirical feedback, transparency, and collaboration that Scrum provides.

NEW QUESTION: 98

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 (LEAVE A REPLY)

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

NEW QUESTION: 99

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: A,B (LEAVE A REPLY)

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.

may seem like the right thing to do but by doing

"Removing every impediment for the Development Team"

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: 100

How does the Scrum Master serve the Scrum Team? (Choose the best two answers)

- A.** The Scrum Master coaches the Scrum Team and the organization how to work empirically.
- B.** The Scrum Master resolves every impediment that the Developers run into
- C.** The Scrum Master never intervenes in matters of the Scrum Team, but allows them to maximize their autonomy and freedom.
- D.** The Scrum Master facilitates Scrum events as requested or needed

Answer: ([SHOW ANSWER](#))

The Scrum Master serves the Scrum Team by coaching them and the organization how to work empirically, which means using an evidence-based approach to inspect and adapt the product and the process. The Scrum Master also facilitates Scrum events as requested or needed, such as the Sprint Planning, the Daily Scrum, the Sprint Review, and the Sprint Retrospective. The Scrum Master ensures that these events are positive, productive, and kept within the timebox.

The Scrum Master does not resolve every impediment that the Developers run into, but rather helps them to remove or overcome those impediments themselves. The Scrum Master also does not never intervene in matters of the Scrum Team, but rather balances between providing guidance and allowing autonomy. The Scrum Master is not a passive observer, but an active servant leader who supports the team in achieving their goals.

NEW QUESTION: 101

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 Planning. As more is learned during the Sprint, work may emerge that affects the Sprint Backlog.
- C.** Advise the Product Owner that the Development Team owns the Sprint Backlog and it is up to them to meet their commitments. No one tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.
- D.** Add more people to the Development Team to meet the Product Owner's expectations.

Answer: ([SHOW ANSWER](#))

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: 102

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: 103

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: (SHOW ANSWER)

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: 104

A Scrum Team has been using the Daily Scrum to report Sprint progress to the Product Owner, because the Product Owner wants to track what every Developer is working on every day. What is the best thing for the Scrum Master to do? (Choose the best answer)

- A.** Coach the Product Owner and the Developers on the purpose of Scrum events and let them figure out how to deal with this situation.
- B.** Start attending the Daily Scrum so that whenever the Developers have a conflict with the Product Owner, the Scrum Master can resolve the conflict
- C.** Nothing. The Product Owner can continue to track progress at the Daily Scrum.
- D.** Ask the Product Owner to stop attending the Daily Scrum.

Answer: A (LEAVE A REPLY)

This is the best answer because it is consistent with the Scrum Master's accountability to educate and coach the Scrum Team and the organization on the Scrum framework and its principles. By coaching the Product Owner and the Developers on the purpose of Scrum events, the Scrum Master can help them understand that the Daily Scrum is not a status report or a performance review, but a time to inspect and adapt their progress toward the Sprint Goal. By letting them figure out how to deal with this situation, the Scrum Master can also respect and enable their self- organization and collaboration.

NEW QUESTION: 105

What is the primary concern when multiple Scrum Teams work from the same Product Backlog with the goal of creating a valuable and useful integrated Increment by the end of their Sprint?

(choose the best answer)

- A.** Minimizing dependencies between Scrum Teams.
- B.** Clearly defining all requirements three Sprints ahead.
- C.** Maximizing velocity.
- D.** Making sure there is enough work for everyone on every team.

Answer: A (LEAVE A REPLY)

Explanation

When multiple Scrum Teams work from the same Product Backlog, they need to collaborate and coordinate their work to deliver a potentially releasable Increment that meets the Definition of Done. This requires minimizing dependencies between Scrum Teams, such as technical, functional, or organizational dependencies. Dependencies can cause delays, rework, waste, and lower quality. Scrum Teams should strive to be cross-functional and autonomous, and use techniques such as feature slicing, dependency mapping, and integration testing to reduce dependencies¹²³. References: 1:

<https://www.scrum.org/resources/blog/dependencies-between-scrum-teams> 2:

<https://www.scrum.org/resources/blog/feature-slicing-how-make-it-work>

3:<https://www.scrum.org/resources/blo>

NEW QUESTION: 106

When scaling Scrum it is important to have multiple Scrum Teams working from one Product Backlog

A. True

B. False

Answer: A (LEAVE A REPLY)

When scaling Scrum, it is important to have multiple Scrum Teams working from one Product Backlog, because this ensures that they are aligned on the same product vision, goal, and value.

