Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

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

NEW QUESTION 1
Which two things should the Scrum Team do during the first Sprint? (choose the best two answers)

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

Answer: DE

Explanation:
the first Sprint is the same as any other Sprint, and the Scrum Team should deliver a potentially releasable Increment of "Done" product at its conclusion. This means that the team should build at least one piece of valuable functionality that meets the Definition of Done and aligns with the Sprint Goal. The other options are not things that the Scrum Team should do during the first Sprint, as they are either too detailed, too vague, or too long-term for the Scrum framework. The Scrum Team should not make up a plan for the rest of the project, as Scrum is an empirical process that adapts to changing requirements and feedback1. The Scrum Team should not define the major product features and a release plan architecture, as these are the responsibilities of the Product Owner, who should have a vision and a roadmap for the product2. The Scrum Team should not analyze, describe, and document the requirements for the subsequent Sprints, as this would violate the principle of emergent design and just-in-time planning3.
1: The Scrum Guide | Scrum.org 2: What is a Product Owner? | Scrum.org 3: Emergent Design and Just-in-Time Planning | Scrum.org

NEW QUESTION 2
Which two ways of creating Scrum Teams are consistent with Scrum's values? (choose the best two answers)

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

Answer: AC

NEW QUESTION 3
Which of the following are true about the Product Owner? (choose the best two answers)

A. The Product Owner is one person.
B. The Scrum Team can have multiple Product Owners.
C. The Product Owner can be represented by a committee or a team of people.
D. The Product Owner is accountable for ordering the Product Backlog.

Answer: AD

Explanation:
? The Product Owner is one person, not a committee or a team of people. 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, the Scrum Team can not have multiple Product Owners.
? The Product Owner is accountable for ordering the Product Backlog. 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 orders the items in the Product Backlog based on factors such as value, risk, priority, dependency, feedback, or market conditions.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Product Backlog: https://www.scrum.org/resources/what-is-a-product-backlog

NEW QUESTION 4
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 5
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 6

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 activitie
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 7

Which topics should be discussed in the Sprint Review? (choose the best answer)

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

Answer: C

Explanation:

The main topic of discussion is the product Increment, which is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints1. The product Increment is demonstrated and inspected by the attendees, and feedback is collected to inform the next Sprint Planning12. The Sprint Review may also include other topics, such as the Product Backlog, the Product Goal, the market conditions, the budget, and the timeline, but the product Increment is the essential topic1234. The Scrum process, and how it was used during the Sprint, is not a topic for the Sprint Review, but rather for the Sprint Retrospective, which is a separate event where the Scrum Team inspects and adapts its way of working1. Coding and engineering practices are also not relevant for the Sprint Review, as they are internal aspects of the Development Team that do not affect the value of the product Increment1. Therefore, the correct answer is C. The product Increment.

NEW QUESTION 8

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 9
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 10
When does a Developer become accountable for the value of a Product Backlog item selected for the Sprint?
(choose the best answer)

A. Whenever a team member can accommodate more work.
B. At the Sprint Planning Event.
C. During the Daily Scrum.
D. Neve
E. The entire Scrum Team is accountable for creating value every Sprint.

Answer: D

Explanation:
According to the Scrum Guide, the Scrum Team consists of one Product Owner, one Scrum Master, and Developers. The Scrum Team is responsible for all product-related activities, including delivering a valuable, usable product increment every Sprint. The Product Owner is accountable for maximizing the value of the product and the work of the Developers. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog; instilling quality by adhering to a Definition of Done; and adapting their plan each day toward the Sprint Goal. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide, helping everyone understand Scrum theory and practice, and removing impediments to the Scrum Team's progress.
Therefore, the Developers are not individually accountable for the value of a Product Backlog item selected for the Sprint, but collectively accountable as part of the Scrum Team. The value of a Product Backlog item is determined by the Product Owner, who orders the Product Backlog items based on stakeholder needs and feedback. The Developers collaborate with the Product Owner to understand the value and requirements of each Product Backlog item and deliver a potentially releasable product increment that meets the Definition of Done and the Sprint Goal.
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."
? Accountabilities in Scrum | Scrum.org: "Scrum has three accountabilities, each with a different focus : Product Owner (green figure) The "What". With a focus on Value, time to market, return on investment and Total Cost of Ownership (TCO). Developers (red figures) The "How". Focus on building something that is Done – that the increment is useable and potentially releasable."
? What is a Developer in Scrum? | Scrum.org: "The specific skills needed by the Developers are often broad and will vary based on the type of work they are doing. However, the Developers are always accountable for: Creating a plan for the Sprint, the Sprint Backlog Instilling quality by adhering to a Definition of Done Adapting their plan each day toward the Sprint Goal"

