Scrum

Exam Questions PSM-II

Professional Scrum Master II

NEW QUESTION 1
Which role would know the most about the progress toward a business objective or a release, and be able to explain clearly the alternatives?

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

Answer: A

NEW QUESTION 2
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 3
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 4
Several Sprints into a project, a client is complaining to the Product Owner about the poor performance of the product.
As a Scrum Master, how can you help the Product Owner?

A. Coach the Product Owner on effective ways to communicate this concern to the Development Team and encourage the Product Owner to add the performance issue to the Product Backlog.
B. Tell the Product Owner performance is defined by the Development Team.
C. Note the issue for the next Sprint Retrospective.
D. Notify the team responsible for system performance.

Answer: A

NEW QUESTION 5
Steven is a Scrum Master for three Scrum Teams building the same product and working from the same Product Backlog. Management wants to standardize how velocity is calculated across all three teams in order to identify which teams are high performing and which teams need more support.
What would be the best two responses Steven could provide to management? (Choose two.)

A. There is no direct relationship between velocity and value.
B. Standardizing velocity across teams is a good way to understand which teams are producing the most value.
C. Providing incentives based on velocity can increase the Scrum Team's motivation to produce more value.
D. Velocity is the amount of business functionality that a Scrum Team creates in a Sprin
E. It is unique to that team and used as an input to Sprint Planning.

Answer: AD

Explanation:
Working software is the primary measure of progress. Scrum is based on empirical process control theory where delivering working software frequently and measuring the impact helps the Product Owner maximize opportunity for the business to deliver value.

NEW QUESTION 6
A Scrum Master is not only a servant-leader to the Scrum Team and organization, it's also considered a management position.
Which three activities describe what a Scrum Master manages as reflected by the Scrum Guide? (Choose three.)

A. Reporting on the performance of the Sprint.
B. The way Scrum is understood and enacted within the organization.
C. Managing the capacity and utilization of each Development Team member.
D. Managing the process in which Scrum is applied.
E. Managing the Product Backlog items and work in the Sprint Backlog.

F. Removing organizational impediments that limits the team's progress and productivity.

Answer: BDF

Explanation:
The Scrum Master must understand the principles and values behind agility as well as the Scrum theory. He/she also must act in ways that reflects the values of Scrum and creates an environment for others to also embrace those values. He/she is responsible for ensuring the team's process stays within the boundaries of the Scrum framework as well as helping and supporting the team with continuous improvement.

NEW QUESTION 7
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 8
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 9
A Scrum Master teaches those who are interested in the Development Team's progress that progress in Scrum comes from inspecting an Increment at the Sprint Review.

A. True
B. False

Answer: A

Explanation:
Working software is the primary measure of progress.

NEW QUESTION 10
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 11
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 15
Scrum promotes self-organization.
Which of these statements would NOT support self-organizing?

A. The Development Team deciding what work to do in a Sprint.
B. Removing the need for documentation.
C. Being a lightweight framework.
D. Removing titles for Development Team members.

Answer: B

NEW QUESTION 20
Which two statements best describe a Sprint Goal? (Choose two.)

A. Sprint Goals are defined when the completed work is reviewed at the end of a Sprint.
B. Sprint Goals give the Development Teams flexibility and creativity on how to implement functionality during the Sprint.
C. During the Sprint Planning, the entire Scrum Team collaboratively crafts a Sprint Goal based on a business objective that the Product Owner would like to achieve that Sprint.
D. Sprint Goals can change as new insights emerge during the Sprint.

Answer: BC

Explanation:
The number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint.
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. It is created during the Sprint Planning meeting. The Sprint Goal gives the Development Team some flexibility regarding the functionality implemented within the Sprint. The selected Product Backlog items deliver one coherent function, which can be the Sprint Goal. The Sprint Goal can be any other coherence that causes the Development Team to work together rather than on separate initiatives.

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 31
The outcome of a Sprint can be impacted by which of the following? (Choose all that apply.)

A. The working relationships and skills of the people on the Scrum Team(s).

B. The complexity and stability of the technology.
C. The complexity of the requirements.

Answer: ABC

Explanation:
The knowledge, skills, behaviors of the team, and what's known and not known will impact not only how effective the team is but also the outcomes of what it can produce.

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 41
At the eighth Sprint Review, the stakeholders are upset that the product being built is not what they expected and will incur additional costs that was not planned for.
What may have led to this?

A. The Scrum Master has not been reporting on the progress of the Scrum Tea
B. The Product Owner has not been managing the Development Team's tasks effectivel
C. The Development Team has not beenimproving their velocity.
D. The Scrum Master has not ensured that the project is transparen
E. The Product Owner has not made the stakeholders aware of the progress of the projec
F. The stakeholders have not been attending the Sprint Reviews.
G. The Scrum Master has not been attending the Daily Standu
H. The Product Owner has not been using the Gantt chart correctl
I. The Stakeholders has not been invited to the Sprint Retrospectives.

Answer: B

Explanation:
Scrum requires significant aspects of the process to be visible to those responsible for the outcome. This includes transparency with internal and external stakeholders.

NEW QUESTION 43
Steven is a Scrum Master asked to assist in creating five new Scrum Teams that will be working to build a highly anticipated product. He talks with them about the importance of being able to integrate their Increments by the end of their Sprints. This includes the first Sprints. The product is very important to both the end users and the organization.
Of the choices raised by future team members, what would Steven encourage?