Having one Product Backlog also helps to reduce duplication, inconsistency, and waste, and to optimize the flow of work and feedback. The Product Owner is accountable for managing the Product Backlog and ensuring that it is transparent, ordered, and refined for the multiple Scrum Teams. The Scrum Teams collaborate with the Product Owner and each other to deliver a single integrated product Increment every Sprint.

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NEW QUESTION: 107

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)

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

NEW QUESTION: 108

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: ([SHOW ANSWER](#))

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

NEW QUESTION: 109

In the Sprint Review; one of the stakeholders highlights the money spent this year; and that due to market changes, the funding may run out An argument follows this statement, with raised voices and strong emotional statements. As a Scrum Master, what are your two best options?

(choose the best two answers)

- A.** Encourage the stakeholders to focus on delivering the highest value items for the next Sprint.
- B.** It is the Product Owner's meeting, so do nothing.
- C.** Defend the budget, asking the stakeholders to support the funding of the work.
- D.** Argue that the Scrum Team needs to be kept busy while the funding is confirmed
- E.** Ask for a short break for people to calm down and be objective

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

Explanation

One of the ways to do this is by facilitating the Scrum events, such as the Sprint Review, where the Scrum Team and the stakeholders inspect the product Increment and adapt the Product Backlog². In this situation, where there is a conflict among the stakeholders about the budget and the funding, your two best options are:

Encourage the stakeholders to focus on delivering the highest value items for the next Sprint. This option aligns with the purpose of the Sprint Review, which is to collaborate on what was done in the Sprint and what to do next². By encouraging the stakeholders to focus on delivering value, you are helping them prioritize the most important features or functionalities that can maximize the return on investment and reduce risk³. This can also help them align their expectations and goals, and create a shared understanding of the product vision.

Ask for a short break for people to calm down and be objective. This option aligns with your role as a facilitator, who helps the participants have constructive and respectful conversations⁴. By asking for a short break, you are giving them a chance to cool off and regain their composure. This can also help them be more objective and rational, and avoid emotional reactions that can escalate the conflict or damage the relationship.

The other options are not advisable because:

It is the Product Owner's meeting, so do nothing. This option is incorrect because it contradicts your accountability as a Scrum Master. The Sprint Review is not only the Product Owner's meeting, but a collaborative event that involves the whole Scrum Team and the stakeholders². As a Scrum Master, you have a responsibility to facilitate this event and ensure that it is productive and valuable¹. Doing nothing would mean neglecting your duty and allowing the conflict to persist or worsen.

Defend the budget, asking the stakeholders to support the funding of the work. This option is incorrect because it goes beyond your scope as a Scrum Master. The budget and the funding are not your primary concerns, but rather the value and quality of the product that you deliver¹. Defending the budget would mean taking sides in the conflict, which can compromise your neutrality and credibility as a facilitator.

It can also create more tension and resentment among the stakeholders, who may feel that you are not listening to their perspectives or interests.

Argue that the Scrum Team needs to be kept busy while the funding is confirmed. This option is incorrect because it contradicts the principle of empiricism, which is the foundation of Scrum⁵. Empiricism means that you make decisions based on what is known, rather than what is assumed or predicted⁵. Arguing that the Scrum Team needs to be kept busy while the funding is confirmed would mean ignoring or denying the reality of the situation, which can lead to waste or inefficiency. It can also undermine the trust and collaboration between the Scrum Team and the stakeholders, who may feel that you are not transparent or accountable.

References: 1: <https://www.scrum.org/resources/what-is-a-scrum-master> 2:

<https://www.scrum.org/resources/what-is-a-sprint-review> 3:

<https://www.scrum.org/resources/blog/value-driven-development> 4:

<https://www.scrum.org/resources/blog/facilitation-scrum-masters-superpower> 5:

<https://www.scrum.org/resources/what-is-empiricism-and-why-is-it-important-to-scrum>

NEW QUESTION: 110

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: (SHOW ANSWER)

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

NEW QUESTION: 111

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: ([SHOW ANSWER](#))

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: 112

Your organization always stresses the importance of on-time delivery and reliability. A manager has detected that your team's progress is too slow. They feel that your team's velocity needs to be 10% higher. The organization expects you, as the Scrum Master, to make it happen. How do you respond? (Choose the best two answers)

- A.** You educate management that it is the Scrum Team's responsibility to improve their velocity. You invite management to the next Sprint Retrospective to brainstorm on how they can improve.
- B.** You inform management of organizational impediments that prevent the Scrum Team from being more productive. You enlist their help to remove these impediments.
- C.** You explain how a Scrum Team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivity. You refer management to the Product Owner for all information concerning the progress of development.
- D.** You tell management that this is not your accountability in Scrum. You direct them to the Product Owner to determine whether the forecast is accurate.
- E.** You help management understand that it typically takes a few Sprints for a team to gradually increase the velocity up to the level expected. Meanwhile you present 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.

