**Certification: PSM I**
**Certification Full Name: Professional Scrum Master I**

Vdumps

**Exam A**

**QUESTION 1**
The Scrum Master observes the Product Owner struggling with ordering the Product Backlog. What is an appropriate action for the Scrum Master to take?
(Choose the best answer.)

A. Suggest the Product Owner extend the Sprint, so he can have more time to order the Product Backlog.
B. Suggest that the Development Team does the ordering to be sure that it is a feasible ordering of work.
C. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value.
D. Present the Product Owner with an ordered Product Backlog to use.
E. Encourage the Product Owner to work with the Development Team to see which items technically are fastest to implement.

**Correct Answer: B**
**Section:**

**QUESTION 2**
True or False: The Product Owner makes sure the Developers select enough from the Product Backlog tor a Sprint to satisfy the stakeholders.

A. True
B. False

**Correct Answer: B**
**Section:**
**Explanation:**
According to the Scrum Guide, the Product Owner does not make sure that the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Developers are responsible for selecting how much work they can do in a Sprint, based on their capacity and past performance. The Product Owner may influence them by ordering and clarifying the Product Backlog items, but does not control their selection.

**QUESTION 3**
Who is responsible for collaboration with stakeholders?
(choose the best answer)

A. The Business Analyst.
B. The Scrum Team.
C. The Team Manager.
D. The Project Manager.
E. The Developers.

**Correct Answer: B**
**Section:**

**QUESTION 4**
When multiple Scrum Teams are working on the same product, should all of their Increments be integrated every Sprint? (choose the best answer)

A. Yes, but only for Scrum Teams whose work has dependencies.

B. No, that is tar too nard and must be done in a hardening Sprint

C. No, each Scrum Team stands alone.

D. Yes, in order to accurately inspect what is done.

**Correct Answer: D**
**Section:**
**Explanation:**
According to the Scrum Guide, when multiple Scrum Teams are working on the same product, they should integrate their Increments every Sprint, in order to accurately inspect what is done and ensure that there is no technical debt or unfinished work at the end of each Sprint. The other options are not valid, as they imply that integration can be skipped, delayed, or done only for some teams, which is not consistent with Scrum values and principles.

**QUESTION 5**
When does a Sprint conclude?
(choose the best answer)

A. When the Product Owner decides enough has been delivered to meet the Sprint Goal.

B. When the Sprint Retrospective is complete.

C. When all the tasks are completed by the Developers.

D. When all Product Backlog items meet their Definition of Done.

**Correct Answer: B**
**Section:**
**Explanation:**
According to the Scrum Guide, a Sprint concludes when the Sprint Retrospective is complete. This is the last event of the Sprint cycle, where the Scrum Team inspects itself and creates a plan for improvements. The other options are not valid indicators of the conclusion of a Sprint, as they are either irrelevant (such as the Product Owner deciding enough has been delivered) or incomplete (such as all tasks or Product Backlog items being done).

**QUESTION 6**
As the Sprint Planning progresses, the Developers realize that the workload may be greater than their capacity to complete the work. Which two are valid actions?
(choose the best two answers)

A. Recruit additional Developers before the work can begim

B. The Developers ensure that the Scrum Team is aware, start the Sprint, and monitor progress.

C. The Developers work overtime during this Sprint

D. Cancel the Sprint

E. Remove or change selected Product Backlog items.

**Correct Answer: B, E**
**Section:**
**Explanation:**
According to the Scrum Guide, two valid actions that the Developers can take when they realize that the workload may be greater than their capacity to complete the work are ensuring that the Scrum Team is aware, starting the Sprint, and monitoring progress, and removing or changing selected Product Backlog items. These actions are consistent with Scrum values and principles, such as transparency, adaptation, and collaboration. The other options are not valid actions, as they are either wasteful (such as recruiting additional Developers or canceling the Sprint) or unsustainable (such as working overtime).

**QUESTION 7**
Which two things are appropriate for a Scrum Master to do if the Scrum Team doesn't have the tools and environment to completely finish each selected Product Backlog item? (Choose the best two answers.)

A. Coach the Scrum 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 Scrum Team's infrastructure instead of delivering an increment.

D. Declare the Scrum Team not ready for Scrum.

E. Have the Scrum Team establish a Definition of "Done" that is actually possible to achieve given current circumstances.

**Correct Answer: A, E**
**Section:**

**QUESTION 8**
When is implementation of a Product Backlog item considered complete? (Choose the best answer)

A. At the end of the Sprint.

B. When the item has no work remaining in order to be potentially released.

C. When Quality Assurance 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:**

**QUESTION 9**
Choose two responsibilities of a self-organizing Development Team. (Choose the best two answers.)

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: B, C**
**Section:**

**QUESTION 10**
If two Scrum Teams are added to the development of a product that previously had only one Scrum Team, what will be the immediate impact on the productivity of the original Scrum Team? (Choose the best answer.)

A. Its productivity is likely to decrease.

B. Its productivity is likely to stay the same.

C. Its productivity is likely to increase.

D. We do not know until a Sprint has run

**Correct Answer: A**
**Section:**

**QUESTION 11**
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? (Choose the best answer.)

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:**

**QUESTION 12**
Which of the following are true about the Product Owner role? (Choose the best two answers.)

A. The Product Owner is one person.

B. The Product Owner is accountable for ordering the Product Backlog.

C. Multiple people can share the Product Owner role on a Scrum Team.

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

**Correct Answer: A, B**
**Section:**

**QUESTION 13**
What are two good ways for the Development Team to make non-functional requirements visible? (Choose two.)

A. Put them on a separate list on the Scrum board, available for all to see.

B. Add them to the Product Backlog and keep the Product Owner posted on the expected effort.

C. Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.

D. Add them to the definition of "Done" so the work is taken care of every Sprint.

**Correct Answer: B, D**
**Section:**

**QUESTION 14**
How much time is required after a Sprint to prepare for the next Sprint?

A. The break between Sprints is time-boxed to 1 week for 30 day Sprints, and usually less for shorter sprints.

B. Enough time for the requirements for the next Sprint to be determined and documented.

C. Enough time for the Development team to finish the testing from the last Sprint.

D. None. A new Sprint starts immediately following the end of the previous Sprint.

E. All of the above are allowed depending on the situation.

**Correct Answer: D**
**Section:**

**QUESTION 15**
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: B, D**
**Section:**

**QUESTION 16**
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:**

**QUESTION 17**
Which of the following is required by Scrum? (Choose all that apply.)

A. Sprint Retrospective.

B. Members must be stand up at the Daily Scrum.

C. Sprint Burndown Chart.

D. Release planning.

E. All of the above.

**Correct Answer: E**
**Section:**

**QUESTION 18**
What is the purpose of a Sprint Review?

A. To take time to judge the validity of the project.

B. To inspect the product increment with the stakeholders and collect feedback on next steps.

C. To review the Scrum Team's activities and processes during the Sprint.

D. To build team sprint.

**Correct Answer: B**
**Section:**

**QUESTION 19**
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:**

**QUESTION 20**
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:**

**QUESTION 21**
When do Development Team members take ownership of a Sprint Backlog item?(Choose the best answer.)

A. At the Sprint planning meeting.

B. During the Daily Scrum.

C. Never. All Sprint Backlog Items are "owned" by the entire Scrum Team.

D. Whenever a team member can accommodate more work.

**Correct Answer: C**
**Section:**

**QUESTION 22**
The purpose of a Sprint is to produce a done Increment of product.

A. True

B. False

**Correct Answer: A**
**Section:**

**QUESTION 23**
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:

**QUESTION 24**
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 order 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:

**QUESTION 25**
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: C, E**
Section:

**QUESTION 26**
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: B, D, E**
Section:

**QUESTION 27**
What is the key concern when multiple Development Teams are working from the same Product Backlog?

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

E.  Maximizing velocity.

**Correct Answer: B**
**Section:**

**QUESTION 28**
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:**

**QUESTION 29**
Which outcome is expected as Scrum Teams mature?

A.  They will improve their definition of "Done" to include more stringent criteria.
B.  The Sprint Retrospectives will grow to be longer than 4 hours.
C.  There is no need for a time-boxed Sprint, since time-boxes are only for new Scrum Teams.
D.  Sprint Reviews will no longer be needed.
E.  A Scrum Master is no longer needed since they are a mature team now.

