

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

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



NEW QUESTION 1

What is the timebox for the Sprint Review? (choose the best answer)

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

Answer: C

Explanation:

The timebox for the Sprint Review is four hours for a one-month Sprint. This is because:

? The Sprint Review is an event where the Scrum Team and stakeholders inspect the Increment and adapt the Product Backlog if needed. The purpose of the Sprint Review is to elicit feedback and foster collaboration.

? The timebox for each Scrum event is proportional to its frequency and duration. A one-month Sprint corresponds to a maximum calendar month.

? The timebox for a one-month Sprint Review is four hours. For shorter Sprints, it is usually shorter.

? The timebox ensures that there is enough time to inspect what has been done in relation to what could be done next and make any necessary adaptations to optimize value.

Other options, such as two hours for a one-month Sprint, one day, or as long as needed, are not valid answers as they do not reflect the correct timebox for the Sprint Review. References:

? [Scrum Guide], page 17, section “Sprint Review”

? [Scrum Guide], page 9, section “Sprint”

? [Scrum Guide], page 9, section “Timeboxing Scrum Events”

NEW QUESTION 2

True or False: Multiple Scrum Teams working on the same product or system all select work from the same Product Backlog.

- A. True
- B. False

Answer: A

NEW QUESTION 3

True or False: The Sprint Backlog is a result of Sprint Planning, and it includes the Sprint Goal.

- A. True
- B. False

Answer: A

Explanation:

It is true that the Sprint Backlog is a result of Sprint Planning, and it includes the Sprint Goal. 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 Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering them as a “Done” Increment. The Sprint Backlog is owned by the Developers who use it to organize and manage their work during the Sprint.

? 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 Backlog is created by the collaborative work of the entire Scrum Team during Sprint Planning. The Product Owner proposes how the product could increase its value and utility in the current Sprint. The Developers discuss how they can deliver a “Done” Increment that meets this proposal. Together, they define a Sprint Goal that summarizes why the Sprint is valuable to stakeholders. Then, they select enough Product Backlog items from the top of the ordered Product Backlog to satisfy the Sprint Goal. Finally, they create a plan for how they will deliver those items as a “Done” Increment.

References:

? [Scrum Guide], page 14, section “Sprint Planning”

? [Scrum Guide], page 15, section “Sprint Backlog”

? [Scrum Guide], page 15, section “Sprint Goal”

NEW QUESTION 4

What activities would a Product Owner typically undertake in the period between the end of the current Sprint and the start of the next Sprint? (choose the best answer)

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

Answer: B

Explanation:

the Product Owner is responsible for refining the Product Backlog, which is an ongoing activity that can occur at any time, including between Sprints. The other options are not typical activities for the Product Owner between Sprints, as the next Sprint starts immediately after the current Sprint1, the project plan is replaced by the Product Backlog2, and the Quality Assurance is done by the Developers of the Scrum Team within the Sprint1.

1: The Scrum Guide | Scrum.org 2: What is a Product Backlog? | Scrum.org

NEW QUESTION 5

Which statement best describes the Sprint Backlog as the output of the Sprint Planning? (choose the best answer)

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

Answer: D

Explanation:

The Sprint Backlog is the output of the 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. The Sprint Backlog makes visible all the work that the Developers identify as necessary to meet the Sprint Goal.1

References:

? 1: The Scrum Guide2, page 15

? 2: The Scrum Guide

NEW QUESTION 6

As the Developers start work during the Sprint, they realize they have selected too much work to finish in the Sprint. What should they do? (choose the best answer)

- A. Find another Scrum Team to give the excess work to.
- B. As soon as possible in the Sprint, work with the Product Owner to remove some work or Product Backlog items.
- C. Inform the Product Owner at the Sprint Review, but prior to the demonstration.
- D. Reduce the Definition of Done and get all of the Product Backlog items done by the new definition.

Answer: B

Explanation:

This is the best answer because it respects the Scrum values of openness, commitment, and focus. The Developers should be transparent about their progress and collaborate with the Product Owner to adjust the Sprint scope accordingly. The Product Owner is responsible for maximizing the value of the product and the work of the Developers, so he or she should be involved in any decisions that affect the Sprint Goal and the Product Backlog. References:

? Scrum Guide, page 10: "If the work turns out to be different than the Developers expected, they collaborate with the Product Owner to negotiate the scope of Sprint Backlog within the Sprint."

? Scrum Guide, page 11: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."

NEW QUESTION 7

True or False: During the Sprint Review the stakeholder's role is to reorder the Product Backlog.

- A. True
- B. False

Answer: B

Explanation:

During the Sprint Review, the stakeholder's role is not to reorder the Product Backlog, but rather to provide feedback and suggestions on the product and the process. Therefore, the answer is false because:

? The Sprint Review is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration. The stakeholders are invited to attend the Sprint Review as observers, participants, or customers, and they can share their opinions, ideas, or requests regarding the product and its features, functionality, quality, value, etc.

? The ordering of the Product Backlog is the sole responsibility of the Product Owner. They order Product Backlog items to best achieve goals and missions. The Product Owner may consider the feedback and suggestions from the stakeholders, as well as other factors such as dependencies, risks, costs, etc., when ordering the Product Backlog. However, they are not obliged to follow or implement them.

? The Product Backlog is not a fixed or final list of requirements, but rather an emergent and dynamic artifact that represents all the possible changes to the product. The Product Owner is accountable for effective Product Backlog management, which includes refining, communicating, and optimizing the Product Backlog items. The Product Owner may update the Product Backlog at any time, not only during the Sprint Review.

References:

? Scrum Guide 2020, page 11: "The ordering of the items in the Product Backlog is the sole responsibility of the Product Owner."

? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes ... ordering Product Backlog items; and ensuring that the Product Backlog is transparent, visible and understood."

? Scrum Guide 2020, page 15: "The Sprint Review is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration."

NEW QUESTION 8

True or False: Product Owners must create clear and unambiguous acceptance criteria for each Product Backlog item before it may be selected in Sprint Planning.

- A. True
- B. False

Answer: B

Explanation:

It is not true that a Product Owner must create clear and unambiguous acceptance criteria for each Product Backlog item before it may be selected in Sprint Planning. This is because:

? Acceptance criteria are a set of conditions that a Product Backlog item must satisfy to be accepted by the Product Owner or the stakeholders. They are used to verify that the item meets the expected quality and value standards.

? Acceptance criteria are not mandatory or prescribed in Scrum. They are one of the possible techniques that a Product Owner may use to communicate their

expectations and requirements to the Developers and the stakeholders. They are not part of the Scrum Guide or the Definition of Done.

? Acceptance criteria do not need to be created before Sprint Planning. They can be created or refined at any time during the product development process, as long as they are clear and agreed upon before the item is considered complete. They can also be changed or updated based on feedback or new insights.

? The only requirement for a Product Backlog item to be selected in Sprint Planning is that it is sufficiently clear and ready for selection. This means that it has enough detail and precision for the Developers to understand what they are supposed to build and why. It also means that it has been refined and ordered by the Product Owner based on value and impact.

References:

? [Scrum Guide], page 14, section “Sprint Planning”

? [Scrum Guide], page 12, section “Product Backlog Refinement”

? [Professional Scrum Product Owner™ Training], page 7, section “Product Backlog Management”

NEW QUESTION 9

The Developers find out during the Sprint that they are not likely to build everything they forecast. What would you expect a Product Owner to do? (choose the best answer)

- A. Skip Product Backlog refinement activities.
- B. Inform management that more Developers are needed.
- C. Change the Sprint Goal.
- D. Re-work the selected Product Backlog items with the Developers to meet the Sprint Goal.
- E. Cancel the Sprint.

Answer: D

Explanation:

If the Developers find out during the Sprint that they are not likely to build everything they forecast, the best response from the Product Owner is to re-work the selected Product Backlog items with the Developers to meet the Sprint Goal. 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 Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They must inspect the Increment at the end of each Sprint and assess how it delivers value and contributes to the Product Goal.

