

Scrum

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam



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

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

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

Answer: C

Explanation:

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

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

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

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

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

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

? [Scrum Guide], page 17, section "Sprint Review"

? [Scrum Guide], page 9, section "Sprint"

? [Scrum Guide], page 9, section "Timeboxing Scrum Events"

NEW QUESTION 3

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 4

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

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

Answer: D

Explanation:

A Sprint may be cancelled when the Sprint Goal becomes obsolete. This is because:

? The Sprint Goal is a short-term objective that provides guidance and focus to the Scrum Team throughout the Sprint. It is a flexible and negotiable commitment that can be adjusted as more is learned throughout the Sprint.

? The Sprint is a container for all other Scrum events and activities. It is a time-box of one month or less during which a "Done" Increment is created that meets the Sprint Goal. The Sprint has a consistent duration throughout a development effort and only changes duration between Sprints.

? A Sprint may be cancelled before it is over by the Product Owner if they determine that the Sprint Goal is no longer valid or valuable. This may happen due to various reasons, such as a significant change in the market, technology, business direction, or customer needs.

? A cancelled Sprint should be rare and exceptional. It implies a waste of time and resources that could have been spent on delivering value. It also disrupts the rhythm and flow of the Scrum Team and the stakeholders.

? When a Sprint is cancelled, any completed and "Done" Product Backlog items are reviewed and potentially released. Any incomplete Product Backlog items are re-estimated and put back on the Product Backlog. The Scrum Team then plans for a new Sprint.

Other options, such as when the Developers determine the product plan is infeasible, when it becomes clear that not everything will be finished by the end of the Sprint, or when the sales department has an important new opportunity, are not valid reasons for cancelling a Sprint. They may reflect a misunderstanding of what

a Sprint Goal is or how Scrum works. References:
? [Scrum Guide], page 15, section "Sprint Goal"
? [Scrum Guide], page 9, section "Sprint"
? [Scrum Guide], page 16, section "Cancelling a Sprint"

NEW QUESTION 5

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

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

Answer: D

Explanation:

The Sprint Backlog is the output of the Sprint Planning, where the Developers select the Product Backlog items that they can deliver in the Sprint and create a plan for how to do the work. The Scrum Guide states that "The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how)."¹ The Sprint Backlog is owned and managed by the Developers, who can update it throughout the Sprint as more is learned. The Sprint Backlog makes visible all the work that the Developers identify as necessary to meet the Sprint Goal.¹

References:

- ? 1: The Scrum Guide², page 15
- ? 2: The Scrum Guide

NEW QUESTION 6

Which three of the following are true about Scrum? (choose the best three answers)

- A. Scrum implements self-management by replacing Project Managers with Scrum Masters.
- B. Scrum is based on empiricism and lean thinking.
- C. Scrum is a framework for developing and sustaining complex products.
- D. Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.
- E. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.

Answer: BCE

Explanation:

The following are true about Scrum:

? Scrum is based on empiricism and lean thinking. Empiricism is the principle of making decisions based on what is observed and experienced, rather than on theory or speculation. Lean thinking is the philosophy of eliminating waste and maximizing value in any process or system. Scrum applies these concepts by providing a framework for inspecting and adapting the product and the process, and by focusing on delivering the most valuable features to the customers and stakeholders.

? Scrum is a framework for developing and sustaining complex products. A complex product is one that has unpredictable or unknown aspects that require creativity, experimentation, and adaptation to deliver. A framework is a set of minimal and essential rules and roles that provide structure and guidance, but leave room for flexibility and innovation. Scrum provides such a framework for teams to collaborate and deliver complex products iteratively and incrementally, while embracing change and feedback.

? Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products. Scrum consists of three roles (Product Owner, Scrum Master, Developers), five events (Sprint, Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective), and three artifacts (Product Backlog, Sprint Backlog, Increment). Each of these components has a clear definition, accountability, and goal that contributes to the overall effectiveness and value of Scrum. Removing or changing any of these components may cause the benefits of Scrum to be lost or diminished.

