Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

https://www.2passeasy.com/dumps/PSPO-I/

NEW QUESTION 1
What are three advantages of a Product Owner sharing a clearly defined Product Goal with the
Scrum Team?
(choose the best three answers)

A. It helps the Developers estimate the date that the Product Backlog will be complete.
B. It is not mandatory in Scru
C. There is no real advantage.
D. It provides a good overall direction so Sprints will feel less like isolated pieces of work.
E. It helps the Scrum Team keep focus and they can weigh any decision against the Product Goal
F. It is easier to inspect incremental progress at the Sprint Review.

Answer: CDE

Explanation:
The advantages of a Product Owner sharing a clearly defined Product Goal with the Scrum Team are:
? It provides a good overall direction so Sprints will feel less like isolated pieces of work. The Product Goal is a long-term objective for the product that guides all the activities of the Scrum Team. It helps the Scrum Team align their efforts and focus on delivering value that contributes to the product vision.
? It helps the Scrum Team keep focus and they can weigh any decision against the Product Goal. The Product Goal serves as a filter for deciding what to work on and what not to work on. It helps the Scrum Team prioritize and optimize their work based on value and impact.
? It is easier to inspect incremental progress at the Sprint Review. The Sprint Review is an event where the Scrum Team and the stakeholders collaborate on the product and inspect how it meets the Product Goal. The Increment is a concrete and usable outcome of the Sprint that provides a measure of progress towards the Product Goal.
Other options, such as helping the Developers estimate the date that the Product Backlog will be complete or being not mandatory in Scrum, are not valid advantages of having a Product Goal. They may reflect a misunderstanding of what a Product Goal is or how Scrum works.
References:
? [Scrum Guide], page 10, section "Product Goal"
? [Professional Scrum Product Owner™ Training], page 6, section "Product Vision"
? [Professional Scrum Product Owner™ Training], page 7, section "Product Backlog Management"
? [Scrum Guide], page 13, section "Sprint Review"
? [Scrum Guide], page 10, section "Increment"

NEW QUESTION 2
When might a Sprint be cancelled? (choose the best answer)

A. When the Developers determine the product plan is infeasible.
B. When it becomes clear that not everything will be finished by the end of the Sprint.
C. When the sales department has an important new opportunity.
D. When the Sprint Goal becomes obsolete.

Answer: D

Explanation:
 A Sprint may be cancelled when the Sprint Goal becomes obsolete. This is because:
? The Sprint Goal is a short-term objective that provides guidance and focus to the Scrum Team throughout the Sprint. It is a flexible and negotiable commitment that can be adjusted as more is learned throughout the Sprint.
? The Sprint is a container for all other Scrum events and activities. It is a time-box of one month or less during which a "Done" Increment is created that meets the Sprint Goal. The Sprint has a consistent duration throughout a development effort and only changes duration between Sprints.
? A Sprint may be cancelled before it is over by the Product Owner if they determine that the Sprint Goal is no longer valid or valuable. This may happen due to various reasons, such as a significant change in the market, technology, business direction, or customer needs.
? A cancelled Sprint should be rare and exceptional. It implies a waste of time and resources that could have been spent on delivering value. It also disrupts the rhythm and flow of the Scrum Team and the stakeholders.
? When a Sprint is cancelled, any completed and "Done" Product Backlog items are reviewed and potentially released. Any incomplete Product Backlog items are re- estimated and put back on the Product Backlog. The Scrum Team then plans for a new Sprint.
Other options, such as when the Developers determine the product plan is infeasible, when it becomes clear that not everything will be finished by the end of the Sprint, or when the sales department has an important new opportunity, are not valid reasons for cancelling a Sprint. They may reflect a misunderstanding of what a Sprint Goal is or how Scrum works. References:
? [Scrum Guide], page 15, section "Sprint Goal"
? [Scrum Guide], page 9, section "Sprint"
? [Scrum Guide], page 16, section "Cancelling a Sprint"

NEW QUESTION 3
A product's success is measured by: (choose the best three answers)

A. The impact on customer satisfaction.
B. The impact on cost.
C. The impact on my boss's mood.
D. The delivery of upfront defined scope compared to the upfront planned time.
E. The impact on my performance rating.
F. The impact on revenue.

Answer: ABF

Explanation:
? A product's success is measured by the impact it has on the customers, the business, and the market. Different products may have different success criteria and metrics, depending on their vision, goals, value proposition, and target audience. However, some of the common and important aspects that can indicate a product's success are:
? The other options are not valid or relevant measures of a product's success. They are either too subjective, narrow, or unrelated to the product's value proposition and goals. They are:

References:
? Product Success: https://www.productplan.com/glossary/product-success/
? Customer Satisfaction: https://www.agilealliance.org/glossary/customer- satisfaction/
? Cost: https://www.investopedia.com/terms/c/cost.asp
? Revenue: https://www.investopedia.com/terms/r/revenue.asp

NEW QUESTION 4
True or False: A Scrum Master fulfills the same role as a traditional Project Manager.

A. True
B. False

Answer: B

Explanation:
A Scrum Master does not fulfill the same role as a traditional Project Manager. A Project Manager is typically responsible for planning, executing, monitoring, controlling, and closing a project, as well as managing the scope, schedule, budget, quality, risks, and stakeholders of the project1. A Scrum Master is a servant-leader for the Scrum Team, who helps the team understand and enact Scrum values, principles, and practices, and removes impediments to the team's progress2. A Scrum Master does not manage the project, the scope, the schedule, the budget, or the team, as these are either shared responsibilities or emergent outcomes of the Scrum framework[3][3]. A Scrum Master also does not have authority over the team or the stakeholders, but rather facilitates collaboration and empowerment among them4.
References:
1: What is Project Management?, Project Management Institute, accessed on December 16, 2023
2: The Scrum Guide, November 2020, p. 7
[3][3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023
4: Developing People and Teams, Scrum.org, accessed on December 16, 2023

NEW QUESTION 5
True or False: Every Scrum Team must have a Product Owner and Scrum Master.

A. Fals
B. A Scrum Master is only required when asked for by the Scrum Team.
C. Tru
D. Each must be 100% dedicated to the Scrum Team.
E. Fals
F. A Product Owner can be replaced by a subject matter expert in the Scrum Team.
G. Tru
H. Outcomes are affected by their participation and availability.

Answer: D

Explanation:
The Product Owner and the Scrum Master are essential roles in the Scrum Team. They have distinct accountabilities and responsibilities that contribute to the success of the product and the team. The Product Owner is responsible for maximizing the value of the product and the work of the Developers. The Scrum Master is responsible for promoting and supporting Scrum and the Scrum Team. Both roles need to be fully engaged and available to the Scrum Team throughout the Sprint.

