



Scrum

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

NEW QUESTION 1

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

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

Answer: AD

Explanation:

? The Product Owner is one person, not a committee or a team of people. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.

? Having multiple Product Owners for one product would create conflicts, overlaps, gaps, and inefficiencies. It would also make it harder to maintain a clear and consistent product vision, strategy, roadmap, and backlog. Therefore, the Scrum Team can not have multiple Product Owners.

? The Product Owner is accountable for ordering the Product Backlog. The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product. The Product Owner orders the items in the Product Backlog based on factors such as value, risk, priority, dependency, feedback, or market conditions.

References:

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

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

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

NEW QUESTION 2

How much time must a Product Owner spend with the Developers? (choose the best answer)

- A. Enough so that the Product Owner is confident the Increment will meet the intended value.
- B. 40%, or more if the stakeholders agree.
- C. As much time as the Developers tell the Product Owner to be present.
- D. 100%

Answer: A

Explanation:

The Product Owner must spend enough time with the Developers so that they are confident the Increment will meet the intended value. 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 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.

? The amount of time that the Product Owner must spend with the Developers may vary depending on the context, complexity, and uncertainty of the product development. However, it should be enough so that both parties are confident that the Increment will meet the intended value.

Other options, such as 40%, as much time as the Developers tell them to be present, or 100%, are not valid answers as they imply a fixed or arbitrary amount of time that does not reflect the actual needs and dynamics of the product development.

References:

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

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

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

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

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

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

Who is responsible for the sizing of Product Backlog items? (choose the best answer)

- A. The Product Owner with input from the Developers.
- B. The Scrum Master.
- C. The Developers, alone.
- D. The Developers after clarifying requirements with the Product Owner.
- E. The most senior people in the organization, including architects and subject matter experts.

Answer: D

Explanation:

According to Scrum.org, the Developers who will be doing the work are responsible for the sizing of Product Backlog items¹. The Product Owner may influence the Developers by helping them understand and select trade-offs¹. This implies that the Developers size the items after clarifying requirements with the Product

Owner1.

NEW QUESTION 5

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 6

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

- A. True
- B. False

Answer: B

Explanation:

A Scrum Master does not fulfill the same role as a traditional Project Manager. A Project Manager is typically responsible for planning, executing, monitoring, controlling, and closing a project, as well as managing the scope, schedule, budget, quality, risks, and stakeholders of the project¹. A Scrum Master is a servant-leader for the Scrum Team, who helps the team understand and enact Scrum values, principles, and practices, and removes impediments to the team's progress². A Scrum Master does not manage the project, the scope, the schedule, the budget, or the team, as these are either shared responsibilities or emergent outcomes of the Scrum framework^{[3][3]}. A Scrum Master also does not have authority over the team or the stakeholders, but rather facilitates collaboration and empowerment among them⁴.

References:

1: What is Project Management?, Project Management Institute, accessed on December 16, 2023

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

[3][3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

4: Developing People and Teams, Scrum.org, accessed on December 16, 2023

NEW QUESTION 7

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 8

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

A. At least 7.

B. 9.

C. 10 or fewer.

D. 7 plus or minus 3.

Answer: C

Explanation:

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

References:

? 1: The Scrum Guide², page 6

? 2: The Scrum Guide

NEW QUESTION 9

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

A. The Scrum Master.

B. The CEO.

C. The Developers.

D. The Scrum Team.

E. The Product Owner.

Answer: C

Explanation:

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

References:

? The Scrum Guide

? The Developers

? Understanding and Applying the Scrum Framework

NEW QUESTION 10

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

A. Whenever a team member can accommodate more work.

B. At the Sprint Planning Event.

C. During the Daily Scrum.

D. Never

E. The entire Scrum Team is accountable for creating value every Sprint.

Answer: D

Explanation:

According to the Scrum Guide, the Scrum Team consists of one Product Owner, one Scrum Master, and Developers. The Scrum Team is responsible for all product-related activities, including delivering a valuable, usable product increment every Sprint. The Product Owner is accountable for maximizing the value of the product and the work of the Developers. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog; instilling quality by adhering to a Definition of Done; and adapting their plan each day toward the Sprint Goal. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide, helping everyone understand Scrum theory and practice, and removing impediments to the Scrum Team's progress.

