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NEW QUESTION: 1

Which three behaviors demonstrate that a team is self-organizing? (Choose three.)

- A. The Development Team creating their own sprint backlog, reflecting all work that is part of the definition of "Done".
- B. The Scrum Master is no longer needed.
- C. The Product Owner doesn't need to be at Sprint Retrospectives.
- D. Stakeholders walking in at the Daily Scrum to check progress and work with the Scrum Master to optimize the functional scope for the Sprint.
- E. Development Team members collaboratively selecting their own work during the Sprint.
- F. The Development Team inviting external people to the Sprint Planning to ask them how to turn a Product Backlog item into an Increment via a complete and detailed Sprint Backlog.
- G. The Development Team has all the skills needed to create a releasable Increment.
- H. The Development Team members are working within the boundaries of their functional description and nicely handing off work from analyst to developer to tester to integration.

Answer: D,F,H (LEAVE A REPLY)

NEW QUESTION: 2

When might a Sprint be abnormally cancelled?

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 3

Which two things are appropriate for a Scrum Master to do if the Development Team doesn't have the engineering tools and infrastructure to completely finish each selected Product Backlog item? (Choose two.)

- A.** Coach the Development Team to improve its skills, tools, and infrastructure over time and adjust the Definition of "Done" accordingly.
- B.** Encourage the Product Owner to accept partially "Done" increments until the situation improves.
- C.** Refocus the current Sprint on establishing the Development Team's infrastructure instead of delivering an increment.
- D.** Declare the Development Team not ready for Scrum.
- E.** Have the Development Team establish a Definition of "Done" that is actually possible to achieve given current circumstances.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide¹, the definition of "Done" is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a "Done" Increment. The definition of "Done" is created by the development organization (or Development Team if none is available from the development organization). The definition of "Done" may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. Therefore, two things that are appropriate for a Scrum Master to do if the Development Team doesn't have the engineering tools and infrastructure to completely finish each selected Product Backlog item are:

Coach the Development Team to improve its skills, tools, and infrastructure over time and adjust the Definition of "Done" accordingly.

Have the Development Team establish a Definition of "Done" that is actually possible to achieve given current circumstances.

NEW QUESTION: 4

What is the tactic a Scrum Master should use to divide a group of 100 people into multiple Development Teams?

- A.** Create teams based on their skills across multiple layers (such as database, UI, etc.)
- B.** Ask the developers to divide themselves into teams.
- C.** Ask the Product Owner to assign the people to teams.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 5

Which three of the following are time-boxed events in Scrum? (Choose three.)

- A.** Release Testing.
- B.** Release Retrospective.
- C.** Sprint Retrospective.

- D. Sprint Planning.
- E. Sprint Testing.
- F. Sprint 0.
- G. Daily Scrum.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide¹, each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt. 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. The time-boxed events in Scrum are:

Sprint Planning (eight hours or less for a one-month Sprint)

Daily Scrum (15 minutes or less for a one-month Sprint)

Sprint Review (four hours or less for a one-month Sprint)

Sprint Retrospective (three hours or less for a one-month Sprint)

The other options are not time-boxed events in Scrum.

NEW QUESTION: 6

Which three of the following are time-boxed events in Scrum? (Choose the best three answers.)

- A. Release Testing.
- B. Sprint Testing.
- C. Release Retrospective.
- D. Sprint Planning.
- E. Daily Scrum.
- F. Sprint Retrospective.
- G. Sprint 0.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 7

A member of the Development Team takes the Scrum Master aside to express his concerns about data security issues. What should the Scrum Master do?

- A. Add security to the definition of "Done".
- B. Tell the Product Owner to stop further development of features until the issues are fixed.
- C. Create a Product Backlog item for security.
- D. Go check with the testers.
- E. Ask the person to share the issue with the team as soon as possible.

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

The Scrum Master should ask the person to share the issue with the team as soon as possible, as stated in [5]: "The Scrum Master should encourage transparency and collaboration within the team and with other stakeholders. If there is a concern about data security issues, it should be brought up to the team and discussed openly. The team can then decide how to handle it, whether by creating a Product Backlog item, updating the definition of "Done", or taking some other action."

NEW QUESTION: 8

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

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

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

NEW QUESTION: 9

Currently, your Development Teams are organized to address a single layer only (for example, front end, middle tier, back end, and interfaces). What are three things to consider when deciding to move away from such component teams toward feature teams? (Choose three.)

- A.** You cannot do Scrum without feature teams.
- B.** Productivity may suffer when making this kind of move.
- C.** Feature teams have less communication overhead.
- D.** Getting support from the business side first helps.
- E.** With feature teams, it is easier to calculate the productivity per team.

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

NEW QUESTION: 10

What happens if the Development Team cannot complete its work by the end of the Sprint?

- A.** The Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length.
- B.** The Sprint is extended and future Sprints use this new duration.
- C.** The Sprint is extended temporarily. Lessons are taken to ensure it doesn't happen again.

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

NEW QUESTION: 11

Who is responsible for clearly expressing Product Backlog items? (Choose the best answer.)

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

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

NEW QUESTION: 12

How often should Scrum Team membership change?

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

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

NEW QUESTION: 13

A Development Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what "Done" means. (Choose two.)

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

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

NEW QUESTION: 14

A Scrum Master is keeping a list of open impediments, but it is growing and he/she has been able to resolve only a small portion of the impediments. Which three techniques would be most helpful in this situation? (Choose three.)

- A. Prioritizing the list and working on them in order.
- B. Arranging a triage meeting with all project managers.
- C. Consulting with the Development Team.
- D. Alerting management to the impediments and their impact.

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

NEW QUESTION: 15

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

- A. False
- B. True

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

NEW QUESTION: 16

How should Product Backlog items be chosen when multiple Scrum Teams work from the same Product Backlog?

- A. The Scrum Team with the highest velocity pulls Product Backlog items first.
- B. The Development Teams pull in work in agreement with the Product Owner.
- C. The Product Owner should provide each team with its own Product Backlog.
- D. Each Scrum Team takes an equal numbers of items.
- E. The Product Owner decides.

Answer: B (LEAVE A REPLY)

The correct answer is B, because when multiple Scrum Teams work from the same Product Backlog, they should pull in work in agreement with the Product Owner. The Scrum Guide states that "multiple Scrum Teams often work together on the same product. One product goal unites them. Therefore, they must mutually define and comply with a definition of 'Done' that applies to their combined work product." Therefore, they should collaborate and coordinate with each other and with the Product Owner to select Product Backlog items that align with their shared product goal.