NEW QUESTION 10
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
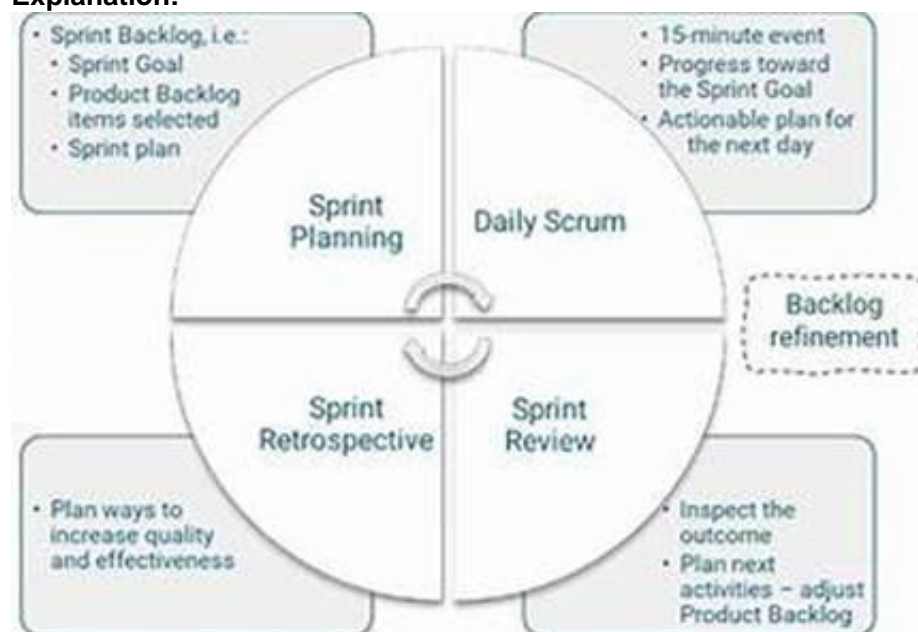? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum

NEW QUESTION 11
What are the two primary ways a Scrum Master helps a Scrum Team work at its highest level of
productivity?
(choose the best two answers)

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

Answer: BD

Explanation:

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

NEW QUESTION 16
True or False: Cross-functional teams are optimized to work on one component or layer of a system only.

A. True
B. False

Answer: B

Explanation:
 Cross-functional teams are not optimized to work on one component or layer of a system only. This is because:
? Cross-functional teams are teams that have all the skills and competencies needed to accomplish the work without depending on others who are not part of the team.
? Cross-functional teams are able to deliver value across the entire product, rather than focusing on a specific component or layer. They can work on any aspect of the product that is needed to achieve the Sprint Goal and the Product Goal.
? Cross-functional teams are more agile, collaborative, and creative than teams that are specialized or siloed. They can reduce dependencies, handoffs, and delays, and increase feedback, learning, and adaptation.
References:
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 10, section "Product Goal"
? [Scrum Guide], page 7, section "The Scrum Team"

NEW QUESTION 17
The job of a Product Owner focuses on the following:
(choose the best two answers)

A. Working with customers and stakeholders to identify the most valuable product requirements.
B. Writing clear, transparent User Stories.
C. Being with the Scrum Team all the time, just in case they need me to clarify a requirement.
D. Clearly communicating project or release status and strategies to customers and stakeholders.