Therefore, the Developers are not individually accountable for the value of a Product Backlog item selected for the Sprint, but collectively accountable as part of the Scrum Team. The value of a Product Backlog item is determined by the Product Owner, who orders the Product Backlog items based on stakeholder needs and feedback. The Developers collaborate with the Product Owner to understand the value and requirements of each Product Backlog item and deliver a potentially releasable product increment that meets the Definition of Done and the Sprint Goal.

References:

? [Scrum Guide], section 2.2: "The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required."

? Accountabilities in Scrum | Scrum.org: "Scrum has three accountabilities, each with a different focus : Product Owner (green figure) The "What". With a focus on Value, time to market, return on investment and Total Cost of Ownership (TCO). Developers (red figures) The "How". Focus on building something that is Done – that the increment is useable and potentially releasable."

? What is a Developer in Scrum? | Scrum.org: "The specific skills needed by the Developers are often broad and will vary based on the type of work they are doing. However, the Developers are always accountable for: Creating a plan for the Sprint, the Sprint Backlog Instilling quality by adhering to a Definition of Done Adapting their plan each day toward the Sprint Goal"

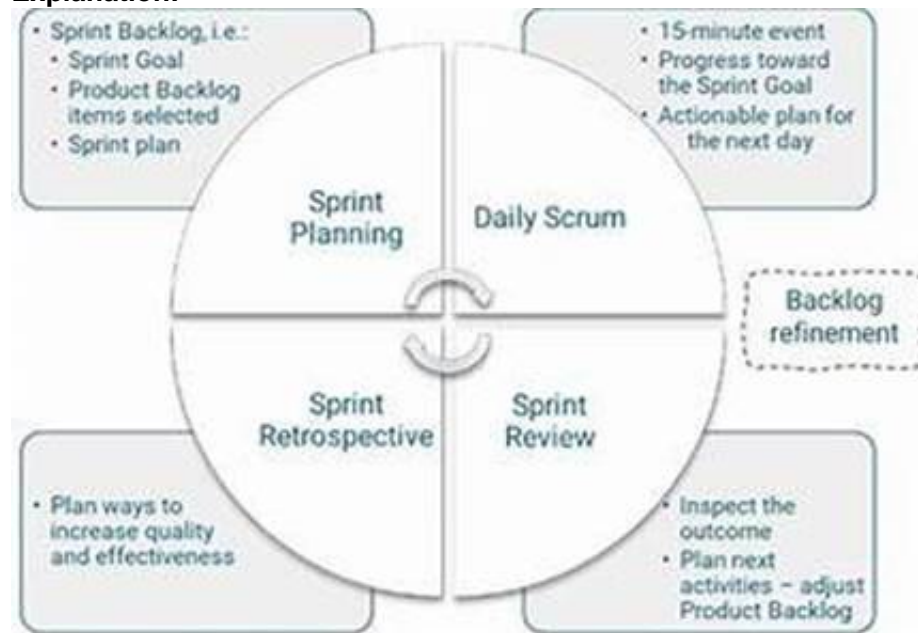
NEW QUESTION 10

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

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

Answer: BD

Explanation:



Scrum

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

NEW QUESTION 14

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

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

Answer: B

Explanation:

If the Product Backlog is not sufficiently clear at Sprint Planning, the Developers will find it difficult to create a Sprint forecast they are confident they can meet. This is because:

? Sprint Planning is an event where the Scrum Team plans for the upcoming Sprint.

The purpose of Sprint Planning is to align the entire Scrum Team around a common goal and a plan for delivering an Increment that meets that goal.

? The Developers are accountable for creating a Sprint forecast, which is a selection of Product Backlog items that they intend to work on during the Sprint. The Sprint forecast should be realistic, achievable, and valuable.

? The Product Owner is accountable for ensuring that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it. They must collaborate with the Developers and provide clarifications, feedback, and guidance on what items are most important and valuable for the product.

? If the Product Backlog is not sufficiently clear at Sprint Planning, it means that there are items that are not well defined, ordered, or estimated. This may make it hard for the Developers to understand what they are supposed to build and why. It may also make it hard for them to estimate how much work they can do or how long it will take them to do it. This may result in a poor or inaccurate Sprint forecast that may affect the quality or value of the Increment.

Other options, such as the Product Owner selecting the Sprint Goal for the Scrum Team so that work can begin, nothing in particular happening, the Scrum Master not allowing this to happen or looking for a new Scrum Master and re-starting the Sprint, or Sprint Planning being canceled so refinement can be done first, are not valid answers as they do not reflect what typically happens or what should happen in Scrum.

