



**Answer: A**

Explanation:

The correct answer is D because every Sprint, including the first Sprint, should result in at least one valuable and useful Increment. Scrum is based on empiricism and incremental delivery. That means the team should not spend the first Sprint only on planning, documenting, or designing future work. Instead, they should create something usable that moves the product forward and provides an opportunity for inspection and adaptation.

Option A is incorrect because Scrum does not require detailed upfront analysis and documentation for later Sprints before producing value. Option B is incorrect because while some architecture and feature thinking may happen, Scrum does not make large upfront design the objective of the first Sprint. Option C is incorrect because Scrum avoids trying to fully plan the whole project in advance in complex environments. Instead, planning evolves over time as the team learns.

The key Scrum expectation is that each Sprint produces an Increment that meets the Definition of Done. This allows stakeholders to inspect real progress, provides early feedback, and reduces risk. The first Sprint is not an exception. It should deliver something useful, even if small, to begin empirical product development immediately.

#### **NEW QUESTION # 69**

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

A good way to continue is:

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

**Answer: B**

#### **NEW QUESTION # 70**

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. Cancel the Sprint
- **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. Recruit additional Developers before the work can begin
- **E. Remove or change selected Product Backlog items.**

**Answer: B,E**

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).

#### **NEW QUESTION # 71**

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

- A. False
- B. Yes

**Answer: A**

### NEW QUESTION # 72

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

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

**Answer: D,E**

Explanation:

The correct answers are A and D, because these ways of creating Development Teams are consistent with Scrum's values. Allowing existing teams to propose how they would like to organize into the new structure respects their self-organization and empowerment. Bringing all the developers together and letting them self-organize into Development Teams also respects their autonomy and collaboration.

References: [Suggested Reading for Professional Scrum Master I]

### NEW QUESTION # 73

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