Answer: AD

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 job of a Product Owner focuses on the following aspects:
? The other options are not valid or relevant aspects of a Product Owner's job. They are either too narrow, unrealistic, or unrelated to the product value delivery. They are:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? User Stories: https://www.agilealliance.org/glossary/user-stories

NEW QUESTION 20
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 25
What enhances the transparency of an Increment? (choose the best answer)

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

Answer: B

Explanation:
 The Definition of Done is a shared understanding of what it means for work
to be complete, and ensures transparency of the quality of the work done1. The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints2. 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]. Doing all work needed to meet the Definition of Done enhances the transparency of the Increment, as it ensures that the Increment is truly done and reflects the current state of the product4. The other options do not enhance the transparency of the Increment, as they either introduce unnecessary complexity, delay, or overhead, or do not provide a clear and consistent way to measure the quality of the work done.
References:
1: The Scrum Guide, November 2020, p. 13
2: The Scrum Guide, November 2020, p. 6
[3][3]: The Scrum Guide, November 2020, p. 13
4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 27
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 29

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 30

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 31

In accordance with Scrum theory, how should a group of 100 people be divided into multiple Scrum Teams?

(choose the best answer)

A. Create a matrix of skills, seniority, and level of experience to assign people to teams.

B. Check with the allocation department to see who has worked together before and make these the first teams.

C. Understanding the product, the product vision and the rules of the Scrum framework, the people divide themselves into teams.

D. It does not really matter since you can rotate the teams every Sprint to spreadknowledge.

Answer: C

Explanation:

In accordance with Scrum theory, a group of 100 people should be divided into multiple Scrum Teams by understanding the product, the product vision and the rules of the Scrum framework, and then dividing themselves into teams because:

? It respects the self-organization and empowerment of the people. The people are the ones who have the knowledge, skills, and experience to create and deliver the product. They are also the ones who will work together as Scrum Teams, collaborating and coordinating their efforts. Therefore, they should have the autonomy and authority to decide how to form their teams, based on their preferences, interests, and capabilities.

? It supports the alignment and coherence of the Scrum Teams. The people should have a clear and shared understanding of the product, the product vision, and

the rules of the Scrum framework before forming their teams. This can help them to align their goals and missions, to ensure that they are working on the same product and towards the same vision. It can also help them to follow the same principles and practices of Scrum, to ensure that they are working effectively and consistently.
? It fosters the collaboration and synergy of the Scrum Teams. The people should form their teams in a way that maximizes their collaboration and synergy. This can mean choosing team members that complement each other's skills and strengths, that have good rapport and trust, that can communicate and coordinate well, and that can deliver a valuable Increment each Sprint.
References:
? Scrum Guide 2020, page 5: "Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value in each Sprint."
? Scrum Guide 2020, page 5: "Scrum Teams are self-managing, meaning they internally decide who does what, when, and how."
? Scrum Guide 2020, page 9: "Multiple Scrum Teams working together on a product use one Product Backlog."
? Scrum Guide 2020, page 9: "The Product Owner is one person, not a committee."

NEW QUESTION 36
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 40
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 44
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 46
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 49
What are the two responsibilities of testers in a Scrum Team? (choose the best two answers)

A. Tracking quality metrics.
B. Scrum has no "tester" role.
C. Verifying the work of programmers.
D. The Developers are responsible for quality.
E. Finding bugs.

Answer: BD

Explanation:
? Scrum is a framework for developing, delivering, and sustaining complex products.
Scrum defines three roles: the Product Owner, the Scrum Master, and the Developers. Scrum does not have any other roles or titles, such as "tester", "analyst", "designer", or "architect".
? 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 Developers are responsible for quality, not just for programming. Quality is not something that can be added or verified after the product is built. Quality is something that must be built into the product from the start, by following good practices, standards, and principles. Quality is also something that must be inspected and adapted continuously, by applying feedback loops, testing methods, and improvement actions.
? The Developers are not divided into sub-teams or sub-roles based on their skills or specialties. The Developers are a cross-functional and self-organizing team that has all the skills and capabilities needed to create a valuable product Increment. The Developers collaborate and coordinate their work as one unit, without any hand-offs or silos.
? The Developers may have different backgrounds or expertise, such as testing, analysis, design, or architecture. However, these are not separate roles or responsibilities in Scrum. They are part of the collective accountability and responsibility of the Developers as a whole. The Developers may perform different tasks or activities based on their skills or preferences, but they are all equally responsible for delivering a high-quality product Increment.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum
? Quality: https://www.scrum.org/resources/blog/quality-scrum-value

