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PSM I

Professional Scrum Master I

Exam A

QUESTION 1

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 2

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 3

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 4

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 5

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.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 6

Scrum has a role called "Project Manager".

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 7

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

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

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 8

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 9

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

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

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

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 10

Which answer best describes the topics covered in Sprint Planning?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 11

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 12

What is the purpose of a Sprint Review?

- A. To take time to judge the validity of the project.
- B. To inspect the product increment with the stakeholders and collect feedback on next steps.
- C. To review the Scrum Team's activities and processes during the Sprint.
- D. To build team sprint.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 13

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 14

Who must attend the Daily Scrum?

- A. The Scrum Master and Product Owner.
- B. The Development Team.

- C. The Development Team and Product Owner.
- D. The Scrum Team.
- E. The Development Team and Scrum Master.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 16

The purpose of a Sprint is to produce a done Increment of product.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 17

Who creates the definition of “Done”?

- A. The Scrum Master as he/she is responsible for the Development Team’s productivity.
- B. The Scrum Team, in a collaborative effort where the result is the common denominator of all members’ definition.
- C. The Product Owner as he/she is responsible for the product’s success.
- D. The development organization (or Development Team if none is available from the development organization).

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 18

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 19

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.

Correct Answer: CE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 20

What are three ways Scrum promotes self-organization? (Choose three.)

- A. By not allowing documentation.
- B. By the Development Team deciding what work to do in a Sprint.
- C. By preventing stakeholders from entering the development room.
- D. By removing titles for Development Team members.
- E. By being a lightweight framework.

Correct Answer: BDE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 21

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 22

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.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 23

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 24

The Product Owner must release each Increment to production.

- A. When it makes sense.
- B. To make sure the Development Team is done every Sprint.
- C. Whenever the product is free of defects.
- D. Without exception.

Correct Answer: A

Section: (none)
Explanation

Explanation/Reference:

QUESTION 25

A properly functioning Scrum Team will have at least one Release Sprint and may well have several.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 26

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

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 27

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 28

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

- A. Remind the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.
- B. Tell the Product Owner to re-order the Product Backlog so the work involving the external component can

be planned in a separate sprint.

- C. Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 29

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.

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 30

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

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

Correct Answer: BCD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 31

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 32

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 33

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

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 34

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 number of items.

E. The Product Owner decides.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 35

How often should Development Team membership change?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 36

Who should make sure everyone on the Development Team does his or her tasks for the Sprint?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 37

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 38

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.

Correct Answer: ABF

Section: (none)

Explanation

Explanation/Reference:

QUESTION 39

Which statement best describes Scrum?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 40

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

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

Correct Answer: BCE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 41

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 42

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 43

You are the Scrum Master on a newly formed Scrum Team. Which three of the following activities would probably help the team in starting up? (Choose three.)

- A. Introduce a bonus system for the top performers in the team.
- B. Have the Scrum Team members introduce themselves to each other and give a brief background of their skills and work history.
- C. Have the development managers for each Development Team member introduce their direct reports and go over their responsibilities on the Scrum Team.
- D. Ensure the Scrum Team members have compatible personalities.
- E. Ensure the team understands they need a definition of "Done".
- F. Ask the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions.

Correct Answer: BEF

Section: (none)

Explanation

Explanation/Reference:

QUESTION 44

A Development Team selects a set of Product Backlog items for a Sprint Backlog with the intent to get the selected items "Done" by the end of the Sprint. Which three phrases best describe the purpose of a definition of "Done"? (Choose three.)

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

Correct Answer: CDF

Section: (none)

Explanation

Explanation/Reference:

QUESTION 45

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.

Correct Answer: BC

Section: (none)

Explanation

Explanation/Reference:

QUESTION 46

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 47

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 48

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

- A. The Scrum Master.
- B. The Development Team.
- C. The Product Owner.
- D. The most junior member of the Team.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 49

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

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

Correct Answer: CE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 50

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.

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 51

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

- A. The length of the Sprint should be proportional to the work that is done in between Sprints.
- B. It is best to have Sprints of consistent length throughout a development effort.
- C. Sprint length is determined during Sprint Planning, and should hold the time it will take to code the planned features in the upcoming Sprint, but does not include time for any testing.
- D. Sprint length is determined during Sprint Planning, and should be long enough to make sure the Development Team can deliver what is to be accomplished in the upcoming Sprint.
- E. All Sprints must be 1 month or less.

Correct Answer: BE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 52

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.

Correct Answer: BE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 53

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 54

What is the role of management in Scrum?

- A. To facilitate the Scrum Teams with insights and resources that help them improve.
- B. To monitor the Development Team's productivity.
- C. To identify and remove people that aren't working hard enough.
- D. To continually monitor staffing levels of the Development Team.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 55

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 56

The time-box for a Daily Scrum?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 57

Which phrase best describes a Product Owner?