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NEW QUESTION: 17

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

- A. Update the Sprint burndown chart.
- B. Work with the stakeholders.
- C. Run the Daily Scrum.
- D. Prioritize the Development Team's work on the Sprint Backlog.
- E. Answer questions from the Development Team about items in the current Sprint.

Answer: B,E (LEAVE A REPLY)

NEW QUESTION: 18

When might a Sprint be abnormally cancelled?

- A. When the Development Team feels that the work is too hard.
- B. When the Sprint Goal becomes obsolete.
- C. When the sales department has an important new opportunity.

D. When it becomes clear that not everything will be finished by the end of the Sprint.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 19

When a Development Team determines that it will not be able to finish the complete forecast, who has to be present when reviewing and adjusting the Sprint work selected? (Choose the best answer.)

- A.** The Development Team.
- B.** The Product Owner and all stakeholders.
- C.** The Product Owner and the Development Team.
- D.** The Scrum Master, project manager and Development Team.

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

When a Development Team determines that it will not be able to finish the complete forecast, both the Product Owner and the Development Team have to be present when reviewing and adjusting the Sprint work selected, as stated in [6]: "If there is not enough work remaining for all members of a Development Team then they can renegotiate scope with their Product Owner. If there is too much work remaining then they can also renegotiate scope with their Product Owner."

NEW QUESTION: 20

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 21

You have just been hired by a company new to Scrum. Your management has assigned you to be the Scrum Master of six new Scrum Teams. These teams will build one product. Select two conditions you should strive for in this scenario. (Choose two.)

- A. There should be six Product Owners, one for each Scrum Team.
- B. There should be six Product Owners, reporting to a chief Product Owner.
- C. The product has one Product Backlog.
- D. Each Scrum Team should have a separate Product Backlog.
- E. There should be only one Product Owner.

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

The product has one Product Backlog, as it is a single source of requirements for any changes to be made to the product. There should be only one Product Owner, who is accountable for maximizing the value of the product and the work of the Development Team. Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste.

NEW QUESTION: 22

The Development Team should have all the skills needed to:

- A. Turn Product Backlog items into an Increment of potentially releasable product functionality.
- B. Do all of the development work, except for specialized testing that requires additional tools and environments.
- C. Complete the project within the date and cost as calculated by the Product Owner.

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

Explanation

NEW QUESTION: 23

When can a Development Team cancel a Sprint?

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

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

NEW QUESTION: 24

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

- A. Suggest the Product Owner extend the Sprint, so he can have more time to order the Product Backlog.

- B.** Suggest that the Development Team does the ordering to be sure that it is a feasible ordering of work.
- C.** Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value.
- D.** Present the Product Owner with an ordered Product Backlog to use.
- E.** Encourage the Product Owner to work with the Development Team to see which items technically are fastest to implement.

Answer: C (LEAVE A REPLY)

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

NEW QUESTION: 25

A Scrum Master is essentially the same thing as a traditional PM (Project Manager).

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 26

You are the Scrum Master of a new, to be developed product. Development is going to require 45 people. What is a good first question for you to suggest the group thinks about when forming into teams?

- A.** How will we make sure all teams have the right amount or expertise?
- B.** What is the right mixture of senior and junior people on each team?
- C.** Who are going to be the team leads?
- D.** Who are the subject matter experts on each team?

Answer: A (LEAVE A REPLY)

The correct answer is A, because a good first question for you to suggest the group thinks about when forming into teams is how will we make sure all teams have the right amount of expertise. This question helps the group consider the cross-functionality and self-organization of the Development Teams, which are essential for delivering a potentially releasable Increment every Sprint.

NEW QUESTION: 27

What is the function or purpose of management in Scrum?

(choose the best answer)

- A. To identify and remove people that are not working hard enough.
- B. To present the Scrum Teams with insights and resources that help them improve.
- C. To monitor the productivity of the Developers.
- D. To continually monitor staffing levels of the Scrum Team.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 28

User documentation is part of your definition of "Done". However, there aren't enough technical writers for all teams. Your Development Team doesn't have a technical writer. What should you do?

- A. Your Development Team is still responsible for creating user documentation. In this case, the Development Team members 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. Wait until you have a technical writer on your Development Team to take care of this.
- D. 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](#))

NEW QUESTION: 29

Who has the final say on the order of the Product Backlog?

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

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the Product Owner has the final say on the order of the Product Backlog, as he or she is responsible for maximizing the value of the product and

the work of the Development Team. The other roles do not have this authority, although they may provide input and suggestions to the Product Owner.

NEW QUESTION: 30

During the Sprint, the Scrum Master's role is to do which two of the following: (choose the best two answers)

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

Answer: (SHOW ANSWER)

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

NEW QUESTION: 31

One of the Scrum events is the Daily Scrum. What are two intended outcomes of the Daily Scrum?

(choose the best two answers)

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

Answer: B,D (LEAVE A REPLY)

According to the Scrum Guide, two intended outcomes of the Daily Scrum are identification of impediments that may prevent the Developers from achieving the Sprint Goal and a shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint Goal. These outcomes help the Developers to inspect their progress, plan their work, and collaborate effectively. The other options are

not intended outcomes of the Daily Scrum, as they are either irrelevant (such as updating a Scrum board) or inappropriate (such as providing a status report or an update of completed tasks).

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NEW QUESTION: 32

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

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

Answer: B,C (LEAVE A REPLY)

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

NEW QUESTION: 33

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

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

Answer: (SHOW ANSWER)

NEW QUESTION: 34

Which of the following best describes an increment of working software?

- A. A decomposition of all Product Backlog items into tasks for future Sprint Backlog lists.
- B. UML diagrams that describe how to deliver functionality in future iterations.

- C. An automated test suite to verify functionality delivered in previous iterations.
- D. A new user interface design for functionality delivered in previous iterations.
- E. Additional features in a usable state that complement those delivered in previous iterations.

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

NEW QUESTION: 35

As the Sprint Planning meeting progresses, the Development Team sees that the workload is greater than they can handle. Which two are valid actions? (Choose two.)

- A. The Development Team ensures that the Product Owner is aware, starts the Sprint, and monitors progress.
- B. The Development Team works overtime during this Sprint.
- C. Remove or change selected Product Backlog items.
- D. Recruit additional Development Team members before the work can begin.
- E. Cancel the Sprint.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 36

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

- A. The break between Sprints is time-boxed to 1 week for 30 day Sprints, and usually less for shorter sprints.
- B. Enough time for the requirements for the next Sprint to be determined and documented.
- C. Enough time for the Development team to finish the testing from the last Sprint.
- D. None. A new Sprint starts immediately following the end of the previous Sprint.
- E. All of the above are allowed depending on the situation.