**Correct Answer: A**
**Section:**

**QUESTION 30**
The Product Owner must release each Increment to production.

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

**Correct Answer: A**
**Section:**

**QUESTION 31**
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:**

**QUESTION 32**
Scrum is a methodology that tells in detail how to build software incrementally.

A. True
B. False

**Correct Answer: B**
**Section:**

**QUESTION 33**
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:**

**QUESTION 34**
A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won't be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help.
What would be good advice to give the Product Owner?

A. Remind the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.
B. Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.
C. Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.

**Correct Answer: A**
**Section:**

**QUESTION 35**
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: B, D**
**Section:**

**QUESTION 36**
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: B, C, D**
**Section:**

**QUESTION 37**
During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?

A. When the Product Owner identifies new work.

B. As soon as possible after they are identified.

C. When the Scrum Master has time to enter them.

D. During the Daily Scrum after the Development Team approves them.

**Correct Answer: B**
**Section:**

**QUESTION 38**
What is the main reason for the Scrum Master to be at the Daily Scrum?

A. To gather status and progress information to report to management.

B. To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burn-down.

C. He or she does not have to be there; he or she only has to ensure the Development Team has a Daily Scrum.

D. To make sure every team member answers the three questions.

**Correct Answer: C**
**Section:**

**QUESTION 39**
You have six teams using a traditional method to deliver a product. Your management has asked you to start using Scrum. In the initial project there were separate plans and teams for the layers of a software system, i.e. one for the frontend, one for the middle tier, one for the back-end, and one for the interfaces and services. This resembles what is known as component teams. But you have read that it's a good idea to have teams organized by feature.
What are the advantages of keeping component teams while starting Scrum?

A. There's less initial disruption than organizing into new teams. As they start, they will discover what works best, and how to potentially re-organize towards this.

B. Component teams generally have the skills needed to create a working Increment of software that provides business value.

C. Because they have worked together for some time, they are likely able to start producing shippable Increments faster that new feature teams would.

D. There are fewer cross-team dependencies than working in feature teams.

**Correct Answer: A**
**Section:**

**QUESTION 40**

How should Product Backlog items be chosen when multiple Scrum Teams work from the same Product Backlog?

A. The Scrum Team with the highest velocity pulls Product Backlog items first.
B. The Development Teams pull in work in agreement with the Product Owner.
C. The Product Owner should provide each team with its own Product Backlog.
D. Each Scrum Team takes an equal numbers of items.
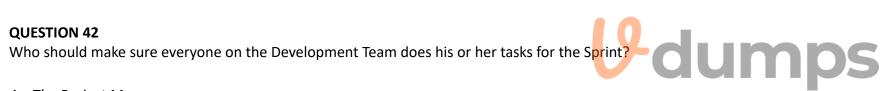E. The Product Owner decides.

**Correct Answer: B**
**Section:**

**QUESTION 41**
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:**

**QUESTION 42**
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:**

**QUESTION 43**
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:**

**QUESTION 44**
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: A, B, F**
**Section:**

**QUESTION 45**
Which statement best describes Scrum?

A. A defined and predictive process that conforms 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:**

**QUESTION 46**
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: B, C, E**
**Section:**

**QUESTION 47**
Who creates a Product Backlog item's estimate?

A. The Development Team after clarifying requirements with the Product Owner.
B. The Product Owner with input from the Development Team.
C. The most senior people in the organization, including architects and subject matter experts.
D. The Scrum Master.
E. The Development Team, alone.

**Correct Answer: A**
**Section:**

**QUESTION 48**
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:**

**QUESTION 49**
You are the Scrum Master on a newly formed Scrum Team. Which three of the following activities would probably help the team in starting up? (Choose three.)

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

**Correct Answer: B, E, F**
**Section:**

**QUESTION 50**
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 trucks the percent completeness of a Product Backlog item.
E. It guides the Development Team is creating a forecast at the Sprint Planning.
F. It defines what it takes for an Increment to be ready for release.

**Correct Answer: C, D, F**
**Section:**

**QUESTION 51**
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: B, C**
**Section:**

**QUESTION 52**
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:**

**QUESTION 53**
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 is 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:**

**QUESTION 54**
Who is responsible for managing the progress of work during a Sprint?

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

**Correct Answer: B**
**Section:**

**QUESTION 55**
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: C, E**
**Section:**

**QUESTION 56**
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: B, D**
**Section:**

**QUESTION 57**
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: B, E**
**Section:**

**QUESTION 58**
What are two responsibilities of testers in a Development Team? (Choose two.)

A. Verifying the work of programmers.
B. Everyone in the Development Team is responsible for quality.
C. Tracking quality metrics.
D. Finding bugs.
E. Scrum has no "tester" role.

**Correct Answer: B, E**
**Section:**

**QUESTION 59**
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:**

**QUESTION 60**

What is the role of management in Scrum?

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

**Correct Answer: A**
**Section:**

**QUESTION 61**
Which technique is the best way the Scrum Master can ensure that the Development Team communicates effectively with the Product Owner?

A. Monitor communications between them and facilitate direct collaboration.
B. Teach the Development Team to talk in terms of business needs and objectives.
C. Teach the Product Owner about the technologies employed during the Sprints.
D. Act as a go-between for them.

**Correct Answer: A**
**Section:**

**QUESTION 62**
The time-box for a Daily Scrum is:

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:**

**QUESTION 63**
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: B**
**Section:**

**QUESTION 64**
The length of a Sprint should be:

A. Short enough to keep the business risk acceptable to the Product Owner.

B. Short enough to be able to synchronize the development work with other business events.

C. No more than one calendar month.

D. All of these answers are correct.

**Correct Answer: D**
**Section:**

**QUESTION 65**
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:**

**QUESTION 66**
During a Sprint Retrospective, for what is the Scrum Master responsible? (Choose the best answer.)

A. Prioritizing the resulting action items.

B. Participating as a Scrum team member and facilitating as requested or needed.

C. Acting as a scribe to capture the Development Team's answers.

D. Summarizing and reporting the discussions to management.

**Correct Answer: B**
**Section:**

**QUESTION 67**
The Development Team should have all the skills needed to: (Choose the best answer.)

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:**

**QUESTION 68**
True or False: When multiple teams work together on the same product, each team should maintain a separate Product Backlog.