NEW QUESTION 6
What is the typical size for a Scrum Team? (choose the best answer)

A. At least 7.
B. 9.
C. 10 or fewer.
D. 7 plus or minus 3.

Answer: C

Explanation:
The typical size for a Scrum Team is 10 or fewer people, including the Product Owner, the Scrum Master, and the Developers. The Scrum Guide states that "The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint. Fewer than three people decrease interaction and results in smaller productivity gains. Having more than ten people requires too much coordination. Large teams generate too much complexity for an empirical process to be useful."1 This means that the optimal Scrum Team size is between 3 and 10 people, depending on the context and the nature of the work.
References:
? 1: The Scrum Guide2, page 6
? 2: The Scrum Guide

NEW QUESTION 7
What does it mean to say that an event has a timebox? (choose the best answer)

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

Answer: A

Explanation:
To say that an event has a timebox means that the event has a fixed duration that cannot be exceeded. The Scrum Guide states that "All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events

may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process."1 This means that the timebox sets an upper limit for the event, but the event can end sooner if the goal is met.
References:
? 1: The Scrum Guide2, page 10
? 2: The Scrum Guide

NEW QUESTION 8
What is a Product Owner typically responsible for during a Sprint? (choose the best two answers)

A. Creating financial reporting upon the spent hours reported by the Developers.
B. Collaborating with stakeholders, users, and customers.
C. Updating the work plan for the Developers on a daily basis.
D. Working with the Scrum Team on Product Backlog refinement.
E. Nothing.
F. Attending every Daily Scrum to answer questions about the Sprint Backlog items.

Answer: BD

Explanation:
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.
? A Sprint is a timebox of one month or less within which a "Done" product Increment is created. A Sprint consists of the Sprint Planning, Daily Scrums, the development work, the Sprint Review, and the Sprint Retrospective. A Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.
? During a Sprint, a Product Owner is typically responsible for:
? The other options are not valid or relevant responsibilities of a Product Owner during a Sprint. They are either too administrative, micromanaging, or unrelated to the product value delivery. They are:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Sprint: https://www.scrum.org/resources/what-is-a-sprint-in-scrum
? Stakeholders: https://www.agilealliance.org/glossary/stakeholders
? Daily Scrum: https://www.scrum.org/resources/what-is-a-daily-scrum

NEW QUESTION 9
Who is accountable for creating a valuable and usable Increment each Sprint? (choose the best answer)

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

Answer: C

Explanation:
The Developers are accountable for creating a valuable and usable Increment each Sprint. They are the people in the Scrum Team who are committed to delivering a "Done" Increment that meets the Definition of Done and the Sprint Goal. They are responsible for managing and organizing their work within the Sprint, collaborating with the Product Owner and the Scrum Master, and applying their skills and creativity to create a product that delivers value to the stakeholders and customers.
References:
? The Scrum Guide
? The Developers
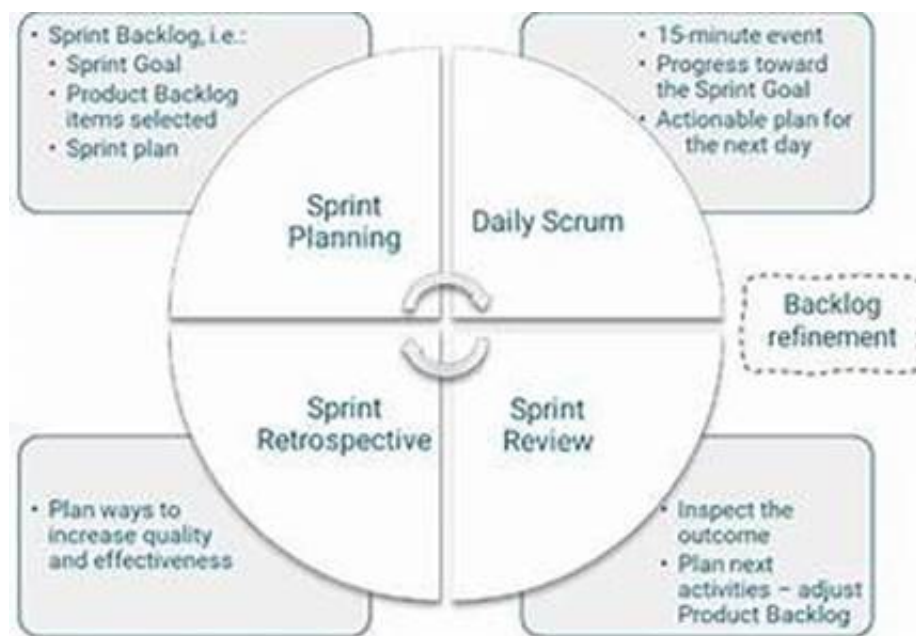? Understanding and Applying the Scrum Framework

NEW QUESTION 10
What are the two primary ways a Scrum Master helps a Scrum Team work at its highest level of
productivity?
(choose the best two answers)

A. By keeping high value features high in the Product Backlog.
B. By facilitating Scrum Team decisions.
C. By ensuring the meetings start and end at the proper time.
D. By removing impediments that hinder the Scrum Team.

Answer: BD

Explanation:

Scrum

The two primary ways a Scrum Master helps a Scrum Team work at its highest level of productivity are by facilitating Scrum Team decisions and by removing impediments that hinder the Scrum Team12. The Scrum Master is a facilitator and a coach, helping the team remove impediments and facilitating team decisions12. This enables the team to focus on their work and maintain their productivity12.

NEW QUESTION 10
What typically happens if the Product Backlog is not sufficiently clear at Sprint Planning? (choose the best answer)

A. The Product Owner should select the Sprint Goal for the Scrum Team so that work can begin.
B. The Developers will find it difficult to create a Sprint forecast they are confident they can meet.
C. Nothing in particular.
D. The Scrum Master should not allow this to happe
E. Look for a new Scrum Master and re-start the Sprint.
F. Sprint Planning is canceled so refinement can be done first.