References:

? [Scrum Guide], page 14, section "Sprint Planning"

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

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

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

NEW QUESTION 16

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

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

Answer: AD

Explanation:

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

? The job of a Product Owner focuses on the following aspects:

? The other options are not valid or relevant aspects of a Product Owner's job. They are either too narrow, unrealistic, or unrelated to the product value delivery. They are:

References:

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

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

? User Stories: <https://www.agilealliance.org/glossary/user-stories>

NEW QUESTION 19

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 23

Who determines how many Product Backlog items the Developers select for a Sprint? (choose the best answer)

- A. The Scrum Team
- B. The Developers.
- C. The Product Owner.
- D. The Scrum Master.
- E. The stakeholders attending Sprint Planning.

Answer: B

Explanation:

The Developers are the ones who determine how many Product Backlog items they select for a Sprint. The Developers are self-managing and decide how much work they can do in a Sprint¹. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers². The Product Owner, the Scrum Master, and the stakeholders do not have the authority to tell the Developers how many Product Backlog items they should select, as this would violate the principle of self-management^{[3][3]}.

References:

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

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

[3][3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 25

What enhances the transparency of an Increment? (choose the best answer)

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

Answer: B

Explanation:

The Definition of Done is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done¹. The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints². The Increment must be usable and potentially releasable, meaning that it meets the quality standards set by the Scrum Team and the stakeholders^{[3][3]}. Doing all work needed to meet the Definition of Done enhances the transparency of the Increment, as it ensures that the Increment is truly done and reflects the current state of the product⁴. The other options do not enhance the transparency of the Increment, as they either introduce unnecessary complexity, delay, or overhead, or do not provide a clear and consistent way to measure the quality of the work done.

References:

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

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

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

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

NEW QUESTION 28

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

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

Answer: C

Explanation:

Developers are self-managing, which means that they decide how much work they can do in a Sprint, and how they will do it¹. They manage the Sprint Backlog, which is the plan for how the Developers will achieve the Sprint Goal, and the single source of truth for the work to be done in the Sprint². The Developers create and update the Sprint Backlog throughout the Sprint as more is learned^{[3][3]}. The other options are not managed by the Developers, but by the Product Owner or the Scrum Team as a whole. The Product Owner is accountable for ordering the Product Backlog, which is an ordered list of everything that is known to be needed in the product⁴. The Product Owner also decides when to release the product, based on the value, risk, and stakeholder feedback⁵. The Scrum Team collaborates on inviting the stakeholders for the Sprint Review, which is an event where the Scrum Team and the stakeholders inspect the product Increment and adapt the Product Backlog. The Scrum Team also decides the Sprint length, which is the time-box within which the Scrum Team delivers a product Increment.

References:

- ? 1: The Scrum Guide, November 2020, p. 6
- ? 2: The Scrum Guide, November 2020, p. 10
- ? [3][3]: The Scrum Guide, November 2020, p. 10
- ? 4: The Scrum Guide, November 2020, p. 6
- ? 5: Managing Products with Agility, Scrum.org, accessed on December 16, 2023
- ? : The Scrum Guide, November 2020, p. 13
- ? : The Scrum Guide, November 2020, p. 9

NEW QUESTION 30

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

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

Answer: AD

Explanation:



Scrum Explore

The correct answers are A and D.

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

NEW QUESTION 35

Who owns the Sprint Backlog? (choose the best answer)

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

- C. The Product Owner.
- D. The Developers.

Answer: D

Explanation:

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

NEW QUESTION 36

As the Sprint Planning progresses, the Developers realize that the workload may be greater than their capacity to complete the work. Which two are valid actions? (choose the best two answers)

- A. Remove or change selected Product Backlog items.
- B. The Developers ensure that the Scrum Team is aware, start the Sprint, and monitor progress.
- C. Recruit additional Developers before the work can begin.
- D. Cancel the Sprint.
- E. The Developers work overtime during this Sprint.

Answer: AB

Explanation:

According to the Scrum Guide¹, the Developers are responsible for selecting the amount of work they can do in a Sprint, based on their capacity and past performance². If they realize that the workload may be greater than their capacity, they can either remove or change some of the selected Product Backlog items, or they can start the Sprint and monitor the progress, making adjustments as needed³. Recruiting additional Developers, canceling the Sprint, or working overtime are not valid actions, as they would disrupt the Scrum values of commitment, focus, and respect

NEW QUESTION 38

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 41

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

- A. True
- B. False

Answer: A

Explanation:

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

References:

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

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

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

NEW QUESTION 44

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

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

Answer: C

Explanation:

? The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. The Sprint Backlog is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint, and it belongs solely to the Developers.

