

PSM I

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PSM I



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Exam A

QUESTION 1

When can a Development Team cancel a Sprint?



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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 2

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

- A. Ensure every Increment meets them.
- B. Make sure the release department understands these requirements, but it is not the Development Team's responsibility.
- C. Handle them during the Integration Sprint preceding the Release Sprint.
- D. Assign them to the lead developers on the team.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 3

Scrum has a role called "Project Manager".

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 4

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

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

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

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 5

Which answer best describes the topics covered in Sprint Planning?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 6

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 7

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

- A. The Project Manager.

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 8

Who must attend the Daily Scrum?

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



Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 9

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 10

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

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 11

Who creates the definition of "Done"?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 12

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

- A. Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.
- B. Teach them that it is their responsibility to work with the other teams to create an integrated Increment.
- C. Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.
- D. Visit the five teams each day to inspect that their Sprint Backlogs are aligned.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 13

Which two things should the Development Team do during the first Sprint? (Choose two.)

- A. Make up a plan for the rest of the project.
- B. Analyze, describe, and document the requirements for the subsequent Sprints.
- C. Develop at least one piece of functionality.
- D. Analyze, design, and describe the complete architecture and infrastructure.
- E. Create an increment of potentially releasable software.

Correct Answer: CE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 14

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

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

Correct Answer: BDE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 15

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 16

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

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 17

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

- A. True

B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 18

For which is the Scrum Master responsible?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:



QUESTION 19

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

- A. Remind the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.



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- B. Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.
- C. Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 20

As the Sprint Planning meeting progresses, the Development Team sees that the workload is greater than they can handle. Which two are valid actions? (Choose two.)

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

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 21

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

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

Correct Answer: BCD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 22

How often should Development Team membership change?



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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 23

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

- A. The Project Manager.
- B. The Product Owner.

- C. The Scrum Master.
- D. The Development Team.
- E. All of the above.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 24

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 25

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

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

Correct Answer: ABF

Section: (none)

Explanation

Explanation/Reference:

QUESTION 26

Which statement best describes Scrum?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 27

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

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

Correct Answer: BCE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 28

Who starts the Daily Scrum?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 29

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

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

Correct Answer: CDF

Section: (none)

Explanation

Explanation/Reference:

QUESTION 30

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

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

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

Correct Answer: BC

Section: (none)

Explanation

Explanation/Reference:

QUESTION 31

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 32

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 33

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

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

Correct Answer: CE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 34

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

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

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 35

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

- A. The length of the Sprint should be proportional to the work that is done in between Sprints.

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

Correct Answer: BE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 36

The CEO asks the Development Team to add a “very important” item to a Sprint that is in progress. What should the Development Team do?

- A. Add the item to the current Sprint and drop an item of equal size.
- B. Add the item to the current Sprint without any adjustments.
- C. Inform the Product Owner so he/she can work with the CEO.
- D. Add the item to the next Sprint.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 37

The time-box for a Daily Scrum?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 38

Which phrase best describes a Product Owner?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 39

During a Sprint Retrospective, for what is the Product Owner responsible?

- A. Participating as a Scrum Team member.
- B. Summarizing and reporting the discussions to the stakeholders that he/she represents in the Scrum Team.
- C. Capturing requirements for the Product Backlog.
- D. The Product Owner should not take part in Sprint Retrospectives.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 40

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

A good way to continue is:

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 41

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 42

Which two ways of creating Development Teams are consistent with Scrum’s values? (Choose two.)

- A. Existing teams propose how they would like to go about organizing into the new structure.
- B. Managers personally re-assign current subordinates to new teams.
- C. Managers collaborate to assign individuals to specific teams.
- D. Bring all the developers together and let them self-organize into Development Teams.
- E. The Chief Product Owner determines the new team structures and assignments.

Correct Answer: AD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 43

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

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 44

A Product Owner wants advice from the Scrum Master about estimating work in Scrum. Which of these is the guideline that a Scrum Master should give?

- A. Product Backlog items must be estimated in story points.
- B. Estimates are made by the Development Team.
- C. Estimates must be in relative units.
- D. Scrum forbids estimating.
- E. Estimates are made by the Product Owner, but are best checked with the Development Team.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 45

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

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

Correct Answer: F

Section: (none)

Explanation

Explanation/Reference:



QUESTION 46

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

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 47

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

- A. The Scrum Master speaks on their behalf.
- B. The Development Team self-manages and is the only management required at the Daily Scrum.

- C. Management gives an update at the start of each Daily Scrum.
- D. The Product Owner represents their opinions.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 48

What is the time-box for the Sprint Review?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 49

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

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

Correct Answer: A

Section: (none)

Explanation



Explanation/Reference:

QUESTION 50

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 51

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 52

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

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

Correct Answer: ACE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 53

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 54

Which of the following might the Scrum Team discuss during a Sprint Retrospective?

- A. Methods of communication.
- B. The way the Scrum Team does Sprint Planning.
- C. Skills needed to improve the Development Team's ability to deliver.
- D. Its Definition of "Done".
- E. All of the above.

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 55

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 56

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

- A. Run the Daily Scrum.
- B. Prioritize the Development Team's work on the Sprint Backlog.
- C. Update the Sprint burndown chart.
- D. Answer questions from the Development Team about items in the current Sprint.
- E. Work with the stakeholders.