References:

- ? Scrum Guide 2020, page 3: "Scrum is founded on empiricism and lean thinking."
- ? Scrum Guide 2020, page 3: "Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems."
- ? Scrum Guide 2020, page 4: "Each component within the framework serves a specific purpose and is essential to Scrum's success and usage."

NEW QUESTION 7

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

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

Answer: B

Explanation:

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

- ? Scrum Guide, page 10: "If the work turns out to be different than the Developers expected, they collaborate with the Product Owner to negotiate the scope of Sprint Backlog within the Sprint."
- ? Scrum Guide, page 11: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."

NEW QUESTION 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: Every Scrum Team must have a Product Owner and Scrum Master.

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

Answer: D

Explanation:

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

NEW QUESTION 10

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

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

Answer: D

Explanation:

If the Developers find out during the Sprint that they are not likely to build everything they forecast, the best response from the Product Owner is to re-work the selected Product Backlog items with the Developers to meet the Sprint Goal. This is because:

? The Sprint Goal is a short-term objective that provides guidance and focus to the Scrum Team throughout the Sprint. It is a flexible and negotiable commitment that can be adjusted as more is learned throughout the Sprint.

? The Developers are accountable for creating a "Done" Increment in every Sprint.

They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.

? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They must inspect the Increment at the end of each Sprint and assess how it delivers value and contributes to the Product Goal.

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

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

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

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

References:

? [Scrum Guide], page 15, section "Sprint Goal"

? [Scrum Guide], page 7, section "Developers"

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

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

? [Scrum Guide], page 10, section "Increment"

? [Scrum Guide], page 10, section "Product Goal"

NEW QUESTION 10

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

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

Answer: A

Explanation:

To say that an event has a timebox means that the event has a fixed duration that cannot be exceeded. The Scrum Guide states that "All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process."¹ This means that the timebox sets an upper limit for the event, but the event can end sooner if the goal is met.

References:

? 1: The Scrum Guide², page 10

? 2: The Scrum Guide

NEW QUESTION 15

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

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

Answer: BD

Explanation:

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

? A Sprint is a timebox of one month or less within which a "Done" product Increment is created. A Sprint consists of the Sprint Planning, Daily Scrums, the development work, the Sprint Review, and the Sprint Retrospective. A Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.

? During a Sprint, a Product Owner is typically responsible for:

? The other options are not valid or relevant responsibilities of a Product Owner during a Sprint. They are either too administrative, micromanaging, or unrelated to the product value delivery. They are:

References:

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

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

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

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

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

NEW QUESTION 20

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

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

Answer: A

Explanation:

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

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

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

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

References:

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

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

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

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

disrupt the meeting.”

? Scrum Guide 2020, page 7: “The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.”

NEW QUESTION 21

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

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

Answer: C

Explanation:

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

References:

- ? The Scrum Guide
- ? The Developers
- ? Understanding and Applying the Scrum Framework

NEW QUESTION 25

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 26

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

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

Answer: AB

Explanation:

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

? Attending the Sprint Retrospective. The Sprint Retrospective is an event where the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. The purpose of the Sprint Retrospective is to plan ways to improve quality and effectiveness. The Product Owner may attend the Sprint Retrospective as one of the Scrum Team members who has a stake in the outcome of the product development. However,

they can also choose not to attend or delegate their attendance to someone else who can represent their interests and perspectives.

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

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

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

? [Scrum Guide], page 18, section "Sprint Retrospective"

? [Scrum Guide], page 17, section "Sprint Review"

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

? [Scrum Guide], page 10, section "Product Goal"

NEW QUESTION 31

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

A. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint.

B. As much as is required to meet the Scrum Team's Definition of Done.

C. All development work and at least some testing.

D. A proportional amount of time on analysis, design, development, and testing.

Answer: B

Explanation:

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

? The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done is used to assess when work is complete on the product Increment.