NEW QUESTION 54
Who is accountable for creating a valuable and usable Increment each Sprint? (choose the best answer)

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

Answer: A

Explanation:
The Scrum Team member who is accountable for creating a valuable and usable Increment each Sprint is the Developers. This is because:
? The Developers are accountable for creating a "Done" Increment in every Sprint.
They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.
? The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what "Done" means for any Product Backlog item that is selected for a Sprint.
? The Increment is a concrete and usable outcome of the Sprint that provides a measure of progress and value delivery. It must be in useable condition regardless of whether it will be released or not.
? The Developers are self-managing professionals who organize and manage their own work. They decide how to best accomplish their work, rather than being directed by others outside the Scrum Team.
Other options, such as the CEO, the Product Owner, the Scrum Master, or the Scrum Team, are not accountable for creating a valuable and usable Increment each Sprint. They may have different roles and accountabilities in Scrum, but they do not do the actual work of creating a "Done" Increment.
References:
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 10, section "Definition of Done"
? [Scrum Guide], page 10, section "Increment"
? [Scrum Guide], page 7, section "The Scrum Team"

NEW QUESTION 57
For the purpose of transparency, when does Scrum say a valuable and useful Increment must
be available?
(choose the best answer)

A. At the end of every Sprint.
B. Every 3 Sprints.
C. Before the Release Sprint.
D. After the Acceptance Testing phase.
E. When the Product Owner asks to create one.

Answer: A

Explanation:
The Scrum Guide states that "The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be 'Done,' which means it must be in useable condition and meet the Scrum Team's definition of 'Done.'"1 This means that a valuable and useful Increment must be available at the end of every Sprint, regardless of the release frequency or the Product Owner's request. This ensures transparency, feedback, and continuous improvement.
References:
? 1: The Scrum Guide2, page 14
? 2: The Scrum Guide

NEW QUESTION 61
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 Goa
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 63

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 Backlo
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 Owne
E. The Product Owner represents the users and stakeholder
F. Other types of requirements should be managedseparately 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 65
When multiple Scrum Teams are working on the same product, should all of their Increments be integrated every Sprint?
(choose the best answer)

A. Yes, in order to accurately inspect what is done.
B. Yes, but only for Scrum Teams whose work has dependencies.
C. No, each Scrum Team stands alone.
D. No, that is far too hard and must be done in a hardening Sprint.

Answer: A

Explanation:
When multiple Scrum Teams are working on the same product, they should integrate their Increments every Sprint because:
? It allows them to accurately inspect what is done and what is potentially releasable. By integrating their work frequently, they can ensure that the product is in a usable and valuable state at the end of each Sprint, and that it meets the Definition of Done and the Sprint Goal.
? It enables them to adapt to changes and feedback faster. By integrating their work frequently, they can reduce the complexity and risk of integration, and discover and resolve any issues or dependencies sooner. They can also incorporate any new insights or requirements into their Product Backlog and Sprint Planning.
? It fosters collaboration and alignment among the teams. By integrating their work frequently, they can share their learnings and best practices, and coordinate their efforts towards a common vision and goal. They can also leverage the collective intelligence and creativity of the teams to deliver a better product.
References:
? Scrum Guide 2020, page 10: "When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. Although this varies significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency."
? Scrum Guide 2020, page 10: "The moment a Product Backlog item meets the Definition of Done, an Increment is born."
? Scrum Guide 2020, page 10: "Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together."
? Scrum Guide 2020, page 14: "The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done."
? 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 70
True or False: The Scrum Team is accountable for creating a valuable increment every Sprint.

