



## Scrum

### Exam Questions PSM-II

Professional Scrum Master II

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#### NEW QUESTION 1

After several Sprints, a key stakeholder starts using the product. The stakeholder is surprised by the slow performance and complains to the Product Owner. The Product Owner comes to the Scrum Master asking for advice.

What is the best action for a Scrum Master to take?

- A. Wait until the next Sprint Retrospective as it is the most opportune time to modify the Definition of Done.
- B. Bring the concern to the testers in the Development Team and ask them to include performance testing.
- C. Explain to the Product Owner that it's up to the Development Team t
- D. decide on acceptable performance standards as they own the Definition of Done.
- E. Encourage the Product Owner to bring the performance concerns to the Development Team and work with them on how to improve performance, and ultimately have stronger Definition of Done.

**Answer:** D

#### Explanation:

The highest priority of agility is to satisfy the customer through early and continuous delivery of valuable software. Because the Development Team is the one doing the work and increments must meet performance standards, they can expand their Definition of Done to include more stringent criteria for higher quality.

#### NEW QUESTION 2

Who can prematurely cancel a Sprint?

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

**Answer:** B

#### Explanation:

Only the Product Owner can determine when items being worked on are obsolete.

#### NEW QUESTION 3

What would be typical Scrum Master activities during the Sprint?

- A. Monitor the progress of the Development Team and assigning tasks.
- B. Remove impediments and facilitating inspection and adaptation opportunities as requested or needed.
- C. Avoiding conflicts and escalating to the line managers if conflicts occur.

**Answer:** B

#### NEW QUESTION 4

What Development Team structure is best suited to produce integrated increments?

- A. Every Development Team has the abilities to develop functionality from beginning to end throughout all technical layers.
- B. Each Development Team specializes in one technical layer of the system (e.
- C. GUI, database, middle tier, interfaces).

**Answer:** A

#### NEW QUESTION 5

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 6

Paul is a Product Owner for multiple products. Each product is allocated a dedicated Scrum Team and a set budget. Based on the average velocity of a previous product release, Paul had estimated a new product to take 9 Sprints to complete. The average velocity of the previous product release was 50 completed units of work per Sprint. Over the first 3 Sprints, the Development Team reported an average velocity of 40 completed units per Sprint, while not fully completing the required integration tests. The Development Team estimates that integration testing would require additional effort to make the increments shippable. The

Development Team is unsure if the required velocity is achievable.  
What is the most effective way to recover?

- A. In the next Sprints, the Development Team strives to make the selected work as close to 'done' as possible and at the minimum 90% complete
- B. Any undone work is divided into new Product Backlog Items that will be deferred to the last Sprint in order to maintain stable velocity.
- C. The Development Team informs Paul that the progress he has perceived to date is not correct
- D. The Increment is not releasabl
- E. They give Paul their estimate of the effort it would take to get the previous work 'done', and suggest doing that work first before proceeding with new feature
- F. The team also re- estimates the effort to make the remaining Product Backlog items 'done', including all integration effort
- G. In the end, it is Paul's call to continue the project or to cancel.
- H. The Scrum Master will manage the Sprint Backlog and assign work to the Development Team members to ensure maximum utilization of each member
- I. He/she will keep track of unused resources so that it does not impact the budget
- J. Unused budget can be allocated for additional Sprints if needed.
- K. The Scrum Master sets the open work aside to be performed in one or more release Sprints
- L. They remind Paul to find funding for enough Release Sprints in which this remaining work can be done
- M. Up to one release Sprint per three development Sprints may be required
- N. It is Paul's role to inform users and stakeholders of the impact on the release date.

**Answer:** B

**Explanation:**

Scrum is founded on empirical process control and asserts that knowledge comes from experience and making decisions based on what is known. Scrum employs an iterative, incremental approach to optimize predictability and control risk. At the end of every Sprint, an increment of 'done' work must be available in order to inspect and adapt accordingly.

**NEW QUESTION 7**

How should a Scrum Master divide a group of 100 people into multiple Development Teams?

- A. Create teams based on their functional layer.
- B. Have the resource manager assign the people to teams.
- C. Ask the developers to divide themselves into teams.