Answer: B

Explanation:
If the Product Backlog is not sufficiently clear at Sprint Planning, the Developers will find it difficult to create a Sprint forecast they are confident they can meet. This is because:
? Sprint Planning is an event where the Scrum Team plans for the upcoming Sprint.
The purpose of Sprint Planning is to align the entire Scrum Team around a common goal and a plan for delivering an Increment that meets that goal.
? The Developers are accountable for creating a Sprint forecast, which is a selection of Product Backlog items that they intend to work on during the Sprint. The Sprint forecast should be realistic, achievable, and valuable.
? The Product Owner is accountable for ensuring that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it. They must collaborate with the Developers and provide clarifications, feedback, and guidance on what items are most important and valuable for the product.
? If the Product Backlog is not sufficiently clear at Sprint Planning, it means that there are items that are not well defined, ordered, or estimated. This may make it hard for the Developers to understand what they are supposed to build and why. It may also make it hard for them to estimate how much work they can do or how long it will take them to do it. This may result in a poor or inaccurate Sprint forecast that may affect the quality or value of the Increment.
Other options, such as the Product Owner selecting the Sprint Goal for the Scrum Team so that work can begin, nothing in particular happening, the Scrum Master not allowing this to happen or looking for a new Scrum Master and re-starting the Sprint, or Sprint Planning being canceled so refinement can be done first, are not valid answers as they do not reflect what typically happens or what should happen in Scrum.
References:
? [Scrum Guide], page 14, section "Sprint Planning"
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 11, section "Product Backlog"

NEW QUESTION 13
Who is on the Scrum Team? (choose all that apply)

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

Answer: ABC

Explanation:
The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal. 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 Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for creating and communicating a vision, ordering the Product Backlog, and ensuring that the best possible job is done to delight customers. The Developers are the people in the Scrum Team that are committed to delivering a "Done" Increment that meets the Definition of Done and the Sprint Goal. They are responsible for managing and organizing their work within the Sprint, collaborating with the Product Owner and the Scrum Master, and applying their skills and creativity to create a product that delivers value to the stakeholders and customers. A Project Manager is not a role in the Scrum Team, as Scrum does not recognize titles for Developers, regardless of the work being performed by the person. There is no need for a Project Manager, as the Scrum Team is self-managing and accountable for delivering value.
References:
? The Scrum Guide
? The Scrum Team

? Professional Scrum Product Owner™ I Certification

NEW QUESTION 17
Developers are self-managing, which of the following do they manage? (choose the best answer)

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

Answer: C

Explanation:
 Developers are self-managing, which means that they decide how much work they can do in a Sprint, and how they will do it1. They manage the Sprint Backlog, which is the plan for how the Developers will achieve the Sprint Goal, and the single source of truth for the work to be done in the Sprint2. The Developers create and update the Sprint Backlog throughout the Sprint as more is learned[3][3]. The other options are not managed by the Developers, but by the Product Owner or the Scrum Team as a whole. The Product Owner is accountable for ordering the Product Backlog, which is an ordered list of everything that is known to be needed in the product4. The Product Owner also decides when to release the product, based on the value, risk, and stakeholder feedback5. The Scrum Team collaborates on inviting the stakeholders for the Sprint Review, which is an event where the Scrum Team and the stakeholders inspect the product Increment and adapt the Product Backlog. The Scrum Team also decides the Sprint length, which is the time-box within which the Scrum Team delivers a product Increment.
References:
? 1: The Scrum Guide, November 2020, p. 6
? 2: The Scrum Guide, November 2020, p. 10
? [3][3]: The Scrum Guide, November 2020, p. 10
? 4: The Scrum Guide, November 2020, p. 6
? 5: Managing Products with Agility, Scrum.org, accessed on December 16, 2023
? : The Scrum Guide, November 2020, p. 13
? : The Scrum Guide, November 2020, p. 9

NEW QUESTION 21
The Product Owner is the person who will be held accountable if a product does not achieve its goals or deliver value. Does this mean that the Product Owner has final say over the Definition of Done?
(choose the best answer)

A. Yes, the Product Owner decides the Definition of Don
B. The Developers may be consulted.
C. No, the Scrum Team decides the Definition of Done, if it is not a standard of the organizatio
D. The Product Owner is just one member of the Scrum Team.

Answer: B

Explanation:
 The Definition of Done is a shared understanding of what it means for work to be complete, and to ensure transparency. The Scrum Guide states that "The Developers are required to conform to the Definition of Done, as defined by the Scrum Team. If there
are multiple Scrum Teams working together on a product, they must mutually define and comply with the same Definition of Done."1 This means that the Product Owner does not have the final say over the Definition of Done, but rather collaborates with the Developers and the Scrum Master to agree on the quality standards and expectations for the product. References:
? 1: The Scrum Guide2, page 14
? 2: The Scrum Guide

NEW QUESTION 26
What is the timebox for the Sprint Planning event? (choose the best answer)

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

Answer: C

Explanation:
? The Sprint Planning is an event that occurs at the beginning of each Sprint, where the Scrum Team plans how to deliver a valuable product Increment. The Sprint Planning consists of two topics: What can be done this Sprint? and How will the chosen work get done? The outcome of the Sprint Planning is an agreed-upon Sprint Goal, a Sprint Backlog, and a plan for delivering the Increment.
? The timebox for the Sprint Planning event is proportional to the length of the Sprint. For a one-month Sprint, the timebox is 8 hours. For shorter Sprints, the timebox is usually shorter. The Scrum Team may decide how much time to spend on each topic within the timebox, depending on their needs and preferences.
? The timebox for the Sprint Planning event ensures that the Scrum Team does not spend too much or too little time on planning their work for the Sprint. The timebox also ensures that the Scrum Team has enough clarity and alignment on what and how they want to achieve during the Sprint.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Sprint Planning: https://www.scrum.org/resources/what-is-sprint-planning

NEW QUESTION 31
Who owns the Sprint Backlog? (choose the best answer)

A. The Scrum Master.
B. The Scrum Team.

C. The Product Owner.
D. The Developers.

Answer: D

Explanation:
According to Scrum.org, the Developers own the Sprint Backlog12. The Sprint Backlog is a plan by and for the Developers1. It is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint in order to achieve the Sprint Goal1. Consequently, the Sprint Backlog is updated throughout the Sprint as more is learned1.

NEW QUESTION 36
If Product Backlog refinement is needed, when is the ideal time for refinement to take place and
who should participate? (choose the best two answers)

A. The Scrum Team during the current Sprint, if they have been unable during preceding Sprints to define Product Backlog items with enough precision to begin work.
B. Business analysts in the organization should do this work for the Scrum Team 1- 2 Sprints ahead of the development Sprints.
C. The Product Owner must do this as essential work in Sprint O.
D. The Product Owner takes the time between the end of one Sprint and the start of the next Sprint to complete refinement.
E. The Scrum Team on an ongoing basis, defining Product Backlog items into smaller more precise items that are ready for selection.