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

suggest improvements and innovations.

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

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

References:

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

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

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

NEW QUESTION 48

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 49

What three things might a Scrum Product Owner focus on to ensure the product delivers value?
(choose the best three answers)

- A. How much of the functionality of the product is being used.
- B. Direct customer feedback.
- C. How quickly or easily the product can be absorbed and used by its customers.
- D. Velocity is increasing over time.
- E. Minimizing changes to project scope.

Answer: ABC

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.

? To ensure that the product delivers value, a Scrum Product Owner might focus on the following aspects:

? The other options are not valid or relevant aspects that a Scrum Product Owner might focus on to ensure that the product delivers value. They are either too narrow, unrealistic, or unrelated to the product value delivery. They are:

References:

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

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

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

? Velocity: <https://www.agilealliance.org/glossary/velocity>

NEW QUESTION 53

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 58

All Scrum artifacts must be transparent to ensure sufficient accuracy of inspection. Which two measures ensure that the Product Backlog is transparent? (choose the best two answers)

- A. The Product Backlog is ordered.
- B. The Product Backlog is available to all stakeholders.
- C. Each Product Backlog item has a MoSCoW priority.
- D. The Product Backlog only has work for the next 2 Sprints.
- E. The Product Backlog is managed using a web-based tool.

Answer: AB

Explanation:

? Transparency is one of the three pillars of Scrum, along with inspection and adaptation. Transparency means that all aspects of the Scrum process and the product are visible and understandable to everyone who needs to work on or with them. Transparency enables effective inspection and adaptation, which are essential for delivering valuable products and improving the Scrum Team's performance.

? All Scrum artifacts must be transparent to ensure sufficient accuracy of inspection.

Scrum artifacts include the Product Backlog, the Sprint Backlog, and the Increment. 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.

? Two measures that ensure that the Product Backlog is transparent are:

? The other options are not valid or relevant measures to ensure that the Product Backlog is transparent. They are either too restrictive, arbitrary, or unrelated to the Product Backlog's transparency. They are:

References:

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

? Transparency: <https://www.scrum.org/resources/blog/transparency-scrum-value>

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

? MoSCoW: <https://www.agilealliance.org/glossary/moscow/>

NEW QUESTION 61

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

- A. True
- B. False

Answer: B

NEW QUESTION 66

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

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

Answer: A

Explanation:

The Scrum Team member who is accountable for creating a valuable and usable Increment each Sprint is the Developers. This is because:

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

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

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

? The Increment is a concrete and usable outcome of the Sprint that provides a measure of progress and value delivery. It must be in useable condition regardless of whether it will be released or not.

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

Other options, such as the CEO, the Product Owner, the Scrum Master, or the Scrum Team, are not accountable for creating a valuable and usable Increment each Sprint. They may have different roles and accountabilities in Scrum, but they do not do the actual work of creating a "Done" Increment.

References:

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

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

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

? [Scrum Guide], page 7, section "The Scrum Team"

NEW QUESTION 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 72

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 76

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

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

Answer: D

Explanation:

The Scrum Guide states that "The Daily Scrum is a 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next

24 hours."1 The Daily Scrum is a quick and simple planning meeting designed to keep everyone in the loop with how other team members are getting on. It ensures that team members are fully aligned with each other and on track to hit the Sprint Goal. References:

