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NEW QUESTION: 1

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: 2

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 Scrum Team ' s responsibility.

Answer: (SHOW ANSWER)

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 backlogs 1

. NFRs are persistent qualities and constraints typically revisited as part of the definition of done (DoD) for each Iteration, PI, or release 1 . 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: 3

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

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

Answer: D (LEAVE A REPLY)

The Development Team must do as much work as it has told the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of "Done", as stated in the Scrum Guide 1 :

"The Development Team works to forecast the functionality that will be developed during the Sprint. The Product Owner discusses the objective that the Sprint should achieve and the Product Backlog items that, if completed in the Sprint, would achieve the Sprint Goal. The entire Scrum Team collaborates on understanding the work of the Sprint."

NEW QUESTION: 4

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: 5

Which are NOT appropriate topics for discussion in a Sprint Retrospective? (Choose all that apply.)

- A.** Definition of "Done".
- B.** How the team does its work.
- C.** Team relations.
- D.** The value of work currently represented in the Product Backlog.
- E.** Arranging the Sprint Backlog for the next Sprint.

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

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 topics that are appropriate for discussion are those that relate to how the team does its work, such as processes, tools, communication, collaboration, quality, etc.

The value of work currently represented in the Product Backlog and arranging the Sprint Backlog for the next Sprint are not appropriate topics for discussion in a Sprint Retrospective, as they belong to the Sprint Review and Sprint Planning events respectively.

NEW QUESTION: 6

Why does the Product Owner want the Development Team to adhere to its definition of "Done"?

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

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

According to the Scrum Guide 1 , 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, one reason why the Product Owner wants the Development Team to adhere to its definition of

"Done" is to have complete transparency into what has been done at the end of each Sprint.

References: Scrum Guide

NEW QUESTION: 7

When multiple Scrum Teams are working on the same product, should all of their Increments be integrated every Sprint? (choose the best answer)

- A.** Yes, but only for Scrum Teams whose work has dependencies.
- B.** No, that is far too hard and must be done in a hardening Sprint
- C.** No, each Scrum Team stands alone.
- D.** Yes, in order to accurately inspect what is done.

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

According to the Scrum Guide, when multiple Scrum Teams are working on the same product, they should integrate their Increments every Sprint, in order to accurately inspect what is done and ensure that there is no technical debt or unfinished work at the end of each Sprint. The other options are not valid, as they imply that integration can be skipped, delayed, or done only for some teams, which is not consistent with Scrum values and principles.

NEW QUESTION: 8

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: ([SHOW ANSWER](#))

The correct answer is A, because if two Scrum Teams are added to the development of a product that previously had only one Scrum Team, the immediate impact on the productivity of the original Scrum Team is likely to decrease. This is because adding more teams may introduce some challenges and trade-offs, such as increased communication and coordination overhead, reduced alignment and cohesion, and potential conflicts or dependencies.

References: [Suggested Reading for Professional Scrum Master I]

NEW QUESTION: 9

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. Add security concerns to the definition of "Done".
- C. Add a Sprint to specifically resolve all security concerns.
- D. Delegate the work to the concerned department.
- E. Have the Scrum Team create Product Backlog items for each concern.

Answer: B,E (LEAVE A REPLY)

According to the Scrum Guide 1 , 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, one good way for a Scrum Team to ensure security concerns are satisfied is to add security concerns to the definition of "Done". Another good way is to have the Scrum Team create Product Backlog items for each concern, as they are responsible for managing and refining the Product Backlog.

References: Scrum Guide

NEW QUESTION: 10

What are two responsibilities of testers in a Development Team? (Choose two.)

- A. Verifying the work of programmers.
- B. Everyone in the Development Team is responsible for quality.
- C. Tracking quality metrics.
- D. Finding bugs.
- E. Scrum has no "tester" role.

Answer: B,E (LEAVE A REPLY)

The correct answers are B and E, because Scrum has no "tester" role and everyone in the Development Team is responsible for quality. The Scrum Guide states that "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.

Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness."

NEW QUESTION: 11

Who is accountable for managing the progress of work during a Sprint?

(choose the best answer)

- A. The Product Owner.

- B.** The Developers.
- C.** The Scrum Master.
- D.** The most junior member of the team.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the Developers are accountable for managing the progress of work during a Sprint, as they are responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that the Product Owner, the Scrum Master, or the most junior member of the team are accountable for managing the progress of work, which is not consistent with Scrum.

NEW QUESTION: 12

What two factors are best considered when establishing the Sprint length? (Choose two.)

- A.** The organization has mandated similar length sprints.
- B.** The level of uncertainty over the technology to be used.
- C.** The frequency at which team formation can be changed.
- D.** The risk of being disconnected from the stakeholders.

Answer: ([SHOW ANSWER](#))

The correct answers are B and D, because the length of the Sprint should be chosen based on the level of uncertainty over the technology to be used and the risk of being disconnected from the stakeholders. 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. Sprints enable predictability by ensuring inspection and adaptation of progress toward a Sprint Goal at least every calendar month. When a Sprint's horizon is too long the Sprint Goal may become invalid, complexity may rise, and risk may increase."

NEW QUESTION: 13

True or False: A scrum Master Fulfills me same role as a traditional project Manager.

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

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

A Scrum Master fulfills a different role than a traditional project manager, as stated in 2: "A project manager helps manage the project timeline, resources, and scope in order to meet business requirements. A Scrum Master, however, helps ensure the Scrum Team follows Scrum theory, practices, and rules. The Scrum Master is a servant-leader who helps optimize the value created by the Scrum Team."

NEW QUESTION: 14

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)

The correct answer is E, because all of these topics can be discussed during a Sprint Retrospective. 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 Team can discuss any aspect of their process, communication, skills, or definition of 'Done' that may help them improve.

NEW QUESTION: 15

When do Development Team members take ownership of a Sprint Backlog item?

- A. At the Sprint planning meeting.
- B. During the Daily Scrum.
- C. Never. All Sprint Backlog Items are "owned" by the entire Development Team, even though each one may be done by an individual Development Team member.
- D. Whenever a team member can accommodate more work.

Answer: C (LEAVE A REPLY)

According to the Scrum Guide 1 , the Sprint Backlog is the property of the Developers and no one else can tell them which items they should work on. The Developers can select any item from the Product Backlog that they forecast they can complete within a Sprint. The Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. Therefore, no one owns a Sprint Backlog item, but the entire Development Team is accountable for it.

References: Scrum Guide

NEW QUESTION: 16

Who is on the Scrum Team? (Choose all that apply.)

- A. Scrum Master
- B. Product Owner
- C. Development Team member
- D. Project Manager
- E. None of the above

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

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. A project manager is not part of the Scrum Team, as Scrum does not recognize

titles or sub-teams. None of the above is also not a correct answer, as it implies that there is no Scrum Team at all.

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NEW QUESTION: 17

Who is responsible for engaging the stakeholders?

- A. The Business Analyst.
- B. The Development Team.
- C. The Team Manager.
- D. The Project Manager.
- E. The Product Owner.

Answer: (SHOW ANSWER)

The Product Owner is responsible for engaging the stakeholders, as stated in the Scrum Guide1: "The Product Owner is one person, not a committee. The Product Owner may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner."

NEW QUESTION: 18

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

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

Answer: (SHOW ANSWER)

The correct answer is C, because when a Development Team is having trouble delivering a working Increment because they don't understand a functional requirement, they should collaborate with the Product Owner to determine what is possible and acceptable. The Scrum Guide states that "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." Therefore, the Product Owner

should clarify the functional requirement and negotiate the scope of work with the Development Team.

NEW QUESTION: 19

When is implementation of a Product Backlog item considered complete?

- 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](#))

According to the Scrum Guide¹, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, implementation of a Product Backlog item is considered complete when the item has no work remaining in order to be potentially released.

NEW QUESTION: 20

Which approach is best for Scrum Teams in order to produce valuable Increments?
(Choose the best answer.)

- A.** Each Developer works on the component where they feel that they can contribute.
- B.** Each Scrum Team is accountable for developing functionality from beginning to end.
- C.** Each Scrum Team works on an independent set of components.
- D.** Each Scrum Member works only as an independent layer of the system.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the best approach for Scrum Teams in order to produce valuable Increments is to have each Developer work on the component where they feel that they can contribute. This means that the Developers can self-organize and collaborate effectively to deliver a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid approaches, as they either imply that the Developers work in silos or rely on external people (such as developing functionality from beginning to end, working on an independent set of components, or working only as an independent layer of the system).

NEW QUESTION: 21

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. Every member of the Scrum Team is able to perform every task.
- C. Scrum Team has all the skills to create an increment by the end of every Sprint.
- D. There are no conflicts within the Scrum Team.

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

NEW QUESTION: 22

Which answer best describes the topics covered in Sprint Planning? (Choose the best answer.)

- A. Who is on the team and what team member roles will be.
- B. What can be done and how to do it, and why to do it.
- C. What to do and who will do it.
- D. What went wrong in the last Sprint and what to do differently this Sprint.
- E. How conditions have changed and how the Product Backlog should evolve.

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

NEW QUESTION: 23

Which does a self-organizing Development Team choose?

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

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

NEW QUESTION: 24

What factor should be considered when establishing the Sprint length?

(choose the best answer)

- A. The organization has mandated similar length sprints.
- B. The need for the team to learn based on doing work and measuring results.
- C. The frequency at which team formation can be changed.
- D. The organization's release schedule.

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

The best answer is B. The need for the team to learn based on doing work and measuring results.

The Sprint length should be chosen based on the complexity and volatility of the product and the environment, as well as the team's capability and Definition of Done. The Sprint length should enable the team to deliver a usable Increment of value that meets the feedback needs of the stakeholders and the business. The Sprint length should also allow the team to inspect and adapt their work processes and practices based on the outcomes of the Sprint.