? The Product Owner and the Developers must collaborate closely throughout the Sprint to ensure that they have a shared understanding of what they are building and why. The Product Owner must provide clarifications, feedback, and guidance to the Developers as needed to help them create a valuable Increment.

? If the Developers find out during the Sprint that they are not likely to build everything they forecast, it means that there is a gap between their initial plan and their actual progress. This may happen due to various reasons, such as new insights, changing requirements, technical challenges, or unforeseen circumstances.

? In this situation, the Product Owner should work with the Developers to re-work the selected Product Backlog items to meet the Sprint Goal. This may involve adding, removing, or modifying some items, as long as they still support the Sprint Goal and deliver value. The Product Owner should also communicate any changes or impacts to the stakeholders and customers as appropriate.

Other options, such as skipping Product Backlog refinement activities, informing management that more Developers are needed, changing the Sprint Goal, or canceling the Sprint, are not valid responses from the Product Owner as they do not reflect what should happen in Scrum or how to deal with uncertainty and complexity.

References:

? [Scrum Guide], page 15, section “Sprint Goal”

? [Scrum Guide], page 7, section “Developers”

? [Scrum Guide], page 6, section “Product Owner”

? [Scrum Guide], page 10, section “Definition of Done”

? [Scrum Guide], page 10, section “Increment”

? [Scrum Guide], page 10, section “Product Goal”

NEW QUESTION 10

A Scrum Master is working with a Scrum Team that has Developers in different physical locations. The Developers meet in a variety of meeting rooms and have much to do logistically (for example: reserve meeting rooms and set up conference calls) before the Daily Scrum. What action should the Scrum Master take? (choose the best answer)

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

Answer: A

Explanation:

The Scrum Master should allow the Developers to self-manage and determine for themselves what to do because:

? It respects the autonomy and empowerment of the Developers. The Developers are accountable for organizing and managing their own work, and they are the best people to decide how to conduct their Daily Scrum. The Scrum Master should not impose or dictate how the meeting should be set up or run, as that would undermine the self-organization and collaboration of the Developers.

? It supports the continuous improvement and adaptation of the Developers. The Developers are expected to inspect and adapt their process and practices, and to find ways to overcome any challenges or impediments they face. The Scrum Master should not solve the problems for them, but rather facilitate their problem-solving and learning abilities.

? It aligns with the role and responsibilities of the Scrum Master. The Scrum Master is responsible for promoting and supporting Scrum, and for helping everyone understand and enact Scrum theory, values, principles, and practices. The Scrum Master is not a manager or a leader of the Developers, but rather a servant-leader who enables them to work effectively.

References:

? Scrum Guide 2020, page 6: “Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint.”

? Scrum Guide 2020, page 6: “The Developers are accountable for ... organizing and managing their work.”

? Scrum Guide 2020, page 12: “The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management.”

? Scrum Guide 2020, page 13: “The Daily Scrum is an internal meeting for the Developers. If others are present, the Scrum Master ensures that they do not disrupt the meeting.”

? Scrum Guide 2020, page 7: “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.”

NEW QUESTION 10

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 14

What might indicate to a Product Owner that she needs to work more with the Scrum Team?
(choose the best answer)

- A. The acceptance criteria do not appear to be complete.
- B. She is not working full time with the Scrum team.
- C. People leave the Scrum Team.
- D. The Increment presented at the Sprint Review does not reflect what she thought she had asked for.

Answer: D

Explanation:

? One of the possible indicators that a Product Owner needs to work more with the Scrum Team is when the Increment presented at the Sprint Review does not reflect what she thought she had asked for. This means that there is a gap or a misunderstanding between the Product Owner and the Developers regarding the Product Backlog items, the acceptance criteria, the Definition of Done, or the product vision and goals.

? 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 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 her 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.

? If the Increment presented at the Sprint Review does not reflect what the Product Owner thought she had asked for, it may indicate that there was insufficient or ineffective communication, collaboration, or alignment between the Product Owner and the Developers during the Sprint. This may result in wasted effort, rework, delays, or dissatisfaction for both parties. To avoid or resolve this situation, the Product Owner needs to work more with the Scrum Team by doing some of the following actions:

References:

- ? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>
- ? Sprint Review: <https://www.scrum.org/resources/what-is-a-sprint-review>
- ? Product Owner: <https://www.scrum.org/resources/what-is-a-product-owner>
- ? Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum>

NEW QUESTION 16

A Product Owner is accountable for maximizing the value of the product that is the result of the work of the Scrum Team. Which of the following can be delegated to others, while the Product Owner remains accountable for the work?
(choose the best two answers)

- A. Attending the Sprint Retrospective.
- B. Attending the Sprint Review.
- C. Ordering Product Backlog items.
- D. Developing and communicating the Product Goal.

Answer: AB

Explanation:

A Product Owner is accountable for maximizing the value of the product that is the result of the work of the Scrum Team. However, they can delegate some of their responsibilities to others, while still remaining accountable for the work. Two of the responsibilities that can be delegated to others are:

? Attending the Sprint Retrospective. 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 Product Owner may attend the Sprint Retrospective as one of the Scrum Team members who has a stake in the outcome of the product development. However, they can also choose not to attend or delegate their attendance to someone else who can represent their interests and perspectives.

? Attending the Sprint Review. The Sprint Review is an event where the Scrum Team and stakeholders inspect the Increment and adapt the Product Backlog if

needed. The purpose of the Sprint Review is to elicit feedback and foster collaboration. The Product Owner is accountable for ensuring that key stakeholders attend the Sprint Review and that they understand what has been done and what can be done next. However, they can also delegate some of their tasks to others who can facilitate or present the Increment on their behalf.

Other options, such as ordering Product Backlog items or developing and communicating the Product Goal, are not responsibilities that can be delegated to others by the Product Owner. They are essential accountabilities that only the Product Owner can perform. References:

- ? [Scrum Guide], page 6, section “Product Owner”
- ? [Scrum Guide], page 18, section “Sprint Retrospective”
- ? [Scrum Guide], page 17, section “Sprint Review”
- ? [Scrum Guide], page 11, section “Product Backlog”
- ? [Scrum Guide], page 10, section “Product Goal”

NEW QUESTION 21

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

- A. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint.
- B. As much as is required to meet the Scrum Team's Definition of Done.
- C. All development work and at least some testing.
- D. A proportional amount of time on analysis, design, development, and testing.

Answer: B

Explanation:

? The Developers are the people in the Scrum Team who 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 Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done is used to assess when work is complete on the product Increment.

? The amount of work required of the Developers to complete a Product Backlog item selected during the Sprint Planning depends on the Definition of Done. The Definition of Done may vary from one Scrum Team to another, depending on the context and domain of work. However, it must be consistent within one team. If there are multiple Scrum Teams working on one product, they must share a common Definition of Done. If there is an organizational standard for a Definition of Done, all Scrum Teams must follow it as a minimum.

? The Developers must ensure that each Product Backlog item they complete during a Sprint meets the Definition of Done. This means that they must perform all the necessary tasks and activities to deliver a high-quality product functionality that is usable, valuable, and potentially releasable. This may include analysis, design, development, testing, documentation, integration, deployment, or any other aspects that contribute to the quality and usability of the product.

? The other options are not valid or relevant measures for the amount of work required of the Developers to complete a Product Backlog item. They are either too vague, arbitrary, or unrealistic. They are:

References:

- ? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>
- ? Definition of Done: <https://www.scrum.org/resources/what-is-a-definition-of-done>
- ? Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum>

NEW QUESTION 26

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 28

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

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

Answer: EF

Explanation:

The Product Owner is typically responsible for collaborating with stakeholders, users, and customers to understand their needs and expectations, and to validate the value of the product. The Product Owner is also responsible for working with the Scrum Team on Product Backlog refinement, which is the act of adding detail, estimates, and order to Product Backlog items.¹ These two responsibilities help the Product Owner to maximize the value of the product and the work of the Developers. References:

? 1: The Scrum Guide², page 18

? 2: The Scrum Guide

NEW QUESTION 31

Which is NOT a valid consideration when ordering a Product Backlog? (choose the best answer)

- A. Dependencies on other Product Backlog items.
- B. Importance to customers.
- C. Alignment with business strategy and goals.
- D. Tools and techniques.
- E. Risk.