? 1: The Scrum Guide2, page 11

? 2: The Scrum Guide

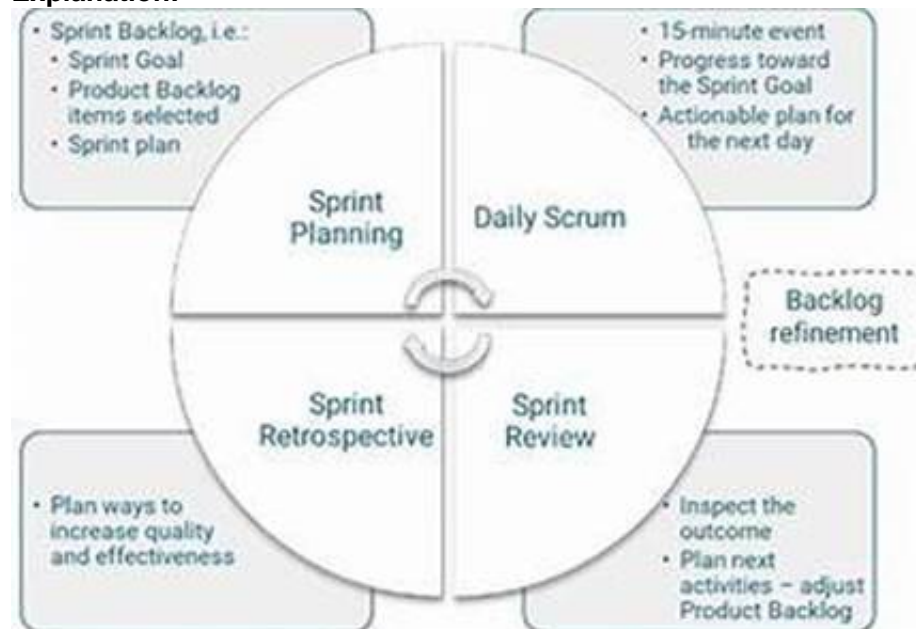
NEW QUESTION 79

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 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 product3[3]. By adding non-functional requirements to the Product Backlog, the Product Owner and the Developers can prioritize, refine, and estimate them, and make them transparent to the stakeholders4. Another effective way to make non-functional requirements visible is to add them to the Definition of Done, which is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done5. By adding non-functional requirements to the Definition of Done, the Developers can ensure that every Product Backlog item and Increment meets the expected quality standards, and that the work is taken care of every Sprint.

References:

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

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

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

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

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

NEW QUESTION 88

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 92

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 93

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

A. True

B. False

Answer: B

Explanation:

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

? The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is never complete and constantly changes to reflect the needs and desires of the customers, users, and stakeholders.

? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.

? The Product Owner collaborates with the Developers and the stakeholders to refine the Product Backlog as needed to ensure that there are enough items that are sufficiently clear and ready for selection in Sprint Planning. The amount of detail and precision required for each Product Backlog item depends on its order, size, and complexity.

? The Product Owner does not need to have the entire Product Backlog documented in detail before the first Sprint can start, as this would imply a fixed and upfront plan that does not allow for feedback, learning, and adaptation. Instead, the Product Owner only needs to have enough items that are well understood and valuable for the Scrum Team to start working on them in the first Sprint.

References:

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

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

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

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

NEW QUESTION 94

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

A. Organizing the work required to meet the Sprint Goal.

B. Selecting the Product Owner.

C. Reporting productivity.

D. Creating a plan for the Sprint, the Sprint Backlog.

Answer: AD

Explanation:

The Developers are the people in the Scrum Team who are committed to creating any aspect of a usable Increment each Sprint. The Developers are accountable for organizing and managing their work. Only the Developers can decide how to perform the work during the Sprint¹. The Developers plan the work necessary to create an Increment that meets the Definition of Done during the Sprint Planning event. This is often done by decomposing Product Backlog items into smaller work items of one day or less. How this is done is at the sole discretion of the Developers. The Sprint Backlog is the set of Product Backlog items selected for the

Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal¹. The Developers are responsible for creating and maintaining the Sprint Backlog¹. The Developers are not accountable for selecting the Product Owner, reporting productivity, or any other activities that are not related to creating a Done Increment that meets the Sprint Goal¹²³. References:

? Scrum Guide

? What is a Developer?

? Who Determines How Work Is Performed During The Sprint?

? [What is Sprint Planning?]

NEW QUESTION 96

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

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

Answer: B

NEW QUESTION 101

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

- A. Teach them that it is their responsibility to work with the other teams to create an integrated Increment that is inclusive of all five team's work.
- B. Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.
- C. Visit the five teams each day to inspect that their Sprint Backlogs are aligned.
- D. Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much overlap during a Sprint.

Answer: A

Explanation:

According to the Scrum Guide, the Scrum Team is responsible for all product-related activities, including coordination and integration with other teams. The Scrum Master should teach the Developers how to work with the other teams to create a potentially releasable product increment that meets the Definition of Done and the Product Goal. One way to facilitate this coordination is to use a Scrum of Scrums meeting, which is a daily or periodic meeting where representatives from each team share their progress, plans, and impediments. The Scrum of Scrums meeting is not mandatory, but it can help the teams align their work and resolve dependencies.