Answer: ([SHOW ANSWER](#))

This is a good answer because it is consistent with the Scrum Master's accountability to serve the Scrum Team and the organization by identifying and addressing the factors that hinder the team's effectiveness. By informing management of the organizational impediments, you can leverage their authority and influence to resolve them. By enlisting their help, you can also foster a collaborative and supportive relationship with them.

This is another good answer because it is consistent with the Scrum Master's accountability to educate and coach the organization on the Scrum framework and its principles. By explaining how velocity is used in Scrum, you can help management understand that it is not a reliable metric for measuring performance or comparing teams. By referring management to the Product Owner, you can also respect the Product Owner's accountability to manage the product backlog and communicate the value and status of the product³⁴.

NEW QUESTION: 113

You are the Scrum Master of a Scrum Team that is new to Scrum. The Product Owner comes to you halfway through the Sprint and says, "I do not feel like the Developers will be able to meet the forecast that they developed during Sprint Planning." What should you do in this situation?

(choose the best answer)

- A.** Coach the Product Owner that achieving the Sprint Goal is the Scrum Team's objective. A forecast is only used to initially estimate the effort required to reach the Sprint Goal.
- B.** Agree to help the Product Owner by having a discussion with the Developers about the importance of meeting their forecast.
- C.** Add more people to the Scrum Team to meet the Product Owner's expectations.
- D.** Talk to the Developers. Challenge and inspire them to complete all of the work so that they meet their forecast.

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

Explanation

Coach the Product Owner that achieving the Sprint Goal is the Scrum Team's objective. A forecast is only used to initially estimate the effort required to reach the Sprint Goal.

This is true because the Scrum Master's role is to help the Product Owner understand the Scrum framework and its principles, such as empiricism, self-organization, and collaboration¹². The Scrum Master should also remind the Product Owner that the forecast is not a commitment, but a plan that can be adjusted based on the Sprint progress and feedback³. The Scrum Master should focus on the value and outcome of the Sprint, rather than the output and scope.

References: 1: What is a Scrum Master? | Scrum.org 2: What is a scrum master? [+ Responsibilities] | Atlassian 3: [Scrum Guide | Scrum Guides] : What Is a Scrum Master (and How Do I Become One)? - Coursera

NEW QUESTION: 114

You are a Scrum Master and one of the Developers approaches you and says: Every Sprint we are not completing regression testing for all of the selected Product Backlog items in the Sprint, but regression testing is part of the Definition of Done. We have discussed with the Product Owner and during the Sprint we decided to change the Definition of Done to remove regression testing. Which two actions are appropriate in this situation? (Choose the best two answers)

- A.** Agree with altering the Definition of Done, if both the Developers and Product Owner agree.
- B.** Ask the Developers and the Product Owner if removing regression testing from the Definition of Done allows the team to produce useful and valuable Increments at the end of every Sprint?
- C.** Ask the Developers and the Product Owner what problem they are going to solve by altering the Definition of Done during the Sprint to remove regression testing. Will this raise transparency or improve quality?
- D.** Disagree with the decision and tell them that having a stringent Definition of Done is important for the quality of the product, and they need to follow it.

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

This is a good way to challenge the decision and make them think about the consequences of lowering the quality standards. The Scrum Master can help them understand the importance of delivering a potentially releasable product increment that meets the expectations of the stakeholders and customers.

This is a good way to explore the root cause of the issue and find out why they are not able to complete regression testing for all of the selected Product Backlog items in the Sprint. The Scrum Master can help them identify and remove any impediments or inefficiencies that prevent them from achieving their Sprint Goal.

NEW QUESTION: 115

What can the Scrum Value of openness easily impact?

(choose the best answer)

- A. Collaboration.
- B. Product quality.
- C. Employee satisfaction.
- D. Time to market.
- E. Stakeholder trust.
- F. All of the above.

Answer: ([SHOW ANSWER](#))

Explanation

The Scrum Value of openness can easily impact all of the aspects listed in the question. Openness means that the Scrum Team and the stakeholders agree to be transparent about their work, their challenges, their learnings, and their progress. This fosters a culture of collaboration, trust, feedback, and continuous improvement. Openness also helps to ensure that the product quality meets the expectations of the customers and the stakeholders, and that the product is delivered in a timely manner. Openness also contributes to employee satisfaction, as it allows the Scrum Team members to express their opinions, share their ideas, and learn from each other.