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

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

NEW QUESTION: 37

During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?

- A. When the Product Owner identifies new work.
- B. As soon as possible after they are identified.
- C. When the Scrum Master has time to enter them.
- D. During the Daily Scrum after the Development Team approves them.

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

The correct answer is B, because the Scrum Guide states that "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." Therefore, new work or further decomposition of work can be added to the Sprint Backlog as soon as possible after they are identified by the Development Team.

NEW QUESTION: 38

A Scrum Master is keeping a list of open impediments, but it is growing and he/she has been able to resolve only a small portion of the impediments. Which three techniques would be most helpful in this situation? (Choose three.)

- A.** Consulting with the Development Team.
- B.** Prioritizing the list and working on them in order.
- C.** Arranging a triage meeting with all project managers.
- D.** Alerting management to the impediments and their impact.

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

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

NEW QUESTION: 39

During a Sprint Retrospective, for what is the Scrum Master responsible?

- A.** Summarizing and reporting the discussions to management.
- B.** Acting as a scribe to capture the Development Team's answers.
- C.** Participating as a Scrum team member and facilitating as requested or needed.
- D.** Prioritizing the resulting action items.

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

NEW QUESTION: 40

User documentation is part of your definition of "Done". However, there aren't enough technical writers for all teams. Your Development Team doesn't have a technical writer. What should you do?

- A.** 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.
- 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.** Wait until you have a technical writer on your Development Team to take care of this.
- D.** Your Development Team is still responsible for creating user documentation. In this case, the Development Team members will write it.

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

According to the Scrum Guide, the Development Team is responsible for creating a "Done" Increment that meets the Definition of "Done". User documentation is part of the Definition of "Done" in this scenario, so the Development Team must create it. The other options are not consistent with Scrum values and principles, such as self-organization, cross-functionality, and empiricism.

NEW QUESTION: 41

Who should make sure everyone on the scrum Team does their tasks for the sprint?
(choose the best answer)

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

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

According to the Scrum Guide, the Scrum Team should make sure that everyone on the team does their tasks for the Sprint, as they are collectively accountable for creating valuable Increments that meet stakeholder needs and expectations. The other options are not valid, as they imply that someone else outside the Scrum Team (such as a project manager) or another role on the Scrum Team (such as the Product Owner or the Scrum Master) is responsible for making sure that everyone does their tasks for the Sprint.

NEW QUESTION: 42

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 43

True or False: The Product Owner makes sure the team selects enough from the Product Backlog for a Sprint to satisfy the stakeholders.

- A.** False

B. Yes

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 44

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 45

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 46

Every Scrum Team must have a Product Owner and Scrum Master. (Choose the best answer.)

- A.** True. Outcomes affected by their participation and availability.
- B.** False. A Product Owner can be replaced by a subject matter expert in the Scrum Team.
- C.** False. A Scrum Master is only required when asked for by the Scrum Team.
- D.** True. Each must be 100% dedicated to the Scrum Team.

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

According to the Scrum Guide, every Scrum Team must have a Product Owner and a Scrum Master, as they are essential roles for Scrum. The outcomes of the Scrum Team are affected by their participation and availability, as they provide guidance, support, and facilitation to the Development Team and the stakeholders. The other options are false, as they imply that a Product Owner or a Scrum Master can be replaced or optional, which is not consistent with Scrum.

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NEW QUESTION: 47

Which two of the following are appropriate topics for discussion during a Sprint Retrospective? (Choose the best two answers.)

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 48

Every Scrum Team must have a Product Owner and Scrum Master. (Choose the best answer.)

- A. True. Each must be 100% dedicated to the Scrum Team.
- B. True. Outcomes affected by their participation and availability.
- C. False. A Scrum Master is only required when asked for by the Scrum Team.
- D. False. A Product Owner can be replaced by a subject matter expert in the Scrum Team.

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

NEW QUESTION: 49

A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won't be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help. What would be good advice to give the Product Owner?

- A.** Remind the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.
- B.** Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.
- C.** Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.

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

NEW QUESTION: 50

If two Scrum Teams are added to the development of a product that previously had only one Scrum Team, what will be the immediate impact on the productivity of the original Scrum Team?

- A.** Its productivity is likely to decrease.
- B.** Its productivity is likely to stay the same.
- C.** Its productivity is likely to increase.

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

NEW QUESTION: 51

A Scrum Master is essentially the same thing as a traditional PM (Project Manager).

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

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

NEW QUESTION: 52

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

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

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

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

Commitment
Focus
Openness
Respect
Courage

By not building Product Backlog items that have low business value, Scrum teams exhibit respect for their stakeholders and customers, as they deliver what is most valuable and

relevant for them. They also exhibit focus, as they concentrate on what matters most for achieving their Product Goal and Sprint Goal. They also exhibit courage, as they are willing to say no to low-value work and face possible conflicts or disagreements.

NEW QUESTION: 53

Which statement best describes Scrum?

- A.** A defined and predictive process that conforms to the principles of Scientific Management.
- B.** A framework within which complex products in complex environments are developed.
- C.** A complete methodology that defines how to develop software.
- D.** A cookbook that defines best practices for software development.

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

NEW QUESTION: 54

Scrum is a methodology that tells in detail how to build software incrementally.

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

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

NEW QUESTION: 55

Which two things should the Development Team do during the first Sprint? (Choose two.)

- A.** Make up a plan for the rest of the project.
- B.** Analyze, describe, and document the requirements for the subsequent Sprints.
- C.** Develop at least one piece of functionality.
- D.** Analyze, design, and describe the complete architecture and infrastructure.
- E.** Create an increment of potentially releasable software.

Answer: (SHOW ANSWER)

According to the Scrum Guide¹, each Sprint is a project with no more than a one-month horizon. The Sprint Goal gives guidance to why the Scrum Team is building an Increment. The Development Team consists of professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint. Therefore, in the first Sprint, as in any other Sprint, the Development Team should develop at least one piece of functionality and create an increment of potentially releasable software. The other options are not consistent with Scrum values and principles.

NEW QUESTION: 56

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

- A.** What will I be working on tomorrow?
- B.** Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

- C. What did I do yesterday that helped the Development Team meet the Sprint Goal?
- D. Why were you late?
- E. How many hours did I spend on the project yesterday?
- F. How is the Sprint proceeding?
- G. What will I do today to help the Development Team meet the Sprint Goal?

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

NEW QUESTION: 57

You have six teams using a traditional method to deliver a product. Your management has asked you to start using Scrum. In the initial project there were separate plans and teams for the layers of a software system, i.e.

one for the front-end, one for the middle tier, one for the back-end, and one for the interfaces and services.