The other options are not valid reasons for choosing the Sprint length. The organization's mandate, team formation, and release schedule should not dictate the Sprint length, but rather be aligned with it. The Scrum Team should have the autonomy to choose the Sprint length that best suits their product and context.

You can learn more about how to choose the right Sprint length from these sources: [How Long A Sprint Should Be?](#), [How to Choose the Right Sprint Length in Scrum](#), [What is a Sprint?](#), [Determining the Sprint Length](#), and [Sprint Length: What's the Right Length?](#).

NEW QUESTION: 25

What is the timebox for a Sprint Planning event? (choose the best answer)

- A. Monthly.
- B. 8 hours for a one-month Sprint
- C. Whenever it's done
- D. 4 hours for a one-month Sprint

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

According to the Scrum Guide, the timebox for a Sprint Planning event is 8 hours for a one-month Sprint, proportionally shorter for shorter Sprints. The other options are not valid, as they are either too long (such as monthly), too vague (such as whenever it's done), or too short (such as 4 hours for a one-month Sprint).

NEW QUESTION: 26

How much of the Sprint Backlog must be defined during the Sprint Planning event?

- A. Just enough tasks for the Scrum Master to be confident in the Development Team's understanding of the Sprint.
- B. The entire Sprint Backlog must be identified and estimated by the end of the Sprint Planning meeting.
- C. Enough so the Development Team can create its best forecast of what it can do, and to start the first several days of the Sprint.
- D. Just enough to understand design and architectural implications.

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

The correct answer is C, because the Scrum Guide states that "the Development Team usually starts by designing the system and the work needed to convert the Product Backlog into a working product Increment.

Work planned for the first days of the Sprint by the Development Team is decomposed by the end of this meeting, often to units of one day or less. The Development Team self-organizes to undertake the work in the Sprint Backlog, both during Sprint Planning and as needed throughout the Sprint." Therefore, enough work should be defined during the Sprint Planning event so that the Development Team can create its best forecast of what it can do, and to start the first several days of the Sprint.

NEW QUESTION: 27

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: ([SHOW ANSWER](#))

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: 28

(Which of the following activities will a Product Owner engage in during a Sprint? Choose the best answer.)

- A.** Answer questions from the Developers about items in the current Sprint.
- B.** Prioritize the Developers' work on the Sprint Backlog.
- C.** Run the Daily Scrum.
- D.** Update management on what is being worked on.

Answer: ([SHOW ANSWER](#))

The correct answer is A. During the Sprint, the Product Owner remains actively engaged with the Scrum Team, especially by helping clarify Product Backlog items and answering questions from the Developers about the work selected for the Sprint. This supports transparency and helps the Developers better understand the desired outcome, business context, and value of the work.

Option B is incorrect because the Sprint Backlog belongs to the Developers. They organize the work required to meet the Sprint Goal and manage the Sprint Backlog throughout the Sprint. The Product Owner does not prioritize the Developers' tasks inside the Sprint.

Option C is incorrect because the Daily Scrum is an event for the Developers. The Product Owner does not run it. Option D is incorrect because updating management is not defined as a Product Owner accountability during the Sprint.

The Product Owner's key accountability is maximizing product value, primarily through Product Backlog management and collaboration with the Scrum Team. During a Sprint, that often includes clarifying items, answering questions, and helping the team stay aligned on value and product direction. This makes Option A the best answer.

NEW QUESTION: 29

(A new Developer is having continuing conflicts with existing members of the Scrum Team, which is impacting the delivery of the Increment. If necessary, who is responsible for removing the Developer from the Scrum Team?

Choose the best answer.)

- A. The Scrum Master is responsible, they remove impediments.
- B. The Product Owner is responsible, they control the return on investment (ROI).
- C. The hiring manager is responsible, they hired the Developer.
- D. The Scrum Team is responsible.

Answer: C (LEAVE A REPLY)

The correct answer is C. Scrum defines accountabilities for product value, team effectiveness, and creating Done Increments, but it does not give the Scrum Master, Product Owner, or Scrum Team formal managerial authority to hire or fire people. Personnel decisions such as removing someone from a team are typically the responsibility of the organization and its management structure. In this case, the hiring manager or appropriate people manager would be responsible for removing the Developer if that becomes necessary.

Option A is incorrect because although the Scrum Master helps remove impediments, that does not mean they have authority over employment or staffing decisions. Option B is incorrect because the Product Owner is accountable for maximizing product value, not for personnel management. Option D is incorrect because the Scrum Team is self-managing with respect to its work, but it does not generally have organizational authority to remove employees from the team.

The Scrum Master should still help the team address the conflict by coaching, facilitating conversations, and improving collaboration. But if actual removal is required, that action belongs to the organization's management system, not to a Scrum accountability.

NEW QUESTION: 30

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 monitor the productivity of the Developers.
- C. To present the Scrum Teams with insights and resources that help them improve.
- D. To continually monitor staffing levels of the Scrum Team.

Answer: C (LEAVE A REPLY)

The best answer is C. The function or purpose of management in Scrum is to present the Scrum Teams with insights and resources that help them improve. According to the article What is the Function or Purpose of Management in Scrum?, management is still critical to providing vision, securing resources, hiring talent, training teams, removing roadblocks, and continuously improving. Management also encourages collaboration and establishes Scrum Team autonomy, which are essential for Scrum's values and principles.

A, B and D are not good answers because they imply a command-and-control approach that contradicts Scrum's values of respect, openness, and self-organization. Management in Scrum is not supposed to micromanage, judge, or interfere with the work of the Developers, but rather support them and enable them to deliver value.

NEW QUESTION: 31

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 the best two answers)

- 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)

Short Explanation: According to the Scrum Guide 2020 1 , the product has one Product Backlog, which is the single source of work undertaken by the Scrum Team. The Product Backlog is ordered by the Product Owner, who is accountable for maximizing the value of the product resulting from the work of the Scrum Team.

There should be only one Product Owner per product, who may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner 1 . Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste in the Scrum process.

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NEW QUESTION: 32

Select two ways in which technical debt impacts transparency. (Choose two.)

- A. When calculated and estimated, the total amount of technical debt shows exactly how long until the Product Owner can release the Increment.
- B. It leads to false assumptions about the current state of the system, specifically of an Increment being releasable at the end of a Sprint.

- C.** As development progresses and code is added, the system becomes more difficult to stabilize, which results in future work being slowed down in unpredictable ways.
- D.** It enhances transparency for the Product Owner as a Development Team is not allowed to do additional feature development in a Sprint as long as there is technical debt.

Answer: ([SHOW ANSWER](#))

The correct answers are B and C, because technical debt impacts transparency in these ways. It leads to false assumptions about the current state of the system, specifically of an Increment being releasable at the end of a Sprint, as it may contain hidden defects or incomplete functionality. It also results in future work being slowed down in unpredictable ways, as development progresses and code is added, the system becomes more difficult to stabilize and maintain.

NEW QUESTION: 33

When is a Sprint over?

- A.** When the Product Owner says it is done.
- B.** When all Product Backlog items meet their definition of "Done".
- C.** When all the tasks are completed.
- D.** When the time-box expires.

Answer: ([SHOW ANSWER](#))

The correct answer is D, because the Scrum Guide states that "a Sprint is a container for all other events. 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." Therefore, a Sprint is over when its time-box expires, regardless of whether all Product Backlog items or tasks are completed or not.

NEW QUESTION: 34

Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the quality of the product, and the Product Owner agrees with the stakeholder's assessment that the quality is low. How should the Scrum Master respond to the Product Owner?

(choose the best two answers)

- A.** Encourage the Product Owner to include quality specifications in the Product Backlog and to communicate the stakeholders' concerns to the Developers.
- B.** Bring the concern to the testers to improve how the Product is verified.
- C.** Work with the Product Owner to understand their desired resolution and help formulate an approach for raising the concern with the Developers.
- D.** Tell the Product Owner they have noted the concern and will raise this issue at the Sprint Retrospective.
- E.** Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.

Answer: A,C (LEAVE A REPLY)

Several Sprints into a project, a key stakeholder begins using the product and finds the quality lacking. The Product Owner (PO) agrees and shares this concern with the Scrum Master (SM). The Scrum Master needs to determine the best way to respond.

Scrum emphasizes empiricism, which is based on transparency, inspection, and adaptation. This means that if quality concerns arise, the Scrum Team must inspect the issue, adapt accordingly, and ensure quality is built into the product incrementally.

A. Encourage the Product Owner to include quality specifications in the Product Backlog and to communicate the stakeholders' concerns to the Developers.

Reference from the Scrum Guide :

* " The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team. "

* " The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. "

Why is this Correct?

* Since the Product Owner represents the stakeholders, they should translate the stakeholder's concerns into actionable Product Backlog Items (PBIs) that reflect quality improvements.

* Developers can refine and plan these PBIs in upcoming Sprints to ensure quality is systematically addressed.

* The Product Backlog is the single source of work, meaning all quality requirements should be made explicit there.

* This approach aligns with Scrum's empirical process of making work transparent so that the team can inspect and adapt.

C. Work with the Product Owner to understand their desired resolution and help formulate an approach for raising the concern with the Developers.

Reference from the Scrum Guide :

* " The Scrum Master serves the Product Owner in several ways, including: Helping find techniques for effective Product Goal definition and Product Backlog management. "

* " The Scrum Master serves the Scrum Team in several ways, including: Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done. "

Why is this Correct?

* The Scrum Master is a servant leader, responsible for facilitating collaboration between the Product Owner and Developers so that the concern is effectively addressed.

* Instead of dictating a solution, the Scrum Master guides discussions and enables the team to decide how best to improve quality.

* The Definition of Done (DoD) should be reviewed to ensure it is clear, measurable, and includes quality standards.

* This approach ensures that all stakeholders-Developers, Product Owner, and Scrum Master- collaborate in a self-managing way to improve quality.