Answer: AE

Explanation:
The ideal time for refinement to take place and who should participate are the Scrum Team during the current Sprint, if they have been unable during preceding Sprints to define Product Backlog items with enough precision to begin work, and the Scrum Team on an ongoing basis, defining Product Backlog items into smaller more precise items that are ready for selection. This is because:
? Product Backlog refinement is the act of adding detail, estimates, and order to Product Backlog items. It is an ongoing and collaborative process that involves the whole Scrum Team.
? The Scrum Team should refine the Product Backlog as needed to ensure that there are enough items that are sufficiently clear and ready for selection in Sprint Planning. The amount of time spent on refinement usually varies from one Scrum Team to another, but it is recommended not to exceed 10% of the capacity of the Developers.
? The Scrum Team may also use a Sprint to refine the Product Backlog if they have not been able to do so in previous Sprints. This may happen when the product is new or complex, or when there is a significant change in the product vision or direction. However, this should be an exception rather than a rule, as it may delay the delivery of value and feedback.
Other options, such as business analysts doing the refinement work for the Scrum Team, the Product Owner doing the refinement alone in Sprint 0 or between Sprints, or handing off the ownership of the Product Backlog to someone else, are not consistent with the principles and values of Scrum. They may lead to misunderstandings, misalignment, or loss of ownership and accountability.
References:
? [Scrum Guide], page 11, section "Product Backlog"
? [Scrum Guide], page 12, section "Product Backlog Refinement"
? [Professional Scrum Product Owner™ Training], page 7, section "Product Backlog Management"
? [Professional Scrum Product Owner™ Training], page 8, section "Release Management"
? [Professional Scrum Product Owner™ Training], page 9, section "Business Strategy"

NEW QUESTION 37
True or False: The purpose of a Sprint is to produce a valuable, useful Increment.

A. True
B. False

Answer: A

Explanation:
The purpose of a Sprint is to produce a valuable, useful Increment that meets the Sprint Goal and the Definition of Done1. An Increment is a concrete step toward achieving the Product Goal and is the primary measure of progress in Scrum2. The Increment must be usable and potentially releasable, meaning that it meets the quality standards set by the Scrum Team and the stakeholders[3][3].
References:
1: The Scrum Guide, November 2020, p. 9
2: The Scrum Guide, November 2020, p. 6
[3][3]: The Scrum Guide, November 2020, p. 13

NEW QUESTION 41
Who does the work to make sure Product Backlog items conform to the Definition of Done? (choose the best answer)

A. The Product Owner.
B. The Quality Assurance Team.
C. The Scrum Team.
D. The Developers.
E. The Scrum Master.

Answer: D

Explanation:
The work to make sure Product Backlog items conform to the Definition of Done is done by the Developers. This is because:
? The Developers are accountable for creating a "Done" Increment in every Sprint.
They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.
? The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what "Done" means for any Product Backlog item that is selected for a Sprint.
? The Developers are self-managing professionals who organize and manage their own work. They decide how to best accomplish their work, rather than being

directed by others outside the Scrum Team.
Other options, such as the Product Owner, the Quality Assurance Team, the Scrum Team, or the Scrum Master, are not responsible for making sure Product Backlog items conform to the Definition of Done. They may have different roles and accountabilities in Scrum, but they do not do the actual work of creating a "Done" Increment.
References:
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 10, section "Definition of Done"
? [Scrum Guide], page 7, section "The Scrum Team"

NEW QUESTION 44
Who is accountable for managing the progress of work during a Sprint? (choose the best answer)

A. The Developers.
B. The most junior member of the team.
C. The Scrum Master.
D. The Product Owner.

Answer: A

Explanation:
The Developers are accountable for managing the progress of work during a Sprint, as they are the ones who plan, execute, and deliver the work. The Scrum Guide states that "The Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint."[1] The Developers are also responsible for conducting the Daily Scrum, a 15-minute event for the Developers to synchronize activities and create a plan for the next 24 hours.[1] The Developers are self-managing, which means they decide how best to accomplish their work, rather than being directed by others outside the Scrum Team.[1]
References:
? 1: The Scrum Guide[2], page 7
? 2: The Scrum Guide

NEW QUESTION 45
True or False: A Product Owner with multiple teams working on one product should maintain
separate Product Backlogs for each team.

A. True
B. False

Answer: B

NEW QUESTION 47
True or False: An Increment must be released to customers or users at the end of each Sprint.

A. True
B. False

Answer: B

Explanation:
? An Increment is a concrete stepping stone toward the product vision. It is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be "Done", which means it meets the Definition of Done and is usable.
? The Scrum Team decides when and how to release an Increment to customers or users. The Product Owner is responsible for maximizing the value of the product and the work of the Developers, and may decide to release an Increment at any time during or after a Sprint. The Developers are responsible for creating a potentially releasable Increment each Sprint, and may collaborate with the Product Owner and the stakeholders to determine the best way to deliver value.
? Releasing an Increment to customers or users is not mandatory at the end of each Sprint. The Scrum Team may choose to release an Increment more or less frequently, depending on the product goals, market conditions, customer feedback, or technical feasibility. However, releasing an Increment regularly can provide many benefits, such as:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Increment: https://www.scrum.org/resources/what-is-an-increment
? Releasing Value: https://www.scrum.org/resources/blog/releasing-value

NEW QUESTION 52
The IT manager asks a Scrum Team for a status report describing the progress throughout the Sprint. The Scrum Team asks the Scrum Master for advice. The Scrum Master should:
(choose the best answer)

A. Tell the Developers to fit the report into the Sprint Backlog.
B. Ask the Product Owner to send the manager the report.
C. Create and deliver the report to the manager herself.
D. Tell the Scrum Team to figure it out themselves.
E. Talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review.

Answer: E

Explanation:
The Scrum Master should talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review. This is because:
? The Scrum Team is self-managing and does not need to report to anyone outside the team[1].
? The Sprint Review is an event where the Scrum Team and the stakeholders collaborate on the product and inspect the Increment[2].
? The Increment is a concrete and usable outcome of the Sprint that provides a measure of progress and value delivery[3].
? The IT manager can attend the Sprint Review as a stakeholder and provide feedback on the product and the process[4].

References:
? Scrum Guide, page 7, section "The Scrum Team"
? Scrum Guide, page 13, section "Sprint Review"
? Scrum Guide, page 10, section "Increment"
? Scrum Guide, page 14, section "Sprint Review"

NEW QUESTION 56
True or False: A Product Owner should measure product value by the increase in the team's velocity.