This resembles what is known as component teams. But you have read that it's a good idea to have teams organized by feature.

What are the advantages of keeping component teams while starting Scrum?

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

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

NEW QUESTION: 58

During a Sprint Retrospective, the Development Team proposes moving the Daily Scrum to only occur on Tuesdays and Thursdays. Which two are the most appropriate responses for the Scrum Master? (Choose the best two answers.)

- A. Acknowledge and support the self-organizing team's decision.
- B. Learn why the Development Team wants this and work with them to improve the outcome of the Daily Scrum.
- C. Have the developers vote.
- D. Consider the request and decide on which days the Daily Scrum should occur.
- E. Coach the team on why the Daily Scrum is important as an opportunity to update the plan.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 59

Which two of the following are true about the Scrum Master role? (Choose the best two answers.)

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

Answer: A,C (LEAVE A REPLY)

NEW QUESTION: 60

Why does the Product Owner want the Development Team to adhere to its definition of "Done"? (Choose the best answer.)

- A. To be able to reprimand the team when they don't meet their velocity goal for the Sprint.
- B. To have complete transparency into what has been done at the end of each Sprint.
- C. To know what the team will deliver over the next three Sprints.
- D. To predict the team's productivity over time.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 61

As the Development Team starts work during the Sprint, it realizes it has selected too much work to finish in the Sprint. What should it do? (Choose the best answer.)

- A. Inform the Product Owner at the Sprint Review, but prior to the demonstration.
- B. Find another Scrum Team to give the excess work to.
- C. Reduce the definition of "Done" and get all of the Product Backlog items "Done" by the new definition.
- D. As soon as possible in the Sprint, work with the Product Owner to remove some work or Product Backlog items.

Answer: D (LEAVE A REPLY)

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NEW QUESTION: 62

Why should the Product Owner be present at the Daily Scrum?

- A. He/She doesn't need to be there.
- B. To hear about impediments in functionality.
- C. To represent the stakeholders' point of view.
- D. To participate as a Scrum Team member.

Answer: A (LEAVE A REPLY)

The correct answer is A, because the Product Owner does not need to be present at the Daily Scrum. The Scrum Guide states that "the Daily Scrum is a 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next 24 hours. ... The structure of the meeting is set by the Development Team and can be conducted in different ways if it focuses on progress toward the Sprint Goal." Therefore, the Daily Scrum is an internal event for the Development Team, and the Product Owner can attend only if invited by the Development Team.

NEW QUESTION: 63

Which statement best describes the Sprint Review?

- A. It is used to congratulate the Development Team if it did what it forecast, or to punish the Development Team if it failed to meet its forecast.
- B. It is a demo at the end of the Sprint for everyone in the organization to check on the work done.
- C. It is a mechanism to control the Development Team's activities during a Sprint.
- D. It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

Answer: D (LEAVE A REPLY)

The correct answer is D, because this statement best describes the Sprint Review. The Scrum Guide states that "a Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint." Therefore, the Sprint Review is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

NEW QUESTION: 64

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

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 65

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

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

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

NEW QUESTION: 66

What are two good ways for the Development Team to make non-functional requirements visible? (Choose two.)

- A. Put them on a separate list on the Scrum board, available for all to see.
- B. Add them to the Product Backlog and keep the Product Owner posted on the expected effort.
- C. Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.
- D. Add them to the definition of "Done" so the work is taken care of every Sprint.

Answer: ([SHOW ANSWER](#))

The correct answers are B and D, because adding non-functional requirements to the Product Backlog and keeping the Product Owner posted on the expected effort helps prioritize and plan them in alignment with the product vision and goals. Additionally, adding non-functional requirements to the definition of 'Done' ensures that they are met every Sprint and do not accumulate technical debt.

NEW QUESTION: 67

A Scrum Master is introducing Scrum to a new Development Team. The Development Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

- A. Begin facilitating productive and useful Sprint Retrospectives.
- B. Comply with the decision of the self-organizing team.
- C. Consult with the Product Owner to see how he/she feels about the situation.
- D. Call a meeting between the Development Team and senior management.

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

NEW QUESTION: 68

Which two ways of creating Development Teams are consistent with Scrum's values? (Choose two.)

- A. Existing teams propose how they would like to go about organizing into the new structure.
- B. Managers personally re-assign current subordinates to new teams.
- C. Managers collaborate to assign individuals to specific teams.

- D. Bring all the developers together and let them self-organize into Development Teams.
- E. The Chief Product Owner determines the new team structures and assignments.

Answer: A,D (LEAVE A REPLY)

The correct answers are A and D, because these ways of creating Development Teams are consistent with Scrum's values. Allowing existing teams to propose how they would like to organize into the new structure respects their self-organization and empowerment. Bringing all the developers together and letting them self-organize into Development Teams also respects their autonomy and collaboration.

NEW QUESTION: 69

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 70

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

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

Answer: B,D (LEAVE A REPLY)

NEW QUESTION: 71

A Scrum Master is introducing Scrum to a new Team. The Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

(choose the best answer)

- A. Comply with the decision of the self-managing team.
- B. Begin facilitating productive and useful Sprint Retrospectives.
- C. Call a meeting between the ScrumTeam and senior management
- D. Consult with the Product Owner to see how they feel about the situation.

Answer: B (LEAVE A REPLY)

According to the Scrum Guide, the action that the Scrum Master should take when the Team decides that a Sprint Retrospective is unnecessary is to begin facilitating productive

and useful Sprint Retrospectives. The Sprint Retrospective is an essential event for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The Scrum Master is responsible for ensuring that this event takes place and that positive outcomes are achieved. The other options are not valid actions, as they either imply that the Scrum Master complies with or ignores the decision of the Team (such as complying with it, calling a meeting with senior management, or consulting with the Product Owner), which is not consistent with Scrum values and principles.

NEW QUESTION: 72

What does it mean for a Development Team to be cross-functional?

- A.** The Development Team includes not only developers but also business analysts, architects, and testers.
- B.** The Development Team includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an increment of software.
- C.** Developers on the Development Team work closely with business analysts, architects, developers and testers who are not on the team.
- D.** The Development Team is a virtual team drawing from separate teams of business analysts, architects, developers and testers.

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

A cross-functional Development Team is one that includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an increment of software, as stated in the Scrum Guide¹: "Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team."

NEW QUESTION: 73

Why does a Development Team need a Sprint Goal?

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

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

NEW QUESTION: 74

What is the time-box for the Sprint Review?