A. True

B. False

**Correct Answer: B**

**Section:**

**QUESTION 69**
When does the second Sprint start? (Choose the best answer.)

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:**

**QUESTION 70**
What is included in the Sprint Backlog? (Choose the best answer.)

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:**

**QUESTION 71**
What enhances the transparency of an increment? (Choose the best answer.)

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

**Correct Answer: A**
**Section:**

**QUESTION 72**
Who determines how work is performed during the Sprint? (Choose the best answer.)

A. Architects.
B. The Development Team.
C. The Scrum Master.
D. Subject matter experts.
E. Development Team managers.

**Correct Answer: B**
**Section:**

**QUESTION 73**
Why should the Product Owner be present at the Daily Scrum? (Choose the best answer.)

A. He/She doesn't need to be there.
B. To hear about impediments in functionality.
C. To represent the stakeholder's point of view.
D. To participate as a Scrum Team member.
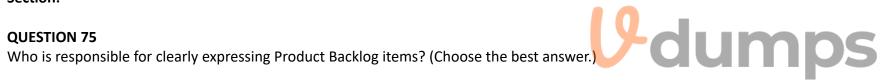
**Correct Answer: A**
**Section:**

**QUESTION 74**
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 the best two answers.)

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 Human Resources department to express their concerns.

**Correct Answer: A, B**
**Section:**

**QUESTION 75**
Who is responsible for clearly expressing Product Backlog items? (Choose the best answer.)

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:**

**QUESTION 76**
What is the best suited structure for Development Teams in order to produce integrated Increments? (Choose the best answer.)

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

**Correct Answer: B**
**Section:**

**QUESTION 77**
What are three benefits of self-organization? (Choose the best three answers.)

A. Increased creativity.

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

**Correct Answer: A, D, E**
**Section:**

**QUESTION 78**
Which three of the following are time-boxed events in Scrum? (Choose the best three answers.)

A. Release Testing.
B. Release Retrospective.
C. Sprint Retrospective.
D. Sprint Planning.
E. Sprint Testing.
F. Sprint 0.
G. Daily Scrum.

**Correct Answer: C, D, G**
**Section:**
**Explanation:**
https://www.visual-paradigm.com/scrum/what-are-scrum-time-boxed-events/

**QUESTION 79**
At the end of a Sprint Product Backlog item worked on during the Sprint does not meet the definition of "Done". What two things should happen with the undone Product Backlog item? (Choose the best two answers.)

A. If the stakeholders agree, the Product Owner can accept it and release it to the users.
B. Put it on the Product Backlog for the Product Owner to decide what to do with it.
C. Review the item, add the "Done" part of the estimate to the velocity and create a Story for the remaining work.
D. Do not include the item in the Increment this Sprint.

**Correct Answer: B, D**
**Section:**

**QUESTION 80**
Which two of the following are true about the Scrum Master role? (Choose the best two answers.)

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

**Correct Answer: B, C**
**Section:**

**Explanation:**
https://guntherverheyen.com/2014/11/26/scrum-master-a-manager/

**QUESTION 81**
If burndown charts are used to visualize progress, what does a trend line through a release burndown chart indicate? (Choose the best answer.)

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:**

**QUESTION 82**
Who is responsible for engaging the stakeholders? (Choose the best answer.)

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

**Correct Answer: E**
**Section:**

**QUESTION 83**
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:**

**QUESTION 84**
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:**

**QUESTION 85**
What does it mean for a Scrum Team to be cross-functional? Choose the best answer.)

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

**Correct Answer: B**
**Section:**

**QUESTION 86**
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:**

**QUESTION 87**
Which topics should be discussed in the Sprint Review?

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

**Correct Answer: C**
**Section:**

**QUESTION 88**
A member of the Development Team takes the Scrum Master aside to express his concerns about data security issues. What should the Scrum Master do?

A. Add security to the definition of "Done".
B. Tell the Product Owner to stop further development of features until the issues are fixed.
C. Create a Product Backlog item for security.
D. Go check with the testers.
E. Ask the person to share the issue with the team as soon as possible.

**Correct Answer: E**
**Section:**

**QUESTION 89**
The Product Backlog is ordered by:

A. The Product Owner with the most valuable items placed at the top.

B. Risk, where safer items are at the top, and riskier items are at the bottom.

C. Items are randomly arranged.

D. Size, where small items are at the top and large items are at the bottom.

**Correct Answer: A**
**Section:**

**QUESTION 90**
What happens if the Development Team cannot complete its work by the end of the Sprint?

A. The Sprint is extended and future Sprints use this new duration.

B. The Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length.

C. The Sprint is extended temporarily. Lessons are taken to ensure it doesn't happen again.

**Correct Answer: B**
**Section:**

**QUESTION 91**
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:**

**QUESTION 92**
You are the Scrum Master for four Scrum Teams working from the same Product Backlog. Several of the developers come to you complaining that work identified for the upcoming two Sprints will require full-time commitment from a technical specialist who is external to the teams. What are two key concerns for the Scrum Master to take into account in this situation? (Choose two.)

A. The desire to maintain a stable velocity.

B. The benefit of Development Teams figuring out a solution for themselves.

C. The need to have enough work to keep all Development Team members busy.

D. The ability of the Scrum Teams to produce integrated Increments.

**Correct Answer: B, D**
**Section:**

**QUESTION 93**
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: C, E**
**Section:**

**QUESTION 94**
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: A, B**
**Section:**

**QUESTION 95**
Which are NOT appropriate topics for discussion in a Sprint Retrospective? (Choose two.)

A. Definition of "Done".
B. How the team does its work.
C. Team relations.
D. The value of work currently represented in the Product Backlog.
E. Arranging the Sprint Backlog for the next Sprint.

**Correct Answer: D, E**
**Section:**

**QUESTION 96**
What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the start of the next Sprint?

A. There are no such activities. The next Sprint starts immediately after the current Sprint.
B. Refine the Product Backlog.
C. Work with the Quality Assurance departments on the Increment of the current Sprint.
D. Update the project plan with stakeholders.

**Correct Answer: A**
**Section:**

**QUESTION 97**
Who is on the Scrum Team? (Choose three.)

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

**Correct Answer: A, B, C**
**Section:**

**QUESTION 98**
Which of the following are roles on a Scrum Team? (Choose three.)

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

**Correct Answer: B, C, D**
**Section:**

**QUESTION 99**
Which does a self-organizing Development Team choose?

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

**Correct Answer: B**
**Section:**

**QUESTION 100**
A Scrum Team is only allowed to meet with stakeholders during Sprint Review.

A. True
B. False

**Correct Answer: B**
**Section:**

**QUESTION 101**
Why is the Daily Scrum held at the same time and same place?

A. The consistency reduces complexity.

B. The place can be named.

C. The Product Owner demands it.

D. Rooms are hard to book and this lets it be booked in advance.

**Correct Answer: A**
**Section:**

**QUESTION 102**
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:**

**QUESTION 103**
One of the Scrum events is the Daily Scrum. What are two intended outcomes of the Daily Scrum? (Choose two.)

A. A shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.

B. An update of completed tasks and of the remaining work so the Scrum Master can plan the next day.

C. A status report for the upper management indicating what each individual has done, will be doing, and what is impending him/her.

D. An updated Scrum board to make Sprint progress transparent for the stakeholders.

E. New impediments for the Scrum Master to take care of.

**Correct Answer: A, E**
**Section:**

**QUESTION 104**
A Scrum Master is keeping a list of open impediments, but it is growing and they have been able to resolve only a small portion of the impediments. Which two techniques would be most helpful in this situation? (Choose two.)