A. True
B. False

Answer: A

Explanation:
? The Scrum Team is a self-organizing and cross-functional team that delivers valuable products in an agile way. The Scrum Team consists of one Product Owner,

one Scrum Master, and Developers. They are all accountable for creating a valuable, useful, and potentially releasable product Increment each Sprint.
? An Increment is a concrete stepping stone toward the product vision. It is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be "Done", which means it meets the Definition of Done and is usable.
? The Scrum Team is accountable for creating a valuable increment every Sprint, not just once or occasionally. This means that the Scrum Team must deliver a product functionality that provides value to the customers and users and contributes to the product goals and missions. The value of an increment can be measured by various factors, such as customer satisfaction, feedback, revenue, market share, or social impact.
? The Scrum Team is also accountable for creating a valuable increment every Sprint, not just any increment. This means that the Scrum Team must deliver a product functionality that meets the quality standards and expectations of the customers and users and complies with the Definition of Done. The quality of an increment can be measured by various factors, such as usability, reliability, performance, security, or maintainability.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Scrum Team: https://www.scrum.org/resources/what-is-a-scrum-team
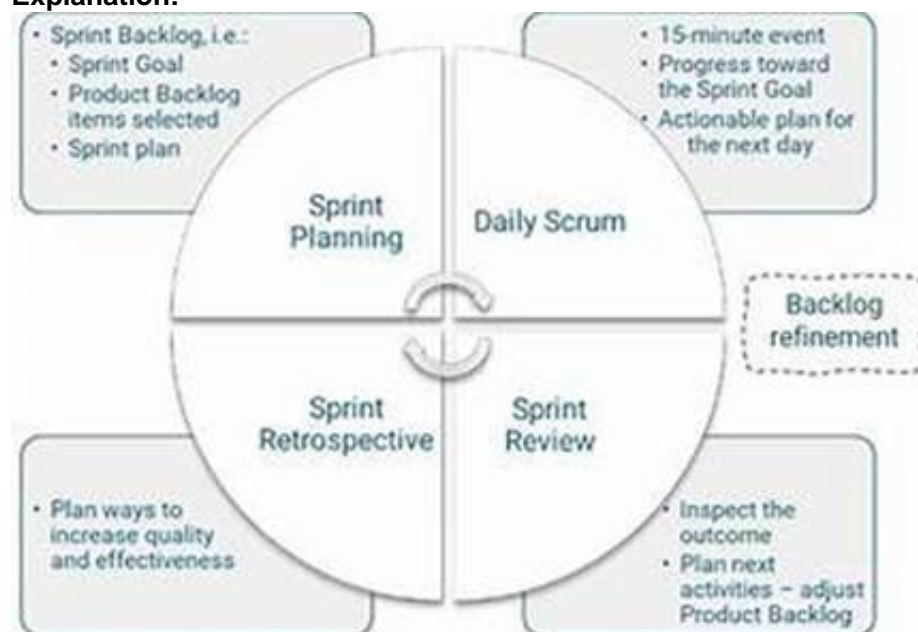? Increment: https://www.scrum.org/resources/what-is-an-increment

NEW QUESTION 72
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 76
During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?
(choose the best answer)

A. During the Daily Scrum after the Developers approve it.
B. When the Scrum Master has time to enter it.
C. When the Product Owner identifies new work.
D. As soon as possible after it is identified.

Answer: D

Explanation:
New work or further decomposition of work is added to the Sprint Backlog as soon as possible after it is identified because:
? It reflects the current state of the Sprint. The Sprint Backlog is a plan that the Developers create and update throughout the Sprint, based on their progress, learnings, and changes. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can ensure that the Sprint Backlog is transparent, accurate, and up-to-date.
? It enables the Developers to self-manage their work. The Developers are accountable for organizing and managing their own work, and they have the authority to change the Sprint Backlog as needed. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can exercise their autonomy and empowerment, and adjust their plan accordingly.
? It supports the achievement of the Sprint Goal. The Sprint Goal is a single objective that provides guidance and focus for the Developers throughout the Sprint. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can ensure that their work is aligned with and contributes to the Sprint Goal.
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 10: "The Sprint Goal is a single objective for the Sprint."
? Scrum Guide 2020, page 14: "The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done."
? Scrum Guide 2020, page 14: "The Sprint Backlog is composed of … all of the work needed to deliver a product Increment that meets the Definition of Done."
? Scrum Guide 2020, page 14: "The Developers can change the content of the Sprint Backlog throughout the Sprint as more is learned."

