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Question: 1172

Which actions support effective Scrum implementation within an organization? (Select All that Apply)

A. Establishing transparency across Scrum artifacts and events
B. Supporting incremental value delivery practices
C. Enforcing rigid predictive plans regardless of evidence
D. Allowing teams to inspect and adapt working methods
E. Encouraging cross-functional collaboration

Answer: A,B,D,E

Explanation: Effective Scrum implementation requires transparency, collaboration, and empirical adaptation. Rigid predictive control weakens agility and limits responsiveness to changing conditions.

Question: 1173

Which situations undermine empirical process control? (Select All that Apply)

A. Concealing delivery problems from stakeholders
B. Treating plans as permanently fixed commitments
C. Ignoring evidence contradicting forecasts
D. Transparent measurement of delivery outcomes
E. Continuous inspection and adaptation

Answer: A,B,C

Explanation: Empiricism depends on transparency and willingness to adapt. Concealing information and ignoring contradictory evidence weaken learning and responsiveness.

Question: 1174

A Scrum Team calculates Sprint predictability using the formula:

$$Predictability = \frac{Completed\ Sprint\ Backlog\ Items}{Committed\ Sprint\ Backlog\ Items} \times 100$$

If 21 Sprint Backlog items are completed out of 28 forecasted items, which conclusions are valid? (Select All that Apply)

A. Remaining work may return to the Product Backlog
B. Forecasting assumptions may require inspection
C. Sprint failure is guaranteed because not all items were completed
D. The Sprint Goal may still have been achieved
E. Predictability equals 75

Answer: A,B,D,E

Explanation: The calculation results in $\frac{21}{28} \times 100 = 75$. Scrum evaluates success primarily through value delivery and Sprint Goal achievement rather than perfect completion percentages. Incomplete items can return to the Product Backlog for reordering. Forecasting assumptions should be inspected empirically for improvement opportunities.

Question: 1175

A Scrum Team calculates Sprint predictability using:

$$Predictability = \frac{Completed\ Sprint\ Backlog\ Items}{Forecasted\ Sprint\ Backlog\ Items} \times 100$$

If 27 Sprint Backlog Items are completed from 36 forecasted items, which conclusions are valid? (Select All that Apply)

A. Forecast accuracy may improve through empirical learning

B. Predictability equals 75

C. Sprint inspection discussions may improve planning effectiveness

D. Predictability guarantees exact future delivery performance

E. Predictability metrics should be interpreted contextually

Answer: A,B,C,E

Explanation: The formula becomes $\frac{27}{36} \times 100 = 75$. Predictability metrics support empirical planning discussions but do not guarantee future outcomes because uncertainty remains inherent in complex work.

Question: 1176

A Product Owner notices that multiple stakeholders are requesting urgent changes during an active Sprint. Which actions align with Scrum principles while maximizing product value? (Select All that Apply)

A. Collaborate with stakeholders to reorder future Product Backlog items based on value

B. Introduce all urgent changes directly into the current Sprint scope without negotiation

C. Direct Developers to immediately replace Sprint Backlog items without discussion

D. Allow Developers to reject all stakeholder communication until Sprint Review

E. Evaluate whether new requests affect the Product Goal

Answer: A,E

Explanation: Product value maximization requires balancing stakeholder responsiveness with Sprint stability. Collaborating with stakeholders to reorder future Product Backlog items preserves transparency and enables informed prioritization. Evaluating the impact of requests against the Product Goal ensures alignment with long-term outcomes rather than reacting emotionally to urgency. Replacing Sprint work unilaterally damages Sprint focus, while bypassing negotiation and transparency undermines Scrum commitments and predictability.

Question: 1177

A Development Team has built a new feature during a Sprint, but the feature does not meet the Definition of Done. The Sprint Review is tomorrow. What is the correct course of action?