A. Discuss the impediments with the Development Team.

B. Prioritize the list and work on them in order.

C. Arrange a triage meeting with all project managers.

D. Add each open impediment to the Product Backlog.

**Correct Answer: A, B**
**Section:**

**QUESTION 105**
When many Development Teams are working on a single product, what best describes the definition of "Done"? (Choose the best answer.)

A. Each Development Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.

B. It depends.

C. Each Development Team uses its own but must make their definition clear to all other teams so the differences are known.

D. All Development Teams must have a definition of "Done" that makes their combined work potentially releasable.

**Correct Answer: D**
**Section:**

**QUESTION 106**
The IT manager asks a Development Team for a status report describing the progress throughout the Sprint. The Development Team asks the Scrum Master for advice. The Scrum Master should: (Choose the best answer.)

A. Talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review.

B. Tell the Development Team to figure it out themselves.

C. Tell the Development Team to fit the report into the Sprint Backlog.

D. Create and deliver the report to the manager herself.

E. Ask the Product Owner to send the manager the report.

**Correct Answer: A**
**Section:**

**QUESTION 107**
Which three of the following are time-boxed events in Scrum? (Choose the best three answers.)

A. Release Planning.

B. Release Retrospective.

C. Sprint Retrospective.

D. Sprint Planning.

E. Sprint Testing.

F. Sprint 0.

G. Daily Scrum.

**Correct Answer: C, D, G**
**Section:**
**Explanation:**

**QUESTION 108**
True or False A scrum Master fulfills the same role as a traditional Project Manager

A. True

B. False

**Correct Answer: B**
**Section:**
**Explanation:**

According to the Scrum Guide, a Scrum Master fulfills a different role from a traditional project manager. A Scrum Master is a servant-leader and a coach for the Scrum Team and the organization, not a manager or a supervisor. A Scrum Master does not assign tasks, set deadlines, or monitor progress, but rather facilitates self-organization, collaboration, and empiricism within the Scrum Team and the organization.

**QUESTION 109**
True or False Developers do not meet with stakeholders: only the Product Owner meets with stakeholders

A. True
B. False

**Correct Answer: B**
**Section:**
**Explanation:**
According to the Scrum Guide, Developers do meet with stakeholders, especially during the Sprint Review and Sprint Planning events. The Product Owner is the primary person who interacts with stakeholders, but Developers also need to communicate with them to understand their needs, expectations, and feedback. The Product Owner may also invite stakeholders to provide clarifications or inputs during the Sprint.

**QUESTION 110**
When Goes a Developer become accountable for the value 01 a Product BacKlog item selected for the Sprint' (choose the best answer)

A. Never The entire Scrum Team is accountable for creating value every Sprint.
B. At the Sprint Planning Evented
C. Whenever a team member can accommodate more worn.
D. During the Daily scrum

**Correct Answer: B**
**Section:**
**Explanation:**
According to the Scrum Guide, a Developer becomes accountable for the value of a Product Backlog item selected for the Sprint at the Sprint Planning event. This is when the Developers select items from the Product Backlog that they can commit to complete within a Sprint. The Developers are then responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal.
The other options are not valid, as they either imply that Developers are not accountable for value (such as never or whenever), or that they become accountable at a different time (such as during the Daily Scrum).

**QUESTION 111**
True or False: An increment must be released to customers or users at the end of each sprint.

A. True
B. False

**Correct Answer: B**
**Section:**
**Explanation:**
According to the Scrum Guide, an Increment does not have to be released to customers or users at the end of each Sprint. However, it must be in a usable condition and meet the Definition of Done.
The decision to release an Increment is made by the Product Owner, based on the value and feedback obtained from stakeholders. The other option is not valid, as it implies that releasing an Increment is mandatory at the end of each Sprint.

**QUESTION 112**
What does n mean tor a scrum Team to be cross-function at? (choose the best answer)

A. The Scrum Team includes skilled individuals who together have all the skins necessary to create value each sprint
B. Developers on the Scrum Team work closely with business analysis architects developers, and testers who are not on the team

C. The Scrum Team includes not only developers but also business analysts, architects, and testers

D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers

**Correct Answer: A**
**Section:**
**Explanation:**
According to the Scrum Guide, a Scrum Team is cross-functional if it includes skilled individuals who together have all the skills necessary to create value each Sprint. This means that the Developers can work on any aspect of the product without depending on others outside the team. The other options are not valid descriptions of cross-functionality, as they either imply that the Developers work in silos or rely on external people (such as business analysts, architects, testers, or separate teams).

**QUESTION 113**
True or False: The purpose of a Sprint Is lo produce a valuable useful Inclement.
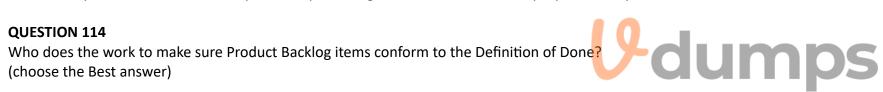
A. True

B. False

**Correct Answer: A**
**Section:**
**Explanation:**
According to the Scrum Guide, the purpose of a Sprint is to produce a valuable useful Increment that meets the Definition of Done and the Sprint Goal. This means that the Developers work on items from the Product Backlog that deliver value to the stakeholders and align with the product vision.
The other option is not valid, as it implies that producing an Increment is not the purpose of a Sprint.

**QUESTION 114**
Who does the work to make sure Product Backlog items conform to the Definition of Done?
(choose the Best answer)

A. The Quality Assurance Team

B. The Scrum Team

C. The Product Owner

D. The Scrum Master

E. The Developers

**Correct Answer: E**
**Section:**
**Explanation:**
According to the Scrum Guide, the Developers do the work to make sure Product Backlog items conform to the Definition of Done, as they are responsible for creating a "Done" Increment that meets the Definition of Done.
The other options are not valid, as they imply that the work is done by someone else outside the Development Team (such as Quality Assurance Team) or by another role on the Scrum Team (such as Product Owner or Scrum Master).

**QUESTION 115**
Who determines how many Product Backlog items the Developers select tor a sprint? (choose the best answer)

A. The Scrum Master

B. The Scrum Team

C. The Developers

D. The stakeholders attending Sprint Planning

E. The Product Owner

**Correct Answer: C**
Section:
**Explanation:**
The Developers determine how many Product Backlog items they select for a Sprint, as stated in the Scrum Guide: "The Developers select items from the Product Backlog to include in the current Sprint.
The Scrum Team may refine these items during this process, which increases understanding and confidence."

**QUESTION 116**
When does a Developer become accountable for an item in the sprint Backlog?
(choose the best answer)

A. During the Daily Scrum

B. Never am Developers on the Scrum Team share accountability tor items in the

C. As soon as a Developer on the Scrum Team can accommodate more work

D. At Sprint Planning when all of the Sprint Backlog items are split evenly across the Developers

**Correct Answer: B**
Section:
**Explanation:**
A Developer becomes accountable for an item in the Sprint Backlog never as Developers on the Scrum Team share accountability for items in the Sprint Backlog, as stated in the Scrum Guide: "The Developers can select whatever items they want as long as they feel they can complete the work by the end of the Sprint. The Scrum Team is responsible for all estimates. The Product Owner may influence the Developers by helping them understand and select trade-offs, but the people who will perform the work make the final estimate."

**QUESTION 117**
True or False: A scrum Master Fulfills me same role as a traditional project Manager.

A. True

B. False

**Correct Answer: B**
Section:
**Explanation:**
A Scrum Master fulfills a different role than a traditional project manager, as stated in 2: "A project manager helps manage the project timeline, resources, and scope in order to meet business requirements. A Scrum Master, however, helps ensure the Scrum Team follows Scrum theory, practices, and rules. The Scrum Master is a servant-leader who helps optimize the value created by the Scrum Team."