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

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

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

References:

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

? Definition of Done: <https://www.scrum.org/resources/what-is-a-definition-of-done>

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

NEW QUESTION 32

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

A. Attending every Daily Scrum to answer questions about the Sprint Backlog items.

B. Creating financial reporting upon the spent hours reported by the Developers.

C. Nothing.

D. Updating the work plan for the Developers on a daily basis.

E. Collaborating with stakeholders, users, and customers.

F. Working with the Scrum Team on Product Backlog refinement.

Answer: EF

Explanation:

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

? 1: The Scrum Guide², page 18

? 2: The Scrum Guide

NEW QUESTION 35

How often should customer satisfaction be measured? (choose the best answer)

A. Frequently.

B. Quarterly.

C. Daily.

D. Annually.

Answer: A

Explanation:

? Customer satisfaction is a measure of how well a product or service meets or exceeds the expectations and needs of the customers. It is an important indicator of the value and quality of a product or service, and it can affect the loyalty, retention, and profitability of the customers.

? Customer satisfaction should be measured frequently, as it can change over time depending on various factors, such as the market conditions, the customer feedback, the product updates, the competitor actions, and the customer behavior. Measuring customer satisfaction frequently can help the Product Owner and the

Scrum Team to inspect and adapt their product vision, strategy, roadmap, backlog, and increments based on the customer needs and preferences. It can also help them to identify and resolve any issues or gaps that may affect the customer satisfaction and value delivery.

? Measuring customer satisfaction quarterly, daily, or annually is not optimal, as it may not reflect the current state of the customer satisfaction and may miss some opportunities or risks that may arise in between the measurement intervals. Quarterly measurement may be too slow to respond to the fast-changing market and customer demands. Daily measurement may be too noisy and costly to collect and analyze. Annual measurement may be too outdated and irrelevant to inform the product decisions.

References:

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

? Customer Satisfaction: <https://www.agilealliance.org/glossary/customer-satisfaction/>

NEW QUESTION 38

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 Done.
- B. The Developers may be consulted.
- C. No, the Scrum Team decides the Definition of Done, if it is not a standard of the organization.
- 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 40

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 spread knowledge.

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 43

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

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

Answer: C

Explanation:

? The Sprint Planning is an event that occurs at the beginning of each Sprint, where the Scrum Team plans how to deliver a valuable product Increment. The Sprint Planning consists of two topics: What can be done this Sprint? and How will the chosen work get done? The outcome of the Sprint Planning is an agreed-upon Sprint Goal, a Sprint Backlog, and a plan for delivering the Increment.

? The timebox for the Sprint Planning event is proportional to the length of the Sprint. For a one-month Sprint, the timebox is 8 hours. For shorter Sprints, the timebox is usually shorter. The Scrum Team may decide how much time to spend on each topic within the timebox, depending on their needs and preferences.

? The timebox for the Sprint Planning event ensures that the Scrum Team does not spend too much or too little time on planning their work for the Sprint. The

timebox also ensures that the Scrum Team has enough clarity and alignment on what and how they want to achieve during the Sprint.

References:

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

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

NEW QUESTION 44

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

- A. True
- B. False

Answer: A

Explanation:

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

References:

? [Professional Scrum Product Owner], chapter 6: "Dependencies are relationships between Product Backlog items that affect their order of implementation."

? [Managing Dependencies on Agile Projects]: "Dependencies can have a significant impact on the delivery of value."

NEW QUESTION 45

Scrum requires that the Product Owner must use which of the following items? (choose all that apply)

- A. Burndown chart.
- B. Feature burn-up.
- C. Critical Path Analysis.
- D. Project Gantt chart.
- E. None of the above.

Answer: E

Explanation:

Scrum does not require that the Product Owner must use any of the following items:

? Burndown chart: A burndown chart is a graphical representation of work left to do versus time. It can be used to track progress and forecast completion dates of projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to monitor and communicate product development.

? Feature burn-up: A feature burn-up chart is a graphical representation of features completed versus time. It can be used to track progress and forecast scope changes of projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to monitor and communicate product development.

? Critical Path Analysis: Critical Path Analysis is a project management technique that identifies the sequence of tasks that must be completed on time for a project or Sprint to finish on schedule. It can be used to plan, monitor, and control complex projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to manage product development.

? Project Gantt chart: A project Gantt chart is a graphical representation of tasks, dependencies, durations, and milestones of a project or Sprint. It can be used to plan, monitor, and control complex projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to manage product development.