Incorrect Answers with Explanations

B. Bring the concern to the testers to improve how the Product is verified.

Reference from the Scrum Guide :

* " Developers are always accountable for: Instilling quality by adhering to a Definition of Done. "

Why is this Incorrect?

* Scrum does not have a separate testing team ; instead, the Developers are responsible for all aspects of quality (coding, testing, integration, etc.).

* Quality should not be " verified " by an external group; rather, it must be built into the Increment from the start .

* Instead of passing the issue to testers, the Scrum Team should improve their Definition of Done to ensure the product meets the necessary quality standards.

D. Tell the Product Owner they have noted the concern and will raise this issue at the Sprint Retrospective.

Reference from the Scrum Guide :

* " 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. "

Why is this Incorrect?

* While the Sprint Retrospective is useful for discussing improvements , waiting until the Retrospective delays the resolution of a critical issue.

* The Scrum Team should act immediately by addressing quality issues in the Product Backlog and adapting their work in upcoming Sprints.

* Transparency and fast feedback are key principles in Scrum- delaying discussions goes against empiricism .

E. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.

Reference from the Scrum Guide :

* " The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. "

* " If the Definition of Done for an increment is part of the standards of the organization, all Scrum Teams must follow it as a minimum. "

Why is this Incorrect?

* While the Developers are responsible for meeting the Definition of Done , quality is a shared responsibility across the Scrum Team .

* The Product Owner must ensure that the product delivers value to stakeholders , which includes meeting their quality expectations.

* Ignoring the Product Owner's concerns contradicts Scrum's emphasis on collaboration and transparency.

NEW QUESTION: 35

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

A. True

B. False

Answer: B (LEAVE A REPLY)

According to the Scrum Guide¹, Scrum is not a process, technique, or definitive method. Rather, it is a framework within which you can employ various processes and techniques. Scrum makes clear the relative efficacy of your product management and work techniques so that you can continuously improve the product, the team, and the working environment.

NEW QUESTION: 36

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: C,E (LEAVE A REPLY)

According to the Scrum Guide 1, 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.

References: Scrum Guide

NEW QUESTION: 37

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: A (LEAVE A REPLY)

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: 38

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

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

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide 1 , the only required events in Scrum are Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective. These events enable transparency, inspection, and adaptation. The other options are not mandatory in Scrum, although they may be useful in some contexts.

References: Scrum Guide

NEW QUESTION: 39

(Who must attend the Daily Scrum?

Choose the best answer.)

- A. The Scrum Master and Product Owner.
- B. The Developers and Scrum Master.
- C. The Developers.
- D. The Developers and Product Owner.
- E. The Scrum Team.

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

The correct answer is C because the Daily Scrum is specifically an event for the Developers of the Scrum Team. According to the Scrum Guide, the Daily Scrum is held by the Developers to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. This makes the Developers the only people who must attend.

The Scrum Master's responsibility is to ensure that the event takes place and that attendees understand its purpose, but the Scrum Master is not required to attend unless they are actively helping the Developers or are also participating as part of the team's work. The Product Owner is also not required to attend. While either the Scrum Master or Product Owner may be present, the Daily Scrum remains a Developers' event.

Options A, B, D, and E are incorrect because they include roles that are not mandatory participants. Scrum is careful about this distinction to preserve self-management and ensure the Developers own daily planning. The Daily Scrum is not a status meeting for management or other roles. It is a focused inspection-and-adaptation event for the Developers.

NEW QUESTION: 40

Every Development Team should have:

- A. At least one representative from each major software engineering discipline (like QA, Dev, UX).

B. The competencies and skills needed to deliver a Done Increment in a Sprint.

C. One Lead Developer and no more than 8 other members.

Answer: B (LEAVE A REPLY)

According to the Scrum Guide 1 , 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. Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness. Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team.

The team model in Scrum is designed to optimize flexibility, creativity, and productivity.

References: Scrum Guide

NEW QUESTION: 41

A new developer is having continuing conflicts with existing Development Team members and creating the hostile environment. If necessary, who is responsible for removing the team member?

A. The hiring manager is responsible, because he/she hired the developer.

B. The Scrum Manager is responsible, because he/she removes Impediments.

C. The Development Team is responsible, and may need help from the Scrum Master.

D. The Product Owner is responsible, because he/she controls the return on investment (ROI).

Answer: (SHOW ANSWER)

The correct answer is C, because if necessary, the Development Team is responsible for removing a team member who is creating a hostile environment. The Scrum Guide states that "development Teams are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality." Therefore, the Development Team should manage its own composition and dynamics, and may need help from the Scrum Master to facilitate this process.

NEW QUESTION: 42

What is included in the Sprint Backlog?

A. User Stories.

B. Tasks.

C. Use Cases.

D. Tests.

E. Any of the above (or others) which are a decomposition of the selected Product Backlog items.

Answer: E (LEAVE A REPLY)

The correct answer is E, because any of the above (or others) which are a decomposition of the selected Product Backlog items can be included in the Sprint Backlog. 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." Therefore, any work items that help the Development Team achieve the Sprint Goal can be part of the Sprint Backlog.

NEW QUESTION: 43

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: 44

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: 45

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.

References: [Suggested Reading for Professional Scrum Master I]

NEW QUESTION: 46

What are three ways Scrum promotes self-management?

- A. By having the Scrum Master protect the Scrum Team.
- B. By the Scrum Team deciding what work to do in a Sprint.
- C. By being a lightweight framework.
- D. By removing titles for Scrum Team members.

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

Scrum promotes self-management by empowering the Scrum Team to take ownership of their work and processes. The best three answers are:

- A). By having the Scrum Master protect the Scrum Team: The Scrum Master plays a key role in shielding the team from external distractions and impediments, allowing the team to focus on self-management and delivering value.
- B). By the Scrum Team deciding what work to do in a Sprint: During Sprint Planning, the Scrum Team collaboratively selects and commits to the work they can accomplish within the Sprint, fostering self-organization and decision-making.
- C). By being a lightweight framework: Scrum 's simplicity and minimal structure provide the team with the flexibility to adapt and manage their work, encouraging self-management without imposing rigid controls.

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NEW QUESTION: 47

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

- A. True
- B. False

Answer: (SHOW ANSWER)

The correct answer is B, because the Product Owner does not make sure the team selects enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Scrum Guide states that "the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint." Therefore, the Development Team is responsible for choosing the scope of work for a Sprint.

NEW QUESTION: 48

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 Product Owner to assign the people to teams.
- C. Ask the developers to divide themselves into teams.

Answer: C (LEAVE A REPLY)

According to the Nexus Guide 2, which is a framework for scaling Scrum, one way to form multiple Development Teams from a large group of people is to ask them to self-organize into teams based on dependencies, skills, domain knowledge, and personal preferences. This approach respects the autonomy and empowerment of the Developers and allows them to choose how they want to work together.

References: Nexus Guide

NEW QUESTION: 49

(What is the Scrum Master responsible for during the Sprint Retrospective?

Choose the best answer.)

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

Answer: D (LEAVE A REPLY)

The correct answer is D because the Scrum Master participates in the Sprint Retrospective as a member of the Scrum Team and facilitates the event when needed. According to the Scrum Guide, the Sprint Retrospective exists so the Scrum Team can inspect how the last

Sprint went regarding individuals, interactions, processes, tools, and their Definition of Done, and then identify improvements to increase quality and effectiveness. The Scrum Master helps ensure that Scrum events take place and are positive, productive, and kept within the timebox. That includes helping the team use the Retrospective effectively. Option A is incorrect because the Scrum Master is not merely a note-taker or scribe. Option B is incorrect because the Sprint Retrospective is for the Scrum Team, not a management reporting session. Option C is incorrect because action items are not "prioritized" by the Scrum Master alone; improvements are identified collaboratively by the Scrum Team.

The Scrum Master's role is to support meaningful reflection, encourage openness, and help the team turn insights into practical improvements within the Scrum framework.

NEW QUESTION: 50

True or False A high-performance scrum Team ensures that each increment is complete by running a Release Sprint.

A. True

B. False

Answer: B (LEAVE A REPLY)

According to the Scrum Guide, a high-performance Scrum Team does not run a Release Sprint, as this is not a Scrum event. A Release Sprint is a term used to describe a Sprint that is dedicated to finalizing the product for release, such as fixing bugs, polishing features, or integrating components. This is contrary to the Scrum principle of delivering a potentially releasable Increment at the end of each Sprint, regardless of whether it is actually released or not. Therefore, the answer is false.

NEW QUESTION: 51

Who has the final decision about the order of items in the Product Backlog? (Choose the best answer.)

A. The Stakeholders.

B. The Product Owner.

C. The Scrum Team.

D. The Scrum Master.

E. The Developers.

Answer: B (LEAVE A REPLY)

According to the Scrum Guide, the Product Owner has the final decision about the order of items in 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: 52

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: 53

Which output from Sprint Planning provides the Development Team with a target and overarching direction for the Sprint?

- A. The Sprint Backlog.
- B. The Sprint Goal
- C. The release plan.
- D. Sprint Review minutes.

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

The correct answer is B, because the Scrum Guide states that "the Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment." Therefore, the Sprint Goal provides the Development Team with a target and overarching direction for the Sprint.

NEW QUESTION: 54

Which of these may a Scrum Team deliver at the end of a Sprint?
(choose the best answer)

- A. A single document, if that is what management asked for.
- B. A valuable, useful Increment that meets the Definition of Done.
- C. Failing unit tests, to identify acceptance tests for the next Sprint.
- D. An Increment of software with minor known bugs in it.

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

The best answer is B. A valuable, useful Increment that meets the Definition of Done. According to the Scrum Guide 1, "an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must

be usable." The Scrum Guide also states that "work cannot be considered part of an Increment unless it meets the Definition of Done. The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product." Therefore, a Scrum Team should deliver a valuable, useful Increment that meets the Definition of Done at the end of each Sprint. This ensures that the product is potentially releasable and that the stakeholders can inspect and provide feedback on it.