**QUESTION 118**
During the Sprint. Me Scrum Master's role is to do which two of the following: (choose the best two answers)

A. Facilitate inspection and adaptation opportunities as requested or needed

B. Coaching the team members in self-management

C. Ensure the Product Owner attends all scrum events.

D. Escalate team conflicts to functional line managers

E. Monitor the progress of the Developers

F. Assign tasks with the Scrum team.

**Correct Answer: A, B**
Section:
**Explanation:**
During the Sprint, the Scrum Master's role is to facilitate inspection and adaptation opportunities as requested or needed, and to coach the team members in self-management, as stated in 3: "The Scrum Master is

accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Scrum Master is accountable for the Scrum Team's effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework."

**QUESTION 119**
What is the timebox for the sprint Review? (choose the best answer)

A. 1 day
B. 4 hours for a one-month Sprint.
C. As long as needed
D. 2 hours for a one-month Sprint.

**Correct Answer: B**
**Section:**
**Explanation:**
The timebox for the Sprint Review is four hours for a one-month Sprint, as stated in [4]: "The Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next. The Product Owner explains what Product Backlog items have been "Done" and what has not been "Done"; additionally, they discuss any changes to scope or budget or potential value. The entire group then collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning. The Sprint Review is a working session and attendees should inspect based on facts. A Sprint Review is held at the end of every Sprint for a maximum duration of four hours for a one-month Sprint."

**QUESTION 120**
When is a Product Backlog item considered complete? (choose the best answer)

A. When the item passes ail acceptance criteria
B. When the item has gamed product sponsor approval
C. At the end of the Sprint
D. When the item meets the Definition of Done

**Correct Answer: D**
**Section:**
**Explanation:**
A Product Backlog item is considered complete when it meets the Definition of Done, as stated in [5]:
"When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. Although this varies 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."

**QUESTION 121**
Which of the following are topics for the Developers to discuss at the Daily scrum as they inspect their progress toward the Sprint Goal?
(choose the best three answers)

A. what have we learned since yesterday, and now should we modify our plan to increase our ability to meet the Sprint Goal?
B. Are mere any impediments Clocking progress toward the sprint Goal?
C. What will I be working on tomorrow?
D. Are mere any decisions that need to be made to maintain progress toward the sprint Goal?
E. Why were you late?
F. How many hours Old I spend on the project yesterday
G. win todays work negatively impact our ability to meet the sprint Goal for the Split following this one?

**Correct Answer: A, B, D**
Section:
Explanation:
Three topics for the Developers to discuss at the Daily Scrum as they inspect their progress toward the Sprint Goal are:
What have we learned since yesterday, and how should we modify our plan to increase our ability to meet the Sprint Goal?
Are there any impediments blocking progress toward the Sprint Goal?
Are there any decisions that need to be made to maintain progress toward the Sprint Goal?
These topics are suggested by [6]: "The structure of the meeting is set by the Developers and can be conducted in different ways if it focuses on progress toward the Sprint Goal. Some Development Teams will use questions, some will be more discussion based."

**QUESTION 122**
True or False A high-performance scrum Team ensures that each increment is complete by running a Release Sprint.

A. True

B. False

**Correct Answer: B**
Section:
Explanation:
According to the Scrum Guide, a high-performance Scrum Team does not run a Release Sprint, as this is not a Scrum event. A Release Sprint is a term used to describe a Sprint that is dedicated to finalizing the product for release, such as fixing bugs, polishing features, or integrating components.
This is contrary to the Scrum principle of delivering a potentially releasable Increment at the end of each Sprint, regardless of whether it is actually released or not. Therefore, the answer is false.

**QUESTION 123**
What may be included in the Sprint Backlog? (choose the best answer)

A. User Stones

B. Tasks

C. Use Cases

D. Tests

E. Any of the above (or others) which ate a decomposition of the selected Product Backlog items

**Correct Answer: E**
Section:
Explanation:
According to the Scrum Guide, the Sprint Backlog may include any items that are a decomposition of the selected Product Backlog items, such as user stories, tasks, use cases, tests, or others. The Sprint Backlog is the Developers' plan for the Sprint, and it contains all the work that they forecast they can do to achieve the Sprint Goal and create a "Done" Increment. The other options are not valid, as they are either too specific (such as user stories or tasks) or too vague (such as tests).

**QUESTION 124**
A new Developer is having continuing conflicts with existing members or the scrum Team, which is impacting the delivery of the Increment It necessary, who is responsible for removing the Developer from the Scrum Team? (choose the best answer)

A. The Scrum Master is responsible, they remove impediments

B. The Product Owner is responsible, they control the return on investment (ROI)

C. The hiring manager is responsible, they hired the Developer

D. The Scrum Team is responsible

**Correct Answer: D**
**Section:**
**Explanation:**
According to the Scrum Guide, the Scrum Team is responsible for removing a Developer from the Scrum Team if necessary, as they are self-managing and accountable for creating valuable Increments. The other options are not valid, as they imply that someone else outside the Scrum Team has the authority to remove a Developer (such as the Scrum Master, the Product Owner, or the hiring manager), which is not consistent with Scrum values and principles.

**QUESTION 125**
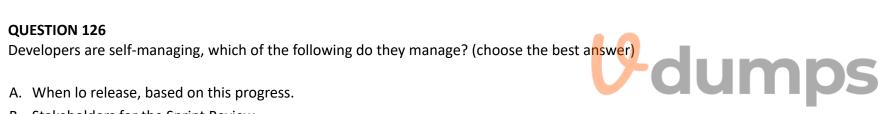When must a scrum Team release each increment? (choose the best answer)

A. when the Scrum Team finishes their work
B. Alter every Sprint. without exception
C. Whenever the product s tree of detects
D. When it makes sense to release It.

**Correct Answer: D**
**Section:**
**Explanation:**
According to the Scrum Guide, a Scrum Team must release each Increment when it makes sense to do so, based on the value and feedback obtained from stakeholders. The decision to release an Increment is made by the Product Owner, who is responsible for maximizing the value of the product and the work of the Development Team. The other options are not valid, as they imply that releasing an Increment is either mandatory (such as after every Sprint), conditional (such as when the product is free of defects), or irrelevant (such as when the Scrum Team finishes their work).

**QUESTION 126**
Developers are self-managing, which of the following do they manage? (choose the best answer)

A. When lo release, based on this progress.
B. Stakeholders for the Sprint Review
C. Sprint Backlog.
D. Sprint length
E. Product Backlog ordering

**Correct Answer: C**
**Section:**
**Explanation:**
According to the Scrum Guide, Developers are self-managing, which means that they manage their own Sprint Backlog. They decide how to organize their work and collaborate effectively to deliver a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that Developers manage things that are either determined by the Scrum framework (such as Sprint length), by collaboration with other roles (such as when to release or stakeholders for the Sprint Review), or by the Product Owner (such as Product Backlog ordering).

**QUESTION 127**
True or False: Multiple scrum Teams working on the same product must have the same Sprint start date.

A. True
B. False

**Correct Answer: B**
**Section:**
**Explanation:**
According to the Scrum Guide, multiple Scrum Teams working on the same product do not have to have the same Sprint start date. They may start their Sprints at different times, as long as they synchronize their work and

integrate their Increments at least by the end of each Sprint. The other option is not valid, as it implies that having the same Sprint start date is mandatory for multiple Scrum Teams.