References:

The Scrum Guide, section 2.2 (Scrum Values), page 6

The Scrum Master Learning Path, module 1 (Scrum Theory), lesson 3 (Scrum Values)

NEW QUESTION: 116

Which statements are true about the Sprint Goal?

(choose the best two answers)

- A. Sprint Goals often change during the Sprint as new insights emerge during the work.
- B. During Sprint Planning, the Scrum Team crafts a Sprint Goal based on an objective that the Product Owner would like to achieve that Sprint.
- C. Sprint Goals give Developers flexibility and creativity on how to implement functionality during the Sprint
- D. The use of Sprint Goals is optional in the Scrum Framework

Answer: ([SHOW ANSWER](#))

Explanation

According to the Scrum Guide 2020, the Sprint Goal is a short statement that provides direction and focus for the Scrum Team throughout the Sprint¹. The Sprint Goal is chosen by the Scrum Team during Sprint Planning, based on the Product Backlog items that they forecast to complete in the Sprint¹. The Sprint Goal also gives Developers flexibility and creativity on how to implement functionality during the Sprint, as long as they do not endanger the Sprint Goal¹. Therefore, the statements that are true about the Sprint Goal are:

During Sprint Planning, the Scrum Team crafts a Sprint Goal based on an objective that the Product Owner would like to achieve that Sprint. This statement is true because it reflects the purpose and process of creating a Sprint Goal. The Product Owner proposes an objective for the Sprint, based on the current state of the product and the stakeholders' needs². The Developers then select the Product Backlog items that support that objective, and craft a Sprint Goal that expresses what value they will deliver in the Sprint².

Sprint Goals give Developers flexibility and creativity on how to implement functionality during the Sprint. This statement is true because it reflects the benefit and outcome of having a Sprint Goal. The Sprint Goal is not a fixed scope of work, but a flexible goal that guides the Developers' decisions and actions³. The Developers can modify their Sprint Backlog during the Sprint as needed, as long as they do not endanger the Sprint Goal¹. The Sprint Goal also encourages the Developers to work together rather than on separate initiatives³.

The other statements are not true because:

Sprint Goals often change during the Sprint as new insights emerge during the work. This statement is false because it contradicts the Scrum framework, which defines the Sprint Goal as a commitment by the Developers that does not change during a Sprint¹. The Sprint Goal provides coherence and alignment for the Scrum Team, and helps them cope with complexity and uncertainty³. Changing the Sprint Goal during a Sprint would undermine its value and impact, and create confusion and waste.

The use of Sprint Goals is optional in the Scrum Framework. This statement is false because it contradicts the Scrum framework, which defines the Sprint Goal as a mandatory element of each Sprint¹. The Scrum Guide 2020 states that "the entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint" and "the Developers commit to achieving the Sprint Goal" ¹.

Without a Sprint Goal, there would be no clear direction or focus for the Scrum Team, and no way to measure their progress or success.

References: 1: <https://www.scrumguides.org/scrum-guide.html#sprint-goal> 2:

<https://www.scrumguides.org/scrum-guide.html#sprint-planning> 3:

<https://www.scrum.org/resources/blog/sprint-goal-key-element-scrum>

NEW QUESTION: 117

Respect is one of the five Scrum values. Which statements demonstrate respectful behavior in the Scrum Team?

(choose the best two answers)

- A.** Respect the accountabilities of the Scrum Team members.
- B.** Respect the Product Owner by letting them change the Sprint Goal during the Sprint
- C.** Respect people, their experience, diversity, and difference in opinion
- D.** Respect stakeholder expectations that Scrum Teams will meet their forecast.

Answer: A,C (LEAVE A REPLY)

Explanation

Respect is one of the Scrum values that means recognizing the value of each individual and their contribution, trusting them to fulfill their tasks, listening to and considering their ideas, and acknowledging their accomplishments. Respect also means honoring the diversity of people, their experiences, and their opinions.

Respect facilitates collaboration, learning, and creativity in the Scrum Team.

Some statements that demonstrate respectful behavior in the Scrum Team are:

Respect the accountabilities of the Scrum Team members. This means that each role in the Scrum Team has a clear set of responsibilities and expectations, and that other team members respect those boundaries and do not interfere with or undermine them. For example, the Product Owner is accountable for maximizing the value of the product and the work of the Developers, and the Developers respect that by following the Product Owner's guidance on what to work on and what not to work on. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide, causing change that increases the productivity of the Scrum Team, and working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization. The Developers respect that by adhering to the Scrum framework, being open to feedback and improvement, and collaborating with other Scrum Teams when needed.