The other options are not correct because they violate the principles of Scrum, such as self-management, empiricism, and transparency:

? B. Collecting the Sprint tasks from the teams and merging them into a consolidated plan for the entire Sprint is a centralized and controlled way of coordination that undermines the self-management and autonomy of the teams. The Scrum Master should not act as a project manager or a coordinator, but as a servant-leader and a coach who enables the teams to manage their own work.

? C. Visiting the five teams each day to inspect that their Sprint Backlogs are aligned is a micromanagement and inspection approach that does not respect the trust and transparency of the teams. The Scrum Master should not interfere with the work of the teams, but support them in creating a shared understanding of the product vision, goals, and requirements.

? D. Teaching the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much overlap during a Sprint is a suboptimal and inefficient way of coordination that does not leverage the collective intelligence and creativity of the teams. The Product Owner should not rely on a few individuals to order the Product Backlog, but collaborate with all the teams and stakeholders to maximize value delivery.

References:

? [Scrum Guide], section 2.2: "The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required."

? Scrum Of Scrums - Guide to Agile Scaling Frameworks - Agilest®: "The coordination of the various teams is done in a Scrum of Scrums meeting which can be held daily, twice a week, or at a minimum, once a week. Each Scrum team has its ScrumMaster or a designated team member attend the Scrum of Scrum meeting as its representative."

NEW QUESTION 102

Who is accountable for tracking the remaining work toward the Sprint Goal? (choose the best answer)

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

Answer: A

Explanation:

The Developers are the ones who are accountable for tracking the remaining work toward the Sprint Goal. The Developers are self-managing and decide how much work they can do in a Sprint¹. They also create and update the Sprint Backlog, which is the plan for how the Developers will achieve the Sprint Goal, and the single source of truth for the work to be done in the Sprint². The Developers use the Daily Scrum to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary³[3]. The Product Owner, the Scrum Master, and the Project Manager (if any) do not have the accountability for tracking the remaining work toward the Sprint Goal, as this is the responsibility of the Developers. References:

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

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

[3][3]: The Scrum Guide, November 2020, p. 11

NEW QUESTION 106

True or False: The Product Owner must write all of the Product Backlog items (e.g., user stories, requirements, etc.) on the Product Backlog before handing them over to the Scrum Team.

- A. True
- B. False

Answer: B

Explanation:

It is not true that the Product Owner must write all of the Product Backlog items (e.g. user stories, requirements, etc.) on the Product Backlog before handing them over to the Scrum Team. This is because:

? The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is never complete and constantly changes to reflect the needs and desires of the customers, users, and stakeholders.

? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.

? The Product Owner is also accountable for managing the Product Backlog items effectively. They must ensure that they are transparent, visible, and understood by everyone who needs to work on them. They must also collaborate with the Developers and stakeholders to refine, order, and prioritize them based on value and impact.

? The Product Owner does not need to write all of the Product Backlog items by themselves or before handing them over to the Scrum Team. They can involve others in creating or contributing to them, such as customers, users, stakeholders, or Developers. They can also add or modify them at any time during the product development process, as long as they are clear and ready for selection in Sprint Planning.

References:

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

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

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

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

? [Scrum Guide], page 14, section "Sprint Planning"

NEW QUESTION 107

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 109

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 111

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

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

A. Coach the Product Owner on how to talk with the Developers about this concern.

B. Wait to bring this up until the Sprint Retrospective.

C. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.

D. Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder's concern to the Developers.

E. Bring the concern to the testers to improve how the Product is verified.

Answer: AD

Explanation:

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

NEW QUESTION 116

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 120

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

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

Answer: AB

Explanation:

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

- ? Promote transparency by sharing the Product Backlog and ensuring the Project Manager has access. This helps communicate what is needed to improve the product, what is planned for each Sprint, and what has been done so far. It also helps align expectations and priorities among different stakeholders.
 - ? Have a discussion with the Project Manager; share the current impediments and forecast for the Sprint. This helps address any issues or risks that may affect the delivery of value and the achievement of the Sprint Goal. It also helps provide feedback and adaptation based on the empirical evidence and data.
- Other options, such as showing the Earned Value Analysis (EVA) report, Scrum does not have Project Managers so disregard their concerns, or sharing the last stakeholder briefing document prepared by the Product Owner, are not the best responses as they do not reflect how to effectively collaborate and communicate with the Project Manager or how to apply the Scrum values and principles.