A. Do not include the feature in the Sprint Review or present it as a Done Increment

B. Seek the Product Owner's approval to lower the Definition of Done for this Sprint only

C. The Scrum Master should mark the feature as done to avoid disrupting the Sprint Review

D. Deliver the feature anyway and add the remaining work to the next Sprint's backlog

E. Present the feature conditionally, noting it is almost done and will be finished next Sprint

Answer: A

Explanation: In Scrum, an Increment must meet the Definition of Done to be considered complete and potentially releasable. If a Product Backlog Item does not meet the Definition of Done, it cannot be included in the Increment and must not be presented at the Sprint Review as done work. The undone item is returned to the Product Backlog for the Product Owner to re-order. Lowering or bypassing the Definition of Done compromises product quality and transparency, which are foundational Scrum values. The Definition of Done creates shared understanding of what "complete" means and ensures every Increment builds on a solid foundation.

Question: 1178

A Scrum Team can deliver code, test it, and deploy it, but no one on the team knows how to speak with stakeholders about product needs. What is the main concern?

A. The Scrum Master has too many responsibilities
B. The team has too much collective ownership
C. The team is not cross-functional enough for product development
D. The Product Owner is over-accountable for technical work

Answer: C

Explanation: Cross-functional teams need the skills needed to turn ideas into valuable increments, not just technical output. If the team cannot understand product needs well enough to collaborate around them, delivery becomes weaker. Scrum works best when the team can handle the full flow of value creation.

Question: 1179

Which metrics may help assess product value maximization without guaranteeing value themselves? (Select All that Apply)

A. User engagement indicators
B. Customer retention trends
C. Number of meetings attended by Developers
D. Deployment frequency
E. Revenue impact measurements

Answer: A,B,D,E

Explanation: Scrum encourages empirical measurement of outcomes. Retention, revenue impact, engagement, and deployment frequency may provide insights into product value and delivery effectiveness. Meeting attendance alone provides little evidence of delivered customer value or market impact.

Question: 1180

Which practices support effective product discovery during Scrum? (Select All that Apply)

A. Collaborative refinement based on emerging evidence

B. Early validation of assumptions with users
C. Locking all requirements permanently at project initiation
D. Incremental experimentation before major investments
E. Frequent stakeholder interaction and feedback

Answer: A,B,D,E

Explanation: Product discovery thrives on experimentation, feedback, and adaptation. Permanently fixed requirements reduce responsiveness and increase risk.

Question: 1181

A Scrum Team's Product Backlog refinement sessions often become unproductive. Which facilitation improvements would help? (Select All that Apply)

A. Clarify refinement objectives before discussions begin
B. Limit Developer participation to preserve Product Owner authority
C. Use estimation discussions to expose uncertainty and dependencies
D. Avoid stakeholder input during refinement entirely
E. Encourage splitting oversized Product Backlog Items collaboratively

Answer: A,C,E

Explanation: Product Backlog refinement benefits from clear objectives, collaboration, and transparency around uncertainty. Splitting large items improves flow and predictability. Estimation discussions help identify risks and assumptions. Restricting participation or excluding stakeholder insights reduces shared understanding.

Question: 1182

According to Scrum, which of the following is a commitment associated with the Product Backlog?

A. The Sprint Review agenda
B. The Definition of Done
C. The Product Goal
D. The Sprint Goal
E. The Sprint Backlog

Answer: C

Explanation: In Scrum, each of the three artifacts has an associated commitment that provides transparency and focus. The Product Backlog's commitment is the Product Goal, which describes the future state of the product and serves as the long-term objective for the Scrum Team. The Product Goal gives the team direction and context for all refinement and planning activities. The Sprint Backlog's commitment is the Sprint Goal, and the Increment's commitment is the Definition of Done. These commitments reinforce empiricism by making the team's intentions, quality standards, and strategic direction explicit and measurable, enabling inspection and adaptation at every level of Scrum.