NEW QUESTION 77
Which approach is best for Scrum Teams in order to produce valuable Increments? (choose the best answer)

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

Answer: C

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

NEW QUESTION 81
Why is it important that there is only one Product Owner per product? (choose the best three answers)

A. The Scrum Master knows who acts as their backup while on vacation.
B. It would confuse the stakeholders if they had to work with more than one person.
C. It is clear who is accountable for the ultimate value of the product.
D. It helps avoid barriers to effective communication and rapid decision-making.
E. The Scrum Team always knows who determines the order of the Product Backlog.

Answer: CDE

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

NEW QUESTION 85
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 88
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 91
The length of a Sprint should be: (choose the best answer)

A. Short enough to keep the business risk acceptable to the Product Owner.
B. Short enough to be able to synchronize the development work with other business events.
C. No more than one calendar month.
D. All of the above.

Answer: D

Explanation:
? The length of a Sprint is the timebox within which the Scrum Team creates a potentially releasable product Increment. The Sprint is a container for all the other Scrum events, such as the Sprint Planning, the Daily Scrum, the Sprint Review, and the Sprint Retrospective. The Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.
? The length of a Sprint should be no more than one calendar month. This is the maximum duration allowed by Scrum, as longer Sprints can increase the complexity and risk of the product development. Longer Sprints can also reduce the agility and responsiveness of the Scrum Team to changing customer needs and market conditions.
? The length of a Sprint should also be short enough to keep the business risk acceptable to the Product Owner. 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 length of a Sprint affects how frequently and effectively the Product Owner can validate, verify, and deliver value to the customers and users.
? The length of a Sprint should also be short enough to be able to synchronize the development work with other business events. The Scrum Team operates within a broader organizational context that may have other events, cycles, or deadlines that affect or depend on product development. For example, there may be marketing campaigns, sales promotions, regulatory compliance, or contractual obligations that require coordination and alignment with the product delivery. The length of a Sprint affects how well and timely the Scrum Team can synchronize their work with these other business events.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Sprint: https://www.scrum.org/resources/what-is-a-sprint-in-scrum
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner

NEW QUESTION 92
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 96
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 97
True or False: The Scrum Team is accountable for creating a valuable increment every Sprint.

A. True
B. False

Answer: A

Explanation:
The Scrum Team is accountable for creating a valuable increment every Sprint. The Increment is the sum of all Product Backlog items Done during a Sprint and the value of all the previous Increments. The entire Scrum Team is accountable for creating a valuable and useful Increment every Sprint1. The Product Owner is responsible for maximizing the value of the product resulting from the work of the Scrum Team1. The Developers are responsible for creating a Done Increment that meets the Sprint Goal1. The Scrum Master is responsible for establishing Scrum as defined in the Scrum Guide and helping everyone understand Scrum theory, practices, rules, and values1. References:
? Scrum Guide
? What is an Increment and how Does it Connect with the other Elements of Scrum?
? The Professional Product Owner

NEW QUESTION 101
Who can cancel a Sprint? (choose the best answer)

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

Answer: C

Explanation:
The Product Owner is the sole person responsible for managing the Product Backlog and ensuring that the value of the work the Scrum Team performs is understood by everyone involved. The Product Owner is the only person who can cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master1. A Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master. A Sprint would be cancelled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be cancelled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense1.
References:
? Scrum Guide
? Sprint Cancellation
? Can Scrum Master cancel a sprint?