**Answer:** C

**Explanation:**

A good first QUESTION NO: for you to suggest the group thinking about when forming into teams is "How will we make sure all teams have the right amount of expertise?"

**NEW QUESTION 8**

Which role is responsible for determining when it is most appropriate to update the Sprint Backlog?

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

**Answer:** B

**Explanation:**

The Development Team is responsible for tracking the remaining work of the Sprint.

**NEW QUESTION 9**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 10**

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 10

At the fifth Sprint Retrospective, the Product Owner mentions that he is surprised about the amount of technical debt that has built up in the system and that the product is not able to support an adequate number of users. Peter, the Product Owner, is upset that the product will need several more Sprints to address the scalability issues in order to meet his expectations.

What factors may have led to this?

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

**Answer:** E

#### Explanation:

Each component within the Scrum framework serves a specific purpose and is essential to Scrum's success and usage. Scrum's roles, events, artifacts, and rules are immutable and although implementing only parts of Scrum is possible, the result is not Scrum.

#### NEW QUESTION 13

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 15

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 17

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 19

Who should manage the tasks of Development Team during the Sprint?

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

**Answer:** D

#### Explanation:

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

#### NEW QUESTION 24

Kevin is a senior developer that has recently joined an existing Scrum Team. The existing team members are unable to get along with Kevin and conclude that he is not a culture fit.

If necessary, who is responsible for removing the new team member, and why?

- A. The Scrum Master because he/she is responsible for removing Impediments.
- B. The Development Team is responsible because it is an internal team issue, and may request help from the Scrum Master.
- C. The HR department, as they are responsible for the hiring process.
- D. The Product Owner because he/she is responsible for managing the team.

**Answer:** B

**Explanation:**

The ones closest to the problem are the best ones to understand and solve the problems. The Scrum Master can remove members (if empowered). The QUESTION NO: is focused on the ownership of the root problem. The Development Team is responsible for addressing internal conflicts and may request help from the Scrum Master if needed. Because this is a localized issue, they are the ones that must initiate the actions for the results they desire.

**NEW QUESTION 27**

Stakeholders are only allowed to meet with the Scrum Team at Sprint Review.

- A. True
- B. False

**Answer:** B

**Explanation:**

Getting feedback from Stakeholders is a crucial activity in Scrum. Working with stakeholders frequently ensures the team to focus on the right things to build. Although it is required to have Stakeholders at Sprint Review, they can also engage with the Scrum Team during Product Backlog Refinement, Sprint Planning or during the Sprint if the Scrum Team requires it.

**NEW QUESTION 29**

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

- A. True
- B. False

**Answer:** B

**NEW QUESTION 32**

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 would be the LEAST helpful technique in this situation?

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

**Answer:** C

**Explanation:**

Scrum does not have project managers and arranging a triage meeting would not help accelerate the removal of impediments.

**NEW QUESTION 36**

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 41**

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 45**

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 47**

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 Manager
- B. Is played by a committee or a team of people.
- C. Is one person
- D. Can be influenced by a committee
- E. Is accountable for ordering the Product Backlog.

**Answer:** B

**NEW QUESTION 51**

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

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

- A. Steven talks with Peter about concerns of how his behavior might impact the team members and request that he stop attending for now.
- B. Steven coaches Peter on best practices for updating the burndown chart as it provides accurate information on how well the team is performing.
- C. Nothing
- D. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how to best 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 53**

By the end of the Sprint, a Product Backlog item in the Sprint Backlog does not meet the team's Definition of Done.

What two things should happen with the item? (Choose two.)

- A. It will be inspected at the Sprint Review and if it is acceptable by the stakeholders then include it in the Increment.
- B. Do not include the item in the Increment for the Sprint.
- C. Split the item and add the estimation of the completed work to the current Sprint so not to impact the velocity and add the 'undone' work to the next Sprint.
- D. Estimate the remaining work needed to make it 'done' and add it to the Product Backlog for the Product Owner to decide what to do with it.

**Answer:** BD

**Explanation:**

At the end of a Sprint, the new Increment must be 'Done', which means it must be in useable condition and meet the Scrum Team's definition of 'Done'. Scrum Team members must have a shared understanding of what it means for work to be complete, to ensure transparency. This is the Definition of Done for the Scrum Team and it is used to assess when work is complete on the product Increment.