Question: 1183

Which behaviors demonstrate effective collective ownership (Select All that Apply)

A. Sharing accountability for Sprint outcomes
B. Avoiding work outside individual specialization
C. Focusing only on personal performance metrics
D. Supporting teammates during delivery challenges
E. Collaborating to solve quality issues

Answer: A,D,E

Explanation:
Collective ownership encourages collaboration, shared accountability, and mutual support. Individual optimization weakens overall team performance.

Question: 1184

When a Scrum Master acts as a servant leader for the organization, which of the following activities are most aligned with that role? (Choose two)

A. Setting the organizational strategy and determining which products the Scrum Teams should build
B. Leading the adoption and improvement of Scrum practices across the organization, not just within one team
C. Coaching managers and leaders on how to interact with Scrum Teams in ways that support rather than undermine self-management
D. Writing the Sprint Goals for each Scrum Team to ensure organizational alignment with business objectives
E. Approving or rejecting Product Backlog items on behalf of the Product Owner during Sprint Reviews

Answer: B,C

Explanation: The Scrum Master's servant leadership at the organizational level focuses on enabling an environment where Scrum can flourish. Coaching managers and leaders on behaviors that support Scrum such as allowing self-management, removing bureaucratic blockers, and providing clear Product Goals rather than prescribing solutions is one of the most impactful organizational-level contributions a Scrum Master can make. Leading Scrum adoption and continuous improvement across the organization (not just within one team) extends the Scrum Master's value beyond a single team and builds systemic agility. Setting organizational strategy, writing Sprint Goals for teams, and approving Product Backlog items are all overreach they violate the respective accountabilities of leadership, the Scrum Team itself, and the Product Owner.

Question: 1185

According to Scrum's accountability boundaries, which of the following actions fall WITHIN the Development Team's self-organizing authority? (Choose THREE)

A. Determining how many items to pull from the Product Backlog during Sprint Planning based on their capacity assessment
B. Ordering the Product Backlog to reflect the highest business value items at the top
C. Canceling the Sprint if the Sprint Goal becomes obsolete before the Sprint ends
D. Setting the Sprint length and changing it each Sprint based on the amount of work available
E. Deciding which technical practices, tools, and frameworks to use to build the Increment

F. Reorganizing the Sprint Backlog mid-Sprint by breaking down tasks differently if it helps the team achieve the Sprint Goal

Answer: A,E,F

Explanation: The Development Team's self-organizing authority is bounded to decisions about how the work is done within the Sprint. Deciding which technical practices, tools, and frameworks to use is entirely within the Development Team's domain the Scrum framework does not prescribe engineering practices, and no external party has the authority to dictate technical implementation choices. During Sprint Planning, the Development Team alone determines how many Product Backlog items they can forecast completing in the Sprint this is a self-organizing forecast based on capacity, past performance, and item complexity, not a number imposed by the Product Owner or Scrum Master. Reorganizing the Sprint Backlog mid-Sprint breaking tasks down differently, updating task estimates, or redistributing work is also within the team's authority, since the Sprint Backlog is owned by the Development Team. Canceling the Sprint is the Product Owner's sole authority. Ordering the Product Backlog is the Product Owner's responsibility. Sprint length is set for the product and changed only in exceptional circumstances, not Sprint-by-Sprint by the team.

Question: 1186

A team wants to improve collaboration, so it schedules a separate meeting for every technical dependency instead of working together daily. What is the issue with this approach?

A. It violates empirical planning by using estimates
B. It removes the need for a Product Owner
C. It eliminates the Sprint Retrospective
D. It may increase coordination overhead instead of collaboration

Answer: D

Explanation: Agile collaboration practices work best when communication is frequent, direct, and purposeful. Too many separate meetings can create overhead and fragment shared understanding. Scrum encourages tight collaboration around the Sprint Goal, the Increment, and the work that matters now.

Question: 1187

True or False: A Scrum Team should have only one Product Goal active at a time, and they should work toward fulfilling or abandoning it before taking on a new Product Goal.