NEW QUESTION 102
A Scrum Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what done means.
(choose the best two answers)

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

Answer: AD

Explanation:
A Scrum Team is required to deliver a done Increment by the end of a Sprint. Done means:
? No work is left to meet the Definition of Done. The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what it means for work to be complete. It may include criteria such as coding standards, testing, documentation, security, performance, etc. If a Product Backlog item or an Increment does not meet the Definition of Done, it cannot be released or presented at the Sprint Review.
? Ready to be released to end users. The Increment is a concrete output of the Sprint that adds value to the product. It is a potentially releasable functionality that adheres to the Scrum Team's current Definition of Done. It is not necessarily released at the end of each Sprint, but it must be in a state that allows for immediate release if the Product Owner decides so. The Increment should also align with the Sprint Goal and the Product Goal, and satisfy the needs and expectations of the customers and stakeholders.
References:
? Scrum Guide 2020, page 10: "The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product."
? Scrum Guide 2020, page 10: "The moment a Product Backlog item meets the Definition of Done, an Increment is born."
? Scrum Guide 2020, page 14: "The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done."
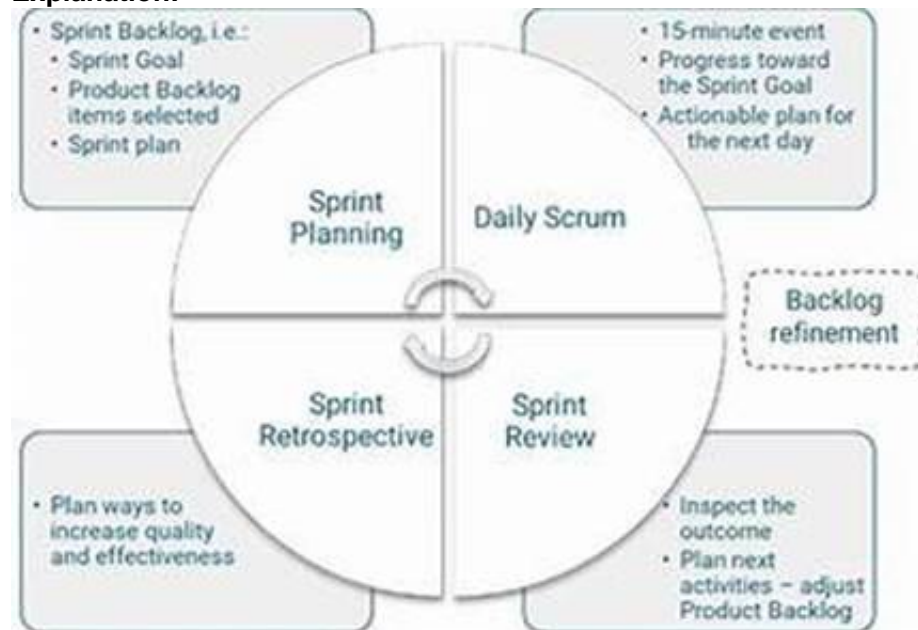
NEW QUESTION 105
Which are characteristics of the Daily Scrum? (choose the best two answers)

A. It is facilitated by the team lead.
B. Its location and time remain constant.
C. It consists of the Scrum Master asking the team for status.
D. Its purpose is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog.
E. It is held first thing in the morning.
F. It is free form and designed to promote conversation.

Answer: BD

Explanation:

Scrum
the Daily Scrum is a 15-minute event for the Developers of the Scrum Team that is held at the same time and place every working day of the Sprint. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work1. The other options are not characteristics of the Daily Scrum, as it is not facilitated by the team lead, it does not consist of the Scrum Master asking the team for status, it is not held first thing in the morning, and it is not free form and designed to promote conversation234.
1: What is a Daily Scrum? | Scrum.org 2: What Is the Daily Scrum? | A Guide to the Daily Event - Scrum Alliance 3: What is Daily Scrum? | VivifyScrum 4: Daily Scrum | Definition and Overview - ProductPlan

NEW QUESTION 108
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 109
Which answer best describes the topics covered in Sprint Planning? (choose the best answer)