Respect people, their experience, diversity, and difference in opinion. This means that each person in the Scrum Team is valued as a skilled professional who brings unique perspectives and insights to the team.

The team members respect each other's expertise, skills, and ideas, and are willing to learn from each other and from their stakeholders. They also respect that people may have different opinions or preferences on how to approach a problem or a solution, and they seek to understand those differences rather than dismiss or ignore them. They engage in constructive dialogue and respectful disagreement when necessary, and they support team decisions even if they are not their personal choices.

Some statements that do not demonstrate respectful behavior in the Scrum Team are:

Respect the Product Owner by letting them change the Sprint Goal during the Sprint. This is not respectful because it violates the Scrum framework and undermines the Developers' autonomy and commitment. The Sprint Goal is a shared objective that provides guidance to the Developers on why they are building an Increment. It is crafted by the Product Owner in collaboration with the Developers during Sprint Planning, and it remains fixed for the duration of the Sprint unless a significant change occurs that invalidates it. Allowing the Product Owner to change the Sprint Goal during the Sprint would disrupt the focus and alignment of the Developers, introduce uncertainty and confusion, and reduce transparency and accountability.

Respect stakeholder expectations that Scrum Teams will meet their forecast. This is not respectful because it implies that stakeholders have unrealistic or unreasonable expectations that are not based on empirical evidence or feedback. The forecast is a plan for what functionality will be delivered in an Increment by the end of a Sprint. It is based on what is known at Sprint Planning, but it is not a guarantee or a commitment. The forecast

may change during the Sprint as new information emerges or as unforeseen challenges arise. The Scrum Team respects stakeholders by being transparent about their progress and any changes to their forecast, by delivering a valuable Increment at least by the end of every Sprint, by seeking feedback from stakeholders during Sprint Review, and by incorporating that feedback into future Sprints.

References:

The Scrum Values

Understanding the 5 Scrum Values

Top 5 Scrum Values & Principles

NEW QUESTION: 118

How should requirements be distributed when multiple Scrum Teams work on the same product?

(Choose the best answer)

- A.** They must be selected from one Product Backlog in such a way that each Scrum Team has an equal volume of requirements per Sprint.
- B.** The Scrum Teams pull in work from a shared Product Backlog in agreement with the Product Owner and the other teams.
- C.** The Scrum Team with the highest velocity pulls items from an overall Product Backlog first
- D.** The Product Owner decides by providing each team with its own Product Backlog.

Answer: B (LEAVE A REPLY)

When multiple Scrum Teams work on the same product, they share one Product Backlog that contains all the requirements for the product. The Product Owner is responsible for ordering and refining the Product Backlog items, but does not assign them to specific teams. Instead, the Scrum Teams pull in work from the Product Backlog in agreement with the Product Owner and the other teams, based on their capacity, skills, dependencies, and Sprint Goals. This way, the Scrum Teams can self-organize and collaborate to deliver a coherent and valuable product Increment.

NEW QUESTION: 119

Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the slow performance, a complaint that the Product Owner agrees with. As the Scrum Master, how will you move this forward?

(choose the best answer)

- A.** Encourage the Product Owner to bring the performance concerns to the rest of the Scrum Team and work together to improve the Definition of Done
- B.** Wait to bring this up in the next Sprint Retrospective as this is the appropriate time for the Developers to re-consider the Definition of Done.

C. Bring the concern to the quality assurance members of the Scrum Team and ask them to improve how the system is tested.

D. Explain to the Product Owner that it is up to the Developers to decide on acceptable performance standards as they own the Definition of Done

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

Explanation: As a Scrum Master, you are accountable for establishing an environment where the Scrum Team can be effective and deliver valuable products¹. One of the ways to do this is by supporting the Product Owner in managing the Product Backlog and engaging with the stakeholders². In this situation, where there is a performance issue with the product, your best option is:

Encourage the Product Owner to bring the performance concerns to the rest of the Scrum Team and work together to improve the Definition of Done. This option aligns with the principle of empiricism, which is the foundation of Scrum³. Empiricism means that you make decisions based on what is known, rather than what is assumed or predicted³. By encouraging the Product Owner to bring the performance concerns to the rest of the Scrum Team, you are helping them inspect the product Increment and adapt the Product Backlog based on transparent feedback from the stakeholder⁴. You are also helping them collaborate on improving the Definition of Done, which is a shared understanding of what it means for a product Increment to be complete and potentially releasable. The Definition of Done should reflect the quality standards and expectations of the stakeholders, and should be updated as needed to ensure that the product meets their needs and delivers value.