A. False
B. True

Answer: B

Explanation: The Scrum Guide is explicit that the Scrum Team pursues one Product Goal at a time. The Product Goal represents the long-term strategic objective for the product, and maintaining focus on a single goal ensures that the team's work is coherent, purposeful, and aligned. Pursuing multiple simultaneous Product Goals would dilute focus, fragment the Product Backlog's ordering logic, and make it impossible for stakeholders to understand the product's strategic direction. The team works Sprint by Sprint toward the Product Goal, and only after it is either fulfilled meaning the product has achieved the desired future state or deliberately abandoned due to changed market conditions or organizational priorities, does the team commit to a new Product Goal. This single-goal discipline is fundamental to maintaining product focus in Scrum.

Question: 1188

Which situations commonly undermine sustainable development? (Select All that Apply)

A. Burnout caused by repeated overtime
B. Continuous adaptation and learning
C. Persistent quality compromises under schedule pressure
D. Maintaining healthy engineering practices
E. Ignoring refactoring needs continuously

Answer: A,C,E

Explanation: Sustainable development weakens when quality and maintainability are sacrificed repeatedly. Healthy engineering practices and continuous learning strengthen long-term adaptability.

Question: 1189

A Scrum Team discovers during Sprint Review that stakeholders misunderstood recently delivered functionality. Which preventive actions are most appropriate? (Select All that Apply)

A. Increase collaborative backlog refinement with stakeholders
B. Delay demonstrations until multiple Sprints are completed
C. Validate assumptions through incremental feedback loops
D. Reduce stakeholder involvement to avoid conflicting opinions
E. Use examples and acceptance scenarios during discussions

Answer: A,C,E

Explanation: Misalignment is reduced through early collaboration and incremental validation. Stakeholder involvement during refinement improves shared understanding. Examples and acceptance scenarios clarify expectations. Frequent feedback loops expose misunderstandings earlier. Delaying demonstrations increases risk and feedback delay.

Question: 1190

Which actions support sustainable forecasting practices? (Select All that Apply)

A. Considering variability in delivery patterns
B. Reviewing forecasting accuracy empirically
C. Adjusting expectations as evidence evolves
D. Maintaining transparent Product Backlog refinement
E. Ignoring technical debt impacts on future delivery

Answer: A,B,C,D

Explanation: Sustainable forecasting requires empirical learning, transparency, and adaptability. Technical debt affects future delivery

reliability and should not be ignored. Scrum Teams improve forecasting by continuously inspecting assumptions and outcomes.

Question: 1191

Which statements correctly describe transparency in Scrum teams (Select All that Apply)

A. Team progress should be visible to stakeholders
B. Transparency reduces need for communication
C. Impediments should be openly shared
D. Work items should be hidden until complete
E. Transparency improves decision-making

Answer: A,C,E

Explanation:
Transparency ensures visibility of progress and issues. It improves communication and enables better decision-making.

Question: 1192

A team feels ownership of the product but still waits for outside approval before making minor adjustments. What is the best concern?

A. The Product Backlog is too large.
B. The team has too much agility.
C. Empowerment is incomplete.
D. The Sprint Goal is too short.

Answer: C

Explanation: Real empowerment means the team can make decisions within its responsibility without unnecessary external approval. If minor adjustments still require permission, autonomy is limited. Scrum works better when the team can act quickly within clear boundaries.

Question: 1193

Which statements accurately describe Definition of Ready awareness in Scrum? (Select All that Apply)

A. Definition of Ready replaces the Definition of Done
B. Teams may use readiness discussions to improve understanding
C. Scrum Guide does not define Definition of Ready as mandatory
D. Excessively rigid readiness rules may reduce adaptability
E. Readiness discussions may support Sprint Planning effectiveness

Answer: B,C,D,E

Explanation: Definition of Ready is not an official Scrum commitment but may help improve Product Backlog clarity. Excessive rigidity can reduce flexibility and emergence. Definition of Done remains the official quality commitment for Increments.

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