**QUESTION 128**
Who should make sure everyone on the scrum Team does their tasks for the sprint? (choose the best answer)

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

**Correct Answer: D**
**Section:**
**Explanation:**
According to the Scrum Guide, the Scrum Team should make sure that everyone on the team does their tasks for the Sprint, as they are collectively accountable for creating valuable Increments that meet stakeholder needs and expectations. The other options are not valid, as they imply that someone else outside the Scrum Team (such as a project manager) or another role on the Scrum Team (such as the Product Owner or the Scrum Master) is responsible for making sure that everyone does their tasks for the Sprint.

**QUESTION 129**
What is the timebox for a Sprint Planning event? (choose the best answer)

A.  Monthly.
B.  8 hours for a one-month Sprint
C.  Whenever ills done
D.  4 hours for a one-month Sprint

**Correct Answer: B**
**Section:**
**Explanation:**
According to the Scrum Guide, the timebox for a Sprint Planning event is 8 hours for a one-month Sprint, proportionally shorter for shorter Sprints. The other options are not valid, as they are either too long (such as monthly), too vague (such as whenever it's done), or too short (such as 4 hours for a one-month Sprint).

**QUESTION 130**
When must the Product Owner participate in the Dairy Scrum? (choose the best answer)

A.  When the Product Owner is actively working on items on the Sprint Backlog; however, they participate as a Developer
B.  When the Product Owner needs to represent the stakeholders point of view to the Developers
C.  When there are impediments to discuss
D.  When the Scrum Master asks the Product Owner to attend

**Correct Answer: A**
**Section:**
**Explanation:**
According to the Scrum Guide, the Product Owner must participate in the Daily Scrum when he or she is actively working on items on the Sprint Backlog; however, they participate as a Developer, not as an authority figure. This means that the Product Owner can share progress, plans, and impediments with the other Developers and collaborate with them on delivering value. The other options are not valid reasons for the Product Owner to participate in the Daily Scrum, as they are either irrelevant (such as representing stakeholders or discussing impediments) or inappropriate (such as being asked by the Scrum Master).

**QUESTION 131**

How much work Is required of the Developers to complete a Product Backlog Item selected during the Sprint Planning?
(choose the best answer)

A. All development work and at least some testing.

B. as much as is required to meet the Scrum Team's Definition of Done.

C. A proportional amount of time on analysis, design development and testing

D. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint

**Correct Answer: B**
**Section:**
**Explanation:**
According to the Scrum Guide, the amount of work required of the Developers to complete a Product Backlog item selected during the Sprint Planning is as much as is required to meet the Scrum Team's Definition of Done. This means that the Developers must ensure that every item they work on is in a usable condition and meets all quality standards agreed upon by the team. The other options are not valid descriptions of the amount of work required, as they are either too vague (such as all development work and some testing or a proportional amount of time) or incorrect (such as fitting as much as possible or deferring work to the next Sprint).

**QUESTION 132**
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 tor in this scenario.
(choose the best two answers)

A. There should be six Product Owners, one tor 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: A, E**
**Section:**
**Explanation:**

Explanation:
Short Explanation: According to the Scrum Guide 20201, the product has one Product Backlog, which is the single source of work undertaken by the Scrum Team. The Product Backlog is ordered by the Product Owner, who is accountable for maximizing the value of the product resulting from the work of the Scrum Team. There should be only one Product Owner per product, who may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner1. Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste in the Scrum process.

**QUESTION 133**
user documentation is part ot your Definition ot Done. However, there are not enough technical writers for all teams. Your Scrum Team does not have a technical writer. What should the Scrum Team do?
(choose the best answer)

A. The Developers on the Scrum Team should write the user documentatiom

B. Wait until you have a technical writer on your Scrum Team to take care of this.

C. Form a separate team of technical writers that will work on an on-demand basis tor the various Product Owners. Work order will be first in, first out.

D. Let the user documentation remain undone and accumulate until after the last development Sprint. It will then be done by any available technical writers.

**Correct Answer: A**
**Section:**
**Explanation:**
According to the Scrum Guide, the Developers on the Scrum Team should write the user documentation, as they are responsible for creating a "Done" Increment that meets the Definition of Done and the Sprint Goal. The

other options are not valid, as they imply that the user documentation can be deferred, ignored, or outsourced, which is not consistent with Scrum values and principles.

**QUESTION 134**
Who can cancel a Sprint?
(choose the best answer)

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

**Correct Answer: D**
**Section:**
**Explanation:**
According to the Scrum Guide, the Product Owner can cancel a Sprint, as he or she is responsible for maximizing the value of the product and the work of the Development Team. The other roles do not have this authority, although they may provide input and suggestions to the Product Owner.

**QUESTION 135**
Which two things should the Scrum Team do during the first Sprint?
(choose the best two answers)

A. Define the major product features and a release plan architecture.
B. Build at least one piece of valuable functionality.
C. Create at least one valuable, useful Increment
D. Make up a plan tor the rest of the project
E. Analyze, describe, and document the requirements for the subsequent Sprints.

**Correct Answer: B, C**
**Section:**
**Explanation:**
According to the Scrum Guide, two things that the Scrum Team should do during the first Sprint are building at least one piece of valuable functionality and creating at least one valuable, useful Increment. These are the goals of every Sprint, regardless of its order. The other options are not things that the Scrum Team should do during the first Sprint, as they are either out of scope (such as defining major product features and a release plan architecture or making a plan for the rest of the project) or unnecessary (such as analyzing, describing, and documenting requirements for subsequent Sprints).

**QUESTION 136**
A Scrum Master is introducing Scrum to a new Team. The Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?
(choose the best answer)

A. Comply with the decision of the self-managing team.
B. Begin facilitating productive and useful Sprint Retrospectives.
C. Call a meeting between the ScrumTeam and senior management
D. Consult with the Product Owner to see how they feel about the situation.

**Correct Answer: B**
**Section:**
**Explanation:**
According to the Scrum Guide, the action that the Scrum Master should take when the Team decides that a Sprint Retrospective is unnecessary is to begin facilitating productive and useful Sprint Retrospectives. The Sprint Retrospective is an essential event for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The Scrum Master is responsible for ensuring that this event takes place and

that positive outcomes are achieved. The other options are not valid actions, as they either imply that the Scrum Master complies with or ignores the decision of the Team (such as complying with it, calling a meeting with senior management, or consulting with the Product Owner), which is not consistent with Scrum values and principles.

**QUESTION 137**
Who has the final say on the order of the Product Backlog?

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

**Correct Answer: B**
**Section:**

**QUESTION 138**
How do you know that a Development Team is cross-functional?

A. Development Team has all the skills to create a potentially releasable increment by the end of every Sprint.
B. A few of the Development Team members pair program and do Test Driven Development.
C. There are no conflicts within the Development Team.
D. Every member of the Development Team is able to perform every task.

**Correct Answer: A**
**Section:**

**QUESTION 139**
Why does a Development Team need a Sprint Goal?

A. A Sprint Goal only gives purpose to Sprint 0.
B. Sprint Goals are not valuable. Everything is known from the Product Backlog.
C. The Development Team is more focused with a common yet specific goal.
D. A Sprint Goal ensures that all of the Product Backlog items selected for the Sprint are implemented.