Therefore, the correct answer is none of the above.

References:

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

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

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

NEW QUESTION 46

What tactic should a Scrum Team use to divide a group of 100 people into multiple Scrum Teams?

(choose the best answer)

- A. Ask the people to divide themselves into teams.
- B. Create teams based on their skills across multiple layers (such as database, UI, etc.).
- C. Ask the Product Owner to assign the people to teams.

Answer: A

Explanation:

According to Scrum.org, when splitting a large group into multiple Scrum Teams, it can be beneficial to allow the people to self-organize into smaller teams¹². This approach respects the principle of self-organization, which is a key aspect of Scrum¹². It allows individuals to choose the team they feel they can contribute to most effectively¹². However, it's important to note that this process should be facilitated and guided to ensure a balanced distribution of skills and capabilities across the teams¹².

NEW QUESTION 48

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

- A. True
- B. False

Answer: A

Explanation:

The purpose of a Sprint is to produce a valuable, useful Increment that meets the Sprint Goal and the Definition of Done¹. An Increment is a concrete step toward achieving the Product Goal and is the primary measure of progress in Scrum². The Increment must be usable and potentially releasable, meaning that it meets the quality standards set by the Scrum Team and the stakeholders³^[3].

References:

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

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

[3][3]: The Scrum Guide, November 2020, p. 13

NEW QUESTION 52

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

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

Answer: D

Explanation:

The work to make sure Product Backlog items conform to the Definition of Done is done by the Developers. This is because:

? The Developers are accountable for creating a “Done” Increment in every Sprint.

They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.

? The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what “Done” means for any Product Backlog item that is selected for a Sprint.

? The Developers are self-managing professionals who organize and manage their own work. They decide how to best accomplish their work, rather than being directed by others outside the Scrum Team.

Other options, such as the Product Owner, the Quality Assurance Team, the Scrum Team, or the Scrum Master, are not responsible for making sure Product Backlog items conform to the Definition of Done. They may have different roles and accountabilities in Scrum, but they do not do the actual work of creating a “Done” Increment.

References:

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

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

? [Scrum Guide], page 7, section “The Scrum Team”

NEW QUESTION 53

Who determines how work is performed during the Sprint? (choose the best answer)

- A. The Scrum Master.
- B. The Scrum Team.
- C. Team manager.
- D. The Developers
- E. Subject matter experts.

Answer: D

Explanation:

The Developers are the people in the Scrum Team who are committed to creating any aspect of a usable Increment each Sprint. The Developers are accountable for organizing and managing their work. Only the Developers can decide how to perform the work during the Sprint¹. The Developers plan the work necessary to create an Increment that meets the Definition of Done during the Sprint Planning event. This is often done by decomposing Product Backlog items into smaller work items of one day or less. How this is done is at the sole discretion of the Developers². The Developers also inspect their progress toward the Sprint Goal and adapt their plan during the Daily Scrum¹. The Developers are self-managing, which means they decide internally who does what, when, and how¹. The Scrum Master, the Product Owner, the team manager, and the subject matter experts are not involved in determining how the work is performed during the Sprint. They may provide guidance, feedback, or support, but they do not interfere with the Developers’ autonomy and accountability¹³⁴. References:

? Scrum Guide

? What is a Developer?

? Who Determines How Work Is Performed During The Sprint?

? What is Sprint Planning?

NEW QUESTION 57

True or False: All planned work for the Product done by the Scrum Team must originate from the Product Backlog.

- A. True
- B. False

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.

? The Product Owner is accountable 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.

? All planned work for the Product done by the Scrum Team must originate from the Product Backlog. The Scrum Team does not work on anything that is not in the Product Backlog. The Scrum Team does not add or remove anything from the Product Backlog without consulting with the Product Owner. The Scrum Team

does not accept or implement any requests or changes that are not in the Product Backlog. The Scrum Team does not create any other artifacts or documents that are not derived from or related to the Product Backlog.