The other options are not advisable because:

Wait to bring this up in the next Sprint Retrospective as this is the appropriate time for the Developers to re-consider the Definition of Done. This option is incorrect because it contradicts your accountability as a Scrum Master. The Sprint Retrospective is an opportunity for the Scrum Team to reflect on their performance and identify improvements for the next Sprint. However, it is not the only time for them to inspect and adapt their product and process. As a Scrum Master, you should promote continuous improvement and help the Scrum Team address any issues or impediments as soon as they arise¹. Waiting to bring this up in the next Sprint Retrospective would mean delaying feedback and action, which can lead to waste or dissatisfaction.

Bring the concern to the quality assurance members of the Scrum Team and ask them to improve how the system is tested. This option is incorrect because it goes against your role as a facilitator, who helps the participants have constructive and respectful conversations. By bringing the concern to only a subset of the Scrum Team, you are creating silos and excluding others from contributing or learning. You are also implying that quality is only their responsibility, rather than a shared accountability of the whole Scrum Team. Moreover, you are not asking them for their input or feedback, but telling them what to do, which can undermine their autonomy and motivation.

Explain to the Product Owner that it is up to the Developers to decide on acceptable performance standards as they own the Definition of Done. This option is incorrect

because it contradicts your role as a coach, who helps people grow and improve their skills and behaviors. By explaining to the Product Owner that it is up to the Developers to decide on acceptable performance standards, you are dismissing their concern and creating a gap between them and the Developers. You are also ignoring their valuable perspective and input as a stakeholder representative, who has a clear vision of what value means for the product. Instead of explaining, you should be asking questions and listening actively, and facilitating a dialogue between them and the Developers.

References: 1: <https://www.scrum.org/resources/what-is-a-scrum-master> 2: <https://www.scrum.org/resources/blog/scrums-master-supporting-product-owner> 3: <https://www.scrum.org/resources/what-is-empiricism-and-why-is-it-important-to-scrum> 4: <https://www.scrum.org/resources/what-is-a-sprint-review> : <https://www.scrum.org/resources/blog/definition-done> : <https://www.scrum.org/resources/what-is-a-sprint-retrospective> : <https://www.scrum.org/resources/blog/facilitation-scrum-masters-superpower> : <https://www.scrum.org/resources/blog/quality-shared-responsibility> : <https://www.scrum.org/resources/blog/coaching-scrum-masters-superpower> : <https://www.scrum.org/resources/what-is-a-product-owner>

NEW QUESTION: 120

Which two of these situations best demonstrate that a Scrum Team is self-managing?
(choose the best two answers)

- A.** Developers collaboratively select and re-plan their work during the Sprint.
- B.** The Scrum Team invites the right external people to the Sprint Planning to help them create a complete and detailed Sprint Backlog before the meeting timebox expires.
- C.** The Developers create their own Sprint Backlog, reflecting all work that is part of the Definition of Done.
- D.** Management is invited to the Daily Scrum for a progress update and subsequently works with the Scrum Master to optimize the plan for the next day.
- E.** The Developers are strictly working within the boundaries of their function description, and are handing off work in a timely fashion to the other members within the team.

Answer: A,C (LEAVE A REPLY)

Explanation

A: Developers collaboratively select and re-plan their work during the Sprint. This situation demonstrates that the Scrum Team is self-managing, as it shows that the Developers have the autonomy and authority to decide how to best accomplish their work, without being directed by others outside the team. The Developers can also adapt their plan based on new insights, feedback, or impediments that arise during the Sprint.

C: The Developers create their own Sprint Backlog, reflecting all work that is part of the Definition of Done.

This situation also demonstrates that the Scrum Team is self-managing, as it shows that the Developers have the responsibility and accountability to create a realistic and

achievable plan for the Sprint, based on their understanding of the Sprint Goal and the Product Backlog items. The Developers also ensure that their work meets the quality standards defined by the Definition of Done.

References:

The Scrum Guide, section 2.3 (The Scrum Team), page 7

The Scrum Guide, section 3.2 (The Daily Scrum), page 9

The Scrum Guide, section 3.5 (The Sprint Planning), page 10

The Scrum Guide, section 3.6 (The Sprint Review), page 11

The Scrum Master Learning Path, module 2 (The Scrum Framework), lesson 2 (The Sprint), lesson 3 (The Sprint Goal), lesson 4 (Sprint Planning) and lesson 5 (The Sprint Review) The Professional Scrum Master II (PSM II) Assessment, question 39

NEW QUESTION: 121

A few members of the Scrum Team discuss work that is not being done. Some say it is part of the Definition of Done, others say it is not. After an hour of angry discussion, someone starts making personal insults and anger levels rise. What is the best action for the Scrum Master to take?