**Correct Answer: C**
**Section:**

**QUESTION 140**
Which three behaviors demonstrate that a team is self-organizing? (Choose three.)

A. Stakeholders walking in at the Daily Scrum to check progress and work with the Scrum Master to optimize the functional scope for the Sprint.
B. The Development Team members are working within the boundaries of their functional description and nicely handing off work from analyst to developer to tester to integration.
C. The Product Owner doesn't need to be at Sprint Retrospectives.
D. The Development Team creating their own sprint backlog, reflecting all work that is part of the definition of "Done".
E. The Development Team has all the skills needed to create a releasable Increment.
F. Development Team members collaboratively selecting their own work during the Sprint.

G. The Development Team inviting external people to the Sprint Planning to ask them how to turn a Product Backlog item into an Increment via a complete and detailed Sprint Backlog.

H. The Scrum Master is no longer needed.

**Correct Answer: A, B, G**
**Section:**

**QUESTION 141**
When does the next Sprint begin?

A. When the Product Owner is ready.

B. Immediately after the conclusion of the previous Sprint.

C. The Monday following the Sprint Review.

D. Immediately following the next Sprint Planning.

**Correct Answer: B**
**Section:**

**QUESTION 142**
Who should know the most about the progress toward a business objective or a release?

A. The Project Manager.

B. The Scrum Master.

C. The Development Team.

D. The Product Owner.

**Correct Answer: D**
**Section:**

**QUESTION 143**
What are two ways that architecture and infrastructure are handled in Scrum? (Choose two.)

A. They are discussed, determined, and documented before the actual feature development Sprints.

B. They are implemented along with functional development of the product.

C. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.

D. They are built by a separate team through the creation of an architectural runway.

**Correct Answer: B, C**
**Section:**

**QUESTION 144**
Who is accountable for managing the progress ot work during a Sprint?
(choose the best answer)

A. The Product Owner.

B. The Developers.

C. The Scrum Master.

D. The most junior member ot the team.

**Correct Answer: B**
Section:
**Explanation:**
According to the Scrum Guide, the Developers are accountable for managing the progress of work during a Sprint, as they are responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that the Product Owner, the Scrum Master, or the most junior member of the team are accountable for managing the progress of work, which is not consistent with Scrum.

**QUESTION 145**
Which two ways of creating Scrum Teams are consistent with Scrum's values?
(choose the best two answers)

A. Bring all the people together and let them organize into Scrum Teams

B. Managers personally re-assign current subordinates to new teams.

C. Existing teams propose how they would like to go about organizing into the new structure.

D. Managers collaborate to assign individuals to specific teams.

E. The Chief Product Owner determines the new team structures and assignments.

**Correct Answer: A, C**
Section:
**Explanation:**
The best two answers are A and C. These two ways of creating Scrum Teams are consistent with Scrum's values because they respect the self-organization and empowerment of the people who will be working in the teams. They also foster openness and courage by allowing the people to express their preferences and opinions about the new structure.
B, D and E are not consistent with Scrum's values because they impose a top-down approach that does not involve the people who will be affected by the change. They also undermine the commitment and focus of the teams by assigning them to work on something they may not be interested in or passionate about.

**QUESTION 146**
What are two ways that regulatory compliance issues are dealt with in Scrum?
(choose the best two answers)

A. They are addressed by a separate team who is responsible for compliance issues.

B. They are addressed along with functional development of the product.

C. They are discussed, determined, and documented before the actual feature development Sprints.

D. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.

**Correct Answer: B, D**
Section:
**Explanation:**
The best two answers are B and D. These two ways of dealing with regulatory compliance issues are consistent with Scrum's values and principles, as they allow the Scrum Team to deliver valuable and potentially releasable increments of the product while meeting the necessary standards and regulations. They also enable the Scrum Team to inspect and adapt their compliance strategy based on feedback and changing requirements.
A is not a good answer because it creates a separate silo of responsibility for compliance issues, which can lead to delays, conflicts, and inefficiencies. It also violates the Scrum value of transparency, as the compliance team may not have full visibility into the product development process.
C is not a good answer because it implies a waterfall approach that assumes all the compliance requirements are known and fixed upfront, which is rarely the case. It also reduces the flexibility and responsiveness of the Scrum Team, as they may have to follow a rigid plan that does not reflect the current reality of the product or the market.

**QUESTION 147**
When multiple Scrum Teams are working on a single product, what best describes the Definition of Done?
(choose the best answer)

A. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.

B. The Scrum Masters from each Scrum Team define a common Definition of Done.

C. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done.

D. Each Scrum Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.

**Correct Answer: C**
**Section:**
**Explanation:**
The best answer is C. When multiple Scrum Teams are working on a single product, they must mutually define and comply with the same Definition of Done1. This ensures that the product has a consistent level of quality and that the Increments delivered by different teams can be integrated seamlessly. Having different Definitions of Done for each team can lead to confusion, rework, and technical debt. The Scrum Guide says that the Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product2. Therefore, it is not something that can be decided by the Scrum Masters alone (B) or left to each team's discretion (A and D).

**QUESTION 148**
What is the function or purpose of management in Scrum?
(choose the best answer)

A. To identify and remove people that are not working hard enough.

B. To monitor the productivity of the Developers.

C. To present the Scrum Teams with insights and resources that help them improve.

D. To continually monitor staffing levels of the Scrum Team.

**Correct Answer: C**
**Section:**
**Explanation:**
The best answer is C. The function or purpose of management in Scrum is to present the Scrum Teams with insights and resources that help them improve. According to the article What is the Function or Purpose of Management in Scrum?, management is still critical to providing vision, securing resources, hiring talent, training teams, removing roadblocks, and continuously improving.
Management also encourages collaboration and establishes Scrum Team autonomy, which are essential for Scrum's values and principles.
A, B and D are not good answers because they imply a command-and-control approach that contradicts Scrum's values of respect, openness, and self-organization. Management in Scrum is not supposed to micromanage, judge, or interfere with the work of the Developers, but rather support them and enable them to deliver value.

**QUESTION 149**
Who creates the Definition of Done?
(choose the best answer)

A. The Scrum Master

B. The Product Owner

C. The scrum Team

D. The Developers

**Correct Answer: C**
**Section:**
**Explanation:**
The correct answer is C. The Scrum Team creates the Definition of Done. According to the Scrum Guide1, "The Developers are required to conform to the Definition of Done, which is defined and evolves with the Scrum Team." The Definition of Done is a commitment by the Developers for the Increment, but it is also a shared understanding within the whole Scrum Team, including the Product Owner and the Scrum Master2. The Scrum Team collaborates to create and update the Definition of Done as needed, based on the product and organizational standards3. The Definition of Done is not imposed by any external authority or individual.

**QUESTION 150**

When multiple Scrum Teams are working on a single product, what best describes the Definition of Done?
(choose the best answer)

A. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done.

B. Each Scrum Team defines and uses its own. The differences are discussed and reconciled during a hardening Sprint.

C. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.

D. The Scrum Masters from each Scrum Team define a common Definition of Done.

**Correct Answer: A**
**Section:**
**Explanation:**
The correct answer is A. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done. According to the Scrum Guide1, "If there are multiple Scrum Teams working on the system or product release, the development teams on all of the Scrum Teams must mutually define the definition of "Done"." This ensures that the product increment is integrated, consistent, and potentially releasable at the end of each Sprint. The other options are incorrect because they allow for different Definitions of Done for different teams, which can lead to confusion, inconsistency, and technical debt.