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>

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

NEW QUESTION 62

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

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

Answer: D

Explanation:

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

NEW QUESTION 65

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

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

Answer: C

Explanation:

The Scrum Team should have all the skills needed to turn Product Backlog items into a valuable, useful Increment, as this is the primary goal of each Sprint. The Scrum Guide states that "The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal."¹ The Scrum Team should be cross-functional, which means that the Developers have all the skills necessary to create a product Increment.¹ The Scrum Team should also be self-managing, which means that they decide how best to accomplish their work, rather than being directed by others outside the Scrum Team.¹

References:

? 1: The Scrum Guide², page 6

? 2: The Scrum Guide

NEW QUESTION 67

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

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

Answer: C

Explanation:

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

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

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

? The Sprint Planning is an event that occurs at the beginning of each Sprint, where the Scrum Team plans how to deliver a valuable product Increment. The Sprint Planning consists of two topics: What can be done this Sprint? and How will the chosen work get done? The outcome of the Sprint Planning is an agreed-upon Sprint Goal, a Sprint Backlog, and a plan for delivering the Increment.

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

References:

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

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

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

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

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

NEW QUESTION 68

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

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

- Stability requirements
- Performance requirements
- Product Functionality
- Documentation
- Fixes

(choose the best answer)

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

Answer: A

Explanation:

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

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

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

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

References:

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

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

NEW QUESTION 73

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 76

When should the Product Owner update the project plan? (choose the best answer)

- A. Before the Sprint Planning to know how much work will have to be done in the Sprint.
- B. The Product Backlog is the plan in Scrum
- C. It is updated as new information and insights emerge.

- D. After the Daily Scrum to ensure an accurate daily overview of project progress.
- E. The project plan must be updated prior to the Sprint Retrospective.

Answer: B

Explanation:

The Product Owner is responsible for managing and refining the Product Backlog, which is the single source of truth for the plan of the product development. The Product Backlog is a living artifact that changes as the product and the market evolve. The Product Owner updates the Product Backlog continuously based on feedback, learning, and stakeholder needs. There is no separate project plan document in Scrum.

References:

- ? [Scrum Guide], section 3.1: "The Product Backlog is an emergent, ordered list of what is needed to improve the product."
- ? [Professional Scrum Product Owner], chapter 5: "The Product Backlog represents everything necessary to develop and launch a successful product."
- ? [What is a Product Backlog?]: "The Product Backlog is a list of all things that need to be done within the project."

NEW QUESTION 78

Why does the Product Owner want the Developers to adhere to its Definition of Done? (choose the best answer)

- A. To predict the team's productivity over time.
- B. To have complete transparency into what has been done at the end of each Sprint.
- C. To know what the team will deliver over the next three Sprints.
- D. To be able to reprimand the team when they do not meet their velocity goal for the Sprint.

Answer: B

Explanation:

The Product Owner wants the Developers to adhere to its Definition of Done to have complete transparency into what has been done at the end of each Sprint. This is because:

- ? The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what "Done" means for any Product Backlog item that is selected for a Sprint.
 - ? The Developers are accountable for creating a "Done" Increment in every Sprint. They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.
 - ? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They must inspect the Increment at the end of each Sprint and assess how it delivers value and contributes to the Product Goal.
 - ? Having a clear and consistent Definition of Done helps the Product Owner have complete transparency into what has been done at the end of each Sprint. It also helps them make informed decisions about releasing, adapting, or continuing the product development.
- Other options, such as predicting the team's productivity over time, knowing what the team will deliver over the next three Sprints, or reprimanding the team when they do not meet their velocity goal for the Sprint, are not valid reasons for wanting the Developers to adhere to its Definition of Done. They may reflect a misunderstanding of what a Definition of Done is or how Scrum works.

References:

- ? [Scrum Guide], page 10, section "Definition of Done"
- ? [Scrum Guide], page 7, section "Developers"
- ? [Scrum Guide], page 6, section "Product Owner"

NEW QUESTION 79

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

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

Answer: E

Explanation:



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

NEW QUESTION 83

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

- A. True
- B. False

Answer: B

Explanation:

? An Increment is a concrete stepping stone toward the product vision. It is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be “Done”, which means it meets the Definition of Done and is usable.