(Choose the best answer)

A. Defuse the conflict. Take the Definition of Done and tell the other members of the Scrum Team how to interpret it, so they can autonomously decide whether the debated work is or is not part of it

B. Conduct a session to help the Scrum Team resolve the conflict and create a uniform Definition of Done. Remind the other members of the Scrum Team that conflicting ideas are natural, but making it personal does not help.

C. End the discussion. Make the call whether the work is or is not part of the Definition of Done.

Identify who is involved in the conflict and decide on their further presence on the Scrum Team.

D. Take the people involved aside. Ask them to resolve the situation outside of the Scrum Team, if required through their managers. The goal is to maintain stability in the team.

Answer: ([SHOW ANSWER](#))

The best action for the Scrum Master to take in this situation is to conduct a session to help the Scrum Team resolve the conflict and create a uniform Definition of Done. This is because the Scrum Master is a servant-leader, a facilitator, and a coach to the team, who should have the skills to help resolve conflicts if called upon by the team. The Scrum Master can employ various strategies to effectively resolve conflicts within the Scrum Team, such as promoting open communication, facilitating active listening, mediating disagreements, and fostering collaboration.

The Scrum Master can also remind the team members that conflicting ideas are natural and can be beneficial for innovation and learning, but making it personal does not help and violates the Scrum values of respect and openness. The Scrum Master can guide the team

to create a clear and shared Definition of Done that reflects their quality standards and expectations for the product4.

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NEW QUESTION: 122

The purpose of a Sprint is to produce a potentially releasable product Increment.

A. True

B. False

Answer: A (LEAVE A REPLY)

Sprints promote iterative and incremental development.

NEW QUESTION: 123

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: 124

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](#))

Explanation/Reference:

Explanation:

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

NEW QUESTION: 125

Scrum promotes self-organization.

Which of these statements would NOT support self-organizing?

- A. Being a lightweight framework.
- B. Removing the need for documentation.
- C. The Development Team deciding what work to do in a Sprint.
- D. Removing titles for Development Team members.

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

NEW QUESTION: 126

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: 127

During a Sprint Review, the Product Owner determines that she is going to release the current Increment to production. The stakeholders ask to stop the Sprint to react more quickly to the user feedback that is expected after this release. The Product Owner prefers to continue the Sprint to make progress with the next release.

You facilitate a discussion on how to proceed.

What are two acceptable results of this discussion?

(choose the best two answers)

- A. Continue sprinting but shorten the Sprint length to allow for shorter feedback loops.
- B. Stop sprinting and let the Developers work on new customer requests as they arise.

- C.** Continue sprinting and include the customer feedback in the Product Backlog.
- D.** Continue sprinting but allow customer feedback to change the Sprint Goal within the Sprint.

Answer: A,C (LEAVE A REPLY)

Explanation

The Sprint Review is an event that inspects the outcome of the Sprint and determines future adaptations. The Product Owner has the authority to release the Increment to production at any time, but this does not mean that the Sprint has to be stopped or changed. The stakeholders can provide feedback and suggestions for the product, but they cannot interfere with the Sprint Goal or the Sprint Backlog within the Sprint. The Scrum Team can decide to:

Continue sprinting but shorten the Sprint length to allow for shorter feedback loops (A), which is a valid option if the Scrum Team agrees that this will improve their agility and value delivery. However, this should not be done frequently or arbitrarily, as it may disrupt the rhythm and focus of the team.

Continue sprinting and include the customer feedback in the Product Backlog , which is the most appropriate option as it respects the empirical nature of Scrum and allows the Product Owner to prioritize and order the Product Backlog based on new insights and stakeholder needs.

References: : [Scrum Guide], The Sprint Review : [Scrum Guide], The Product Owner : [Scrum Guide], The Sprint : [Scrum Guide], The Product Backlog

NEW QUESTION: 128

An important aspect of Scrum are timeboxes. Select two ways in which timeboxing reinforces the creation of value.

(choose the best two answers)

- A.** Timeboxing assures that a Product Owner does not interrupt the Developers during a Sprint.
- B.** Scrum Teams can determine on their own how much overtime is acceptable for a timebox- generally expressed as a percentage of the timebox.
- C.** Timeboxes encourage the people who are closest to the problem to create the best possible result in the time allotted, given the current context.
- D.** Timeboxes help everyone focus on the same problem at the same time.