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

Correct Answer: A

Section: (none)
Explanation

Explanation/Reference:

QUESTION 58

The length of a Sprint should be:

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

Correct Answer: D

Section: (none)
Explanation

Explanation/Reference:

QUESTION 59

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.

Correct Answer: A

Section: (none)
Explanation

Explanation/Reference:

QUESTION 60

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

A good way to continue is:

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

Correct Answer: A

Section: (none)
Explanation

Explanation/Reference:

QUESTION 61

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

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

Correct Answer: CD

Section: (none)
Explanation

Explanation/Reference:

QUESTION 62

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

- A. True
- B. False

Correct Answer: A

Section: (none)
Explanation

Explanation/Reference:

QUESTION 63

For the purpose of transparency, when does Scrum say a new increment of working software must be available?

- A. After the acceptance testing phase.
- B. Before the release Sprint.
- C. Every 3 Sprints.
- D. At the end of every Sprint.
- E. When the Product Owner asks to create one.

Correct Answer: D

Section: (none)
Explanation

Explanation/Reference:

QUESTION 64

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

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 65

What is a Development Team responsible for? (Choose two.)

- A. Resolving internal team conflicts.
- B. Reporting productivity.
- C. Selecting the Product Owner.
- D. Organizing the work required to meet the Sprint Goal.

Correct Answer: AD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 66

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.

Correct Answer: AD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 67

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

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 68

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?

- A. Product Backlog items must be estimated in story points.
- B. Estimates are made by the Development Team.
- 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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 69

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 70

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

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

Correct Answer: F

Section: (none)

Explanation

Explanation/Reference:

QUESTION 71

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.

Correct Answer: ABD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 72

A product Increment must be released to production at the end of each Sprint.

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 73

If burndown charts are used to visualize progress, what do they track?

- A. Accumulated cost.
- B. Individual worker productivity.
- C. Work remaining across time.
- D. Accumulated business value delivered to the customer.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 74

How is management external to the Scrum Team involved in the Daily Scrum?

- A. The Scrum Master speaks on their behalf.
- B. The Development Team self-manages and is the only management required at the Daily Scrum.
- C. Management gives an update at the start of each Daily Scrum.
- D. The Product Owner represents their opinions.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 75

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 76

What is the time-box for the Sprint Review?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 77

Who is responsible for tracking the remaining work of the Sprint?

- A. The Development Team.
- B. The Scrum Master.
- C. The Project Manager.
- D. The Development Team in consultation with the Product Owner.
- E. The Product Owner.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 78

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 79

Which statement best describes a Product Owner's responsibility?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 80

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 81

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

- A. A decomposition of all Product Backlog items into tasks for future Sprint Backlog lists.
- B. Additional features in a usable state that complement those delivered in previous iterations.
- C. A new user interface design for functionality delivered in previous iterations.
- D. An automated test suite to verify functionality delivered in previous iterations.
- E. UML diagrams that describe how to deliver functionality in future iterations.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 82

In order to achieve the benefits of Scrum, it is important to enact the value of commitment. What two actions

demonstrate the commitment of Scrum Team members? (Choose two.)

- A. Always deliver the items in the Sprint forecast.
- B. Help the other Scrum Team members.
- C. Do your best
- D. Send out a daily status report.
- E. Work late.

Correct Answer: BC

Section: (none)

Explanation

Explanation/Reference:

QUESTION 83

The Product Owner determines how many Product Backlog items the Development Team selects for a Sprint.

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 84

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

- A. Sprint Review.
- B. Release Planning.
- C. Sprint Retrospective.
- D. Refinement Meeting.
- E. Daily Scrum.

Correct Answer: ACE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 85

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 86

When is the Sprint Backlog created?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 87

Which of the following services are appropriate for a Scrum Master in regard to the Daily Scrum?

- A. Lead the discussions of the Development Team.
- B. Make sure that all 3 questions have been answered by each member of the team.
- C. Keep track of whether each team member has a chance to speak.
- D. Teach the Development Team to keep the Daily Scrum within the 15 minute time-box.
- E. All of the above.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 88

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.

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 89

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

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

Correct Answer: BC

Section: (none)

Explanation

Explanation/Reference:

QUESTION 90

What is the recommended size for a Development Team?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 91

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 92

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

- A. Run the Daily Scrum.
- B. Prioritize the Development Team's work on the Sprint Backlog.
- C. Update the Sprint burndown chart.

- D. Answer questions from the Development Team about items in the current Sprint.
- E. Work with the stakeholders.

Correct Answer: DE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 93

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?

Correct Answer: BDG

Section: (none)

Explanation

Explanation/Reference:

QUESTION 94

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 95

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 96

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.

Correct Answer: BE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 97

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.

Correct Answer: CF

Section: (none)

Explanation

Explanation/Reference:

QUESTION 98

Every Scrum team must have a Product Owner and Scrum Master.

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 99

Who can abnormally terminate a Sprint?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 100

The Sprint Goal is a result of Sprint Planning, as is the Sprint Backlog.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 101

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

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

Correct Answer: AC

Section: (none)

Explanation

Explanation/Reference:

QUESTION 102

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.