References:

- ? [Scrum Guide], page 11, section "Product Backlog"
- ? [Scrum Guide], page 15, section "Sprint Backlog"
- ? [Scrum Guide], page 10, section "Increment"
- ? [Scrum Guide], page 5, section "Scrum Theory"
- ? [Scrum Guide], page 4, section "The Scrum Team"

NEW QUESTION 121

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

- A. True
- B. False

Answer: B

Explanation:

The value delivered by a product can not be determined by revenue alone, because:

- ? Revenue is only one aspect of value, and it may not reflect the true impact or benefit of the product for the stakeholders, the users, and the society. For example, a product may generate high revenue, but also cause environmental damage, ethical issues, or customer dissatisfaction.
- ? Value is a subjective and relative concept, and it may vary depending on the context, the perspective, and the criteria of the evaluation. For example, a product may have different value for different segments of customers, or for different markets or regions.
- ? Value is dynamic and emergent, and it may change over time due to various factors, such as feedback, competition, innovation, or regulation. For example, a product may lose its value as new alternatives or solutions become available, or as customer needs or preferences evolve.

References:

- ? Scrum Guide 2020, page 6: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."
- ? Scrum Guide 2020, page 11: "The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against."
- ? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes ... optimizing the value of the work"

the Scrum Team performs.”

NEW QUESTION 122

The "cone of uncertainty" can be used to do what?
(choose the best answer)

- A. Determine whether to cut quality, similar to the "Iron Triangle" of project management.
- B. Determine the cost of a project before it begins.
- C. Illustrate that as a project forecast lengthens, it is increasingly less certain.
- D. Determine the length of the next Sprint.

Answer: C

Explanation:

? The “cone of uncertainty” is a graphical representation of the degree of uncertainty in a project estimate over time. It shows that the range of possible outcomes is wider at the beginning of the project and narrows down as the project progresses and more information becomes available.

? The “cone of uncertainty” can be used to illustrate that as a project forecast lengthens, it is increasingly less certain. This means that the longer the time horizon for a project, the more variability and risk there is in the estimate. This also implies that shorter iterations and frequent feedback can help reduce uncertainty and improve accuracy.

? The “cone of uncertainty” cannot be used to determine whether to cut quality, similar to the “Iron Triangle” of project management. The “Iron Triangle” is a model that shows the trade-offs between scope, time, and cost in a project. Quality is often considered as a fourth dimension that is affected by these three factors. Cutting quality is not a desirable option for any project, especially for Scrum projects that value delivering high-quality products that meet customer needs.

? The “cone of uncertainty” cannot be used to determine the cost of a project before it begins. The cost of a project depends on many factors, such as the scope, the resources, the complexity, the risks, and the market conditions. The “cone of uncertainty” only shows the range of possible outcomes based on the available information at a given point in time. It does not provide a definitive or accurate estimate of the cost before the project starts.

? The “cone of uncertainty” cannot be used to determine the length of the next Sprint. The length of the next Sprint is determined by the Scrum Team based on their empirical experience and their ability to deliver a potentially releasable Increment of value. The “cone of uncertainty” does not provide any guidance on how long a Sprint should be or how much work can be done in a Sprint.

References:

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

? Cone of Uncertainty: <https://www.agilealliance.org/glossary/cone-of-uncertainty/>

NEW QUESTION 126

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

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

Answer: B

Explanation:

The Scrum Team is a self-managing unit that organizes its own work and delivers a valuable product¹. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers². The Scrum Team is accountable for creating a valuable, useful Increment every Sprint^{[3][3]}. If a Developer is having conflicts with other team members that affect the delivery of the Increment, the Scrum Team is responsible for resolving the issue and deciding whether to remove the Developer from the team or not. The Product Owner, the Scrum Master, and the hiring manager do not have the authority to remove a Developer from the Scrum Team, as this would violate the principle of self-management⁴. References:

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

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

[3][3]: The Scrum Guide, November 2020, p. 9

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

NEW QUESTION 131

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:

Answer- False

Very Short Explanation: According to Scrum.org, the Product Owner is not required to create clear and unambiguous acceptance criteria for each item in the product's backlog before it can be selected in Sprint Planning¹. Acceptance Criteria is optional and is not prescribed by Scrum¹². It can be valuable, but it's not a must¹². The Developers can inspect and adapt the Sprint Backlog in any way they see fit, in order to help meet the Sprint Goal².