Answer: D

Explanation:

? The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product.

? The Product Owner is accountable for ordering the Product Backlog. The Product Owner orders the items in the Product Backlog based on factors such as value, risk, priority, dependency, feedback, or market conditions. The order of the Product Backlog items provides a clear and consistent indication of what is most important and urgent for the product. The order of the Product Backlog items also helps the Scrum Team and the stakeholders to plan and forecast effectively.

? The tools and techniques used to create, manage, or refine the Product Backlog are not a valid consideration when ordering the Product Backlog. The tools and techniques are means to an end, not an end in themselves. The tools and techniques do not affect the value or quality of the product or service delivered. The tools and techniques may vary from one Product Owner to another, depending on their preferences, skills, or context. The tools and techniques may also change over time, as new technologies or practices emerge or evolve.

References:

? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>

? Product Backlog: <https://www.scrum.org/resources/what-is-a-product-backlog>

? Product Owner: <https://www.scrum.org/resources/what-is-a-product-owner>

NEW QUESTION 34

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 38

Which of the following are criteria to order Product Backlog items? (choose all that apply)

- A. Value of Product Backlog items.
- B. Dependencies between Product Backlog items.
- C. Dependencies to other products.
- D. The availability of the Scrum Master.
- E. All of the above.

Answer: ABC

Explanation:

The Product Owner orders the Product Backlog items according to various criteria, such as:

? The value of Product Backlog items. The Product Owner aims to maximize the value of the product and the work of the Scrum Team. Therefore, they prioritize the items that deliver the most value to the stakeholders and the users, considering factors such as customer satisfaction, market share, revenue, social impact, etc.

? The dependencies between Product Backlog items. The Product Owner tries to minimize the dependencies between items, as they may create complexity, uncertainty, and risk. Therefore, they order the items in a way that reduces or eliminates the dependencies, or resolves them as early as possible.

? The dependencies to other products. The Product Owner also considers the dependencies that the product has to other products, such as platforms, frameworks, libraries, services, etc. Therefore, they order the items in a way that aligns with the availability and compatibility of those products.

References:

? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes ... ordering Product Backlog items; and, ensuring that the Product Backlog is transparent, visible and understood."

? Scrum Guide 2020, page 11: “The ordering of the items in the Product Backlog is the sole responsibility of the Product Owner. They order Product Backlog items to best achieve goals and missions.”

? Scrum Guide 2020, page 11: “Higher ordered Product Backlog items are clearer and more refined than lower ordered ones.”

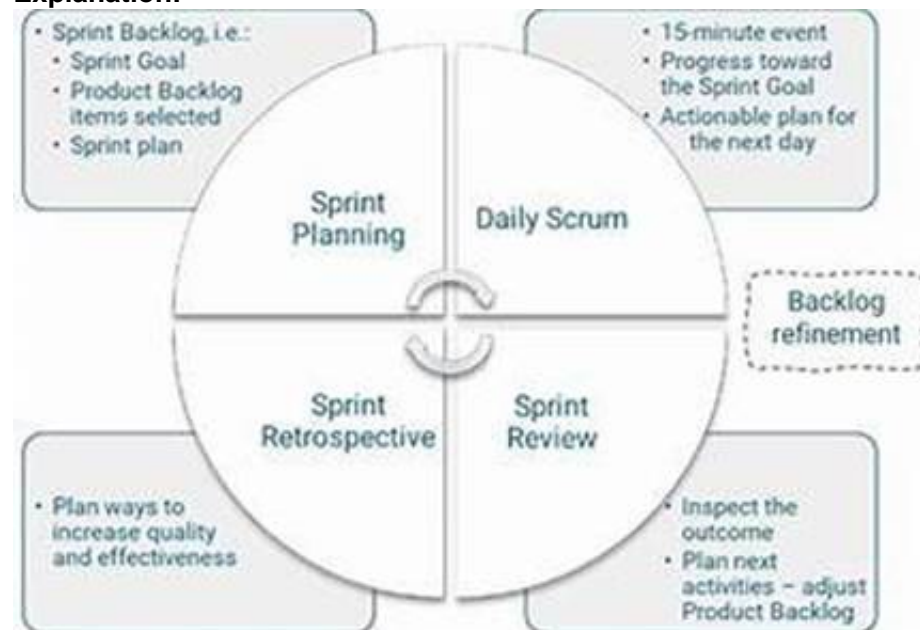
NEW QUESTION 43

Which two things are appropriate for a Scrum Master to do, if the Scrum Team does not have the tools and environment to completely finish each selected Product Backlog item? (choose the best two answers)

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

Answer: AD

Explanation:



Scrum Explore

The correct answers are A and D.

- * A. Coach the Scrum Team to improve its skills, tools and environment over time and adjust the Definition of Done accordingly. This is an appropriate action for a Scrum Master, as it helps the Scrum Team to overcome the impediments that prevent them from delivering a potentially releasable Increment. The Definition of Done should reflect the current reality of the Scrum Team, but also be a source of continuous improvement¹².
- * D. Have the Scrum Team establish a Definition of Done that is actually possible to achieve given current circumstances. This is also an appropriate action for a Scrum Master, as it ensures that the Scrum Team has a clear and shared understanding of what it means to complete a Product Backlog item. The Definition of Done should be realistic and achievable, but also challenging and ambitious¹².
- * B. Refocus the current Sprint on establishing the Scrum Team's environment instead of delivering an Increment. This is not an appropriate action for a Scrum Master, as it violates the purpose of the Sprint, which is to deliver a valuable product Increment that meets the Sprint Goal. The Scrum Team should not change the Sprint Goal or scope during the Sprint, unless the Product Owner decides to cancel the Sprint³.
- * C. Encourage the Product Owner to accept partially done Increments until the situation improves. This is not an appropriate action for a Scrum Master, as it compromises the quality and value of the product. The Product Owner should only accept Increments that meet the Definition of Done and the acceptance criteria. Partially done Increments increase technical debt and risk, and reduce transparency and feedback¹².
- * E. Declare the Scrum Team not ready for Scrum. This is not an appropriate action for a Scrum Master, as it undermines the Scrum values and principles. The Scrum Master should support the Scrum Team in adopting and applying Scrum, regardless of the challenges and constraints they face. The Scrum Master should foster a culture of empiricism, self-organization, collaboration, and continuous improvement.

NEW QUESTION 44

True or False: Dependencies could influence how the Product Owner orders Product Backlog items.

- A. True
- B. False

Answer: A

Explanation:

Dependencies are relationships between Product Backlog items that affect their order of implementation. For example, a Product Backlog item may depend on another one to be completed first, or it may have a dependency on a third-party system or resource. Dependencies could influence how the Product Owner orders Product Backlog items, as they may introduce risks, constraints, or uncertainties that affect the value delivery. The Product Owner should try to minimize dependencies and order the Product Backlog items in a way that maximizes value and minimizes waste.

References:

- ? [Professional Scrum Product Owner], chapter 6: “Dependencies are relationships between Product Backlog items that affect their order of implementation.”
- ? [Managing Dependencies on Agile Projects]: “Dependencies can have a significant impact on the delivery of value.”

NEW QUESTION 45

Which statement best describes a Product Owner's responsibility? (choose the best answer)

- A. Ensuring that the work meets the commitments to the stakeholders.
- B. Maximizing the value of the work the Scrum Team does.
- C. Keep stakeholders from distracting the Developers.

D. Directing the Developers.

Answer: B

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 creating and communicating a vision, ordering the Product Backlog, and ensuring that the best possible job is done to delight customers. The Product Owner does not manage the Developers, but collaborates with them and the Scrum Master to optimize the value delivery. The Product Owner does not ensure that the work meets the commitments to the stakeholders, but rather that the work delivers value to the stakeholders. The Product Owner does not keep stakeholders from distracting the Developers, but rather engages them and manages their expectations.