**QUESTION 151**
Which are characteristics of the Daily Scrum?
(choose the best two answers)

A. Its location and time remain constant

B. Its purpose is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog.

C. It is tree form and designed to promote conversatiom

D. It is facilitated by the team lead.

E. It is held first thing in the morning.

F. It consists of the Scrum Master asking the team tor status.

**Correct Answer: A, B**
**Section:**
**Explanation:**
According to the Scrum Guide, two characteristics of the Daily Scrum are its location and time remain constant and its purpose is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog.
These characteristics promote consistency, transparency, and adaptation within the Development Team. The other options are not valid characteristics of the Daily Scrum, as they are either irrelevant (such as being held first thing in the morning) or inappropriate (such as being free form, facilitated by the team lead, or consisting of the Scrum Master asking for status).

**QUESTION 152**
One of the Scrum events is the Daily Scrum. What are two intended outcomes ot the Daily Scrum?
(choose the best two answers)

A. An updated Scrum board to make Sprint progress transparent for the stakeholders

B. Identification of impediments that may prevent the Developers from achieving the Sprint Goal.

C. A status report tor the upper management indicating what each individual has done, will be doing, and what is impeding him/her.

D. A shared understanding ot the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.

E. An update of completed tasks and ot the remaining work so the Scrum Master can plan the next day.

**Correct Answer: B, D**
**Section:**
**Explanation:**
According to the Scrum Guide, two intended outcomes of the Daily Scrum are identification of impediments that may prevent the Developers from achieving the Sprint Goal and a shared understanding of the most important

work to be undertaken next to achieve the best possible progress toward the Sprint Goal. These outcomes help the Developers to inspect their progress, plan their work, and collaborate effectively. The other options are not intended outcomes of the Daily Scrum, as they are either irrelevant (such as updating a Scrum board) or inappropriate (such as providing a status report or an update of completed tasks).

**QUESTION 153**
Which statement best describes Scrum?
(choose the best answer)

A. A defined and predictive process that conforms to the principles of Scientific Management
B. A framework to generate value through adaptive solutions tor complex problems.
C. A cookbook that defines best practices tor software development.
D. A complete methodology that defines how to develop software.

**Correct Answer: B**
**Section:**
**Explanation:**
According to the Scrum Guide, Scrum is a framework to generate value through adaptive solutions for complex problems. It is based on empiricism, self-organization, and collaboration. The other options are not accurate descriptions of Scrum, as they are either too rigid (such as a defined and predictive process or a complete methodology), too vague (such as a cookbook), or irrelevant (such as scientific management).

**QUESTION 154**
Which statement best describes the Sprint Backlog as the output ot the Sprint Planning?
(choose the best answer)

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

**Correct Answer: D**
**Section:**
**Explanation:**
According to the Scrum Guide, the Sprint Backlog is the Developers' plan for the Sprint, as it contains all the Product Backlog items selected for the Sprint and a plan for delivering them. The other options are not valid descriptions of the Sprint Backlog, as they are either incorrect (such as having a designated owner, being ordered by the Product Owner, or being a complete list of all work) or unnecessary (such as estimating each task in hours).

**QUESTION 155**
During Sprint Planning the Product Owner and the Developers are unable to reach an understanding about the highest order Product Backlog items. Because of this, the Developers are unable to determine how many Product Backlog items they can forecast for the upcoming Sprint However, the Product Owner and the Developers are able to agree on a Sprint Goal.
Which of the following actions should the Scrum Master support?
(choose the best two answers)

A. Cancel the Sprint Send the entire team to an advanced Scrum training and then start a new Sprint
B. During the next Sprint Retrospective discuss why this happened and what changes will make it less likely to recur.
C. Continue the Sprint Planning event past its timebox until an adequate number ot Product Backlog items are well enough understood for the Developers to make a complete forecast Then start the Sprint
D. Forecast the Product Backlog items that are most likely to meet the Sprint Goal and create the Sprint Backlog. Conclude Sprint Planning and start the development work. Continue to analyze, decompose, and create additional functionality during the Sprint
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: B, D**
**Section:**
**Explanation:**
According to the Scrum Guide, two actions that the Scrum Master should support in this scenario are forecasting the Product Backlog items that are most likely to meet the Sprint Goal and creating the Sprint Backlog, and discussing why this happened and what changes will make it less likely to recur during the next Sprint Retrospective. These actions are consistent with Scrum values and principles, such as empiricism, adaptation, and continuous improvement. The other options are not valid actions, as they are either wasteful (such as canceling the Sprint or continuing the Sprint Planning past its timebox) or ineffective (such as asking everyone to take more time to analyze the Product Backlog).

**QUESTION 156**
What is the function or purpose of management in Scrum?
(choose the best answer)

A. To identify and remove people that are not working hard enough.

B. To present the Scrum Teams with insights and resources that help them improve.

C. To monitor the productivity of the Developers.

D. To continually monitor staffing levels of the Scrum Team.

**Correct Answer: B**
**Section:**
**Explanation:**
The correct answer is B. To present the Scrum Teams with insights and resources that help them improve. According to the Scrum Guide1, "The role of management in Scrum is to support the Product Owner with insights and information into high-value product and system capabilities." Management also helps the Scrum Team by providing an environment that fosters agility, learning, and collaboration2. Management does not directly control or monitor the work of the Developers, nor does it interfere with the self-organization and autonomy of the Scrum Team3. Management's function in Scrum is to enable and empower the Scrum Team to deliver value and continuously improve.

**QUESTION 157**
How should a Scrum Team deal with non-functional requirements?
(choose the best answer)

A. Manage them during the Integration Sprint prior to the Release Sprint.

B. Assign them to the lead developers on the team.

C. Ensure every Increment meets them.

D. Make sure the release department understands these requirements, but it is not the Scrum Team's responsibility.

**Correct Answer: C**
**Section:**
**Explanation:**
The best answer is C. Ensure every Increment meets them. Non-functional requirements (NFRs) are system qualities that guide the design of the solution and often serve as constraints across the relevant backlogs1. NFRs are persistent qualities and constraints typically revisited as part of the definition of done (DoD) for each Iteration, PI, or release1. The Scrum Team should ensure that every Increment meets the NFRs, as they are part of the product requirements and affect the value delivery and customer satisfaction.

**QUESTION 158**
What factor should be considered when establishing the Sprint length?
(choose the best answer)

A. The organization has mandated similar length sprints.

B. The need for the team to learn based on doing work and measuring results.

C. The frequency at which team formation can be changed.

D. The organization's release schedule.

**Correct Answer: B**
**Section:**
**Explanation:**
The best answer is B. The need for the team to learn based on doing work and measuring results. The Sprint length should be chosen based on the complexity and volatility of the product and the environment, as well as the team's capability and Definition of Done. The Sprint length should enable the team to deliver a usable Increment of value that meets the feedback needs of the stakeholders and the business. The Sprint length should also allow the team to inspect and adapt their work processes and practices based on the outcomes of the Sprint.
The other options are not valid reasons for choosing the Sprint length. The organization's mandate, team formation, and release schedule should not dictate the Sprint length, but rather be aligned with it. The Scrum Team should have the autonomy to choose the Sprint length that best suits their product and context.
You can learn more about how to choose the right Sprint length from these sources: How Long A Sprint Should Be?, How to Choose the Right Sprint Length in Scrum, What is a Sprint?, Determining the Sprint Length, and Sprint Length: What's the Right Length?.