? The Scrum Team decides when and how to release an Increment to customers or users. The Product Owner is responsible for maximizing the value of the product and the work of the Developers, and may decide to release an Increment at any time during or after a Sprint. The Developers are responsible for creating a potentially releasable Increment each Sprint, and may collaborate with the Product Owner and the stakeholders to determine the best way to deliver value.

? Releasing an Increment to customers or users is not mandatory at the end of each Sprint. The Scrum Team may choose to release an Increment more or less frequently, depending on the product goals, market conditions, customer feedback, or technical feasibility. However, releasing an Increment regularly can provide many benefits, such as:

References:

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

? Increment: <https://www.scrum.org/resources/what-is-an-increment>

? Releasing Value: <https://www.scrum.org/resources/blog/releasing-value>

NEW QUESTION 84

What are two effective ways for the Scrum Team to make non-functional requirements visible?

(choose the best two answers)

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

Answer: AC

Explanation:

Non-functional requirements are the criteria that define the quality, performance, security, usability, and other aspects of a product¹. They are often implicit or assumed, but they are important to make visible and explicit, as they affect the value and satisfaction of the product². One effective way to make non-functional requirements visible is to add them to the Product Backlog, which is an ordered list of everything that is known to be needed in the product³³. By adding non-functional requirements to the Product Backlog, the Product Owner and the Developers can prioritize, refine, and estimate them, and make them transparent to the stakeholders⁴. Another effective way to make non-functional requirements visible is to add them to the Definition of Done, which is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done⁵. By adding non-functional requirements to the Definition of Done, the Developers can ensure that every Product Backlog item and Increment meets the expected quality standards, and that the work is taken care of every Sprint.

References:

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

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

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

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

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

NEW QUESTION 85

A Product Backlog is:

(choose the best three answers)

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

Answer: BCD

Explanation:

A Product Backlog is:

? Managed by the Product Owner. The Product Owner is the sole person responsible for managing the Product Backlog, which is an emergent, ordered list of what is needed to improve the product. They must ensure that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it.

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

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

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

References:

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

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

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

NEW QUESTION 86

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

- A. True
- B. False

Answer: B

Explanation:

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

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

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

? 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.

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

References:

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

? Nexus: [1]

? LeSS: [2]

? SAFe: [3]

? Scrum of Scrums: [4]

NEW QUESTION 87

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

A. True

B. False

Answer: B

Explanation:

A Product Owner should not measure product value by the increase in the team's velocity. This is because:

? Velocity is a measure of how much work a Scrum Team can deliver in a Sprint. It is based on the estimation of Product Backlog items that are selected for a Sprint and completed according to the Definition of Done.

? Velocity is not a measure of product value. It does not reflect how well the product meets the needs and expectations of the customers, users, and stakeholders. It does not reflect how much value or impact the product creates in terms of revenue, satisfaction, or social good.

? Velocity is not a goal or a target for a Scrum Team. It is a planning tool that helps them forecast their future work based on their past performance. It is not a metric that should be used to compare or judge teams or individuals.

? A Product Owner should measure product value by using indicators that are relevant, meaningful, and actionable for their product context. These may include metrics such as customer feedback, usage data, market share, return on investment, or social impact.

References:

? [Scrum Guide], page 7, section "Developers"

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

? [Scrum Guide], page 15, section "Sprint Backlog"

? [Professional Scrum Product Owner™ Training], page 5, section "Product Value"

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

NEW QUESTION 88

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 93

Why would you expect a Product Owner to care that the Scrum Team adheres to its Definition of Done? (choose the best two answers)

A. The Product Owner should not concern themselves with meeting the Definition of Done, it is the Developer's responsibility.