Correct Answer: DE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 57

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

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

Correct Answer: BDG

Section: (none)

Explanation

Explanation/Reference:

QUESTION 58

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

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 59

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 60

What are two good ways for a Scrum Team to ensure security concerns are satisfied? (Choose two.)

- A. Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.
- B. Add security concerns to the definition of "Done".
- C. Add a Sprint to specifically resolve all security concerns.
- D. Delegate the work to the concerned department.
- E. Have the Scrum Team create Product Backlog items for each concern.

Correct Answer: BE

Section: (none)

Explanation

Explanation/Reference:



QUESTION 61

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

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

Correct Answer: CF

Section: (none)

Explanation

Explanation/Reference:

QUESTION 62

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 63

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

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 64

When should a Sprint Goal be created?

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

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 65

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 66

A Sprint Retrospective should be held:

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 67

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

- A. The hiring manager is responsible, because he/she hired the developer.
- B. The Scrum Manager is responsible, because he/she removes Impediments.
- C. The Development Team is responsible, and may need help from the Scrum Master.
- D. The Product Owner is responsible, because he/she controls the return on investment (ROI).

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 68

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

- A. True
- B. False



Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 69

Which statement best describes the Sprint Review?

- A. It is used to congratulate the Development Team if it did what it forecast, or to punish the Development Team if it failed to meet its forecast.
- B. It is a demo at the end of the Sprint for everyone in the organization to check on the work done.
- C. It is a mechanism to control the Development Team's activities during a Sprint.
- D. It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 70

Who owns the Sprint Backlog?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 71

Every Development Team should have:

- A. At least one representative from each major software engineering discipline (like QA, Dev, UX).
- B. The competencies and skills needed to deliver a Done Increment in a Sprint.
- C. One Lead Developer and no more than 8 other members.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



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QUESTION 72

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 73

The Development Team should have all the skills needed to:

- A. Turn Product Backlog items into an Increment of potentially releasable product functionality.
- B. Do all of the development work, except for specialized testing that requires additional tools and environments.
- C. Complete the project within the date and cost as calculated by the Product Owner.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 74

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

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

Correct Answer: AE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 75

When is implementation of a Product Backlog item considered complete?

- A. At the end of the Sprint.
- B. When the item has no work remaining in order to be potentially released.
- C. When QA reports that the item passes all acceptance criteria.
- D. When all work in the Sprint Backlog related to the item is finished.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 76

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

- A. Reorder the Product Backlog.
- B. Pull Product Backlog items for the Sprint.

- C. Do the work planned in the Sprint Backlog.
- D. Increase velocity.
- E. Report daily progress to stakeholders.

Correct Answer: BC

Section: (none)

Explanation

Explanation/Reference:

QUESTION 77

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 78

When does the second Sprint start?

- A. Once the architectural changes for the second Sprint have been approved by the senior architect.
- B. After the Product Backlog for the second Sprint has been selected.
- C. Immediately after the first Sprint.
- D. After the customer completes acceptance testing of the first Sprint.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 79

What is included in the Sprint Backlog?

- A. User Stories.
- B. Tasks.
- C. Use Cases.
- D. Tests.
- E. Any of the above (or others) which are a decomposition of the selected Product Backlog items.

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 80

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



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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 81

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

- A. Involve the complete Development Team.

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

Correct Answer: AB

Section: (none)

Explanation

Explanation/Reference:

QUESTION 82

Who is responsible for clearly expressing Product Backlog items?

- A. The Scrum Master, or the Scrum Master may have the Development Team do it.
- B. The Scrum Master.
- C. The Product Owner.
- D. The business analyst who represents the Product Owner in the Development Team.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 83

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

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

Correct Answer: ADE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 84

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

- A. The evolution of the cost spent on the project.
- B. When all work will be completed to the Scrum Team can be released for other work.
- C. When the work remaining will likely be completed if nothing changes on the Product Backlog or the Development Team.
- D. When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 85

Who is responsible for engaging the stakeholders?

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

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 86

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



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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 87

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

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



Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 88

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 89

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 90

You have just been hired by a company new to Scrum. Your management has assigned you to be the Scrum Master of six new Scrum Teams. These teams will build one product. Select two conditions you should strive for in this scenario. (Choose two.)

- A. There should be six Product Owners, one for each Scrum Team.
- B. There should be six Product Owners, reporting to a chief Product Owner.
- C. The product has one Product Backlog.
- D. Each Scrum Team should have a separate Product Backlog.
- E. There should be only one Product Owner.

Correct Answer: CE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 91

A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities. Which two activities are part of the Product Owner role according to Scrum? (Choose two.)

- A. Ensuring that the most valuable functionality is produced first, at all times.
- B. Interacting with stakeholders.
- C. Providing the Development Team with detailed specifications.
- D. Describing features as Use Cases.
- E. Creating detailed functional test cases.

Correct Answer: AB

Section: (none)

Explanation

Explanation/Reference:

QUESTION 92

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

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

Correct Answer: ABC

Section: (none)

Explanation

Explanation/Reference:

QUESTION 93

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

- A. True

B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 94

Which best describes the Product Backlog?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



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