- A.** As long as needed.
- B.** 4 hours for a monthly Sprint.
- C.** 2 hours for a monthly Sprint.
- D.** 4 hours and longer as needed.
- E.** 1 day

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

NEW QUESTION: 75

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

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

Answer: C (LEAVE A REPLY)

Explanation/Reference:

NEW QUESTION: 76

A Development Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what "Done" means. (Choose two.)

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

Answer: (SHOW ANSWER)

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

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NEW QUESTION: 77

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

- A. It is best to have Sprints of consistent length throughout a development effort.
- B. Sprint length is determined during Sprint Planning, and should be long enough to make sure the Development Team can deliver what is to be accomplished in the upcoming Sprint.

C. Sprint length is determined during Sprint Planning, and should hold the time it will take to code the planned features in the upcoming Sprint, but does not include time for any testing.

D. All Sprints must be 1 month or less.

E. The length of the Sprint should be proportional to the work that is done in between Sprints.

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

NEW QUESTION: 78

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

A. Inform management and ask them to solve it.

B. Set up the meeting and tell the Development Team that is how it will be done.

C. Ask the Development Team members to alternate who is responsible for meeting setup.

D. Allow the Development Team to self-manage and determine for itself what to do.

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

NEW QUESTION: 79

When does the second Sprint start? (Choose the best answer.)

A. Once the architectural changes for the second Sprint have been approved by the senior architect.

B. After the Product Backlog for the second Sprint has been selected.

C. Immediately after the first Sprint.

D. After the customer completes acceptance testing of the first Sprint.

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

Explanation/Reference:

NEW QUESTION: 80

When must a Product Owner release each Increment? (Choose the best answer.)

A. When it makes sense.

B. When the Scrum Team finishes their work.

C. Whenever the product is free of defects.

D. After every Sprint, Without exception.

Answer: ([SHOW ANSWER](#))

A Product Owner releases each Increment when it makes sense, as stated in [2]: "The Product Owner decides when to release an Increment. This can be done at any time during or after a Sprint. The Product Owner may choose to release an Increment when it delivers enough value to customers or users, when it meets a market opportunity, when it reduces risk or uncertainty, or when it aligns with other business goals."

NEW QUESTION: 81

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

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

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

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

NEW QUESTION: 82

Who should know the most about the progress toward a business objective or a release?

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 83

Currently, your Development Teams are organized to address a single layer only (for example, front end, middle tier, back end, and interfaces). What are three things to consider when deciding to move away from such component teams toward feature teams? (Choose three.)

- A. You cannot do Scrum without feature teams.
- B. Productivity may suffer when making this kind of move.
- C. Getting support from the business side first helps.
- D. Feature teams have less communication overhead.
- E. With feature teams, it is easier to calculate the productivity per team.

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

The correct answers are B, C, and D, because moving away from component teams toward feature teams may involve some challenges and trade-offs. Productivity may suffer when making this kind of move, as teams need to learn new skills, coordinate with other teams, and deal with legacy code. Getting support from the business side first helps, as they can provide the vision, value, and feedback for the features. Feature teams have less communication overhead, as they can deliver end-to-end functionality without depending on other teams.

NEW QUESTION: 84

Who creates the Definition of Done?

(choose the best answer)

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

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

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

NEW QUESTION: 85

True or False: The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

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

Answer: ([SHOW ANSWER](#))

Explanation/Reference:

NEW QUESTION: 86

How should a Scrum Team deal with non-functional requirements?

(choose the best answer)

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

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

Scrum Team's responsibility.

Explanation:

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

NEW QUESTION: 87

When is implementation of a Product Backlog item considered complete? (Choose the best answer)

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

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

NEW QUESTION: 88

The Product Owner is not collaborating with the Development Team during the Sprint. What are two valuable actions for a Scrum Master to take? (Choose two.)

- A. Inform the Product Owner's functional manager.
- B. Stop the Sprint, send the Product Owner to a course and restart.
- C. Bring up the problem in the Sprint Retrospective.
- D. Coach the Product Owner in the values of Scrum and incremental delivery.
- E. Nominate a proxy Product Owner.

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

According to the Scrum Guide¹, collaboration between the Product Owner and Developers is essential for creating valuable products. The Product Owner is accountable for maximizing value resulting from work by Developers. Developers are accountable for creating a plan for the Sprint, which includes selecting items from Product Backlog that they can complete within a Sprint. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Therefore, two valuable actions for a Scrum Master to take if the Product Owner is not collaborating with the Development Team during the Sprint are:

Bring up the problem in the Sprint Retrospective, where the Scrum Team can inspect how they worked together and create a plan for improvements.

Coach the Product Owner in the values of Scrum and incremental delivery, and help them understand their role and responsibilities in collaborating with Developers.

The other options are not valuable actions, as they may undermine trust, respect, and self-organization within the Scrum Team.

NEW QUESTION: 89

Which statement best describes a Product Owner's responsibility?

- A. Optimizing the value of the work the Development Team does.
- B. Managing the project and ensuring that the work meets the commitments to the stakeholders.
- C. Directing the Development Team.

D. Keeping stakeholders at bay.

Answer: ([SHOW ANSWER](#))

Explanation/Reference:

NEW QUESTION: 90

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 91

When is implementation of a Product Backlog item considered complete?

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

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

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NEW QUESTION: 92

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 should the Scrum Team do?

(choose the best answer)

- A. The Developers on the Scrum Team should write the user documentation
- B. Wait until you have a technical writer on your Scrum Team to take care of this.
- C. Form a separate team of technical writers that will work on an on-demand basis for the various Product Owners. Work order will be first in, first out.

D. Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.

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

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

NEW QUESTION: 93

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

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

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

NEW QUESTION: 94

When many Development Teams are working on a single product, what best describes the definition of "Done"? (Choose the best answer.)

- A.** Each Development Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.
- B.** It depends.
- C.** All Development Teams must have a definition of "Done" that makes their combined work potentially releasable.
- D.** Each Development Team uses its own but must make their definition clear to all other teams so the differences are known.

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

NEW QUESTION: 95

Which of the following is required by Scrum? (Choose all that apply.)

- A.** Sprint Retrospective.
- B.** Release planning.
- C.** Members must be stand up at the Daily Scrum.
- D.** All of the above.

E. Sprint Burndown Chart.

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

NEW QUESTION: 96

Which three of the following are feedback loops in Scrum? (Choose three.)