References:

? Professional Scrum Product Owner™ I Certification

? [The Scrum Guide]

? [The Product Owner]

NEW QUESTION 47

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

A. True

B. False

Answer: B

Explanation:

The Product Owner does not make sure the Developers select enough from the Product Backlog for a Sprint. The Product Owner is responsible for maximizing the value of the product and the work of the Developers, but the Developers are self-managing and decide how much work they can do in a Sprint¹. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers². The Product Owner should not interfere with the Developers' work during the Sprint, but should provide feedback and guidance on the product value^{[3][3]}. References:

1: The Scrum Guide, November 2020, p. 6

2: The Scrum Guide, November 2020, p. 10

[3][3]: Professional Scrum Product Owner I Certification, Scrum.org, accessed on December 16, 2023

NEW QUESTION 48

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 52

Who determines when it is appropriate to update the Sprint Backlog during a Sprint? (choose the best answer)

A. The Project Manager.

B. The Scrum Team.

C. The Developers.

D. The Product Owner.

Answer: C

Explanation:

? 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 Goal. The Sprint Backlog is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint, and it belongs solely to the Developers.

? 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 Developers are also responsible for updating the Sprint Backlog throughout the Sprint. The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum. The Developers modify the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Developers work through the plan and learn more about the work needed to achieve the Sprint Goal.

? As new work is required, the Developers add it to the Sprint Backlog. As work is performed or completed, the estimated remaining work is updated. When elements of the plan are deemed unnecessary, they are removed. Only the Developers can change its content and order during a Sprint.

References:

? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>

? Sprint Backlog: <https://www.scrum.org/resources/what-is-a-sprint-backlog>

? Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum>

NEW QUESTION 54

Your management has asked you to take the lead in the development of a new product. Six teams new to Scrum will build this product.

You have gathered a number of requirements and ideas into an early form of a Product Backlog. How would you minimize dependencies between the Scrum Teams?
(choose the best answer)

- A. You create an independent Product Backlog per Scrum Team.
- B. You divide Product Backlog items among the six Product Owners.
- C. You identify the dependencies and re-order the Product Backlog for the other five Product Owners.
- D. You work with the Developers on how to best analyze and break apart the work.
- E. You raise this as an impediment with the Scrum Master.

Answer: D

Explanation:

The best way to minimize dependencies between the Scrum Teams is to work with the Developers on how to best analyze and break apart the work. 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 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 are cross-functional, meaning they have all the skills and competencies needed to accomplish the work without depending on others who are not part of the team.

? 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.

? The Product Owner and the Developers must collaborate closely throughout the Sprint to ensure that they have a shared understanding of what they are building and why. The Product Owner must provide clarifications, feedback, and guidance to the Developers as needed to help them create a valuable Increment.

? When there are multiple teams working on one product, it is important to minimize dependencies between them to avoid delays, conflicts, or waste.

Dependencies may arise due to technical, functional, or organizational factors that affect how the teams can deliver value independently and effectively.

? To minimize dependencies, the Product Owner should work with the Developers on how to best analyze and break apart the work into smaller and more manageable pieces that can be delivered by each team without relying on others. This may involve applying techniques such as feature slicing, component splitting, or domain-driven design. The Product Owner should also communicate and coordinate with other Product Owners and stakeholders to align expectations and priorities across teams.

Other options, such as creating an independent Product Backlog per Scrum Team, dividing Product Backlog items among six Product Owners, identifying the dependencies and re- ordering the Product Backlog for the other five Product Owners, or raising this as an impediment with the Scrum Master, are not valid answers as they do not reflect how to minimize dependencies between the Scrum Teams or how to apply the Scrum values and principles.

References:

? [Scrum Guide], page 7, section “Developers”

? [Scrum Guide], page 6, section “Product Owner”

? [Scrum Guide], page 10, section “Definition of Done”

? [Scrum Guide], page 10, section “Increment”

? [Scrum Guide], page 10, section “Product Goal”

? [Scrum Guide], page 11, section “Product Backlog”

? [Professional Scrum Product Owner™ Training], page 9, section “Business Strategy”

? [Professional Scrum Product Owner™ Training], page 8, section “Release Management”

NEW QUESTION 58

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 Guide², page 7

? 2: The Scrum Guide

NEW QUESTION 59

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

- A. When all the tasks are completed by the Developers.
- B. When the Sprint Retrospective is complete.
- C. When all Product Backlog items meet their Definition of Done.
- D. When the Product Owner decides enough has been delivered to meet the Sprint Goal.

Answer: D

Explanation:

A Sprint is a time-boxed period when a Scrum Team works to complete a set amount of work that delivers value to the customer¹. A Sprint concludes when the time-box expires, regardless of whether all the tasks, Product Backlog items, or Definition of Done are completed or not²³. The Product Owner has the authority to cancel a Sprint if they determine that the Sprint Goal is obsolete or the work done is no longer valuable¹. Therefore, the Product Owner decides when enough has been delivered to meet the Sprint Goal, and the Sprint ends accordingly.

NEW QUESTION 62

True or False: Scrum has a role called "Project Manager".

- A. True
- B. False

Answer: B

Explanation:

Scrum does not have the role of Project Manager. The work is completed by the three roles in the Scrum Team: Product Owner, Development Team, and Scrum Master¹²³. Project Managers can work on any type of project, while Scrum Masters are exclusive to Scrum projects and Scrum teams².

NEW QUESTION 65

The Scrum Team should have all the skills needed to: (choose the best answer)

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

Answer: C

Explanation:

The Scrum Team should have all the skills needed to turn Product Backlog items into a valuable, useful Increment, as this is the primary goal of each Sprint. The Scrum Guide states that "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."¹ The Scrum Team should be cross-functional, which means that the Developers have all the skills necessary to create a product Increment.¹ The Scrum Team should also be self-managing, which means that they decide how best to accomplish their work, rather than being directed by others outside the Scrum Team.¹

References:

? 1: The Scrum Guide², page 6

? 2: The Scrum Guide

NEW QUESTION 69

What is the responsibility of the Product Owner in crafting the Sprint Goal? (choose the best answer)

- A. The Product Owner has no responsibility for the Sprint Goal.
- B. It is the sole responsibility of the Developers.
- C. The Product Owner cannot attend Sprint Planning without having documented the Sprint Goal in advance.
- D. The Product Owner should come to Sprint Planning with a business objective in mind and work with the Developers to craft the Sprint Goal.
- E. The Product Owner must work with stakeholders to set each Sprint's Goal.
- F. The Product Owner defines the scope for a Sprint and therefore also the Sprint Goal.

Answer: C

Explanation:

? The Sprint Goal is a short statement of what the Scrum Team intends to achieve during a Sprint. It provides guidance and direction for the Scrum Team, as well as a basis for inspecting and adapting the product and the process. The Sprint Goal is aligned with the product vision and goals, and it reflects the value and purpose of the Sprint.

? 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 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 responsibility of crafting the Sprint Goal is shared by both the Product Owner and the Developers. The Product Owner should come to Sprint Planning with a business objective in mind, based on their understanding of the product vision, goals, value proposition, stakeholder feedback, market conditions, or other relevant factors. The Product Owner should propose how this objective can be achieved by selecting some Product Backlog items that can deliver value to customers or users. The Developers should collaborate with the Product Owner to craft a clear and concise Sprint Goal that expresses what they want to accomplish as a team during this Sprint. The Developers should also ensure that they have enough capacity and skills to deliver on this Sprint Goal.

References:

? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>

? Sprint Goal: <https://www.scrum.org/resources/what-is-a-sprint-goal>

? Product Owner: <https://www.scrum.org/resources/what-is-a-product-owner>

? Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum>

? Sprint Planning: <https://www.scrum.org/resources/what-is-sprint-planning>

NEW QUESTION 73

A Scrum Team has been working on a product for 9 Sprints. A new Product Owner who is new to Scrum joins the team and understands she is accountable for the Product Backlog.