B. To be able to punish the team when they do not meet their velocity goal for the Sprint.

C. To forecast the team's productivity over time.

D. The Definition of Done can affect the product's total cost of ownership.

E. To have complete transparency into what has been done at the end of each Sprint.

Answer: CD

Explanation:

The Product Owner should care that the Scrum Team adheres to its Definition of Done because:

- ? It helps to forecast the team's productivity over time. By having a clear and consistent Definition of Done, the Product Owner can measure the amount of work that the team can deliver in each Sprint and plan accordingly.
- ? It affects the product's total cost of ownership. By ensuring that the work done by the team meets the quality standards and expectations of the stakeholders, the Product Owner can reduce the risk of technical debt, rework, defects, and maintenance costs in the future.

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 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 14: "The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. If a Product Backlog item does not meet the Definition of Done, it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration."

NEW QUESTION 98

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 103

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

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

Answer: B

Explanation:



Scrum

According to the Scrum Guide 2020, the entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint¹²³⁴. This includes the Developers, the Product Owner, and the Scrum Master⁴. The Developers are committed to creating any aspect of a usable Increment each Sprint¹², while the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team¹². The Scrum Master fosters an environment where the Scrum Team can work effectively¹.

NEW QUESTION 106

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

- A. True
- B. False

Answer: B

Explanation:

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

References:

- ? [Scrum Guide], page 6, section "Product Owner"
- ? [Scrum Guide], page 11, section "Product Backlog"
- ? [Scrum Guide], page 10, section "Product Goal"
- ? [Professional Scrum Product Owner™ Training], page 6, section "Product Vision"
- ? [Professional Scrum Product Owner™ Training], page 9, section "Business Strategy"

NEW QUESTION 111

What does it mean for a Scrum Team to be cross-functional?
(choose the best answer)

- A. The Scrum Team includes not only developers but also business analysts, architects, and testers.
- B. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint.
- C. Developers on the Scrum Team work closely with business analysts, architects, developers, and testers who are not on the team.
- D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers.

Answer: B

Explanation:

The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint. According to the Scrum Guide¹, "Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint." This implies that the team does not depend on external resources or specialists to deliver a product increment. The other options do not reflect the true meaning of cross-functionality in Scrum.

1: The Scrum Team | Scrum.org

NEW QUESTION 113

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 117

Which best describes the Product Backlog? (choose the best answer)

- A. It is allowed to grow and change as more is learned about the product and its customers.
- B. It contains all foreseeable tasks and requirements from which the Scrum Team can develop and maintain a complete project plan.
- C. It provides just enough information to enable a Scrum Team to start the design phase of a product.
- D. It is baselined to follow change management processes.

Answer: A

Explanation:

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team. The Product Backlog is dynamic; it constantly changes to identify what the product needs to be appropriate, competitive, and useful. The other options are not accurate descriptions of the Product Backlog, as it does not contain all foreseeable tasks and requirements, it does not provide just enough information to start the design phase, and it is not baselined to follow change management processes²³.

1: What is a Product Backlog? | Scrum.org 2: What is a Product Backlog? | Agile Alliance 3: Product Backlog: Definition, Examples & Techniques | Wrike Guide

NEW QUESTION 120

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 121

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 125

An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done?

(choose the best answer)

- A. Without a new vocabulary as a reminder of the change, very little change may actually happen.
- B. The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.
- C. Management may feel less anxious.
- D. All answers apply.

Answer: D

NEW QUESTION 130

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

- A. The impact on cost.
- B. The impact on my performance rating.
- C. The impact on revenue.

- D. The impact on my boss's mood.
- E. The delivery of upfront defined scope compared to the upfront planned time.
- F. The impact on customer satisfaction.

Answer: ACF

Explanation:

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

References:

- ? 1: The Scrum Guide², page 6
- ? 2: The Scrum Guide

NEW QUESTION 132

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

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

Answer: C

Explanation:

The Developers need a Sprint Goal because it gives them a common yet specific goal to focus on during the Sprint. This is because:

? The Sprint Goal is a short-term objective that provides guidance and focus to the Scrum Team throughout the Sprint. It is a flexible and negotiable commitment that can be adjusted as more is learned throughout the Sprint.

? The Developers are accountable for creating a "Done" Increment in every Sprint.

They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.

? The Developers are self-managing professionals who organize and manage their own work. They decide how to best accomplish their work, rather than being directed by others outside the Scrum Team.