**NEW QUESTION 56**

As a Scrum Master, what would you strive for if five new Scrum Teams were to work on one product?

- A. There should be five Product Owners, one for each Scrum Team.
- B. The product has one Product Backlog and one Product Owner.
- C. There should be five Product Backlogs and one Product Owner to manage them.
- D. There should be five Product Backlogs and five Product Owners.

**Answer:** B

**Explanation:**

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

**NEW QUESTION 60**

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 61

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 66

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

- A. True
- B. False

**Answer:** B

#### NEW QUESTION 71

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 74

Steven is a Scrum Master that was hired to help an organization, that is new to Scrum, understands and enacts Scrum effectively. Which three activities would be acceptable? (Choose three.)

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

**Answer:** 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 78

Which statement is FALSE in regards to the Sprint Goal?

- A. It is only a forecast and changes during the Sprint as more is learned.
- B. If it doesn't seem achievable, the Development Team has the courage to tell the Product Owner.
- C. The Product Owner respects the Development Team's opinion on whether they can achieve it.
- D. It helps increase focus.
- E. The Scrum Team discusses openly about alternative ways to reach it.
- F. The Development Team commits to it.

**Answer:** A

#### Explanation:

The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment.

### NEW QUESTION 83

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

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

**Answer:** A

#### **Explanation:**

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

### NEW QUESTION 85

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 86

Over the course of several Sprints, the relationship between the Product Owner and the Development team has suffered. The Development Team is upset with the Product Owner for the constantly changing the upcoming items for the product. The Product Owner is upset with the Development Team for changing the work that needs to be done during the Sprint.

What should Steven, the Scrum Master, do?

- A. During the Sprint Retrospective, ask the Product Owner and the Development Team to address the issues. Have the Team discuss why the changes occur and what impact they have on the value of the product.
- B. The Scrum Master’s responsibility is to ensure the Development Team has a stable velocity.
- C. Any changes that negatively impact the team’s velocity will be rejected by the Scrum Master.
- D. Take the time between Sprints to organize a team building session to rebuild the relationship.
- E. Explain to the Development Team that the Product Owner is accountable for flow of value and needs to be followed in order to maximize the value delivered.

**Answer:** A

#### **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 89

What would be two boundaries, defined in Scrum, that give guidance for teams to effectively self-organize? (Choose two.)

- A. Timeboxing the events in Scrum to allow for regular inspection and adaptation creating opportunities to adjust course in any given path.
- B. Clearly defined functional teams within the Development Team to define handoff phases during development.
- C. Creating an integrated and potentially shippable Increment by the end of each Sprint.
- D. Having a mixture of different levels of skills and experience to promote domain knowledge sharing.

**Answer:** AC

#### **Explanation:**

Time-boxing promotes regularity and focus for self-organized teams. Having shippable Increments allows teams to collaboratively make decisions on what needs to be done next.

### NEW QUESTION 93

An organization wants to apply Scrum to build a new product and has hired Steven to be the Scrum Master of three new teams that will build the first release. The organization is new to Scrum and asks Steven for advice on how to start.

Which two things should Steven first advise? (Choose two.)

- A. Each Scrum Team has its own Product Backlog with items only their team will be working on.
- B. One Product Backlog to represent all of the known work needed to be done for the product.
- C. Three Product Owners, one for each Scrum Team.
- D. Having one Product Owner to be accountable for maximizing the flow of value throughout the development process and provide transparency on the overall progress.

**Answer:** BD

#### **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 95

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 99

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 104

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 109

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 113

The Scrum Master is responsible for the process in which Scrum is adopted and enacted.

- A. True
- B. False

**Answer:** A

#### NEW QUESTION 115

Three Development Teams are currently building a single product and pulling work from the same Product Backlog. All three teams have identified that they will need Dan, a database specialist, to work full time in their team for the next several Sprints.

What should Steven, the Scrum Master, do to solve this potential problem?

- A. Manage the items in the Sprint Backlogs so that Dan can be utilized evenly for each team.
- B. Assign Dan to the team with the most urgent tasks first and then move him to the next team and so on until the required support is completed.
- C. Facilitate a discussion with all Development Teams on how they want to deal with this issue, and help them implement their preferred solution.
- D. Ask Dan to work with the HR department to recruit and hire additional database specialist
- E. In the meantime, have the Product Owner move items that do not depend on Dan to the top of the Product Backlog.