However, she is unsure about the purpose of the Product Backlog. She has read that the Product Backlog should be a list of all user features for the product. She goes to the Scrum Master asking where to put the other types of requirements that are going to be taken into account. Are all of the following types of requirements acceptable on a Product Backlog?

- Stability requirements
- Performance requirements
- Product Functionality

- Documentation
 - Fixes
- (choose the best answer)

- A. Yes, they all belong on the Product Backlog
B. The Product Backlog is supposed to be the "single source of truth" for all the work for the product.
C. N
D. Product Backlog is a tool for the Product Owner
E. The Product Owner represents the users and stakeholder
F. Other types of requirements should be managed separately by the Developer
G. They are not the Product Owner's concern.

Answer: A

Explanation:

? The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product.

? All types of requirements are acceptable on a Product Backlog, as long as they are aligned with the product vision and goals, and they are transparent, clear, and valuable. The Product Backlog can include stability requirements, performance requirements, product functionality, documentation, fixes, or any other aspects that contribute to the quality and usability of the product.

? 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.

References:

? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>

? Product Backlog: <https://www.scrum.org/resources/what-is-a-product-backlog>

NEW QUESTION 77

The timebox for a Daily Scrum is? (choose the best answer)

- A. 4 hours.
B. The same time of day every day.
C. Two minutes per person.
D. 15 minutes.

Answer: D

Explanation:

The Scrum Guide states that "The Daily Scrum is a 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next 24 hours."¹ The Daily Scrum is a quick and simple planning meeting designed to keep everyone in the loop with how other team members are getting on. It ensures that team members are fully aligned with each other and on track to hit the Sprint Goal. References:

? 1: The Scrum Guide², page 11

? 2: The Scrum Guide

NEW QUESTION 78

Which of the following might the Scrum Team discuss during a Sprint Retrospective? (choose the best answer)

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

Answer: E

Explanation:



Scrum

During the Sprint Retrospective, the Scrum Team discusses how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done¹²³. This includes methods of communication, the way the Scrum Team does Sprint Planning, skills needed to improve the Developers' ability to deliver, and the Definition of Done¹²³.

NEW QUESTION 83

What are two effective ways for the Scrum Team to make non-functional requirements visible?
(choose the best two answers)

- A. Add them to the Product Backlog to ensure transparency.
- B. Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.
- C. Add them to the Definition of Done so the work is taken care of every Sprint.
- D. Put them on a separate list on the Scrum board, available for all to see.

Answer: AC

Explanation:

Non-functional requirements are the criteria that define the quality, performance, security, usability, and other aspects of a product¹. They are often implicit or assumed, but they are important to make visible and explicit, as they affect the value and satisfaction of the product². One effective way to make non-functional requirements visible is to add them to the Product Backlog, which is an ordered list of everything that is known to be needed in the product³^[3]. By adding non-functional requirements to the Product Backlog, the Product Owner and the Developers can prioritize, refine, and estimate them, and make them transparent to the stakeholders⁴. Another effective way to make non-functional requirements visible is to add them to the Definition of Done, which is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done⁵. By adding non-functional requirements to the Definition of Done, the Developers can ensure that every Product Backlog item and Increment meets the expected quality standards, and that the work is taken care of every Sprint.

References:

1: Non-functional requirement, Wikipedia, accessed on December 16, 2023

2: Managing Products with Agility, Scrum.org, accessed on December 16, 2023 [3][3]: The Scrum Guide, November 2020, p. 6

4: The Scrum Guide, November 2020, p. 7

5: The Scrum Guide, November 2020, p. 13

Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 86

A Product Backlog is:
(choose the best three answers)

- A. An exhaustive list of upfront approved requirements to be implemented.
- B. Managed by the Product Owner.
- C. An inventory of things to be done for the Product.
- D. Ordered based on priority, value, dependencies, and risk.
- E. Only visible to the Product Owner and stakeholders.

Answer: BCD

Explanation:

A Product Backlog is:

? Managed by the Product Owner. 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.

? An inventory of things to be done for the Product. The Product Backlog contains all the features, functions, requirements, enhancements, and fixes that constitute the changes to be made to the product in future releases. The Product Backlog items have a description, an order, an estimate, and a value.

? Ordered based on priority, value, dependencies, and risk. The Product Owner orders the Product Backlog items based on various factors that affect their importance and urgency for the product. These may include customer needs, business value, stakeholder feedback, technical dependencies, or market opportunities.

Other options, such as an exhaustive list of upfront approved requirements to be implemented or only visible to the Product Owner and stakeholders, are not valid descriptions of a Product Backlog. They may reflect a misunderstanding of what a Product Backlog is or how Scrum works.

References:

? [Scrum Guide], page 6, section "Product Owner"

? [Scrum Guide], page 11, section "Product Backlog"

? [Professional Scrum Product Owner™ Training], page 7, section "Product Backlog Management"

NEW QUESTION 89

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 team¹.

? The Sprint Review is an event where the Scrum Team and the stakeholders collaborate on the product and inspect the Increment².

? The Increment is a concrete and usable outcome of the Sprint that provides a measure of progress and value delivery³.

? The IT manager can attend the Sprint Review as a stakeholder and provide feedback on the product and the process⁴.

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 90

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 94

True or False: The Product Owner should have the entire Product Backlog documented in detail before the first Sprint can start?

- A. True
- B. False

Answer: B

Explanation:

The Product Owner should not have the entire Product Backlog documented in detail before the first Sprint can start. This is because:

- ? The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is never complete and constantly changes to reflect the needs and desires of the customers, users, and stakeholders.
- ? 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 collaborates with the Developers and the stakeholders to 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 detail and precision required for each Product Backlog item depends on its order, size, and complexity.
- ? The Product Owner does not need to have the entire Product Backlog documented in detail before the first Sprint can start, as this would imply a fixed and upfront plan that does not allow for feedback, learning, and adaptation. Instead, the Product Owner only needs to have enough items that are well understood and valuable for the Scrum Team to start working on them in the first Sprint.

References:

- ? [Scrum Guide], page 11, section “Product Backlog”
- ? [Scrum Guide], page 6, section “Product Owner”
- ? [Scrum Guide], page 10, section “Product Goal”
- ? [Scrum Guide], page 12, section “Product Backlog Refinement”

NEW QUESTION 98

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 100

When does the next Sprint begin? (choose the best answer)

- A. The Monday following the Sprint Review.
- B. Immediately after the conclusion of the previous Sprint.
- C. Immediately following the next Sprint Planning.
- D. When the Product Owner is ready.

Answer: B

NEW QUESTION 101

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 103

Which are appropriate topics for discussion in a Sprint Retrospective? (choose the best three answers)

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

Answer: ACD

Explanation:

The Sprint Retrospective is an event where the Scrum Team reflects on how they worked together in the last Sprint and identifies ways to improve their collaboration, processes, and quality. Therefore, appropriate topics for discussion in a Sprint Retrospective are:

? Team relations: The Scrum Team should discuss how they communicated, interacted, and supported each other during the Sprint. They should celebrate their successes, acknowledge their challenges, and address any conflicts or issues that arose. They should also share feedback, appreciation, and suggestions for improvement with each other.

? How the Scrum Team does its work: The Scrum Team should inspect the methods, tools, and practices they used to deliver the product increment. They should evaluate what worked well and what could be improved. They should also identify any impediments, risks, or dependencies that affected their work and how they handled them.

? Definition of Done: The Scrum Team should review their Definition of Done and check if it is still relevant, clear, and achievable. They should also assess how well they adhered to it and if they delivered a potentially releasable product increment that meets the quality standards. They should also consider if they need to update or adapt their Definition of Done based on new insights or feedback.