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 103

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.

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 104

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 105

In accordance with Scrum theory, how should a group of 100 people be divided into multiple Development Teams?

- A. Understanding the product, the product vision and the rules of the Scrum framework, the group divides itself into teams.
- B. It doesn't really matter because you can rotate the teams every Sprint to spread knowledge.
- C. Check with the allocation department to see who has worked together before and make these the first teams.
- D. Create a matrix of skills, seniority, and level of experience to assign people to teams.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 106

A Sprint Retrospective should be held:

- A. At the end of each Sprint.
- B. At the beginning of each Sprint.
- C. Only when the Scrum Team determines it needs one.
- D. At the end of the last Sprint in a project or a release.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 107

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).

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 108

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

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

Correct Answer: BCD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 109

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

- A. True
- B. False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 110

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.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 111

Who owns the Sprint Backlog?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 112

When might a Sprint be abnormally cancelled?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 113

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 114

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 115

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 116

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 117

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 118

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

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

Correct Answer: AE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 119

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 120

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

- A. Reorder the Product Backlog.
- B. Pull Product Backlog items for the Sprint.
- C. Do the work planned in the Sprint Backlog.
- D. Increase velocity.
- E. Report daily progress to stakeholders.

Correct Answer: BC

Section: (none)

Explanation

Explanation/Reference:

QUESTION 121

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 122

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 123

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

- A. The Product Owner is one person.
- B. The Product Owner is accountable for ordering the Product Backlog.
- C. Multiple people can share the Product Owner role on a Scrum Team.

D. The Product Owner role can be played by a committee or a team of people.

Correct Answer: AB

Section: (none)

Explanation

Explanation/Reference:

QUESTION 124

When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

A. True

B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 125

When does the second Sprint start?

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

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

C. Immediately after the first Sprint.

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 126

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.

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 127

What enhances the transparency of an increment?

- A. Doing all work needed to meet the definition of “Done”
- B. Reporting Sprint progress to the stakeholders daily
- C. Keeping track of and estimating all undone work to be completed in a separate Sprint.
- D. Updating Sprint tasks properly in the electronic tracking tool.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 128

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 129

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 130

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.

Correct Answer: AB

Section: (none)
Explanation

Explanation/Reference:

QUESTION 131

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 132

What is the best suited structure for Development Teams in order to produce integrated Increments?

- A. Each Development Team works only one technical layer of the system (e.g. GUI, database, middle tier, interfaces).
- B. Each Development Team develops functionality from beginning to end throughout all technical layers.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 133

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

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

Correct Answer: ADE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 134

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.

Correct Answer: CDG

Section: (none)

Explanation

Explanation/Reference:

QUESTION 135

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.

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 136

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

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

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 137

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

- A. The evolution of the cost spent on the project.
- B. When all work will be completed to the Scrum Team can be released for other work.
- C. When the work remaining will likely be completed if nothing changes on the Product Backlog or the

Development Team.

- D. When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 138

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.

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 139

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".

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 140

Which statement best describes the Sprint Backlog as outcome of the Sprint Planning?

- A. It is a complete list of all work to be done in a Sprint.
- B. Every item has a designated owner.
- C. Each task is estimated in hours.
- D. It is the Development Team's plan for the Sprint.
- E. It is ordered by the Product Owner.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 141

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 142

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 143

Which topics should be discussed in the Sprint Review?

- A. The Scrum process, and how it was used during the Sprint.
- B. Coding and engineering practices.
- C. Sprint results.
- D. All of the above.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 144

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.

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 145

The Product Backlog is ordered by:

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 146

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 147

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

- A. Form a separate team of technical writers that will work on an on-demand basis for the various Product Owners. Work order will be first in, first out.
- B. Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.
- C. Wait until you have a technical writer on your Development Team to take care of this.
- D. Your Development Team is still responsible for creating user documentation. In this case, the Development Team members will write it.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 148

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.

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 149

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.

Correct Answer: CE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 150

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.

Correct Answer: AB

Section: (none)

Explanation

Explanation/Reference:

QUESTION 151

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.

Correct Answer: AE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 152

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 153

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

Correct Answer: ABC

Section: (none)

Explanation

Explanation/Reference:

QUESTION 154

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

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

Correct Answer: BCD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 155

Which does a self-organizing Development Team choose?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 156

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

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 157

Why is the Daily Scrum held at the same time and same place?

- A. The consistency reduces complexity.
- B. The place can be named.
- C. The Product Owner demands it.
- D. Rooms are hard to book and this lets it be booked in advance.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 158

Which best describes the Product Backlog?

- A. It is allowed to grow and change as more is learned about the product and its customers.
- B. It provides just enough information to enable a Scrum team to start the design phase of a product.
- C. It contains all foreseeable tasks and requirements from which the Scrum team can develop and maintain a complete project plan.
- D. It is baselined to follow change management processes.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference: