

PSM-II Dumps

Professional Scrum Master II

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NEW QUESTION 1

Steven is a Scrum Master employed by the engineering department. The Director of Engineering considers using Scrum for a new project but wonders about the value of having all of the Development Team members attend the Daily Scrum. He is concerned that the employees already attend a lot of mandatory company meetings.

What are two outcomes of the Daily Scrum that Steven should explain on why the Daily Scrum is important? (Choose two.)

- A. During the Daily Scrum the members of the Development Team will inform of problems that are hindering their progress, and for which they have no means to resolve
- B. They will inform Steven as a Scrum Master, so he can remove the impediments and help the team be more productive.
- C. Through the short, daily alignment of the Daily Scrum the members of the Development Team grow and improve a shared understanding of the most important work to be undertaken in the next 24 hours to achieve the best possible progress toward the Sprint Goal
- D. This daily opportunity to inspect and adapt will enable the Development Team to best tackle any unforeseen circumstances that might otherwise disrupt the team's progress.
- E. The Development Team members will produce a daily status report indicating how much time was spent working on individual tasks since the last Daily Scrum
- F. The reports will help in discussing how the Sprint went at the Sprint Review meeting
- G. It will provide detailed insights into the accuracy of estimates versus actual time spent, which can be used to create better estimates at the next Sprint Planning.
- H. The Daily Scrum serves for the Development Team to report to Steven, as a Scrum Master, all updates on the assigned tasks in the Sprint Backlog
- I. He can then use the team's updates to plan their work for the next day, making sure that every team member is assigned the right tasks.
- J. During the Daily Scrum, the Development Team needs to update the Scrum board with their current status and progress, at a task level
- K. This is crucial to ensure that the Directory of Engineering knows the team's actual progress and control the work being done.

Answer: AB

Explanation:

The Development Team uses the Daily Scrum to inspect progress toward the Sprint Goal and to inspect how progress is trending toward completing the work in the Sprint Backlog. The Daily Scrum optimizes the probability that the Development Team will meet the Sprint Goal. Every day, the Development Team should understand how it intends to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.

NEW QUESTION 2

Which of the following statements are true about the Scrum Master role?

- A. The Scrum Master assigns the tasks to Development Team members and ensures they are completed within the committed timebox.
- B. The Scrum Master helps those outside the Scrum Team understand which interactions are helpful and teaches the Development Team to keep the Scrum meetings within the timebox.
- C. The Scrum Master is responsible for updating the Scrum board and ensuring team members avoid conflicts.
- D. At the Sprint Review, the Scrum Master demonstrates the completed Increment and answers any questions from the stakeholders.

Answer: B

Explanation:

The Scrum Master is responsible not only for coaching the Scrum Team but also the organization.

NEW QUESTION 3

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

- A. True
- B. False

Answer: A

Explanation:

The Product Owner is also known as the value maximizer. He is responsible for maximizing the value of the work that the Development Team does. This is done through the ordering of the Product Backlog.

NEW QUESTION 4

According to the Scrum Guide, where should the Daily Scrum be held?

- A. Wherever the Development Team decides is most suitable.
- B. In a room where management can attend.
- C. In the same location where the Development Team is seated.
- D. In front of the Scrum board.
- E. Wherever the Scrum Master decides is best.

Answer: A

Explanation:

Because the Daily Scrum is owned and managed by the Development Team, it is up to them to decide on the most effective place and time to hold the Daily Scrum.

NEW QUESTION 5

Peter, a Project Manager, has raised concerns about your Scrum Team's productivity and progress towards the objectives. Which is the best way to respond to Peter's concerns?

- A. Share the Product Backlog, the projections towards the release dates and ensure that Peter has access.
- B. Show the Profit & Loss (P&L) report.
- C. Share the current impediments.
- D. Share the last stakeholder status report prepared by the Scrum Master.

Answer: A

Explanation:

One of the key pillars that support the empirical process control is Transparency. Transparency will help manage stakeholder expectations and allow the teams to effectively adapt if and when needed.

NEW QUESTION 6

A Development Team has a total of six members, 4 members who work full time in the office and 2 members who work part time at home. The Development Team is complaining that it is too difficult to synchronize every day and has suggested having the Daily Scrum every other day instead.

What would be three key concerns if the Daily Scrum is held less frequently? (Choose three.)

- A. Impediments are raised and resolved more slowly.
- B. Opportunities to inspect and adapt the Sprint Backlog are reduced.
- C. Less information about the progress will be shared causing the Sprint plan to become inaccurate and reducing transparency over progress toward the Sprint Goal.
- D. The Scrum Master loses the ability to update the burndown chart adequately.
- E. The Product Owner cannot accurately inspect utilization of the individual team members.

Answer: ABC

Explanation:

The Daily Scrum is an internal meeting for the Development Team to inspect progress toward the Sprint Goal and to inspect how progress is trending toward completing the work in the Sprint Backlog. The Daily Scrum optimizes the probability that the Development Team will meet the Sprint Goal. Every day, the Development Team should understand how it intends to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.

Reducing the frequency of the event will increase the length of the feedback loop and adds risk if the team deviates too far off course.

NEW QUESTION 7

What Product Owner activities occur between the end of the current Sprint and the beginning of the next Sprint?

- A. Product Backlog refinement.
- B. Updating stakeholders on project progress.
- C. There are no such activities.
- D. When the current Sprint ends, the new Sprint begins.
- E. Participate as a team member at the Sprint Retrospective.

Answer: C

NEW QUESTION 8

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

What should happen?

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

Answer: C

NEW QUESTION 9

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

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

Answer: A

Explanation:

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

NEW QUESTION 10

What are typical Product Owner activities during Sprint 0?

- A. Creating a project plan based on the defined timeline.
- B. Ensuring there is enough work to do for at least three Sprints.
- C. Creating User Stories based on the requirements document.
- D. Allocating enough resources before starting Sprint 1.
- E. There is no such thing as Sprint.

Answer: E

Explanation:

There are no special Sprints. All Sprints are structured to produce potentially shippable product Increments.

NEW QUESTION 10

What would be good ways of creating Development Teams that would support the Scrum values?

- A. Project Managers will allocate individuals to specific teams.
- B. Bring all the developers or existing teams together and let them propose how to organize into the new structure and self-organize into Development Teams.
- C. The operations manager determines the new team structures and assignments.
- D. Direct managers personally re-assign current reports to new teams.

Answer: B

Explanation:

The ones that will be doing the work are the best ones to decide on what Development Team structures work best.

NEW QUESTION 14

What would be the main benefits of self-organization?

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

Answer: D

Explanation:

Self-organized teams allow teams to creatively solve difficult problems, be accountable for the work they do, and commit to each other and the goals of the team.

NEW QUESTION 18

A Development Team, that has remote team members, typically spends time before the Daily Scrum to setup the meeting rooms and conference calling equipment and tools in order to have their Daily Scrum.

How should the Scrum Master handle this situation?

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

Answer: A

Explanation:

As a self-organized team, they will decide for themselves how to best manage communication between team members. The Scrum Master will only take action if requested OR if he/she observes that there is a potential problem.

NEW QUESTION 22

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

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 26

A cross-functional Development Team is defined as:

- A. Cross-skilled individuals who are able to do all the work necessary to deliver a shippable Increment at the end of the Sprint.
- B. A team of engineers, testers, business analysts, technical architects and functional managers.
- C. A group of full-stack developers shared across multiple teams.
- D. A team of skilled developers that can effectively multi-task on multiple Product Backlog items at the same time.

Answer: A

Explanation:

The objective of the Sprint is to produce a shippable Increment at the end of each Sprint so that the team can effectively inspect and adapt accordingly.

NEW QUESTION 29

A Scrum Team has been working on the same product for twelve Sprints. What would likely be the immediate impact on the original Scrum Team if two new Scrum Teams are to be added the same product?

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

Answer: A

Explanation:

The productivity of the original Scrum Team would likely decrease as they would need to take time to assist and support the new Scrum Teams in order for them to perform optimally.

NEW QUESTION 34

How should a Scrum Master coordinate the work when more than one Scrum Team is working on one product?

- A. Teach them that it's their responsibility to coordinate with the other teams to integrate and create a shippable product Increment at the end of every Sprint.
- B. Identify and manage the dependencies between Scrum Teams.
- C. Have the Product Owner work with the tech leads of each team to parse the Product Backlog and minimize overlap in User Stories.
- D. Merge the teams and work from a single Sprint Backlog.

Answer: A

Explanation:

One of the benefits of self-organized teams is the ability to decide how best to work together to produce a shippable Increment.

NEW QUESTION 36

According to Scrum theory, how should a group of fifty people be divided into multiple Development Teams?

- A. Allow the team leads to divide and select teams.
- B. Understanding the product, the product vision and the Scrum framework, the group self-organizes into teams.
- C. Create a skills matrix, identify role levels, and years of experience to assign people to teams.
- D. The teams will rotate members every Sprint to spread knowledge.

Answer: B

NEW QUESTION 37

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

- A. True
- B. False

Answer: B

NEW QUESTION 38

Your organization requires all Increments to pass user acceptance testing (UAT) before it is allowed to be released to production. Is it a good idea to postpone UAT until the end of the project to prevent the Development Team from being disrupted during the Sprints?

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

Answer: A

Explanation:

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

NEW QUESTION 41

Which statement is correct about the length of the Sprints?

- A. All Sprints must be one month or less and it is optimal to have a consistent Sprint length.
- B. The Sprint length is dependent on the development effort forecasted (amount of items selected) during Sprint Planning.
- C. The Sprint length is calculated by aggregating the time required to design, code and test.
- D. The Sprint Length is defined by the Scrum Master.

Answer: A

NEW QUESTION 42

Your organization has formed a new Scrum Team and has assigned you as the Scrum Master. In what ways would you help the team start?

- A. Ensure the Scrum Team members have compatible personalities, have the tech leads clarify the expectations and responsibilities of each role, and propose a performance rewards system.
- B. Have the Scrum Team members introduce their background experience with each other, ask the Product Owner to discuss the product and answer QUESTION NO:s, and ensure the team understands the need for a Definition of "Done."

Answer: B

Explanation:

Scrum Teams should have all of the competencies and skills to do the work in the Product Backlog which includes understanding the goals and history of the product and ensuring that they all know what "done" means.

NEW QUESTION 44

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

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

Answer: B

NEW QUESTION 47

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

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

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

Answer: CD

Explanation:

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

NEW QUESTION 50

Steven is a Scrum Master on a new Scrum Team.

What would be the best way for him to determine if the Product Owner is interacting enough with the Development Team during a Sprint?

- A. Check whether the Product Owner is actively engaged at the Daily Scrums.
- B. Check whether the Increment presented at the Sprint Review meets the Product Owner's expectations.
- C. See whether the Product Owner has provided enough information at the Sprint Planning to make his/her presence optional during the Sprint.
- D. The level of autonomy within Development Team can be the result of having the right presence from the Product Owner.
- E. The Product Owner must always be present with the Development Team.
- F. Unavailability of the Product Owner is prohibited in Scrum.

Answer: C

Explanation:

Outcomes of the Scrum Team are affected by the Product Owner's participation and availability. During a Sprint he/she is responsible for answering QUESTIONS from the Development Team about items in the current Sprint and optimizing the value of the work the Development Team does.

NEW QUESTION 52

An organization has just hired you as a new Scrum Master to help them transition their teams from their current traditional process to Scrum. The teams are currently structured to specialize in a single function. This is also known as component teams where a team would only address a single layer (i.e. design, frontend, backend, database, testing, etc.). You've introduced the concept of cross-functional teams where all the skills needed to produce business functionality, from end to end, are inside of a single team.

What should you keep in mind when transitioning from siloed teams to cross-functional teams? (Choose two.)

- A. It is easier to compare the performance between cross-functional teams in order to identify to which teams to assign tasks and which teams need additional coaching.
- B. Newly formed teams will need time to stabilize before reaching their peak performance.
- C. During the initial stages of forming, performance will suffer and productivity may be low, although even then delivery of business value is still likely to increase.
- D. Without feature teams, you cannot do Scrum.
- E. Postpone Scrum adoption until the teams are reorganized in feature teams.
- F. People from the different layers and components will need time to become accustomed to working and delivering unified functionality together as one Scrum Team thus productivity may suffer.

Answer: BD

Explanation:

Forming a team takes time, and members often go through recognizable stages as they change from being a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages. When you understand it, you can help your new team become effective more quickly.

NEW QUESTION 56

When does a new Sprint begin?

- A. Immediately after the next Sprint Planning.
- B. Immediately after the end of the previous Sprint.
- C. It depends on the Product Owner.
- D. Every Monday.

Answer: B

NEW QUESTION 59

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

- A. Can be shared between multiple people on a Scrum Team, Is the same as a Project Manage
- B. Is played by a committee or a team of people.
- C. Is one perso
- D. Can be influenced by a committe
- E. Is accountable for ordering the Product Backlog.

Answer: B

NEW QUESTION 63

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

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

- A. Steven talks with Peter about concerns of how his behavior might impact the team members and request that he stop attending for now.
- B. Steven coaches Peter on best practices for updating the burndown chart as it provides accurate information on how well the team is performing.
- C. Nothin
- D. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how tobest run it.
- E. Steven coaches the Scrum Team about the purpose of the Daily Scrum.

Answer: AD

Explanation:

The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.

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

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

NEW QUESTION 66

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

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

- A. The Product Owner has not been engaging with sponsors frequently enough and has not been kept aware of the overall progress of the project.
- B. The sponsors haven't been using the Sprint Reviews to actively engage, and inspect and evaluateprogress.
- C. The scope changes have not been tracked adequately and the change request process has not been followed properly.
- D. The stakeholders have not been using the Daily Scrum effectively to track the Development Team's progress.
- E. The Scrum Master has not ensured transparency.
- F. The project plan proposed to the sponsors at the start of the project followed stringently.

Answer: ABE

Explanation:

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

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

NEW QUESTION 68

What is the recommended size for a Development Team (within the Scrum Team)?

- A. 3 to 9
- B. Minimal 5
- C. 7 plus or minus 2
- D. 9

Answer: A

NEW QUESTION 73

In what ways does the Scrum Master keep a Development Team working at its highest level of productivity?

- A. By removing impediments that hinder the Development Team and facilitating Development Team decisions.
- B. By helping the Development Team with user acceptance tests and tracking defects.
- C. By ensuring each member takes turns speaking at the Daily Scrum and ending the event on time.
- D. By keeping the Scrum board and burn-down chart updated daily.

Answer: A

Explanation:

The Scrum Master serves the Development Team by removing impediments to the Development Team's progress and facilitating Scrum events as requested or needed.

NEW QUESTION 76

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

- A. True
- B. False

Answer: B

NEW QUESTION 81

Steven, the Scrum Master, observes that one of the Development Team members is not attending the Daily Scrum. The Development Team feels this is ok as they all sit in the same area and already have constant communication throughout the day.

Which is the best action for Steven to take?

- A. Start running the Daily Scrum and require all members to be in attendance.
- B. Talk to the Development Team member privately and tell him that he needs to be a team player.
- C. Ask the Development Team, what value will result from having all team members present at the Daily Scrum and what are the risks if members don't attend.
- D. The Daily Scrum is owned by the Development Team and it is their responsibility to decide which team members must participate.

Answer: C

Explanation:

The Scrum Master is responsible for ensuring that the Scrum Team understands the purpose and value of the Scrum events. Because the Daily Scrum is owned by the Development Team, it will decide how best to run the event. And if needed the Scrum Master will coach the team to ensure the decisions stay within the boundaries of the Scrum framework.

NEW QUESTION 85

In order to start the first Sprint, Scrum only requires a Product Owner with enough ideas, a Development Team to execute on those ideas, and a Scrum Master to guide the process.

- A. True

Answer: A

Explanation:

In complex domains, you are only able to know the outcomes in hindsight. Empiricism, from which Scrum was founded on, asserts that knowledge comes from experience and making decisions based on what is known. New knowledge will emerge as work is being done.

NEW QUESTION 87

Select the correct Scrum Team roles defined in Scrum.

- A. Development Team, Scrum Master, Product Owner
- B. Engineers, Business Analyst, Product Owner
- C. Stakeholders, Scrum Master, Project Manager, Product Owner
- D. Product Manager, Business Analyst, Development Team, Stakeholders

Answer: A

Explanation:

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

NEW QUESTION 92

What could be a reason for a Product Owner to delay the start of a new Sprint after the conclusion of the previous Sprint?

- A. The QA team has not finished testing the previous Increment before declaring it ready to ship.
- B. The stakeholders were disappointed with the Increment produced in the previous Sprint.
- C. There is no acceptable reason
- D. A new Sprint starts immediately after the conclusion of the previous Sprint.
- E. The Product Owner needs additional time to identify the next initiatives.
- F. There's not enough work in the Product Backlog to work on in the upcoming Sprint.

Answer: C

NEW QUESTION 94

Steven is a Scrum Master that was hired to help an organization, that is new to Scrum, understand and enact Scrum effectively.

Which three activities would be acceptable? (Choose three.)

- A. Require all teams in the organization to start using Scrum as soon as possible.
- B. Arrange 1:1 coaching sessions to discuss any identified concerns Steven may have.
- C. Schedule formal trainings.
- D. Penalize any Scrum Team members who are not staying within the Scrum Framework.
- E. Educate stakeholders and clients about Scrum.
- F. Extend Retrospectives to include formal training.

Answer: BCE

Explanation:

The Scrum Master serves the organization in several ways, including: Leading and coaching the organization in its Scrum adoption; Planning Scrum implementations within the organization; Helping employees and stakeholders understand and enact Scrum and empirical product development.

NEW QUESTION 99

During the Sprint Retrospective, the team is discussing the quality issues that prevented the team from delivering a releasable Increment at the end of the Sprint. The Development Team does, however, mention that they were able to achieve a high velocity. What are the best two responses for Steven, their Scrum Master, to take? (Choose two.)

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

Answer: AD

Explanation:

Scrum employs an iterative, incremental approach to optimize predictability and control risk. The primary objective of a Sprint (iteration) is to produce a potentially shippable product Increment. Having an Increment will allow the Scrum Team to know the right thing to do in the upcoming Sprint. Having a velocity is important but working software is the primary measure of progress.

NEW QUESTION 102

Which statement best describes Scrum?

- A. A clearly defined methodology that defines the software development process.
- B. A manual for defining best practices for software development.
- C. A clearly defined and predictable process that follows the principles of Computer Science.
- D. A framework to address complex products in complex environments.

Answer: D

Explanation:

Frameworks allow those closest to the problem the flexibility to creatively and productively deliver products of the highest possible value. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex projects.

NEW QUESTION 105

Steven is a Scrum Master of a Scrum Team that is new to Scrum. At the halfway point of the Sprint, the Product Owner comes to Steven telling him that he is concerned the Development Team will not be able to complete the entire Sprint Backlog by the end of the Sprint. What should Steven do in this situation?

- A. Motivate the Development Team to meet their commitment to the Product Owner.
- B. Coach the Product Owner that with complex software development, you cannot promise the entire scope that was forecast during Sprint Planning.
- C. As more is learned during the Sprint, work may emerge that affects the Sprint Backlog.
- D. Advise the Product Owner that the Development Team owns the Sprint Backlog and it is up to them to meet their commitment.
- E. No one tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.
- F. Add more people to the Development Team to meet the Product Owner's expectations.

Answer: B

Explanation:

Scrum is founded on empirical process control theory, or empiricism. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. The Sprint Backlog is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality into a 'Done' Increment. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.

Why C is incorrect:

- a) The Dev Team does not commit to finishing all items in the Sprint Backlog. Committing to completing all items would be fixed scope and fixed time leaving no room to adapt. They commit to the Sprint Goal and doing the right thing.
- b) It's also incorrect for the PO to focus on completing the entire Sprint Backlog. Finishing everything should not be his main focus. Having a shippable increment that meets the Sprint Goal is more important than trying to finish everything. The advice in option C is equivalent to "Don't worry, they'll get everything done." but because of the complex domain, you cannot guarantee everything will get done.

NEW QUESTION 106

A Development Team member has notified the Scrum Master of a potential data security risk. What action should the Scrum Master take?

- A. Notify the test team.
- B. Add a Product Backlog item to address the security issue.
- C. Ask the Development Team member to share the issue with the team as soon as possible.
- D. Wait until the Sprint Retrospective to add security to the definition of "Done".

Answer: C

Explanation:

It is best to coach the Development Team members to collaborate on issues regardless of severity. They may consult the Scrum Master or Product Owner if needed.

NEW QUESTION 109

Multiple Scrum Teams working from the same Product Backlog must have the same Sprint start dates.

- A. True
- B. False

Answer: B

Explanation:

Multiple Scrum Teams could have the same Sprint start dates but it is not mandatory as the importance is on being able to integrate their shippable Increments at the end of their Sprints.

NEW QUESTION 110

What should the Development Team do if they are approached by someone outside the team and asked to add a “very important” item to a Sprint that is in progress?

- A. Add the item to the bottom of the Sprint Backlog.
- B. Replace an item in the current Sprint of equal size.
- C. Add the item to the top of the next Sprint Backlog.
- D. Inform the Product Owner so he/she can work with the person.

Answer: D

Explanation:

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

NEW QUESTION 112

Which is the best description of a Product Owner?

- A. Requirements developer.
- B. Value optimizer.
- C. Team leader.
- D. Go-between between development team and stakeholders.

Answer: B

NEW QUESTION 115

Which of these tools is mandatory for the Product Owner to use?

- A. Release burnup chart.
- B. Burndown chart.
- C. Version control.
- D. Project Gantt chart.
- E. None of the above.

Answer: E

Explanation:

The Product Owner can use any tool, method or practice that he/she finds fit in order for him/her to make the best decisions possible.

NEW QUESTION 119

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

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

Answer: C

Explanation:

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

NEW QUESTION 124

Which of the following is required in Scrum?

- A. Sprint Retrospective
- B. All Development Team members answering the three QUESTION NO:s at the Daily Scrum
- C. Sprint Burndown Chart
- D. User Stories
- E. All of the above

Answer: A

NEW QUESTION 128

The Scrum values promote Development Teams be cross-functional and have all the skills needed to build a product within the team. While starting Scrum, what would be the advantages of keeping the existing component teams (e.g. design, database, backend, frontend)?

- A. Component teams would have all the skills needed to focus on their specific technical layer.
- B. Component teams generally have all the skills needed to deliver shippable Increments that add business value.
- C. Because their productivity is already predictable, they can deliver shippable Increments more quickly than a newly formed team.
- D. Because they have been working together for some time, there will be less initial disruption than a newly formed tea
- E. As they begin working, they will discover what works best and how to move towards cross- functional teams.
- F. There is less communication overhead than working in feature teams.

Answer: D

Explanation:

The ones that will be doing the work are the best ones to decide on what Development Team structures work best.

NEW QUESTION 130

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

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

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

Answer: AC

Explanation:

The Scrum Master is responsible for ensuring that the Scrum Team understands the purpose and value of the Scrum events. Because the Daily Scrum is owned by the Development Team, it will decide how best to run the event. And if needed the Scrum Master will coach the team to ensure the decisions stay within the boundaries of the Scrum framework.

NEW QUESTION 132

Who manages the progress of work during a Sprint?

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

Answer: D

Explanation:

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

NEW QUESTION 135

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

What is the best action for Steven to take?

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

Answer: C

Explanation:

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

NEW QUESTION 137

During Sprint Planning, the Definition of Done will help the Development Team forecast the amount of work, selected from the Product Backlog, deemed feasible to make 'done' by the end of the Sprint.

Which two items best describes what 'done' means? (Choose two.)

- A. All the work needed to prepare the Increment for User Acceptance Testing.
- B. All the work needed to prepare the Increment for Integration Testing.
- C. Having an Increment of working software that is potentially releasable to the end users.
- D. All the work performed as defined in the Definition of Done.
- E. All the work completed within the current skills and expertise in the Development Team.

Answer: CD

Explanation:

When a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means. Although this may vary 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. The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done.

NEW QUESTION 141

Which two scenarios would best represent a self-organizing Development Team? (Choose two.)

- A. The Development Team members are strictly focused on the work within their functional role and always handing off the work to other roles in a timely matter.
- B. Management works with the Scrum Master to optimize the Development Team's progress during the Sprint.
- C. Development Team members collaboratively select and re-plan their work throughout the Sprint.
- D. The Development Team invites external people to the Sprint Planning to help them create a complete and detailed Sprint Backlog.
- E. The Development Team creates its own Sprint Backlog, reflecting all work that is part of the Definition of Done.

Answer: CE

Explanation:

A self-organized team is a team that is able to self-manage and decide how best to accomplish their work.

NEW QUESTION 146

The three pillars of empirical process control consist of:

- A. Planning, Inspection, Adaptation
- B. Inspection, Transparency, Adaptation
- C. Planning, Demonstration, Retrospective
- D. Respect For People, Kaizen, Eliminating Waste

Answer: B

Explanation:

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

NEW QUESTION 149

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

- A. True
- B. False

Answer: B

Explanation:

If there are multiple Scrum Teams working on the system or product release, the Development Teams on all the Scrum Teams must mutually define the definition of "Done". Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.

NEW QUESTION 152

During a Product Backlog refinement meeting, the Product Owner introduces a business objective that will be worked on for the next several Sprints. The Product Owner envisions several key features necessary to be delivered in order to meet the business objective. As the features will be using sensitive user data it will be subjected to external security audits. These non-functional security requirements were not applicable to previous Increments.

What are two good ways the Development Team can handle these high-security concerns? (Choose two.)

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

Answer: DE

Explanation:

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

NEW QUESTION 157

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

- A. True
- B. False

Answer: B

Explanation:

Product Backlog items should be clear enough and have enough information for the Product Owner and Development to understand the work that needs to be done and to create a forecast of Product Backlog items to implement the Sprint Goal. Nothing stops the flow of Sprints, for example, we do not delay the Sprint

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

NEW QUESTION 162

Cross-functional teams are specialized for working on specific system components (e.g. design, database, backend, frontend).

- A. True
- B. False

Answer: B

Explanation:

Cross-functional teams have all the skills and competencies needed to deliver end-to-end work.

NEW QUESTION 167

Select two ways in which Scrum uses time-boxing to promote self-organization? (Choose two.)

- A. Time-boxes ensures that the Development Team commits to completing the items in the Sprint Backlog by the end of the Sprint.
- B. Time-boxes encourage the ones closest to the problem make the best possible decisions within the time- frame given the current situation.
- C. Time-boxes can help teams plan how many additional Sprints is needed for User Acceptance testing.
- D. Time-boxes helps everybody concentrate on the same problem at the same time.

Answer: BD

Explanation:

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

NEW QUESTION 172

What would likely happen if management only changed the organization’s current terminology to fit Scrum without the proper understanding and support of Scrum as defined in the Scrum Guide?

- A. Very little change will happen as the vocabulary in Scrum is specifically defined for implementing Scrum.
- B. The organization may not realize the real benefits of Scrum as there would be no real change on the way the teams work.
- C. Organizations may feel less stressed as the behaviors would remain familiar to management.
- D. All answers apply.

Answer: D

Explanation:

The defined terminology in Scrum was selected, designed, and defined specifically for supporting the Scrum Framework. Understanding the differences between traditional methods and the Scrum Framework will help move teams in the right direction in Scrum adoption.

NEW QUESTION 174

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

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

Answer: D

NEW QUESTION 177

Which two statements are the most accurate in regards to scaling Scrum for large projects requiring multiple Scrum Teams? (Choose two.)

- A. A person focusing on the Sprint Backlog of a single Scrum Team is often more productive than that same person working on multiple Scrum Teams at the same time.
- B. A well-structured Product Backlog can minimize and often eliminate Development Team members working on multiple Scrum Teams during a Sprint.
- C. Team members must work full time on a single Scrum Team.
- D. Customizing the core Scrum framework is necessary to be successful with Scrum at large scale.