A, C, and D are not correct answers.

A). A single document, if that is what management asked for.

This answer does not reflect the Scrum values of commitment, focus, and respect 1 . A Scrum Team should not deliver a single document just because management asked for it, but rather deliver an Increment that provides value to the customers and users. A document may be part of an Increment, but it is not an Increment by itself.

C). Failing unit tests, to identify acceptance tests for the next Sprint.

This answer does not reflect the Scrum principle of empiricism 1 . A Scrum Team should not deliver failing unit tests, but rather deliver an Increment that is thoroughly verified and meets the quality standards. Failing unit tests indicate that the work is not done and that there are defects or errors in the product. A Scrum Team should use unit tests to ensure that the product works as expected and to identify and fix any issues before delivering the Increment.

D). An Increment of software with minor known bugs in it.

This answer does not reflect the Scrum value of openness 1 . A Scrum Team should not deliver an Increment of software with minor known bugs in it, but rather deliver an Increment that meets the Definition of Done and is free of any known defects or issues. Delivering an Increment with bugs in it can compromise the trust and satisfaction of the stakeholders and can lead to technical debt or rework in the future. A Scrum Team should strive to deliver high-quality products that meet or exceed the expectations of the customers and users.

NEW QUESTION: 55

Multiple Scrum Teams working on the same product or system all select work from the same Product Backlog.

A. True

B. False

Answer: A (LEAVE A REPLY)

According to the Scrum Guide 1 , when multiple Scrum Teams are working together on one product, they must coordinate their work with each other. One way to do this is through Nexus, a framework for scaling Scrum. Nexus helps to reduce cross-team dependencies and integration issues by making them more transparent. Multiple Scrum Teams working on one product use one Product Backlog.

References: Scrum Guide , Nexus Guide

NEW QUESTION: 56

At the seventh Sprint Review, the stakeholders are disappointed and angry. They have determined that the product or system being built will not meet their needs and will cost more than they are willing to spend.

What factors likely led to this? (Choose two.)

- A. The Project Management Office (PMO) has not been engaged adequately.
- B. The Product Owner has not been keeping the stakeholders aware of the progress of the project.
- C. The stakeholders haven't been using the Sprint Reviews to inspect and evaluate progress.
- D. The stakeholders were not allowed to enter the development area.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the Sprint Review is a time for the Scrum Team and the stakeholders to inspect the product Increment and adapt the Product Backlog if needed. The Product Owner is responsible for keeping the stakeholders aware of the progress of the project and inviting them to the Sprint Review. If the Product Owner has not been doing this, or if the stakeholders have not been using the Sprint Review to inspect and evaluate progress, then they may be disappointed and angry at the seventh Sprint Review. The other options are not likely factors that led to this situation, as they are either irrelevant (such as the PMO or the development area) or incorrect (such as delaying the release).

NEW QUESTION: 57

For which is the Scrum Master responsible?

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

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

According to the Scrum Guide¹, 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.

NEW QUESTION: 58

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: ([SHOW ANSWER](#))

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.

NEW QUESTION: 59

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 implemented along with functional development of the product.
- 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 built by a separate team through the creation of an architectural runway.

Answer: B,C (LEAVE A REPLY)

Architecture and infrastructure are handled in Scrum by implementing them along with functional development of the product, and by adding them to the Product Backlog and addressing them in early Sprints, while always requiring at least some business functionality, no matter how small, as stated in [2]: "Scrum does not distinguish between developing functionality or architecture. They are developed together, as they are both important and support each other. Architecture is not a separate phase; it is part of the product development. Architecture is added to the Product Backlog as any other feature or functionality."

NEW QUESTION: 60

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

Answer: B,D (LEAVE A REPLY)

The correct answers are B and D, because the Scrum Guide states that "the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint." Therefore, the Development Team can remove or change selected Product

Backlog items in agreement with the Product Owner if they see that the workload is greater than they can handle. The Development Team should also ensure that the Product Owner is aware of the situation, start the Sprint, and monitor progress.

NEW QUESTION: 61

When can a Development Team cancel a Sprint?

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

Answer: (SHOW ANSWER)

The correct answer is A, because the Scrum Guide states that "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 Development Team, or the Scrum Master." Therefore, a Development Team cannot cancel a Sprint by itself.

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NEW QUESTION: 62

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

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

Answer: (SHOW ANSWER)

The correct answer is B, because the Scrum Guide states that "at the end of a Sprint, the new Increment must be 'Done,' which means it must be in useable condition and meet the Scrum Team's definition of 'Done'. An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. The increment is a step toward a vision or goal." Therefore, all the increments from different Scrum Teams working on the same

product should be integrated every Sprint to enable inspection and adaptation by the Product Owner and stakeholders.

NEW QUESTION: 63

Scrum has a role called "Project Manager".

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

Answer: B (LEAVE A REPLY)

The correct answer is B, because there is no role called "Project Manager" in Scrum. The Scrum Guide states that "Scrum recognizes no titles for Development Team members other than Developer, regardless of the work being performed by the person; there are no exceptions to this rule." Therefore, Scrum has only three roles: Product Owner, Scrum Master, and Developer.

NEW QUESTION: 64

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)

According to the Scrum Guide 1 , an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, in order to turn Product Backlog items into an Increment of potentially releasable product functionality, the Development Team should have all the skills needed.

References: Scrum Guide

NEW QUESTION: 65

(Which of the following are the Developers accountable for?
Choose the best two answers.)

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

Answer: B,C (LEAVE A REPLY)

The correct answers are B and C. According to the Scrum Guide, the Developers are accountable for creating a plan for the Sprint, which is the Sprint Backlog. That makes Option C correct. They are also accountable for organizing the work required to meet the Sprint Goal, which makes Option B correct. These are core elements of self-management in Scrum. Developers decide how to turn selected Product Backlog items into a valuable, usable Increment and how to adapt their plan throughout the Sprint.

Option A is incorrect because Scrum does not define "reporting productivity" as a Developer accountability.

Scrum focuses on outcomes, transparency, and progress toward the Sprint Goal rather than traditional productivity reporting. Option D is incorrect because selecting the Product Owner is not a Developer accountability. Role assignments are determined by the organization, not by the Developers.

These accountabilities matter because Scrum relies on Developers to manage their own work rather than wait for direction from others. By creating and adapting the Sprint Backlog and organizing work toward the Sprint Goal, the Developers enable collaboration, flexibility, and accountability for producing a Done Increment each Sprint.

NEW QUESTION: 66

Which are properties of the Daily Scrum? (Choose two.)

- A.** It is facilitated by the team lead.
- B.** It is held first thing in the morning.
- C.** It is fifteen minutes or less in duration.
- D.** It is free from and designed to promote conversation.
- E.** It consists of the Scrum Master asking the Team members the three questions.
- F.** Its location and time remain constant.

Answer: C,F (LEAVE A REPLY)

According to the Scrum Guide 1, 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-box for the Daily Scrum is 15 minutes or less for a one-month Sprint. Its location and time remain constant.

References: Scrum Guide

NEW QUESTION: 67

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

- A.** The Sprint is extended and future Sprints use this new duration.

B. The Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length.

C. The Sprint is extended temporarily. Lessons are taken to ensure it doesn't happen again.

Answer: B (LEAVE A REPLY)

If the Development Team cannot complete its work by the end of the Sprint, then the Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length, as stated in [7]: "If a Development Team determines it has overcommitted itself for a Sprint, one option is to collaborate with the Product Owner to negotiate removing or reducing scope. Another option is to simply work hard and do its best, without cutting quality or pressuring individuals. In either case, the Development Team learns from its experience and uses this learning when planning future Sprints."

NEW QUESTION: 68

Who determines how work is performed during the Sprint?

A. Architects.

B. The Development Team.

C. The Scrum Master.

D. Subject matter experts.

E. Development Team managers.

Answer: B (LEAVE A REPLY)

The correct answer is B, because the Development Team determines how work is performed during the Sprint. The Scrum Guide states that "development Teams are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality." Therefore, the Development Team has the autonomy and responsibility to organize and manage its own work.

NEW QUESTION: 69

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).

NEW QUESTION: 70

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: (SHOW ANSWER)

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: 71

When is a Product Backlog item considered complete? (choose the best answer)

- A. When the item passes all acceptance criteria
- B. When the item has gained product sponsor approval
- C. At the end of the Sprint
- D. When the item meets the Definition of Done

Answer: D (LEAVE A REPLY)

A Product Backlog item is considered complete when it meets the Definition of Done, as stated in [5]: "When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. Although this varies significantly per Scrum Team, members must have a shared understanding of what it means for work to be

complete, to ensure transparency. This is the definition of "Done" for the Scrum Team and is used to assess when work is complete on the product Increment."

NEW QUESTION: 72

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

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: 73

(What is the timebox for the Sprint Planning event?

Choose the best answer.)

- A.** 4 hours for a one-month Sprint.
- B.** Monthly.
- C.** 8 hours for a one-month Sprint.
- D.** Whenever it is done.

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

The correct answer is C because Sprint Planning is timeboxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter. This timebox is defined in the Scrum Guide and helps ensure that planning is focused, efficient, and proportionate to the length of the Sprint.

Sprint Planning starts the Sprint by setting a clear direction for the work ahead. During this event, the Scrum Team discusses why the Sprint is valuable, what can be done during the Sprint, and how the chosen work will be accomplished. The outcome is the Sprint Goal, the selected Product Backlog items, and the initial Sprint Backlog plan.

Option A is incorrect because four hours is not the Scrum Guide's timebox for a one-month Sprint. Option B is incorrect because "monthly" is not a valid timebox length for the event itself. Option D is incorrect because Scrum events are always timeboxed to promote discipline and effectiveness.