? The Developers need a Sprint Goal to align their efforts and collaborate effectively as a team. The Sprint Goal helps them prioritize and optimize their work based on value and impact. The Sprint Goal also helps them cope with uncertainty and complexity by providing a clear direction and a shared purpose.

Other options, such as a Sprint Goal only giving purpose to Sprint 0, Sprint Goals being not valuable, or a Sprint Goal ensuring that all of the Product Backlog items selected for the Sprint are implemented, are not valid reasons why the Developers need a Sprint Goal. They may reflect a misunderstanding of what a Sprint Goal is or how Scrum works. References:

? [Scrum Guide], page 15, section "Sprint Goal"

? [Scrum Guide], page 7, section "Developers"

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

? [Scrum Guide], page 10, section "Increment"

NEW QUESTION 133

True or False: Product Owners must specify complete acceptance criteria for a Product Backlog item before the Developers can select the item in Sprint Planning.

- A. True
- B. False

Answer: B

Explanation:

? False: Product Owners do not have to specify complete acceptance criteria for a Product Backlog item before the Developers can select the item in Sprint Planning.

? Acceptance criteria are a set of conditions that a Product Backlog item must satisfy to be considered "Done" and acceptable for delivery.

? Acceptance criteria are not mandatory in Scrum, but they can help the Product Owner and the Developers to clarify the expectations and requirements of a Product Backlog item.

? Acceptance criteria can be added or refined by the Product Owner at any time, but they should be clear and testable before the Sprint starts.

? The Developers can select a Product Backlog item in Sprint Planning based on their understanding of its value, scope, and complexity, as well as their capacity and skills. They can also collaborate with the Product Owner to define or refine the acceptance criteria during Sprint Planning. References: Scrum Guide, Section 3.4 (The Product Backlog), Section 5.1 (Sprint Planning), and Section 6.4 (The Increment)

NEW QUESTION 136

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 punish the 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 139

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

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

Answer: A

Explanation:

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

- ? 1: The Scrum Guide², page 16
- ? 2: The Scrum Guide

NEW QUESTION 144

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 147

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 151

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

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

Answer: E

Explanation:

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

- ? Competitive research. The Product Owner should be aware of the competitive landscape and the market trends that affect the product. They should know who are the competitors, what are their strengths and weaknesses, how do they differentiate themselves, and what are their strategies and goals. This can help the Product Owner to identify opportunities, threats, and gaps in the market, and to position the product accordingly.
- ? Customer feedback. The Product Owner should be aware of the customer needs, preferences, expectations, and satisfaction with the product. They should collect and analyze feedback from various sources, such as surveys, interviews, reviews, analytics, etc. This can help the Product Owner to validate assumptions, test hypotheses, measure outcomes, and discover insights that can inform the product decisions and priorities.
- ? Product vision. The Product Owner should be aware of the product vision, which is a clear and compelling statement of the desired future state of the product. The product vision describes the purpose, value proposition, target audience, and key features of the product. It also aligns with the organizational vision and mission. This can help the Product Owner to communicate and inspire the stakeholders, to guide and focus the Scrum Team, and to evaluate and adjust the product direction.
- ? Forecasting & feasibility. The Product Owner should be aware of the forecasting and feasibility of the product. They should estimate and plan the scope, time,

cost, quality, and risk of delivering the product. They should also assess the technical, operational, legal, ethical, and social feasibility of developing and releasing the product. This can help the Product Owner to optimize the value of the work of the Scrum Team, to manage expectations and dependencies, and to handle uncertainties and changes.

References:

? Scrum Guide 2020, page 6: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."

? Scrum Guide 2020, page 11: "The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against."

? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes ... optimizing the value of the work the Scrum Team performs."

NEW QUESTION 152

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

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

Answer: B

Explanation:

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

NEW QUESTION 155

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

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

Answer: B

Explanation:

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

References:

? The Scrum Guide

? Understanding and Applying the Scrum Framework

? Professional Scrum Product Owner™ I Certification

NEW QUESTION 158

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 163

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 customers. 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 168

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

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

Answer: A

Explanation:

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

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

NEW QUESTION 173

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