A. Sprint Review.

B. Release Planning.

C. Sprint Retrospective.

D. Refinement Meeting.

E. Daily Scrum.

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

The correct answers are A, C, and E, because these are feedback loops in Scrum. The Sprint Review is a feedback loop that allows the Scrum Team and the stakeholders to inspect the Increment and adapt the Product Backlog. The Sprint Retrospective is a feedback loop that allows the Scrum Team to inspect itself and create a plan for improvements. The Daily Scrum is a feedback loop that allows the Development Team to inspect its progress and plan its work for the next 24 hours.

NEW QUESTION: 97

Which best describes the Product Backlog?

A. It is allowed to grow and change as more is learned about the product and its customers.

B. It provides just enough information to enable a Scrum team to start the design phase of a product.

C. It contains all foreseeable tasks and requirements from which the Scrum team can develop and maintain a complete project plan.

D. It is baselined to follow change management processes.

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

According to the Scrum Guide, the Product Backlog is an ordered list of everything that is known to be needed in the product. It is allowed to grow and change as more is learned about the product and its customers. The other options are not accurate descriptions of the Product Backlog, as they are either too restrictive (such as providing just enough information or baselining to follow change management processes) or too comprehensive (such as containing all foreseeable tasks and requirements or enabling a complete project plan).

NEW QUESTION: 98

Which three of the following are feedback loops in Scrum? (Choose the best three answers.)

A. Sprint Review.

B. Release Planning.

- C. Refinement Meeting.
- D. Daily Scrum.
- E. Sprint Retrospective.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 99

During a Sprint Retrospective, for what is the Product Owner responsible?

- A. Participating as a Scrum Team member.
- B. Summarizing and reporting the discussions to the stakeholders that he/she represents in the Scrum Team.
- C. Capturing requirements for the Product Backlog.
- D. The Product Owner should not take part in Sprint Retrospectives.

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

According to the Scrum Guide¹, the Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning. The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Product Owner is part of the Scrum Team and should participate as a Scrum Team member in the Sprint Retrospective.

NEW QUESTION: 100

Who owns the Sprint Backlog?

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

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

Sprint Backlog is owned by the Development Team. The Scrum Guide states that "the Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. ... The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal."

NEW QUESTION: 101

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

- A. They are discussed, determined, and documented before the actual feature development Sprints.
- B. They are built by a separate team through the creation of an architectural runway.

C. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.

D. They are implemented along with functional development of the product.

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

NEW QUESTION: 102

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

A. Customers.

B. Users.

C. Developers.

D. One Scrum Master.

E. One Product Owner.

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

NEW QUESTION: 103

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

A. The desire to maintain a stable velocity.

B. The benefit of Development Teams figuring out a solution for themselves.

C. The need to have enough work to keep all Development Team members busy.

D. The ability of the Development Teams to produce integrated Increments.

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

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

NEW QUESTION: 104

Which two things should the Development Team do during the first Sprint? (Choose two.)

A. Develop at least one piece of functionality.

B. Make up a plan for the rest of the project.

C. Create an increment of potentially releasable software.

D. Analyze, design, and describe the complete architecture and infrastructure.

E. Analyze, describe, and document the requirements for the subsequent Sprints.

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

NEW QUESTION: 105

The Product Backlog is ordered by:

- A. The Product Owner with the most valuable items placed at the top.
- B. Risk, where safer items are at the top, and riskier items are at the bottom.
- C. Items are randomly arranged.
- D. Size, where small items are at the top and large items are at the bottom.

Answer: (SHOW ANSWER)

The Product Backlog is ordered by the Product Owner with the most valuable items placed at the top, as stated in [6]: "The Product Owner is responsible for ordering items on their product backlog based on their value to customers and users. Value can be measured by various factors, such as business value, customer satisfaction, risk reduction, learning opportunities, etc. The most valuable items are placed at the top of the product backlog so that they can be delivered sooner by the development team."

NEW QUESTION: 106

A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities. Which two activities are part of the Product Owner role according to Scrum? (Choose two.)

- A. Ensuring that the most valuable functionality is produced first, at all times.
- B. Interacting with stakeholders.
- C. Providing the Development Team with detailed specifications.
- D. Describing features as Use Cases.
- E. Creating detailed functional test cases.

Answer: (SHOW ANSWER)

The Product Owner is responsible for ensuring that the most valuable functionality is produced first, at all times, by ordering and prioritizing the Product Backlog. The Product Owner also interacts with stakeholders to understand their needs and expectations, and to communicate the vision and progress of the product. The other options are not part of the Product Owner role according to Scrum, as they are either too prescriptive or too technical.

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NEW QUESTION: 107

In the Sprint Planning meeting, the Product Owner and the Development Team were unable to reach a clear understanding about the highest order Product Backlog items. Because of this, the Development Team couldn't figure out how many Product Backlog items it could forecast for the upcoming Sprint. They were able to agree on a Sprint Goal, however.

Which of the following two actions should the Scrum Master support? (Choose two.)

- A.** Forecast 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.
- B.** Discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- C.** Continue the Sprint Planning meeting past its time-box until an adequate number of Product Backlog items are well enough understood for the Development Team to make a complete forecast. Then start the Sprint.
- D.** Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.
- E.** Cancel the Sprint. Send the entire team to an advanced Scrum training and then start a new Sprint.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 108

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

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

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

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

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

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

Increased commitment, as team members are more engaged and motivated by having a say in how they work.

The other options are not benefits of self-organization, as they may imply external control or pressure.

NEW QUESTION: 109

A Scrum Master is introducing Scrum to a new Development Team. The Development Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

- A.** Call a meeting between the Development Team and senior management.
- B.** Comply with the decision of the self-organizing team.
- C.** Consult with the Product Owner to see how he/she feels about the situation.
- D.** Begin facilitating productive and useful Sprint Retrospectives.

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

The correct answer is D, because if a new Development Team decides that a Sprint Retrospective is unnecessary, the Scrum Master should begin facilitating productive and useful Sprint Retrospectives. The Scrum Guide states that "the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. ... During each Sprint Retrospective, the Scrum Team plans ways to improve product quality by adapting the definition of 'Done' as appropriate." Therefore, the Scrum Master should help the Development Team understand the value and importance of the Sprint Retrospective, and make it an engaging and constructive event.

NEW QUESTION: 110

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

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

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

NEW QUESTION: 111

Which of the following might the Scrum Team discuss during a Sprint Retrospective?

- A.** All of the above.
- B.** Its Definition of "Done".
- C.** Skills needed to improve the Development Team's ability to deliver.
- D.** The way the Scrum Team does Sprint Planning.
- E.** Methods of communication.