A. Each Scrum Team delivers Increments in its own code branc
B. After UAT is performed at the Sprint Review, the code branch is isolated until enough Increments are considered acceptabl
C. All code branches will then be merged during the release phase.
D. Each Scrum Team delivers functionality at the end of each Sprin
E. New Product Backlog items will then be added to the next Sprint Backlog to integrate their functionality with the other teams to create a unified Increment.
F. All Scrum Teams agree on a mutual understanding of 'done' that defines all work necessary to deliver a potentially shippable Increment that includes all previous Increments delivered for the product.
G. Wait until enough of the infrastructure and architecture is in place before starting the first Sprint
H. This will increase the success of delivering integrated Increments in Sprint 1.

Answer: C

Explanation:
When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. 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" to have a shared understanding of what it means for work to be complete, to ensure transparency. Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.

NEW QUESTION 44
Who determines how to do the work during the Sprint?

A. The Scrum Master.
B. The Technical Architects.
C. The Development Team.
D. The Team Leads.
E. The engineering director.

Answer: C

NEW QUESTION 45
The director of engineering in your organization always stresses the importance of meeting deadlines in order for the engineering department to be seen as a reliable source for the product management department. The director has calculated that the team's velocity needs to increase an additional 15% to meet the

commitment he made to management for the release date of the product.
He asks Steven, the team's Scrum Master, to increase his team's velocity. Which would be the best two responses for Steven to take? (Choose two.)

A. He explains how a team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivit
B. He refers the director to the Product Owner for all information concerning the progress of development.
C. He informs the director of organizational impediments he is aware of that prevent the team from being more productiv
D. He suggests collaborating with him on how to remove these impediments.
E. He educates his director how it is part of a team's self-organization to improve velocit
F. He invites the director to the next Sprint Retrospective to brainstorm on how they can improve.
G. He helps the director understand that it typically takes a few Sprints for a team to gradually increase the velocity up to the level expecte
H. Meanwhile he presents this to the team as a challenge and a company goal, leaving it however up to them to figure out exactly how to achieve this.
I. He tells the director that this is not his responsibility in Scru
J. He tells the director to work with the Product Owner to check whether the estimates on the Product Backlog are being respected during implementation.

Answer: AB

Explanation:
The Scrum Master serves the organization by helping employees and stakeholders understand and enact Scrum and empirical product development and causing change that increases the productivity of the Scrum Team.

NEW QUESTION 49
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 i
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 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 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 Sprin
D. The level of autonomy within Development Team can be the resultof having the right presence from the Product Owner.
E. The Product Owner must always be present with the Development Tea
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 QUESTION NO:s from the Development Team about items in the current Sprint and optimizing the value of the work the Development Team does.

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 57
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 60
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 65
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 67
Collaboration issues and technical dependencies between multiple Scrum Teams working on the same product can be fully resolved by using the correct version control tools.

A. True
B. False

Answer: B

Explanation:
When working on complex problems in complex environments, it cannot be guaranteed that applying a specific process or tool will fix the problem. Although, process and tools are important it's more important that people collaborate and try to find different solutions together and not rely solely on a tool to fix the problem.

NEW QUESTION 69
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 71
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 of Product Owner if needed.

NEW QUESTION 73
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 75
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 79
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 82
What is a Product Owner responsibility that he/she might delegate?

A. Writing User Stories
B. Ordering the Product Backlog
C. Representing stakeholders to the Scrum team
D. Attending the Sprint Review

Answer: B

Explanation:
The Development Team may need to order the Product Backlog as they would know the most about technical limitations, risks, or dependencies between Product Backlog Items. As User Stories is a localized practice, Scrum does not govern it or dictate the practice. How the team describes the items is up to them as long as it has enough information to be transparent and understood.

NEW QUESTION 86
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 88
What would be the responsibilities of a self-organizing Development Team?

A. Update stakeholders on the daily progress and keep the burn-down chart updated.
B. Select the Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.
C. Writing User Stories and reordering the Product Backlog.
D. Deciding on the value of the product features and value estimations.

Answer: B

NEW QUESTION 90
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 94
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 95
Scrum has a role called "Project Manager."

A. True
B. False

Answer: B

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

NEW QUESTION 98
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 Retrospectiv
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 102
What must the Development Team do during the first Sprint?

A. Create a potentially shippable product Increment that includes at least one piece of functionality.
B. Analyze and estimate the requirements for the subsequent Sprints.
C. Create a project plan in order to map functional development to Sprint dates.
D. Only design and develop the architecture and infrastructure.

Answer: A

Explanation:
Sprints promote iterative and incremental development.

NEW QUESTION 105
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 Sprin
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 functionalit
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 butthe estimated budget will be difficult to estimat
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 106
When does a Sprint end?

A. When there is no work remaining in the Sprint Backlog.
B. When the time-box expires.
C. It depends on the Product Owner.
D. Immediately after the conclusion of the Sprint Review.

Answer: B

NEW QUESTION 108
The purpose of a Sprint is to produce a potentially releasable product Increment.

A. True
B. False

Answer: A

Explanation:
Sprints promote iterative and incremental development.

NEW QUESTION 113
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 115
What guideline should the Scrum Master provide if the Product Owner asks how estimations should be made in Scrum?

A. Estimates must be made in Story Points.
B. Estimates must be in relative units.
C. The Development Team is responsible for estimates.
D. Estimates are made by the Product Owner.
E. Estimates must follow the Fibonacci Sequence.

Answer: C

Explanation:
The people who will perform the work make the final estimates.

NEW QUESTION 119
What action should a Scrum Master take if the Development Team has decided that Retrospectives are no longer necessary?

A. Start facilitating more productive and useful Retrospectives.
B. Suggest reducing the frequency of the Retrospectives.
C. Extend the Sprint time-box in order to fit the Retrospectives.
D. Comply with the team's decision.

Answer: A

NEW QUESTION 120
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 125
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