A. True
B. False

Answer: B

Explanation:
 A Product Owner should not measure product value by the increase in the team's velocity. This is because:
? Velocity is a measure of how much work a Scrum Team can deliver in a Sprint. It is based on the estimation of Product Backlog items that are selected for a Sprint and completed according to the Definition of Done.
? Velocity is not a measure of product value. It does not reflect how well the product meets the needs and expectations of the customers, users, and stakeholders. It does not reflect how much value or impact the product creates in terms of revenue, satisfaction, or social good.
? Velocity is not a goal or a target for a Scrum Team. It is a planning tool that helps them forecast their future work based on their past performance. It is not a metric that should be used to compare or judge teams or individuals.
? A Product Owner should measure product value by using indicators that are relevant, meaningful, and actionable for their product context. These may include metrics such as customer feedback, usage data, market share, return on investment, or social impact.
References:
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 10, section "Definition of Done"
? [Scrum Guide], page 15, section "Sprint Backlog"
? [Professional Scrum Product Owner™ Training], page 5, section "Product Value"
? [Professional Scrum Product Owner™ Training], page 9, section "Business Strategy"

NEW QUESTION 59
Which approach is best for Scrum Teams in order to produce valuable Increments? (choose the best answer)

A. Each Developer works on the component where they feel that they can contribute.
B. Each Scrum Team works on an independent set of components.
C. Each Scrum Team is accountable for developing functionality from beginning to end.
D. Each Scrum Member works only as an independent layer of the system.

Answer: C

Explanation:
The best approach for Scrum Teams to produce valuable Increments is to be accountable for developing functionality from beginning to end, as this enables them to deliver potentially releasable products that meet the definition of "Done". The Scrum Guide states that "The Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint."1 This means that the Developers are not limited by the boundaries of components, layers, or technologies, but rather they collaborate and coordinate to deliver a complete and integrated product that satisfies the Sprint Goal and the Product Owner's expectations. References:
? 1: The Scrum Guide2, page 7
? 2: The Scrum Guide

NEW QUESTION 60
Which of the following are the Developers accountable for? (choose the best two answers)

A. Organizing the work required to meet the Sprint Goal.
B. Selecting the Product Owner.
C. Reporting productivity.
D. Creating a plan for the Sprint, the Sprint Backlog.

Answer: AD

Explanation:
The Developers are the people in the Scrum Team who are committed to creating any aspect of a usable Increment each Sprint. The Developers are accountable for organizing and managing their work. Only the Developers can decide how to perform the work during the Sprint1. The Developers plan the work necessary to create an Increment that meets the Definition of Done during the Sprint Planning event. This is often done by decomposing Product Backlog items into smaller work items of one day or less. How this is done is at the sole discretion of the Developers. The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal1. The Developers are responsible for creating and maintaining the Sprint Backlog1. The Developers are not accountable for selecting the Product Owner, reporting productivity, or any other activities that are not related to creating a Done Increment that meets the Sprint Goal123. References:
? Scrum Guide
? What is a Developer?
? Who Determines How Work Is Performed During The Sprint?
? [What is Sprint Planning?]

NEW QUESTION 62
Why is it important that there is only one Product Owner per product? (choose the best three answers)

A. The Scrum Master knows who acts as their backup while on vacation.
B. It would confuse the stakeholders if they had to work with more than one person.
C. It is clear who is accountable for the ultimate value of the product.

D. It helps avoid barriers to effective communication and rapid decision-making.
E. The Scrum Team always knows who determines the order of the Product Backlog.

Answer: CDE

Explanation:
 The reasons why it is important that there is only one Product Owner per
product are:
? It is clear who is accountable for the ultimate value of the product. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.
? It helps avoid barriers to effective communication and rapid decision-making. The Product Owner is the sole person responsible for managing the Product Backlog, which is an emergent, ordered list of what is needed to improve the product. They must ensure that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it. They must also collaborate with the Developers and the stakeholders to refine, order, and prioritize the Product Backlog items based on value and impact.
? The Scrum Team always knows who determines the order of the Product Backlog.
The Product Owner has the final authority to decide what items are more important and valuable for the product. They must communicate this order clearly and consistently to the Scrum Team and the stakeholders. They must also respect and support the self-management of the Developers in choosing how best to accomplish their work.
Other options, such as the Scrum Master knowing who acts as their backup while on vacation or it would confuse the stakeholders if they had to work with more than one person, are not valid reasons why it is important that there is only one Product Owner per product. They may reflect a misunderstanding of the roles and accountabilities of the Scrum Team or the stakeholders.
References:
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 11, section "Product Backlog"
? [Scrum Guide], page 12, section "Product Backlog Refinement"
? [Scrum Guide], page 11, section "Product Backlog"
? [Scrum Guide], page 7, section "Developers"

NEW QUESTION 65
Five new Scrum Teams have been created to build one product. A few of the Developers on one of the Scrum Teams ask the Scrum Master how to coordinate their work with the other teams. What should the Scrum Master do?
(choose the best answer)

A. Teach them that it is their responsibility to work with the other teams to create an integrated Increment that is inclusive of all five team's work.
B. 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.
C. Visit the five teams each day to inspect that their Sprint Backlogs are aligned.
D. Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much overlap during a Sprint.

Answer: A

Explanation:
 According to the Scrum Guide, the Scrum Team is responsible for all product-related activities, including coordination and integration with other teams. The Scrum Master should teach the Developers how to work with the other teams to create a potentially releasable product increment that meets the Definition of Done and the Product Goal. One way to facilitate this coordination is to use a Scrum of Scrums meeting, which is a daily or periodic meeting where representatives from each team share their progress, plans, and impediments. The Scrum of Scrums meeting is not mandatory, but it can help the teams align their work and resolve dependencies.
The other options are not correct because they violate the principles of Scrum, such as self-management, empiricism, and transparency:
? B. Collecting the Sprint tasks from the teams and merging them into a consolidated plan for the entire Sprint is a centralized and controlled way of coordination that undermines the self-management and autonomy of the teams. The Scrum Master should not act as a project manager or a coordinator, but as a servant-leader and a coach who enables the teams to manage their own work.
? C. Visiting the five teams each day to inspect that their Sprint Backlogs are aligned is a micromanagement and inspection approach that does not respect the trust and transparency of the teams. The Scrum Master should not interfere with the work of the teams, but support them in creating a shared understanding of the product vision, goals, and requirements.
? D. Teaching the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much overlap during a Sprint is a suboptimal and inefficient way of coordination that does not leverage the collective intelligence and creativity of the teams. The Product Owner should not rely on a few individuals to order the Product Backlog, but collaborate with all the teams and stakeholders to maximize value delivery.
References:
? [Scrum Guide], section 2.2: "The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required."
? Scrum Of Scrums - Guide to Agile Scaling Frameworks - Agilest®: "The coordination of the various teams is done in a Scrum of Scrums meeting which can be held daily, twice a week, or at a minimum, once a week. Each Scrum team has its ScrumMaster or a designated team member attend the Scrum of Scrum meeting as its representative."