The following topics are not appropriate for discussion in a Sprint Retrospective:

? The value of work currently represented in the Product Backlog: The value of the Product Backlog items is the responsibility of the Product Owner, who should continuously refine and order them based on stakeholder needs and feedback. The value of the Product Backlog items is not directly related to how the Scrum Team works together and does not affect their improvement actions for the next Sprint.

? Arranging the Sprint Backlog for the next Sprint: The Sprint Backlog is the plan for the next Sprint that is created by the Scrum Team during the Sprint Planning event. The Sprint Backlog is based on the Product Backlog items that are selected for the next Sprint and how the Developers intend to accomplish them. The Sprint Retrospective is not a planning event but a reflection event that focuses on the past Sprint.

References:

? [Scrum Guide], section 3.5: "The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness."

? [Professional Scrum Product Owner], chapter 7: "The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint."

? What is a Sprint Retrospective? | Scrum.org: "During each Sprint Retrospective, the Scrum Team plans ways to increase product quality by improving work processes or adapting the definition of "Done" if appropriate and not in conflict with product or organizational standards."

? The Sprint Retrospective - What It Is & Tips for Making the Most of Your Meeting: "The focus is on how the team worked together in the last sprint, including:

Communication Teamwork Process Tools Systems Work environment Missing competencies Collaboration with external parties"

NEW QUESTION 108

When does the second Sprint start? (choose the best answer)

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

Answer: C

Explanation:

Sprints are fixed-length events of one month or less that serve as a container for the other Scrum events and activities. Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint. There is no gap or downtime between Sprints. The second Sprint starts right after the first Sprint, regardless of the customer acceptance testing, the architectural changes, or the Product Backlog items.

References:

- ? The Scrum Guide
- ? Understanding and Applying the Scrum Framework
- ? Professional Scrum Product Owner™ I Certification

NEW QUESTION 111

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

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

Answer: DE

Explanation:

The Scrum values are commitment, focus, openness, respect, and courage¹. These values are embodied by the Scrum Team, which is a self-managing unit that organizes its own work and delivers a valuable product². The Scrum Team consists of one Scrum Master, one Product Owner, and Developers^{[3][3]}. The best way to create Scrum Teams is to respect the self-management and empowerment of the people who will do the work, and let them decide how to organize themselves into Scrum Teams. This can be done by bringing all the people together and letting them form Scrum Teams based on their skills, interests, and alignment with the product vision⁴. Alternatively, existing teams can propose how they would like to reorganize themselves into Scrum Teams, based on their feedback and experience⁵. These ways of creating Scrum Teams are consistent with the Scrum values, as they foster commitment, focus, openness, respect, and courage among the team members and stakeholders. The other options are not consistent with the Scrum values, as they involve managers or the Chief Product Owner imposing their decisions on the team members, which undermines their self-management and empowerment, and creates a lack of trust and collaboration.

References:

- 1: The Scrum Guide, November 2020, p. 4
- 2: The Scrum Guide, November 2020, p. 5
- [3][3]: The Scrum Guide, November 2020, p. 6
- 4: Managing Products with Agility, Scrum.org, accessed on December 16, 2023
- 5: Developing People and Teams, Scrum.org, accessed on December 16, 2023

NEW QUESTION 112

True or False: A Product Owner is essentially the same thing as a traditional Project Manager.

- A. True
- B. False

Answer: B

Explanation:

? A Product Owner is not the same thing as a traditional Project Manager. A Product Owner is a role in Scrum, a framework for developing, delivering, and sustaining complex products. A Project Manager is a role in traditional project management, a discipline for planning, executing, and controlling projects.

? A 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 Project Manager is accountable for delivering the project within the predefined scope, time, and cost constraints. The Project Manager is responsible for defining and managing the project plan, resources, risks, issues, and dependencies. The Project Manager coordinates and controls the activities of the project team and the stakeholders and ensures that the project meets the quality standards and expectations.

? Some of the main differences between a Product Owner and a Project Manager are:

Product Owner	Project Manager
Focuses on value delivery	Focuses on plan delivery
Empowers and collaborates with the Scrum Team	Directs and monitors the project team
Adapts to emerging requirements	Follows fixed requirements
Orders items by value and priority	Schedules tasks by dependencies and milestones
Inspects and adapts based on feedback and data	Reports and controls based on status and variance

References:

- ? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>
- ? Product Owner: <https://www.scrum.org/resources/what-is-a-product-owner>

? Project Manager: <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>

NEW QUESTION 115

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 119

Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the quality of the product.

What are two good options for the Scrum Master? (choose the best two answers)

- A. Coach the Product Owner on how to talk with the Developers about this concern.
- B. Wait to bring this up until the Sprint Retrospective.
- C. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.
- D. Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder's concern to the Developers.
- E. Bring the concern to the testers to improve how the Product is verified.

Answer: AD

Explanation:

If a stakeholder is unhappy with the quality of the product, the Scrum Master can coach the Product Owner on how to effectively communicate this concern to the Developers¹. The Scrum Master can also encourage the Product Owner to put quality specifications on the Product Backlog¹. This allows the Developers to understand the stakeholder's expectations and work towards meeting them¹. The Developers are responsible for building quality into the product, but the stakeholders (through the Product Owner) are responsible for setting what is expected in terms of product and process quality¹.

NEW QUESTION 124

Which of the following are criteria to order Product Backlog items? (choose the best three answers)

- A. The value of the Product Backlog items.
- B. The availability of the Scrum Master.
- C. Dependencies between Product Backlog items.
- D. Their relevance to achieving the Product Goal.
- E. The number of stakeholders who approve of the item.

Answer: ACD

Explanation:

A Product Owner orders a Product Backlog in any way they think will maximize the value of the product¹. They take various factors into consideration when ordering the Product Backlog such as business value, risk, return on investment (ROI), dependencies and impact¹. Dependencies between Product Backlog items and their relevance to achieving the Product Goal are two of these factors². The availability of the Scrum Master and the number of stakeholders who approve of the item are not valid criteria for ordering the Product Backlog³.

NEW QUESTION 129

A Project Manager working with your Scrum Team has raised concerns about progress and money spent. What are the two best responses? (choose the best two answers)

- A. Promote transparency by sharing the Product Backlog and ensuring the Project Manager has access.
- B. Have a discussion with the Project Manager; share the current impediments and forecast for the Sprint.
- C. Show the Earned Value Analysis (EVA) report.
- D. Scrum does not have Project Managers so disregard their concerns.
- E. Share the last stakeholder briefing document prepared by the Product Owner.

Answer: AB

Explanation:

The two best responses to a Project Manager who has raised concerns about progress and money spent are:

? Promote transparency by sharing the Product Backlog and ensuring the Project Manager has access. This helps communicate what is needed to improve the product, what is planned for each Sprint, and what has been done so far. It also helps align expectations and priorities among different stakeholders.

? Have a discussion with the Project Manager; share the current impediments and forecast for the Sprint. This helps address any issues or risks that may affect the delivery of value and the achievement of the Sprint Goal. It also helps provide feedback and adaptation based on the empirical evidence and data.

Other options, such as showing the Earned Value Analysis (EVA) report, Scrum does not have Project Managers so disregard their concerns, or sharing the last stakeholder briefing document prepared by the Product Owner, are not the best responses as they do not reflect how to effectively collaborate and communicate with the Project Manager or how to apply the Scrum values and principles.