This timebox matters because Scrum encourages enough planning to begin effectively, but not so much that excessive discussion delays value delivery. The purpose is to create clarity and alignment while still preserving agility and adaptability.

NEW QUESTION: 74

A Scrum Team is experiencing a growing list of impediments. Which techniques would be most helpful in this situation?

(choose the best two answers)

- A. As a Scrum Team, prioritize the list and work on them in order.
- B. The Scrum Master discusses the impediments with the Scrum Team.
- C. The Product Owner should add the open impediments to the Product Backlog.
- D. Arrange a triage meeting with management.

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

The best two answers are A and B. As a Scrum Team, prioritizing the list and working on them in order is a good technique to tackle the impediments. This way, the team can focus on the most urgent and important issues first and avoid being overwhelmed by the number of impediments. The Scrum Master discusses the impediments with the Scrum Team is also a helpful technique, as it allows the team to share their perspectives, identify the root causes, and come up with possible solutions. The Scrum Master can also coach the team on how to remove or prevent impediments in the future.

NEW QUESTION: 75

Which are appropriate topics for discussion in a Sprint Retrospective? (Choose the best three answers.)

- A. Arranging the Sprint Backlog for the next Sprint.
- B. The value of work currently represented in the Product Backlog.
- C. Team relations
- D. Definition of Done.
- E. How the Scrum Team does its work.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, 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 topics that are appropriate for discussion are those that relate to how the team does its work, such as team relations, Definition of Done, and processes, tools, communication, collaboration, quality, etc. The other options are not appropriate topics for discussion in a Sprint Retrospective, as they belong to other Scrum events (such as arranging the Sprint Backlog for the next Sprint in the Sprint Planning or evaluating the value of work in the Product Backlog in the Sprint Review).

NEW QUESTION: 76

A Scrum Master is keeping a list of open impediments, but it is growing and they have been able to resolve only a small portion of the impediments. Which two techniques would be most helpful in this situation?

(Choose two.)

- A. Discuss the impediments with the Development Team.
- B. Prioritize the list and work on them in order.

- C. Arrange a triage meeting with all project managers.
- D. Add each open impediment to the Product Backlog.

Answer: A,B (LEAVE A REPLY)

Two techniques that would be most helpful in this situation are to discuss the impediments with the Development Team, and to prioritize the list and work on them in order, as stated in [3]: "The Scrum Master should facilitate a discussion with the Development Team to identify and prioritize the impediments that are blocking their progress. The Scrum Master should then work with the Development Team and other stakeholders to remove or mitigate these impediments as soon as possible."

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NEW QUESTION: 77

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

- A. Stakeholders walking in at the Daily Scrum to check progress and work with the Scrum Master to optimize the functional scope for the Sprint.
- B. 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.
- C. The Product Owner doesn't need to be at Sprint Retrospectives.
- D. The Development Team creating their own sprint backlog, reflecting all work that is part of the definition of "Done".
- E. The Development Team has all the skills needed to create a releasable Increment.
- F. Development Team members collaboratively selecting their own work during the Sprint.
- G. 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.
- H. The Scrum Master is no longer needed.

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

According to the Scrum Guide, three behaviors that demonstrate that a team is self-organizing are creating their own sprint backlog, having all the skills needed to create a releasable Increment, and collaboratively selecting their own work during the Sprint. The other options are not behaviors that demonstrate self-organization, as they are either contrary to Scrum values and principles (such as stakeholders walking in at the Daily Scrum or working within functional boundaries) or unnecessary for self-organization (such

as the Product Owner not being at Sprint Retrospectives or the Development Team inviting external people to the Sprint Planning).

NEW QUESTION: 78

To get started in terms of what to build, Scrum requires no more than a Product Owner with enough ideas for a first Sprint, a Development Team to implement those ideas and a Scrum Master to help guide the process.

A. True

B. False

Answer: A (LEAVE A REPLY)

According to the Scrum Guide 1 , Scrum does not require or provide any specific techniques or methods for product definition. Rather, Scrum provides a framework with roles, rules, and events within which complex products can be developed. To get started in terms of what to build, Scrum requires no more than a Product Owner with enough ideas for a first Sprint, a Development Team to implement those ideas and a Scrum Master to help guide the process.

References: Scrum Guide

NEW QUESTION: 79

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: 80

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

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.

NEW QUESTION: 81

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 Guide 1 , 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.

References: Scrum Guide

NEW QUESTION: 82

What is the time-box for the Sprint Planning meeting?

- A. 4 Hours for a monthly Sprint.
- B. 8 Hours for a monthly Sprint.
- C. Monthly.
- D. Whenever it is done.

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

The correct answer is B, because the time-box for the Sprint Planning meeting is 8 hours for a monthly Sprint.

The Scrum Guide states that "Sprint Planning is time-boxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter."

NEW QUESTION: 83

When must a scrum Team release each increment? (choose the best answer)

- A. when the Scrum Team finishes their work
- B. After every Sprint. without exception
- C. Whenever the product is free of defects
- D. When it makes sense to release it.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, a Scrum Team must release each Increment when it makes sense to do so, based on the value and feedback obtained from stakeholders. The decision to release an Increment is made by the Product Owner, who is responsible for maximizing the value of the product and the work of the Development Team. The other options are not valid, as they imply that releasing an Increment is either mandatory (such as after every Sprint), conditional (such as when the product is free of defects), or irrelevant (such as when the Scrum Team finishes their work).

NEW QUESTION: 84

What two techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which development techniques to apply? (Choose two.)

- A. Involve the complete Development Team.
- B. Use coaching techniques; such as open questions and active listening.
- C. Ask an external technical specialist to make the decision.
- D. Send every team member to the company's HR department to express their concerns.

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

According to the Scrum Guide 1, the Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. No one tells them how to do their work. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. 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, when the Scrum Team gets caught in an internal disagreement about which development techniques to apply, two techniques that the Scrum Master could use are:

- * Involve the complete Development Team, as they are responsible for managing and refining their own work.
- * Use coaching techniques, such as open questions and active listening, to help the Development Team resolve their conflict and reach a consensus.

The other options are not appropriate, as they may undermine the self-organization and empowerment of the Developers.

References: Scrum Guide

NEW QUESTION: 85

When many Scrum Teams are working on a single product, what best describes the Definition of Done?

(Choose the best answer.)

- A.** Each Scrum Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.
- B.** The Scrum Masters from each Scrum Team define a common Definition of Done.
- C.** Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.
- D.** All Scrum Teams must have a Definition of Done that makes their combined work potentially releasable.

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

According to the Scrum Guide, when many Scrum Teams are working on a single product, they must have a Definition of Done that makes their combined work potentially releasable. This ensures that there is a clear and consistent understanding of what "Done" means for the product and that there is no technical debt or unfinished work at the end of each Sprint. The other options are not valid descriptions of the Definition of Done for multiple Scrum Teams, as they either create inconsistency, confusion, or waste (such as having different definitions, discussing and reconciling differences during a hardening Sprint, or having the Scrum Masters define a common Definition of Done).

NEW QUESTION: 86

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 Guide 1 , "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 collaboration 2 . 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 Team 3 . Management's function in Scrum is to enable and empower the Scrum Team to deliver value and continuously improve.

NEW QUESTION: 87

(True or False: Cross-functional teams are optimized to work on one component or layer of a system only.)

A. True

B. False

Answer: B (LEAVE A REPLY)

The correct answer is B because cross-functional teams in Scrum are not optimized to work on only one component or one technical layer of a system. A cross-functional Scrum Team has all the skills necessary to create value each Sprint and deliver a usable Increment. This means the team should be capable of working across the different skills and disciplines needed to complete Product Backlog items according to the Definition of Done.

If a team is organized around only one component or specialty, it creates handoffs, dependencies, and silos.

Those conditions reduce agility and make it harder to deliver a complete Increment each Sprint. Scrum instead favors teams that can collaborate across analysis, design, development, testing, and other needed capabilities so they can produce finished product value rather than partial technical output.

Cross-functionality supports self-management and reduces delays caused by waiting on other specialists or teams. It helps the Scrum Team focus on outcomes instead of isolated activities. In Scrum, the goal is not local optimization of a single layer or function. The goal is delivering complete, useful, high-value Increments frequently and transparently.

NEW QUESTION: 88

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: 89

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

- A.** How is the Sprint proceeding?
- B.** What did I do yesterday that helped the Development Team meet the Sprint Goal?
- C.** Why were you late?
- D.** What will I do today to help the Development Team meet the Sprint Goal?
- E.** How many hours did I spend on the project yesterday?
- F.** What will I be working on tomorrow?
- G.** Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

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

According to the Scrum Guide 1 , during each Daily Scrum, each Developer answers three questions:

- * What did I do yesterday that helped meet our Sprint Goal?
- * What will I do today to help meet our Sprint Goal?
- * Do I see any impediment that prevents me or our Development Team from meeting our Sprint Goal?

The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward achieving their Sprint Goal and producing a usable Increment. The other options are not relevant or appropriate for the Daily Scrum.

References: Scrum Guide

NEW QUESTION: 90

During the Sprint Retrospective a Scrum Team has identified several high priority process improvements.

Which of the following statements is most accurate? (Choose the best answer.)

- A.** The Scrum Team may add items to the Sprint Backlog for the next Sprint.
- B.** The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.
- C.** The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.
- D.** The Scrum Master selects the most important process improvement and places it in the Sprint Backlog

Answer: A (LEAVE A REPLY)

During the Sprint Retrospective, the Scrum Team may add items to the Sprint Backlog for the next Sprint, as stated in [5] : "The purpose of each Sprint Retrospective is to plan ways to increase quality and effectiveness.

The Scrum Team plans ways to implement improvements identified during this meeting into its way of working. By doing this it reinforces empiricism throughout its work. Improvements may be implemented at any time during a Sprint or they may be planned for subsequent Sprints."

NEW QUESTION: 91

(What should the Scrum Team do during the first Sprint?