**Answer:** C

**Explanation:**

As a servant/leader, the Scrum Master facilitates conversations through open ended QUESTION NO:s in order to help the team members make the best possible decisions according to what is known at the time. He/she does not approve or reject team decisions but ensures the team stays within the boundaries of the Scrum framework.

**NEW QUESTION 116**

Which three statements best describe the purpose of having a Definition of Done? (Choose three.)

- A. It is a checklist to monitor the Development Team member's progress on a task.
- B. It provides guidance to the Development Team when they are forecasting their Sprint Backlog during the Sprint Planning.
- C. As the Development Team is doing the work, it provides guidance on the remaining work needed to create the potentially shippable Increment by the end of the Sprint.
- D. It helps the Development Team defer any pending work to subsequent Sprints.
- E. It creates transparency and provides a common understanding of the 'done' state of the Increment at the Sprint Review.
- F. It helps the Scrum Team decide how much time is needed before the Sprint can end.

**Answer:** BCE

**Explanation:**

When a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means. Scrum Team members must have a shared understanding of what it means for work to be complete, to ensure transparency and is used to assess when work is complete on the product Increment. This Definition of Done provides the team guidance on what it takes to make the increment shippable.

**NEW QUESTION 119**

How much time is allowed between the conclusion of the current Sprint and the start of the next Sprint?

- A. Maximum of one day for Sprints that are time-boxed to two weeks.
- B. Non
- C. A new Sprint starts immediately following the conclusion of the previous Sprint.
- D. Enough time for the last Increment to finish testing.
- E. Enough time for the Product Owner to prepare the Product Backlog for Sprint Planning.
- F. All of the above are allowed.

**Answer:** B

**NEW QUESTION 122**

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 126**

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

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

**Answer:** C

**Explanation:**

A Product Owner or Scrum Master can be dedicated to one team OR participate as a member on more than one team. How much time they spend with each team will directly impact effectiveness of the team.

**NEW QUESTION 127**

A new Product Owner is hired to work on an existing product that has ongoing for five Sprints. He/she is unsure about all of the responsibilities of a Product Owner. Which of these Product Owner's activities are defined in Scrum?

- A. Writing User Stories.
- B. Interacting with stakeholders and ensuring that the most valuable functionality is always produced first.
- C. Describing features as Use Cases.
- D. Ensuring work is completed within scope and time.

**Answer:** B

#### NEW QUESTION 131

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 136

What action can the Scrum Master take to ensure communication between the Development Team and Product Owner is effective?

- A. Ensure all communication goes through the Scrum Master first.
- B. Teach the Product Owner to talk in terms of technology and technical requirements.
- C. Observe the communications between them and facilitate discussions if needed or by request.
- D. Translate the technologies used by the Development Team in order for the Product Owner to make decisions.

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 138

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 140

The Development Team has suggested to move the Daily Scrum to every other day instead of every day. What is the most appropriate action for the Scrum Master to take?

- A. Learn why the Development Team wants this, coach the team on why the Daily Scrum is important and work with them to improve the outcome of the Daily Scrum.
- B. Support the self-organizing team’s decision.
- C. Have the Development Team members vote on which days the Daily Scrum should occur.

**Answer:** A

#### 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.

#### NEW QUESTION 143

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 147**

Part of the team's Definition of "Done" requires creating or updating technical documentation in order to maintain the product and/or features in the future. The team's technical writer will be on vacation during the Sprint.

What should you do?

- A. Encourage the technical writers from other teams to form a specialized team to organize and plan the work for multiple teams.
- B. The Development Team members will write it as they are still responsible for creating the documentation to make the Increment done in conformance with their Definition of "Done."
- C. Wait until the technical writer returns before continuing with related items.
- D. Complete all development work first while adding technical documentation to the Product Backlog to be done in a subsequent Sprint.

**Answer: B**

**Explanation:**

All Product Backlog items selected for the Sprint are owned by the Development Team as a whole. Although individual members may work on specific tasks, the Development Team is still accountable for doing the work to deliver a shippable Increment.

**NEW QUESTION 150**

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 155**

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