Answer: AB

Explanation:

A person or team working on a single problem at a time is typically more effective than one that is working on multiple problems congruently as they can fully focus and dedicate their energy to resolving the problem before moving to the next. Having a well-structured Product Backlog can help minimize dependencies and increase focus for each team.

NEW QUESTION 181

Individual Development Team members have been approaching Steven, the Scrum Master, to complain about Chris. Chris has the most experience on the system they are building. He often QUESTION NO:s the choices team members make in design and architecture making them feel bad. What are two good ways for Steven to address this problem? (Choose two.)

- A. Steven observes whether this topic is raised at the Sprint Retrospective.
- B. If not, then he checks with the team on how comfortable they are with the way the design and architecture is being handled.
- C. Steven suggests facilitating a session with the full team to help resolve the issue.
- D. Steven tells the concerned members that Chris' opinions should be respected as he has the most experience and understands what is best for long term sustainability.
- E. Steven shares his concerns with Chris and the impact on the other team members and that he should be a team player.
- F. Steven takes the time between Sprints to organize a team building session to build a stronger relationship.

Answer: AB

Explanation:

Conflicts are a natural occurrence and the Scrum Master coaches the Development Team on the value of resolving conflicts. Leaving conflicts unresolved can impact the Scrum values of openness and respect diminishing trust. Lower trust levels will impact the Scrum Team's effectiveness and can cause impediments in the future. It is the responsibility of the Scrum Master to remove impediments that hinder the team through conflict resolution and facilitation.

NEW QUESTION 186

Steven, a Scrum Master, is approached by the Development Team members complaining that one of the senior engineers is using too much time during the Daily Scrums to share technical solutions.

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

- A. Coach the Development Team to help them find a way to solve the problem, and for them to take ownership of the solution.
- B. Contact the team member's direct manager and to resolve this problem.
- C. Suggest that the team members timebox the amount of time each person can speak at the Daily Scrum to a maximum of two minutes.
- D. Suggest using a token to limit who is allowed to speak during the Daily Scrum.
- E. Speak with the person privately and coach him on the purpose of the Daily Scrum.

Answer: AE

Explanation:

The Scrum Master serves the Development Team in several ways, including: Coaching the Development Team in self-organization and cross-functionality; Facilitating Scrum events as requested or needed.

It is the Scrum Master's responsibility to teach the Scrum Team the value and objective of each Scrum event in order to help them maximize the benefits of each event in accordance to the Scrum values and theory.

NEW QUESTION 188

The Development Team discovers that it doesn't have the tools and infrastructure to make each selected Product Backlog item done.

What is the most appropriate action for the Scrum Master to take?

- A. Stop the Sprint and have the Development team work on the infrastructure before continuing.
- B. Encourage the Product Owner to accept partially done Increments and complete the work in the Hardening Sprint.
- C. Coach the Development Team to improve its skills, tools and infrastructure over time and establish a Definition of "Done" that is actually possible to achieve given the current circumstances.

Answer: C

Explanation:

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

NEW QUESTION 193

During Sprint Planning, the Development Team was not able to confidently forecast a Sprint Backlog but the Scrum Team was able to create a Sprint Goal for upcoming Sprint. What action should the Scrum Master take?

- A. Postpone the Sprint in order for the Product Owner to refine the Product Backlog to the level needed.
- B. Extend the Sprint Planning time-box until the Development Team can forecast enough items to begin the Sprint.
- C. Forecast the most likely Product Backlog items to meet the goal and discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- D. Request assistance from the technical architect.

Answer: C

NEW QUESTION 196

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

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

Answer: AB

Explanation:

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

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

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

NEW QUESTION 197

Steven, a Scrum Master, has been hired by an organization that is new to Scrum. He has been invited to meet the IT and product management team to kick-off the project. During the meeting the Product Owner asks how many Sprints will be needed to address the entire architecture and infrastructure before working on the features for the new product.

What are the two best responses for Steven to explain how such work is handled in Scrum? (Choose two.)

- A. You explain that product management should not worry about technical solution
- B. You inform them that the developers will work with the IT department when needed and keep the Product Owner updated on additional time required for each Sprint
- C. The additional effort will be added to the top of the Sprint Backlog before Sprint Planning.
- D. You explain that it is more effective when architecture and infrastructure emerge alongside the development of business functionality
- E. The additional advantage is that business value is created more quickly and earlier.
- F. You confirm that architecture and infrastructure is needed before starting on business functionality but the estimated budget will be difficult to estimate
- G. You suggest that the first Sprint will be dedicated towards building the technical foundation in order to get an accurate estimation for any additional budget and time required.
- H. You coach the Product Owner and Development Team to add this work to Product Backlog to ensure transparency, have the Development Team estimate the work and do this in early Sprints while also creating some business functionality in the early Sprints.