Choose the best answer.)

- A. Analyze, describe, and document the requirements for the subsequent Sprints.
- B. Define the major product features and a release plan architecture.
- C. Make up a plan for the rest of the project.
- D. Create at least one valuable and useful Increment.

Answer: (SHOW ANSWER)

The correct answer is D because every Sprint, including the first Sprint, should result in at least one valuable and useful Increment. Scrum is based on empiricism and incremental delivery. That means the team should not spend the first Sprint only on planning, documenting, or designing future work. Instead, they should create something usable that moves the product forward and provides an opportunity for inspection and adaptation. Option A is incorrect because Scrum does not require detailed upfront analysis and documentation for later Sprints before producing value. Option B is incorrect because while some architecture and feature thinking may happen, Scrum does not make large upfront design the objective of the first Sprint. Option C is incorrect because Scrum avoids trying to fully plan the whole project in advance in complex environments. Instead, planning evolves over time as the team learns.

The key Scrum expectation is that each Sprint produces an Increment that meets the Definition of Done. This allows stakeholders to inspect real progress, provides early feedback, and reduces risk. The first Sprint is not an exception. It should deliver something useful, even if small, to begin empirical product development immediately.

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NEW QUESTION: 92

The Sprint Review is mainly an inspect and adapt opportunity for which group?

- A. The Development Team and stakeholders.

- B.** The Product Owner and Development Team.
- C.** The Scrum Team and stakeholders.
- D.** The Product Owner and management.
- E.** The Development Team and management.
- F.** The Product Owner and stakeholders.

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

According to the Scrum Guide 1 , the Sprint Review is an informal meeting at the end of the Sprint, where the Scrum Team and stakeholders collaborate about what was done in the Sprint. Based on that and any changes to the Product Backlog during the Sprint, attendees collaborate on what to do next. The Product Owner explains what Product Backlog items have been "Done" and what has not been "Done"; the Development Team discusses what went well during the Sprint, what problems it ran into, and how those problems were solved; and the Development Team demonstrates the work that it has "Done" and answers questions about the Increment. The entire group collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning. The Sprint Review is mainly an inspect and adapt opportunity for the Scrum Team and stakeholders.

References: Scrum Guide

NEW QUESTION: 93

Which three of the following are true about Scrum? (Choose the best three answers.)

- A.** Scrum implements self-management by replacing Project Managers with Scrum Masters.
- B.** Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.
- C.** Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.
- D.** Scrum is a framework for developing and sustaining complex products.
- E.** Scrum is based on empiricism and lean thinking.

Answer: ([SHOW ANSWER](#))

Three statements that are true about Scrum are:

Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.

Scrum is a framework for developing and sustaining complex products.

Scrum is based on empiricism and lean thinking.

These statements are supported by [6]: "Scrum is not a process, technique, or definitive method. Rather, it is a framework within which you can employ various processes and techniques. ... Each component within the framework serves a specific purpose and is essential to Scrum's success and usage. ... The rules of Scrum bind together events, roles, artifacts, and rules governing their relationships. ... The three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation."

NEW QUESTION: 94

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

- A. True
- B. False

Answer: (SHOW ANSWER)

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: 95

Who determines how many Product Backlog items the Developers select for a sprint?
(choose the best answer)

- A. The Scrum Master
- B. The Scrum Team
- C. The Developers
- D. The stakeholders attending Sprint Planning
- E. The Product Owner

Answer: C (LEAVE A REPLY)

The Developers determine how many Product Backlog items they select for a Sprint, as stated in the Scrum Guide: "The Developers select items from the Product Backlog to include in the current Sprint. The Scrum Team may refine these items during this process, which increases understanding and confidence."

NEW QUESTION: 96

Which two things should the Scrum Team do during the first Sprint?
(choose the best two answers)

- A. Define the major product features and a release plan architecture.
- B. Build at least one piece of valuable functionality.
- C. Create at least one valuable, useful Increment
- D. Make up a plan for the rest of the project
- E. Analyze, describe, and document the requirements for the subsequent Sprints.

Answer: (SHOW ANSWER)

According to the Scrum Guide, two things that the Scrum Team should do during the first Sprint are building at least one piece of valuable functionality and creating at least one valuable, useful Increment. These are the goals of every Sprint, regardless of its order. The other options are not things that the Scrum Team should do during the first Sprint, as

they are either out of scope (such as defining major product features and a release plan architecture or making a plan for the rest of the project) or unnecessary (such as analyzing, describing, and documenting requirements for subsequent Sprints).

NEW QUESTION: 97

Which technique is the best way the Scrum Master can ensure that the Development Team communicates effectively with the Product Owner?

- A.** Monitor communications between them and facilitate direct collaboration.
- B.** Teach the Development Team to talk in terms of business needs and objectives.
- C.** Teach the Product Owner about the technologies employed during the Sprints.
- D.** Act as a go-between for them.

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

The correct answer is A, because the best way the Scrum Master can ensure that the Development Team communicates effectively with the Product Owner is to monitor communications between them and facilitate direct collaboration. The Scrum Guide states that "the Scrum Master serves the Product Owner in several ways, including ... facilitating Scrum events as requested or needed." Therefore, the Scrum Master should help the Development Team and the Product Owner interact regularly and productively during the Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective events.

NEW QUESTION: 98

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

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

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

According to the Scrum Guide, two intended outcomes of the Daily Scrum are a shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal, and new impediments for the Scrum Master to take care of. 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 an update or a status report).

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 Guide 1 , 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.

References: Scrum Guide

NEW QUESTION: 100

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 two.)

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

Answer: B,D (LEAVE A REPLY)

According to the Scrum Guide 1 , 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, if a Product Backlog item worked on during the Sprint does not meet the definition of "Done", two things that should happen with the undone Product Backlog item are:

- * Put it on the Product Backlog for the Product Owner to decide what to do with it, as they are accountable for effective Product Backlog management and ordering.
- * Do not include the item in the Increment this Sprint, as it does not meet the quality standards and may compromise value.

The other options are not appropriate, as they may compromise transparency, inspection, or adaptation.

References: Scrum Guide

NEW QUESTION: 101

The Daily Scrum is an event that happens every day. What would be three key concerns if the frequency were to be lowered to every two or three days? (Choose three.)

- A. Opportunities to inspect and adapt the Sprint Backlog are lost.
- B. Impediments are raised and resolved more slowly.
- C. The Product Owner cannot accurately report progress to the stakeholders.
- D. Too much work is spent updating the Scrum board before the meeting.
- E. The Scrum Master loses the ability to update the Gantt chart properly.
- F. The Sprint plan may become inaccurate.

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

According to the Scrum Guide 1, the Daily Scrum is an event for the Developers of the Scrum Team. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum optimizes the probability that the Developers will meet the Sprint Goal. Every day, the Developers should understand how they intend to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint. If the frequency of the Daily Scrum were to be lowered to every two or three days, some key concerns would be:

- * Opportunities to inspect and adapt the Sprint Backlog are lost, which may result in wasted work or missed dependencies.
- * Impediments are raised and resolved more slowly, which may hinder the progress and quality of the work.
- * The Sprint plan may become inaccurate, as changes in requirements, risks, or priorities are not reflected in a timely manner.

The other options are not valid concerns, as they are not aligned with Scrum values and principles.

References: Scrum Guide

NEW QUESTION: 102

Five new Scrum Teams have been created to build one product. A few of the developers on one of the Development Teams ask the Scrum Master how to coordinate their work with the other teams. What should the Scrum Master do?

- A. Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.
- B. Teach them that it is their responsibility to work with the other teams to create an integrated Increment.

C. Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.

D. Visit the five teams each day to inspect that their Sprint Backlogs are aligned.

Answer: B (LEAVE A REPLY)

According to the Scrum Guide 1 , when multiple Scrum Teams are working together on the same product, they must mutually define and comply with the same definition of "Done", which includes creating an integrated Increment at least by the end of each Sprint. The Scrum Master should teach and coach the Developers that it is their responsibility to work with other Scrum Teams to create an integrated Increment that meets the definition of "Done". The other options are not aligned with Scrum values and principles.

References: Scrum Guide

NEW QUESTION: 103

(When might a Sprint be cancelled?

Choose the best answer.)

A. When the Sprint Goal becomes obsolete.

B. When the sales department has an important new opportunity.

C. When the Developers determine the product plan is infeasible.

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

Answer: (SHOW ANSWER)

A Sprint may be cancelled only if the Sprint Goal becomes obsolete. This makes Option A the correct answer.

The Scrum Guide is very clear that only the Product Owner has the authority to cancel a Sprint, although that decision may be influenced by stakeholders, the Developers, or the Scrum Master. The reason for cancellation is not general disruption, poor forecasting, or the appearance of new work. It is specifically tied to the Sprint Goal no longer having value or relevance.

Option B is incorrect because a new business opportunity does not automatically justify cancelling a Sprint.

Scrum is designed to handle change without disrupting the Sprint unless the Sprint Goal itself is no longer valid. Option C is incorrect because feasibility concerns should be addressed through collaboration and adaptation, but they do not by themselves define the cancellation rule. Option D is incorrect because not finishing all selected work is not a reason to cancel a Sprint. Scrum accepts uncertainty, and the team inspects and adapts. The Sprint Goal remains the key commitment, and as long as it is still relevant, the Sprint should continue.

NEW QUESTION: 104

True or False: An increment must be released to customers or users at the end of each sprint.

A. True

B. False

Answer: B (LEAVE A REPLY)

According to the Scrum Guide, an Increment does not have to be released to customers or users at the end of each Sprint. However, it must be in a usable condition and meet the Definition of Done. The decision to release an Increment is made by the Product Owner, based on the value and feedback obtained from stakeholders. The other option is not valid, as it implies that releasing an Increment is mandatory at the end of each Sprint.