References:

? [Scrum Guide], page 11, section “Product Backlog”

? [Scrum Guide], page 15, section “Sprint Backlog”

? [Scrum Guide], page 10, section “Increment”

? [Scrum Guide], page 5, section “Scrum Theory”

? [Scrum Guide], page 4, section “The Scrum Team”

NEW QUESTION 133

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 138

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 141

Which of the following is an example of an Increment?
(choose the best answer)

A. A plan for the overall product release.

B. A mock-up of the product marketing materials.

C. A design for the product.

D. A product roll-out plan.

E. A valuable, useful set of product features.

F. All of the above.

Answer: E

Explanation:

An Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints.¹ An Increment is a concrete, tangible, and usable outcome of the work done by the Developers in a Sprint. It is not a plan, a mock-up, a design, or a roll-out plan, as these are not valuable or useful products in themselves. An Increment must meet the definition of “Done”, which means it must adhere to the quality standards agreed upon by the Scrum Team and the stakeholders.¹ An Increment must also be potentially releasable, which means it must be in a state that it could be delivered to the customer or user if the Product Owner decides so.¹

References:

? 1: The Scrum Guide², page 14

? 2: The Scrum Guide

NEW QUESTION 143

What happens if the Scrum Team cannot complete its work by the end of the Sprint? (choose the best answer)

- A. The Sprint length is unchanged and the Scrum Team continuously learns and adapts.
- B. The Sprint is extended and future Sprints use this new duration.
- C. The Sprint is extended temporarily
- D. Lessons are taken to ensure it does not happen again.

Answer: A

Explanation:

If the Scrum Team cannot complete its work by the end of the Sprint, the Sprint does not get extended. Instead, the unfinished Sprint Backlog Items go back to the Product Backlog and can be addressed in the following Sprint¹². This approach allows the team to get better at estimating and reduces complexity due to the consistency of the Scrum Events². The Scrum Team continuously learns and adapts¹².

NEW QUESTION 144

Scrum is based on empiricism. All of its artifacts must be transparent to ensure sufficient accuracy of inspection. How can the Scrum Team maintain the Product Backlog to maximize its transparency?

(choose the best answer)

- A. The Product Backlog is only updated at the Sprint Review, when both the Scrum Team and the stakeholders are available.
- B. Product Backlog items should hold no more than 8 points of work, which is the average in the range of acceptable sizes of 1, 2, 3, 5, 8, and 13.
- C. Product Backlog items must be sized such that the highest ordered items are no bigger than a Sprint.
- D. The Product Backlog is only updated at a release planning meeting with the stakeholders and the change control board present.
- E. The Product Backlog is continually kept up to date with the most recent insights.

Answer: E

Explanation:

The Scrum Team can maintain the Product Backlog to maximize its transparency by continually keeping it up to date with the most recent insights because:

? It reflects the current state of the product and the work. The Product Backlog is a dynamic and emergent artifact that represents all the possible features, functions, requirements, enhancements, and fixes that constitute changes to the product. By updating it frequently, the Scrum Team can ensure that the Product Backlog is accurate, complete, and relevant.

? It enables the Product Owner to optimize the value of the product and the work of the Scrum Team. The Product Owner is accountable for effective Product Backlog management, which includes ordering, refining, and communicating the Product Backlog items. By updating it frequently, the Product Owner can incorporate new learnings, feedback, opportunities, and changes into the product decisions and priorities.

? It supports the inspection and adaptation of the Scrum Team and the stakeholders.

The Product Backlog is a source of information and transparency for everyone involved in the product development. By updating it frequently, the Scrum Team and the stakeholders can inspect the progress and outcomes of each Sprint, and adapt their plans and actions accordingly.

References:

? Scrum Guide 2020, page 10: “The Product Backlog is an emergent, ordered list of what is needed to improve the product.”

? Scrum Guide 2020, page 11: “The Product Owner is accountable for effective Product Backlog management, which includes ... ensuring that the Product Backlog is transparent, visible and understood.”

? Scrum Guide 2020, page 11: “The ordering of the items in the Product Backlog is the sole responsibility of the Product Owner. They order Product Backlog items to best achieve goals and missions.”

? Scrum Guide 2020, page 11: “Higher ordered Product Backlog items are clearer and more refined than lower ordered ones.”

? Scrum Guide 2020, page 15: “The Sprint Review is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration.”

NEW QUESTION 145

In the middle of the Sprint, the customer decides that there are two new features she wants.

The Product Owner could: (choose the best two answers)

- A. Introduce these features at the next Daily Scrum.
- B. Ask the Developers to consider whether they can add these features to the current Sprint without endangering the Sprint Goal.
- C. Add these features to the Product Backlog.
- D. Have the Scrum Master add these features to the current Sprint.

Answer: BC

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.

? 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.

? 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.

? The Sprint Goal is a short statement of what the Scrum Team intends to achieve during a Sprint. It provides guidance and direction for the Scrum Team, as well as a basis for inspecting and adapting the product and the process. The Sprint Goal is aligned with the product vision and goals, and it reflects the value and purpose of the Sprint.

? In the middle of a Sprint, if a customer decides that there are two new features she wants, there are two possible ways that a Product Owner could handle this situation:

? The other options are not valid or relevant ways that a Product Owner could handle this situation. They are either too disruptive, impractical, or irrelevant. They are:

References:

? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>

? Product Owner: <https://www.scrum.org/resources/what-is-a-product-owner>

? Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum>

? Sprint: <https://www.scrum.org/resources/what-is-a-sprint-in-scrum>

? Sprint Goal: <https://www.scrum.org/resources/what-is-a-sprint-goal>

? Daily Scrum: <https://www.scrum.org/resources/what-is-a-daily-scrum>

? Scrum Master: <https://www.scrum.org/resources/what-is-a-scrum-master>

NEW QUESTION 146

True or False: Sprint Reviews are an opportunity to collect stakeholder feedback.

A. True

B. False

Answer: A

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.

? Stakeholders are people external to the Scrum Team who have a stake or interest in the product, such as customers, users, sponsors, managers, or other teams. Stakeholders provide valuable input, feedback, and insights to the Scrum Team regarding the product vision, goals, value proposition, requirements, features, functions, quality, usability, or market conditions.

? Collecting stakeholder feedback is one of the main purposes of the Sprint Review.

Stakeholder feedback can help the Scrum Team to:

References:

? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>

? Sprint Review: <https://www.scrum.org/resources/what-is-a-sprint-review>

? Stakeholders: <https://www.agilealliance.org/glossary/stakeholders>

NEW QUESTION 149

When does a Developer become accountable for an item in the Sprint Backlog? (choose the best answer)

A. During the Daily Scrum.

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

C. Never

D. All Developers on the Scrum Team share accountability for items in the Sprint Backlog.

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

Answer: C

Explanation:

The Developers on the Scrum Team share accountability for the Sprint Backlog, which is a forecast of the work and the plan to deliver the Sprint Goal¹². The Sprint Backlog is dynamic and can be updated by the Developers as more is learned during the Sprint³⁴. The Developers are not individually accountable for the items in the Sprint Backlog, nor are they assigned by the Scrum Master or the Product Owner⁵.

NEW QUESTION 154

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

(choose the best two answers)

A. Each Scrum Team should have a separate Product Backlog.

B. There should be only one Product Owner.

C. The product has one Product Backlog.

D. There should be six Product Owners, one for each Scrum Team.

E. There should be six Product Owners, reporting to a Chief Product Owner.

Answer: BC

Explanation:

? In Scrum, there is only one product and one Product Backlog for a given product.

The Product Backlog is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product. The Product Backlog is ordered by the Product Owner based on the product vision, goals, and value.

? Having multiple Product Backlogs for one product would create confusion, duplication, inconsistency, and waste. It would also make it harder to align the Scrum Teams and the stakeholders on the same product direction and priorities. Therefore, each Scrum Team should not have a separate Product Backlog.

? 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.

? Having multiple Product Owners for one product would create conflicts, overlaps, gaps, and inefficiencies. It would also make it harder to maintain a clear and consistent product vision, strategy, roadmap, and backlog. Therefore, there should be only one Product Owner for one product.

? In some cases, when there are multiple Scrum Teams working on one product, it may be necessary to have some form of scaling or coordination mechanism to ensure alignment and collaboration among the teams. However, this does not mean that there should be multiple Product Owners or Product Backlogs. Instead, there should be ways to facilitate communication, feedback, integration, and transparency among the teams and with the Product Owner. For example, some frameworks or practices that can help with scaling Scrum are Nexus, LeSS, SAFe, or Scrum of Scrums.