NEW QUESTION 67
True or False: When there are multiple teams working on one product, each Scrum Team should have a separate Product Owner.

A. True
B. False

Answer: B

Explanation:
 When there are multiple teams working on one product, each Scrum Team should not have a separate Product Owner. This is because:
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.
? The Product Owner is the sole person responsible for managing the Product Backlog, which is an emergent, ordered list of what is needed to improve the product. They must ensure that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it.
? Having multiple Product Owners for one product may lead to conflicts,
inconsistencies, or confusion among the Scrum Teams and the stakeholders. It may also reduce the alignment, collaboration, and ownership of the product development.

? Instead of having multiple Product Owners, it is recommended to have one Product Owner who works with representatives from each Scrum Team to ensure that they have a shared understanding of the product vision, goals, and priorities. The Product Owner may also delegate some of the Product Backlog management tasks to these representatives, but they remain accountable for the final decisions.
References:
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 11, section "Product Backlog"
? [Scrum Guide], page 10, section "Product Goal"
? [Professional Scrum Product Owner™ Training], page 6, section "Product Vision"
? [Professional Scrum Product Owner™ Training], page 9, section "Business Strategy"

NEW QUESTION 70
How much of the Sprint Backlog must be defined during the Sprint Planning event? (choose the best answer)

A. Just enough to understand design and architectural implications.
B. Enough so the Developers can create their forecast of what work they can do.
C. The entire Sprint Backlog must be identified and estimated by the end of Sprint Planning.D.Just enough tasks for the Scrum Master to be confident in the Developers' understanding of the Sprint.

Answer: B

Explanation:
The amount of the Sprint Backlog that must be defined during the Sprint Planning event is enough so the Developers can create their forecast of what work they can do. This is because:
? Sprint Planning is an event where the Scrum Team plans for the upcoming Sprint.
The purpose of Sprint Planning is to align the entire Scrum Team around a common goal and a plan for delivering an Increment that meets that goal.
? The Developers are accountable for creating a Sprint forecast, which is a selection
of Product Backlog items that they intend to work on during the Sprint. The Sprint forecast should be realistic, achievable, and valuable.
? The Developers are also accountable for creating a plan for how they will deliver
the selected Product Backlog items as a "Done" Increment. The plan may include tasks, dependencies, risks, estimates, or other information that helps them organize and manage their work.
? The amount of the Sprint Backlog that must be defined during Sprint Planning may vary depending on the context, complexity, and uncertainty of the product development. However, it should be enough so that the Developers can create their forecast of what work they can do and have a clear direction for the first few days of the Sprint.
Other options, such as just enough to understand design and architectural implications, the entire Sprint Backlog being identified and estimated by the end of Sprint Planning, or just enough tasks for the Scrum Master to be confident in the Developers' understanding of the Sprint, are not valid answers as they do not reflect what must be defined during Sprint Planning or what is required for creating a Sprint forecast.
References:
? [Scrum Guide], page 14, section "Sprint Planning"
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 15, section "Sprint Backlog"
? [Scrum Guide], page 14, section "Sprint Planning"

NEW QUESTION 73
A Scrum Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what done means.
(choose the best two answers)

A. No work is left to meet the Definition of Done.
B. Whatever the Product Owner defines as quality.
C. Ready for integration.
D. Ready to be released to end users.
E. All work the Developers are willing to do.

Answer: AD

Explanation:
A Scrum Team is required to deliver a done Increment by the end of a Sprint. Done means:
? No work is left to meet the Definition of Done. The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what it means for work to be complete. It may include criteria such as coding standards, testing, documentation, security, performance, etc. If a Product Backlog item or an Increment does not meet the Definition of Done, it cannot be released or presented at the Sprint Review.
? Ready to be released to end users. The Increment is a concrete output of the Sprint that adds value to the product. It is a potentially releasable functionality that adheres to the Scrum Team's current Definition of Done. It is not necessarily released at the end of each Sprint, but it must be in a state that allows for immediate release if the Product Owner decides so. The Increment should also align with the Sprint Goal and the Product Goal, and satisfy the needs and expectations of the customers and stakeholders.
References:
? Scrum Guide 2020, page 10: "The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product."
? Scrum Guide 2020, page 10: "The moment a Product Backlog item meets the Definition of Done, an Increment is born."
? Scrum Guide 2020, page 14: "The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done."

NEW QUESTION 76
True or False: The value delivered by a product can only be determined by revenue.

A. True
B. False

Answer: B

Explanation:

The value delivered by a product can not be determined by revenue alone, because:
? Revenue is only one aspect of value, and it may not reflect the true impact or benefit of the product for the stakeholders, the users, and the society. For example, a product may generate high revenue, but also cause environmental damage, ethical issues, or customer dissatisfaction.
? Value is a subjective and relative concept, and it may vary depending on the context, the perspective, and the criteria of the evaluation. For example, a product may have different value for different segments of customers, or for different markets or regions.
? Value is dynamic and emergent, and it may change over time due to various factors, such as feedback, competition, innovation, or regulation. For example, a product may lose its value as new alternatives or solutions become available, or as customer needs or preferences evolve.
References:
? Scrum Guide 2020, page 6: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."
? Scrum Guide 2020, page 11: "The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against."
? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes … optimizing the value of the work the Scrum Team performs."

NEW QUESTION 81
True or False: The Product Owner makes sure the correct stakeholders are invited to the
Sprint Retrospective. They might have important instructions for team improvements.

A. True
B. False

Answer: B

Explanation:
It is not true that the Product Owner makes sure the correct stakeholders are invited to the Sprint Retrospective. They might have important instructions for team improvements. This is because:
? The Sprint Retrospective is an event where the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. The purpose of the Sprint Retrospective is to plan ways to improve quality and effectiveness.
? The Sprint Retrospective is an internal event for the Scrum Team only. It is a safe and confidential space where the Scrum Team can openly and honestly reflect on their strengths and weaknesses, and identify actions to improve their performance and collaboration.
? The stakeholders are not invited to the Sprint Retrospective. They do not have a say in how the Scrum Team works or what they should improve. The stakeholders can provide feedback and suggestions to the Scrum Team in other events, such as the Sprint Review or the Product Backlog refinement sessions.
? The Product Owner is a member of the Scrum Team who is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.
? The Product Owner does not make sure the correct stakeholders are invited to the Sprint Retrospective. They might have important instructions for team improvements. This would violate the self-management and autonomy of the Scrum Team and undermine their trust and empowerment.
References:
? [Scrum Guide], page 18, section "Sprint Retrospective"
? [Scrum Guide], page 7, section "The Scrum Team"
? [Scrum Guide], page 17, section "Sprint Review"
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 10, section "Product Goal"

NEW QUESTION 86
A new Developer is having continuing conflicts with existing members of the Scrum Team,
which is impacting the delivery of the Increment. If necessary, who is responsible for removing
the Developer from the Scrum Team? (choose the best answer)

A. The Product Owner is responsible, they control the return on investment (ROI).
B. The Scrum Team is responsible.
C. The Scrum Master is responsible, they remove impediments.
D. The hiring manager is responsible, they hired the Developer.