NEW QUESTION: 105

Which two things are appropriate for a Scrum Master to do, if the Scrum Team does not have the tools and environment to completely finish each selected Product Backlog item? (choose the best two answers)

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

Answer: B,E (LEAVE A REPLY)

According to the Scrum Guide, the Scrum Master is responsible for coaching the Scrum Team to improve its skills, tools and environment over time and adjust the Definition of Done accordingly 1 . The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product 1 . The Definition of Done should be possible to achieve given current circumstances 2 . Therefore, option B and E are appropriate for a Scrum Master to do, if the Scrum Team does not have the tools and environment to completely finish each selected Product Backlog item.

Option A is not appropriate because declaring the Scrum Team not ready for Scrum implies that there is a fixed set of prerequisites for using Scrum, which is not true. Scrum is a framework that can be applied to any complex product development effort 1 .

Option C is not appropriate because encouraging the Product Owner to accept partially done Increments until the situation improves violates the principle of transparency.

Transparency requires that the Increment is a usable product that meets the current Definition of Done 1 . Accepting partially done Increments also increases technical debt and reduces value delivery 3 .

Option D is not appropriate because refocusing the current Sprint on establishing the Scrum Team's environment instead of delivering an Increment goes against the purpose of a Sprint. A Sprint is a time-boxed event that serves as a container for the other Scrum

events and activities. The goal of each Sprint is to deliver a potentially releasable Increment that adheres to the current Definition of Done 1 .

References: 1 : The Scrum Guide 2 : Suggested Reading for Professional Scrum Master I 3 : Mastering Professional Scrum

NEW QUESTION: 106

Cross-functional teams are optimized to work on one technical layer of a system only (e.g. GUI, database, middle tier, interfaces).

A. True

B. False

Answer: B (LEAVE A REPLY)

According to the Scrum Guide 1 , 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. Development Teams are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness. Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team.

The team model in Scrum is designed to optimize flexibility, creativity, and productivity.

References: Scrum Guide

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NEW QUESTION: 107

(What are the two primary ways a Scrum Master helps a Scrum Team work at its highest level of productivity?

Choose the best two answers.)

A. By keeping high-value features high in the Product Backlog.

B. By facilitating Scrum Team decisions.

C. By ensuring the meetings start and end at the proper time.

D. By removing impediments that hinder the Scrum Team.

Answer: B,D (LEAVE A REPLY)

The correct answers are B and D. The Scrum Master is accountable for the Scrum Team's effectiveness and helps the team improve its practices within the Scrum framework. One important way this happens is by facilitating Scrum Team decisions. That makes Option B

correct. The Scrum Master does not make decisions for the team, but helps create the conditions for effective collaboration, self-management, and sound decision-making. This support improves the team's ability to inspect, adapt, and work productively.

Option D is also correct because the Scrum Master serves the Scrum Team by causing the removal of impediments to the Scrum Team's progress. Impediments reduce flow, create delays, and lower effectiveness.

By helping remove those obstacles, the Scrum Master enables the team to focus on creating valuable Increments.

Option A is incorrect because ordering the Product Backlog is the Product Owner's accountability, not the Scrum Master's. Option C is too narrow. While the Scrum Master helps ensure Scrum events are positive, productive, and within the timebox, simply starting and ending meetings on time is not one of the two primary ways they help maximize team productivity. Their deeper contribution is enabling effectiveness and removing barriers.

NEW QUESTION: 108

(Which outcome is expected as a Scrum Team matures?

Choose the best answer.)

- A.** The Sprint Retrospectives will grow to be longer than 4 hours.
- B.** They will improve their Definition of Done to include more stringent criteria.
- C.** A Scrum Master is no longer needed since they are a mature team now.
- D.** There will be no need for a timeboxed Sprint.
- E.** Sprint Reviews will no longer be needed.

Answer: B (LEAVE A REPLY)

The correct answer is B because as a Scrum Team matures, it is expected to strengthen its quality standards and improve its Definition of Done. The Scrum Guide explains that the Definition of Done creates transparency by making clear what it means for work to be complete. As the team becomes more capable, disciplined, and technically proficient, it often raises those standards to ensure higher quality, greater releasability, and more dependable Increments.

This improvement reflects empirical learning. A mature Scrum Team does not become less Scrum-like. It usually becomes more effective at applying Scrum. That means the team may refine engineering practices, strengthen testing, improve integration, and include more rigorous completion criteria in the Definition of Done.

Option A is incorrect because timeboxes do not expand simply because a team matures.

Option C is incorrect because the Scrum Master remains accountable for Scrum effectiveness even with a mature team. Option D is incorrect because the Sprint remains a fixed timebox and a core element of Scrum. Option E is incorrect because Sprint Reviews continue to be essential for inspection and adaptation with stakeholders.

NEW QUESTION: 109

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: 110

Which are characteristics of the Daily Scrum?

(choose the best two answers)

- A. Its location and time remain constant
- B. Its purpose is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog.
- C. It is free form and designed to promote conversation
- D. It is facilitated by the team lead.
- E. It is held first thing in the morning.
- F. It consists of the Scrum Master asking the team for status.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, two characteristics of the Daily Scrum are its location and time remain constant and its purpose is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog. These characteristics promote consistency, transparency, and adaptation within the Development Team. The other options are not valid characteristics of the Daily Scrum, as they are either irrelevant (such as being held first thing in the morning) or inappropriate (such as being free form, facilitated by the team lead, or consisting of the Scrum Master asking for status).

NEW QUESTION: 111

What techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply? (Choose the best two answers.)

- A. Involve the complete Scrum Team in making a decision.

- B.** Use coaching techniques; such as open questions and active listening.
- C.** Ask an external agile coach what they recommend.
- D.** Ask team members to take the issue up with to the company's Human Resources department.

Answer: A,B (LEAVE A REPLY)

Two techniques that the Scrum Master could use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply are to involve the complete Scrum Team in making a decision, and to use coaching techniques such as open questions and active listening, as stated in [3]: "The Scrum Master should facilitate a constructive dialogue among the team members and help them reach a consensus on which agile practices to use. The Scrum Master should also use coaching techniques such as open questions and active listening to understand the underlying needs and motivations of each team member and to help them find common ground."

NEW QUESTION: 112

When must the Product Owner participate in the Daily Scrum? (choose the best answer)

- A.** When the Product Owner is actively working on items on the Sprint Backlog; however, they participate as a Developer
- B.** When the Product Owner needs to represent the stakeholders point of view to the Developers
- C.** When there are impediments to discuss
- D.** When the Scrum Master asks the Product Owner to attend

Answer: (SHOW ANSWER)

According to the Scrum Guide, the Product Owner must participate in the Daily Scrum when he or she is actively working on items on the Sprint Backlog; however, they participate as a Developer, not as an authority figure. This means that the Product Owner can share progress, plans, and impediments with the other Developers and collaborate with them on delivering value. The other options are not valid reasons for the Product Owner to participate in the Daily Scrum, as they are either irrelevant (such as representing stakeholders or discussing impediments) or inappropriate (such as being asked by the Scrum Master).

NEW QUESTION: 113

When does the next Sprint begin?

- A.** When the Product Owner is ready.
- B.** Immediately after the conclusion of the previous Sprint.
- C.** The Monday following the Sprint Review.
- D.** Immediately following the next Sprint Planning.

Answer: B (LEAVE A REPLY)

The next Sprint begins immediately after the conclusion of the previous Sprint, as stated in the Scrum Guide:

"Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint."

NEW QUESTION: 114

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

A. True

B. False

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

According to the Scrum Guide, the Product Owner does not make sure that the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Developers are responsible for selecting how much work they can do in a Sprint, based on their capacity and past performance. The Product Owner may influence them by ordering and clarifying the Product Backlog items, but does not control their selection.

NEW QUESTION: 115

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

A. Ensure every Increment meets them.

B. Make sure the release department understands these requirements, but it is not the Development Team's responsibility.

C. Handle them during the Integration Sprint preceding the Release Sprint.

D. Assign them to the lead developers on the team.

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

The correct answer is A, because the Scrum Guide states that "the definition of 'Done' is a formal description of the state of the Increment when it meets the quality measures required for the product." Therefore, non-functional requirements should be part of the definition of 'Done' and ensure every Increment meets them.

NEW QUESTION: 116

When does a Developer become accountable for an item in the sprint Backlog?

(choose the best answer)

A. During the Daily Scrum

B. Never as Developers on the Scrum Team share accountability for items in the

C. As soon as a Developer on the Scrum Team can accommodate more work

D. At Sprint Planning when all of the Sprint Backlog items are split evenly across the Developers

Answer: (SHOW ANSWER)

A Developer becomes accountable for an item in the Sprint Backlog never as Developers on the Scrum Team share accountability for items in the Sprint Backlog, as stated in the Scrum Guide: "The Developers can select whatever items they want as long as they feel they can complete the work by the end of the Sprint. The Scrum Team is responsible for all

estimates. The Product Owner may influence the Developers by helping them understand and select trade-offs, but the people who will perform the work make the final estimate."

NEW QUESTION: 117

(Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder has just started using the product. The stakeholder is unhappy with the quality of the product, and the Product Owner agrees with the stakeholder's assessment that the quality is low. How should the Scrum Master respond to the Product Owner?

Choose the best two answers.)

- A.** Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.
- B.** Encourage the Product Owner to include quality specifications in the Product Backlog and to communicate the stakeholders' concerns to the Developers.
- C.** Work with the Product Owner to understand their desired resolution and help formulate an approach for raising the concern with the Developers.
- D.** Bring the concern to the testers to improve how the product is verified.
- E.** Tell the Product Owner they have noted the concern and will raise this issue at the Sprint Retrospective.

Answer: B,C (LEAVE A REPLY)

The best answers are B and C because the Scrum Master serves both the Product Owner and the Scrum Team by helping address quality concerns in a constructive, transparent, and Scrum-consistent way. Quality in Scrum is not handled outside the team or delegated only to testers. When a stakeholder raises a concern about low quality, the issue should be made visible and addressed through the Product Backlog, the Definition of Done, and direct collaboration within the Scrum Team.