References:

? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>

? Nexus: <https://www.scrum.org/resources/what-is-nexus>

? LeSS: <https://less.works/>

? SAFe: <https://www.scaledagileframework.com/>

? Scrum of Scrums: <https://www.agilealliance.org/glossary/scrum-of-scrums/>

NEW QUESTION 159

When must the Product Owner participate in the Daily Scrum? (choose the best answer)

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

Answer: B

NEW QUESTION 163

How often should Scrum Team membership change? (choose the best answer)

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

Answer: D

Explanation:

The Scrum Team membership should change as needed, but not too frequently, as it may affect the team's ability to deliver value and maintain a high level of collaboration and self- organization. The Scrum Guide states that "Optimal Development Team size is small enough to remain nimble and large enough to complete significant work within a Sprint. Fewer than three Development Team members decrease interaction and results in smaller productivity gains. Having more than nine members requires too much coordination. Large Development Teams generate too much complexity for an empirical process to be useful."¹ Therefore, the Scrum Team should consider the impact of changing its membership on its productivity and performance, and balance the need for stability and flexibility.

References:

? 1: The Scrum Guide², page 6

? 2: The Scrum Guide

NEW QUESTION 167

True or False: Multiple Scrum Teams working on the same product must have the same Sprint start date.

- A. True
- B. False

Answer: B

Explanation:

Multiple Scrum Teams working on the same product do not have to have the same Sprint start date. The Scrum Guide does not prescribe any synchronization of Sprints across multiple teams¹. However, it is recommended that the teams align their Sprint cadence and duration, and coordinate their dependencies and integration through a shared Product Backlog, a common Definition of Done, and frequent communication². This way, the teams can deliver a coherent and valuable product Increment every Sprint^{[3][3]}.

References:

1: The Scrum Guide, November 2020, p. 9

2: Managing Products with Agility, Scrum.org, accessed on December 16, 2023 [3][3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 169

During the Sprint Retrospective a Scrum Team has identified several high priority process improvements. Which of the following statements is most accurate? (choose the best answer)

- A. The Scrum Team may add the items to the Sprint Backlog for the next Sprint.
- B. The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.
- C. The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.
- D. The Scrum Master selects the most important process improvement and places it in the Sprint Backlog

Answer: A

Explanation:

The Scrum Guide states that "By the end of the Sprint Retrospective, the Scrum Team should have identified improvements that it will implement in the next

Sprint. Implementing these improvements in the next Sprint is the adaptation to the inspection of the Scrum Team itself.¹ This means that the Scrum Team may add the high priority process improvements to the Sprint Backlog for the next Sprint, as part of their plan to deliver the Increment and achieve the Sprint Goal. The Sprint Backlog is owned and managed by the Developers, who can update it throughout the Sprint as more is learned.¹ References:

? 1: The Scrum Guide², page 16

? 2: The Scrum Guide

NEW QUESTION 173

Which statement best describes Scrum? (choose the best answer)

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

Answer: C

Explanation:

? The best statement that describes Scrum is: A framework to generate value through adaptive solutions for complex problems.

? Scrum is a lightweight framework that helps people, teams, and organizations to deliver valuable products in complex and uncertain environments.

? Scrum is based on empiricism, which means that knowledge comes from experience and making decisions based on what is observed. Scrum employs an iterative and incremental approach to optimize predictability and control risk.

? Scrum is not a defined and predictive process, a complete methodology, or a cookbook that defines best practices. Scrum provides the minimal boundaries within which teams can self-organize and create innovative solutions. References: Scrum Guide, Section 1 (Definition of Scrum) and Section 2 (Uses of Scrum)

NEW QUESTION 176

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 179

In order to maximize the value of the product, a Product Owner needs awareness of the following: (choose the best answer)

- A. Competitive research.
- B. Customer feedback.
- C. Product vision.
- D. Forecasting & feasibility.
- E. All of the above.
- F. None of the above.

Answer: E

Explanation:

In order to maximize the value of the product, a Product Owner needs awareness of the following:

? Competitive research. The Product Owner should be aware of the competitive landscape and the market trends that affect the product. They should know who are the competitors, what are their strengths and weaknesses, how do they differentiate themselves, and what are their strategies and goals. This can help the Product Owner to identify opportunities, threats, and gaps in the market, and to position the product accordingly.

? Customer feedback. The Product Owner should be aware of the customer needs, preferences, expectations, and satisfaction with the product. They should collect and analyze feedback from various sources, such as surveys, interviews, reviews, analytics, etc. This can help the Product Owner to validate assumptions, test hypotheses, measure outcomes, and discover insights that can inform the product decisions and priorities.

? Product vision. The Product Owner should be aware of the product vision, which is a clear and compelling statement of the desired future state of the product. The product vision describes the purpose, value proposition, target audience, and key features of the product. It also aligns with the organizational vision and mission. This can help the Product Owner to communicate and inspire the stakeholders, to guide and focus the Scrum Team, and to evaluate and adjust the product direction.

? Forecasting & feasibility. The Product Owner should be aware of the forecasting and feasibility of the product. They should estimate and plan the scope, time, cost, quality, and risk of delivering the product. They should also assess the technical, operational, legal, ethical, and social feasibility of developing and releasing the product. This can help the Product Owner to optimize the value of the work of the Scrum Team, to manage expectations and dependencies, and to handle uncertainties and changes.

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 181

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

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

Answer: B

Explanation:

The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done is created by the Scrum Team, not just the Developers. The Scrum Team must have a shared understanding of what it means for work to be complete, to ensure transparency. The Definition of Done is used to assess when work is complete on the product Increment. The Definition of Done may vary significantly per Scrum Team, depending on the context. The Definition of Done evolves over time and is updated whenever the Scrum Team learns more about the product and the environment in which it operates.

References:

- ? The Scrum Guide
- ? Understanding and Applying the Scrum Framework
- ? Professional Scrum Product Owner™ I Certification

NEW QUESTION 184

Which metrics will help a Product Owner determine if a product is delivering value? (choose the best two answers)

- A. Customer satisfaction.
- B. Productivity.
- C. Velocity.
- D. Time to market.
- E. Percentage of scope implemented.

Answer: AD

Explanation:

The metrics that will help a Product Owner determine if a product is delivering value are customer satisfaction and time to market. This is because:

? Customer satisfaction is a measure of how well the product meets the needs and expectations of the customers⁵. It reflects the value proposition of the product and the feedback from the users.

? Time to market is a measure of how quickly the product can be delivered to the market. It reflects the agility and responsiveness of the Scrum Team and the ability to deliver value early and often.

Other metrics, such as productivity, velocity, and percentage of scope implemented, are not directly related to value delivery. They may indicate how efficiently or effectively the Scrum Team is working, but they do not necessarily reflect how valuable or desirable the product is for the customers or stakeholders.

References:

- ? Professional Scrum Product Owner™ Training, page 5, section “Product Value”
- ? Professional Scrum Product Owner™ Training, page 6, section “Product Vision”
- ? 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”
- ? Professional Scrum Product Owner™ Training, page 10, section “Stakeholders & Customers”

NEW QUESTION 186

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 191

How much time is required after a Sprint to prepare for the next Sprint? (choose the best answer)

- A. The break between Sprints is timeboxed to one-week for a one-month Sprint, and usually less for shorter Sprints.
- B. Enough time for the requirements for the next Sprint to be determined and documented.
- C. Enough time for the Developers to finish the testing from the last Sprint.
- D. Non
- E. A new Sprint starts immediately following the end of the previous Sprint.
- F. All of the above are allowed depending on the situation.

Answer: D

Explanation:

The Scrum Guide states that "Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint."¹ This means that there is no gap or break between Sprints, and the Scrum Team does not need to spend extra time to prepare for the next Sprint. The Scrum Team should be able to start the next Sprint Planning right after the Sprint Review and Sprint Retrospective of the previous Sprint. The Scrum Team should also ensure that the testing and documentation of the work are done within the Sprint, and not left for later.

References:

? 1: The Scrum Guide², page 9

? 2: The Scrum Guide

NEW QUESTION 196

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