Answer: B

Explanation:
The Scrum Team is a self-managing unit that organizes its own work and delivers a valuable product1. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers2. The Scrum Team is accountable for creating a valuable, useful Increment every Sprint[3][3]. If a Developer is having conflicts with other team members that affect the delivery of the Increment, the Scrum Team is responsible for resolving the issue and deciding whether to remove the Developer from the team or not. The Product Owner, the Scrum Master, and the hiring manager do not have the authority to remove a Developer from the Scrum Team, as this would violate the principle of self-management4. References:
1: The Scrum Guide, November 2020, p. 5
2: The Scrum Guide, November 2020, p. 6
[3][3]: The Scrum Guide, November 2020, p. 9
4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 90
Which answer best describes the topics covered in Sprint Planning? (choose the best answer)

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

Answer: D

Explanation:
Sprint Planning is an event where the Scrum Team collaborates on the work to be performed during the Sprint1. The topics covered in Sprint Planning are:
What can be done. The Product Owner proposes how the product could increase its value and utility in the current Sprint, based on the Product Goal, the Product

Backlog, and the latest market and stakeholder feedback. The Developers assess the capacity and the technical feasibility of the work, and select the Product Backlog items that they can commit to for the Sprint. The Scrum Team crafts the Sprint Goal, which is a concise statement of the purpose and focus of the Sprint2. How to do it. The Developers plan how they will deliver a "Done" product Increment that meets the Sprint Goal. They create a plan for the first days of the Sprint, and decompose the selected Product Backlog items into smaller work items. The Developers also identify any dependencies, risks, or impediments that may affect their work. The resulting plan is captured in the Sprint Backlog, which is owned and managed by the Developers[3][3]. Why to do it. The Product Owner explains the value and the outcome of the work to be done in the Sprint, and how it aligns with the Product Goal and the stakeholder needs. The Product Owner also clarifies the acceptance criteria and the Definition of Done for the Product Backlog items, and answers any questions from the Developers. The Scrum Team ensures that they have a common understanding of the Sprint Goal and the expected product Increment4.

References:
1: The Scrum Guide, November 2020, p. 9
2: The Scrum Guide, November 2020, p. 10
[3][3]: The Scrum Guide, November 2020, p. 10
4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 95
A product's success is measured by: (choose the best three answers)

A. The impact on cost.
B. The impact on my performance rating.
C. The impact on revenue.
D. The impact on my boss's mood.
E. The delivery of upfront defined scope compared to the upfront planned time.
F. The impact on customer satisfaction.

Answer: ACF

Explanation:
A product's success is measured by the value it delivers to the customers and the organization. The impact on cost, revenue, and customer satisfaction are three important indicators of value. The Scrum Guide states that "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."1 The Product Owner should consider the cost of developing and maintaining the product, the revenue generated by the product, and the satisfaction of the customers and users who use the product. These factors help the Product Owner to prioritize the Product Backlog, define the Product Goal, and collaborate with the stakeholders.
References:
? 1: The Scrum Guide2, page 6
? 2: The Scrum Guide

NEW QUESTION 97
Why do the Developers need a Sprint Goal? (choose the best answer)

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

Answer: C

Explanation:
The Developers need a Sprint Goal because it gives them a common yet specific goal to focus on during the Sprint. This is because:
? The Sprint Goal is a short-term objective that provides guidance and focus to the Scrum Team throughout the Sprint. It is a flexible and negotiable commitment that can be adjusted as more is learned throughout the Sprint.
? The Developers are accountable for creating a "Done" Increment in every Sprint.
They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.
? The Developers are self-managing professionals who organize and manage their own work. They decide how to best accomplish their work, rather than being directed by others outside the Scrum Team.
? The Developers need a Sprint Goal to align their efforts and collaborate effectively as a team. The Sprint Goal helps them prioritize and optimize their work based on value and impact. The Sprint Goal also helps them cope with uncertainty and complexity by providing a clear direction and a shared purpose.
Other options, such as a Sprint Goal only giving purpose to Sprint 0, Sprint Goals being not valuable, or a Sprint Goal ensuring that all of the Product Backlog items selected for the Sprint are implemented, are not valid reasons why the Developers need a Sprint Goal. They may reflect a misunderstanding of what a Sprint Goal is or how Scrum works. References:
? [Scrum Guide], page 15, section "Sprint Goal"
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 10, section "Definition of Done"
? [Scrum Guide], page 10, section "Increment"

NEW QUESTION 99
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.

Answer: D

Explanation:
? The Scrum Team is a self-organizing and cross-functional team that delivers valuable products in an agile way. The Scrum Team consists of one Product Owner, one Scrum Master, and Developers. They are all accountable for creating a valuable, useful, and potentially releasable product Increment each Sprint.
? The Scrum Team is responsible for making sure everyone on the Scrum Team does their tasks for the Sprint. The Scrum Team does not rely on any external

authority, manager, or leader to assign or monitor their work. The Scrum Team collaborates and coordinates their work as one unit, without any hand-offs or silos. The Scrum Team also inspects and adapts their work based on empirical evidence and feedback.

? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.

? The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations.

? The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. The Scrum Master does this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

? The other options are not valid or relevant answers for who should make sure everyone on the Scrum Team does their tasks for the Sprint. They are either nonexistent or irrelevant roles in Scrum. They are:

References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Scrum Team: https://www.scrum.org/resources/what-is-a-scrum-team
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum
? Scrum Master: https://www.scrum.org/resources/what-is-a-scrum-master

NEW QUESTION 103
Which statement best describes the Sprint Review? (choose the best answer)

A. It is a mechanism to control the Developers activities during a Sprint.
B. It is used to congratulate the Developers if they complete their forecast or to punishthe Developers if they fail to meet their forecast.
C. It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.
D. It is a demo at the end of the Sprint for everyone in the organization to check on the work done.

Answer: C

Explanation:
A sprint review is a collaborative event where the Scrum Team and stakeholders inspect the outcome of a Sprint and determine future adaptations12. It is not a mechanism to control, reward, or punish the Developers, nor is it just a demo of the work done.