Option B is correct because quality expectations and stakeholder concerns should be reflected in Product Backlog items when appropriate, and the Developers need to understand those concerns clearly. Option C is also correct because the Scrum Master helps the Product Owner find an effective way to work with the Developers and address the issue empirically.

Option A is incorrect because acceptable quality standards are not solely for Developers to decide in isolation.

Option D is incorrect because Scrum does not create a separate tester role responsible for quality. Option E is too passive and delayed. A significant quality concern should be addressed promptly, not simply postponed to the Sprint Retrospective.

NEW QUESTION: 118

Who is responsible for clearly expressing Product Backlog items?

- A.** The Scrum Master, or the Scrum Master may have the Development Team do it.
- B.** The Scrum Master.
- C.** The Product Owner.

D. The business analyst who represents the Product Owner in the Development Team.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide 1 , the Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. The Product Owner is accountable for maximizing value resulting from work by Developers. The Product Owner is also accountable for effective Product Backlog management, which includes:

- * Developing and explicitly communicating the Product Goal;
- * Creating and clearly communicating Product Backlog items;
- * Ordering Product Backlog items; and
- * Ensuring that the Product Backlog is transparent, visible and understood.

Therefore, the Product Owner is responsible for clearly expressing Product Backlog items.

References: Scrum Guide

NEW QUESTION: 119

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: ([SHOW ANSWER](#))

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: 120

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 Guide 1 , 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.

References: Scrum Guide

NEW QUESTION: 121

(How is management that is external to the Scrum Team involved in the Daily Scrum? Choose the best answer.)

- A. Management gives an update at the start of each Daily Scrum.
- B. Managers are not required at the Daily Scrum.
- C. The Product Owner represents their opinions.
- D. The Scrum Master speaks on their behalf.

Answer: B (LEAVE A REPLY)

The correct answer is B because the Daily Scrum is an event for the Developers. Its purpose is for the Developers to inspect progress toward the Sprint Goal and adapt their plan for the next day of work.

Management external to the Scrum Team is not required for this event and should not be treated as the audience or driver of the discussion.

Option A is incorrect because the Daily Scrum is not a meeting for management updates. Option C is incorrect because the Product Owner does not attend to represent management's views. Option D is incorrect because the Scrum Master does not speak on behalf of external management. The Daily Scrum exists to support self-management by the Developers, not to provide reporting to outside parties.

The Scrum Master ensures the event happens and that its purpose is understood, but the event remains centered on the Developers' planning. External managers may observe only if that does not disrupt the Developers' ability to manage their own work, but they are not necessary participants. Scrum protects the Daily Scrum from becoming a status meeting because its real value comes from enabling the Developers to collaborate, inspect progress, and adjust the Sprint Backlog in support of the Sprint Goal.

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NEW QUESTION: 122

Who creates a Product Backlog Item's estimate?

- A.** The Development Team after clarifying requirements with the Product Owner.
- B.** The Product Owner with input from the Development Team.
- C.** The most senior people in the organization, including architects and subject matter experts.
- D.** The Scrum Master.
- E.** The Development Team, alone.

Answer: A (LEAVE A REPLY)

According to the Scrum Guide¹, Product Backlog refinement is an ongoing activity in which Product Backlog items are reviewed and revised. The Developers who will be doing the work are responsible for sizing or estimating it. The Product Owner may influence them by helping them understand and select trade-offs.

NEW QUESTION: 123

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.** Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.
- B.** The Developers on the Scrum Team should write the user documentation.
- C.** Wait until you have a technical writer on your Scrum 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: B (LEAVE A REPLY)

The best answer is B. The Developers on the Scrum Team should write the user documentation. According to the Scrum Guide, the Definition of Done creates transparency and ensures that the product Increment meets the quality standards required for the product¹. If user documentation is part of the Definition of Done, then it should be completed within the Sprint by the Scrum Team¹. The Scrum Team should have all the

skills needed to deliver the product, and if user documentation is part of the product, then that skill should be on the team as well². The Developers on the Scrum Team are responsible for creating a plan for delivering the Increment, which includes user documentation¹. They can also ask for help from other more experienced writers outside the team, or learn the skill through training or workshops². The other options are not consistent with the Scrum values and principles, as they would create dependencies, delays, and waste in the product development process.

NEW QUESTION: 124

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

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

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

According to the Scrum Guide, the time-boxed events in Scrum are Sprint Retrospective, Sprint Planning, and Daily Scrum. These events have a maximum duration that cannot be exceeded. The other options are not time-boxed events in Scrum, as they are either not part of Scrum (such as Release Planning, Release Retrospective, Sprint Testing, and Sprint 0) or not events at all (such as Definition of Done).

NEW QUESTION: 125

Who determines when it is appropriate to update the Sprint Backlog during a Sprint?

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 126

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 design for the product.
- D. A product roll-out plan.
- E. A valuable, useful set of products featured.
- F. All of the above.

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

An example of an Increment is a valuable, useful set of product features, as stated in [4]: "An Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, each Increment must be usable."

NEW QUESTION: 127

(Why do the Developers need a Sprint Goal?

Choose the best answer.)

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

Answer: ([SHOW ANSWER](#))

The correct answer is D. The Sprint Goal provides the Developers with a common, specific objective that creates focus and coherence during the Sprint. Rather than treating the Sprint as a collection of unrelated backlog items, the Sprint Goal gives the team a shared purpose for the work they are doing. This helps the Developers make trade-offs, collaborate more effectively, and adapt the Sprint Backlog while still moving toward a meaningful outcome.

Option A is incorrect because Scrum does not define Sprint 0 as part of Scrum, and the Sprint Goal applies to every Sprint. Option B is incorrect because the Sprint Goal is highly valuable. The Product Backlog provides ordered possibilities for future work, but the Sprint Goal explains the purpose of the current Sprint. Option C is incorrect because the Sprint Goal does not guarantee that every selected Product Backlog item will be completed. The team may renegotiate scope with the Product Owner as more is learned, while still aiming to achieve the Sprint Goal.

The Sprint Goal supports flexibility. It allows the Developers to adjust their plan during the Sprint without losing direction. That is why Scrum uses a goal-oriented approach rather than only a task-oriented one.

NEW QUESTION: 128

What does it mean to say that an event has a time-box?

- A.** The event must happen at a set time.
- B.** The event must happen by a given time.
- C.** The event must take at least a minimum amount of time.
- D.** The event can take no more than a maximum amount of time.

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

According to the Scrum Guide 1 , 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.

References: Scrum Guide

NEW QUESTION: 129

Who starts the Daily Scrum?

- A.** The person coming in last. This encourages people to be on time and helps to stay within the time-box.
- B.** Whoever the Development Team decides should start.
- C.** The person who has the token.
- D.** The Scrum Master. This ensures that the Development Team has the meeting and stays within the time- box.
- E.** The person who last broke the build.

Answer: B (LEAVE A REPLY)

According to the Scrum Guide 1 , during each Daily Scrum, each Developer answers three questions:

- * What did I do yesterday that helped meet our Sprint Goal?
- * What will I do today to help meet our Sprint Goal?
- * Do I see any impediment that prevents me or our Development Team from meeting our Sprint Goal?

The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward achieving their Sprint Goal and producing a usable Increment. The Developers can start with any one person and proceed in any order.

References: Scrum Guide

NEW QUESTION: 130

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: 131

When should a Sprint Goal be created?

- A. It should have been created in the previous Sprint during Product Backlog refinement.
- B. It must be established before Sprint Planning in order to begin planning.
- C. A Sprint Goal is not mandatory in Scrum.
- D. At any time during the Sprint.
- E. During Sprint Planning.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide 1 , one aspect of Scrum Teams inspecting how they work toward their Product Goal is that they create a Sprint Goal every Sprint. The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Developers on why it is building the Increment. It also provides a basis for inspecting and adapting during the Sprint Review and Sprint Retrospective. The Sprint Goal is created during the Sprint Planning event.

References: Scrum Guide

NEW QUESTION: 132

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 two.)

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

Answer: ([SHOW ANSWER](#))

The correct answers are B and D, because these are the most appropriate responses for the Scrum Master. The Scrum Master should coach the team on why the Daily Scrum is important as an opportunity to update the plan, inspect the progress, and synchronize the activities of the Development Team. The Scrum Master should also learn why the Development Team wants this and work with them to improve the outcome of the Daily Scrum, rather than imposing a decision or accepting their request without question.

NEW QUESTION: 133

Which outcome is expected as Scrum Teams mature?

- A. They will improve their definition of "Done" to include more stringent criteria.
- B. The Sprint Retrospectives will grow to be longer than 4 hours.

C. There is no need for a time-boxed Sprint, since time-boxes are only for new Scrum Teams.

D. Sprint Reviews will no longer be needed.

E. A Scrum Master is no longer needed since they are a mature team now.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide 1 , 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.

References: Scrum Guide

NEW QUESTION: 134

Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the quality of the product. What are two good options for the Scrum Master? (Choose the best two answers.)

A. Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder's concern to the Developers.

B. Wait to bring this up until the Sprint Retrospective.

C. Bring the concern to the testers to improve how the Product is verified.

D. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.

E. Coach the Product Owner on how to talk with the Developers about this concern.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 135

Who is accountable for tracking the remaining work toward the Sprint Goal? (Choose the best answer.)

A. The Developers.

B. The Scrum Master.

C. The Product Owner.

D. The Project Manager.

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

According to the Scrum Guide, the Developers are accountable for tracking the remaining work toward the Sprint Goal, as they are responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that someone else outside the Development Team (such as the Scrum Master, the

Product Owner, or the Project Manager) is accountable for tracking the remaining work, which is not consistent with Scrum values and principles.

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