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

Answer: D

Explanation:
Sprint Planning is an event where the Scrum Team collaborates on the work to be performed during the Sprint1. The topics covered in Sprint Planning are:
What can be done. The Product Owner proposes how the product could increase its value and utility in the current Sprint, based on the Product Goal, the Product Backlog, and the latest market and stakeholder feedback. The Developers assess the capacity and the technical feasibility of the work, and select the Product Backlog items that they can commit to for the Sprint. The Scrum Team crafts the Sprint Goal, which is a concise statement of the purpose and focus of the Sprint2. How to do it. The Developers plan how they will deliver a "Done" product Increment that meets the Sprint Goal. They create a plan for the first days of the Sprint, and decompose the selected Product Backlog items into smaller work items. The Developers also identify any dependencies, risks, or impediments that may affect their work. The resulting plan is captured in the Sprint Backlog, which is owned and managed by the Developers[3][3]. Why to do it. The Product Owner explains the value and the outcome of the work to be done in the Sprint, and how it aligns with the Product Goal and the stakeholder needs. The Product Owner also clarifies the acceptance criteria and the Definition of Done for the Product Backlog items, and answers any questions from the Developers. The Scrum Team ensures that they have a common understanding of the Sprint Goal and the expected product Increment4.
References:
1: The Scrum Guide, November 2020, p. 9
2: The Scrum Guide, November 2020, p. 10
[3][3]: The Scrum Guide, November 2020, p. 10
4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 112
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 113
Who must attend the Daily Scrum? (choose the best answer)

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

Answer: C

NEW QUESTION 116
Which statement best describes the Sprint Review? (choose the best answer)

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

Answer: C

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

NEW QUESTION 119
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 121
When is the Sprint Backlog created? (choose the best answer)

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

Answer: D

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

NEW QUESTION 124
A Sprint Retrospective should be held:
(choose the best answer)

A. Only when the Scrum Team determines it needs one.
B. At the end of the last Sprint in a project or a release.
C. At the end of each Sprint.
D. At the beginning of each Sprint.

Answer: C

Explanation:
The Sprint Retrospective is a time-boxed event for the Scrum Team to inspect how the last Sprint went and plan for improvements in the next Sprint. The Scrum Guide states that "The Sprint Retrospective concludes the Sprint. It is timeboxed to a maximum of three hours for a one-month Sprint. For shorter Sprints, the event is usually shorter."1 This means that the Sprint Retrospective should be held at the end of each Sprint, regardless of the project or release status. The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements, including to product quality and working relationships.1 References:
? 1: The Scrum Guide2, page 16
? 2: The Scrum Guide

NEW QUESTION 127
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 the 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 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 Definition of Done is defined by the Scrum Team, not by the Product Owner alone. The Scrum Team consists of one Product Owner, one Scrum Master, and Developers. They are all accountable for creating a valuable, useful, and potentially releasable product Increment each Sprint.
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.
? The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations.
? The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. The Scrum Master does this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.
? The 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.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Definition of Done: https://www.scrum.org/resources/what-is-a-definition-of-done
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum
? Scrum Master: https://www.scrum.org/resources/what-is-a-scrum-master

NEW QUESTION 129
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 134
Every Scrum Team should have: (choose the best answer)

A. One Lead Developer and no more than 8 other members.
B. The competencies and skills needed to deliver an Increment in a Sprint.
C. At least one representative from each major department, such as, Quality Assurance, Development, and Marketing.

Answer: B

Explanation:
A Scrum Team is a cross-functional, self-managing team that has all the necessary competencies and skills to deliver a potentially releasable Increment of value at the end of each Sprint. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. The Scrum Team does not rely on external roles or hierarchies to complete their work. (Must be taken from Professional Scrum Product Owner™ (PSPO I) resources)
References:
? Professional Scrum Product Owner™ I Certification
? Professional Scrum Product Owner™ Training

NEW QUESTION 136
What are two effective ways for a Scrum Team to ensure security concerns are satisfied? (choose the best two answers)

A. Add security concerns to the Definition of Done.
B. Delegate the work to the security department.
C. Have the Scrum Team create Product Backlog items for each concern.
D. Add a Sprint to specifically resolve all security concerns.

E. Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.

Answer: AC

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

NEW QUESTION 139
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 143
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