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

NEW QUESTION: 112

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

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

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

NEW QUESTION: 113

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

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

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

NEW QUESTION: 114

A Scrum Master is introducing Scrum to a new Development Team. The Development Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

- A. Comply with the decision of the self-organizing team.
- B. Begin facilitating productive and useful Sprint Retrospectives.
- C. Consult with the Product Owner to see how he/she feels about the situation.
- D. Call a meeting between the Development Team and senior management.

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

NEW QUESTION: 115

What is the recommended size for a Development Team?

- A. 7 plus or minus 3.
- B. 3 to 9.
- C. At least 7.
- D. 9.

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

NEW QUESTION: 116

As the Sprint Planning progresses, the Developers realize that the workload may be greater than their capacity to complete the work. Which two are valid actions?

(choose the best two answers)

- A. Recruit additional Developers before the work can begin
- B. The Developers ensure that the Scrum Team is aware, start the Sprint, and monitor progress.
- C. The Developers work overtime during this Sprint
- D. Cancel the Sprint
- E. Remove or change selected Product Backlog items.

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

According to the Scrum Guide, two valid actions that the Developers can take when they realize that the workload may be greater than their capacity to complete the work are ensuring that the Scrum Team is aware, starting the Sprint, and monitoring progress, and removing or changing selected Product Backlog items. These actions are consistent with Scrum values and principles, such as transparency, adaptation, and collaboration. The other options are not valid actions, as they are either wasteful (such as recruiting additional Developers or canceling the Sprint) or unsustainable (such as working overtime).

NEW QUESTION: 117

Every Development Team should have: (Choose the best answer.)

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 118

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

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

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

According to the Scrum Guide¹, the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done.

Inspected elements often vary with domain, practices, and people involved. The Scrum Team identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint

Backlog for the next Sprint. Therefore, two appropriate topics for discussion during a Sprint Retrospective are:

Identifying high priority process improvements for the next Sprint.

How the team collaborates.

The other options are not relevant or appropriate for the Sprint Retrospective.

NEW QUESTION: 119

During a Sprint Retrospective, for what is the Scrum Master responsible? (Choose the best answer.)

- A.** Prioritizing the resulting action items.
- B.** Participating as a Scrum team member and facilitating as requested or needed.
- C.** Acting as a scribe to capture the Development Team's answers.
- D.** Summarizing and reporting the discussions to management.

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

NEW QUESTION: 120

When does the second Sprint start?

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

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

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

NEW QUESTION: 121

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

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

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

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NEW QUESTION: 122

For which is the Scrum Master responsible?

- A. Keeping track of resource allocation.
- B. Managing the performance of the Scrum Team.
- C. The Scrum framework being adopted and used properly.
- D. The meetings and the objectives that a Scrum Team sets for itself.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 123

What are two ways that regulatory compliance issues are dealt with in Scrum?

(choose the best two answers)

- A. They are addressed by a separate team who is responsible for compliance issues.
- B. They are addressed along with functional development of the product.
- C. They are discussed, determined, and documented before the actual feature development Sprints.
- D. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.

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

The best two answers are B and D. These two ways of dealing with regulatory compliance issues are consistent with Scrum's values and principles, as they allow the Scrum Team to deliver valuable and potentially releasable increments of the product while meeting the necessary standards and regulations. They also enable the Scrum Team to inspect and adapt their compliance strategy based on feedback and changing requirements.

A is not a good answer because it creates a separate silo of responsibility for compliance issues, which can lead to delays, conflicts, and inefficiencies. It also violates the Scrum value of transparency, as the compliance team may not have full visibility into the product development process.

C is not a good answer because it implies a waterfall approach that assumes all the compliance requirements are known and fixed upfront, which is rarely the case. It also reduces the flexibility and responsiveness of the Scrum Team, as they may have to follow a rigid plan that does not reflect the current reality of the product or the market.

NEW QUESTION: 124

A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won't be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help. What would be good advice to give the Product Owner?

- A.** Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.
- B.** Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.
- C.** Tell the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.

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

NEW QUESTION: 125

The time-box for a Daily Scrum?

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

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

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

NEW QUESTION: 126

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 127

The Product Owner determines how many Product Backlog items the Development Team selects for a Sprint. (Choose the best answer.)

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 128

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

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

Answer: A (LEAVE A REPLY)

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

NEW QUESTION: 129

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

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

Answer: B (LEAVE A REPLY)

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

make estimates), or unnecessary (such as checking estimates with the Development Team).

NEW QUESTION: 130

Which does a self-organizing Development Team choose?

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

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

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

NEW QUESTION: 131

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

- A. Failing unit tests, to identify acceptance tests for the next Sprint.
- B. An increment of software with minor known bugs in it.
- C. An increment of working software that is "done".
- D. A single document, if that is what the Scrum Master asked for.

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

The correct answer is C, because a Development Team should deliver an increment of working software that is "done" by the end of a Sprint. The Scrum Guide states that "the Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be 'Done,' which means it must be in useable condition and meet the Scrum Team's definition of 'Done'."

NEW QUESTION: 132

Which statement best describes a Product Owner's responsibility?

- A. Optimizing the value of the work the Development Team does.
- B. Managing the project and ensuring that the work meets the commitments to the stakeholders.
- C. Directing the Development Team.
- D. Keep stakeholders from distracting the Development Team.

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

According to the Scrum Guide¹, ordering Product Backlog items is solely up to the Product Owner's discretion. The Product Owner orders items in the Product Backlog to best achieve goals and missions. To do this, they optimize value by considering various factors such as cost and benefit, risk, dependencies, date needed, etc. The Product Owner is responsible for maximizing the value of the work the Development Team does.

NEW QUESTION: 133

What is the main reason for the Scrum Master to be at the Daily Scrum?

- A.** To gather status and progress information to report to management.
- B.** To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burn-down.
- C.** He or she does not have to be there; he or she only has to ensure the Development Team has a Daily Scrum.
- D.** To make sure every team member answers the three questions.

Answer: C (LEAVE A REPLY)

The correct answer is C, because the Scrum Guide states that "the Scrum Master ensures that the Development Team has the meeting, but the Development Team is responsible for conducting the Daily Scrum. The Scrum Master teaches the Development Team to keep the Daily Scrum within the 15-minute time-box." Therefore, the main reason for the Scrum Master to be at the Daily Scrum is to ensure that it happens, but he or she does not have to be there.

NEW QUESTION: 134

Who should know the most about the progress toward a business objective or a release?

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

Answer: D (LEAVE A REPLY)

The Product Owner should know the most about the progress toward a business objective or a release, as stated in the Scrum Guide: "The Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals."

NEW QUESTION: 135

Which two ways of creating Scrum Teams are consistent with Scrum's values?
(choose the best two answers)

- A.** Bring all the people together and let them organize into Scrum Teams
- B.** Managers personally re-assign current subordinates to new teams.
- C.** Existing teams propose how they would like to go about organizing into the new structure.