NEW QUESTION 132

Which of the following are appropriate topics for discussion during a Sprint Retrospective? (choose the best two answers)

- A. Identifying high priority process improvements for the next Sprint.
- B. The order of items in the Product Backlog.
- C. How the team collaborates.
- D. Documenting acceptance criteria for items in the next Sprint.

Answer: AC

Explanation:

The Sprint Retrospective is an event for the Scrum Team to inspect how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done¹. The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness for the next Sprint². Therefore, appropriate topics for discussion during a Sprint Retrospective are:

Identifying high priority process improvements for the next Sprint. The Scrum Team should identify the most important things that went well and the potential improvements, and create a plan for implementing some of them in the next Sprint^{[3][3]}. This way, the Scrum Team can continuously improve their performance and deliver more value.

How the team collaborates. The Scrum Team should reflect on how they work together as a self-managing unit, and how they can enhance their skills, tools, and relationships⁴. This way, the Scrum Team can foster a culture of trust, respect, and collaboration.

The other options are not appropriate topics for discussion during a Sprint Retrospective, as they are either related to the Product Backlog or the Sprint Backlog, which are not the focus of the Sprint Retrospective. The order of items in the Product Backlog is the responsibility of the Product Owner, who manages the Product Backlog based on the value, risk, and dependencies of the items⁵. The Product Owner may seek input from the Scrum Team or the stakeholders, but the final decision is up to the Product Owner. Documenting acceptance criteria for items in the next Sprint is part of the Product Backlog refinement, which is an ongoing activity throughout the Sprint, not a specific event. The Scrum Team should collaborate on refining the Product Backlog items and adding more details, such as acceptance criteria, as they become more clear and ready for selection in a Sprint Planning.

References:

1: The Scrum Guide, November 2020, p. 14

2: The Scrum Guide, November 2020, p. 15

[3][3]: The Scrum Guide, November 2020, p. 15

4: Developing People and Teams, Scrum.org, accessed on December 16, 2023 5: The Scrum Guide, November 2020, p. 7

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

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

NEW QUESTION 136

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

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

Answer: B

NEW QUESTION 137

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 142

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

- A. A Sprint Goal only gives purpose to Sprint 0.
- 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 143

Who should make sure everyone on the Scrum Team does their tasks for the Sprint? (choose the best answer)

- A. The Project Manager.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Scrum Team.
- E. All of the above.

Answer: D

Explanation:

? The Scrum Team is a self-organizing and cross-functional team that delivers valuable products in an agile way. The Scrum Team consists of one Product Owner, one Scrum Master, and Developers. They are all accountable for creating a valuable, useful, and potentially releasable product Increment each Sprint.

? The Scrum Team is responsible for making sure everyone on the Scrum Team does their tasks for the Sprint. The Scrum Team does not rely on any external authority, manager, or leader to assign or monitor their work. The Scrum Team collaborates and coordinates their work as one unit, without any hand-offs or silos. The Scrum Team also inspects and adapts their work based on empirical evidence and feedback.

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

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

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

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

References:

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

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

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

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

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

NEW QUESTION 146

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 149

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 151

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 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 156

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

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

Answer: C

Explanation:

? The Sprint Review is an event that occurs at the end of each Sprint, where the Scrum Team and the stakeholders inspect the Increment and adapt the Product Backlog if needed. The Sprint Review is an opportunity for the Product Owner to validate that the Increment meets their expectations and delivers value to the customers and users. The Sprint Review is also an opportunity for the Developers to demonstrate their work and receive feedback from the Product Owner and the stakeholders.

? The purpose of a Sprint Review is to inspect the product Increment with the stakeholders and collect feedback on next steps. The Sprint Review is a collaborative and interactive session where the Scrum Team and the stakeholders discuss what was done in the Sprint, what problems were encountered, what was learned, and what can be improved or changed. The Sprint Review also provides input for updating the Product Backlog to maximize value in future Sprints.

? The other options are not valid or relevant purposes of a Sprint Review. They are either too vague, unrelated, or incorrect. They are:

References:

- ? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>
- ? Sprint Review: <https://www.scrum.org/resources/what-is-a-sprint-review>

NEW QUESTION 159

Every Scrum Team should have: (choose the best answer)

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

Answer: B

Explanation:

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

References:

- ? Professional Scrum Product Owner™ I Certification
- ? Professional Scrum Product Owner™ Training

NEW QUESTION 162

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