Answer: C,D (LEAVE A REPLY)

Explanation

C: Timeboxes encourage the people who are closest to the problem to create the best possible result in the time allotted, given the current context.

This is true because timeboxes limit the amount of time that can be spent on an activity, which forces the Scrum Team to focus on the most valuable and feasible outcomes.

Timeboxes also empower the Scrum Team to make decisions based on their own

expertise and experience, rather than relying on external authorities or instructions¹². D. Timeboxes help everyone focus on the same problem at the same time. This is true because timeboxes create a shared sense of urgency and alignment among the Scrum Team and the stakeholders. Timeboxes also enable frequent feedback and inspection, which help the Scrum Team adapt to changing requirements and expectations¹².

References: 1: What Is Timeboxing in Scrum? - Visual Paradigm 2: What Is Timeboxing in Scrum and What Are the Benefits? Scrum Alliance

NEW QUESTION: 129

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: B (LEAVE A REPLY)

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: 130

Which four of the following risks to product development are addressed by Scrum?
(choose the best four answers)

A. The timescale of the planned work.

B. The stability and complexity of the technology.

C. The complexity and unpredictability of the requirements.

D. The skills and working relationships of the people on the teams.

E. The definition of incentive and bonus strategies by Human Resources for all team members.

F. The clear definitions of stages and gateways in the overall governance model.

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

Explanation

Scrum is a framework for addressing complex adaptive problems, such as product development, that require empirical process control and frequent inspection and adaptation. Scrum helps to mitigate the risks of:

The timescale of the planned work (A), by delivering potentially releasable increments of value at the end of each Sprint, which is a fixed time-box of one month or less.

The stability and complexity of the technology (B), by allowing the Development Team to self-organize and choose the best way to create a "Done" increment that meets the Definition of Done.

The complexity and unpredictability of the requirements, by enabling the Product Owner to manage the Product Backlog, which is an ordered list of what is needed in the product and can change as more is learned about the product, users, market, and technology.

The skills and working relationships of the people on the teams (D), by fostering a culture of collaboration, transparency, and accountability among the Scrum Team members and stakeholders.

References: : [Scrum Guide], Introduction : [Scrum Guide], The Sprint : [Scrum Guide], The Development Team : [Scrum Guide], The Product Backlog : [Scrum Guide], Scrum Values

NEW QUESTION: 131

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

A. Is one person. Can be influenced by a committee. Is accountable for ordering the Product Backlog.

B. Can be shared between multiple people on a Scrum Team, Is the same as a Project Manager. Is played by a committee or a team of people.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 132

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: 133

How does the Scrum Master serve the Scrum Team? (Choose the best two answers)

- A.** The Scrum Master never intervenes in matters of the Scrum Team, but allows them to maximize their autonomy and freedom.
- B.** The Scrum Master coaches the Scrum Team and the organization how to work empirically.
- C.** The Scrum Master facilitates Scrum events as requested or needed.
- D.** The Scrum Master resolves every impediment that the Developers run into.

Answer: ([SHOW ANSWER](#))

This is a true statement, as the Scrum Master is responsible for helping everyone understand and apply the principles and practices of Scrum, which is based on empirical process control. The Scrum Master can teach the Scrum Team and the organization how to use transparency, inspection, and adaptation to deliver valuable products in a complex environment.

This is a true statement, as the Scrum Master is responsible for ensuring that all Scrum events take place and are positive, productive, and kept within the timebox. The Scrum Master can facilitate the communication and collaboration among the Scrum Team and the stakeholders during the Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective.

NEW QUESTION: 134

You have been hired as a Scrum Master for a company that has been doing business for over fifty years. In order to stay competitive, they have started an initiative to digitize their legacy systems. The company has several Scrum Teams working on different components that will be integrated to a single back office platform.

Your team is responsible for building the back office platform and integrating all other components. The Scrum Teams work in two week Sprints and are expected to deliver all functionality in six Sprints.

During development the requirement changes in the other components have been slowing down your team's progress. Because of these changes, your team has estimated that they will not be able to deliver all expected work within the original timeframe. The Scrum Teams working on the other components confirm that they are still on track to meet the expected delivery date. The program manager in charge of the digitization initiative is upset and angry with your team.

As a Scrum Master, what could you do to help the Product Owner?

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

Answer: A (LEAVE A REPLY)

The Scrum Master serves the Product Owner in several ways, including:

- * Finding techniques for effective Product Backlog management;
- * Helping the Scrum Team understand the need for clear and concise Product Backlog items;
- * Understanding product planning in an empirical environment;
- * Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value.

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