- D. Managers collaborate to assign individuals to specific teams.
- E. The Chief Product Owner determines the new team structures and assignments.

Answer: A,C (LEAVE A REPLY)

The best two answers are A and C. These two ways of creating Scrum Teams are consistent with Scrum's values because they respect the self-organization and empowerment of the people who will be working in the teams. They also foster openness and courage by allowing the people to express their preferences and opinions about the new structure.

B, D and E are not consistent with Scrum's values because they impose a top-down approach that does not involve the people who will be affected by the change. They also undermine the commitment and focus of the teams by assigning them to work on something they may not be interested in or passionate about.

NEW QUESTION: 136

A member of the Development Team takes the Scrum Master aside to express his concerns about data security issues. What should the Scrum Master do?

- A. Add security to the definition of "Done".
- B. Tell the Product Owner to stop further development of features until the issues are fixed.
- C. Create a Product Backlog item for security.
- D. Go check with the testers.
- E. Ask the person to share the issue with the team as soon as possible.

Answer: (SHOW ANSWER)

Explanation/Reference:

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NEW QUESTION: 137

Scrum has a role called "Project Manager".

- A. False
- B. True

Answer: A (LEAVE A REPLY)

NEW QUESTION: 138

Which of the following might the Scrum Team discuss during a Sprint Retrospective?

- A. Methods of communication.
- B. The way the Scrum Team does Sprint Planning.
- C. Skills needed to improve the Development Team's ability to deliver.
- D. Its Definition of "Done".
- E. All of the above.

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

Explanation/Reference:

NEW QUESTION: 139

Which does a self-organizing Development Team choose?

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

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

NEW QUESTION: 140

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

What are the advantages of keeping component teams while starting Scrum?

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

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

NEW QUESTION: 141

Choose two responsibilities of a self-organizing Development Team. (Choose the best two answers.)

- A. Do the work planned in the Sprint Backlog.
- B. Increase velocity.
- C. Pull Product Backlog items for the Sprint.
- D. Reorder the Product Backlog.

E. Report daily progress to stakeholders.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 142

Which of the following is required by Scrum? (Choose all that apply.)

- A. Sprint Retrospective.
- B. Members must stand up at the Daily Scrum.
- C. Sprint Burndown Chart.
- D. Release planning.
- E. All of the above.

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

Explanation of Correct answer: According to the Scrum Guide¹, the only required events in

NEW QUESTION: 143

A Development Team selects a set of Product Backlog items for a Sprint Backlog with the intent to get the

selected items "Done" by the end of the Sprint. Which three phrases best describe the purpose of a

definition of "Done"? (Choose three.)

- A. It provides a template for elements that need to be included in the technical documentation.
- B. It defines what it takes for an Increment to be ready for release.
- C. It controls whether the developers have performed their tasks.
- D. It tracks the percent completeness of a Product Backlog item.
- E. It guides the Development Team in creating a forecast at the Sprint Planning.
- F. It creates transparency over the work inspected at the Sprint Review.

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

NEW QUESTION: 144

Multiple Scrum Teams working on the same project must have the same Sprint start date.

- A. True
- B. False

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

The correct answer is B, because multiple Scrum Teams working on the same project do not have to have the same Sprint start date. The Scrum Guide states that "multiple Scrum Teams often work together on the same product. One product goal unites them. Therefore, they must mutually define and comply with a definition of 'Done' that applies to their combined work product." Therefore, the synchronization of multiple Scrum Teams is based on their shared product goal and definition of 'Done', not on their Sprint start date.

NEW QUESTION: 145

Which two things are appropriate for a Scrum Master to do if the Development Team doesn't have the engineering tools and infrastructure to completely finish each selected Product Backlog item? (Choose two.)

- A.** Declare the Development Team not ready for Scrum.
- B.** Refocus the current Sprint on establishing the Development Team's infrastructure instead of delivering an increment.
- C.** Have the Development Team establish a Definition of "Done" that is actually possible to achieve given current circumstances.
- D.** Coach the Development Team to improve its skills, tools, and infrastructure over time and adjust the Definition of "Done" accordingly.
- E.** Encourage the Product Owner to accept partially "Done" increments until the situation improves.

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

NEW QUESTION: 146

Which phrase best describes a Product Owner?

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

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

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

NEW QUESTION: 147

When is it most appropriate for a Development Team to change the definition of "Done"?

- A.** During Spring Planning.
- B.** Prior to starting a new Sprint.
- C.** During the Sprint Retrospective.
- D.** Prior to starting a new project.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide¹, one aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of "Done" over time. The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. Therefore, it is most appropriate for a Development Team to change the definition of "Done" during the Sprint Retrospective.

NEW QUESTION: 148

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

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

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

A Developer is accountable for creating a plan for the Sprint, the Sprint Backlog, and organizing the work required to meet the Sprint Goal, as stated in the Scrum Guide:

"Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint. The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always accountable for:

Creating a plan for the Sprint, the Sprint Backlog;
Instilling quality by adhering to a Definition of Done;
Adapting their plan each day toward the Sprint Goal; and,
Holding each other accountable as professionals."

NEW QUESTION: 149

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

A good way to continue is:

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

Answer: ([SHOW ANSWER](#))

Explanation/Reference:

NEW QUESTION: 150

When is the Sprint Backlog created?

- A. Prior to the Sprint Planning meeting.

- B. At the beginning of the project.
- C. During the Sprint Planning meeting.
- D. During the Sprint.

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

NEW QUESTION: 151

A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won't be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help. What would be good advice to give the Product Owner?

- A. Remind the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.
- B. Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.
- C. Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.

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

Explanation/Reference:

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NEW QUESTION: 152

Which of the following are topics for the Developers to discuss at the Daily scrum as they inspect their progress toward the Sprint Goal?

(choose the best three answers)

- A. what have we learned since yesterday, and now should we modify our plan to increase our ability to meet the Sprint Goal?
- B. Are there any impediments blocking progress toward the sprint Goal?
- C. What will I be working on tomorrow?
- D. Are there any decisions that need to be made to maintain progress toward the sprint Goal?
- E. Why were you late?
- F. How many hours did I spend on the project yesterday

G. win today's work negatively impact our ability to meet the sprint Goal for the Sprint following this one?

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

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

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

Are there any impediments blocking progress toward the Sprint Goal?

Are there any decisions that need to be made to maintain progress toward the Sprint Goal?

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

NEW QUESTION: 153

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 154

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

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

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

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

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