NEW QUESTION 106
During a Sprint Retrospective, the Developers propose moving the Daily Scrum to only occur
on Tuesdays and Thursdays. Which two are the most appropriate responses for the Scrum Master to recommend?
(choose the best two answers)

A. Have the Developers vote.
B. Acknowledge and support the self-managing team's decision.
C. Coach the team on why the Daily Scrum is important as an opportunity to update the plan.
D. Consider the request and decide on which days the Daily Scrum should occur.
E. Learn why the Developers want this and work with them to improve the outcome of the Daily Scrum.

Answer: CE

Explanation:
The Scrum Master is a servant-leader for the Scrum Team, who helps the team understand and enact Scrum values, principles, and practices1. The Scrum Master also facilitates Scrum events as requested or needed2. The Daily Scrum is a 15-minute event for the Developers to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary[3][3]. It is a key opportunity for the Developers to plan their work for the next 24 hours and collaborate on any challenges or impediments4. The Scrum Master should coach the team on the purpose and value of the Daily Scrum, and help them find ways to make it more effective and enjoyable. The Scrum Master should also learn
why the Developers want to reduce the frequency of the Daily Scrum, and work with them to address any underlying issues or concerns. The Scrum Master should not impose a decision on the team, nor delegate the decision to a vote, as these actions would undermine the self-management and empowerment of the Developers5.
References:
? 1: The Scrum Guide, November 2020, p. 7
? 2: The Scrum Guide, November 2020, p. 11
? [3][3]: The Scrum Guide, November 2020, p. 10
? 4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 111
Who starts the Daily Scrum? (choose the best answer)

A. The Scrum Maste
B. This ensures that the Developers have the event, and it stays within the timebox.
C. The person coming in las
D. This encourages people to be on time and helps to stay within the timebox.
E. The Product Owner.
F. Whoever the Developers decide should start.
G. The person who has the token.

Answer: D

Explanation:
The Daily Scrum is an event for and by the Developers. They can choose whatever structure and technique they want, as long as they focus on the progress toward the Sprint Goal and produce an actionable plan for the next day of work12. The Scrum Master, the Product Owner, and the person coming in last are not

necessarily the ones who should start the Daily Scrum. The person who has the token is a possible technique, but not the only one3.

NEW QUESTION 116
When is the Sprint Backlog created? (choose the best answer)

A. Prior to Sprint Planning.
B. During refinement.
C. During the Sprint Retrospective.
D. During Sprint Planning.

Answer: D

Explanation:
The Sprint Backlog is created during Sprint Planning, where the Developers select the Product Backlog items that they can deliver in the Sprint and create a plan for how to do the work. The Scrum Guide states that "The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how)."1 The Sprint Backlog is owned and managed by the Developers, who can update it throughout the Sprint as more is learned. References:
? 1: The Scrum Guide2, page 15
? 2: The Scrum Guide

NEW QUESTION 121
Which outcome is expected as a Scrum Team matures? (choose the best answer)

A. The Sprint Retrospectives will grow to be longer than 4 hours.
B. They will improve their Definition of Done to include more stringent criteria.
C. A Scrum Master is no longer needed since they are a mature team now.
D. There will be no need for a timeboxed Sprint.
E. Sprint Reviews will no longer be needed.

Answer: B

Explanation:
A mature Scrum Team is expected to continuously improve their quality standards and deliver potentially releasable Increments of value that meet the Definition of Done12. The Definition of Done is a shared understanding of what it means to complete a Product Backlog item, and it may vary from one Scrum Team to another3. As the Scrum Team matures, they may expand their Definition of Done to include more rigorous criteria, such as higher levels of testing, documentation, performance, security, usability, etc . This way, they ensure that their product Increment is always ready for release and meets the expectations of the stakeholders and customers12.

NEW QUESTION 124
What is the purpose of a Sprint Review? (choose the best answer)

A. To build team spirit.
B. To take time to judge the validity of the project.
C. To inspect the product Increment with the stakeholders and collect feedback on next steps.
D. To review the Scrum Team's activities and processes during the Sprint.

Answer: C

Explanation:
? The Sprint Review is an event that occurs at the end of each Sprint, where the Scrum Team and the stakeholders inspect the Increment and adapt the Product Backlog if needed. The Sprint Review is an opportunity for the Product Owner to validate that the Increment meets their expectations and delivers value to the customers and users. The Sprint Review is also an opportunity for the Developers to demonstrate their work and receive feedback from the Product Owner and the stakeholders.
? The purpose of a Sprint Review is to inspect the product Increment with the stakeholders and collect feedback on next steps. The Sprint Review is a collaborative and interactive session where the Scrum Team and the stakeholders discuss what was done in the Sprint, what problems were encountered, what was learned, and what can be improved or changed. The Sprint Review also provides input for updating the Product Backlog to maximize value in future Sprints.
? The other options are not valid or relevant purposes of a Sprint Review. They are either too vague, unrelated, or incorrect. They are:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Sprint Review: https://www.scrum.org/resources/what-is-a-sprint-review

NEW QUESTION 125
What are two effective ways for a Scrum Team to ensure security concerns are satisfied? (choose the best two answers)

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

Answer: AC

Explanation:
These are the best answers because they ensure that security concerns are addressed in a transparent and consistent way. By adding security criteria to the Definition of Done, the Scrum Team can make sure that every Increment meets a high standard of quality and security. By creating Product Backlog items for specific security concerns, the Scrum Team can prioritize and plan them in collaboration with the Product Owner and stakeholders. References:
? Scrum Guide, page 14: "The Definition of Done is a formal description of the state
of the Increment when it meets the quality measures required for the product."
? Scrum Guide, page 15: "The Product Backlog is an emergent, ordered list of what is needed to improve the product."

NEW QUESTION 129
Which of the following is required by Scrum?
(choose the best answer)

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

Answer: A

Explanation:
The Sprint Retrospective is one of the five events defined by Scrum. It is a formal opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The purpose of the Sprint Retrospective is to adapt the way of working so that it becomes more effective and enjoyable. The other options are not required by Scrum, but may be useful practices depending on the context. Developers do not have to stand up at the Daily Scrum, they can choose any format that works for them. A Sprint Burndown Chart is a common way to visualize the remaining work in a Sprint, but it is not mandated by Scrum. Release Planning is a topic that falls under the broader competency of Managing Products with Agility, but it is not a prescribed event in Scrum. References:
? The Scrum Guide
? Understanding and Applying the Scrum Framework
? Professional Scrum Product Owner™ I Certification

NEW QUESTION 130
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