Answer: BD

Explanation:

When working on complex problems in complex environments, it is difficult to fully predict all future needs and the best solutions will emerge as the work is being performed.

NEW QUESTION 201

When technical debt occurs, the system will become more unstable as development progresses and code is added resulting in future work being slowed down.

- A. True
- B. False

Answer: A

Explanation:

Technical debt is any shortcomings in the code. It is a natural by-product of software development (unavoidable) and can at best be managed. If neglected, it will compound and have a negative effect on the team's ability to deliver value. A team can have an artificially high velocity by taking shortcuts or introducing technical debt into the system. This can give a false assumption about the current state of the product. It can look good on the surface but underneath can be a mess.

NEW QUESTION 205

Which statement best describes the responsibility of the Product Owner?

- A. Optimizing the value of the work the Development Team does.
- B. Managing the Development Team.
- C. Ensuring that the work meets the commitments to the stakeholders.
- D. Acting as the go-between for the stakeholders.

Answer: A

Explanation:

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

NEW QUESTION 209

During the Sprint Review, one of the stakeholders announces that due to recent market changes, there is risk that funding might be reduced for the project. This triggers tensions to rise and arguments to break out between members.

As a Scrum Master, what would be the best two actions to take? (Choose two.)

- A. Defend the original budget and request the stakeholders to adhere to the original agreed funding for the product.
- B. Encourage the stakeholders and Product Owner to focus on delivering the highest value items for the next Sprint.
- C. Be objective and request for a short break for people to calm down.
- D. Avoid getting involved as it is the Product Owner's responsibility to manage stakeholder expectations.
- E. Inform everyone that the team needs to stay busy until the information is formally announced.

Answer: BC

Explanation:

The Scrum Master is responsible for promoting and supporting Scrum by helping everyone embody the values of commitment, courage, focus, openness and respect.

NEW QUESTION 210

What should a Development Team do if they don't understand a functional requirement?

- A. Request a specialist to be added to the Development Team.
- B. Move the item to a future Sprint.
- C. Complete as much as possible and add the remaining work as a new Product Backlog item.
- D. Work with the Product Owner to determine what is possible and acceptable.

Answer: D

NEW QUESTION 212

What is management's role in Scrum?

- A. To provide the necessary environment and support needed as defined by the Scrum Guide by providing insights and resources that help the Scrum Teams continue moving forward.
- B. Identifying and removing people that are performing poorly.
- C. Monitoring skill levels of the Development Team.
- D. Monitoring the Development Team's velocity.

Answer: A

Explanation:

Getting the support from the business side helps facilitate the changes that fosters empiricism, self- organization, bottom-up intelligence, and intelligent release of software.

NEW QUESTION 215

Currently, your engineering department is organized in siloed teams that specialize by function (for example, design, front-end, back-end, database, and testing). What would you consider when moving away from component teams towards feature teams?

- A. You cannot begin Scrum without have feature team
- B. It is easier to measure and compare performancebetween feature team
- C. Feature teams should have an equal number of team members.
- D. Members within feature teams require compatible personalitie
- E. Feature teams should have a mix of junior and senior member
- F. Tasks are completed more quickly than component teams.
- G. Moving from component teams to feature teams could reduce, productivity in the initial stage
- H. Feature teams have less communication complexit
- I. Getting the support from the business side makes the transition easier.

Answer: C

Explanation:

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

NEW QUESTION 219

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

What might be the impact on the original team?

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

Answer: B

Explanation:

Similar to membership changes within a single Scrum Team, adding or removing additional Scrum Teams working on the same product will impact productivity in the short term. Adding additional teams often go through recognizable stages as they change from being a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages.

NEW QUESTION 221

On a project where multiple Scrum Teams are working from the same Product Backlog, how should the work be distributed between teams?

- A. The Scrum Team with the highest capacity will pull items from the Product Backlog first.
- B. Each Scrum Team must have an equal amount of User Stories per Sprint.
- C. The Product Owner separates the Product Backlog items for each team.
- D. The Development Teams pull in work from a shared Product Backlog in agreement with the Product Owner and the other teams.

Answer: D

Explanation:

During Sprint Planning the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team regardless of the number of Development Teams working from the same Product Backlog. Only the Development Team can assess what it can accomplish over the upcoming Sprint.

NEW QUESTION 226

What is the most appropriate action for the Scrum Master to take if the Product Owner is having difficulties managing the Product Backlog?

- A. Have the Development Team order the work instead of the Product Owner.
- B. Have the Product Owner order the items based on size, having the Development Team work on the smallest items first.
- C. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize the flow of value.
- D. Delegate the work to the Assistant Product Owner.
- E. Delay the Sprint in order for the Product Owner to have enough time to prioritize the Product Backlog.

Answer: C

Explanation:

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

NEW QUESTION 231

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